

Strategic Plan 2010 UPDATED Summer 2007

Initial Introduction

In 1845, the first men's fraternity was established at the University of Michigan. Over the past 162 years Greek Life has grown into 27 North American Interfraternity Conference (NIC) fraternities, 13 National Panhellenic Conference (NPC) sororities, 9 National Pan-Hellenic Council (NPHC) organizations, and 11 Multicultural (MGC) organizations, representing 16% of the undergraduate population. The Greek Community is a vibrant part of the Michigan campus that, in its best sense, enhances the undergraduate experience for its members.

In developing Strategic Plan 2010, the Greek Community, and its many constituents, addressed the past and current operating environments, organizational challenges, and future opportunities including: advancing the core values of the Greek Community, enhancing the value of membership, maximizing of volunteer leadership, expanding Organizational membership, improving public perceptions regarding Greek Life, addressing alcohol and substance abuse, responding to the changing role of the college/university and chapter housing, and utilizing emerging technologies and forging collaborative partnerships with its many constituents, (faculty, administration, volunteer advisors, City of Ann Arbor, parents, Inter/national headquarters).

Michigan's Greek Community Strategic Plan 2010 is the result of self-evaluation regarding the direction the Community will forge in the future. The plan also declares the fundamental goals, strategies, and targets that will be used to measure the Greek Community's success in *Enriching Peoples Lives*.

University of Michigan Greek Community Core Principles



Unity within the Greek Community among individuals, chapters, and councils



Healthy growth of the Greek Community



Academic success of all individual members



Ethnic, cultural and racial awareness and respect



Social interaction in a responsible, safe environment Community service and philanthropic endeavors



Highest standards of integrity demonstrated through personal and chapter conduct

University of Michigan Greek Community Mission



To *Enrich The Lives of People* through the life-long promotion of the Greek Community's core principles.

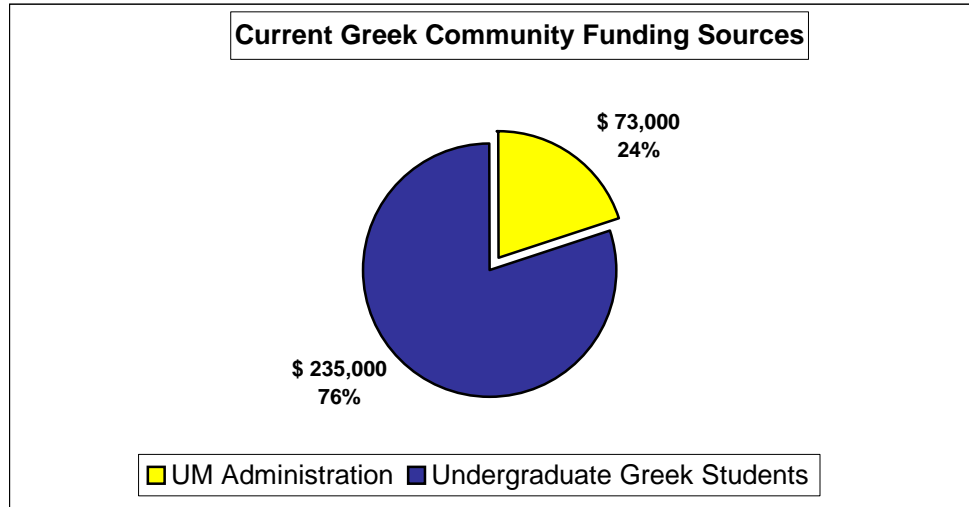
University of Michigan Greek Community Strategic Plan Goals

1. To *Enrich The Lives of People*, the Office of Greek Life will strengthen its relationship with the University of Michigan.
2. To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will actively promote a climate that values academic achievement, faculty interaction and a learning environment for all members.
3. To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will implement comprehensive membership development programs that contribute to the life-long success of its members.
4. To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will strive for healthy chapter sizes, quality membership, and positive community growth.
5. To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will strengthen their community by fostering a sense of belonging and ensuring a safe and inclusive environment for its *increasingly* diverse membership.
6. To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will promote and support positive alumni, parent, and Inter/national Headquarters involvement in all elements of the organizations.
7. To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will maintain safe and functional living environments as well as work with the University and Ann Arbor communities.
8. To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will develop, implement, and enforce procedures that will govern risk management issues, creating a safe environment for members and guests.

GOAL #1 – To *Enrich The Lives of People*, the Office of Greek Life (OGL) will strengthen its relationship with the University of Michigan.

The OGL is currently funded through two means:

- University provides approximately \$73,000 annually for staff salaries, benefits and operating funds for the Office of Greek Life.
- Undergraduate students provide approximately \$135,000 to the Office of Greek Life for staff salaries and operating fund. In an addition, the students use \$100,000 in member dues to fund council programming. 98% of these funds are generated from students in the Panhellenic Association and Interfraternity Council.
- Director of Greek Life 92% funded by NPC groups:
- Assistant Director Greek Life fully funded by the IFC groups:
- MGC/NPHC Advisor is funded by the University for 20 hours per week for 8 months



The student funding fluctuates dramatically depending on the membership of each chapter. This creates several significant problems for the OGL and the students it services.

- Financial hardship and uncertainty for the professional staff
- Difficulty in budgeting for operations and programs on an annual basis
- Lack of consistency
- Inequity of funding versus services

Strategies

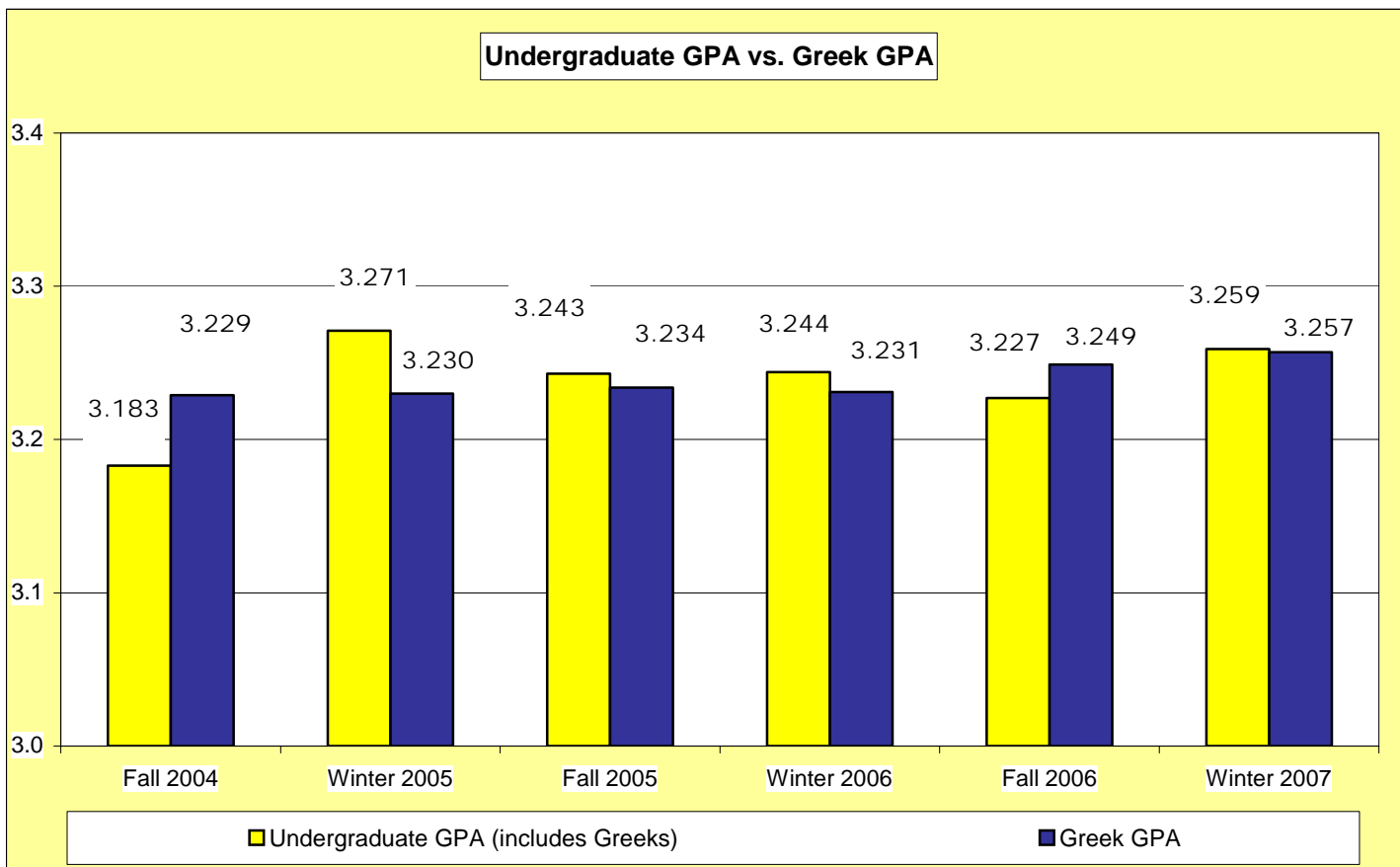
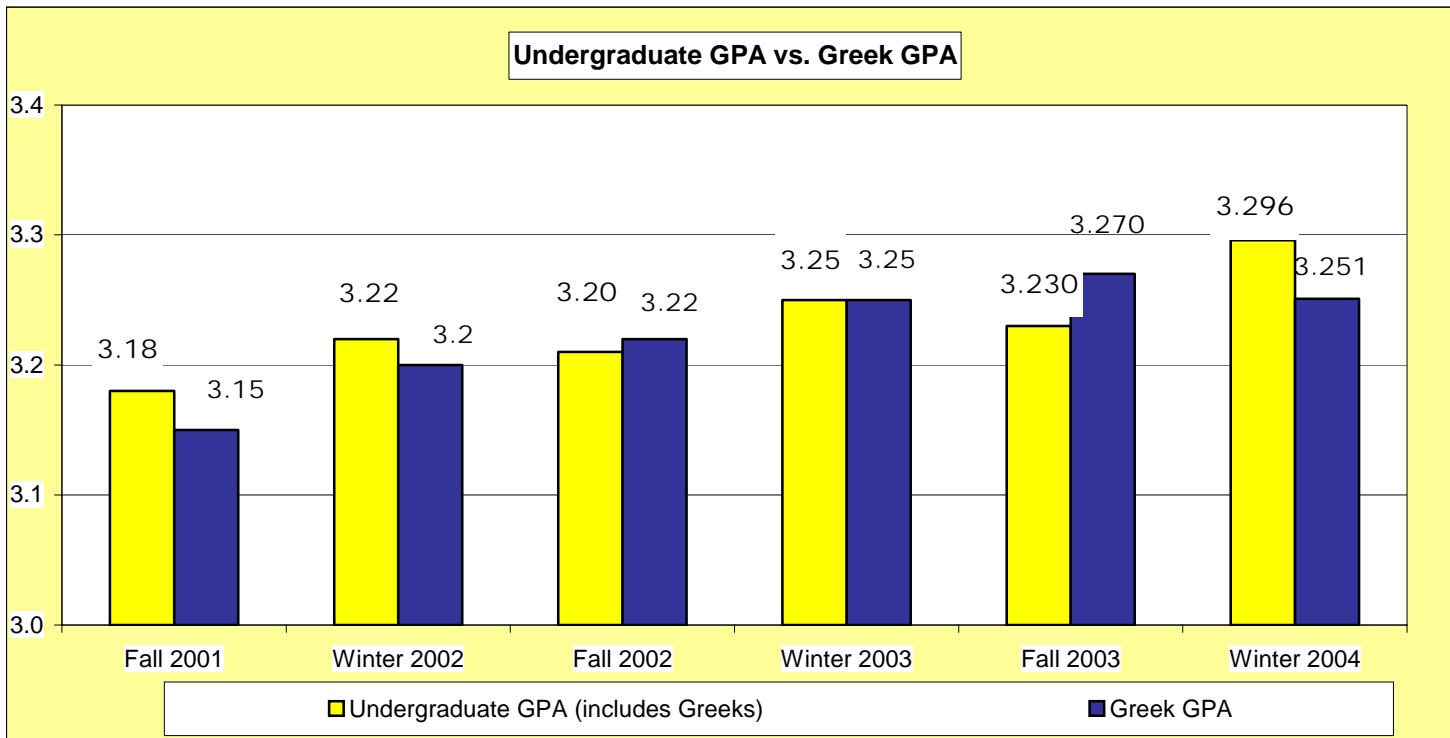
1. Annually review this goal with University officials in relation to increasing University funding for the Office of Greek Life.
2. Secure suitable space for the Office of Greek Life to adequately serve the needs of the staff and the Greek Community.
3. Evaluate yearly the need for Office of Greek Life staffing adjustments. The current staffing model (see below) will remain as is until student demands (number of members) or personnel changes dictate otherwise. Director, fulltime, with primary responsibility for Interfraternity Council or Panhellenic Association
 - Assistant Director, fulltime, responsible for Interfraternity Council or Panhellenic Association
 - Administrative Coordinator, fulltime
 - NPHC/MGC Advisor, 20 hours/week for 8 months
 - Graduate Assistant, 20 hours/week for 8 months
4. A pool of funds consisting of all Office of Greek Life salaries as well as the OGL operating and programming expenses will be created. Each of the four Greek Councils will be assessed to cover the portion of that pool that is not covered by the University. The council assessments will be based on membership and services provided. The current (2007) University contribution towards salary and operating expenses (not programs) is approximately 35% of the total costs. Annually, the ratio of University to student contributions would increase for the University and decrease for the students. This will allow for the reallocation of student funds to the educational initiatives and goals outlined in this report. The goal is that the University will fully fund the pool.
5. Expand the Greek Residence Advisor Program within residence life where there is a demonstrated need.

GOAL #2 – To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will actively promote a climate that values academic achievement, faculty interaction and a learning environment for all members.

Involving faculty in Greek Life is instrumental in forming a strong relationship with the University. Faculty members can offer invaluable advice on numerous topics that will enhance the student’s experience.

Strategies

1. Through recognition and support, assist fraternity and sorority members in reaching their potential for academic achievement. This speaks to the goal of keeping the Greek GPA higher than the undergraduate GPA.
2. Reach out to faculty members to educate them and open the lines of communication.
3. Educate and partner with academic advisors from the various colleges and schools to best meet the needs of fraternity and sorority members and the University.
4. Each fall reach out to new faculty members to welcome them to the University community and introduce them to Greek Life.
5. Develop a list of faculty members interested in advising chapters and encourage chapters to create a faculty advisor position.
6. Annually recognize outstanding faculty/GSIs at the Greek Awards Night.
7. Effectively communicate Greek accomplishments and challenges to University faculty, staff and administration.
8. Create a position or add responsibility to a current position on each of the four councils’ executive boards to promote scholarship and deal with academic issues.
9. Explore the possibility of establishing a Greek “Learning Community” that mirrors the philosophy of the University’s Learning Community model.



GOAL #3 – To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will implement comprehensive membership development programs that contribute to the life-long success of their members.

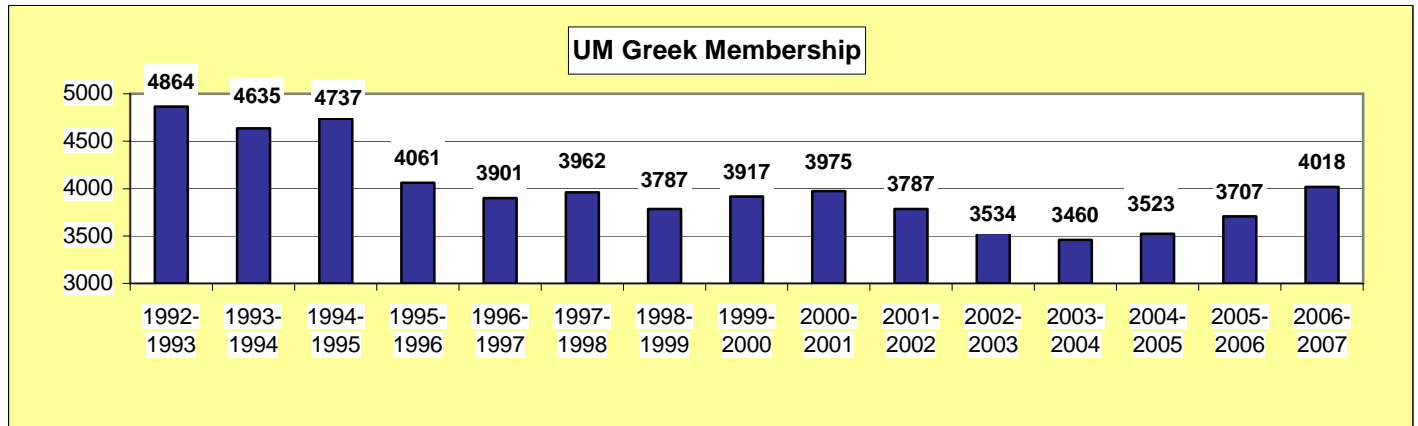
Strategies

1. Develop a values-based assessment program that demonstrates excellence through measurable outcomes.
2. Tailor council awards for chapters to coincide with assessment program criteria, recognizing and awarding achievement and a high level of performance.
3. Identify campus resources for sponsorship of speakers/workshops for the Greek Community.
4. Identify programs and speakers sponsored by other university departments and/or organizations that meet the needs of the Greek Community and encourage participation.
5. Seek co-sponsorship opportunities with other university departments and/or organizations.
6. Provide opportunities for community-wide service and philanthropic fundraising for individual chapters and the Greek Community as a whole.
7. Continue to expand the scope of and increase the number of new member participants in Greek 101.
8. Work to have Greek 101 meet the criteria to become a “for-credit” university course.
9. Increase opportunities for leadership development for the general membership as well as positional leaders.
10. Encourage Interfraternity Council, Panhellenic Association, National Pan-Hellenic Council, and Multicultural Greek Council executive boards to attend regional/national conferences.
11. Identify funds to support and encourage both chapter and Greek Community leaders to attend leadership conferences such as LeaderShape and the Undergraduate Interfraternity Institute.
12. Provide opportunities for strategic planning that address community building among Greek chapters.
13. Develop a series of programs addressing post-college needs and concerns, geared for juniors and seniors.

University of Michigan Greek Community

GOAL #4 – To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will strive for healthy chapter sizes, quality membership, and positive community growth.

Approximately 16% of the current undergraduate population participates in Greek Life.



Academic Year	Panhel	IFC	MGC	NPHC	Total
1992-1993	2517	2257		90	4864
1993-1994	2408	2142		85	4635
1994-1995	2665	2002		70	4737
1995-1996	2048	1954		59	4061
1996-1997	2010	1836		55	3901
1997-1998	1937	1975		50	3962
1998-1999	1857	1880		50	3787
1999-2000	2030	1836		52	3918
2000-2001	2091	1833		51	3975
2001-2002	2051	1696		40	3787
2002-2003	1987	1510		37	3534
2003-2004	1884	1431	102	43	3460
2004-2005	1861	1508	104	50	3523
2005-2006	1848	1686	96	77	3707
2006-2007	1960	1846	137	75	4018

Numbers taken at highest point during the academic year

Strategies

1. While evaluating the quality of the Greek experience as it now stands, each Greek council should create a “membership growth plan” that addresses the following factors: coordinated timing between the establishment of new chapters/colonies, alumni support, support from inter/national headquarters (financial and personnel), and history of the organization at the University of Michigan (if applicable).
2. The executive boards of each Greek council should come together to develop a marketing/communication plan for individual chapters, individual councils, and the Greek Community as a whole (to address outreach to first year students, alumni, second and third year students, transfer students, parents, high schools, etc.).
3. Urge chapters to develop membership goals.
4. Urge chapters to explore non-traditional methods of recruitment/intake to better meet their membership goals.
5. Promote the establishment of scholarships for potential new members.
6. Provide workshops that incorporate effective training on communication and the development of interpersonal skills.
7. Create an information sheet for potential new members that includes vital data on all chapters (financial, housing, etc.).
8. In order to attract quality potential new members, every chapter should articulate and demonstrate the meaning of the principles, values, mission, and goals of the Greek Community and their individual chapter.
9. Partner with alumni and inter/national headquarters to create strategies that meet the special needs of individual chapters.
10. Establish communication lines with NPHC/MGC national/regional officials regarding membership recruitment/intake times and procedures.
11. Assess new members about the recruitment/intake process.
12. Identify the causes of membership attrition through an “exit” survey or some other means.
13. Reduce attrition rate by a minimum of 2% each year.

GOAL #5 – To *Enrich the Lives Of People*, the University of Michigan Fraternities and Sororities will unite to form a Greek Community and foster a sense of belonging for all of its student members.

Strategies

1. Create individual council events calendars which will be posted on the Office of Greek Life website Master Calendar. The Master Calendar will also include individual chapter events to which the Greek Community as a whole is invited.
2. Create a program that will allow officers and the general membership of all four councils to interact and learn more about each others' organizations.
3. Conduct an annual forum/gathering for chapter presidents of all four councils.
4. Expand the January and September council officer retreats.
5. Increase opportunities for collaboration and co-sponsorship of "Four Council" events such as exists with Greek Awards Night and Officer Installation.
6. Collaborate on a "Four Council" program (service, cultural, educational, etc.) at least annually.
7. Work toward full participation of all four councils on the Greek Activities Review Panel (GARP) and the Hazing Task Force (HTF).
8. Include members from NPHC and MGC on the Greek Week Steering Committee.

GOAL #6 - To *Enrich The Lives Of People*, the University of Michigan Fraternities and Sororities will promote and support positive alumni, parent, and Inter/National Headquarters involvement in all elements of the organizations.

Strategies

1. Increase and improve chapter information and statistics available on the Office of Greek Life website.
2. Develop a partnership with the University of Michigan Alumni Association to share resources.
3. Improve and expand the Greek Community's recognition program for alumni. Work with chapters to encourage the recognition of and appreciation for their alumni.
4. Examine the role of alumni volunteers, both chapter as well as Alumnae Panhellenic (APA) and Alumni Interfraternity Council (AIFC). Evaluate services in conjunction with the Office of Greek Life and explore opportunities for collaboration among organizations.
5. Conduct an annual training for alumni volunteers.
6. Encourage chapters to maintain contact with their alumni, and recognize efforts to do so.
7. Encourage chapters to send a welcome letter to the parents of new members.
8. Establish communication between the Office of Greek Life and parents of members.
9. Document best practices of a successful fraternity resident advisor program.
10. Work with University Housing to make their training available to sorority house directors and fraternity resident advisors.
11. Incorporate alumni/parent relations into current Greek council executive board positions.

GOAL #7 – To *Enrich The Lives of People*, the University of Michigan Fraternities and Sororities will maintain safe and functional living environments as well as work with the University and Ann Arbor communities.

Fraternities and Sororities house over 2,000 students and pay over \$600,000 in property taxes annually to the City of Ann Arbor.

Strategies

1. Collaborate with city officials to develop educational programs on loss prevention-related issues (fire safety, police interaction, building inspections, etc.).
2. Hold meetings with student officers and representatives from the Ann Arbor Police Department and Fire Department.
3. Provide House Corporations and student leadership with frequent updates on safety concerns and preventative measures to assure safety.
4. Work with city officials to create a pamphlet that outlines community expectations relative to student behavior in residential areas. It will also outline city codes, ordinances, and laws as well as the consequences for violations of same.
5. Conduct an annual survey with all housed chapters to collect data on occupancy, meals, staff, facilities, etc.
6. Consider additions to council bylaws establishing legislative action relative to compliance with city ordinances on disorderly behavior and poorly maintained houses/property.
7. Have student representation at Neighborhood Associations where fraternities and sororities are located. (Two are Burns Park and Oxbridge Neighborhood Association). Chapters can be members of the associations.
8. Provide house corporations with information on financial management companies and other financial resources.
9. Encourage the installation of fire sprinkler systems in every chapter house.

GOAL #8 – To *Enrich The Lives Of People*, the University of Michigan Fraternities and Sororities will develop, implement, and enforce procedures that will govern risk management issues.

The University of Michigan student organization recognition process (SOAR) has designated the Greek Activities Review Panel (GARP) as the official self-governance mechanism for fraternities and sororities that are members of one of the four Greek councils.

Strategies

1. Support the Greek Community Policy Regarding Hazing at the University of Michigan by having new members and chapter officers annually sign an agreement stating that they have read the policy and will abide by it.
2. All four councils will continue to have active representation on the Hazing Task Force (HTF).
3. All four councils will continue to have active representation on the Greek Activities Review Panel (GARP).
4. Work with the Office of Student Conflict resolution (OSCR) to provide training for the students who compose GARP and HTF.
5. Have representatives from University Health Service (UHS) provide training for the Social Responsibility Committee (SRC), the SRC Checkers, the SRC Executive Board, and the sober monitors.
6. Assist chapters in planning safe and well-managed Third Party Vendor events.
7. Provide continuing education on event liability to the entire Greek Community.
8. Conduct a meeting between the Ann Arbor Police Department (AAPD) and the chapter social chairs, presidents and risk managers each semester.
9. Encourage chapters to be aware of and utilize their inter/national organizations' models for standards/judicial boards.
10. Publicize the methods for the reporting of alleged violations of council constitutions and bylaws.
11. Encourage the hosting of and participation in non-alcoholic social events.
12. Identify and implement methods of policy enforcement and education that will assure compliance with the Social Environment Management Policy SEMP provision for BYOA.

Review Process

In order to monitor the progress of the Greek Strategic Plan, an advisory board will be created.

Membership (including but not limited to):

- Delegate from the Alumnae Panhellenic Association (APA)
- Delegate from the Alumni Interfraternity Council (AIFC)
- Delegates from NPHC and MGC alumni organizations (if available)
- Director of Greek Life
- Representative from the Student Activities and Leadership Office
- Students (one appointed by each of the presidents of the four councils)

Leadership:

- One of the alumni representatives shall serve as chair
Length of Service:
- Members of the advisory board shall serve for one year, subject to additional years

Meetings:

- Twice a year (fall and winter semesters)

Duties (including but not limited to):

- Conduct a formal biennial review of the Greek Strategic Plan including any relevant parties (i.e. City officials, University staff and administrators, neighbors, parents, etc.)
- Evaluate progress on each strategy (set up scoring system)
- Make recommendations and encourage action on strategies where little or no progress has been made (in writing, to be given to council presidents and OGL staff)