

University of Maryland  
Office of Fraternity and Sorority Life

**Executive Summary**  
**Greek Life: A Foundation for the Future**  
June 2004

This document serves to summarize the perspectives and expectations designed by the University of Maryland in 1994, in partnership with Greek alumni and students, to improve and enhance the experiences of students in fraternities and sororities at the University of Maryland.

The University of Maryland has had a long and rich relationship with its collegiate fraternities and sororities. As an important component of the co-curricular programs for undergraduate students, Greek chapters have supported the central mission of the University by providing an enriched out-of-class living/learning experience. Fraternal organizations (the words "fraternal" or "fraternity" refer to both men's and women's Greek letter organizations) have existed on the Maryland campus since 1914, and are characterized by a tradition of involvement and leadership in campus life.

The University has been supportive of the ideals and goals of individual chapters and, collectively, a Greek community. The organizational ideals and goals promote personal development and a strong sense of identity with the institution as well as post-graduate association. The ideals and goals include scholarship, leadership, community service, individual and group initiative, self-governance, and an array of interpersonal and social skills development.

The relationship between the University and the Greek community is one that must be mutually beneficial. Greek chapters can enhance the quality of life for students on campus by providing a range of opportunities for meaningful individual involvement and growth. Life-long commitment to a Greek organization can in turn result in greater alumni involvement and service to the University.

In 1994, the University of Maryland introduced the document "Greek Life: A Foundation for the Future." This document, known on campus as the Vision Statement, set forth minimum standards and expectations for all fraternities and sororities who seek to be recognized by the University of Maryland as Greek-letter organizations. Researched and developed over a five-year period in the early 1990s, the Vision Statement focuses on fostering a Greek community wherein chapters complement the institution's academic mission; develop leadership in members; serve the community; foster character development; promote personal development; build community; and encourage lifelong friendships. The fundamental purpose of the Vision Statement was to compel chapters to return to the founding values central to the development of fraternity and sorority men and women. Over the past two decades, many conflicting aspects of the Greek experience have emerged. Fraternity and sorority student leaders claim their organizations promote values and ideals, but the actions of their members often directly conflict with their stated principles. The Vision Statement and its nineteen standards represent minimum expectations designed as a comprehensive approach to change the conflicting culture.

Supporting Greek life has been an important educational initiative for the campus. Greek organizations have the potential to affect student development in powerful and lasting ways. Organizations which ultimately and cumulatively manage to promote leadership, foster scholastic excellence, encourage community service, and develop life-long friendships deserve a prominent place in the University community. Unfortunately, many organizations have failed to regularly and predictably live up to the Greek values and principles articulated by their founding members. Problems have repeatedly arisen in the areas of alcohol abuse; hazing practices in pledging programs; anti-intellectualism; behavioral problems; housing concerns; character development; and lack of appreciation for diversity. The failures have become so frequent and are occasionally so profound that a dramatic paradigm shift was needed to rechart the course of Greek life at the University of Maryland for the future.

Without drastic changes in direction and performance expectations, Greek organizations are not likely to embrace principles that are complementary to and supportive of the University's educational mission. A simple equation has evolved: if Greek organizations on balance exert a negative influence on the University community, they simply should not continue to exist. Conversely, fraternities should be maintained if they positively affect the institution and the realization of its mission. To insure a return to a positive balance, this document reviews the common fraternal condition and proposes substantive changes in the qualitative educational experiences of persons involved in Greek organizations. Further, the document goes on to redefine the relationship of the organizations with the University.

The University, in conjunction with the alumni chapters representing the fraternal groups, agreed to build fraternity houses in the 1950's on what is now identified as Fraternity Row. Between 1952-54, ten chapter houses were built. Between 1958-62, an additional four houses were added to the outer edges of the Row. At the same time, seven sorority houses were constructed on what is now known as the "Graham Cracker," a square of land bordered by College, Princeton, Yale and Knox Roads in the center of Old Town College Park. At that time, and still today, the commitment to support Greek life by providing residential houses was significant. Including the "Row" and the "Graham Cracker," the University owns and leases 21 fraternity and sorority houses. These properties provide university related housing opportunities for almost 800 students.

In 1990, the University embarked upon a six-phase renovation program for the 14 houses on Fraternity Row. All fourteen were completed by the summer of 1998. In 1994, three of the seven sorority houses on the Graham Cracker joined the University renovation program. In 2004, the remaining four sorority houses on the Graham Cracker joined the program, with plans to completely renovate these seven chapter houses.

In 1974, the University hired the first full-time Greek Life Advisor as the need for guidance and advice became important. In 1988, a Facilities Coordinator for Greek Life was hired to assist with the impending renovation process and to provide necessary support for addressing the safety and maintenance needs of the houses. Two graduate students worked to advise the governing councils and other aspects of the office, and a full time administrative assistant also served the needs of Greek Life. In 1994, two new additional staff were hired. A Housing Coordinator/Panhellenic Advisor role was developed to provide support and guidance to the house directors and the NPC chapters on campus, working closely with the house corporation boards, the sorority chapters and their governing body. The Fraternity Advisor position was designed to assist the development of the fraternity chapters, their members, governing bodies, and alumni.

In 2004, the office again expanded to meet the growing needs of the Greek community. Greek Life was moved out from under Campus Programs to form its own office and elevated to report directly to the Office of the Vice President for Student Affairs. Greek Life was renamed the Office of Fraternity and Sorority Life, and a new director was hired to oversee all operations. A new assistant director was hired to support the demands of managing twenty-one University-owned properties, and two full time graduate assistants were hired to pilot a new live-in advisor position called a residential fellow. The residential fellow program subsequently expanded to include three more full time graduate students, bringing the total number of people working solely with fraternities and sororities to thirteen.

Building and renovating houses for Greek chapters to lease, supporting thirteen staff members in Fraternity and Sorority Life, and serving as advocates for the needs of the Greek community are concrete and powerful examples of the strong commitment the University has demonstrated in regards to the Greek community. There are few institutions that provide this kind of direct assistance to their Greek organizations. In contrast, in recent years, some campuses have decided to ignore Greeks as much as possible, to abolish Greeks from the institutional family, or to distance themselves from their Greek affiliates in both organizational and legal ways.

In the past ten years, significant progress has been made in many areas regarding fraternity and sorority life. The All Fraternity grade point average and the All Sorority grade point average have both remained above the respective All Men's and All Women's grade point averages for the past fourteen semesters. Nine new chapters have worked together to form a new governing council – the United Greek Council – to help provide emerging culturally based fraternities and sororities a greater voice and more resources. Several changes to the original nineteen standards have also been made in response to feedback from chapter members, alumni, and inter/national representatives.

We have seen tremendous progress in many areas, but we have also seen little progress in others. Alcohol abuse and misuse continue to plague the Greek community. Hazing continues to pervade the new member education period of many chapters. Facility management, especially among fraternities, has grown increasingly more troubling as funds for much needed renovations in many off-campus houses cannot be identified. And accountability in chapters and within the community has been lacking at times.

The University of Maryland has consistently supported the Greek enterprise and will continue to do so if a commitment is reinvigorated and sustained by chapters and alumni to Greek ideals that are compatible with the University's mission, and hindrances to the stated Greek purposes are addressed. The University is dedicated to providing such extraordinary support because it believes the fraternity and sorority experience has a distinctive and useful mission that can provide unique benefits to the campus community and its students. If, on the other hand, the end result of the Greek experience consistently falls short of the more noble purposes for Greek life, the University must consider vacating its commitment to these organizations.

## **Greek Life Enhancements Chapter Standards**

Nineteen aspects of Greek life at the University of Maryland were identified for enhancement. Chapters that accomplish these initiatives will have a greater chance of realizing their values and mission and will be more organizational citizens of the campus community.

The next section, which outlines the nineteen chapter standards, is organized into four main categories of chapter life: Membership Development, Chapter Development, Chapter Outreach, and Chapter Facility Management. These four areas are described, as are the accompanying standards in each section.

### **MEMBERSHIP DEVELOPMENT**

The development of individual members is a pre-eminent goal of Greek-letter organizations. Providing incentives for members to attain their academic goals, experience new opportunities, and realize their individual potential are important initiatives for chapters.

#### **1. ACADEMIC PERFORMANCE**

Greek organizations espouse their concern for the academic success and progress of individual members. The University expects that its students will pursue academic achievement as their highest priority. Greek organizations should demonstrate this value by assisting the performance of their members. The University will consider a chapter in compliance with the Academic Performance standard when the chapter has reached or exceeded the (respective) all men's or all women's average.

Each chapter must elect a Scholarship Chair who will work closely with the IFC Vice President of Academic Affairs, the PHA Scholarship Chair, or the coordinated efforts of the PHC or the UGC. The Scholarship Chair will be responsible for attending scholarship meetings of the respective coordinating council and/or the University; for compiling the chapter roster of the current active/new members; and regularly meeting with the chapter Faculty Advisor.

To maintain full recognition by the University, each chapter must have an overall grade point average for its full current membership that is above the respective male and female campus averages (all averages to be based on quality points earned divided by credits attempted) for the entire year (fall and spring semesters will be combined to obtain the chapter grade point average for the year). Recognition of a chapter that falls below the respective all-men's or all-women's grade point average or that does not meet the .10 yearly increase toward the average will be on academic probation (as defined in the *Performance Assessment* section later in this document). A chapter whose recognition is probationary for the following year will be required to have an academic assessment completed by the Office of Fraternity and Sorority Life, Chapter Advisor and Faculty Advisor. An academic assessment will involve establishing interventions which provide corrective programming to help resolve the academic situation and to encourage educational enrichment programs for those students at risk.

A chapter that does not meet the minimum standard the following year (after a full year of probation) shall continue to have their academic program scrutinized and will be placed on show cause status (as

defined in the *Performance Assessment* section later in this document) to remain recognized by the University.

If an organization's grade point average should fall dramatically below the respective all men's or all women's average after one year, an increase of .10 each year will be necessary to avoid probationary status. For example, if the all-men's average is a 2.80 and fraternity XYZ has an average of 2.50 for the year, that chapter would have to make at least a 2.60 the following year to avoid probation.

If a chapter increases one year and drops during the subsequent year, the increase needed will be based on the first year's performance. In the above example, if fraternity XYZ makes the 2.60 one year, they must make a 2.70 the following year to avoid probation. However, if they only make a 2.65, they would be on probation for the year and must raise their average to a 2.80 during that probationary year to avoid being placed on show cause status.

Any chapter that has fewer than 15 active members for the year (including new members) will have a special academic plan developed which will help the chapter progress toward the necessary average. The chapter will not necessarily be held to the same exact grade standard outlined above, but will be required to make progress toward the respective all-men's or women's average. This progress will be closely monitored by the Office of Fraternity and Sorority Life.

## 2. NEW MEMBER INTAKE

The University is concerned about the poor academic performance of first year students who choose to join fraternities and sororities during their first semester on campus. If membership in these organizations results in good academic performance, such membership should be allowed and encouraged as soon as possible in a student's academic career. To the extent it hinders academic performance, such membership should be deferred until the student has established a satisfactory academic record.

Formal Spring Recruitment was implemented in fall 1996. It was viewed as a tool to strengthen the organizations, not restrict them. No student with less than 12 earned college credits (counting AP credits) is allowed to join a fraternity or sorority. Thus, first semester students with less than 12 credits will avoid the inevitable conflict between chapter life and their initial academic success. Fall recruitment can and should be conducted, especially for academically established upper-class students, but men and women selected for membership must have earned a minimum of 12 college credits and must have a minimum GPA of a 2.50 or higher. Transfer students with 12 college credits or more who accomplished a 2.5 GPA at their previous institution(s) and first semester freshmen with 12 or more AP credits satisfactorily meet this requirement. This requirement should not deter chapters from setting their own standards higher than a 2.5.

The minimum grade point average necessary to join will be monitored annually and adjusted accordingly based on increases in the academic performance by students in their first year of enrollment at the University of Maryland.

## 3. NEW MEMBER ORIENTATION PROGRAM

Greek organizations have, in the past, focused their efforts almost exclusively on educating pledges/associates rather than on creating programs that effectively and continually contribute to the development of all members of the fraternity or sorority. There is inter/national and local evidence that pledging programs (a proving period or rite of passage) actually increase the likelihood of hazing incidents and create an expectation that responsibility to the chapter is only enforced during pledging. Additionally, no fraternity or sorority was founded on the basis of a pledging period. For these reasons, pledging periods may eventually be completely abolished.

In the first year of the Foundation for the Future document, new member education periods were shortened to a maximum of 8 weeks. In the fall of 1996, the maximum length of new member education was shortened to 6 weeks. Orientation periods have remained at 6 weeks since then.

It is anticipated that the mutual screening process that has traditionally occurred during pledging, often with considerable damage to the self-concept of those young men and women who may be dropped from membership, will now occur during the recruitment period. It is further expected that chapters will replace "pledge education" with "member education," an on-going development program lasting the entire length of an individual's active fraternal involvement. Indeed this notion, completely compatible with the aspirations of most inter/national level fraternal leadership, can become the most beneficial and fulfilling result of this set of new expectations.

Further, it is expected that all new members, as a part of their orientation program, will be made aware of the University Policy on Hazing, contained in the Code of Student Conduct, as well as the Maryland State Law that makes hazing a crime. It is also hoped that the coordinating councils of IFC/PHA/PHC/UGC will consider adopting a self-policing system to eliminate any chance of hazing during the Orientation period.

This standard of a six week orientation program will be reviewed after each academic year to determine the effectiveness of the orientation period in achieving the desired results of the elimination of hazing and the increased involvement of members throughout their entire fraternity/sorority experience.

#### 4. PERSONAL DEVELOPMENT PROGRAM

One of the primary goals of fraternities and sororities is to further the development of leadership qualities within the community. One means to that end is the fostering of leadership potential within members throughout all stages of their University of Maryland experience. Highly educated and responsible leaders will set an example through their efforts.

To enhance the individual and personal development of members, each chapter, with the assistance of their alumni and inter/national organization, will be required to develop and submit a Membership Development Plan. This curriculum shall include a minimum of four programs or workshops each year. One workshop from each of the first three categories listed below will be required. The chapter shall elect which other program or programs would best meet its particular chapter needs. IFC/PHA/PHC/UGC will be encouraged to participate in determining future "curriculum" requirements.

##### 1. Values Clarification

Individual Inter/National values programs (such as Sigma Phi Epsilon's Balanced Man,

Sigma Nu's The Lead Program; Alpha Epsilon Phi's Avenues Program, and Sigma  
Kappa's Promise Program)  
Ethical Decision-Making

2. Academic Success
  - Time Management
  - Stress Management
  - Study Skills
  - Academic Integrity
3. Alcohol and Drug Education
  - Drinking and Driving
  - Confronting Problem Drinking
  - Alcohol and Its Effects
  - TIPS training
4. Other suggestions:
  - Personal Achievement
  - Community Building
  - Personal Responsibility
  - Leadership Development
  - Diversity - Sexism, Racism, etc.
  - Sexual Assault/Harassment
  - Eating Disorders/Healthy Diet

It should be noted that the above list is not exhaustive. Chapter leaders, in conjunction with advisors, should develop a programming plan that best meets the specific needs of the chapter. This membership development plan will be discussed by chapter leaders with appropriate Fraternity and Sorority Life staff. Sample membership development plans are on file in the Office of Fraternity and Sorority Life. The chapter should submit an evaluation of each program following its conclusion, but no later than by the end of the academic year. The plan can be resubmitted as part of the chapter management plan explained in Standard Five. Programs can occur during chapter meetings. Chapters may work together on programs or chapters may initiate programs in this area that are jointly sponsored with non-Greek groups. Suggestions for speakers and resources to complete the programs will be provided by the Office of Fraternity and Sorority Life.

The student coordinating councils will be encouraged and supported in presenting workshops each semester on relevant issues affecting the individual needs of the Greek community. These workshops may be either lectures or group discussions. It is hoped that the sessions will serve as a means of communication for the governing bodies, providing a positive mechanism for feedback and constructive input from the Greek community. In addition, leaders within the coordinating councils and the Greek community will be encouraged to actively help recruit and train TIPS certified instructors.

Many chapters already have programming requirements from their inter/national organization. To assist chapters in accomplishing these requirements, the University will be flexible in allowing inter/national programming assignments to meet the criteria for this University standard. During its annual meeting,

the chapter should request to the Fraternity and Sorority Life staff to have their unique programming requirements substituted for the programs mentioned previously in this standard.

## **CHAPTER DEVELOPMENT**

Chapter development activities are those activities that help chapters realize their founding principles and stay faithful to their larger mission. The sum total of organization activities should reflect an obvious commitment to fraternal principles and should be compatible with the goals and objectives of the University. To this end, these standards will assist chapters in being properly integrated into the larger community. Full consideration of the advice and guidance of advisors and designated University personnel will be expected.

### **5. CHAPTER MANAGEMENT**

To assist chapters in recording their achievements and successes throughout the year, all chapters shall submit a "Chapter Management Plan" at the beginning of the school year, and a "Chapter Annual Report" at the end of the academic year. These reports will be developed with involvement of the Office of Fraternity and Sorority Life, chapter advisors and other interested alumni, inter/national headquarters, and chapter leaders and members.

The Chapter Management Plan shall outline the chapter's plan to:

- \*Develop leaders and encourage leadership development.
- \*Promote diversity within the chapter.
- \*Submit and implement a Membership Development Program.
- \*Manage social functions sponsored by the chapter.
- \*Maintain fiscal solvency.
- \*Provide a healthy and safe residential environment (where appropriate).
- \*Develop positive relations with neighbors (where appropriate).

Sample Chapter Management Plans and Annual Reports can be found in the Office of Fraternity and Sorority Life.

The Chapter Management Plan will also consider the individual chapter's inter/national recognition requirements in order for the chapter to meet these goals and be considered for an outstanding chapter award within the inter/national organization. These expectations will be included in the Plan.

The Chapter Annual Report will highlight the chapter's accomplishments for the academic year and will include the progress made in implementing goals and objectives. The Annual Report will be tailored to meet the various inter/national award requirements so that a chapter can submit only one form/report that would meet both the University requirement and serve as an application for inter/national recognition. If the chapter maintains an annual master calendar, this can serve as the focus of the Chapter Management Plan. It is clearly the goal of the University that all chapters apply for and receive recognition from their inter/national organization.

A Mid-Year Meeting and an Annual Meeting among a chapter's leaders, advisors and Fraternity and Sorority Life staff will be held during the winter break and at the end of each summer respectively to discuss progress toward achieving the goals set forth in the chapter management plan and to develop a

blueprint for the following year. These meetings are intended to significantly assist the chapter in focusing its time and energy.

## 6. CHAPTER ADVISOR

The University believes that an active, involved chapter advisor is a key ingredient to a successful chapter. Because of this, each chapter shall have a chapter advisor who either lives or works within the immediate metropolitan area, and who has the support of the inter/national organization. The advisor shall be an alumnus of the fraternity or sorority (unless a specific exception is granted by the University in conjunction with the inter/national organization), should have some form of active Greek experience, and shall provide the chapter and its membership with continuing advice and support. The advisor will agree to attend most chapter meetings, become a participating member of the respective Alumni organization, meet semesterly with staff in the Office of Fraternity and Sorority Life, and assist with special events and programs and the implementation of Greek standards. A job description is available to assist chapters in defining the role of the advisor. The University will work with chapters and their inter/national organizations to locate potential chapter advisors, and will provide additional resources toward training and developing advisors.

Collegiate IFC/PHA/PHC/UGC will be encouraged to work with the Chapter Advisors and to identify appropriate ways to recognize and honor the fine work of these individuals.

## 7. ACTIVE PARTICIPATION WITH IFC/PHA/PHC/UGC

The University believes that chapters are successful when they collaborate with their inter/national organizations and become active participants in the respective campus governing body. Because of this belief, all chapters must be active members of the Interfraternity Council (IFC), the Panhellenic Association (PHA), the Pan-Hellenic Council (PHC), or the United Greek Council (UGC) according to their inter/national organization affiliation. The identification of chapter representatives and their record of participation in meetings and programs sponsored by the respective governing body will be included in each chapter's Annual Report. Culturally specific organizations may petition for exemption from this standard, but must still abide by the other standards.

## 8. FACULTY ADVISOR

It is imperative that Greek chapters become invested with the larger campus community. Of particular importance is developing relationships with faculty and staff. Toward this end, all Greek organizations are required to have an involved faculty/staff advisor. Faculty/staff advisors must be employed by the University of Maryland, College Park campus. Faculty, Associate Staff, or Academic Administrator rank personnel are eligible for such appointment. The faculty/staff advisor need not be an alumnus or alumna of any fraternity or sorority, and need not even be of the same gender as the group he/she advises. The faculty/staff advisor will be required to attend a minimum of two chapter events or meetings each semester and meet yearly with a member of the Fraternity and Sorority Life staff. A job description is available to assist chapters in defining the role of the advisor. The University will assist chapters as they attempt to identify a faculty/staff advisor. Final selection of the advisor is the prerogative of the chapter.

## 9. OUTREACH PROGRAM

All chapters are required to host one program or activity each year that involves direct interaction between their membership and faculty, community members and/or University staff. Programs should highlight the unique relationship that Greek organizations share with the neighboring community and/or the host institution and should serve to build cooperative relationships. Program ideas and potential speakers are available in the Office of Fraternity and Sorority Life. A program evaluation form must be completed after each program.

#### 10. DIVERSITY PROGRAM

Since the 1984 "Making a Difference: Goals, Objectives, and Initiatives" document, the University has been committed to creating a model multi-racial, multi-cultural, multi-generational academic community. To that end, the University is committed to enhancing the campus community by encouraging diversity in its student body. While some chapters have developed a strong commitment to promoting diversity, not all have embraced this goal. Each chapter shall demonstrate its response to racial and cultural diversity by organizing and implementing programs and activities that encourage both an appreciation of diversity and a commitment to promoting diversity among its members or within the Greek system. These programs and activities shall be consistent with all applicable regulations and guidelines of the University as well as those of the relevant inter/national fraternal organization. A minimum of one program each year is required.

#### 11. NON-GREEK PROGRAM

Chapters must have a minimum of one program each year that is co-sponsored with a non-Greek campus organization. Programs can be educational, cultural, philanthropic, or social in nature and can be combined with other programming or service requirements in this document. This requirement is designed to provide meaningful integration as good citizens within the student community and to encourage partnerships between Greek organizations and other campus organizations. Such interaction should serve the chapters as well as the campus regarding the enhancement of knowledge and appreciation of fraternity and sorority life on campus.

#### 12. ALUMNI PROGRAM

Chapter alumni can play a positive role in the life of the chapter and its members. Too often chapters do not provide opportunities for alumni members to be involved in chapter activities nor do they keep alumni informed about chapter life and events. Chapters will be required to communicate through a letter or newsletter once each year to their alumni. The University will assist in identifying addresses and inter/national organizations can provide alumni membership lists. Additionally, chapters are required to host a minimum of one program each year that involves alumni. Examples include an alumni mentor program or an alumni Homecoming event. These two alumni initiatives (correspondence and program) will be included in the Chapter Management Plan and will be reported on in the Annual Report.

#### 13. INTERNAL JUDICIAL SYSTEM

Establishing internal methods of confronting inappropriate behavior and creating high standards of ethical conduct are important goals of Greek organizations. While many organizations already have such internal control mechanisms, some do not. To make certain these mechanisms exist in all chapters, each organization is required to document annually the existence and function of an internal judicial system to enforce their own policies and procedures. Each organization must have the means to act quickly in

addressing the behavior of a member who violates established codes or standards, either through its own internal procedures or those of the inter/national organization. This must include the means to promptly and permanently expel a member from the chapter, making certain to guarantee all rights of due process and adherence to inter/national procedures. The chapter advisor should be an integral component of whatever system is developed.

## **CHAPTER OUTREACH**

Chapter outreach activities are those activities that involve the chapter with the larger campus community and neighboring area. These initiatives support the guiding principles of fraternities and sororities and help members develop a broader perspective of their environment.

### **14. INDIVIDUAL MEMBER INVOLVEMENT**

There are great benefits to the campus community and to Greek organizations when members are active participants in outside activities. Members are able to learn additional leadership skills, which can be applied to their chapter and are able to promote the best ideals of Greek life to non-Greek members of the campus community. Both entities benefit when Greek members are involved as leaders and members of the larger campus community.

To encourage involvement in the campus community, each member of a fraternity or sorority is strongly encouraged to be involved in at least one other activity at the University or in the local community. Members can participate in other student groups, be a member of an intercollegiate sports team, or volunteer for significant participation in community or service organizations.

Chapters are required to include a list of members and their involvement in their Annual Report. If it appears that a chapter is not sufficiently encouraging involvement of their members, they will be required to develop initiatives to increase member involvement.

### **15. COMMUNITY SERVICE PROJECT**

Given the commitment to service of others in most Greek organization missions and the educational value that such service promulgates, all chapters will be expected to initiate and implement a minimum of one community service learning project each year, in addition to those events that might be sponsored as a part of Greek Week and Homecoming. Chapters should contact the Office of Fraternity and Sorority Life prior to the event and must complete an evaluation form at the end of the activity. Where applicable, the University will assist the chapter in promoting the activity and will assist in publicity efforts.

Community service learning projects must involve at least 65% of the chapter over the course of the year. While raising money for charitable organizations clearly provides a valuable service for the community, for the purposes of this standard, chapters are expected to seek more direct means of community service (such as volunteering at a local soup kitchen or tutoring local school children). It is anticipated that Greek organizations will fully appreciate the value for each member as well as the group in serving others less fortunate in our society, and will be involved in more activities than the minimum. The Office of Fraternity and Sorority Life and the Office of Community Service Learning can provide assistance in identifying service learning projects in the local area. Community service endeavors will be reported in the Annual Report.

## 16. CAMPUS SERVICE PROJECT

Greek organizations enjoy a unique relationship with the campus community and are the recipients of considerable institutional resources and attention. Each chapter, as a means of fulfilling their campus service project, is encouraged to adopt, host, or significantly participate in one campus service project each year. A campus project could involve helping at an annual event like Family Weekend, working with ECO at the recycling center, or sponsoring a speaker on campus for all students. The Office of Fraternity and Sorority Life will provide suggestions for projects and will approve the chapter's campus service project. Such activity will be reported in the Annual Report.

The IFC/PHA/PHC/UGC will be encouraged to continue to organize and implement at least one philanthropic event each semester. While these events may be open to the larger community, the goals are to unite the Greeks' efforts in a common cause and to give something back to society and those less fortunate. The Philanthropic Chairs of these coordinating councils will act as resources for all chapters in their individual philanthropic and community service activities, including coordination, promotion, and outreach.

## CHAPTER FACILITY MANAGEMENT

Some chapters have the opportunity to experience fraternity or sorority life in a residential setting. With appropriate supervision, standards related to proper house management will insure that properties are maintained in a safe and healthy manner. Members should have the opportunity to learn respect for property as well as the responsibilities of maintaining a facility.

## 17. HOUSE DIRECTOR OR RESIDENTIAL FELLOW

The University believes that live-in guidance and assistance are important components of an effective and efficient house management plan. Because of this belief, all fraternity and sorority houses with an occupancy of more than 15 residents must employ a live-in house director or residential fellow under the coordination and approval of the Office of Fraternity and Sorority Life and appropriate house corporation. Special consideration may be given in those unique situations where the physical structure of the house and/or the financial structure of the chapter make a live-in house director virtually impossible in the short term. Specific working relationships among the house corporation, University and house director or residential fellow with regard to such issues as hiring, supervision, evaluation, level of pay, etc. will be cooperatively developed between house corporation officers and Fraternity and Sorority Life staff.

A house director is defined as an individual hired and supervised by the house corporation. A residential fellow is defined as a graduate student hired and supervised by the University. Expectations for both positions can be obtained through the Office of Fraternity and Sorority Life.

The purpose of the house director or residential fellow is to provide additional guidance and support to the chapter and its members and to establish a liaison among the chapter, house corporation, and University. Duties shall include, but are not limited to: supervising contractual services and employees; attending monthly and weekly University staff and house corporation meetings; maintaining the house

structure and serving as a liaison with facilities personnel; advising and counseling students on matters related to their well-being on the campus. House directors and residential fellows must be familiar with and fully implement policies and procedures related to facility maintenance prescribed by the Office of Fraternity and Sorority Life or other relevant authorities. The Office of Fraternity and Sorority Life provides a listing of candidates with their resumes for perusal. The house director or residential fellow must be hired and living in the chapter house prior to the opening for either academic term or summer occupancy.

The University is prepared to assist chapters through the Housing Coordinator for Fraternity and Sorority Life in actively recruiting new house directors and residential fellows each year. In addition, the Housing Coordinator will provide a pre-opening training workshop, monthly information mailings and coordination of monthly meetings. The University may provide special privileges for house directors and residential fellows (such as University ID with special privileges and access to University facilities).

## 18. HOUSE CORPORATION

The University believes that an active and involved house corporation board is an important component for the effective operation of the chapter house. This house corporation entity can manage the affairs of the property and serve as an indispensable resource for the chapter members who have limited time and ability to worry about the long-term maintenance needs of the structure. The University requires each chapter that is housed – and encourages those chapters not currently housed but seeking housing – to have an active house corporation entity and will assist chapters in identifying prospective board members and will conduct regular training programs for corporation board members. Expectations for house corporation boards can be obtained through the Office of Fraternity and Sorority Life.

## 19. SOCIAL HOST EVENTS

The University continues to be concerned about large, under-managed social events that occur in chapter houses and in satellite houses affiliated with a fraternity or sorority. Additionally, too much emphasis has been placed on the social nature of fraternities and sororities at the expense of other aspects of the Greek experience. The standards outlined in this document can help chapters to refocus energy on other facets of their organization. The requirements are also designed to redirect the degree to which chapters rely on alcohol in chapter programming and, ultimately, chapter life.

Each chapter is expected to know, understand, and abide by University, their inter/national organization rules and regulations, and applicable local and state laws that relate to the consumption, service, and possession of alcohol. The Alcohol Management Policy will incorporate this standard and will be strictly and consistently enforced.

## **PROGRAMMING**

Throughout this document, programming activities have been described which are intended to strengthen the Greek experience and to assist chapters in becoming better citizens of the campus and neighboring community. They are meant to complement all other aspects of fraternity/sorority life and are not intended to place an unreasonable burden on the members of a chapter.

It is possible that several of the programming standards could be fulfilled through a single event. For example, one program that combined community service work with a non-Greek group and faculty member could fulfill all three of these expectations. Advance program planning can diminish the number of events a chapter is asked to host in any one given year. However, as time passes, it is the hope of the University that chapters will see the benefit of sponsoring various types of programs and will work to accomplish each standard with a specific program geared toward that standard.

Many chapters already have excellent programs each semester. These standards are intended to raise all chapters up to the level of the best chapters on the Maryland campus.

It is also understood that smaller chapters may have trouble getting enough members to participate in extensive programming activities. Chapters with fewer than 15 members will work with the Fraternity and Sorority Life staff to achieve the desired results within their capabilities to perform. Creative and joint programming will be fully explored to help these smaller chapters in their efforts to be successful.

It is the purpose of the programming requirements to achieve the desired goals of both the Greek organization and the University of Maryland. They should be seen as means to an end. In that spirit, should an inter/national group have some type of developmental program, such as Beta Theta Pi's "Men of Principle" program or Sigma Nu's "LEAD program" or Kappa Alpha Theta's "The Balanced Woman," it may substitute some or all of those standards for some or all of the ones contained in this document, given special permission by both the inter/national organization and the University.

The student coordinating councils will be encouraged to use outside resources such as the National Interfraternity Council/National Panhellenic Conference/National Pan-Hellenic Council/National Association of Latino Fraternal Organizations, and their local alumni groups to support their realization of these standards. Coordinating Councils are encouraged to sponsor official visits by the NIC/NPC/NPHC/NALFO to the campus each year for the purpose of presenting formal workshops and seminars. These events may meet requirements contained in other parts of this document. The IFC/PHA/PHC/UGC will also be encouraged to make full use of all NIC/NPC/NPHC/NALFO materials as resource guides for individual member chapters' use.

The University Fraternity and Sorority Life staff are committed to assisting chapters in the implementation of these enhancements. Resources, including videotapes, written materials, and workshop presenters, are available in the Office of Fraternity and Sorority Life. Staff members are willing to assist in developing and presenting educational programs for chapters.

Greek organizations will be required to meet the standards outlined above each year. If chapters fail to meet any of the standards, a period of probation will ensue. Probationary chapters still would be expected to participate in IFC/PHA/PHC/UGC sponsored educational activities. The ***Performance Assessment*** section can be found later in this document.

Chapters which experience extreme hardship attempting to accomplish any one of the standards or fail to implement a standard because of unforeseen circumstances may request an exception to this policy. The request must be made to the Director of Fraternity and Sorority Life who, after careful consideration and consultation with other staff members, will determine if an exception is warranted. Where a decision to deny an exception is made by the Director of Fraternity and Sorority Life, in extraordinary circumstances

a written appeal may be made to the Assistant Vice President of Student Affairs. The decision of the Assistant Vice President will be final.

In the unfortunate case where recognition of a group is withdrawn for failing to meet these standards, the University will work with the respective inter/national and alumni groups to choose an appropriate time and method for the organization to return to the University. Negotiations for return will be made with an understanding of the historical contributions that the organization has made, and can continue to make, to the University of Maryland.

## **AWARDS RECOGNITION**

The standards reflect a tremendous amount of work on the part of chapter members, leaders, advisors, and inter/national officers and executives. This important partnership has resulted in more effective standards and will inevitably insure success in the implementation stages.

Chapters that complete standards in a meritorious fashion will be recognized at the annual University Awards Banquet and the Annual Greek Awards Reception, and will be assisted in publicizing their success and accomplishments. Chapters that do not complete all standards and/or demonstrate a pattern of behavior that runs counter to the founding values and ideals of fraternity and sorority life will not be eligible for awards.

The University is committed to assisting chapters in any way possible to accomplish the standards outlined in this document. Additionally, assistance will be provided in publicizing and recognizing efforts in the accomplishment of the goals of this endeavor. In order to recognize the accomplishments of chapters as they implement these standards, the Vice President for Student Affairs will host an annual "Awards Reception" for all chapter leaders and advisors and will recognize those groups who have met the new standards. The following awards will be given:

### Programming Area

Outstanding Community Service Program  
Outstanding Campus Involvement Program  
Outstanding Non-Greek Involvement Program  
Outstanding Diversity Program  
Outreach Program  
New Member Education Program  
Personal Development Program

### Alumni Area

Outstanding Advisor Award  
Outstanding House Corporation Award  
Outstanding House Director Award  
Outstanding Faculty Advisor Award  
Outstanding Alumni Program

### Scholarship Area

Above All-Men and All-Women Average Recognition  
4.0 and Meritorious Achievement Recognition

### Overall Excellence

President's Cup for Outstanding IFC, PHC, PHA, UGC Chapter  
William E. Kirwan Most Improved IFC, PHC, PHA, UGC Chapter  
Program of the Year  
Outstanding Chapter President  
Greek Leader of the Year  
Exceptional Greek Leaders

In addition to the recognition ceremony and accompanying awards, the University will make extra efforts to assist chapters in publicizing their events by helping to draft press releases, calling local media, and announcing events at meetings and classes.

## **PERFORMANCE ASSESSMENT**

The Vision for Greek Life at the University of Maryland requires fraternity and sorority chapters to meet several basic expectations. As members of the Greek community, recognized chapters must fulfill the standards each year in order to uphold the values and principles of academic achievement, leadership, service and friendship upon which all groups were founded and to remain in good standing with the University.

All chapters are expected to complete the standards outlined in the Vision document. Groups which fail to complete all of the standards will be subject to certain conditions designed to encourage achievement. This process addresses expectations not specifically outlined in the document, particularly group restrictions associated with the chapter grade requirement. These processes identify specific conditions that will result from substandard performance and provide for the opportunity to appeal certain decisions made by the University.

1. At the end of each academic year, the professional staff in the Office of Fraternity and Sorority Life who regularly work with the fraternities and sororities will recommend chapters be placed in one of four categories. This recommendation will be based on the collective assessment of the progress each chapter has made over the course of the year in meeting each of the specific standards of the Vision document. Special attention will be given to the chapter's yearly grade point average and the chapter's adherence to the policies regarding social host events. In all cases, the annual or periodic record of each chapter's accomplishments will be documented and communicated to the chapter officers, chapter advisors and inter/national offices.

### **Category I**

Chapters will be placed in Category I if they have met all aspects of the Vision standards. They must also have achieved a grade point average at or above the respective All Men's or

All Women's Average for the year and not violated the policies regarding social host events. Chapters in Category I will be suitably recognized on campus and with their Inter/National organizations.

### **Category II**

Chapters will be placed in Category II if they have not completed all of their Vision requirements, but have demonstrated good faith intent, efforts, and persistence in completing essentially all of the standards. Chapters will also be placed in Category II if they have violated the social host event policies and been found responsible of minor infractions. The chapter president will be required to schedule a meeting with a staff member in the Office of Fraternity and Sorority Life and his or her chapter advisor to discuss the reasons why all standards were not completed and plans to remedy deficiencies for the future.

Chapters will also be placed in Category II if they have not achieved a grade point average at or above the respective All Men's or All Women's Averages for the year, but they have made the required .1 or greater improvement over the past year. Category II should serve as continued warning to the chapter that their academic performance still needs improvement. The chapter president and the chapter scholarship chair will be required to schedule a meeting with a staff member in the Office of Fraternity and Sorority Life, the Chapter Advisor, and the Faculty Advisor to discuss the chapter's academic strategy and plans to remedy deficiencies for the future.

### **Category III**

Chapters will be placed in Category III if they have not completed a satisfactory number of the Vision requirements. Chapters will also be placed in Category III if they have violated the social host event policies and been found responsible of a major infraction. The chapter executive council will be required to meet with a staff member in the Office of Fraternity and Sorority Life and their chapter advisor to discuss the reasons why the requirements were not completed and plans to remedy deficiencies for the future.

Chapters will also be placed in Category III if they have not achieved a grade point average at or above the respective All Men's or All Women's Averages for the year AND have failed to increase by a minimum of .1. Category III should serve as continued warning to the chapter that their academic performance needs significant improvement. The chapter president and the chapter scholarship chair will be required to schedule a meeting with a staff member in the Office of Fraternity and Sorority Life, the Chapter Advisor, and the Faculty Advisor to discuss the chapter's academic strategy and plans to remedy deficiencies for the future.

All chapters in Category III will be placed on probation (defined below) for one semester. There will be the opportunity to be removed from probation at any time after four weeks if, upon recommendation of the Fraternity and Sorority Life staff and in the opinion of the Vision Standards Review Committee, significant progress is being made in meeting the current year's standards. Probation may be reinstated if progress toward fulfilling the current year's Vision standards is not maintained.

Probation includes, but is not limited to, having no organized social activities including Homecoming or Greek Week related events and formals; no participation in University-recognized step shows; and restrictions on all non-Vision related programming. Approval for all programmatic events must be obtained at least two full weeks in advance from the Office of Fraternity and Sorority Life.

#### **Category IV**

Chapters will be placed in Category IV if they have demonstrated little or no effort to complete their Vision requirements. Chapters will also be placed in Category IV if they have violated the social host event policies and been found responsible for multiple major infractions or if they have failed to achieve a chapter grade point average for the year above the respective All Men's or All Women's Average for the second or third consecutive year.

All chapters in Category IV will be placed on "Show Cause" status (defined below) for one year, with the opportunity to be removed from these sanctions at any time after the first semester, only upon demonstration and documentation of significant progress toward fulfilling the current year's standards. Removal from Show Cause status will be at the recommendation of the Fraternity and Sorority Life staff and the approval of the Vision Standards Review Committee. Probation may be reinstated if progress toward fulfilling the current year's Vision standards is not maintained. The chapter executive board will be required to meet with a staff member in the Office of Fraternity and Sorority Life and their chapter advisor to discuss the reasons why the requirements were not met and plans to remedy deficiencies for the future. If a chapter is placed in Category IV for academic reasons, then the chapter president and the chapter scholarship chair will be required to schedule a meeting with a staff member in the Office of Fraternity and Sorority Life, the Chapter Advisor, and the Faculty Advisor to discuss the chapter's academic strategy and plans to remedy deficiencies for the future.

"Show Cause" status will result in a chapter defending why it should continue to be recognized by the Office of Fraternity and Sorority Life. If a chapter successfully defends its continued existence on campus, then a one-year period of probation will occur. This probation includes, but is not limited to, having no organized social activities including Homecoming or Greek Week related events and formals; no participation in University-recognized step shows; and restrictions on all programming events and activities. Approval for any desired programmatic event must be obtained at least two full weeks in advance from the Office of Fraternity and Sorority Life.

2. At the end of each academic year, the recommendations of the staff in the Office of Fraternity and Sorority Life are forwarded to the Vision Standards Review Committee for review and approval. Fraternity and Sorority Life staff members will present the assessments and will provide supporting information as appropriate. Chapters are then notified of their category and any accompanying conditions as appropriate.

The Vision Standards Review Committee is appointed by the Vice President for Student Affairs and includes the following people:

Student Affairs staff member (not a member of the Fraternity and Sorority Life staff)  
representing the Vice President  
Director of Fraternity and Sorority Life  
Faculty Member  
Faculty Advisor representative  
Chapter Advisor representative  
Member of the Interfraternity Council Executive Board  
Member of the Panhellenic Association Executive Board  
Member of the Pan-Hellenic Council Executive Board  
Member of the United Greek Council Executive Board

3. Chapters who wish to appeal their sanctions will have appellate rights with the Vision Standards Review Committee. The Committee will review a written petition of appeal from the chapter, the chapter's Vision file, the chapter's grade data, and a response to the appeal by the Office of Fraternity and Sorority Life staff. A final assessment and decision regarding appropriate conditions for the organization will be made by the Committee.
4. Under extraordinary circumstances, chapters who are not satisfied with the appeal procedures of the Committee can request a review from the Vice President for Student Affairs who will render a final decision.

### **SUMMARY**

These standards were advanced to make clear the University's expectations for those fraternal organizations with which it has entered into a relationship of mutual benefit. The University will enthusiastically endorse those Greek-letter groups that meet these criteria and complement the mission of the University of Maryland.

It is anticipated that the undergraduate members of the Greek community will see this document as an opportunity to exhibit the values and principles of their inter/national affiliation and enhance their collegiate experience, not just as a set of standards that must be met. The realization of these expectations is necessary if a positive relationship is to continue. The University firmly believes that these standards will enhance, not impair nor diminish, the experience of all members of the Greek community.

The University continues to seek thoughtful and determined support for these standards by all members of our Greek community. The support of dedicated alumni, students and inter/national representatives has been extraordinary and appreciated. As time, wisdom, and experience allow, we remain eager to collaborate with all who share our vision for a successful Greek life on campus. In other words, where a better outcome might be evidenced by an alteration in the standards, these standards would change. We urge that each member and each chapter recognize the full implications of our concerns, and that together we will ensure a noble and fulfilling continuation of the Greek experience at the University of Maryland.