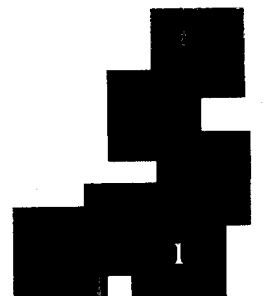
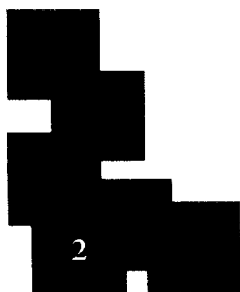


A  
CALL  
FOR  
VALUES  
CONGRUENCE





# MANIFESTO FOR VALUES CONGRUENCE

College and university presidents, the presidents of the American Association of State Colleges and Universities (AASCU), the National Association of Independent Colleges and Universities (NAICU), the National Association of State Universities and Land-Grant Colleges (NASULGC), and inter/national Greek organization executive directors joined to develop a presidential initiative to transform the collegiate Greek environment. They met at the Franklin Square in Washington. Its name is affixed to these deliberations. The outcome of these discussions is five recommendations designed to eliminate negative collegiate fraternity and sorority behaviors involving intolerable high-risk alcohol use. The presidential initiative presents effective practices and policies to develop a thriving student community grounded in the mission of higher education.

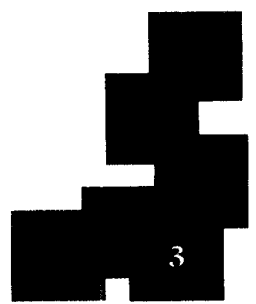
The Franklin Square conferees firmly believe that rhetoric will match reality when fraternity and sorority headquarters, host campuses, and students collaboratively implement and assess practices and policies grounded in a shared set of standards. A site visit certification process is proposed to affirm shared standards among collegiate Greek chapters and inter/national Greek organizations.

We wish to thank Stevan Veldkamp, assistant dean of students and director of student activities, Indiana University Bloomington and formerly of Western Michigan University, for his contributions to drafting the Values Congruence document.

Thank you in advance for your commitment to improving collegiate fraternity and sorority life on your campus.

Sincerely,

Dr. Steffen H. Rogers  
President Emeritus, Bucknell University and  
Chair, Collegiate Greek Community Task Force



**T**he Franklin Square conferees believe the cure for the maladies facing collegiate Greek chapters is a collaborative and proactive approach among stakeholders, led by college and university presidents. Recent studies indicate a widening gap between the rhetoric of Greek chapters and the reality of their practices on college campuses (Kuh, Pascarella, & Wechsler, 1996). Fraternity and sorority mission statements eloquently and clearly define these co-curricular organizations as supporting and enhancing the mission of higher education. However, illegal and abusive alcohol consumption and its second hand effects—sexual assault, vandalism, violence, negative community relations, anti-intellectual environment, and lack of civility—continue to plague Greek systems. *A Call for Values Congruence* outlines a specific set of strategies that campuses with negative Greek behavioral issues can use to close the gap between what fraternities and sororities espouse and what their chapters do.

The dichotomy between stated and actual behaviors prompted Dr. Robert Carothers, President of the University of Rhode Island and a member of the 2002 National Institute on Alcohol Abuse and Alcoholism Task Force, to state, “if we want to maintain the fraternity system—and there are some good reasons to suggest we should—we need to help that system deal with the problem of alcohol abuse” (Guggenheim, 2002). Campuses and headquarters should not passively permit a minority of collegiate Greek chapters to distort the true purpose of fraternities and sororities. College and university presidents have a vested interest in a well-functioning, viable fraternity and sorority community. A thriving Greek community can enhance student learning and leadership, build strong ties between the institution and its future alumni, and develop well-rounded students who value community and citizenship. **The ability of higher education and fraternal headquarters to hold Greek communities accountable to their stated values can positively transform the student culture.** In addition to eliminating negative behaviors, healthy Greek organizations can support and develop positive student outcomes.

A number of colleges and universities have worked diligently to shift Greek chapter behavior to practices consonant with those of higher education. The results are a myriad of “relationship statements” describing contractual expectations between Greek chapters and their respective institutions of higher education. While institutional efforts are to be applauded, transformational and systematic change within the Greek community has yet to occur. This diffusion of responsibility has failed to align Greek chapters’ behavior with their espoused values.

In recent months the two leading associations in the Greek World (the National Panhellenic Conference and the North-American Interfraternity Conference) have adopted membership standards that not only tighten membership requirements in these councils, but “raise the bar” for student membership in social fraternities and sororities and address the issue of inappropriate use of alcohol in the Greek world. Those standards are included as Appendices B and C.

What remains to be done is the establishment of policies, programs and practices on individual campuses that, in toto, will positively impact the stature of fraternities and sororities and the collective behavior of their membership.

To achieve “Values Congruence,” the following recommendations are offered. Included as well is a “Sample Greek Community Standard,” which we think may prove helpful to campuses seeking this values congruence.

## RECOMMENDATIONS FOR PRESIDENTS AND CHANCELLORS

The Franklin Square conferees believe that presidential leadership is indispensable to a concerted, collaborative effort to reestablish and reinforce the contributions Greek systems have made to campus life and higher education. **The role of the campus chief executive cannot be overstated. Presidential leadership is critical to effecting change.** It is the president, far more than any other campus official, who has the stature to enunciate expectations and to enlist participation of the campus community and citizens beyond the campus to implement these policies and ensure their success. The following five presidential actions will close the gap between what fraternities and sororities espouse and how local chapters behave.

Presidents should:

1. **Strongly reaffirm the primacy of an academic culture for the campus community and the importance of social organizations, including Greek systems, to sustaining that culture by:**
  - A. Reestablishing a five-day academic week;
  - B. Supporting faculty-staff interaction with students and student groups and valuing campus advising to Greek chapters and adult mentoring for chapter members;

- C. Requiring an acceptable level of academic performance for Greek membership and chapter existence; and
  - D. Recognizing the contribution of student groups, including Greek chapters, to university and community service.
- 2. Articulate collegiate expectations for student groups, including their responsibility for the behavior of their membership by:**
- A. Directing messages through venues that effectively reach incoming students, upper-level students, and chapter leaders;
  - B. Enforcing clear policies addressing underage drinking and social activities involving alcohol consumption; and
  - C. Establishing periodic dialogues between university officials and advisers to Greek chapters.
- 3. Encourage the development of programs and policies addressing alcohol abuse based upon research findings and established best practices and oversee their implementation. Student alcohol abuse is a multi-faceted problem requiring multi-faceted solutions. The development, evaluation and fine-tuning of these programs and policies need to be a priority for campus student affairs leadership and extend to:**
- A. Adopting successful practices found on other campuses;
  - B. Engaging community, civic, and business leaders, as well as local alcohol distributors in addressing abuse prevention, and
  - C. Training programs and resource assistance for campus personnel and student leaders.
- 4. Establish a periodic “certification process,” preferably conducted by or including representation external to the campus, of all recognized social fraternities and sororities. This site visit process would focus on each individual chapter’s record of abiding by established policies and fulfilling enunciated expectations. The results of these certification reviews would be shared with individual chapters, designated alumni, and the respective national headquarters of each fraternity and sorority. Such reviews should result in commendation, certification, or probationary status, and where justified, should lead to the closing of individual chapters.**

**This certification process should also entail:**

- A. Expanding the interaction between the campus student affairs leadership with Greek representation and local alumni to discuss best practices and to address behavioral problems;
- B. Forming a review committee of campus programs targeting alcohol abuse and its second hand effects; and
- C. Submitting best practices to higher education associations and fraternity headquarters to facilitate widespread adoption.

*See Appendix A. "Sample Greek Community Standard."*

- 5. Dedicate the necessary resources to promote healthy life-styles for all students and to encourage Greek organizations to emphasize common core values by:**
  - A. Focusing on physical and emotional wellness, promoting a healthy lifestyle as a viable alternative to an alcohol abuse lifestyle, and
  - B. Emphasizing the core values implicit in an academic culture; namely, academic achievement, career preparation, civic engagement, intellectual inquiry, racial and cultural understanding, and mutual respect.
  
- 6. Seriously consider the adoption of a policy that clearly specifies that for a national/international fraternity or sorority to have a chapter on the campus, it must have adopted and implemented membership and behavioral standards congruent with those adopted by the North-American Interfraternity Conference and the National Panhellenic Conference.**

Note: The terms "Greek organizations" and "national fraternities and sororities" refer to general fraternity or sorority officers, volunteers, professional staff members, and trustees.

Kuh, G. D., Pascarella, E.T., & Wechsler, H. (1996, April 19). The questionable value of fraternities [Point of View]. *The Chronicle of Higher Education*.

Guggenheim, K. (2002, April 9). Study Finding 1,400 Alcohol Deaths. *Associated Press*

National Institute on Alcohol Abuse and Alcoholism Task Force (2002)

## MODEL COLLEGIATE GREEK COMMUNITY STANDARD (CGCS)

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Campuses are offered the following criteria to assist in defining expectations for fraternity and sorority chapters. The first step in developing a widespread initiative to refocus the culture of collegiate Greek chapters away from an “alcohol” centered focus is to agree on a set of shared values and expectations. It is proposed that all campuses, national fraternity and sorority organizations, and their chapters support the following set of shared standards and expectations. These standards are rooted in the values of and expectations for intellectual and social development.

Specifically, these values state that Greek chapters will enhance and promote members’ development and learning by:

### **1. Positively affecting intellectual development**

- A. Maintaining grade point averages and graduation rates that are equal to or greater than averages for comparison control groups of the same demographic composition.
- B. Developing scholarship programs that challenge chapters to achieve academically, provide scholastic support, involve faculty advisors, and recognize both improvement and excellence in academic performance.

### **2. Instilling the values of their organizations and their host institution**

- A. Understanding that alcohol is not the central focus of their organization.
- B. Integrating the stated values of their organization and their host institution throughout their organizations.
- C. Developing and implementing a standards board that holds members accountable to the “Greek Community Standard,” the membership expectations of each organization, and the student code of their college or university.
- D. Sponsoring monthly personal development programs designed to help members understand, clarify and integrate their personal values into their daily lives.
- E. Neither misusing, illegally using, nor supporting the misuse or illegal use of alcohol and illicit drugs.
- F. Developing, implementing and enforcing policies and procedures, which govern the problem of high-risk alcohol use and its second hand effects.

**3. Developing leadership skills and abilities**

- A. Encouraging members to take a positive leadership role within their chapters, Greek community, campus, local community, public, and society.
- B. Supporting ethical leadership development.
- C. Enlisting effective alumni, parent, community member, faculty and/or staff advisors for individual members and chapter officers.

**4. Developing positive relationships (brotherhood/sisterhood)**

- A. Not physically, mentally, psychologically or sexually abusing or hazing, frightening or intimidating any human being.
- B. Respecting the dignity of all persons, and acknowledging this respect with positive action based upon the aspirations and ideals of each fraternity/sorority.
- C. Positively contributing to the campus' multicultural climate.
- D. Creating programs to enhance the Greek community.
- E. Exhibiting care and concern for chapter members, guests, the campus and local community residents.

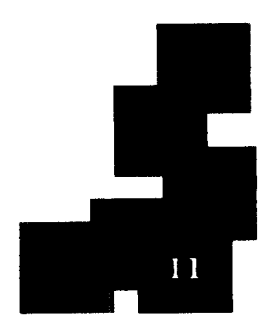
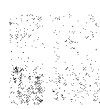
**5. Developing citizenship through service and outreach**

- A. Establishing and maintaining a community service and service-learning program of hands-on assistance and support for campus and community agencies. Encouraging all members to participate.
- B. Adhering to university and organizational policies, as well as state and local codes. If housed, chapters will meet all local, state and federal fire and safety regulations, zoning and building codes.
- C. Establishing a positive campus and neighborhood presence through a campus public relations program.
- D. Participating in a governing/coordinating council.

It is important to note that a successful site visit certification process requires the host college or university to organize the human, financial, and physical resources to insure success. The following efforts are important to that success:

- 1. Campuses should designate an individual(s) to advise their Greek chapters using the Collegiate Greek Community Standard (CGCS). (The number of individuals should be determined by the following factors: the number of organizations, the number of students in the Greek community, housing complexities, and any incongruence in implementing CGCS);

2. Campuses should recruit, train, and support faculty and staff who advise Greek chapters;
3. Campuses should support chapter volunteers who advise Greek chapters; and
4. Campuses should value and recognize faculty, staff and volunteers who advise Greek chapters.



### NATIONAL PANHELLENIC CONFERENCE STANDARDS FOR MEMBER SORORITIES

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**B**elieving that Greek organizations contribute in multiple ways to campus life and higher education, the leadership of the 26 international women's fraternities that comprise the National Panhellenic Conference is proud of the positive contributions our groups make to their host institutions. We are committed to the continuation of our organizations at their host institutions. In an effort to reaffirm our high standards, the leadership of these 26 international women's fraternities submit the following standards as minimum expectations of collegiate chapters of the National Panhellenic Conference groups.

Our chapters will enhance and promote each member's development and learning by:

1. Positively affecting intellectual development.

Each member group of the National Panhellenic Conference places high value on education, academic performance and intellectual development. .

The following minimum standards for chapters are:

- A. Meeting or exceeding the campus All Women's Average.
- B. Providing academic programming to new members and members, co-sponsoring programming with another Greek and/or campus organization or attending campus-sponsored programming that may include but not be limited to teaching study skills, providing tutoring, and recognizing scholastic achievement
- C. Developing positive relationships with university faculty by seeking their assistance with the chapter's academic programming and scholarship goals.

2. Instilling the values of their organizations and their host institution.

Each member group of the National Panhellenic Conference:

- integrates their values, missions and standards throughout their collegiate chapter organizational and programming structure.
- educates their chapter members on policies pertaining, to the issues of alcohol and substance abuse, underage drinking, and all international policies pertaining to it
- encourages non-alcoholic social activities.
- requires a policy of alcohol-free facilities for all of their housed chapters.

- provides a standards board structure by which chapters hold their members accountable for their behavior.

The following minimum standards for chapters are:

- A. Providing information on underage drinking and alcohol and substance abuse at least once a term.
  - B. Enforcing its international organization's clear policies on alcohol and social event planning guidelines/policies.
  - C. Abiding by all federal, state/province and local laws related to alcohol and substance use.
  - D. Providing at least one (1) values education program annually.
  - E. Partnering with the university to provide a healthy and safe collegiate experience for chapters that is grounded in the core values and mission of both the host institution and the international organization.
3. Developing leadership skills and abilities.

Each member group of the National Panhellenic Conference places high value on the development, support and mentoring of leaders.

The following minimum standards for chapters are:

- A. Providing at least one (1) leadership development program annually, cosponsoring a program with mother Greek and/or campus organization or attending a campus-sponsored program.
- B. Requiring at least one (1) chapter officer to attend the inter/national organization's annual Convention/Leadership Conference.
- C. Encouraging chapter members to utilize their leadership skills for the benefit of other campus organizations, activities and/or projects.
- D. Having at least one (1) local alumna serving as an advisor. In communities where local alumnae are not available to serve as advisors, a chapter shall rely on a faculty advisor. An adviser and chapter leader shall periodically engage in dialogue with university officials.

4. Developing positive relationships (brotherhood/sisterhood)

Each member group of the National Panhellenic Conference places high value on respect for others, human dignity, cultural diversity and self-worth.

The following minimum standards for chapters are:

- A. Adhering to its inter/national policies regarding hazing.
- B. Executing a new member program consistent with the inter/national organization's values that positively introduces new members to the Greek community.
- C. Providing at least one (1) program annually on the value of human dignity,, co-sponsoring a program with another Greek and/or campus organization or attending a campus-sponsored program.
- D. Participating in at least one (1) campus-sponsored program annually that promotes the campus' multicultural climate.
- E. Providing a minimum of one (1) health and wellness program annually, co-sponsoring a program with another Greek and/or campus organization or attending a campus-sponsored program.

5. Developing citizenship through service and outreach.

Each member group of the National Panhellenic Conference places high value community and philanthropic service.

The following minimum standards for chapters are:

- A. Engaging in a minimum of one (1) community service project of hands-on assistance each term.
- B. Complying with the fire/safety inspection regulations (housed chapters) of its inter/national organization and host institution.
- C. Acknowledging and promoting positive relationships with the greater university community by engaging in regular communication and dialogue that informs and solves problems when needed.

12/8/03

## NORTH AMERICAN INTERFRATERNITY CONFERENCE STANDARDS FOR MEMBER FRATERNITIES

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Nothing in the North-American Interfraternity Conference Standards should be interpreted in any way as implying that an NIC member organization has a duty or an ability to supervise or control collegiate students or chapters associated with it. The NIC and its member organizations recognize that, by definition, its member organizations are based upon fraternal, not parental, relationships, and that the member organizations do not have the ability to monitor or control the activities of respective chapters, or collegiate students associated with a chapter.

**1. The following data, covering the preceding academic year, will be reported to the NIC headquarters by November 1<sup>st</sup> of each year:**

- Number of pledges/new members\*
- Retention of pledges
- Number of initiates\*
- Number of initiated men (undergraduate)\*
- Retention of men for past academic years (annual retention rate for those who left fraternity prior to graduation)
- Number of chapters opened and size at time of chartering
- Number of closed chapters and reason for closure
- Number of active chapters\*
- Number of members involved in campus leadership positions
- Number of community service hours donated
- Number of dollars raised for charitable causes

Information collected will only be made public in a three tier aggregate of all NIC members. Raw data will be destroyed after aggregate data is compiled.

\*provided through normal course of member's financial audit notes

**2. Member organization policies will include:**

Member's chapters agree to and support open expansion on their respective campuses (implemented no later than September 1, 2004)

Member organizations are insured with liability coverage (implemented no later than September 1, 2005)

Each associate/pledge/new member has a minimum high school GPA of 2.3 for first semester freshman year and (whichever is appropriate per NIC member decision)

- minimum college GPA of 2.25 thereafter;
- or has a GPA at or above each campus allmen's average thereafter (implemented no later than September 1, 2005)

Annual cumulative GPA of (whichever is appropriate per NIC member decision)

- at least a 2.5 for each chapter
- or at or above each campus all-men's average (implemented no later than September 1, 2005)

The associate/pledge/new member program shall last no longer than twelve weeks and encourages a program lasting less than twelve weeks. (implemented no later than September 1, 2005)

Fraternity-chapter women's auxiliary groups (i.e. "little sisters")are not allowed (implemented no later than September 1, 2004)

Risk management policies that address alcohol use, fire safety, hazing, and sexual assault/abuse (implemented no later than September 1, 2004)

Alcohol free at all rush/recruitment activities including formal, informal and summer/break recruitment activities (implemented no later than September 1, 2004)

Alcohol free pledge/associate/new member programs (implemented no later than September 1, 2004)

Language allowing for immediate chapter emergency, temporary suspension by individual fraternity (implemented no later than September 1, 2004)

- 3. Each member will communicate its values through its ritual at least annually or as prescribed by its policies (implemented no later than September 1, 2004)**

4. Each member organization will communicate the importance of its undergraduate members participating in educational programming (whether campus, national fraternity or independently led) covering any of the following: academic achievement, alcohol consumption, career preparation, civic engagement, hazing, leadership development, sexual assault, and values & ethics. (implemented by September 1, 2004)

## NIC Standards for Campuses

### Campus Expectations

Not only will the Standards documents set basic expectations for NIC members, the NIC anticipates the following from NIC member host campuses:

The following data:

- Campus, all men's Greek system and chapter GPA by semester/quarter
- Total number of men who pledged all chapters in an academic year
- Total number of men who initiated all chapters in an academic year
- Percentage of fraternity men compared to total number of all men on campus
- Total number of chapters closed/opened in an academic year
- Total number of Greek-life full-time professionals on each campus

Host institution will provide a leadership class for credit for all pledges/new members (and if desired by institution, other members in other campus organizations) each term

### Open Expansion

No NIC member organization is prohibited from selecting undergraduates for the purpose of establishing a chapter on the campus of the host institution. The host institution's Interfraternity Council may not deter expansion by withholding membership of NIC group from IFC.

### Open Recruitment

Host institution will support open recruitment and will not prohibit any male enrolled as a full time student in good standing from participating in rush recruitment activities and joining an NIC member fraternity. Host institution will

not prohibit NIC member fraternity from recruiting/rushing male students on campus.

Encourage faculty through incentives to become involved as faculty advisors to chapters.

Provide individual chapter, greek system and campus demographic information to chapters as requested.

Provide impartial judicial process with right of appeal.

Work to reestablish a five-day academic week.

Provide financial management,- property and accounts collection support.

Campus-led programming designed to inhibit/prevent problem behaviors (for example, alcohol abuse or sexual assault) will not single out greek organizations from other campus organizations for mandatory participation requirements.

## THE FRANKLIN SQUARE GROUP

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The American Association of State Colleges and Universities (AASCU), the National Association of Independent Colleges and Universities (NAICU), and the National Association of State Universities and Land-Grant Colleges (NASULGC), in conjunction with college and university presidents and inter/national Greek organization executive directors, developed this set of strategies.

The following representatives were involved:

### COLLEGES AND UNIVERSITIES

Dr. Robert G. Bottoms  
President, DePauw University (Ind.)

Dr. John T. Casteen, III  
President, The University of Virginia

Dr. Sally Clausen  
President, University of Louisiana System

Dr. Dolores E. Cross  
President, Morris Brown College (Ga.)

Dr. Edward H. Hammond  
President, Fort Hays State University (Kans.)

Dr. Steffen H. Rogers  
President, Bucknell University (Pa.)

Dr. Graham Spanier  
President, Pennsylvania State University

Dr. Daniel F. Sullivan  
President, Saint Lawrence University (N.Y.)

### INTER/NATIONAL GREEK ORGANIZATIONS

Mr. Mark V. Anderson  
Executive Secretary, Sigma Chi Fraternity

Ms. Cari F. Cook  
Executive Director, Delta Delta Delta Sorority

Dr. Thomas G. Goodale  
Executive Director, Sigma Alpha Epsilon Fraternity

Mr. Thomas A. Helmbock  
Former Executive Vice President  
Lambda Chi Alpha Fraternity

Ms. Holiday H. McKiernan  
Former Executive Director, Alpha Chi Omega Sorority

Mr. Richard Lee Snow  
Executive Director, Kappa Alpha Psi Fraternity, Inc.

Dr. Stephen J. Trachtenberg  
President, George Washington  
University (D.C.)

Mr. Mitchell B. Wilson  
Executive Director, Kappa Sigma  
Fraternity

Dr. John D. Welty  
President, California State University-Fresno

## **COORDINATING ORGANIZATIONS**

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Dr. Constantine W. (Deno) Curris  
President, American Association of State Colleges and Universities

Dr. David L. Warren  
President, National Association of Independent Colleges and Universities

Dr. C. Peter Magrath  
President, National Association of State Universities and Land-Grant Colleges

Dr. Peter H. Cressy  
President, Distilled Spirits Council