The 2011-2014 Strategic Plan for the Fraternity/Sorority Community at the University of Minnesota
What is a Strategic Plan?

Strategic planning helps organizations understand their environment, examine how they enact their mission, and invest stakeholders in future activities (Allison & Kaye, 1994; Bryson, 2005; Kotter, 1994). Strategic planning allows organizations to reflect on the past and determine a course of action to realize their potential (Bryson). It is a roadmap for the future based on common goals across stakeholders invested in an organization’s success. The organization considered here is the Fraternity/Sorority Community at the University of Minnesota.

Intent of The 2011-2014 Strategic Plan for the Fraternity/Sorority Community at the University of Minnesota

Plan contents exist as aspirations for organizational and community excellence. The content reflects many existing chapter and council expectations as well as new areas of focus. It is the belief of those involved in its development that enacting this plan will propel the Fraternity/Sorority Community at the University of Minnesota toward great achievements. Chapters who aspire to achieve plan contents will be recognized for their contributions.

How did we develop this plan?

The Fraternity/Sorority Community at the University of Minnesota implemented a four stage planning process. An external facilitator was hired to manage the process. Stage one was a comprehensive assessment of the Fraternity/Sorority Community. During this process, over 100 people provided perspectives on the strengths and areas of improvement. Assessment was primarily focused on how fraternities and sororities can become relevant and meaningful contributors to the campus and local community.

Stage two focused on an appointed committee developing content for the plan. This occurred through a weekend long meeting. A list of committee members can be found at the end of this document in Appendix A. Stage Three was done through two conference calls involving committee members. Through this process, the external facilitator was able to refine brainstormed content. Stage Four included 12 different opportunities for stakeholders to provide feedback on plan content. The collective process lasted from May 2010 through November 2010.

Contents of the plan

This document includes a mission, vision, values, learning outcomes, and strategic issues. Within strategic issues are broad priorities for Fraternity/Sorority Community performance. To address priorities we included more specific action items. The plan includes attention to who should lead the fulfillment of action items and potential deadlines.

Core to a strategic plan is the organization’s mission. The mission is the business you are in and your purpose (Bryson, 2005). The mission drives the work of the organization and should clearly state your contributions to the environment in which you exist. A vision is a compelling place for the organization to go (Bryson). When you realize your mission in its most perfect state, you may arrive at the organization’s vision. Mission’s define the parameters for the future. To that end, it becomes a strategic priority to enact the mission. The Vision charts the course: members can see what it is the organization views as essential to maintaining a strategic position.
The mission and vision reflect the realization of widely held values. Values are core beliefs. Much like that of an individual, an organization’s values guide its work. Learning outcomes are demonstrations of learning, growth and increased competence. Because fraternities and sororities want to be aligned with the goals of higher education, and in turn be a valued partner in higher education priorities, this plan is strongly connected to how students learn in the context of fraternities and sororities.

Strategic Issues are areas an organization must address in order to maintain and increase its relevance in some market (Bryson, 2005). The “market” for fraternities and sororities is that of student involvement at the University of Minnesota. Issues must be addressed to continue our contributions to the campus and local community. Issues are structured with broad priorities—general areas that must be attended to by all invested in the Fraternity/Sorority Community. Specific action items are provided as well. These tend to be broadly stated in order for chapters, councils and stakeholders (e.g. alumni) to develop individual approaches to realizing these goals.

Planning for Implementation

The Fraternity/Sorority Community at the University of Minnesota must be mindful that the environment changes quickly therefore broad strategic issues and priority areas are a good approach to developing a plan for a large and diverse organization such as ours. We also respect the diversity of our The Fraternity/Sorority Community and therefore chose not to specify approaches to most action items. Council leaders and OFSL will work with chapters to develop an individualized approach to enacting the plan. Each chapter will identify specific tactics they will adopt as a result of the content of this plan. Chapters will be recognized for their attention to the plan through the annual awards process.

This plan is framed for 2011-2014; however, ongoing evaluation will occur. Each semester Fraternity/Sorority Community leaders will consider:

- How does the work of the Fraternity/Sorority Community result in fulfilling its mission?
- What is the level of progress toward its vision?
- What can the Fraternity/Sorority Community infer about how members live their values?
- How do we know the outcomes espoused in this document are realized for members?
- Are strategic issues still meaningful, relevant and pertinent? If so, how is the Fraternity/Sorority Community meeting priorities and fulfilling tactics? Should anything be added? Removed?
- What are individual member responsibilities to advance the plan and how does each person, chapter, council leader, and stakeholders be more intentional in living its content?
- How can the Fraternity/Sorority Community document its progress? To what extent should this be public?

Those who had a role in developing this document hope you will find its content to be relevant. More importantly, we hope you will choose to work with others to enact its content. You may want to help in the realization of this plan. If so, contact Chad Ellsworth at cellsworth@umn.edu.
References


Mission of the Fraternity/Sorority Community at the University of Minnesota

The Fraternity/Sorority Community at the University of Minnesota consists of values-based organizations that support university goals of fostering learning and development and helping our members become lifelong contributors to society. We exist for members to develop deep relationships through engagement in academic, leadership, service, and social opportunities in our chapters, the Fraternity/Sorority Community and throughout the campus.

Vision of the Fraternity/Sorority Community at the University of Minnesota

Fraternities and sororities become the most reliable and respected organizations at the University of Minnesota because all members align their actions with the Fraternity/Sorority Community’s stated values now and throughout their lives. As a result every fraternity and sorority member contributes positively to the University of Minnesota.
Values of the Fraternity/Sorority Community at the University of Minnesota

Values are principles and beliefs that guide the actions of a person or group. The Fraternity/Sorority Community’s members come to college with some values developed. Members join an organization with a set of articulated values. Additionally, there are values essential to the entire campus community. Common values unify and guide Fraternity/Sorority Community members. Membership in a fraternity/sorority helps students develop new and strengthen existing values.

We value meaningful relationships…
Demonstrated through a deep interpersonal connection among members. Each member can create lifelong relationships grounded in shared values.

We value leadership…
Demonstrated through opportunities for members to work collaboratively toward a shared goal. Each member can learn to guide and empower others.

We value the pursuit of knowledge…
Demonstrated through individual and collaborative work toward the accomplishment of academic and career goals. Each member has experiences in the classroom, their chapters, on campus, and in the local community that help them learn influential lessons for a lifetime.

We value inclusion…
Demonstrated by member’s efforts to work with others and understand how diversity enriches learning. Each member can learn how to interact across differences in our global society.

We value social responsibility…
Demonstrated through hands-on service and philanthropic pursuits that benefit the campus and local community. Each member can become engaged in efforts to improve society and learn that their actions influence the greater good.

We value members’ development…
Demonstrated through a well rounded and fulfilling college experience that results in the cultivation of personal and professional growth. Each member can have the opportunity to become the best one can be as a result of their fraternity/sorority experience.

We value integrity…
Demonstrated through ongoing efforts to align members’ actions with organizations’ stated values. Each member can develop the ability to make personal decisions based on individual and collective values.

We value contribution…
Demonstrated through active and positive engagement by our members in their organization and The Fraternity/Sorority Community. Each member learns how their contributions impact the greater good.

We value lifelong commitment…
Demonstrated through connections and networks developed in college that are grounded in common values and interests. Each of our members can choose to nurture these relationships and support their fraternity/sorority throughout their lives.
Learning Outcomes of the Fraternity/Sorority Community at the University of Minnesota

An outcome is an action that demonstrates learning, growth and increased competence. Successful members of fraternities and sororities at the University of Minnesota participate in local and national/international activities that develop or demonstrate the following outcomes…

1. Members become aware of individual, chapter, Fraternity/Sorority Community, and campus values; as a result, they reflect on how actions and values are aligned and aspire to increased congruence between espoused and enacted values.

2. Members learn to engage and empower others; as a result, they have an evolving definition of what it means to “be a leader”.

3. Members develop skills to work with others; as a result, they understand when to be interdependent and when to demonstrate autonomy.

4. Members successfully interact across differences; as a result, they can work skillfully in a global society, and appreciate shared and different worldviews.

5. Members improve communication skills; as a result, they develop the competence to efficiently communicate their ideas, both spoken and written.

6. Members across generations establish personal and professional connections; as a result, they develop lifelong friendships and foster mentoring relationships.

7. Members are provided opportunities to be academically successful and come to value knowledge acquisition; as a result they view their fraternity/sorority experience as influencing learning that informs decision-making throughout their lives.

8. Members develop a sense of respect and responsibility; as a result, members demonstrate genuine care and concern for others, and keep them safe.

9. Members understand the need to serve and provide financial support to their communities; as a result, they demonstrate civic engagement and become contributing members of society.

10. Members develop loyalty to the University of Minnesota; as a result, they demonstrate continued involvement and financial support of the university, academic departments, student life and/or The Fraternity/Sorority Community.

11. Members perpetuate the strength of their own fraternity/sorority experience as a result, they engage with one another as both mentees and mentors throughout their lives.

12. Members have a fun and valuable college experience; as a result, they understand how to enjoy life.
Strategic Issue:
Mission and Values Congruence

Fraternities and sororities have a long history at The University of Minnesota. Within the context of a fraternity/sorority, members can learn how to lead a life based on individual and shared values. This positions fraternities and sororities as important in the development of members. These organizations must focus attention on living their espoused purpose, demonstrating articulated values, and emphasizing the outcomes of membership. To address this strategic issue, we should:

I. Develop standards for upholding Fraternity/Sorority Community values

Chapters are expected to develop annual goals that are aligned with their organization and the Fraternity/Sorority Community’s espoused mission and values (annually beginning spring 2011).

Chapters are expected to address issues of members (e.g. standards board) who violate chapter and Fraternity/Sorority Community standards (completed by fall 2011).

Chapters are expected to demonstrate attention to and alignment with Fraternity/Sorority Community mission, vision, values and outcomes in overall operations (beginning spring 2011).

Councils and OFSL are expected to develop a Fraternity/Sorority Community award process that incorporates mission, vision, outcomes and values. They will determine essential metrics for demonstrating chapter success in enacting mission and values (by fall 2011).

Councils and OFSL are expected to develop award process that will include levels of recognition (e.g. bronze, silver, gold and allows for the recognition of multiple chapters as they meet Fraternity/Sorority Community standards (beginning fall 2011).

Councils are expected to collect data and document on the types of service conducted, the number of hours per member, and the number of dollars raised (annually beginning spring 2011).

Institutional representatives and councils are expected to conduct judicial processes with attention to organizational and Fraternity/Sorority Community values (beginning spring 2011).

An appointed committee will conduct an annual review of the Fraternity/Sorority Community Partnership Statement; assess evolving needs and modify (annually beginning spring 2011).

II. Promote values as core to fraternity/sorority experience

Chapters are expected to emphasize organizational values during intake and recruitment processes (ongoing beginning spring 2011).

Chapters are expected to conduct an annual review of ritual efficacy with a representative of their national organization and document the completion of this expectation to the FSL Office as part of the annual awards process. No disclosure of ritual is required. Headquarters will provide one-page documentation as to their chapter’s ritual efficacy (annually beginning spring 2011).
Councils and OFSL are expected to promote examples of members and chapters demonstrating Fraternity/Sorority Community values on the OFSL Website and BeGreek.Org (monthly beginning spring 2011).

Councils and OFSL are expected to develop a Fraternity/Sorority Community Greek Values Society. Consider Order of Omega as the organization to serve this function (by spring 2012).

III. Increase education on fraternal values

Councils and OFSL are expected to host annual Fraternity/Sorority Community-wide institute on fraternity/sorority values for at least two representatives/chapter (annually beginning spring 2011).

Councils and OFSL are expected to create opportunities to review progress on institute participants’ action plans and goals (quarterly beginning spring 2011).

Councils and OFSL are expected to ground Fraternity/Sorority Community educational programs, including new member education seminars, forums and other speakers, in fraternity and sorority Fraternity/Sorority Community values (ongoing beginning spring 2011).
Strategic Issue:
Inclusion/Diversity and Multiculturalism

The world is increasingly diverse. The Fraternity/Sorority Community should reflect the diversity of the campus. All members should feel they are included and valued parts of the Fraternity/Sorority Community. Collaboration across diverse fraternities and sororities and organizations within the overall campus is vital to learn how to work with diverse others while at the University of Minnesota and become contributing members of society after college. Additionally, forums to explore the value of differences must be provided. To address this strategic issue, we should:

I. Increase opportunities to learn about others

Chapters are expected to host one event/program/workshop annually focusing on some aspect of living in a diverse, global society (annually beginning fall 2011).

Councils, OFSL and chapters are expected to use their existing community service program as an opportunity to work with other organizations, particularly those representing a different emphasis than they (e.g. a non-fraternity/sorority academic or cultural organization; a culturally-based fraternity/sorority partnering with one that is social in nature - ongoing beginning spring 2011).

Councils and OFSL are expected to create Fraternity/Sorority Community-wide social opportunities that emphasize its diversity and allows for members to interact with each other across all organizations (ongoing beginning spring 2011).

Councils and OFSL are expected to train chapter leaders about role/function of all fraternities and sororities and OFSL (annually beginning fall 2011).

Councils and OFSL are expected to include education on composition of Fraternity/Sorority Community in new member seminars (annually beginning fall 2011).

II. Provide structure for the interaction of diverse organizations

OFSL and chapter leaders are expected to develop a governing council/consortium/advisory board for culturally based organizations (by Fall 2011).

Councils are expected to host a town hall on state of Fraternity/Sorority Community (annually beginning spring 2011).

Councils and OFSL are expected to create an “All Greek Council” to bring all chapters together monthly (by Fall 2011).

III. Establish efforts to recruit membership that is representative of the University

Councils and OFSL are expected to increase efforts to recruit transfer, commuter, and junior/senior students (by Fall 2011).

OFSL and councils are expected to increase collaboration with cultural centers and specific
population services to support the goal of increasing the diversity of The Fraternity/Sorority Community (beginning spring 2011).
Strategic Issue:
Governance and Advocacy

Managing the Fraternity/Sorority Community requires systems and processes to ensure it is run properly. Fraternity/Sorority Community leaders must govern and also advocate for the interests of the collective community. The responsibility of managing the Fraternity/Sorority Community rests with undergraduate members, alumni volunteers, headquarters staff members and campus and community stakeholders. Collectively, we can work together to uphold standards. To address this strategic issue, we should:

I. Improve shared-governing processes

Chapters are expected to provide safe and fun social environments attending to inter/national organizations’ determined risk management policies (ongoing beginning immediately).

Chapters are expected to document adherence to their applicable umbrella group standards (beginning spring 2012).

Councils are expected to examine their structure and operations to clarify/revise their purpose and functions. These roles could include advocacy, advisory, programmatic and governance (by fall 2011 and ongoing as needed).

Councils are expected to revamp officer structure to focus on values of Fraternity/Sorority Community (e.g. VP Knowledge) (by fall 2011).

Councils are expected to conduct an annual review of governing documents and make changes as needed (beginning spring 2011).

Councils are expected to monitor judicial sanctions to ensure compliance, completion and recognize progress (by fall 2010).

Councils are expected to emphasize educational sanctions within their judicial process and provide education to support chapters in implementing educational sanctions (by fall 2010).

Councils are expected to develop a process to properly update stakeholders on the disciplinary status of chapters (by fall 2011).

An appointed committee will annually examine and revise Fraternity/Sorority Community Partnership Statement as needed (annually each spring beginning 2011).

OFSL will work with students to develop a Multicultural Greek Council and/or a National Pan-Hellenic Council (by fall 2011).

OFSL and councils are expected to train Fraternity/Sorority Community members to have conversations with others about values and standards (by fall 2011).

II. Examine efficacy of chapters in shared governance
Chapters are expected to enforce risk management policies as determined by national organizations and the Fraternity/Sorority Community at The University of Minnesota (beginning spring 2011).

Chapters with facilities are expected to host annual life safety inspections and train members on emergency preparedness procedures (e.g. fire drill) (annually beginning spring 2011).

OFSL and councils are expected to use Greek Awards as a way to promote values and Fraternity/Sorority Community standards (ongoing beginning spring 2012).

OFSL and councils are expected to work with chapters to develop individualized plans to meet standards as articulated in Greek Awards and Strategic Plan (by spring 2012).

OFSL and councils are expected to partner with alumni and inter/national organizations of “problem” or “troubled” chapters to develop chapter development plans (beginning spring 2011 and ongoing as needed).

OFSL and councils are expected to develop manual/resources for successful chapter management (by spring 2012).

III. Strengthen the position and role of the OFSL

OFSL will provide resources to help chapters recruit, manage and maintain advisory boards (by spring 2012).

OFSL will advise chapter leaders on setting annual goals (beginning spring 2011).

OFSL will develop partnerships across Division of Student Affairs units to improve the management of the Fraternity/Sorority Community and the overall experience of members (ongoing beginning spring 2011).

OFSL and senior student affairs leadership will examine diverse models of Fraternity/Sorority Life management. Such models may include positioning personnel across functional areas versus council advisory roles. They will determine the extent to which other division personnel could be given collateral assignments to support the Fraternity/Sorority Community (e.g. a residence life professional who would advise a specific program) (ongoing beginning spring 2012).

IV. Strengthen the consistency and long-term viability of governing councils

Councils are expected to examine structure of council meetings and make meetings more meaningful and developmental, emphasizing organizational success (by spring 2011).

Councils and OFSL are expected to develop transition guides for each council officer (by end of fall 2011).

Councils and OFSL are expected to organize a town hall forum each semester to discuss Fraternity/Sorority Community issues. Invite all campus community (beginning spring 2011).
Strategic Issue:

Building Community and Fostering Collaboration

The success of the Fraternity/Sorority Community depends on strong partnerships. Becoming a community is about understanding how we are independent and interdependent. It is vital to respect an organization’s diversity and also understand commonalities that connect all members of the Fraternity/Sorority Community. There must also be connections made to the larger campus and Twin Cities community. To address this strategic issue, we should:

I. Emphasize relationships among Fraternity/Sorority Community chapters

Chapters and councils are expected to host more social and educational events for undergraduate and graduate members to interact within and across organizations (beginning spring 2011).

OFSL and Fraternity/Sorority Community leaders are expected to create organizations in the Fraternity/Sorority Community grounded in common interests such as Order of Omega (leadership and values), Gamma Sigma Alpha (academics), Greek Values Society (Fraternity/Sorority Community Values Advancement), and Greek Young Professionals Club (networking) (by spring 2012).

OFSL and Fraternity/Sorority Community leaders are expected to form a council to speak with a collective voice for culturally based organizations and foster interfraternal relations with and IFC and PHC (by fall 2011).

II. Strengthen collaborative relationships with administration

Councils are expected to establish recurring contact with senior level University of Minnesota administration (by fall 2011).

Councils and chapters are expected to increase recognition/rewards for faculty/staff who support the Fraternity/Sorority Community (by spring 2012).

OFSL will assess faculty and staff perceptions of Fraternity/Sorority Community (by fall 2012).

OFSL will help chapters recruit faculty/staff advisors (beginning spring 2012).

OFSL will work with councils and chapters to find meaningful opportunities for faculty/staff involvement in the Fraternity/Sorority Community (beginning spring 2012).

OFSL and Fraternity/Sorority Community leaders are expected to develop a formal programming relationship with the University of Minnesota Alumni Association and University of Minnesota Foundation (by fall 2011).

Councils are expected to work with chapters to improve communication between University Police and the Fraternity/Sorority Community (by fall 2011).

III. Create connections with the campus and local community
Chapters are expected to complement existing philanthropic efforts with increased involvement in hands-on service activities (by fall 2011).

Chapters are expected to increase the extent to which each member is involved in the campus community and student organizations (beginning spring 2011)

Councils are expected to work with chapters to strengthen Fraternity/Sorority Community wide commitment to a shared local community service initiative (by fall 2011).

IV. Improve communication and relationships with other stakeholders

The university will increase OFSL’s capacity to interact with alumni through hiring a half-time alumni coordinator (by fall 2012).

OFSL will train alumni advisors on health services resources when chapter members face mental or physical health issues such as alcohol misuse, eating disorders, and heightened anxiety (once a year beginning spring 2011).

OFSL will work with alumni volunteers to create a personal and professional mentoring program for undergraduates (by fall 2012).

OFSL will work with alumni volunteers and headquarters staff to help each chapter develop a functioning alumni advisory board (by spring 2012).

OFSL and student leaders are expected to strengthen relationship with Minneapolis-area NPHC Graduate Chapters through annual campus meeting (by fall 2011).

OFSL and the Panhellenic Council are expected to create stronger connections between undergraduate chapters, their alumni, and the Twin-Cities Alumnae Panhellenic Association (by fall 2011).

Fraternity/Sorority Community leaders, OFSL and Twin-Cities community officials are expected to establish a neighborhood association for “the Row” (by fall 2012).

OFSL, councils and chapter representatives are expected to host each semester meetings with pertinent Minneapolis/St. Paul neighborhood associations (beginning fall 2011).

OFSL will increase number and improve quality of communication with each organization’s headquarters staff (beginning spring 2011).

OFSL, Councils and Fraternity/Sorority Community leaders are expected to work with Parent Programs to develop Fraternity/Sorority Community Parents’ Club (by spring 2012).
Strategic Issue:
Learning and Development

Students come to college to become educated for a career and active participation in a global society. Learning must be a priority in order for fraternities and sororities to be viewed as relevant to the larger campus community. Additionally, these organizations should foster healthy human growth and development. To address this strategic issue, we should:

I. Connect member experiences to learning and development

Chapters are expected to identify 1-2 goals annually that align with The University of Minnesota academic goals (beginning spring 2011).

Chapters are expected to develop talking points to explain to participants in intake and recruitment processes about how their organization contributes to student learning and development through academics, service, leadership development and social interaction (beginning spring 2011).

OFSL and councils are expected to coordinate Fraternity/Sorority Community-wide training on leadership and hands-on service (by fall 2012).

OFSL will assess fraternity and sorority members’ accomplishment of UM Student Development Outcomes and Student Learning Outcomes as well as the Fraternity/Sorority Community Outcomes and share results with campus community (by spring 2012).

II. Increase the connection between curricular experiences and fraternity/sorority membership

Chapters are expected to work with OFSL to recruit/train faculty advisors (beginning spring 2011).

Chapters are expected to help each member develop a personalized annual academic plan (by spring 2012).

Chapters are expected to establish a minimum grade point average for membership and participation in activities (by spring 2011).

Councils are expected to conduct programming on academic success (beginning spring 2011).

Councils and OFSL are expected to develop a plan to involve faculty and staff, particularly those who are fraternity/sorority affiliated, in leadership training (by fall 2011).

OFSL will create report on Fraternity/Sorority retention rates, graduation rates, academic performance, and conduct focus groups on influence of fraternity and sorority experience on academics (each semester beginning spring 2012).

III. Educate on issues relevant to membership in a fraternity/sorority
Chapters are expected to offer workshops to meet the specific needs of members at different points in their membership (i.e. resume writing for juniors; grad school preparation for seniors) (by fall 2012).

Chapters are expected to strengthen new member education practices. This includes the removal of hazing practices, alcohol abuse and misuse, and improving the relationships among members. Additionally, adopting their national education program is expected (beginning spring 2011).

Chapters are expected to adhere to risk management policies as developed by their national organization and the Fraternity/Sorority Community at the University of Minnesota (beginning spring 2011).

Councils and OFSL are expected to establish an optional professional development certificate program where participants attend educational workshops (e.g. leadership skills, diversity) and earn recognition for attending (beginning spring 2012).

OFSL and alumni are expected to coordinate a common education experience for new members focused on alcohol, mental health, hazing, and sexual assault and gender relations (beginning fall 2011).

OFSL and councils are expected to develop resources to help new members manage responsibilities and learn about “being” a fraternity/sorority member (by fall 2011).

OFSL will host an all council Greek Leadership Retreat with three to five students from each organization in attendance, which will focus on relationship building and community strengthening (by fall 2011).

IV. Prepare for life after college

OFSL and Order of Omega will host workshops for juniors and seniors that focus on career preparation and how their fraternity/sorority membership can be articulated as a learning experience (beginning spring 2011).

OFSL, councils and alumni volunteers are expected to host Fraternity/Sorority Community-wide senior year leadership retreat to focus emphasis on the unique needs of these members. Topics such as professional socialization, career preparation, etiquette, financial management, interpersonal skills for interaction in a global society, and civic responsibility should be emphasized (annually beginning spring 2012).

OFSL and alumni volunteers are expected to develop program to connect undergraduates with graduates for professional and personal mentoring (by spring 2012).

OFSL and alumni volunteers are expected to host an annual Fraternity/Sorority Community career fair that provides training on resumes and networking opportunities (annually beginning spring 2012).

V. Provide resources and services for members to learn
Councils are expected to compile a list updated monthly of current opportunities in the Minneapolis-Saint Paul communities for members to conduct service, secure internships, participate in service-learning and find employment (beginning fall 2011).

Councils are expected to help OFSL increase the number of participants in the Emerging Greek Leaders Program; aim for at least one per chapter (beginning spring 2011).

OFSL will document the resources available to Fraternity/Sorority Community and provide a list to chapters each semester (beginning fall 2011).

OFSL will work with alumni to endow scholarships for participation in LeaderShape, the Undergraduate Interfraternity Institute and other national leadership experiences (beginning summer 2011).

OFSL will compile a list of members who participate in regional and national conferences. The list should be given annually to senior level administration in order for them to recognize student involvement in such leadership opportunities (beginning fall 2011).

OFSL will host an annual summit for alumni and graduate members, housing corporation presidents, and house directors (beginning summer 2011).

**VI. Educate for Safety, Health and Wellness**

Chapters are expected to appoint one health advocate each; councils will recognize participation in Health Advocates program (beginning fall 2011).

Chapters are expected to involve alumni and parents in one educational/social/service opportunity a year (beginning fall 2011).

Chapters are expected to require all students to participate in an alcohol education workshop; documentation of participation will be submitted to councils and OFSL (beginning fall 2011).

Councils are expected to work with OFSL and other campus departments to develop comprehensive anti-hazing program focused on by-stander responsibility and peer accountability (beginning spring 2011; hosted each fall).

OFSL and alumni are expected to coordinate a common education experience for new members focused on alcohol, mental health, hazing, and sexual assault and gender relations (beginning fall 2011).
Strategic Issue:

Membership and Resources

Our future is dependent on recruiting the best students into our organizations. This may require changing the processes and structures we use for bringing in new members. We must attend to modern-day tactics to help students understand the benefits of membership in a fraternity/sorority. We must also use our resources wisely, expand our use of technology and work closely with alumni and parents to manage our overall Fraternity/Sorority Community experience. To address this strategic issue, we should:

I. Continue our legacy through support of recruitment and intake

Councils are expected to develop recruitment committees to annually evaluate current process and make recommendations for new practices (beginning spring 2011).

Councils are expected to create Greek Ambassadors program to promote the Fraternity/Sorority Community. An effective model can be found at Kansas State University (spring 2012).

Councils and OFSL are expected to biannually assess members’ perceptions of the value of fraternity/sorority experience (beginning spring 2012).

Councils and OFSL are expected to provide potential members with information representing the diverse organizations of the Fraternity/Sorority Community (beginning spring 2011).

Councils and OFSL are expected to develop a plan for Fraternity/Sorority Community growth through expansion and extension (developed by fall 2011).

Councils and OFSL are expected to work with chapters to develop community-wide membership recruitment and retention plans (annually beginning spring 2011).

Councils and OFSL are expected to provide annual training opportunities for chapters on intake and recruitment practices (annually beginning spring 2011).

OFSL and fraternity/sorority and campus community leaders are expected to determine the potential roles of an NPHC and/or Multicultural Greek Council in intake promotion. This is particularly important for helping students who do not understand the process or have limited guidance for how to approach organizations for candidacy (beginning spring 2012).

OFSL and fraternity/sorority and campus community leaders are expected to work with culturally based fraternities and sororities to connect to other student organizations and the Minneapolis/St. Paul community to promote membership (beginning spring 2011).

OFSL and councils are expected to conduct a marketing campaign to promote the benefits and diversity of the Fraternity/Sorority Community membership (beginning spring 2011).

OFSL and councils are expected to solicit incoming student interest in fraternity/sorority membership through sending Fraternity/Sorority Community-wide marketing materials all
incoming students; in turn, names of students who indicate interest in membership should be provided to chapters (beginning summer 2011).

OFSL and councils are expected to work with university departments to increase opportunities for incoming and transfer students to learn about membership opportunities. OFSL will provide a list of all students indicating interest in fraternity/sorority life to chapters (beginning spring 2011).

OFSL are expected to work with Fraternity/Sorority Community and campus leaders to increase the number of culturally based fraternities and sororities (beginning spring 2011).

II. Attend to issues relevant to managing fraternity/sorority facilities

Alumni are expected to centralize cooperative buying process, using this to secure organizations good deals to manage facilities (by spring 2012).

OFSL and alumni are expected to develop educational series for managing facilities (e.g. fire safety, financial management, capital campaigns); involve students and alumni (beginning fall 2012).

OFSL will work with university representatives to accurately convey fraternity/sorority housing information to potential members and parents through institutional website (by fall 2011).

OFSL will work with alumni to establish house director positions within each chapter facility. Training will be provided for all house directors (by fall 2011).

III. Build Greek Village to provide opportunity for shared fraternity/sorority community living

Through the Greek Village, the University of Minnesota will provide shared space for all fraternity/sorority members to interact/socialize/study (completed by fall 2013).

OFSL is expected to develop a fraternity/sorority values living and learning community within Greek Village\(^1\) and work with academic affairs to ensure it is academically challenging. Emphasize student development and values as outcomes (by fall 2013).

IV. Use assessment to inform priorities

OFSL and councils are expected to collect and evaluate demographic data from university systems, trends, and other sources to benchmark against Fraternity/Sorority Community demographics (beginning spring 2011).

OFSL and councils are expected to collect and publish aggregate retention data relative to Fraternity/Sorority Community members (beginning spring 2012).

\(^1\) The Greek Village will provide additional housing options for fraternity and sorority members. It will exist as a university-owned residence hall and open in fall 2013.
OFSL will collect meaningful data related to progress of strategic plan mission, vision, outcomes, values, strategic issues and action items; review progress once a semester and make recommendations for additions or deletions (beginning spring 2011).

OFSL will develop annual assessment goals. The office should demonstrate through assessment practices how it engages students in real learning through co-curricular experiences (beginning spring 2011).

V. Use technology to improve operations

OFSL will establish regular electronic communication sent to all stakeholders to increase outreach and improve awareness of Fraternity/Sorority Community news and events; councils, chapters, alumni and campus organizations should contribute as possible (beginning fall 2011).

OFSL and councils are expected to establish online database to promote opportunities for and document participation in volunteerism and philanthropy activities in the community (beginning fall 2011).

OFSL will develop online database to collect chapter membership rosters, officer information, grade release forms, documentation of review of policies, and alumni volunteers’ contact information (beginning spring 2011).

VI. Increase Human and Fiscal Resources

OFSL will work with Alumni Affairs and University Development to create 10-year plan for Fraternity/Sorority Community fundraising with a goal of procuring a $1 million endowment for OFSL (by fall 2012).

The university will expand OFSL human and fiscal resources; including the hiring of a half-time alumni coordinator (by fall 2012).

The university will work with alumni to create system of small loans to support housing and organizational improvements (by fall 2012).
Strategic Issue: Marketing

Fraternities and sororities contribute in many ways to the University of Minnesota campus. It is important for the campus, Twin-Cities community and parents to understand the many positive opportunities that exist through membership. It is also important for members of the Fraternity/Sorority Community to know what is happening across organizations. It is essential to develop an overall approach to promoting the value of membership in these organizations. To address this strategic issue, we should:

I. Inform potential members about the value of fraternity and sorority life.

Chapters are expected to develop conversation strategies to help members discuss the benefits of a fraternity/sorority experience (beginning spring 2011).

Chapters are expected to educate members to discuss the financial and overall responsibilities of membership with potential members (beginning spring 2011).

OFSL will use their website to promote individual and chapter achievements (beginning spring 2011).

OFSL should create an annual report to document all aspects of the fraternity/sorority experience including: academic performance, retention data, participation in leadership training, service hours and dollars raised, chapter awards, OFSL resources and programs, educational initiatives, and major speakers and programs (annually beginning spring 2011).

II. Develop clear and consistent marketing materials about membership in the Fraternity/Sorority Community.

Councils are expected to develop materials on intake and recruitment that properly explain to potential members as to how to join a fraternity/sorority (by fall 2011).

Councils are expected to develop an ongoing promotional campaign that emphasizes the tangible benefits of membership in a fraternity/sorority in marketing materials (by fall 2011).

Councils are expected to develop marketing materials that reflect the diverse organizations in the Fraternity/Sorority Community (ongoing beginning spring 2011).

Councils are expected to submit press releases to campus and local newspapers on a weekly basis in order to promote chapter happenings (beginning spring 2011).

Councils and OFSL are expected to create an intake/recruitment promotional video for Welcome Week/Orientation.

III. Target marketing efforts to specific populations.

Councils are expected to host presentations about membership at the University of Minnesota “feeder” high schools and community colleges (beginning spring 2012).
Councils and OFSL are expected to work with Parent Programs to provide information to parents; including fraternity/sorority information sessions during parents’ weekend (beginning spring 2011).

Councils and OFSL are expected to help chapters improve their web-presence (by fall 2012).

Councils and OFSL are expected to create separate newsletters (each semester) focused on:

1. Internal awareness among chapters;
2. External awareness among faculty and staff;
3. Awareness of Parents;
4. Awareness of Alumni and Headquarters;
5. Awareness of local community members (each semester beginning fall 2012).
Appendix A

Strategic Planning Committee Members

Desiree Abu-Odeh, alumna member of Sigma Lambda Gamma Sorority, Inc.
Abbie Burgess, collegiate member of Kappa Alpha Theta Sorority
Kamarrie Davis, Multicultural Center for Academic Excellence
Tom Devine, alumnus member of Sigma Alpha Epsilon Fraternity
Chad Ellsworth, Office for Fraternity and Sorority Life
Dana Farley, Boynton Health Service
Katie Leinenkugel, President, Panhellenic Council
Nikki Letawsky Shultz, College of Biological Sciences
Lynn McGraw, alumna of Phi Mu Sorority; Twin Cities Alumnae Panhellenic Association
Sam Ndely, collegiate member of Phi Beta Sigma Fraternity, Inc.
Joe Sandbulte, President, Alpha Tau Omega Fraternity; representative for Interfraternity Council
Marj Savage, Parent Program
Lynn Swon, alumna member of Delta Gamma Sorority
Jan Tyson, graduate member of Alpha Kappa Alpha Sorority, Inc.

Dan Bureau, Facilitator