



FRATERNITY & SORORITY
COALITION PROJECT

Acknowledgement and Thanks

We would like to thank the men and women of Southeast Missouri State University for being active participants in the recent visit by the Fraternity and Sorority Coalition Project. The team had a wonderful visit and developed a strong impression of the fraternity and sorority community at Southeast Missouri State University.

We appreciated the opportunity to meet with President Dobbins as well as every student, faculty and staff member who made time for this important project. We appreciate, and Southeast will benefit from, their candor during our visit. We would like to especially thank DeAnté Smith for being the campus contact and coordinating our visit. We appreciated the opportunity to meet with, and enjoyed our interactions with, the staff in the Office of Greek Life, the Blue Ribbon Committee members and all other professional staff members with whom we met.

The students and advisors were another central part of our visit, and we want to thank the Panhellenic, NPHC and Interfraternity Council officers, chapter presidents, and new members, as well as the chapter and faculty advisors for taking time to participate in the process. And we would like to especially thank the non-affiliated students for participating.

The team truly was impressed with the level of caring support that the community is provided with at so many levels. There is a clear personal commitment on the part of so many. This caring support is mirrored in the Coalition as well, and that is why this program review opportunity has been made available.

The Coalition, made up of the seven industry leaders including the Association of Fraternity/Sorority Advisors, National Association of Latino/a Fraternal Organizations, the National Multicultural Greek Council, the National APIA Panhellenic Association, the National Pan-Hellenic Council, the National Panhellenic Conference, and the North-American Interfraternity Conference, has identified five areas to review when reviewing a campus fraternity/sorority community. Those areas are:

- Campus & Community Relationships
- Leadership Development
- Social Responsibility & Citizenship
- Academics and Retention
- Campus & Administrative Interface

The following is a comprehensive overview of what the assessment team learned before and during the visit. The report is divided into three sections: Basic Summaries, Areas of Strengths with recommendations, and Areas of Improvement including recommendations utilizing the five areas of review. Please consider all of this information, use it to inform your future decisions, and for greatest

impact turn it into an actionable timeline. If we can be of assistance in that process, please do not hesitate to contact us at any time.

Thank you again for your hospitality.

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Executive Summary

I. Institutional Background

Southeast Missouri State University (SEMO) is located in Cape Girardeau, Missouri and has an undergraduate population of just over 10,000 students. The undergraduate student population is 57% female and 43% male and 24% of the students are either domestic minority or an international student. Approximately 77% of Southeast students are from Missouri and over 3,000 students live on campus as of fall 2014.

Southeast hosts 10 fraternities in the Interfraternity Council, three chapters in the National Pan-Hellenic Council, and six sororities in the Panhellenic Council. Membership is just over 1,200 with 13% of students belong to a fraternity or sorority as of fall 2014.

II. Overview of Strengths

There is a wonderful sense of support and a positive, future-focused outlook by the Southeast Missouri State University staff and administration regarding fraternity and sorority life. There is a strong belief that fraternities and sororities add value to the University experience and there is a desire to provide the appropriate support to ensure the experience is a healthy one for those students who choose to join.

Fraternities and sororities are actively engaged in community service and philanthropy and are often called upon by the University to support different initiatives. Fraternities and sororities perform well academically and are engaged in support of the culture and traditions at the University. Members of fraternities and sororities are also active student leaders on campus through student organizations, student government, and other on-campus leadership positions.

III. Overview of Opportunities

Fraternities and sororities at Southeast Missouri State University have a number of limitations that impact the health of the community at this time. Primarily, there is a disconnect between the expectation that chapters will provide a values-based learning experience and the potential member base that may be seeking a more stereotypical experience.

The University has not yet been able to align all of the support pieces for fraternities and sororities in a manner that will maximize support for and advancement of a healthy fraternity and sorority experience.

IV. Five Priority Recommendations

1. Establish an office operating budget that does not include taking funds from other areas to create the budget for Greek Life.
2. Develop comprehensive risk management and harm reduction policies and procedures, as well as training and education on the new policies.
3. Host the IMPACT program, a resource of the North-American Interfraternity Conference (NIC).
4. Develop an ongoing Chapter Advisor Training and Development Program, including a consistent communication plan for advisors.
5. Create an annual reporting mechanism for fraternities and sororities.

Section 1: General Observations & Recurring Themes

The following list represents general observations of the campus and fraternity/sorority community culture, as well as themes that arose through conversations with various stakeholders throughout the visit. As such, the following should be considered reliable information but not statements of fact. This report is the perspective of an objective, third-party team of professionals engaged by the Institution to review the health of the fraternity/sorority community during a specific, snapshot point in time.

1. The highest levels of administration at the University support the fraternity and sorority experience, and recently provided appropriate funding and other resources to establish a Greek Life office with a full time staff member and two graduate assistants. Students report a positive relationship with the professional staff and appreciate the open door policy that has been implemented.
2. There is a positive working relationship between the University and the local Cape Girardeau community.
3. Administrative units within the University express an interest and willingness to partner and collaborate with fraternities and sororities and the professional staff advising the community.
4. Fraternity men and sorority women are involved in the highest levels of student leadership at the University and are perceived as leaders on campus.
5. Fraternity and sorority members participate in a number of all-campus initiatives including volunteering for freshman move-in, participating in the Homecoming celebration, and are well represented in events hosted by the Admissions Office.
6. Southeast has experienced a dramatic increase in the number of domestic minority students and international students enrolled at the University. While domestic minority enrollment has increased, membership in National Pan-Hellenic Council (NPHC) chapters is declining. Additionally, there is little to no interaction between the fraternity and sorority community and the international student community, and this has been identified as a potential area for collaboration and recruitment.
7. The University hosts a fraternity and sorority leadership retreat, the governing councils host officer roundtables, and there is new member programming offered annually.
8. There is a strong commitment to community service and philanthropy among all fraternity and sorority chapters.
9. There is a commitment by the University to explore new fraternity housing options, however there is not a great deal of understanding of the plans among the student leaders or the alumni/ae advisors.
10. The governing councils lack an understanding of their role, purpose and function and are not connected with the many resources available to them through the National Pan-Hellenic Council, the National Panhellenic Conference and the North-American Interfraternity Conference.
11. The National Pan-Hellenic Council has been working diligently to improve its council operations and inter-chapter relationships. NPHC leadership has identified growth and development as a priority and have utilized online marketing to promote the NPHC experience.

12. Fraternity and sorority chapters express different views on the expansion by new chapters to the community. There is an expressed need for an additional Panhellenic sorority yet there are feelings that there are too many IFC fraternities on campus.
13. Although all chapters have a chapter advisor, no training and development is provided by the University for these men and women. Some of the advisors report receiving excellent training from their inter/national organization, however access to those training resources are not universal for all chapters.
14. Non-affiliated students report a very strong impression that fraternities and sororities are exactly the same as the national stereotype and cannot state that the chapters add value to the Southeast student experience.
15. There is a general lack of understanding of risk management and harm reduction best practices which results in an inconsistent reporting of risk management concerns within the fraternity and sorority experience. There are documented risk management concerns yet there is no training or education on harm reduction strategies or risk management policies.

Section 2: Strengths & Recommendations

The following strengths of the institution and fraternity/sorority community were identified based upon information gathered by the Coalition Review Team during on-site interviews. Openness and frankness are encouraged through the confidentiality of individual interviews, and it is the aggregate content – information relayed by at least two Institution stakeholders in two different settings – reported here.

The Team has also provided recommendations in this section and the next. These should provide a starting place for the Blue Ribbon Committee and/or others involved in strategic planning to begin implementing a course of action that can help the fraternity/sorority experience align with institutional priorities in providing meaningful educational engagement outside of the classroom.

Recommendations in this section encourage the campus and fraternity/sorority community to continue positive activities and behaviors, and to capitalize on certain strengths to overcome limitations identified in Section 3. While the Institution and the fraternity/sorority community certainly possess strengths not included, this section represents those, both perceived and real, that were reported by institution stakeholders.

Campus & Community Relationships

- 1. Fraternity and sorority members are actively involved in many aspects of campus life including assisting with freshman move-in, participating in the Homecoming celebration, and a variety of other University initiatives.**

Recommendation: The Campus Life calendar highlights important university events in which students can participate or attend. However, many students with which the team met were unaware of this calendar, or its usefulness in allowing chapters to identify ways to support the institution and avoid over-programming their members. Simple messaging to chapter and council leaders about the value and use of this calendar would improve awareness. In addition, the

university should assist chapters in finding ways to work with non-Greek organizations during these campus events to enhance relationships with non-affiliated members through purposeful partnerships.

- 2. Fraternity men and sorority women demonstrate a high commitment to community service in the Cape Girardeau community and philanthropy activities for their inter/national partners. This emphasis on service and philanthropy is viewed as a strength of the fraternity and sorority experience.**

Recommendation: The governing councils should develop a tracking method to document the number of community service hours completed and the philanthropic dollars donated on an annual basis and communicate this through an annual report. Such tracking could take place using OrgSync, VolunteerMatch.org, or a simple Excel document to which all chapters have access or contribute through the Greek Life Office. Reporting could be done in conjunction with an area non-profit such as the United Way that can calculate the community impact of the service hours donated to the Cape Girardeau community.

Leadership Development

- 1. Fraternity and sorority members are engaged in leadership positions at the highest levels of the institution and are perceived to be strong leaders on campus.**

Recommendation: The governing councils should explore opportunities that are available through the Office of Campus Life and Events Services at the University. Engaging first year members to Executive Board Officers in the programs and workshops presented by the office could provide strong skill development and training for chapter and council officers.

- 2. The University hosts a fraternity and sorority leadership retreat, the governing councils host officer roundtables, and there is new member programming offered annually.**

Recommendation: The University should consider investing in hosting the IMPACT Program, which is a resource offered by the North-American Interfraternity Conference. The IMPACT Program engages up to 80 students from the fraternity and sorority community in a leadership training experience that will result in a three to five year strategic plan for growth and development of the fraternity and sorority experience.

Recommendation: Governing council officers should engage members of the Southeast faculty, staff, and active chapter advisers to assist with the development of curriculum for the chapter officer roundtable programs. Engagement of campus content experts will enhance the value of the roundtables, ensure that best practices are being shared with student leaders, and engage a wide range of perspectives and solutions to the challenges of chapter officers. Officer roundtables should be hosted on a regular schedule for all primary chapter officers (Presidents, Risk Managers, Social Chairs, Scholarship Chairs, Recruitment Chairs, Standards Board/Accountability Chairs, Service & Philanthropy Chairs, Public Relations Chairs, Alumni/ae Relations Chairs, Treasurers, etc.).

Social Responsibility & Citizenship

- 1. Fraternity and sorority chapters participate in a Week of Service, currently the Southeast Serves program through the Office of Campus Life and Events Services to showcase a commitment to service and philanthropy to Cape Girardeau and the surrounding community. These events are welcomed and appreciated by the Southeast campus and local community and are a highlight of the fraternity and sorority community.**

Recommendations: Southeast Missouri State University should continue to market and enhance this Week of Service (Southeast Serves) by fraternity and sorority students.

- The fraternity and sorority community should expand opportunities in the area of continued service and outreach to ensure that citizenship remains a priority for the community.
- Chapters should leverage existing relationships with alumni to ensure support and enhance marketing efforts of service and philanthropic enhancement.

Academics & Retention

- 1. Southeast Missouri State University is beginning to track retention and graduation rates of the fraternity and sorority community.**

Recommendation: Southeast Missouri State University should establish a regular process for data collection and analysis to include roster management, retention rates, graduation rates, recruitment statistics, and academic performance. This data should then be compiled into an annual report that is then distributed to all invested constituencies such as students, alumni, advisors, parents, faculty, staff, and inter/national organizations.

Popular methods for managing chapter rosters include Collegiate Link, Google Docs and/or Forms, Member Planet, Banner, and Org Sync. The Registrar's Office, if given accurate rosters, could pull semi- or annual lists for each chapter so the Greek Life Office could calculate and track retention rates.

Other data that can and should be tracked could include:

- a. Retention of new members from formal pledging to initiation
- b. Freshman to sophomore retention
- c. Four-year graduation rate
- d. Six-year graduation rate
- e. Dollars donated annually by fraternity and sorority alumni/ae to Southeast
- f. Dollars donated annually by fraternity and sorority alumni/ae to their chapters
- g. Percentage of fraternity and sorority alumni who donate to Southeast
- h. Fraternity/sorority member participation in campus leadership/career programs
- i. Fraternity/sorority member participation in community and campus service related programs

When this data is available over time not only on a community level, but also on a chapter by chapter basis, trends can be seen. Effectiveness of intervention efforts can be assessed and, hopefully, rewards for outstanding performance can be based on sound data. In each of the measures mentioned above, the criteria for data collection needs to be in writing and logically assessed.

Campus & Administrative Interface

- 1. The University administration at Southeast Missouri State University has demonstrated a very supportive environment for the fraternity and sorority experience.**
 - a. Establishment of the Greek Life office with a full time professional and two graduate assistants.**
 - b. Provision of resources for the staff to engage in professional development and training.**
 - c. Engaging in conversations about fraternity and sorority housing.**

Recommendation: Consideration should be given to the possibility of adding a second full time staff member to the office to better meet the needs of the fraternity and sorority community. The team understands that financial constraints might prohibit this in the short-term; however, if there is an increased priority for the fraternity/sorority community in the institution's strategic plan, additional staff with oversight of the community can help make these recommendations a reality.

A review of Southeast's peer institutions shows that many have one Director-level staff member, several have Graduate Assistant support, a few have an Assistant Director or Coordinator-level professional, and most have student interns or student assistants to achieve the objectives of the department. Even part-time support could allow more individualized support to chapter and council leaders, which is important given that many chapters' advisers are not local or easily accessible.

- 2. The Admission Office has created a brochure to promote membership in fraternity and sorority life, however information about fraternity and sorority membership is not included as part of the campus visit tour.**

Recommendation: The staff in Office of Greek Life should request that information about fraternities and sororities be included on the tour and then provide accurate information to be used in the tour guide training. Staff could be involved in the training of tour guides to ensure information is conveyed appropriately to prospective students and their families.

Section 3: Limitations and Recommendations

As with the strengths of the fraternity/sorority community identified in the previous section, the following limitations were identified based upon information gathered by the Coalition Review Team during the on-site interviews. These limitations represent the aggregate content of the interviews – information, perceived and real, relayed by at least two Institution stakeholders in two different settings.

A great deal of leadership will be required from all stakeholders to accomplish these recommendations. While most recommendations identify a person, group or office to handle responsibility, it is important to note that the person, group or office is encouraged to delegate that responsibility to a more appropriate entity. The leadership for specific recommendations should be assigned to the leader that is most able to accomplish the goal, versus being assigned by title. This should be a priority task for the Blue Ribbon Committee to consider, in conjunction with key Institution

administrators. Students, chapters and councils, as a whole, should actively seek these leadership roles as well.

Campus & Community Relationships

- 1. The governing councils lack an understanding of their role, purpose and function and are not connected to one another or with the many resources available to them through the National Pan-Hellenic Council, National Panhellenic Conference or the North-American Interfraternity Conference.**

Recommendation: The IFC is currently chartered with the NIC, which is important for gaining access to valuable resources and guidance. The IFC Executive Board should schedule monthly meetings with their assigned NIC Coordinator for IFC Services to review all functional aspects of leading an IFC and fraternity community. These calls could focus on such topics as aligning IFC operations with the NIC Standards, engaging in recruitment best practices, managing a fraternity accountability process, and others.

Recommendation: The National Pan-Hellenic Council Executive Board should plan a leadership retreat with the NPHC officers and the chapter presidents from the member organizations to set a short term and long term cooperative agenda. This type of retreat could be facilitated by another campus based fraternity/sorority professional with background in NPHC advising and/or the local graduate NPHC chapter who could bring outside perspective and ideas on the plans for growth and development for the NPHC community.

Recommendation: The staff in the Greek Life Office should consider creating an NPHC advisory board consisting of financially active NPHC graduate members in the Cape Girardeau and surrounding areas for long term support and guidance of the NPHC community.

Recommendation: The Panhellenic Council Executive Board should plan a retreat with their NPC Area Advisor to review and engage in conversation about how to fully implement all of the NPC Unanimous Agreements and the policies as set forth by the National Panhellenic Conference. This should include training on the Release Figure Management system, why there is a two-tiered total program and how the chapters should view this as an advantage and opportunity to grow their membership.

- 2. While domestic minority enrollment has increased, membership in National Pan-Hellenic Council (NPHC) chapters is declining.**

Recommendation: In addition to the NPHC retreat mentioned above, the Greek Life Office should engage students and other campus partners in a process of formal and informal data collection to determine current attitudes and potential for future growth in the NPHC community. Conduct a survey with non-affiliated students and prospective members to gather information about the current state of the NPHC community, why they might or will join, how/where they learn about and form opinions about NPHC fraternities and sororities, etc.

- 3. The Greek Life Office and governing councils should improve upon efforts that publicizes and promotes the fraternity and sorority community to various stakeholders.**

Recommendation: The Greek Life Office should improve communications and outreach among key stakeholders within the fraternity and sorority community. Consistent communications, such as a monthly newsletter and or a biweekly email, should be sent between and within councils and chapters, including but not limited to IFC, NPHC, and Panhellenic advisors, chapter officers, house corporation members, and house directors, as well as any additional key stakeholders. The professional staff should consider sending once-semester communications to inter/national organizations about community developments, points of pride, and ongoing challenges.

Recommendation: The Greek Life Office should create an annual reporting process, through the enhancement of the Accreditation Process for chapters and councils, to aggregate accomplishments and important data that can be shared with local, regional, and inter/national stakeholders, including headquarters offices. The Accreditation Process should be enhanced to better align with the umbrella policies and inter/national organizations submissions. The request for data should align with information chapters already submit to their inter/national offices so as to not create an additional burden on their time.

Recommendation: The Greek Life Office, in collaboration with the governing councils, should develop a marketing tool that publicizes and promotes the positive initiatives of fraternity and sorority chapters and community as a whole, which can be sent to potential new members and parents prior to the beginning of the academic year. Multiple marketing methods, including social media, could be utilized to promote the positive initiatives of the fraternity and sorority community, such as information obtained through the accreditation process that highlights the accomplishments of the community. Moreover, the fraternity and sorority life staff should consider developing both a comprehensive end of the year report and one-page handout of quick facts/figures highlighting community-wide and chapter-based accomplishments that could be hosted on the website, emailed to stakeholders, and provided to potential members during university events, like Orientation.

4. Fraternity and sorority chapters express different views on the inclusion of new chapters to the community. There is an expressed need for an additional Panhellenic sorority yet there are feelings that there are too many IFC fraternities on campus.

Recommendation: The Panhellenic Council should establish an Extension Exploratory Committee in Fall of 2015 to determine a final recommendation regarding the addition of another NPC member organization. The Exploratory Committee should give consideration to the following items:

- Conduct a chapter size analysis to determine an optimal operating size
- Conduct a chapter financial analysis to determine an optimal size for financial operations
- Assess the impact of the new sorority housing plans on potential membership numbers and financial implications
- Conduct a non-member evaluation to determine why so many women are registering to join a sorority yet do not complete the process

Once these items have been completed and all questions addressed, the Panhellenic Council should work with its NPC Area Advisor on a recommendation regarding extension.

- 5. Non-affiliated students report a very strong impression that fraternities and sororities are exactly the same as the national stereotype and cannot state that chapters add value to the Southeast student experience.**

Recommendation: The governing councils should develop a “You’ve Been Caught” campaign to catch chapters in the act of doing something that is in alignment with their stated fraternal values to provide positive reinforcement to those chapters working to eliminate the stereotypical behavior on campus. The promotion of this campaign should not be isolated within the fraternity/sorority community, however. Seek space in the campus or local newspaper to highlight positive achievements.

Recommendation: Professional staff and/or governing councils should establish a public recognition or award to be presented to chapters and individual members who exemplify living fraternal values on a daily basis. This would provide a high profile event to recognize those chapters and members that are actively working to align their behaviors with their organizational values and not the stereotypical fraternity/sorority behavior. Consider utilizing the revamped Accreditation Process to ensure chapters are being recognized for meeting the expectations of the Accreditation Process.

Leadership Development

- 1. A majority of the chapters have a chapter advisor, however no training and development is provided by the University for these men and women. Some advisors report receiving excellent training from their inter/national organization, but access to those training resources are not universal for all chapters.**

Recommendation: Given the proximity of Southeast to other colleges and universities within a 2-hour radius, Greek Life staff could partner with colleagues at these other campuses to coordinate a regional advisor drive-in. Exposure to other volunteers, strategies, and practices could benefit both chapter advisors and staff.

Social Responsibility & Citizenship

- 1. There is a general lack of understanding of risk management and harm reduction best practices which results in an inconsistent reporting of risk management concerns within the fraternity and sorority experience. There are documented risk management concerns, yet there is no training or education on harm reduction strategies or risk management policies.**

Recommendation: The Panhellenic Council should host the *Something of Value* program, including the *Waves of Change* chapter member experience, as soon as possible. This program will engage the women in identifying risky behaviors within the fraternity and sorority community

and invite them to develop creative solutions to these campus culture issues. This program will also allow the Panhellenic to develop an action plan to address the concerns moving forward.

2. Students identified different activities with new members that could be construed as hazing; however, there is not a universal understanding of what hazing is or how to address concerns when they arise.

Recommendation: The governing councils should continue to participate in ongoing hazing prevention efforts once per semester utilizing materials that are available from HazingPrevention.Org. Using education as an opportunity to begin a conversation is a first step in addressing the hazing concerns within the fraternity and sorority community. Consider conducting a hazing prevention workgroup to discuss ways to assist with hazing prevention and education efforts on campus in which initiatives conducted by chapters, councils and officers are enhanced, tracked and addressed.

Recommendation: The University should establish a confidential reporting structure for students, faculty, staff, and parents to report concerns of hazing behavior. This could be in the form of an online report form that is then immediately sent to the Director of Greek Life and Assistant Dean of Students for Student Conduct. Students should also be made aware of the National Anti-Hazing Hotline (1-888-NOT-HAZE).

Recommendation: Greek Life Office staff should consider partnering with other departments on cross-campus anti-hazing initiatives to address the issue from and with a variety of resources and perspectives. If financially feasible, staff should be encouraged to attend the Novak Institute for Hazing Prevention to learn more about the latest data, techniques, and educational practices regarding hazing education and prevention.

3. There is a lack of a clear and established chapter accountability process within the community. The university conduct process is established and utilized when incidents occur among fraternities and sororities, however it is difficult to identify how chapters are internally holding their members accountable, spotlighting an apparent lack of self-governance within the community.

Recommendation: The Greek Life Office should consider creating policies, procedures and protocols for chapters in the following areas: Emergency procedures for the fraternity and sorority community, housing expectations, response hazing/alcohol and other risk management violations, facility issues, office or council procedures to include but not limited to registration of on-campus events, event requirements (fundraisers, events with alcohol, chapter philanthropies), and membership intake procedures (semester interest meetings each semester to provide opportunities for community to be aware of potential new members). Once policies, procedures and protocols are established, staff should provide adequate training at the beginning of the year to council and chapter leaders.

Recommendation: The Greek Life Office is seen as an advocate for chapters, which is helpful to ensure proper support for chapters navigating the student conduct process; however, they should consider establishing a training and education for chapters' standards/ honor boards to ensure chapters have a process for developing and maintaining self-governance.

Recommendation: The Greek Life Office should educate each respective council member specifically on hazing policies, application of the policies on their community's respective hazing practices, and how to report hazing incidents. Trainings should include alcohol policies and application of the policies on alcohol use and abuse practices within their community, to include but not limited to pre-gaming, binge drinking, and drinking in fraternity houses. Staff should develop partnerships with the inter/national fraternity and sorority organizations to work together to address hazing practices by identifying issues, concerns, and consequences.

Academics & Retention

- 1. The all fraternity and sorority academic performance is above the all-student academic performance, however the all-NPHC average is lower than the all-student average on campus.**

Recommendation: The National Pan-Hellenic Council and the Interfraternity Council should complete an analysis of the factors impacting the academic performance of chapters. This might include data such as:

- Academic requirements to be eligible for membership
- New Member performance prior to joining compared to after the new member semester
- Academic requirements for members to be in good standing
- Academic requirements for officer eligibility
- Number of members below a 2.0 compared to above a 3.5
- Track academic performance of potential peer groups (i.e. GPA of all African-American students)

Using this data, the councils may be able to identify opportunities for improvement such as increasing the eligibility requirement to join, addressing issues impacting academic performance during the new member period, providing support to chapters who have members that are not in good standing, etc.

Campus & Administrative Interface

- 1. Southeast has experienced a dramatic increase in the number of domestic minority students as well as international students enrolled at the University. While domestic minority enrollment increased, membership in NPHC chapters is declining. Additionally, there is little to no interaction between the fraternity and sorority community and the international student community, and this has been identified as a potential area for collaboration and recruitment.**

Recommendation: The governing councils should reach out to the International Education and Services office to seek opportunities for partnership and collaboration. Engaging in an active dialogue with the staff may allow for planned interactions between members of the fraternity and sorority community with the increasing international student population in such programs as conversation partnerships, cultural exchanges, or assisting with learning about American culture.

Recommendation: The Greek Life Office should conduct an environmental scan as to the impressions of domestic minority students at Southeast Missouri State University of the fraternity and sorority community. This environmental scan could include a survey, focus groups, or others

engagement opportunities to solicit feedback from current students and how they do or do not engage with members of the fraternity and sorority community.

2. The staff in the Office of Greek Life will need to continue to engage in professional development and training as to the best practices in fraternity and sorority advising.

Recommendation: The Director of Greek Life and/or staff representative should plan to attend the College Panhellenic Academy or attend NPC sessions on advising the council at the Association of Fraternity/Sorority Advisors Conference.

Recommendation: The Director of Greek Life should inquire of peer institutions best practices of accreditation programs and consider making changes/enhancements to Southeast Missouri State University fraternity and sorority accreditation program to ensure that it is meeting the best needs of the community. In addition, staff should engage NIC, NPC, and NPHC for a comprehensive review of the accreditation program to better align with corresponding intern/national policies, NIC Standards, NPHC Standards, NPC Unanimous Agreements, and industry best practices.

Disclaimer

This report is for educational purposes. It is intended for use solely as a development guide to assist in strengthening Greek letter organization systems. It is not intended to address any particular organization. This report, by its nature, includes reviews the sources of which would be deemed hearsay in a court of law as the review includes as bases for it a variety of statements and opinions by varying sources, the underlying truth of which were not necessarily verified or attempted to be verified or supported as part of the review process. The names of persons who were sources of information for this report have been purposely not included in this report. Documents leading up to the compilation of this report will be destroyed pursuant to the respective document retention policies of each of the organizations participating in this report.