



CENTER FOR FRATERNITY AND SORORITY LIFE

PROGRAM QUESTIONNAIRE FOR FY 2023

- 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:

The mission of the Center for Fraternity & Sorority Life (CFSL) is to enhance the fraternity/sorority member experience in order to elevate our Greek community. CFSL accomplishes this mission through intentional effort applied in the following areas:

- ***Center and Community Operations*** – CFSL will maximize effectiveness and efficiency in regard to Center and Community-specific practices, policies, and procedures.
- ***Planning and Assessment*** – CFSL will make a case for the value of fraternities and sororities through data-driven measures for success.
- ***Advising and Coaching*** – CFSL will identify and implement strategies that best support the advising needs of chapter leaders, council leaders, and general members.
- ***Educational Programming*** – CFSL will develop and provide access to original and innovative educational programming that meets the changing needs of fraternity/sorority leaders.
- ***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.
- ***Fraternity & Sorority Housing*** – CFSL will partner with Student Housing and Residential Life to create a positive residential environment for fraternities and sororities.

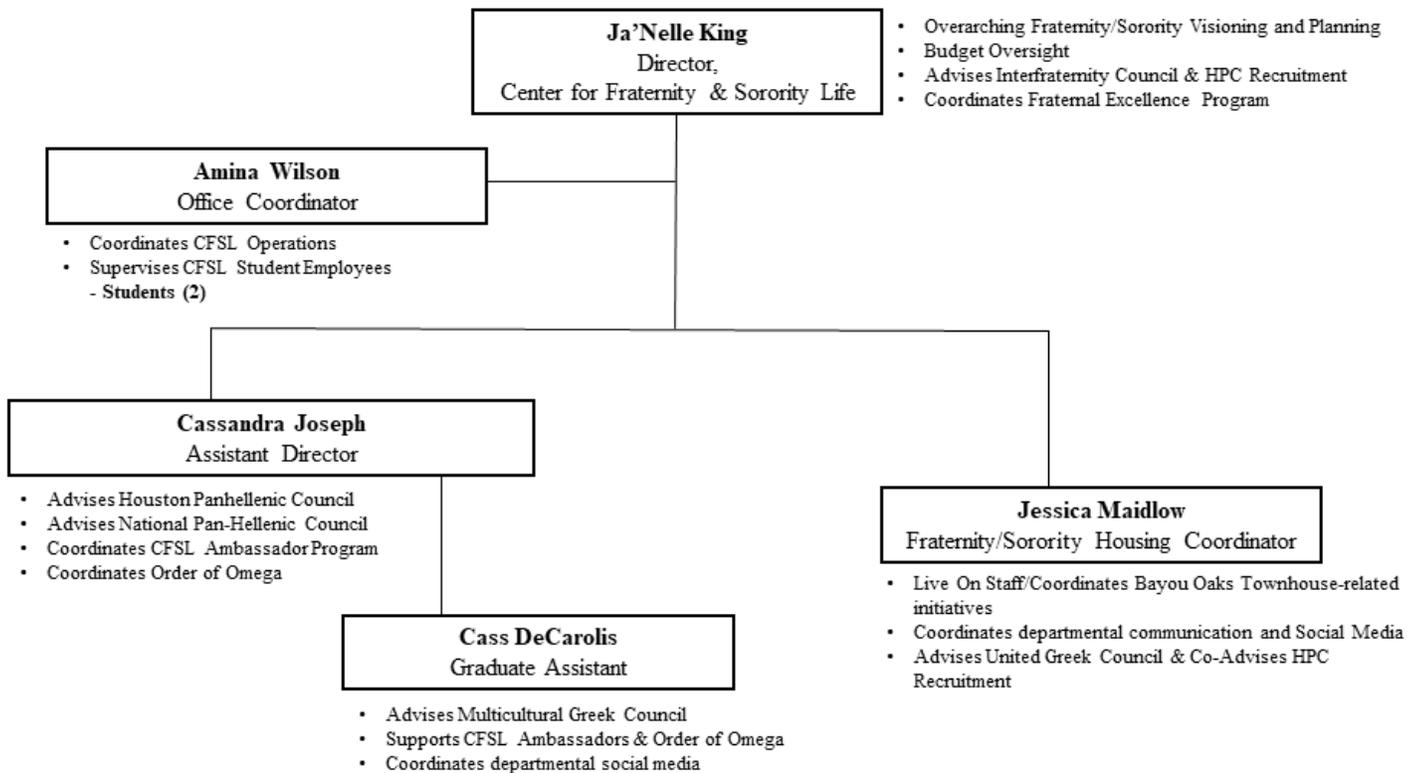
FY2021 in Overview:

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. In FY2021, the center had three full-time exempt staff, one non-exempt staff member, and one graduate assistant who focused on advancing both student learning and operational effectiveness within Greek Life. There was transition within the office, but the focus to advance Greek Life remained the same. Future goals and action items are tied directly to the six overarching areas for which the Center is directly responsible, as reflected in CFSL's mission statement. The center is working hard to strategically grow our fraternity and sorority community, increase visibility, and instill community pride while also providing increased support and accountability to fraternity and sorority members and advising and coaching for chapters and councils.

The staff currently advises approximately 41 fraternities and sororities housed under five governing councils, the fraternity/sorority residential experience in Bayou Oaks, and participates in a variety of Student Life and University initiatives. This report will discuss the specific action steps we will take in order to best align the fraternity/sorority experience with University goals and Student Affairs and Enrollment Services values. Additionally, we will discuss new and evolving programs and initiatives in all areas. The CFSL is 100% funded by student fees, and we seek to be careful stewards of this funding and to provide the University of Houston with experiences that are proven to meet the educational mission of the university. This year, the Center is requesting two one-time requests for FY2023 for an Educational Speaker and a Greek Week.

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, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.

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Additionally, CFSL advising staff rotate direct coordination of our flagship programs listed below on a yearly basis:

- Fraternity & Sorority Presidents' Leadership Summit
- Fraternity/Sorority Night of Celebration
- Future Greek Leaders Academy

3. List your unit's strategic initiatives and action steps identified for the 2020-2021 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/dsaes/about/strategic_plan.html)

UH Goals: (<http://www.uh.edu/about/mission/>)

The staff in the Center for Fraternity & Sorority Life have identified the following strategic initiatives and action steps to be completed by the close of FY2021. All strategic initiatives are grounded in the six core areas of the Center for Fraternity & Sorority Life.

Strategic Initiative #1 – Center and Community Operations - CFSL will maximize effectiveness and efficiency in regard to Center and Community-specific practices, policies, and procedures.

- a. Action Step #1 – CFSL will fully implement the coding of fraternity/sorority involvement within Campus Solutions, and develop policies, practices, and reporting mechanisms to support that implementation. [DSAES Strategic Initiatives – R1; UH Strategic Goals – Student Success].
- **Status: Accomplished.**
 - CFSL has worked with Campus Solutions to train, document, and determine the necessary steps to code students into their respective organizations so we are able to pull additional information such as grades, enrollment status, graduation information, and other pertinent data from the Campus Solutions system. This allows us to have a more accurate snapshot of the community and pull information in real-time rather than after a self-report from the organizations. We have developed the framework for the policy, practice, and reporting mechanism to ensure we have what we need to input the data in the system.
- b. Action Step #2 – CFSL will work to expand the Fraternity/Sorority Night of Celebration efforts to include council-driven recognition efforts. [DSAES Strategic Initiatives – SS5; UH Strategic Goals – Student Success]
- **Status: Partially Accomplished.**
 - Due to this program being hosted virtually in 2021, CFSL did not add any additional awards for the councils. We are reviewing the format for the Night of Celebration, benchmarking to see what other campuses are doing, and determining if there are ways we can revamp our program for FY22, as well as how we can incorporate more council driven recognition efforts.

Strategic Initiative #2 – Educational Programming – CFSL will develop and provide access to original and innovative educational programming that meets the changing needs of fraternity/sorority leaders.

- a. Action Step #1 – CFSL will develop tangible (digital and print) resources that assist in educating both FSL members and non-FSL members about the historical and current diversity of the UH FSL community. [DSAES Strategic Initiatives – SS2; UH Strategic Goals – Student Success]
- **Status: Changed.**
 - This year, we were able to launch a new marketing campaign and in doing so developed a new print resource as well as digital resources to highlight and showcase the diversity of the chapters on our campus, as well as provide highlights and additional information regarding the FSL community to assist students in their efforts to join. We are also preparing for a website overhaul, but this effort was delayed due to shift in priorities with our DSAES web team.

Strategic Initiative #3 – Planning and Assessment – CFSL will make a case for the value of fraternities and sororities through data-driven measures for success.

- a. Action Step #1- CFSL will work with governing councils and, if applicable, recruitment teams to engage in a comprehensive study of who is joining, who is not joining, and why. [DSAES Strategic Initiatives – SS4, R1; UH Strategic Goals – Student Success]
- **Status: Changed.**
 - With a new director in CFSL, it was determined that this goal wasn't feasible for FY21. Because councils do not always have the information regarding individual chapter recruitment, we determined we needed to take a different approach to this goal. We hosted a focus group of non-FSL students in the Summer 2021 to assess what students needed clarification on regarding joining FSL. We used that information to inform our marketing and video campaign as well as determine many of the areas we plan to focus on going forward. We also will use this data to inform how we provide information about how to join organizations and finding more ways to include non-FSL students so they can learn what it looks like to be part of a fraternity or sorority.
- b. Action Step #2 – CFSL will develop a comprehensive, consistent communications and media plan that includes social, digital, print, and video elements. [DSAES Strategic Initiatives –SS5; UH Strategic Goals – Student Success, National Competitiveness]
- **Status: Accomplished.**
 - CFSL created a marketing plan to include a video campaign including digital screens, yard signs, booklets, digital brochures, a website refresh, and new promotional items. We also developed a social media plan and new ways to engage with the community as well as non-FSL members. Several of our items are still in development, but the marketing campaign was launched and we have been able to see an increase in students inquiring about fraternity & sorority life.

- c. Action Step #3 – CFSL will develop a mechanism to manage and capture chapter and council philanthropy efforts. [DSAES Strategic Initiative – SS4; UH Strategic Goals - Student Success]
- **Status: Accomplished.**
 - CFSL added a new element to the registration application for student organizations to gather data on service hours completed in Fall & Spring as well as funds raised for both semesters. This will allow us to begin to track funds raised and hours served per chapter, council, and across the community.
- d. Action Step #4 – CFSL will expand its persistence/graduation measures to include non-FTIC students. [DSAES Strategic Initiative – SS4; UH Strategic Goals - Student Success]
- **Status: Changed.**
 - With a new director in CFSL, this goal is being reviewed. While we know that non-FTIC students are joining fraternities and sororities, we are still determining the best way to capture and document this information.

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.

- a. Action Step #1 – CFSL will work with DSAES Advancement, DSAES Communications, and Alumni Affairs to code at least 30% of all fraternity/sorority alumni within the Alumni/Advancement database. [DSAES Strategic Initiatives – 3b, 4e; UH Strategic Goals – Student Success, National Competitiveness]
- **Status: Partially Accomplished.**
 - CFSL has worked this year with Advancement and Research and Management Systems to provide the data for alumni from CFSL through Spring 2021. At this time, we will continue to work with them to determine what else is necessary to move forward with this venture.

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.

	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Operations							
Total Chapters	43	47	48	48	44	38	41
Total Members	1,393	1,514	1,568	1,532	1,468	1,297	1,173
Academic Performance							
Average Undergraduate Student GPA	2.880	2.890	2.920	2.956	2.99	2.99*	3.573
Average Undergraduate Greek GPA	2.820	2.786	2.880	2.878	2.869	2.872*	3.501
Difference	(0.060)	(0.104)	(0.040)	(0.078)	(0.121)	(0.118)	(0.072)
% of Chapters Above All Men's/Women's/Student GPA	33%	30%	29%	38%	31%	32%	12%
Flagship Program Attendance							
Fraternity & Sorority Presidents' Leadership Summit	46	60	50	49	48	37**	45
ELEVATE Fraternal Leadership Conference	-	-	-	97	41	57	20
Future Greek Leaders Academy	44	50	55	49	56	47	-
Fraternity/Sorority Night of Celebration	215	275	254	235	250	225	-
Greek-a-Palooza	-	220	-	355	386	157	536
Fraternal Excellence Program							
Total Excellence Awards Given	<u>19</u>	<u>40</u>	<u>46</u>	<u>44</u>	<u>38</u>	<u>44</u>	<u>39</u>
--Intellectual Development	3	8	6	6	9	4	7
--Leadership Development	1	3	9	5	5	7	6
--Service & Citizenship	6	7	8	9	6	9	7
--Meaningful Relationships [Bro/Sis/Siblinghood]	3	5	7	9	4	7	6
--Ritual and Values	6	17	16	15	14	17	13
Social Media/Communications Influence							
Instagram Followers	-	-	-	1,023	944	985	1,057
Twitter Followers	-	-	-	1,309	1,297	1,296	1,240
MailChimp 'Monthly Update' Unique Subscribers	-	2,039	2,270	2,808	3,734	3,772	4,810
MailChimp 'Monthly Update' Max Open Rate	-	50.70%	39.90%	24.60%	16.17%	26.00%	17.7%
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Retention/Persistence Data							
First-to-Second Year Persistence (FTIC)	86.80%	84.27%	91.63%	85.92%	88.89%	NYA	NYA
First-to-Second Year Persistence (FTIC) *All-Students	84.6%	84.87%	84.9%	84.8%	86.0%	NYA	NYA
Difference	2.2%	(.60%)	6.73%	1.12%	2.89%	NYA	NYA

NYA = Not Yet Available

*Only Fall 2019 data included due to altered grading policy

**Includes only first session of multi-session program

CFSL uses the following effectiveness measures on an annual and/or semester basis.

General Membership Data

The Center for Fraternity & Sorority Life tracks general membership data and, during fall and spring semesters, 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 2009 but has seen decreases since Fall 2018 that have been amplified by COVID-19.

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 an area of opportunity for the Greek community, as historically approximately 25-30% achieve a GPA at or above their all/men's/women's/student average. Complete reports can be found on the CFSL website at <http://www.uh.edu/cfsl/resources/reports/>.

Flagship Program Attendance

CFSL measures program success in part by increases in attendance at CFSL-sponsored meetings, programs, and events. CFSL continues to strive to increase attendance to flagship CFSL programs as well as increase the number of programs and opportunities available.

Fraternal Excellence Program

The Fraternal Excellence program is the University of Houston's assessment and awards programs designed specifically for fraternities and sororities and has been in existence since 2011. 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. Excellence awards are given to chapters considered to be excelling in any and/or all of the specific evaluation areas. This data assists the CFSL staff in identifying which areas the Greek community is excelling and which areas require additional attention.

Persistence/Retention Data

Through its divisional progress card, CFSL tracks the retention and graduation rates of fraternity/sorority members, specifically the first-to-second year return rate and 6-year graduation rate. While 6-year graduation rates are not yet available for the data years included, fraternity/sorority members recently demonstrated a 2.89% difference in first-to-second year retention rate, meaning those who join fraternities/sororities in their first semester are more likely to return for their second year at the university.

5. Please discuss any budget or organizational changes experienced since your last (FY2022) 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.

Since the FY2022 SFAC request, CFSL has experienced a significant transition in staff. Jason Bergeron left the Center as the Director. In addition, Javon Miller, Fraternity & Sorority Housing Coordinator, and Pamela Moon, Office Coordinator also left the Center. Amina Wilson was hired in January 2021 as the Office Coordinator, and a new Director, Ja’Nelle King began in February 2021. As the search for a new Fraternity & Sorority Housing Coordinator was underway, Ja’Nelle King took on advising for Interfraternity Council, Multicultural Greek Council, and Panhellenic Recruitment. Jessica Maidlow was hired in August 2021 to serve as Fraternity/Sorority Housing Coordinator.

With new staff and new leadership, new initiatives were created including a new CFSL marketing campaign with digital, video and print pieces as well as new ideas for educational programming and opportunities for community building based upon growing need. CFSL has been granted \$20,000 in rollover funding that we plan to utilize to increase educational programming for the community, as well as fund opportunities for community building and intentionally engaging with non-Greek students to education them on the FSL community.

- 6. If your unit concluded FY2021 with a Fund 3 addition to Fund Equity in excess of \$5,000, please describe the conditions which caused the addition and provide a line-item identification of the budgetary source(s) of the addition (i.e. lapsed salary, conference travel, etc.).**

The Center for Fraternity & Sorority Life ended FY2021 with a Fund 3 contribution to Fund Equity of \$33,822. Almost the entirety of this amount can be attributed to vacancies within the positions of Director, Fraternity/Sorority Housing Coordinator, Office Coordinator, and Graduate Assistant, as well as student employee positions.

7. **Please list your 2022-2023 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services Values 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 FY2023. All strategic initiatives are grounded in the six core areas of the Center for Fraternity & Sorority Life and, if applicable, tied to the Division of Student Affairs and Enrollment Services' Strategic Plan.

Strategic Initiative #1 – Center and Community Operations - CFSL will maximize effectiveness and efficiency in regard to Center and Community-specific practices, policies, and procedures.

- a. Action Step #1 – CFSL will work to develop strategies to educate students interested in becoming members of the FSL Community prior to their interactions with organizations. [DSAES Strategic Initiatives –SS.5; DSAES Values –Transparency; UH Strategic Goals – Student Success].
- b. Action Step #2 – CFSL will benchmark other institutions to compare policies and procedures that support streamlined processes for expansion, risk management and chapter expectations. [DSAES Strategic Initiatives –R.2; DSAES Values –Innovation; UH Strategic Goals –Student Success].

Strategic Initiative #2 – Educational Programming – CFSL will develop and provide access to original and innovative educational programming that meets the changing needs of fraternity/sorority leaders.

- a. Action Step #1 – CFSL will create a new educational leadership program for student leaders considered to be in the middle of their Greek experience to encourage additional opportunities for involvement and prepare them for leadership roles in their chapters. [DSAES Strategic Initiatives –SS.1; DSAES Values – Empowerment; UH Strategic Goals –Student Success].

Strategic Initiative #3 – 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.

- a. Action Step #1 - CFSL will work to create additional opportunities for advisors to connect to the department as well as to one another to increase collaboration, communication, and support. [DSAES Strategic Initiatives – SS.3, R.1; DSAES Values –Collaboration; UH Strategic Goals –Student Success].

Strategic Initiative #4 – Fraternity & Sorority Housing – CFSL will partner with Student Housing and Residential Life to create a positive residential environment for fraternities and sororities.

- a. Action Step #1 – CFSL will work with Housing to develop a strategy to promote group housing for organizations who do not qualify to live in Bayou Oaks due to housing corporation restrictions. [DSAES Strategic Initiatives –R.3, SS.5; DSAES Values – Collaboration; UH Strategic Goals –Student Success].

8. Recognizing that the potential to generate additional Student Service Fee income for FY2023 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget augmentations and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5% in your total FY2023 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.

CFSL is a fully fee-funded operation, including all salary and benefits and maintenance and operations. As CFSL is unable to reduce salary and benefits dollars, all reductions would come from maintenance and operations, including programming dollars. A 5% reduction for FY2023 would equal \$18,253. Listed below is a line-item explanation of where cuts would be made, in addition to the challenges presented in navigating those cuts.

Cost Reduction	Description	Amount Reduction	Challenge
Travel [CFSL Staff Professional Development]	Decreasing budgeted funds for CFSL staff-related professional development	\$3,150	CFSL staff are expected to have expertise in all aspects of fraternity/sorority operations including housing, risk management, membership recruitment, diversity and inclusion, and so forth. Professional development allows the staff to gain that expertise.
Travel [Fraternity/Sorority Presidents' Leadership Summit]	Conducting the 2-day retreat for chapter leaders on campus	\$5,300	Leaving campus for this experience allows for increased relationship-building and increased focus and commitment by participants. Hosting the program on campus would decrease those deeper opportunities.
Travel [Future Greek Leaders Academy]	Conducting the 2-day retreat for new chapter members on campus	\$5,300	Leaving campus for this experience allows for increased relationship-building and increased focus and commitment by participants. Hosting the program on campus would decrease those deeper opportunities.
Programs/Events [Fraternity/Sorority Night of Celebration]	Decreasing costs for food and awards hardware for Fraternity/Sorority Night of Celebration	\$3,000	The Fraternity/Sorority Night of Celebration has generated a reputation as a flagship, well-orchestrated event to showcase the accomplishments of the Greek community. Decreasing the budget for this event would increase the difficulty in recognizing high achievement and establishing a culture of excellence.

<p>Programs/Events [Multiple Programs]</p>	<p>Decreasing of event specific and promotional items for CFSL- sponsored programs</p>	<p>\$1,503</p>	<p>CFSL has worked diligently to brand specific fraternity/sorority programs, in addition to branding the overall experience, and this would decrease the ability to continue to promote CFSL programs and the overall fraternity/sorority experience.</p>
<p>TOTAL</p>		<p>\$18,253</p>	

9. 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 partners with the DSAES Advancement Area 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 through the DSAES Advancement Area and is in the process of collecting and coding alumni data to better target and reach fraternity/sorority alumni.

The Center for Fraternity and Sorority Life (CFSL) historically has and plans to continue exploring grant options from the following national organization for professional development:

- Association of Fraternity/Sorority Advisors (AFA) for Conference Scholarships and Professional Development Funding

10. 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 & 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.

Additionally, multiple other campus departments offer programming designed to benefit members of fraternities and sororities that is also done in part by CFSL (Women and Gender Resource Center, UH Wellness, Center for Student Involvement). CFSL both engages these departments in ensuring Greeks are supporting their efforts while also providing educational programs that address the specific context of leading and managing risk within fraternities and sororities.