

Center For Fraternity & Sorority Life

Student Fees Advisory Committee (SFAC) Program Questionnaire for FY 2015 -2016



- 1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms: your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.**

Center for Fraternity and Sorority Life Mission:

Through close collaboration with students and other stakeholders, the Center for Fraternity and Sorority Life (CFSL) empowers the growth of high achievers and values-based leaders by providing an measurable, meaningful, and transformative fraternity and sorority experience. With a commitment to individual student development, the Center creates opportunities for lifelong relationships, innovative thinking, civic engagement, and overall student success.

Center for Fraternity and Sorority Life Vision:

The university of Houston Center for Fraternity and Sorority Life will provide a nationally-recognized, urban, Tier One fraternity and sorority experience that serves as the primary vehicle for student success.

FY2014 in Overview:

The Center for Fraternity and Sorority Life (CFSL) focuses primarily on the diverse needs of the fraternity and sorority community at the University of Houston. The center has three full-time staff and one graduate assistant who focus on advancing both student learning and operational effectiveness within Greek Life. Future goals and action items are tied directly to six overarching areas for which the Center is directly responsible: Center Operations, Advising and Coaching, Planning and Assessment, Educational Programming, Stakeholder Development, and Fraternity/Sorority Housing. The center is working hard to strategically grow our fraternity and sorority community, while also providing increased support and accountability to fraternity and sorority members and advising and coaching for chapters and councils.

The staff currently advises 43 fraternities and sororities housed within five governing councils, the fraternity/sorority residential experience in Bayou Oaks, and participates in a variety of Division of Student Affairs and Enrollment Services and University initiatives. This report will discuss the specific action steps we will take in order to assist the Division of Student Affairs and Enrollment Services in fulfilling the 6 Strategic Initiatives outlined in the 2013-18 Strategic Plan. Additionally we will discuss new and evolving programs and initiatives in all areas. The center's growth is supported by a Base Augmentation request for permanent funding for a full-time Office Coordinator position.

The CFSL is 100% funded by student fees, and we seek to be effective stewards of this funding and to provide the University of Houston with experiences that are proven to meet the educational mission of the university. Throughout the report, you will see data that supports learning within many of our programs that required significant financial support. The department is conscious that learning is a core function of our work and we must do our best to demonstrate that learning is occurring within our programs.

- 2. Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, custodian, etc), note this on your chart. Student employees should be cited on the chart and identified as students.**

The organizational chart for the Center for Fraternity & Sorority Life can be found on the next page.

Jason Bergeron
Director,
Center for Fraternity & Sorority Life

- Overarching Fraternity/Sorority Visioning and Planning
- Budget Oversight
- Staff Supervision
- Advises Houston Panhellenic Council
- Coordinates Fraternal Excellence Program
- Coordinates Fraternity/Sorority Executive Leaders Circle

Cassandra Joseph
Activities Coordinator II, Center for Fraternity & Sorority Life

- Advises National Pan-Hellenic Council
- Advises Multicultural Greek Council
- Advises Latin Greek Council
- Supervises Front Desk Operations - **Students (4)**

Tiffany Dennett
Interim Greek Housing Coordinator

- Advises Interfraternity Council
- Coordinates Bayou Oaks Townhouse-related Initiatives
- Coordinates Housing Corps Development
- Serves as Live-On Staff in Bayou Oaks
- Order of Omega Advisor*
- Coordinator of Fraternity & Sorority Awards*
- Coordinates Future Greek Leaders Academy*

VACANT
Graduate Assistant, Center for Fraternity and Sorority Life*

**Staff responsibilities have shifted due to Graduate Assistant vacancy. Responsibilities to shift back when*



3. **List your unit's strategic initiatives and action steps identified for the 2013-2014 academic year and cite the specific Division of Student Affairs and Enrollment Services (DSAES) Strategic Initiatives and University of Houston Strategic Goals to which they relate (links below). Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changed during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.**
DSAES Plan: (http://www.uh.edu/dsa/about_student_affairs/strategic_plan.html)
UH Goals: (<http://www.uh.edu/president/vision-priorities/>)

The staff in the Center for Fraternity & Sorority Life established a series of overarching two-year strategic initiatives and action steps, beginning during the Fall 2012 semester and all with a scheduled completion of the end of FY2014. These action items were specifically earmarked to be completed within FY 2014.

Strategic Initiative #1 - Enrollment and Academic Performance – Link to DSA Strategic Initiatives: 6a; Link to President's Vision & Priorities – Student Success

1. Action Step #1 - Reframe recognition strategies for academic achievement in fraternities and sororities through Fraternity/Sorority Awards Ceremony and other media. – Completed. CFSL has redone its awards and recognition systems systems to provide a variety of ways in which academic performance is celebrated. Additionally, the implementation of the 'Fraternity/Sorority Chapter Dashboard' has increased the level of public transparency within how fraternities and sororities are performing academically.
2. Action Step #2 - Partner with the shared governance system (governing councils) to develop and enforce academic standards for all fraternities and sororities. – Target completion date - Spring 2014 – **Partially achieved. Some councils now have academic standards, but not all have mobilized this goal, and those who do have academic standards struggle with their accountability measures. This has not progressed in a way that was expected and we will continue this conversation with the conversation of community-wide minimum standards. .**
3. Action Step #3 - Place more intentional academic intervention resources on CFSL website for chapter/member use. – Target completion date - Spring 2014 – **Resources are continuously being developed and being placed on our website as developed. This includes individual academic planning resources and sample scholarship plans for chapter use. Achieved.**

Strategic Initiative #2 – Programming and Leadership Development – Link to DSA Strategic Initiatives: 1d; Link to President's Vision & Priorities – Student Success

1. Action Step #1 - Create a 4-year leadership guide map that assists chapters in identifying developmentally appropriate leadership experiences for various levels of membership. – Target completion date - Spring 2014 – **Partially achieved. There has been specific focus group work done to identify new and seasoned leader competencies, and specific boutique programs for different populations (including the Future Greek Leaders Academy and the Fraternity/Sorority President's Leadership Summit. Work has been done on this and the CFSL staff will transition this action item to the upcoming academic year.**
2. Action Step #2 - Retool current Fraternity & Sorority Visions Institute to focus on new/emerging leaders in fraternity/sorority life. – **Completed. The Fraternity/Sorority Visions Institute transitioned to the Future Greek Leaders Academy and focused on younger**

leaders within the fraternity/sorority community.

3. Action Step #3 - Explore junior-senior leadership experiences for chapter leaders/officers. – Target completion date - Spring 2014 – **Achieved. We have created both the Fraternity/Sorority Executive Leaders Circle, a regular meeting of fraternity & sorority executive leaders (which had its first meeting in September 2014) and the Fraternity/Sorority Presidents Leadership Summit, which was attended by 35 participants representing 23 chapters.**
4. Action Step #4 - Create opportunities for combined officer transition experiences across councils (IFC, HPC, NPHC, MGC, LGC). - Target completion date - Spring 2014 – **Partially achieved. While we have created some specific transition materials, such as a ‘Top 10 Things New Officers Need to Know’, no formal program exists.**

Strategic Initiative #3 - Advisor Training and Education – Link to DSA Strategic Initiatives: 2b; Link to President’s Vision & Priorities – Student Success, Resource Competitiveness

1. Action Step #1- Provide a consistently formatted “Monthly Advisor Update” to all alumni/faculty/staff advisors that includes upcoming due dates, educational resources, questions to ask chapter leaders, etc.- Target completion date - Spring 2014 – **This goal has been redefined due to the changes in how we interact with our advisory community. We now interact face-to-face with chapter and faculty/staff advisors and share those resources with them on a regular basis. Minutes and handouts are also posted on the CFSL website for reference.**
2. Action Step #2 - Develop a sample advisor position description designed to set clearer advisor expectations. - **This goal will be completed in the form of a shared resource targeted at collaborative expectation setting with the chapter’s faculty/staff advisor.**
3. Action Step #3 - Provide small, one-page resources that can assist/educate advisors on problem-solving, risk reduction education, civic engagement, etc.- Target completion date - Spring 2014 – Not completed. **This goal still has value and will be transitioned to our 2014-2015 goals.**

Strategic Initiative #4 - Expectation and Deadline Management – Link to DSA Strategic Initiatives: 4b, 4c

1. Action Step #1 - Provide complete listings of upcoming deadlines at the start of each semester. – **Completed. CFSL has assisted chapters in better meeting deadlines and ensuring deadlines are communicated at the beginning of the academic year.**
2. Action Step #2 - Strictly adhere to each deadline set by the CFSL. – **Completed. Through all reporting systems late and incomplete submissions have not been accepted.**
3. Action Step #3 - Provide incentive resources for chapters/members that meet deadlines. – **CFSL has not landed on specific incentives, but has discussed the appropriate use of CFSL staff time and resources towards groups that follow submission and reporting guidelines. Partially Completed.**

4. Action Step #4 - Explore incentivized early registration options for educational programs. – **CFSL determined that this was no longer a necessary action step in relation to the other action steps in this area.**

Strategic Initiative #5 – Marketing and Branding – Link to DSA Strategic Initiatives: 5a, 5c; Link to President’s Vision & Priorities – Student Success & National & Local Recognition

1. Action Step #1 - Use empirical data to develop marketing materials for unaffiliated students and faculty and staff partners.- Target completion date - Spring 2014 – **Partially completed. We have used empirical data in social media marketing but not for print materials. This is a continued priority and will transition to 2014-2015 goals.**
2. Action Step #2 - Develop specific marketing materials for faculty/staff/alumni partners including specific ways and means of becoming involved in fraternity/sorority life.- Target completion date - Spring 2014 – **Not completed. This is a continued priority and will transition to 2014-2015 goals.**

Strategic Initiative #6 – Bayou Oaks - Link to DSA Strategic Initiatives: 2b; Link to President’s Vision & Priorities – Student Success

1. Successfully transition management of Bayou Oaks fraternity/sorority townhouse management to the University of Houston. Continue to develop shared expectations for facility treatment and maintenance. - Target completion date - Spring 2014 – **Achieved. CFSL has connected multiple times with SHRL staff and Housing Corporations to ensure a smooth transition.**
2. Develop strategic and regular partnership opportunities with Student Housing and Residential Life that will help to best address townhouse issues. - Target completion date - Spring 2014 – **Achieved. While this is continually a work in progress, CFSL and SHRL have developed systems and regular touch points to continually address issues in the townhomes.**

Additional Objectives

The following initiatives were not part of our original goals as a functional area, but became important during the academic year.

1. Panhellenic Growth

The Center for Fraternity & Sorority Life was excited to work with the campus Panhellenic Council as they opened for extension, a process that selects a new sorority to add to the Panhellenic community. This took additional staff time in assisting the Panhellenic to navigate the process and prepare for the new sorority’s colonization. Sigma Kappa sorority was selected and has officially colonized in the Fall 2014 semester with 60+ women.

2. External Review Completion

The Center for Fraternity & Sorority Life completed its External Review as a part of the Division of Student Affairs and Enrollment Services External Review process. This took an incredible amount of staff time and energy in drafting our pre-visit report, hosting and

organizing the review team visit, and reviewing report recommendations. A summary of the external review recommendations are listed within responses to Question 4.

3. Structural Advising Changes

As a result of the External Review and other driving factors, CFSL started a process to fundamentally change advising responsibilities within the office. Using a coaching model, chapters now have access to a ‘chapter coach’ that provides direct support, advising, and coaching to chapter officers. Initial feedback from students has been overwhelmingly positive as it has provided a greater feeling of CFSL support as opposed to specific advisor support.

4. CFSL Advising Philosophy Development

As a result of the External Review, the CFSL staff and partners developed an overarching philosophy for how we approach advising, mentoring, and coaching in fraternities and sororities. This document was publically shared and has been a foundational piece for how work is done and decisions are made within fraternity/sorority life.

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/or action steps and their importance as compared to others that you might pursue. Where data exist, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

General Membership Data

The Center for Fraternity & Sorority Life tracks general membership data and, during any semester, communicates how many men and women on campus identify as members of fraternities and sororities. The campus has seen slow, steady increases in fraternity/sorority membership since Fall 2008. Fraternity/sorority membership took a slight dip as enrollment dipped, but proportionally continued to see a steady rise as detailed below:

	Total Enrollment	Undergraduate Enrollment	% Total Enrollment	% Undergraduate Enrollment	Total Members
Fall 2008	36104	27602	2.67%	3.49%	964
Fall 2009	37000	28056	2.55%	3.36%	943
Fall 2010	38752	29378	2.75%	3.62%	1064
Fall 2011	39820	30452	2.78%	3.64%	1107
Fall 2012	40747	31367	3.05%	3.96%	1242
Fall 2013	39540	30400	3.07%	3.99%	1213

Academic Performance Data

The Center for Fraternity & Sorority Life tracks academic performance data for all fraternities and sororities through self-reported membership rosters. Academic performance has continued to be a struggle for the Greek community, as consistently approximately 25-40% achieve a GPA at or above their all/men's/women's/student average.

	All-Greek GPA Average	All-Student Average	All-Men's Average	All-Women's Average	Chapters Above All-Men's/Women's/Student Average
Fall 2011	2.710	2.820	2.800	2.840	19
Fall 2012	2.776	2.835	2.750	2.920	19
Fall 2013	2.780	2.880	2.800	2.960	12
Spring 2014	2.776	2.860	2.790	2.940	15

Fraternal Excellence Program

The Fraternal Excellence program is the University of Houston's assessment and awards programs designed specifically for fraternities and sororities. Throughout this program, fraternities and sororities discuss chapter accomplishments in each of five areas and receive awards, recognition, and feedback based upon their achievements in each area. During FY2014, 31 chapters participated in the Fraternal Excellence Program in some way, compared to 32 chapters during FY2013. Listed below are the total amount of excellence awards in each area across all participants that completed both narrative submissions and interviews. This data has assisted the CFSL staff in identifying which assessment areas require additional attention.

Excellence Area	Number of Excellence Award Winners in 2014	Number of Excellence Award Winners in 2013
Intellectual Development	3	4
Leadership Development	3	1
Service and Citizenship	4	1
Brotherhood/Sisterhood	6	6
Ritual & Values	5	2
TOTAL	21	14

Advisor/Volunteer Engagement

In the Spring 2014 semester CFSL administered a survey to chapter/faculty/staff/volunteer advisors to assess self-identified areas of expertise and self-identified areas for development.

- 81.82% of respondents communicated they are 'neutral' to 'strongly disagree' when asked if they receive adequate training from the University in their advising role.
- Top 3 areas of expertise in advisor community: Leadership Development, Organizational Mission/Values, Alumni and Volunteer Development
- Top 4 self-identified growth opportunities: UH policies and procedures, academic performance, conflict resolution, leadership development.
- In order to address these responses, the CFSL has assigned a specific staff member responsible for advisor development and has scheduled regular advisor roundtable meetings in which both CFSL and advisors play a role in driving dialog. This will help to ensure that advisors feel adequately trained on their roles.

Junior-Senior Leadership Experiences

During Summer 2014, CFSL planned and facilitated a focus group to gather data on self-perceptions of learning from junior and senior members of the fraternity/sorority community, and what experiences have been most impactful for them in their leadership development.

- 84% of participants detailed that their most memorable leadership experience was connected to campus directly. Most experiences were related to positional leadership.
- Academics was a strong theme. Majority of the participants felt that being involved had adversely affected their academic performance.
- Greatest challenges for fraternity/sorority leaders were identified as delegation, incongruence, organization, and communication.

- Participants identified they wanted greater training on how to communicate, empathy, ethical skills, public speaking, and time management.
- This information will frame future changes to our president's leadership summit and to our fraternity/sorority executive leaders circle continued dialogues.

Officer Transition

In the Spring 2014 semester CFSL administered a survey to chapter and council officers to assess how they were transitioned in to their position and what they would like from an officer transition program.

- When asked what they were not prepared to do as they entered their officer position, the following themes came up in 56 total items: University of Houston policies/procedures (6), Organization/timeliness (5).
- 83% communicated that they had a specific transition program. Of those 83%, 80% identified it as 'effective' or 'very effective'.
- This information will be used in crafting a more organized and comprehensive transition program for new chapter and council officers.

CFSL External Review

During the late fall and spring semesters, CFSL participated in a comprehensive external review. Throughout this time, CFSL prepared a pre-review self-study report, hosted an external review team, and created a timeline for implementation for their recommendations. Broad, overarching recommendations from the team are listed below:

- The CSFL staff needs to address issues of effective communication in working together and cross-training for agility.
- The CFSL staff should develop a Guiding Philosophy and/or set of principles that is public to all stakeholders.
- Continue assessment efforts, but narrow efforts and focus on how the Center and the fraternity and sorority experience contributes to student success.
- Capitalize on campus partners and upper-administration support in a more deliberate manner.
- With guidance, utilize students to create, then tell, the fraternity and sorority story. This will also assist them in reflection and better understanding and articulating their experiences related to involvement. The student voice is integral to this effort.
- There should be specific/intentional efforts toward leadership development and/or officer transitions for all council and chapter officers.

Additional programs that CFSL sponsored can be found below with a listing of student participation.

1. Fraternity/Sorority Night of Celebration, February 4, 2014 – 242 attendees.
2. Fraternity/Sorority President's Leadership Summit, August 18, 2014 – 35 participants representing 23 chapters.

Upcoming Assessment Initiatives

The following are specific initiatives designed to collect data that will assist CFSL in advancing its mission throughout FY2015.

- Service Immersion Experience Needs Assessment – CFSL will survey both current students and benchmark with other peers to determine the feasibility of sponsoring a fraternity/sorority-specific service immersion experience.
- Educational Benchmarking Survey for Greek Life – CFSL will use a nationally-recognized survey to gain continuous, comparative data about the fraternity/sorority community.
- Chapter Leader Continuous Assessment – CFSL will use monthly individual interviews to identify the following from our Chapter President and VP population: What they are learning, what major roadblocks have they encountered, and what resources have they utilized.

- 5. Please discuss any budget or organizational changes experienced since your last (FY2015) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections. In addition, if your unit concluded FY2014 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.**

CFSL had no major organizational changes in the FY2014 fiscal year that impacted or contributed programs. CFSL used the \$5,000 in student travel it was granted one-time for FY2014 to assist in sending a delegation to the Association for Fraternal Leadership and Values Central Conference in Indianapolis, IN in February 2014.

CFSL ended the fiscal year with a fund equity balance of \$19,617.00. The following condition may help to understand this equity:

- CFSL during FY2014 reviewed the programming offered to new members to our community. In this fiscal year, CFSL did not host the Future Greek Leaders Academy, a weekend institute-style learning experience that typically costs \$10,000-12,000. CFSL has scheduled and is working to contract this program for the FY2015 year.

6. Please list your 2015-2016 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services Strategic Initiatives and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

The staff in the Center for Fraternity & Sorority Life has identified the following strategic initiatives and action steps to be completed by the close of FY2016.

Strategic Initiative #1 – Center Operations – CFSL will maximize effectiveness and efficiency in regards to Center-specific practices, policies, and procedures. Link to DSA Strategic Initiatives: 4b, 4c; Link to President’s Vision & Priorities – Student Success

- a. Action Step #1 – CFSL will fully utilize the Get Involved system and the CFSL website by moving all reporting mechanisms to the online student organization management system and website including chapter membership tracking, chapter and community data, and resource development.

Strategic Initiative #2 – Advising and Coaching – CFSL will identify and implement strategies that best support the advising needs of chapter leaders, council leaders, and general members. Link to DSA Strategic Initiatives: 1d,2b, 2e5c; Link to President’s Vision & Priorities – Student Success

- a. Action Step #1 – CFSL will partner with the Center for Diversity and Inclusion to develop a strategy for weaving concepts of diversity, equity, and inclusion into current and future programming.
- b. Action Step #2 – CFSL will engage in a thorough review of its new advising structure and, if necessary, work to tweak current practices that promote better chapter/council advising.
- c. Action Step #3 – CFSL will drive student leaders to create and formalize a marketing plan designed to promote fraternity/sorority membership.

Strategic Initiative #3 – Educational Programming – CFSL will develop and provide access to original and innovative educational programming that meets the changing needs of fraternity/sorority leaders. Link to DSA Strategic Initiatives: 1d; Link to President’s Vision & Priorities – Student Success

- a. Action Step #1 – Achieve full implementation of a new Greek Programming Board responsible for student-driven programming.
- b. Action Step #2 – Identify and implement an internal funding system that supports access to conference and institute attendance for all council leaders.

Strategic Initiative #4 – Stakeholder Development – CFSL will establish relationships and build influence with advisors, faculty/staff, and university alumni to build both human and financial

support for fraternities and sororities. Link to DSA Strategic Initiatives: 2b,2d; Link to President's Vision & Priorities – Student Success

- a. Action Step #1 – CFSL will create a regular schedule of development/advancement events and correspondences in collaboration with the Division of Student Affairs and Enrollment Services Director of Advancement.
- b. Action Step #2 – CFSL will develop shared resources that assist chapters and faculty/staff advisors in strengthening their relationships and mutual expectations.

Strategic Initiative #5 – Fraternity & Sorority Housing – CFSL will partner with Student Housing and Residential Life to create a positive residential environment for fraternities and sororities. Link to DSA Strategic Initiatives: 4b; Link to President's Vision & Priorities – Student Success

- a. Action Step #1 – CFSL will create a regular schedule of Housing Corporation touchpoints and will re-center communication to focus on housing corporation officer engagement and development.

7. **What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.**

The Center for Fraternity & Sorority Life has partnered with the DSAES Director of Advancement to identify development and fundraising opportunities that can assist our center in meeting its needs. CFSL has a completed Case Statement to be shared with potential donors and will be hosting its first 'fraternity/sorority-specific' development event in November 2014.

The Center for Fraternity and Sorority Life (CFSL) historically has, and plans to continue to, exploring grants options from the following national organizations:

- Association of Fraternity/Sorority Advisors (AFA) for Conference Scholarships and Professional Development Funding
- National Association for Student Personnel Administrators (NASPA) for Research Funding
- American College Personnel Association (ACPA) for Research Funding

8. Please describe any services that are similar to yours and/or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

The Center for Student Involvement (CSI) and The Center for Fraternity and Sorority Life (CFSL) both provide services for registered student organizations. This includes organization management, advisor education, and educational programming. However, CFSL serves the fraternity and sorority registered student organizations greater than other university departments, and provides organizational programs specifically tailored to the unique needs of fraternities and sororities. CSI and CFSL partner in many ways to best serve the needs of fraternities and sororities through a fraternity/sorority lens and a general student organization lens.