

**VIRGINIA COMMONWEALTH UNIVERSITY**

**GREEK LIFE REVIEW**

**AUGUST 5, 2021**

# VCU GREEK LIFE REVIEW

## TABLE OF CONTENTS

	<u>Page</u>
A. EXECUTIVE SUMMARY	1
B. BACKGROUND	3
C. THE PRESIDENT’S CHARGE	4
D. REVIEW PROCESS AND REPORTING	4
E. FINDINGS AND RECOMMENDATIONS	
1. Office of Fraternity and Sorority Life	6
2. Governance and Oversight of Greek Life	9
3. Health and Safety	10
4. Recruitment, Intake, and Member Education	13
5. Member Experience and Alumni Involvement	15
6. Campus Social Culture	15
APPENDIX 1: Workgroups and Charges	17

## **A. EXECUTIVE SUMMARY:**

The University has completed internal and external reviews of fraternity and sorority life at VCU. Those reviews provide an opportunity for the University to evaluate the current environment and establish priorities, policies, procedures, and practices to strengthen the fraternity and sorority experience for our students, guests, and all connected with or affected by Greek Life.

The reviews revealed that the VCU fraternity and sorority experience is similar to that at other universities, as are the challenges it faces. Overall, the external reviewer, Dyad Strategies LLC (Dyad) concluded that the VCU Greek Life community "... has a healthy culture and is providing members with an experience that is largely positive and meaningful." In addition, the results of the surveys conducted by Dyad revealed that the University scores better than its peers in several key measures, including lower consumption of alcohol by fraternity members; healthier attitudes toward sexual assault, including significantly lower victim blaming; lower motivation toward hazing; and greater openness to diversity and inclusion. (See Appendix 1 of the Dyad report for the results of the surveys of fraternity and sorority members.)

The reviews also noted a number of opportunities to improve operations and strengthen the Greek Life program. This report contains a summary of each recommendation from the internal and external reviews as well as the Senior Vice Provost's plans to address each issue. The majority of the recommendations fall into three categories:

- Structural changes in the governance, oversight, and administration of fraternity and sorority life,
- Enhancements intended to improve the health and safety of members and their guests, and
- Actions to address the fraternity and sorority social and alcohol culture, including recommendations regarding fraternity and sorority housing.

Several of the recommendations have already been implemented or are in the process of being implemented. Other recommendations require further study to determine whether or how to implement the recommendation, and have been referred to the workgroups listed at Appendix 1 of this report. The Senior Vice Provost will implement interim policies to guide certain fraternity and sorority activities while those recommendations are considered by the workgroups.

As the University works through the recommendations, evaluates policies and procedures, and develops its implementation plans, the decisions it makes must be driven by its Mission and Values. In all cases, promoting the health, safety, and well-being of our students and guests should be paramount.



*R.O. Bunce Jr*

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Richard O. Bunce, Jr.  
Senior Advisor to the Provost

## **B. BACKGROUND:**

The VCU social fraternity and sorority community includes approximately 1200 student members across 20 fraternities and 17 sororities. Approximately 5.4% of VCU's undergraduate students are members of a fraternity or sorority. That membership rate is very low compared to the University of Virginia (35%), Virginia Tech (19%), and the College of William & Mary (24%) but is comparable to Virginia's other urban public institutions at George Mason University (5%) and Old Dominion University (4%).

Each fraternity and sorority has an inter/national headquarters organization that oversees and supports the campus-based chapters.

Four councils provide a governance structure for the fraternity and sorority chapters. Those Councils are the College Panhellenic Council, the Interfraternity Council, the Multicultural Greek Council, and the National Pan-Hellenic Council.

VCU's fraternities and sororities are independent organizations with coordination and guidance provided by staff in the Office of Fraternity and Sorority Life. Office staff assist with training initiatives, accreditation procedures, and general support, and are available to assist council and chapter leadership. Prior to the internal and external reviews, the Office was led by the Associate Director for Civic Engagement and Fraternity & Sorority Life, and reported to the Director of University Student Commons and Activities.

The majority of the social fraternities and sororities at VCU are required to register as a student organization with the University. Registration does not imply University approval or disapproval of the organization or its goals but enables the fraternity or sorority to 1) have access to full-time professional staff members who provides guidance on policies, procedures, and practices; 2) reserve space for meetings and activities; and 3) apply for student activity fee funding through the student-led Fraternity and Sorority Life Finance Committee. The fraternities and sororities are also considered Affiliated Organizations, which allows them to use "at VCU" as a component of the organization's name to designate the location of the chapter; however, they are not a part of the University as a legal entity. The University is a public institution of higher education of the Commonwealth of Virginia; the fraternities and sororities exist as separately incorporated private legal entities. Neither the University nor any fraternity or sorority has authority to act for the other or to commit the other to any activity, transaction, or agreement.

### **C. THE PRESIDENT’S CHARGE:**

On March 9, 2021 President Michael Rao directed the Division of Student Affairs to conduct a comprehensive review of Greek Life at the University. The review was to examine all major aspects of Greek Life at VCU, including:

- Governance, the relationship with university administration, and university oversight, including the role of advisors and the Office of Fraternity and Sorority Life;
- Accountability of members and chapters, including incident reporting processes and transparency around outcomes;
- Issues related to hazing, alcohol and drug abuse, and sexual violence;
- Policies and practices related to recruitment and education of new members;
- Member experience such as:
  - social, educational, philanthropic activities, and academic success;
  - connections and commitment to VCU and the Richmond community; and
  - general practices related to inclusion, safety, and well-being; and
- Alumni Involvement.

The president’s goal is to build a national model that promotes health and safety and creates a climate of respect and inclusion that is conducive to academic success.

### **D. REVIEW PROCESS AND REPORTING:**

Upon the president’s charge, Student Affairs contracted with Dyad Strategies LLC (Dyad) for an external review of the VCU fraternity and sorority community. Dyad conducted a quantitative assessment of the campus/chapter culture and a qualitative assessment of the fraternity and sorority community, addressing cultures around recruitment, member education, leadership development, risk management, and social culture. Concurrent with the external review, Dr. Charles Klink, Senior Vice Provost for Student Affairs, and Dr. Curt Erwin, Associate Vice Provost for Student Affairs, analyzed the Greek Life program, including the Office of Fraternity and Sorority Life. The purposes of the reviews were not to investigate a particular incident or organization but, rather, to examine all major aspects of Greek Life at VCU.

As the internal and external reviews proceeded, Dr. Klink anticipated that some recommendations could be implemented immediately while others would require further consideration before deciding whether or how to implement the recommendation. Therefore, Dr. Klink established five workgroups and will charge them with evaluating certain assigned recommendations and identifying the policy and procedural changes needed to improve fraternity and sorority life at VCU. The workgroups and the charge to each of those workgroups are included in the Appendix to this report.

Dyad issued its final report to the University on August 2, 2021. A Student Affairs leadership team examined the recommendations and, for each, determined whether to: 1) Proceed with implementation, 2) Decline implementation or defer a decision until other actions were completed, or 3) Refer the recommendation to the appropriate workgroup for further study and to propose the necessary policies and procedures to support implementation, where appropriate.

This report contains the recommendations and actions taken from the internal review, a summary of each recommendation from the external review, and the Senior Vice Provost's plans to address each issue.

## **E. FINDINGS AND RECOMMENDATIONS:**

### **1. OFFICE OF FRATERNITY AND SORORITY LIFE:**

#### a) Elevate the Office's Reporting Level:

Management Response: Action completed. At the commencement of the internal review, Fraternity and Sorority Life reported to the Director of University Student Commons and Activities and was a unit within this divisional department. To provide for more direct access to senior administration in the division, the Senior Vice Provost for Student Affairs determined that Fraternity and Sorority Life should be a separate department within the Division of Student Affairs, led by a director level position and reporting to an Associate Vice Provost. This change was implemented July 1, 2021.

#### b) Establish the Position of Director of Fraternity & Sorority Life:

Management Response: Action completed. The Senior Vice Provost, assisted by the Director of Human Resources for the Division, established a Director level position to lead the Fraternity and Sorority Life office. This position should allow the division to attract and retain a fraternity and sorority life professional with greater experience and expertise. The position was created May 25, 2021. A search committee has been established and national recruitment is underway. Student Affairs expects to have the Director in place during the Fall 2021 semester.

#### c) Evaluate Fraternity and Sorority Life Positions:

Fraternity and Sorority Life (FSL) will be staffed by a Director, an Associate Director, and two Coordinators. In recent years, there has been a significant amount of turnover in the office. The Division of Student Affairs will work with Human Resources to ensure that FSL position levels and compensation are commensurate with responsibilities. In addition, attention will be given to identifying development and advancement opportunities for each position to the extent possible.

Management Response: The evaluation of these positions and the identification of development and advancement opportunities should be completed by the Director of FSL during Spring 2022.



d) Restructure Roles, Responsibilities, and Time Investments for FSL Staff:

Dyad recommended that FSL:

- Develop and Align Effort with Strategic Priorities:

FSL should develop a set of strategic priorities and all FSL staff efforts should be designed around advancing these priorities. Assessment plans should be developed to measure progress in achieving the priorities.

Management Response: Concur. The Director of Fraternity and Sorority Life will develop these priorities in concert with the Division of Student Affairs' Director of Assessment, to be completed by the end of Spring 2022.

- Increase Time Supporting Fraternity and Sorority Chapter Officers:

While the specific time in this area should be driven by the new strategic priorities, FSL should spend less time supporting council officers and more time supporting chapter officers. FSL staff should have bi-weekly training / roundtable meetings with chapter chairs, educators, and other officers.

Management Response: Concur. The Director of Fraternity and Sorority Life will work with the staff to evaluate this recommendation and determine how to support the chapter officers. Recommendations will be shared with the Associate Vice Provost by the end of Fall 2021.

- Recruit, Coach, and Support Chapter Advisors:

Additional time should be devoted to the recruitment, training, and support of chapter advisors. Chapter advisory teams should be developed, with a strong communications and training plan for those groups.

Management Response: Further evaluation is needed. This recommendation will be considered by the Roles and Responsibilities workgroup.

- Increase Accountability at the Chapter Level:

FSL should work with chapter leaders and advisors to develop and implement formal and informal systems of accountability within the chapters, including the development of key performance indicators, incentives for performance, and training around healthy conflict and confrontation.

Management Response: Concur. Further evaluation is needed. The Director of Fraternity and Sorority Life will evaluate this recommendation by the end of Fall 2021.

- Create a Sense of Community:

FSL staff should invest time and energy into building relationships among and between chapter leaders, council officers, and chapter advisors.

Management Response: Concur. This will be an ongoing primary focus for the Director of FSL and FSL staff for Fall 2021.

- Invest in Health and Wellness, Peer Education:

FSL should create synergy with the Health Promotion and Well-Being Center to build a programming structure aimed at improving the health of fraternity and sorority members.

Management Response: Further evaluation is needed. This recommendation to be explored by the Health and Safety workgroup.

- e) Develop a Comprehensive Diversity, Equity, and Inclusion Plan for FSL:

The University should establish a committee composed of students, faculty, staff, and alumni and task that committee with development of a comprehensive DEI plan for FSL.

Management Response: Further evaluation is needed. This recommendation will be explored in Fall 2022 by FSL staff in concert with the Offices of Multicultural Student Affairs and Institutional Equity, Effectiveness, and Success. Recommendations will be provided to the Associate Vice Provost.

f) Strengthen Record Keeping:

Student Affairs has identified the need for a more effective process for FSL to prepare, maintain, and retrieve documentation of its activities, decisions, and responsibilities. The Division will evaluate available platforms to improve its recordkeeping and monitoring capabilities.

Management Response: Concur. Action in-progress. The Associate Vice Provost and Dean of Students is leading an internal group to evaluate the information needs and options for FSL. A new recordkeeping system will be in place by the start of Fall 2021.

g) Utilize the Banner System to Capture Fraternity and Sorority Membership:

Dyad recommended that the University include fraternity/sorority affiliation as a student demographic attribute within the Banner database and sync other campus databases using the information from Banner.

Management Response: Concur, action in-progress. Student Affairs is working with Records and Registration to determine the feasibility of using the Banner database and/or another platform for fraternity/sorority life designation. This work will be completed by Fall 2021.

h) Revamp the Standards of Excellence:

Dyad recommended that VCU create a committee of students, advisors, and staff to review and revise the Standards of Excellence to focus less on operational metrics and more on experiential education metrics.

Management Response: Further evaluation needed. The Director of FSL will collaborate with the Division's Director of Assessment to establish a workgroup to revamp the Standards of Excellence by Spring 2022.

## **2. GOVERNANCE AND OVERSIGHT OF GREEK LIFE:**

a) Define the Strategic Relationships, Roles, Responsibilities, and Accountabilities between and for the University, FSL, the Councils, local fraternity and sorority chapters, and the national headquarters:

To provide a comprehensive framework for the Greek Life community at VCU, Student Affairs will clearly identify, update, and obtain agreement on the roles, responsibilities, authorities, and relationships for the various organizations and

individuals involved in Greek Life. Documenting those matters will provide the basis for development of appropriate policies and procedures.

Management Response: Further evaluation needed. This issue has been referred to the Roles and Responsibilities workgroup for analysis and recommendations.

### 3. HEALTH AND SAFETY:

- a) Incorporate Virginia law and guidance into all appropriate University policies and procedures:

Virginia Code §18.2-56 makes hazing unlawful, establishes civil remedies and criminal penalties for hazing, and imposes certain reporting requirements on institutions of higher education and their presidents. In accordance with that statute, the State Council of Higher Education for Virginia developed the *Model Policy regarding the Prevention of and Appropriate Disciplinary Action for Hazing at Virginia's Institutions of Higher Education*. Currently, the Student Code of Conduct prohibits hazing and provides for expulsion or other appropriate discipline for hazing based on the facts and circumstances of each incident and is consistent with the SCHEV Model Policy. The University should ensure that the provisions of the Code and the Model Policy have been incorporated into all relevant University policies and procedures.

Management Response: Concur. The Senior Vice Provost, in consultation with the Office of University Counsel, will inform all five workgroups of the requirements of Virginia Code §18.2-56, the SCHEV Model Policy, and all other applicable laws, regulations, and guidelines. Additionally, Student Affairs will coordinate regular review of its policies and procedures with the Integrity and Compliance Office to identify any changes in requirements and update those policies and procedures as necessary.

- b) Prohibit Alcohol at All Fraternity and Sorority Events:

The University's policies for fraternity and sorority events should reflect its Mission and Values. Promoting the health, safety, and well-being of the University's students and guests should be paramount.

Current University policy prohibits alcohol at recruitment and intake events. However, Dyad reported that the fraternity and sorority experience now revolves primarily around the social aspects of membership; membership is not highlighted as developmentally valuable or transformative as in prior years. As a result, alcohol has become more prominent in recruitment activities.

Based on data provided by VCU Records and Registration, 75% of fraternity and sorority members at VCU were under the age of 21 at the beginning of the Fall 2020 semester (the commencement of fraternity and sorority recruitment activities for the academic year), 66.5% were under the age of 21 at the conclusion of the Fall 2020 semester, and 53% were under the age of 21 at the end of the 2021 spring semester (conclusion of the academic year).

Allowing alcohol at social events where it should be reasonably expected that a substantial majority of the members are below the legal age to consume alcohol places those members at risk. Alcohol is allowed at events for the pleasure or convenience of, in most cases, a minority of the expected attendees; meanwhile, underage attendees may be tempted, allowed, or sometimes encouraged by others in attendance to violate the law and put themselves in danger.

Based on those demographics and the associated risks, the university should ban alcohol at all social fraternity and sorority events. As part of the conduct adjudication process, violations of this policy should incur the strictest allowable sanctions.

Management Response: The Division of Student Affairs issued guidance on August 2, 2021 prohibiting alcohol at all activities, events, or gatherings of recognized student organizations with undergraduate student membership for the 2021-2022 academic year. This recommendation has also been referred to the Health and Safety workgroup for further evaluation.

c) Disclose Misconduct by Fraternities and Sororities:

The University should disclose online all substantiated incidents of hazing-related misconduct, sexual assault/violence, and alcohol violations by fraternities and sororities. The University should also consider disclosing Inactive, Not Recognized, Suspended, and Expelled organizations. This would provide relevant and easily accessible information for students and parents as the students consider membership in various organizations.

Management Response: Concur. The new Director of Fraternity and Sorority Life will be responsible for implementing this recommendation, with a target date for completion of Spring 2022.

d) Update and Expand the Campus Hazing Policy:

While VCU's Student Code of Conduct provides for expulsion or other appropriate disciplinary action for hazing, VCU does not currently have a stand-alone hazing policy. Dyad recommended that the University adopt a comprehensive, stand-alone hazing policy. The policy should include a definition

of hazing, with references to applicable state statutes; the University jurisdiction for hazing; examples of hazing; how to report hazing; procedures for investigating allegations; procedures for adjudicating the allegations; a delineation between individual and organizational behavior; and a clause prohibiting retaliation for reporting hazing.

Management Response: Concur. Referred to Umbrella Hazing Policy workgroup to develop an interim policy for VCU by the end of the Fall 2021 semester based on the SCHEV guidance and other model policies.

e) Develop and Implement a Separate Organizational Misconduct Policy:

Dyad noted a lack of clarity regarding responsibility for investigating organizational misconduct. Unclear or conflicting policies result in confusion and could lead to a lack of accountability for student organizations.

The University should develop a separate policy outlining how allegations of misconduct involving Registered Student Organizations and University Affiliated Groups will be investigated and adjudicated.

Management Response: Further evaluation needed. In the near term, the Dean of Students and the Office of Student Conduct and Academic Integrity, in consultation with University Counsel, are establishing clarity in the current Student Code of Conduct for misconduct related to student organizations. That clarity will be completed prior to the start of the Fall 2021 semester.

In addition, a staff position has been added to the Office of Student Conduct and Academic Integrity to assist in addressing student organization violations.

f) Appoint a Campus Hazing Prevention Coordinator:

Dyad recommended that the President appoint a Campus Hazing Prevention Coordinator. The Coordinator would be a senior level position with an institutional mandate and access to the President's office.

Management Response: Concur. We anticipate a Fall 2021 posting and recruitment for this position.

g) Invest in Hazing Investigation Training:

Dyad recommended that the University establish a pool of interdisciplinary professionals to investigate allegations of hazing. Those individuals should be trained in hazing investigation techniques and procedures and teams would be

assigned from the pool to perform these investigations. Dyad also recommended that the investigative teams include a representative from VCU Police.

Once the Hazing Investigative Team is established, Dyad recommended that FSL be removed from the investigative process for allegations involving fraternities and sororities.

Management Response: Concur. The Hazing Prevention Coordinator will be responsible for identifying, recruiting, and training the appropriate interdisciplinary team members to conduct the investigations. The targeted completion date is Fall 2022.

h) Develop and Implement a Campus-wide Hazing Prevention Plan:

Dyad recommended that the Hazing Prevention Coordinator establish a Hazing Prevention Committee. The Committee would be responsible for development of a comprehensive campus hazing prevention plan, to include:

- A prevention education framework targeting at-risk student groups;
- Utilization of stakeholders (alumni advisors, national headquarters, etc.) as partners in hazing prevention;
- Annual audits of hazing prevention efforts;
- Annual audits of all reported cases of hazing and their subsequent investigation, adjudication, and sanctioning; and
- Bi-annual climate surveys related to hazing attitudes and prevalence on campus.

Management Response: Concur. This recommendation will be completed by the Hazing Prevention Coordinator by Summer 2022.

#### **4. RECRUITMENT, INTAKE, AND MEMBER EDUCATION:**

a) Evaluate Fraternity and Sorority Membership for First Year Students:

The transition to higher education is difficult for many students – academic rigor increases and time management, financial management, and other challenges confront the students from the first day. The additional time requirements and personal commitments required when seeking membership in a fraternity or sorority, and the added stress of such commitments, can add to the difficulty of making a successful transition – personally and academically.

The Senior Vice Provost will charge the Recruitment, Intake, and Member Education workgroup with evaluating the eligibility requirements for first year

students. Requiring students to complete two academic semesters prior to eligibility for membership in a fraternity or sorority may provide students a better opportunity to adjust to college life, develop personally, and establish a firmer academic foundation prior to the demands of recruitment and intake. It would also allow prospective members more time to determine which fraternities or sororities are consistent with their personal values and interests.

Management Response: Further evaluation is needed. This matter will be referred to the Recruitment, Intake, and Member Education workgroup for evaluation and recommendation to the Senior Vice Provost.

b) Reimagine Big Brother Programs:

Dyad recommended that the University work with fraternity community leaders to reimagine the purpose, goals, and structure of the big brother program, to include:

- Considering whether upperclassmen, rather than sophomores, should serve the big brother role;
- Training big brothers on effective mentoring, expectations, and creating a sense of belonging, and
- Working with fraternity chapters to develop parameters around the use/presence of alcohol as part of big/little brother activities.

Management Response: Further evaluation is needed. This recommendation will be reviewed by the Roles and Responsibilities workgroup.

c) Revamp and Extend the Fall Recruitment Process:

Dyad recommended that the University transition to an informal, delayed recruitment process taking place over an extended period of time during the Fall semester, to include:

- Continuation of opportunities for fraternities and sororities to meet with incoming students during summer orientation,
- A formal “meet the Greeks” event early during the Fall semester and generation of a recruitment database of students who express interest in fraternity recruitment,
- A partially structured, informal process taking place over a period of several weeks, in which fraternities are able to table on campus, host recruitment events, and meet with interested prospective students,
- The University, in coordination with IFC leaders and chapter advisors, must stake out a stronger position on the role of alcohol in the fraternity recruitment process,



- A new member process that begins approximately one month into the semester (mid-September), lasts no more than six weeks, with new members initiated by early November, and
- The Panhellenic recruitment process should follow the guidelines laid out for Partially Structured Recruitment in the NPC Manual of Information.

Management Response: Further evaluation is needed. This recommendation will be deferred until the Director of FSL can evaluate, with a target date for completion during Spring 2022.

## **5. MEMBER EXPERIENCE AND ALUMNI INVOLVEMENT:**

- a) Establish a Fraternity and Sorority Alumni Advisory Council:

The Senior Vice Provost will work with the Director of FSL to establish an Alumni Advisory Council that will meet regularly to discuss and provide advice on fraternity and sorority life issues. The Council should also identify and promote mentorship opportunities for chapter members and encourage networking opportunities between alumni and members.

Management Response: Concur. Upon the hiring of the Director for FSL, the Division will develop an operating structure for the Advisory Council, identify potential members, and schedule Advisory Council meetings. The initial meeting of the Advisory Council is targeted for Spring 2022.

## **6. CAMPUS SOCIAL CULTURE:**

- a) Address the Social Culture at Off-Campus Houses:

Dyad recommended that the social culture in off-campus satellite houses be addressed simultaneously with the hazing culture.

- Expand the MOU between the VCU Police and the Richmond Police Department:
  - Respond proactively to social events instead of on an incident-reported basis;
  - Establish joint fringe patrol units;
  - Establish community-oriented policing standards for the campus fringe; and
  - Regularly meet with and communicate with the neighborhood associations where fraternities and sororities are located.

Management Response: This recommendation has been referred to the VCU Police Department for further evaluation and consideration.

- Better Education, More Clarity for Social Event Registration:
  - The University should develop social event registration policies and procedures that clearly identify what constitutes a sponsored social event and requires the registration of social events on and off campus.

Management Response: This recommendation is referred to the Health and Safety workgroup for further evaluation.

- Work toward Establishment of Recognized, Off-Campus Houses:
  - The University should take steps to incentivize fraternity/sorority chapters on campus to formalize their housing situations through the establishment of recognized, off-campus houses.
    - Require fraternities and sororities that have been on campus for 10 years or more to establish an alumni housing corporation registered in the Commonwealth of Virginia;
    - Require chapters to provide an annual housing update;
    - After a transition period, prohibit registered social events in single family homes unless the facility is owned or operated by a registered housing corporation; and
    - Pursue development/fundraising/capital campaigns for off-campus fraternity and sorority housing.

Management Response: Further evaluation is needed. A workgroup will be convened in Spring 2022 for analysis and evaluation of this recommendation.

- b) Strategic Expansion of Fraternity Community, Targeting Groups with Substance Free Housing Policies:

Dyad recommended that the University begin a long-term process of expanding the VCU fraternity community with organizations committed to substance-free housing and providing a meaningful co-curricular fraternal experience.

Management Response: Further evaluation is needed. A workgroup will be convened in Spring 2022 to consider this recommendation.

**VIRGINIA COMMONWEALTH UNIVERSITY**  
**GREEK LIFE REVIEW WORKGROUPS**  
**August 2021**

**OVERVIEW:**

At the direction of the President, the Senior Vice Provost for Student Affairs launched a comprehensive review of Greek life at the university. That review included internal assessments of the operations as well as an independent review by an outside consultant, Dyad Strategies LLC. Many of Dyad's recommendations were accepted by University leadership and are at various stages of implementation. Other recommendations require further evaluation by workgroups established by the Senior Vice Provost.

The following workgroups have been established to conduct more detailed analyses and to recommend any improvements to the Senior Vice Provost:

- Health & Safety
- Recruitment, Intake & Member Education
- Roles & Responsibilities
- Umbrella Hazing Policy
- University / Community Relations

Each of the workgroups should consider issues of diversity and inclusion during the course of their work. Each workgroup will be led by a Co-Chairs, with other members selected from various constituent groups, including students, local alumni chapters, Greek councils, advisors, and the community. Each workgroup will be provided the general recommendations and climate survey information generated during the external review completed by Dyad.

The workgroups, through Co-Chairs, report directly to the Senior Vice Provost for Student Affairs. Regular meetings between the Senior Vice Provost and the Co-Chairs should be held to ensure any issues are resolved timely and that satisfactory progress is made. The Office of University Counsel will be available to provide legal advice and recommendations to the Senior Vice Provost, other University administrators designated to oversee the workgroups, and when appropriate, to the workgroups directly.

The workgroups are comprised of individuals who bring particular expertise and experience to the subject matter and areas of evaluation, and the university greatly values their contributions. However, the workgroup recommendations are advisory. University leadership is ultimately responsible for policies related to fraternity and sorority life. The Senior Vice Provost and his leadership team will evaluate workgroup recommendations and present a final report to the Provost and the President.

The majority of the workgroup efforts are expected to occur during August – December 2021. This period could be extended based upon each workgroup's scope of responsibilities and findings during the course of the work.

## **HEALTH AND SAFETY WORKGROUP:**

- Charge:

The primary objective of this workgroup is to identify, evaluate, and propose mechanisms to support the health, safety, and well-being of fraternity and sorority members, pledges, and guests. The workgroup should review current policies and procedures, identify gaps in supporting a safe and healthy environment, and propose necessary changes.

As part of its work, the group should identify attitudes, behaviors, and practices that contribute to creating healthy and safe communities, as well as those that inhibit the formation and sustenance of such environments.

Initially the workgroup is asked to explore the Dyad recommendation related to a programming structure aimed at improving the health and safety of fraternity and sorority members. The workgroup should further analyze the internal recommendation eliminating alcohol from all sorority and fraternity events. The workgroup is also tasked with evaluating the current social event registration process and purpose. Finally, the group should examine ways to encourage self-reporting and bystander intervention related to behaviors negatively impacting health and safety, including hazing.

## **RECRUITMENT, INTAKE & MEMBER EDUCATION WORKGROUP:**

- Charge:

This group will examine policies and practices related to bringing in membership to fraternity and sorority chapters. The group will also examine new member and ongoing education reflecting the values and purposes of chapters, consistent with the university's and division's mission and values.

The workgroup should evaluate the recruitment process and make recommendations to improve that process. Issues to be considered include threshold GPA requirements for individuals and chapters, first year student participation, qualities of new members contributing to chapter success, consideration of dashboards for evaluation of chapter performance, chapter expansion, new member educator training, and new member orientation procedures.

The workgroup should also evaluate new member and ongoing member education content and delivery. Diversity and inclusion should be an integral component of any education program, targeted to all fraternity and sorority members. The workgroup should coordinate with the Health and Safety workgroup on education or policy matters related to hazing, alcohol & drug abuse, and sexual violence.

## **ROLES & RESPONSIBILITIES & PURPOSE WORKGROUP:**

- Charge:

The objective of this workgroup is to delineate roles and responsibilities for offices, organizations and individuals supporting fraternity and sorority life at VCU. The workgroup should examine relationships between the Division of Student Affairs, the Office of Fraternity and Sorority Life, councils, chapters, advisors and headquarters. The workgroup should propose policies and practices to provide an effective and seamless, to the extent practical, Fraternity and Sorority Life infrastructure.

Issues to be examined may include communication, collaboration, nature of relationships, shared and individual roles and responsibilities, scope and reach of each entity, roles and responsibilities, utilization of a strong volunteer system, need for memoranda of understanding, and common objectives.

## **UMBRELLA HAZING POLICY WORKGROUP:**

- Charge:

Currently hazing is a prohibited behavior in the Student Code of Conduct. It is also referenced in other local documents and policies. This workgroup will evaluate the adoption of a comprehensive stand-alone umbrella university hazing policy incorporating requirements of state statutes and the *Model Policy regarding the Prevention of and Appropriate Disciplinary Action for Hazing at Virginia's Institutions of Higher Education* promulgated by the State Council of Higher Education for Virginia.

## **UNIVERSITY & COMMUNITY RELATIONS WORKGROUP:**

- Charge:

The objective of this workgroup is to identify and propose practices that foster communication and identify solutions to the challenges of fraternity and sorority life in the external community. Those issues and challenges include, but are not limited to, open and timely communications, event planning and coordination, noise, trash, parking, engagement of fraternity and sorority alumni and parents, and incident response and resolution.