

Middle Tennessee State University

Strategic Plan for Fraternities and Sororities 2011 - 2016

"Foundation for Excellence"

Background and History

Middle Tennessee State University has been home to fraternities and sororities since the 1960's. Originally, governing councils were advised by three different university staff members: Dean of Women Students, Dean of Men Students and Office of Multicultural Affairs. In 1994, an initiative for on-campus Greek housing and a full-time Greek Affairs Director were successfully implemented.

The new Office of Greek Affairs set a standard of expectations for fraternity/sorority members. Councils began to take on governing responsibilities. There were new opportunities for collaboration, leadership development and student empowerment. A more consistent and measureable evaluation process was implemented.

In 2003, Tom Jelke was hired to assess the community. He identified several themes for focus and made specific recommendations for improvement. His evaluation was the foundation for the 2007 and 2009 Greek Task Forces.

In 2007, a task force was convened to address current issues in the Greek community. The result was a detailed relationship statement that was lengthy and difficult to read, identified no consequences or rewards, and lacked a strategic and implementation plan. The fraternity/sorority community has struggled to live up to expectation and its' potential. Weaknesses in our community are due, in part, to a lack of values congruence and high turn-over rate in the Office of Greek Affairs. The potential for future success is limitless.

The fraternity/sorority community is defined as collegiate members, governing councils, the University, fraternity alumni and sorority alumnae, advisors, and inter/national organizations. Currently, there are four governing councils acting as a liaison between chapters and the Office of Greek Affairs and the University. There are 12 IFC chapters, 2 MGC chapters, 9 NPHC chapters and 6 PHC chapters on campus.

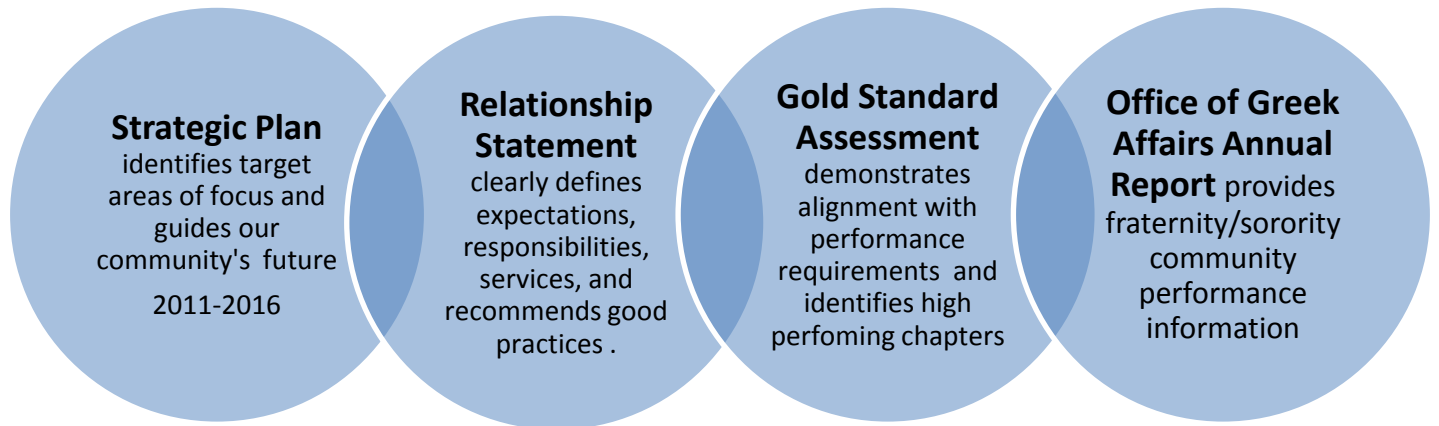
Direction and Results

On November 23, the first meeting of the Greek Task Force 2009 was held. The task force was composed of fraternity/sorority students, advisors, National organization officers, and university staff. The charge was *"to examine the existing structure and practices of the Greek community on the Middle Tennessee State University campus and, when appropriate, recommend enhancements to the system; and, to redefine the partnerships that exist among our students, alumni, administrators and national organizations to insure the long-term health and stability of the Greek community."*

A preliminary review of Jelke's 2003 assessment showed limited improvement. The task force identified and prioritized relevant themes, wrote a vision and a mission statement, and identified shared core values. This groundwork guided the development of the strategic plan and a new relationship statement. The Task Force identified five target areas for strategic focus: Vision and Values Education, Academics, Recruitment/Intake, Risk and Crisis Management, and Public Relations.

Design and Implementation

The task force agreed that all complementary documents that guide the strategic process should be easy to read, understand, and use for all constituents.



Vision and Values Education is a top priority in facilitating the evolution of the fraternity/sorority community. A focus on vision and values is the foundation for improvement in all other operational areas. The Office of Greek Affairs actually began this educational process in fall 2009 with an emphasis on values congruence. The strategic process is objective-driven and strives to create a stronger, better educated and more self-sufficient community.

What makes the 2009 strategic process different? There is a strong sense of urgency to address long-term concerns within the community. The University and the fraternity/sorority community are committed to the success of all organizations. Documents that outline the process clearly define chapter performance requirements and set an expectation of excellence. As part of the strategic plan, the relationship statement will be adopted by the four governing councils and integrated into their operations. Governing Councils will assume the responsibility for developing rewards for high performing chapters and sanctions for non-compliance. Annual evaluation and continued development of the Gold Standard Assessment and the annual report will be the joint-responsibility of Governing Councils, chapters, and the Office of Greek Affairs.

While, the Office of Greek Affairs will oversee implementation of the strategic plan, some target areas and objectives require the formation of additional committees, utilizing university departments and their expertise, to maximize success of the goal. Action plans will be created by those committees to further implement their recommendations. Progress reports will be published annually as a part of the Office of Greek Affairs' Annual Report.

The future success of our community is the responsibility of all constituents. This is the beginning of an exercise in self and organizational evaluation for all our constituents. The strategic plan is a challenge, a call to action, to address critical issues and encourage all our members to stay true to our shared core values and be relevant. As members of the fraternity/sorority community at Middle Tennessee State University, we are laying the foundation for excellence.

Vision

The Fraternity/Sorority Community of Middle Tennessee State University will create and promote an environment conducive to members learning, teaching, living and upholding our shared core values.

Mission

The mission of the Fraternity/Sorority Community is to:

- Promote excellence in academics, leadership and service
- Foster lifelong friendship and responsible citizenship
- Engage in a collaborative partnership with Middle Tennessee State University

Shared Core Values

The Shared Core Values for students, staff and advisors of the fraternity/sorority community at Middle Tennessee State University are:

Education/Academics – We demonstrate academic excellence and life-long learning.

Leadership – We practice ethical leadership and empower students to positively impact the University and campus community.

Service/Philanthropy – We give selflessly for the betterment of the campus, local, and global communities.

Brotherhood/Sisterhood – We foster life-long relationships and unity through respect, trust, and the ideals of the Greek Community.

Integrity – We endorse ethical standards and exemplary character, accountability, and values congruence.

Diversity – We embrace the deeper understanding and appreciation of all persons.

Collaboration – We cultivate inter-organizational, campus, and community partnerships.

Target Areas

Vision and Values Education

Education/Academics

Recruitment/Intake

Risk and Crisis Management

Public Relations

Goal 1 Vision and Values Education

Build a strong fraternity/sorority community exemplifying our community vision and shared core values.

Objective 1.1 Audit all governing councils' operations for values alignment (Fall 2011-OGA, Governing Councils)

- Review, adopt, and integrate the Relationship Statement into council operations.
 - Create educational opportunities to promote the relationship statement to all chapter members.
 - Identify rewards for high performing chapters and sanctions for non-compliance.
- Utilize outside sources to facilitate audit, if necessary.

Objective 1.2 Integrate vision, mission, and values in all marketing and public relations outreach. (Fall 2011-OGA, Governing Councils)

Objective 1.3 Create and promote a vision and values educational program for all fraternity/sorority constituents. (Spring 2012-OGA, Governing Councils)

- Create/incorporate tiered-training for membership development.
 - Introduce Vision and Values Education during leadership retreat, target select community leaders
 - Provide vision and values education opportunities for emerging leaders.
 - Provide vision and values education opportunities at chapter meetings.
 - Create vision and shared core values program for use by New Member Educators in chapter new member programs.
 - Incorporate Vision and Values Education discussion into recruitment/intake process.
 - Provide vision and values education opportunities for advisors and alumni/alumnae.
- Review appropriate role for governing councils to address values congruence issues.
 - Utilize Judicial Affairs to develop training for governing council officers.

Goal 2 Education/Academics

Establish academic standards for all fraternity/sorority governing councils to ensure that all organizations maintain a grade point average above the All-men's or All-women's average.

Objective 2.1 Develop an academic plan with incentives, consequences, and recognition. (Spring 2013-Faculty Advisors, Governing Councils, Chapter Scholarship Chairs, Academic Support Services)

- Create an academic council to develop, implement and promote the academic plan.
- Create council incentive programs (positive and negative) for those chapters that exceed/fail to meet their respective All-men's or All-women's average. (Governing Councils)
- Establish a scholarship for high performing fraternity and sorority students.
- Post chapter academic standing regularly and publicly, e.g., Greek Affairs web site, Greek Recruitment Guide, Sidelines.

Objective 2.2 Create a fraternity/sorority tutoring program. (Fall 2012-Faculty Advisors, Governing Councils, Chapter Scholarship Chairs)

- Provide academic mentoring/support for fraternity and sorority students.

Objective 2.3 Improve chapter utilization of the Faculty Advisor. (Fall 2013-Governing Councils, Chapter Scholarship Chairs, OGA)

- Create a formal job description. (Fall 2013-OGA)
- Create resource manual and training for chapter Faculty Advisors.
 - Current Faculty Advisors help create resources
 - Current Faculty Advisors help recruit and train competent advisors for chapters with none.

Objective 2.4 Improve communications and interaction with the University faculty (Fall 2013-Governing Councils, Chapter Scholarship Chairs, OGA)

- Create an annual Faculty Appreciation event
- Create a Faculty Member of the Year Award
- Create opportunities for faculty to interact positively with fraternity/sorority students.

Goal 3 Recruitment/Intake

Increase the fraternity/sorority population 1% per year to reach 10% of the campus undergraduate population by 2016.

Objective 3.1 Establish a Greek Orientation Team to promote the fraternity/sorority community. (Spring 2012-OGA, Governing Councils)

- Research and develop curriculum for program
- Identify, train, and utilize fraternity and sorority student ambassadors for the fraternity/sorority community
 - Represent fraternity/sorority community at community recruitment and other appropriate University events
- Create and facilitate CUSTOMS presentations

Objective 3.2 Develop/utilize recruitment/intake training resources and programs. (Fall 2010-OGA, Governing Councils, Chapter Officers, Chapter members, and Inter/National Organizations)

- Assess current programming offered by Governing Councils
- Utilize programs offered by Governing Councils, e.g., Phired-up, The Intake Equation
- Create comprehensive conversation and recruitment/intake training sessions for struggling chapters.

Objective 3.3 Create campus-wide, inclusive events to interact with non-fraternity/sorority students. (Spring 2014-OGA, Governing Councils)

Objective 3.4 Develop a comprehensive membership recruitment/intake strategy for the fraternity/sorority community. (Fall 2014-OGA, Governing Councils, Chapter recruitment/Intake officers, Advisors)

- Create a joint governing council marketing plan targeting new students, student leaders and parents.
- Improve effectiveness of the CUSTOMS informational sessions
- Identify council-specific target marketing concepts
- Utilize University resources to identify and target new members for recruitment, e.g., scholars, leaders

Goal 4 Risk and Crisis Management

Support a fraternity/sorority experience that is fun, safe and responsibly managed

Objective 4.1 Distribute and promote the Office of Greek Affairs' crisis management plan. (Fall 2010-OGA, councils, chapter leaders, advisors)

Objective 4.2 Track alcohol consumption/incident data for comparison to other campus students. (Fall 2010/on-going - OGA, Judicial Affairs)

Objective 4.3 Collaborate and utilize resources for education and awareness of risk management issues. (Spring 2013-OGA, Judicial Affairs, Governing Councils, Campus Police)

- Include comprehensive risk management education in chapter leader training/transition. Training should be mandatory with consequences for not attending.
- Utilize quality outside speakers to discuss drinking in moderation, effects of alcohol on students, and/or risk management and critical decision making.
- Collaborate with other campus departments to provide relevant programming.
- Investigate establishing a G.A.M.M.A. chapter (Greeks Advocating Mature Management of Alcohol)

Objective 4.4 Create a comprehensive risk management plan (Fall 2014-OGA, Governing Councils, Chapters, Advisors)

- Research current fraternity/sorority risk management policies.
- Adopt appropriate components of FIPG (Fraternal Information & Programming Group) as the risk management policy
- Integrate risk management policy education into multi-tiered leadership training, i.e. Governing Councils, Chapter Leaders, Chapter Advisors

Goal 5 Public Relations

Create a positive image of fraternities and sororities in the campus and local communities.

Objective 5.1 Create an annual report for distribution to all constituents. (Fall 2011-OGA, Governing Councils, Chapter Presidents)

- Include an academic highlight report that focuses on membership in Honors College, Dean's list, Presidential Scholars, graduate schools chosen by graduating seniors, etc.

Objective 5.2 Create a community public relations/marketing campaign that promotes the vision and shared core values. (Spring 2015-OGA, Governing Councils, MTSU News and Public Affairs, Alumni/Alumnae, Advisors)

- Utilize University Public Relations Department
 - Resource for developing public relations/marketing campaign
 - Train and mentor chapter and council Public Relations Officers.
- Collaborate with Alumni Office to highlight fraternity and sorority alumni/alumnae achievements or events in the MT Alumni magazine
- Utilize Executive members of the university administration, including the President, to promote the value of sorority and fraternity life at all appropriate opportunities, including both written materials and public presentations

Objective 5.3 Attract, train, and support qualified public relations officers for all governing councils. (Fall 2015/on-going-OGA, Governing Councils, MTSU News and Public Affairs)

2009 Greek Task Force

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