University of Maryland Fraternity and Sorority Transformation

IFC/PHA Working Group Final Report

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- Recommendation: IFC and PHA councils should continue to execute separate judicial boards, with the opportunity to hold joint hearings when appropriate. This allows each council to function independently while also being able to collaborate

where needed. The following specific recommendations around this structure and execution should be considered and implemented where possible:
Campus-wide Accountability
Recommendation: Increase communication, transparency, and collaboration opportunities between OSC and IFC/PHA boards. It is recommended that:
Hazing
The Stop Campus Hazing Act
Alcohol and Other Drugs
Recommendations: DFSL must take more proactive steps, in alignment with industry best practices, to reduce harmful alcohol consumption behaviors and to educate students in more meaningful ways around alcohol and other drug use.
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Introduction

Formation of the Working Group

In Spring 2024, Vice President for Student Affairs Dr. Patricia A. Perillo extended an open invitation to the campus community to participate in the Fraternity and Sorority Life (FSL) Transformation Working Group. A committee of student affairs professionals thoughtfully reviewed all applications and selected a diverse group of volunteers to serve. Dr. Perillo personally appointed the co-chairs to lead this critical initiative.

Members of the Panhellenic (PHA) community formally requested the creation of a separate working group from the Interfraternity Council (IFC), citing key distinctions in culture, governance structures, and organizational needs. While UMD administration was unable to support this request based on the intended goals of the Working Group, and the tethered social connections between PHA and IFC, this request informed the approach to our Working Group process and the subsequent differentiated strategies and tailored approaches outlined in this report.

Twenty-one individuals spanning current students, staff members, alumni, community members, parents, and (inter)national organization representatives (staff and volunteers) were appointed to the group. Subcommittees were established to carry out the group's charge, with membership intentionally structured to reflect a balance of perspectives, identities, and lived experiences within and beyond the fraternity and sorority community.

The Co-Chairs wish to extend our sincere gratitude to all members of the IFC/PHA Working Group for their time, energy, and commitment to advancing this important work.

IFC/PHA Transformation Working Group Membership

David Stollman, Co-Chair, Subcommittee: Membership Experience
Caitlin Harless, advisor
Parker Homann, student
Tyler Huddleston, staff
James Karanikas, advisor
Kathryn Lawless, student
Jeannette Snider, faculty

Ramsey Jabaji, Co-Chair, Subcommittee: Stakeholder Relationships
Joseph Criscuoli, staff
Rocky Lopes, alumni

Nicole Pollard, alumni
Robin Schlesinger, student

Denise Rosen, Co-Chair, Subcommittee: Operations
Joey Barke, student
Wendy Gordon, advisor
Kelly Ridings, staff
Sofia Sirianni, student
David Yonenson, alumni

Vanessa Taft, Co-Chair, Subcommittee: Accountability, Conduct, and Risk Management
Elizabeth Ashforth, parent
Jonah Goldfarb, student
Tracey Doebling Williams, alumni
Ray Nardella, staff
Dennis O'Connell, advisor
Alyssa Orlando, student

Subcommittee Approach

The committee co-chairs established an approach to address the multi-dimensional tasks outlined in the charge document. Four subcommittees addressing Membership Experience, Stakeholder Relationships, Operations, and Accountability, Conduct, and Risk Management were created to best explore the current state of fraternity and sorority life at UMD, national best practices, current successes, and areas for growth and achievement within the community. Each subcommittee met regularly during the summer and fall 2024 to provide feedback, conduct research, and share recommendations.

The co-chairs met one to two times weekly to coordinate data collection, discuss emerging recommendations and early action items, and exchange insights drawn from their diverse experiences and areas of expertise to guide the Working Group’s progress.

Membership Experience Subcommittee

There were five members of the Membership Experience subcommittee, consisting of one DFSL staff member, one student, and three chapter volunteers. Caitlin Harless, one of the chapter volunteers, provided leadership to the subcommittee and conducted four all group meetings with varying attendance. The subcommittee researched industry standards and best practices through multiple individual interviews with: university

administrators; national organization volunteers; researchers on the fraternal experience from both the Piazza Center as well as Dyad Strategies; staff members of the North American Interfraternity Conference and National Panhellenic Association; and student leaders at UMD and peer institutions.

Additionally, the subcommittee conducted one large focus group specifically on the impact of university-mandated restrictions on affiliation (deferred recruitment). Attendees included twelve industry leaders with expertise in areas such as: association rights from the Foundation for Individual Rights in Education; hazing prevention from The Hazing Prevention Network; fraternal experience researchers from both the Piazza Center and Dyad Strategies; Risk Management from the Fraternity Risk Management Trust, fraternity recruitment from Phired Up and LaunchPoint solutions; local chapter volunteers from both IFC and PHA chapters; and leadership of the NPC and NIC.

Stakeholder Relationships

The subcommittee was composed of five members including two university staff, one PHA student leader, one alumni advisor, and one NPC alumna and active member of the alumni association. The subcommittee met six times between July - December 2024 and employed a design thinking approach to emerge a set of recommendations to strengthen relationships between UMD and key FSL on- and off-campus stakeholders.

The subcommittee first identified all key stakeholders and conducted a SOAR analysis (strengths, opportunities, aspirations, and results) before identifying a set of recommendations to reimagine how DFSL partners with its greatest asset—its stakeholder network.

Operations and Housing Subcommittee

The subcommittee was composed of six members, including one university staff member (Department of Residential Facilities (DRF)), two student representatives (one from PHA and one from IFC), three advisors each with over ten years of experience, and one local house corporation leader from a university-owned sorority house. Beginning in July, the subcommittee met multiple times per month until November.

Our approach was intentionally broad to ensure a comprehensive review of operations and housing. We structured our work into three phases: Phase 1 focused on community feedback sessions and interviews; Phase 2 involved targeted research based on initial findings; and Phase 3 consisted of benchmarking peer institutions and identifying best practices.

Accountability, Conduct, and Risk Management

The subcommittee was composed of six members, including staff, two student representatives (one from IFC and one from PHA), a chapter advisor, a national HQ executive, and a parent representative. The subcommittee met several times during the fall and winter months to share relevant concerns. Areas of focus emerged throughout and the group focused on benchmarking best and current practices of Big Ten and other aspiring institutions as well as identifying national data around alcohol and other drugs and hazing.

It is noteworthy that at the conclusion of December 2024, Federal Anti-Hazing Legislation was passed and enacted as an amendment to the Clery Act. This impacted and aligned with recommendations around hazing prevention and education.

Early Action Recommendations

As part of its charge, the IFC/PHA Working Group submitted Early Action Recommendations to Dr. Patty Perillo and Dr. James McShay in December 2024, informed by the initial work of its subcommittees. These recommendations identified key areas for the Department of Fraternity and Sorority Life (DFSL) to review and consider for early implementation, in advance of the full Fraternity and Sorority Life (FSL) Transformation Report scheduled for release in Spring 2025. The intent was to address immediate needs and offer timely support to the IFC and PHA communities. The Early Action Report is included within this final report, and its recommendations remain valid and essential to the broader scope of the transformation initiatives (see Appendix 1: IFC/PHA Early Action Recommendations).

Research and Methodology

This report is grounded in a comprehensive research process conducted between July 2024 and March 2025. The findings, insights, and recommendations presented herein are informed by extensive qualitative and quantitative data, direct stakeholder engagement, and benchmarking against peer institutions and national standards in fraternity and sorority life.

Sources of Information

UMD Reports and Internal Data

Subcommittees analyzed institutional reports including enrollment trends, housing occupancy data, retention and graduation rates, and community engagement metrics relevant to the FSL community.

Student Engagement

Subcommittees conducted one-on-one interviews with members of the PHA and IFC, as well as facilitated meetings and surveys with IFC and PHA Executive Board members and Chapter Presidents.

UMD Staff and Graduate Students

Engagement with campus partners across departments included:

- Office of the Vice President for Student Affairs
- Department of Fraternity and Sorority Life
- Department of Residential Facilities
- Department of Resident Life
- College Park Scholars
- Alumni Association
- Do Good Campus Initiative
- Office of Family Engagement
- School of Public Health

Additionally, feedback was gathered from former and current DFSL Graduate Assistants (GAs) serving as Resident Directors (RDs) and staff positions.

Community Stakeholder Input

Conversations, input sessions, and surveys were conducted with:

- Chapter Advisors
- National House Corporation Managers (NPC)
- House Corporation Boards (university-owned and privately held properties)
- Alumni and other volunteers

Expert and Industry Perspectives

Interviews and consultations with national umbrella organizations and industry leaders, included:

- National Panhellenic Conference (NPC)
- North American Interfraternity Conference (NIC)
- Experts in student affairs, student housing, and leadership education

Benchmarking Against Peer Institutions

Interviews were conducted with fraternity and sorority life professionals representing R1 institutions and flagship public universities across the Big Ten, ACC, and SEC. Institutions were selected based on similarities in student demographics, housing models, and organizational structure. In addition, professionals from several regional universities were also interviewed.

We are grateful to the following universities for generously sharing insights and practices to inform our recommendations:

- Arizona State University
- Clemson University
- Florida State University
- North Carolina State University
- Northwestern University
- Purdue University
- Rutgers University
- The Ohio State University
- Towson University
- University of Illinois
- University of Kentucky
- University of South Carolina
- University of Tennessee
- Valparaiso University
- Virginia Tech University

Review of Professional Standards and Best Practices

A review of scholarly literature, association publications, and professional standards, included:

- NASPA & AFA (2021): Recommendations for Excellence in Fraternity and Sorority Life
- CAS Standards for Higher Education (2023): Fraternity and Sorority Advising Programs
- Association of Fraternity/Sorority Advisors (AFA): Core Competencies for FSL Professionals

The Enduring Value of FSL

Fraternities and sororities have played a transformative role in American higher education for over a century. Fraternities were originally founded to create brotherhood, academic support, and leadership development in environments where college life could be academically rigorous and socially isolating. Sororities emerged in the late 19th century to offer women connection, empowerment, and leadership opportunities in predominantly male academic settings when they weren't permitted to join the male-only organizations. Culturally relevant organizations were created in the early 20th century for much the same reasons and continue to grow across campuses in the United States.

Today, FSL continues to thrive as a meaningful co-curricular experience. While fewer than 3% of American adults are affiliated with a Greek-letter organization, their impact is substantial. Approximately 85% of Fortune 500 executives, 75% of U.S. Senators, and 85% of Supreme Court Justices since 1910 have been fraternity or sorority members.

At the University of Maryland (UMD), FSL has a deep-rooted legacy. The first fraternity was founded in 1913, and the first sorority in 1920, establishing a tradition of community that now spans over a century. Today UMD Panhellenic Association (PHA) consists of 16 sorority chapters affiliated with the National Panhellenic Conference (NPC), and the Interfraternity Council (IFC) represents 20 fraternities affiliated with the North American Interfraternity Conference (NIC). These organizations are grounded in values of scholarship, leadership, service, philanthropy, and lifelong sisterhood and brotherhood.

As of Spring 2025, nearly 3,500 undergraduate students at UMD are affiliated with PHA and IFC organizations. Among undergraduate women, 2,030—representing 16% of the population—are members of PHA chapters. For undergraduate men, 1,461 students, or 11%, are affiliated with IFC chapters. The average chapter size for PHA is 127 members and 71 for IFC.

The community is dynamic and evolving - chapters occasionally close due to attrition or disciplinary action, while new ones are periodically established in response to shifting student interests and institutional priorities.

Impact at UMD: A Snapshot of Student Success

FSL at UMD plays an important role in shaping student success, well-being, and leadership development. Through academic support, co-curricular engagement, and a strong commitment to service, members of the PHA and IFC consistently demonstrate

strong outcomes across a range of success indicators, at higher levels than the All-Campus average.

Thriving Students

In an era marked by increasing rates of student anxiety, depression, and loneliness—as highlighted in the U.S. Surgeon General's 2023 Report—FSL offers students vital connection, community, purpose, and a source of belonging. These organizations are more relevant than ever, providing not only support during college, but also a foundation for lifelong friendships and networks.

Fraternities and sororities were originally founded to foster a sense of brotherhood and sisterhood and mutual support among college students at a time when higher education environments were academically rigorous and socially isolating. These organizations offered students a peer network to lean on, built on shared values, leadership, and academic support.

Today, these organizations continue to offer students a community of friendship, encouragement, and support as they navigate the often difficult transition to college and independent living. For many students, college is their first experience managing daily responsibilities, adjusting to a new environment, and managing the stresses of college-level coursework.

Stronger Sense of Belonging

Students in FSL report greater connection and engagement within the campus community, which enhances their overall college experience. In a post-COVID 19 era and in an age where social media dominates as the main source of communication for students, it is imperative that students find communities to connect with to combat the mental health issues associated with isolation and decreased in-person human interaction. Students who join fraternities and sororities are more likely to remain involved with their organization for the duration of their college experience, while also forging long-term friendships within their individual member classes as well as more broadly within their chapters.

PHA and IFC students are more than fraternity and sorority members. They are …

…Leaders in the Classroom! (See Appendix 2: Student Success)

- **Higher Academic Achievement**: PHA and IFC members consistently earn higher semester GPAs than non-affiliated students.

- **Improved Retention**: PHA and IFC members are retained at significantly higher rates than the all-campus average.
- **Greater Graduation Rates**: PHA and IFC students graduate at higher rates across both four- and six-year benchmarks.

…. High-Impact Learners!

High-impact educational practices are nationally recognized for their transformative effect on undergraduate learning, development, and academic success. First introduced by the American Association of Colleges and Universities (AAC&U) in 2007, these practices include first-year seminars, learning communities, undergraduate research, service learning, global and diversity learning experiences, and internships (Kuh, 2008). Much research has been conducted that demonstrates that participation in high-impact programs is linked to personal development (Finley & McNair, 2013; Kuh, 2008), improved academic achievement (Bonet & Walters, 2016), and increased retention and graduation rates (Brownell & Swaner, 2010; Dagley et al., 2016; Provencher & Kassel, 2017).

At UMD, members of the PHA and IFC are active participants in many of these educationally purposeful activities (DFSL Reports, 2023–2024):

- 17% of members participate in the Honors College or College Park Scholars programs.
- 30% of members completed internships during the 2023-2024 school year.

…Leaders in the FSL Community AND on Campus!

PHA and IFC students are active contributors to leadership and engagement across UMD. Involvement in FSL offers unparalleled leadership opportunities, both within and beyond the chapter experience:

- Chapters and councils offer a variety of formal leadership roles for members including philanthropy, risk management, housing operations, and other traditional executive leadership roles.
- Students benefit from leadership development programs provided by DFSL, their (Inter)National Headquarters and Foundations, and peer-led chapter programming.
- 413 members, or about 12%, held executive positions in other student organizations on campus.
- 56 members served in high-profile roles such as varsity athletes, student government leaders, orientation coordinators, and resident assistants.

…Do Good in the Community!

The PHA and IFC community is committed to civic engagement and service, demonstrating its values through philanthropy and volunteerism.

- Over $356,000 was raised for charitable organizations and foundations.
- More than 21,125 hours of community service were logged.
- 11% of members report weekly volunteer service.

…Involved in Campus Life!

PHA and IFC members are adept at managing rigorous academic schedules alongside work and co-curricular involvement:

- 52% of members are employed while enrolled. 36% work fewer than 20 hours/week and 16% work more than 20 hours/week.
- Over 50% of members participate in additional student organizations, showing cross-campus engagement.
- 37% participate in intramural or club sports, supporting a commitment to health, teamwork, and wellness.

Lifelong Impact Beyond College

Membership in a fraternity or sorority doesn't end at graduation—it becomes a lifelong network of support and opportunity. A 2021 Gallup poll of 10,000 college alumni commissioned by NPC and NIC found that:

- More than 50% of affiliated alumni reported finding a good job within two months of graduation, compared to just 36% of non-affiliated alumni.
- Affiliated alumni were significantly more likely to be "promoters" of their institution, with 54% donating to their alma mater, compared to only 10% of non-affiliated alumni.
- Majorities of affiliated alumni reported thriving in all areas of well-being:
    - 62% in career well-being
    - 66% in community well-being
    - 51% in financial well-being
    - 53% in physical well-being
    - 62% in social well-being

Other research shows fraternity and sorority membership is positively associated with:

- Increased employability at graduation (Routon & Walker, 2014).

- Stronger professional networks and higher starting salaries (Marmaros & Sacerdote, 2002).
- A 36% increase in expected future income throughout lifetime (Mara, Davis & Schmidt, 2018).

Lifelong Engagement: Alumni and Volunteer Involvement

Fraternity and sorority membership is designed to be a lifelong commitment, with engagement continuing well beyond graduation. This lifelong involvement is nurtured through personal and professional networking opportunities, continued participation in service and philanthropy, and the contribution of time, talent, and financial resources to support undergraduate members. At UMD, more than 40,000 alumni are affiliated with fraternities and sororities, representing a powerful constituency with a deep connection to the institution and an important stakeholder group to recognize. National research shows that affiliated alumni are significantly more likely than their non-affiliated peers to give back to their alma mater through both volunteer efforts and philanthropic contributions.

Volunteers play a vital role in sustaining the FSL community at UMD. They provide consistent guidance to student leaders, serve as liaisons to (Inter)National Headquarters and Regional teams, and support the management of chapter operations and housing. Their involvement ensures stability, promotes student development, and strengthens the long-term health of the community. A well-informed, active volunteer base—including both alumni and non-alumni—is essential for fostering chapter success and supporting the broader goals of UMD. These individuals are more than just supporters; they are valued partners in advancing student success and upholding the mission and values of their organizations and UMD.

Acknowledgements

It is important to recognize the critical context and historical decisions that have shaped the current state of FSL at UMD. The IFC/PHA Working Group acknowledges that bold recommendations for the future must be grounded not only in current realities, but also in a thoughtful understanding of the legacies—both positive and challenging—that continue to influence the campus climate and stakeholder relationships today. The recommendations put forth by this group should be reviewed and updated regularly to assess their relevance and effectiveness.

Historical Context

The Maryland Plan of 1995 significantly impacted the FSL community. While likely intended to achieve administrative or operational goals, the plan may have inadvertently disrupted established traditions, eroded trust among stakeholders, and hindered the growth and development of the FSL community. The potential long-term, unintended consequences of this plan seems to have perceptually affected the IFC and PHA community today. These include:

- Decreased membership size.
- Reduced living-learning experiences within housed chapters.
- A focus on minimal compliance ("box-checking") in programming.
- A uniform, inflexible approach to chapter management.
- Increased "underground" affiliation among IFC fraternities of men not yet eligible to join.
- Fraternities continue to operate despite closure for conduct violations.
- A possible rise in alcohol-focused social events in Old Town, College Park.

The Maryland Plan of 1995 had distinct and lasting effects on the National Pan-Hellenic Council (NPHC) and Multicultural Greek Council (MGC) communities, including:

- **Policy Misalignment**: Feeling obligated to comply with policies and procedures that do not align with their organizational structures, sizes, traditions, and purposes.
- **Resource Constraints**: Experiencing limited resources specifically allocated to their unique needs and programmatic goals.
- **Reduced Visibility**: Suffering from decreased visibility of their positive impact on campus and the broader community.
- **Leadership Burden**: Facing a disproportionately larger strain on organizational leadership and advisors relative to their membership sizes.

The Complex Realities of IFC and PHA Life at UMD

This report focuses on the IFC and PHA community at UMD, which is composed of undergraduate students, typically between the ages of 18 and 22, who are still growing, learning, and developing. It is important to acknowledge that these students are a subset of the larger UMD population—students who have met the institution’s rigorous admission standards and are actively pursuing academic degrees while also participating in co-curricular programming through involvement in PHA and IFC organizations. The challenges, mistakes, and opportunities that arise within FSL are not unique to the community; rather, they reflect broader trends and dynamics within the

undergraduate student experience. Like all students, FSL members are navigating critical developmental years—and their successes, as well as their setbacks, should be viewed within that larger context.

At the same time, our students need to be held accountable for their mistakes–particularly as they are part of values-based organizations. IFC and PHA communities often face unique challenges related to alcohol and other drug use, hazing, and nuisance behavior in off-campus housing. Excessive alcohol consumption and substance misuse can contribute to dangerous situations, including high-risk drinking, hospitalizations, and legal consequences. Hazing, despite being widely condemned, continues to persist in some chapters, putting new members at physical and psychological risk. Additionally, off-campus houses used by fraternity and sorority members have become hotspots for disruptive behavior, including loud parties, property damage, and disregard for neighborhood residents, leading to strained relationships with the local community and UMD officials. These ongoing issues highlight the need for stronger accountability measures, education, and cultural shifts within FSL to promote safer and more responsible environments. While some chapters exercise strong peer accountability systems and alignment with values, other groups struggle with maintaining basic behavioral standards to support the health and well-being of their chapter members.

Gaps in Data Transparency and Utilization

During the course of this assessment, the IFC/PHA Working Group encountered persistent challenges in obtaining timely and accurate data regarding the IFC and PHA communities. These challenges underscore a broader concern: the Department of Fraternity and Sorority Life (DFSL), and UMD more broadly, lag behind peer institutions in their capacity for robust data collection, analysis, utilization, and transparent reporting. Without these foundational systems, UMD lacks the tools necessary to fully evaluate community health, identify and mitigate risk, celebrate achievements, and make data-informed strategic decisions in support of student success.

The Impact of Spring 2024

FSL Behaviors and UMD Response

In Spring 2024, UMD leadership became aware of multiple reports of concerning behavior within a relatively short period of time which necessitated centering student well-being in its response. This IFC/PHA Working Group recognizes that UMD’s response had a profound and far-reaching impact on trust within the FSL ecosystem.

Many members of the FSL community believe the blanket suspension of all PHA and IFC chapters infringed on student rights, indirectly implied guilt, and contributed to reputational damage—not only to student members and chapter volunteers, but also to the PHA, IFC, NPHC, MGC, and the broader national fraternity and sorority network. The investigation process has faced significant criticism for being opaque and non-collaborative. For these and other reasons, the Spring 2024 approach should serve as a model for future responses that has drawn criticism from undergraduate leaders, local chapter volunteers, and many (inter)national organizations.

However, there are also many community members who have commended UMD leadership for its swift action, thorough investigation, and prioritization of student safety and well-being. These community members include undergraduate leaders, local chapter volunteers, staff, faculty, other university leaders, and parents and families. A judge dismissed the lawsuit against UMD for its action by: showing the restrictions had been quickly lifted; stating no ruling was needed by acknowledging the unique set of circumstances at-hand; the administration's belief in the need for immediate and widespread action to ensure student safety; and, the highly unlikely recurrence necessitating their return. Despite UMD's good intentions centered on student well-being, the impact on trust within the community and with strategic partners has been significant.

Rebuilding these relationships is not optional—it is essential. Restoring trust, fostering transparency, and reestablishing open lines of communication and collaboration, must become a UMD-wide priority. As evidenced by the Division of Student Affairs (DSA) and DFSL's recent efforts and commissioning of this important transformation work, UMD remains committed to the FSL community. Students, advisors, (inter)national organizations, alumni, and other volunteers must also commit to doing their part. Doing so is foundational not only to the health of the FSL community, but also to the UMD's broader mission to ensure that every student thrives.

The Harm of a One-Size-Fits-All Model

UMD's continued reliance on a one-size-fits-all model of FSL oversight has constrained progress and dampened innovation. While uniformity in policy application may be necessary in some areas, the councils and chapters that make up the UMD FSL community are not monolithic. Each council—IFC, MGC, NPHC, and PHA—has distinct histories, structures, values, membership profiles, risk factors, and affiliations.

Treating all chapters uniformly, without consideration for these differences, undermines the ability to offer customized support, implement differentiated accountability measures, and scale high-performing organizations to their full potential. This model

has also placed a disproportionate burden on the PHA community—whose organizational strength and compliance often mask the systemic gaps elsewhere, specifically within the IFC community.

University-Owned Housing: A Decade Later and In Need Of A Plan

For over a decade, fraternity volunteers affiliated with chapters located on Fraternity Row have consistently raised concerns about the sustainability and functionality of the university-owned fraternity housing model. Despite repeated outreach and documented feedback, these issues were not meaningfully addressed, nor was FSL housing meaningfully considered during key strategic planning processes.

Specifically, FSL housing stakeholders were notably absent from discussions related to campus expansion, public-private student housing developments, and the broader R1 Corridor redevelopment efforts in College Park. This omission has had lasting consequences.

Now, more than ten years later, the fraternity housing facilities are showing significant signs of wear, burdened by deferred maintenance and operating within an outdated and financially constrained model. The failure to integrate FSL housing into long-term planning has not only exacerbated physical deterioration, but also placed chapters and house corporations in increasingly untenable financial positions.

Moving forward, UMD should consider steps to include FSL housing in comprehensive facilities planning, capital investment strategies, and student housing policy decisions. Local and National House Corporations, and (Inter)National Headquarter partners, should be included in discussions early on so that all parties can move in lockstep towards a shared goal. Sustainable solutions will require transparency, shared responsibility, and a long-overdue investment in the physical and organizational infrastructure of this vital aspect of campus life.

In Closing

The Working Group remains optimistic about the future of FSL at UMD. That future will benefit from a willingness for the UMD and FSL community to honestly and authentically repair relationships and commit to a transparent, student-centered, and strategic approach moving forward.

This report represents a beginning, not a conclusion. Now is the time to take meaningful action and chart a bold new course for a thriving, inclusive, and future-ready FSL community at UMD.

Official Charge

UMD Fraternity and Sorority Transformation Charge for All Three Working Groups - IFC/PHA, NPHC, and MGC

The Fraternity and Sorority Transformation Working Group is charged with recommending what actions should be taken to strengthen staffing, resources, educational programs, policies, and partnerships necessary to promote a greater sense of belonging, thriving, success, and support for students who are members of FSL at UMD. The work is to ultimately help to co-create the premiere FSL experience at UMD by creating the new blueprint for how we will move Forward Together in 2025 and beyond, similar to what the UMD committee did in 1995 when they wrote “Greek Life: A Foundation for the Future.”

In order to fulfill this charge, we are convening three different Working Groups; 1) Interfraternity Council (IFC) & Panhellenic Association (PHA); 2) National Pan-Hellenic Council (NPHC); and, 3) Multicultural Greek Council (MGC). The chairs of these working groups will convene regularly to share resources and recommendations, as a way to work across the entirety of FSL at UMD. This is an important step in the transformation process as it is necessary to understand the unique experiences of each community, as they have their own lived experiences, cultures, traditions, and rituals. We also need to work together as one FSL community. We recognize that IFC and PHA are different organizations; however, the close relationship between the culture and practices of these chapters and organizations encourages us to convene one working group.

Charge for the IFC/PHA Fraternity and Sorority Transformation Working Group

The IFC/PHA Working Group will commence in early summer 2024 and make initial recommendations by August 19, 2024 in order for implementation consideration for the fall 2024 semester. The Working Group will submit its final report of recommendations to Dr. Patty Perillo, Vice President for Student Affairs, and Dr. James McShay, Assistant Vice President for Student Affairs, no later than January 10, 2025. The final report from this specific Working Group will be incorporated into one final report of all recommendations from each of the three Working Groups whose chairs will meet monthly to coordinate efforts, share ideas, and make recommendations.

This charge comes from the recognition that FSL has enormous potential to create the conditions for students to thrive. Given significant staffing changes over the past five years, including the transition of a director who served for 15 years, a post pandemic reality, and current social conditions for contemporary students such as a loneliness

pandemic, it is time for us to reimagine FSL at UMD. This reimagination will serve the new director of the Department of Fraternity and Sorority Life (DFSL), who will begin in the fall 2024 semester, in important, invaluable and necessary ways. Creating a new blueprint for success for FSL will set the new director, the DFSL staff, advisors, House Corp leaders and (inter)national organization leaders up for greater success, all in the service of students.

Additionally, during the spring 2024 semester, we learned a lot about the culture of IFC and PHA chapters after an intensive interview process with representation from each chapter. As such, recommendations are also needed to assess ways to improve safety and well-being and foster a culture of integrity and accountability. The Working Group needs to make recommendations about the roles of advisors, Housing Corporation leaders, (inter)national organizations, staff in the DFSL and students. It will be imperative to address student leadership, training, and education needs for chapters. Recognizing that there have been complicated and fractured experiences this past spring semester, it will be necessary for the Working Group to address the need for healing, reconciliation, and repair. Identifying coordinated initiatives and strategies designed to leverage academic, co-curricular, and/or community-based resources to meet the holistic needs of IFC and PHA students, as well as to help advance the mission of their organizations will be important. Ultimately, the goal of this Working Group is to establish a proactive institutional agenda that highlights the importance and contributions of IFC and PHA organizations, while also ensuring that UMD students in these affiliated chapters experience a supportive, inclusive, and safe community that fosters their sense of belonging and empowerment within UMD.

To fulfill this charge, the Working Group should:

1. Strengthen relationships for all of FSL:
    a. Identify ways to work and facilitate communication with chapter advisors and (inter)national organization leadership on matters related to our FSL community.
    b. Create new expectations and rules of engagement for national organizations, advisors, House Corporation leaders, DFSL staff, and students.
2. Focus on the work and role of the Department of Fraternity and Sorority Life (DFSL):
    a. Reimagine DFSL staffing models and roles.
    b. Consider the role of live-in staff employed by DFSL and relationship with the Department of Resident Life.

    c. Address needs and concerns of satellite houses and address zoning and landlords issues, concerns and needs.
    d. Consider transitioning housing from DFSL responsibility to the Department of Resident Life and/or Department of Residential Facilities.
3. Identify and create new transformational practices for IFC and PHA FSL:
    a. Identify the co-curricular experiences which will uplift fraternity and sorority membership.
4. Identify what has been working well as practices to continue, advance, and build into the fabric of organizational life.
    a. Review academic success programs.
    b. Identify good philanthropic practices.
    c. Focus on new member education and expectations.
    d. Address social connection programs.
5. Consider the role of other partners to include:
    a. Alumni
        i. How do we engage them best to support our students?
    b. Faculty and Staff Alumni
        i. How do we harness their unique position as a way to have them contribute to organizational vitality?
    c. Parents and Families of Chapter Members and Leaders
        i. Identify potential powerful partnership practices with parents and families.
    d. City of College Park Leadership
        i. How can the city partner to reinforce positive behaviors and cease unacceptable behaviors?
6. Assess ways to improve safety and well-being to include:
    a. Make recommendations about additional and or different alcohol and other drug education as a way to develop more comprehensive and evidence-based educational opportunities.
    b. Review the Code of Student Conduct and DFSL Recognition Policy as they relate to hazing and alcohol-related incidents to align with best practices.
    c. Establish expanded reporting mechanisms for students, faculty, staff, families, and alumni to share possible instances of hazing or other concerns in real time; consider ways to add to those added in May 2024.
    d. Conduct a comprehensive review of all existing IFC and PHA training programs on recruitment and alcohol-related activities to address gaps and reinforce healthy behaviors.
    e. Review the new member education process, specifically.
7. Foster a culture of integrity and accountability:

    a. Review membership data (demographic, majors, etc.), conduct histories, contributions to community, and other data points as context for current challenges.
    b. Consider some of the following recommendations:
        i. Monitor alcohol transports every semester.
        ii. Randomly interview new members during the initiation process.
        iii. Require Hazing Education for all new members from FSL and chapters.
        iv. Reduce new member intake from 6-8 weeks, or less, to something more manageable and to reduce intensity and/or consider other options.
        v. Only allow for new member initiation in spring.
        vi. Require documented plans, from each chapter, for initiation activities, dates, and timelines.
        vii. Require advisory councils for all.
8. Identify partnership practices for (inter)national organizations in IFC and PHA:
    a. Consider ways to redefine the relationship between UMD and fraternities and sororities, i.e. relationship agreements.
    b. Address concern about underground organizations supported by (inter)national organizations.
    c. Work to develop expectations for (inter)national organizations, identifying expectations and agreements when they do not cooperate with UMD rules or conduct decisions.
9. UMD is committed to enhancing the safety and well-being of our FSL community, an ongoing effort that has not been fully conveyed in recent narratives. We are dedicated to improving how these positive steps are shared both within and outside our UMD community
    a. Make recommendations about what UMD should do to rectify the recent narratives.
    b. Identify communication strategies and implementation plans that speak to the full and deep commitment of UMD for FSL.
10. Address the differing and shared needs for IFC and PHA chapters.

Framing Our Future: A Visioning Foundation for PHA, IFC, and DFSL

The following framework has been developed as a starting point to assist in reimagining the future of the PHA, IFC, and DFSL at UMD. It is intended to serve as an anchor for ongoing visioning, strategic planning, and goal-setting efforts.

Rooted in the values of student success, community well-being, and collaborative leadership, these guiding principles are informed by the extensive research, stakeholder input, and benchmarking conducted throughout this report. They have also shaped the recommendations presented by the Operations and Housing Subcommittee.

This framework offers an invitation—to the department, campus partners, students, advisors, house corporation volunteers, alumni, and (inter)national organizations—to mutually engage in shaping a bold and inclusive future for FSL at UMD.

TOGETHER, FEARLESSLY FORWARD

🎯 Vision

To cultivate a vibrant, student-centered FSL community that empowers every member to thrive academically, personally, and professionally—while making a lasting positive impact on campus, in the greater community, and beyond, both as undergraduates and alumni.

✳️ Mission

We are committed to advancing a values-driven, inclusive FSL experience that centers on undergraduate student success, holistic well-being, and leadership development.

Through strong partnerships, transparent communication, and a shared commitment to scholarship, lifelong friendship, service, philanthropy, integrity, and civic responsibility, we support students in growing as leaders—in mind, body, and spirit.

Grounded in operational excellence and a collaborative culture, we utilize data-informed decision-making, innovation, and cross-stakeholder engagement to drive sustainable growth and long-term community impact.

🧭 Guiding Principles

Community + Belonging + Well-Being

We believe belonging is essential to student success. Our community fosters inclusive, supportive spaces that prioritize well-being and empower members to thrive in mind, body, and spirit.

Storytelling + Data-Driven + Innovative

We blend personal stories and quantitative insights to celebrate success, identify emerging needs, and drive innovative, evidence-based strategies that move our community forward.

Student-First + Custom-Fit

We recognize and support the unique histories, cultures, and needs of each council and chapter through tailored, student-centered approaches.

Respect + Accountability

We foster a culture of mutual respect and integrity, where transparency, shared standards, and accountability are embraced as pathways to growth, trust, and sustainable success.

Collaboration + Communication

We build strong communities through open, inclusive, and proactive communication that ensures all stakeholders are informed, engaged, and connected by a shared purpose.

Commitment to Leadership + Do Good

We lead with purpose and values—placing service, social responsibility, and a commitment to Do Good at the heart of our mission, on campus and as good neighbors in College Park.

UMD's FSL community thrives when students feel seen, supported, and empowered. These guiding principles define how we lead, engage, and grow—together—with intention, compassion, and purpose. The community will engage with the Do Good campus initiative to amplify existing programming and to develop new ideas.

Strategic Goals and Success Metrics

Our goals are intentionally aligned with UMD's mission and the DSA strategic priorities. They are student-centered, values-driven, and outcomes-focused—built on a foundation of collaboration, data, innovation, and operational excellence. The PHA and IFC are treated as distinct communities, each supported through tailored strategies that reflect their unique dynamics and needs.

1. Student Success, Well-Being, and Belonging

Promote academic achievement, personal and leadership development, career readiness, and wellness—while cultivating a strong sense of purpose, inclusion, and belonging within the FSL experience and campus community.

Key Success Metrics:

- GPA, retention and graduation rates (1-year, 4-year, and 6-year) vs. all-campus.
- Participation in high-impact practices (internships, study abroad, Honors/Scholars).
- Engagement in campus leadership roles and co-curricular organizations.
- Campus Culture Climate and SEE data on belonging, safety and well-being.
- Belonging and tolerance data (Dyad).

2. Community Impact and Citizenship

Foster a culture of service, civic responsibility, and good neighbor relations that reflects UMD's commitment to community-centered learning and engaged citizenship.

Key Success Metrics:

- Hours of service performed, and philanthropic dollars raised.
- Member engagement in community-based initiatives and volunteerism.
- Positive town-gown relations and timely reporting of civic conduct issues.
- Public storytelling of community impact and contributions of the IFC and PHA communities.
- Initiation of at least one pilot program or research project.

3. Organizational Excellence and Accountability

Ensure organizational sustainability and leadership growth through hybrid advising models, ongoing evaluation, and shared standards that promote continuous improvement and align with national organization expectations. Stabilize FSL housing while developing a long-term sustainable strategy.

Key Success Metrics:

- Recruitment, retention, and membership trends.
- Chapter size and housing occupancy rates.
- Accreditation/expectation and milestone accomplishments.
- Conduct case trends and outcomes at chapter and council levels.
- Consistent and regular training and development around peer accountability practices, policies, and expectations.

- Participation in strategic planning and advising/coaching sessions.
- Staff professional development and active involvement in regional/(inter)national organizations and/or associations.
- Awards earned at the regional and national level.

4. Alumni and Stakeholder Engagement

Leverage alumni, advisors, house corporations, (Inter)National HQs, foundations, and campus partners as co-educators and strategic collaborators in student success and community growth.

Key Success Metrics:

- Volunteer and alumni engagement rates.
- Advisor onboarding, training, and retention.
- Chapters with more than one advisor.
- Community 360-degree collaboration assessment.
- Joint programming with stakeholders and resource contributions.
- Expansion of fundraising capacity through development and foundation collaboration.

5. Visibility and Value of the FSL Experience

Embrace the success of FSL students, chapters, and councils. Strengthen the public narrative around FSL by actively communicating its relevance, outcomes, and lifelong value—both on and beyond campus. Build a sense of pride of affiliation within the FSL community and the greater campus.

Key Success Metrics:

- Increased public awareness of academic, service, and leadership achievements.
- Develop and implement a comprehensive FSL marketing and storytelling strategy.
- Enhanced digital and print materials showcasing benefits of membership and celebrating success.
- Participation in UMD recruitment and orientation initiatives.
- Growth in prospective member interest and engagement and community size.
- Growth in engagement of faculty and staff, outward support for the community and pride in their own affiliation status.

Together, we move Fearlessly Forward—empowering students in mind, body, and spirit, and positioning FSL as a transformative force at UMD and beyond.

Membership Experience

What if…

What if the FSL experience were utilized as a partner to advance institutional goals for student development from the Office of the President down through every division?

What if the differences between all chapters and councils were celebrated and encouraged in all aspects including purpose, process, personality, and mission and all were coached toward their own, rather than collective, metrics of “success”?

What if the approach of the DFSL were not a “one size fits all”, but rather an individual coaching model empowering councils and their chapters to embrace the differences of their priorities, policies, and programming?

What if the formal and informal living learning experiences offered through fraternal membership were integrated into the overall UMD approach to student success?

What if the membership experience offered through fraternal membership were robust and beneficial beyond graduation?

What if mentorship were a key component of all aspects of the fraternal experience in formal and informal ways and a coaching approach to advising by the DFSL modeled expectations to chapter advisors, council officers, and even chapter leadership?

What if there was a robust suite of data informed resources, training, and educational opportunities that were not mandated, but encouraged through a structure of incentives at both the department and council level?

What if a data driven approach to designing, implementing, measuring, and revising all programming was expected for the FSL community, council, and chapter programming?

Fraternities and sororities at UMD can play a vital role in fostering students' sense of belonging, mentorship, and academic and emotional support which are essential to student success.

In considering these broad questions around the FSL membership experience, the committee reviewed a number of subsets within this area to establish recommendations and considerations for the future of the IFC and PHA communities.

Recommendation: Transition from Deferred to Open Affiliation for Fraternity and Sorority Membership beginning in Fall 2026

In 1995, UMD implemented a deferred affiliation policy prohibiting students from joining IFC fraternities and PHA sororities during their first semester. No comparable restrictions were placed on membership in any other student organizations at the time, nor have such restrictions been introduced since.

Today, the majority of peer public institutions do not impose similar restrictions. In fact, the trend has moved in the opposite direction: nearly 75% of Big Ten Public Institutions and 85% of large, land-grant public universities in the United States permit first-semester students to affiliate with fraternities and sororities. Within the Big Ten, only Rutgers University, Pennsylvania State University, and The Ohio State University—along with UMD—prevent first-semester affiliation. Furthermore, a growing number of institutions that previously implemented deferred affiliation policies are now actively re-evaluating or repealing them.

As UMD considers whether to maintain this policy, it is critical to assess its long-term impact. Over the past thirty years, IFC and PHA membership has declined, the number of affiliated organizations on campus has decreased, and housing vacancies have increased. Moreover, there is no conclusive evidence linking the deferred affiliation policy to improved academic performance or enhanced student safety.

We recommend that UMD discontinue its deferred affiliation policy and adopt an open affiliation model that allows all *qualified students* to join *chapters in good standing*. Under this model, each council retains authority to determine its recruitment timing in alignment with community needs and values.

Qualified Students

Students shall be considered qualified to join a fraternity or sorority if they have successfully completed at least **12 credit hours** from any accredited institution, Advanced Placement (AP) coursework, or dual enrollment programs that meet UMD transfer standards.

Eligible Chapters

Chapters shall be deemed eligible to recruit new members if they meet the following criteria:

- Are in good standing with the DFSL, the Office of Student Conduct (OSC), and their (Inter)National Headquarters.
- Maintain and execute an approved New Member Education Plan reviewed by their (Inter)National Headquarters, their governing council, and DFSL.
- Have completed their (Inter)National Organization's hazing prevention education, policies, and procedures in compliance with all UMD expectations.

Implementation Recommendations

To ensure a successful transition to open affiliation and support the academic and personal development of first-semester students, the following implementation steps are recommended:

- **Community Engagement and Planning**: DFSL should partner with IFC and PHA leadership, Chapter Presidents, and Advisors, to assess the current and anticipated needs of the community. This input should inform a comprehensive development and implementation plan for open affiliation.
- **Collaboration with Academic Advising**: DFSL should collaborate with Academic Advising units across campus to develop proactive academic support strategies for first-semester students who choose to affiliate. This may include enhanced scholarship programming, early interventions, and academic success workshops.
- **Data-Driven Learning and Assessment Plan**: DFSL should create and maintain a learning and assessment plan that tracks key indicators such as GPA, retention, disciplinary record status, and persistence of affiliated students compared to non-affiliated students. This data will be used to evaluate the impact of open affiliation and guide future enhancements to educational programming and student support services.

Recommendation: Recruitment

- Robust rebranding and marketing campaigns reframing community successes and essential nature to advancement of UMD's mission.
    - Primary messaging and delivery targeting incoming students and parents.
        - Collateral creation and distribution.

        - Integration in personal points of contact (orientation, tours, prospective student fairs).
    - Secondary messaging and delivery targeting state high schools, guidance counselors, etc.
- Timing and structure
    - Recommendation: Transition from Deferred to Open Affiliation for FSL Membership beginning in Fall 2026.
        - Consider working with RISE Partnerships to accomplish this. The University of Michigan is one of the growing examples. Campuses rolling back restrictions on affiliation that showed no positive impact on academic performance, or decrease in the number of hazing incidents or overall intensity.
        - Consider allowing the highest performing chapters (criteria to be established) to affiliate members upon UMD enrollment and allow them to move into approved fraternity residences in their first semester as they would any other residence hall. This would include off campus fraternal housing that is inspected and certified. This would be similar to the process at the University of Illinois.
    - Support PHA structured recruitment processes with expedited room reservations in Ritchie Coliseum.
    - Utilize pre-recruitment education of potential members via sororitylaunch.com. It is a data driven program proven at peer institutions to increase retention, a more positive experience by both potential new members (PNMs) and members. It can be customized to the campus and all fees have been waived.
        - Promote to potential members and parents.
        - Utilize full data analysis opportunities to measure motivations, expectations, as well as demographic information for tracking.
    - Utilize multi-modal training of PHA recruitment counselors with a mix of online and in-person training (launchpointlearning.com). Develop a parallel program for IFC (consistent with many other communities).
    - Evaluate cost for participation in Recruitment and overall membership costs as part of Overall Financial Review mentioned below.
    - Develop and encourage community wide and individual chapter development of alternative funding structures such as grants, scholarships, and need based waivers for participation in both recruitment and possibly total cost of membership.

Recommendation: Onboarding of New Members

- Support training of chapter and council officers on the value of establishing positive rights of passage based programming for new members to facilitate integration into the entire FSL community through a multi-modal and modular programming rather than one single in-person session (or in-person through large and small group, peer facilitated, tracked online course and live video based).
- Allow space for chapter specific onboarding under the supervision of local volunteers and national organization staff without unnecessary intrusion or micro management.
- Provide resources for chapters to review and analyze past membership onboarding effectiveness and coaching for improvement.
- Effective hazing prevention through education and policy is addressed in the Conduct section of this document.

Recommendation: Education and Training

- Develop and implement, in coordination with councils, officer training courses with encouraged (incentivized), but not mandated participation. Educational and training initiatives should augment and not duplicate programs offered, and required by chapter's (inter)national organizations. DFSL should make all reasonable efforts, in partnership with (inter)national organizations, to limit the burden of duplicate efforts made by chapters to meet requirements by both their own (inter)national organizations and UMD. Programming should focus on addressing specific goals based on a data driven assessment of needs and impact on those issues should be tracked over time to measure programming effectiveness (Dyad Strategies Campus Based Assessments and/or Piazza Center). A review and reprioritization of existing programming including potential additions/replacements should be conducted.
- Training
    - Training of specific officer roles and responsibilities relative to operational needs.
    - Credit bearing courses (including President and Rho Gamma (PHA) Classes).
        - President's Class - Spring Semester, not mandatory, focuses on leadership and the Social Change Model (open to all 4 councils).
        - Rho Gamma Course - Fall Semester, focuses on emotionally intelligent leadership, responding to issues and challenges in recruitment, etc.; mandatory, but with exceptions.

        - Peer Facilitation in FSL (all 4 councils).
        - Credit bearing internships for SAP and Student Belonging.
        - Identify scholarship or financial need sources to support students in taking these courses where potentially:
            - Students don't have to pay for any materials/readings.
            - Clifton Strengths is paid for out of the leadership fund.
    - DFSL Officer Training
        - FSL Leadership Summit (semesterly) - tracked by roles: Risk Management, New Member Educators, Sexual Assault Prevention Liaisons, Anti-Bias Training, VP Finance, VP Recruitment, Presidents.
        - Quarterly community leader sessions (roundtable formats in the past, but this one will be much more intentional).
        - UMD Syndesis - an overnight retreat open to all FSL members that focuses on social justice, inclusion, and equity. Syndesis is open to any member of a fraternity or sorority on campus, and the application will go live in September or October for the retreat in November.
        - Intertwine chapter coaching into ongoing leadership training .
            - Group Coaching session/semester on a variety of topics - choose the topic that makes the most sense for their chapter.
    - Support Non-UMD Leadership Experiences
        - National Organization Experiences
            - Regional Academies
            - Officer Specific Trainings
            - National Conventions
            - Ongoing issue and officer training based webinars
        - Regional Leadership Experiences - NGLA or AFLV
        - NIC's UIFI and NPC Academy
    - Risk Management/Harm Reduction Specific Training
        - Risk Management Chair Training
            - Partnership with Health Promotion & Wellness Services (HPWS)
                - Provide safer sex bulk supplies, Narcan, etc.
        - Social Event Monitoring (SEM) Policy
        - IFC/PHA Tailgating Policies
    - Hazing/Alcohol and Drug/Sexual Assault
        - Effective hazing prevention through education and policy is addressed in the Conduct section of this document.

    - Diversity and Inclusion
        - Ten Terp Plan for Equity and Social Justice
        - Syndesis Monthly Programming
        - Connection to Bias Incident Support Services
        - Incentivized programming that 90% of each chapter should attend
        - DFSL has invested in a Graduate Assistant for Diversity and Inclusion Programs and a Coordinator for Equity and Social Justice (who splits their time with PHA advising)
- Personal and Professional Development
    - Member Educational Initiatives
        - DFSL should coach councils and chapters to align personal and professional development with UMD trends focusing on competency based learning.
        - DFSL should embrace chapter and council leadership roles as co-curricular experiential learning experiences and provide structure as fits parallel programming within academic disciplines.
        - DFSL should engage community leaders with badged micro-credentials already offered through UMD in other DSA and academic departments.
        - DFSL should investigate programming around the value of fraternity based learning communities and investigate the possibility of establishing new learning communities based on themes such as servant leadership, or similar courses of study—possibly filling vacant university-owned facilities.
        - DFSL should coach chapters and councils on engaging existing UMD resources for the professional development of members e.g. The Career Center, CLOC, University Health Center (UHC), University HR Talent Management Team, etc.
        - DFSL should coach chapters and councils on developing core leadership, communication, confrontation, and change management skills in emerging and existing leaders.
    - Academic Success
        - UMD currently requires chapter and new member GPAs to be above 2.5 each semester—Is this a good enough standard? Is a standard needed when (inter)national organizations have their own?
        - Develop infrastructure so the councils and DFSL can support tracking and reporting of member's grades to allow for timely intervention.
    - Programming

- Philanthropy and Service - DFSL should shift mandated service hour requirements to an encouraged system with an effort on empowering council support through program planning and information sharing that ties to an incentivized funding model listed below.
    - IFC and PHA staff Clean City Project.
    - Councils should encourage and facilitate chapter participation in UMD organized service opportunities through Office of Community Engagement (Good Neighbor Day) and Leadership & Community Service Learning.
    - Councils should encourage and facilitate chapter participation in other chapters, their own, and other council service initiatives.
    - DFSL and councils should report back on the impact of service initiatives and philanthropic efforts with broad internal and external communication campaigns.
- Social Events
    - SEM policy should be reviewed to consider encouraging/allowing social events with alcohol to return back to chapter facilities.
    - Consider working with Dyad Strategies to review within the context of industry wide research initiatives.
- Intramurals
    - They exist with RecWell and chapters can select into them.
- FSL Community-wide Events
    - SpringFest
    - Homecoming
    - Maryland Day
    - Family Weekend
- Health and Wellness
    - Training (listed above)
    - HPWS provides safer sex bulk supplies, Narcan/Naloxone, and individual level support for sleep, mental health, and nutrition.
        - Are there ways to support at a chapter level for topics such as eating disorders?
        - MHFA, CPR, Emergency certifications, etc.
        - If funding is an issue, can scholarships or donations be provided?

Recommendation: Community Risk and Harm Reduction

- DSA should implement a division wide, data informed set of strategies to address key health and safety risk factors through a comprehensive full campus approach in which the FSL community is just one targeted community as is also referenced in the Accountability, Conduct, and Risk Management section.
- Hazing Prevention
    - The Piazza Center's What Works Research Initiative
    - Stop Hazing Consortium
- Relationship Violence and DSA
    - The Clery Center
- Alcohol and Other Drugs
- Mental Health
    - JED Foundation

Recommendation: Funding Structure

UMD should consider adopting similar funding strategies in place at FSL peer institutions (e.g. Ohio State, Penn State, Univ. of South Carolina, and Indiana) that have increased funding for their DFSL office. DFSL should consider a reasonable per student fee in addition to a per chapter fee which supports the FSL community and helps establish greater buy-in from students. A scholarship fund should be established to support students with financial need and/or consider waiving the fee for any students with unmet need and/or a Pell recipient. A comprehensive funding plan should be developed that includes individual fees, chapter fees, and a creative "all sources" approach.

- Develop an incentive based funding model that supports councils and chapters balancing per chapters in addition to per member funding model that incentivized performance on key benchmarks that correlate to measurable chapter performance relative to the advancement of community and UMD stated goals.
- Explore partnership with Student Government Association (SGA) for direct and project based grant funding for programs and initiatives that can provide benefit to the entire student body.
- Develop partnerships with NIC and NPC and corresponding foundations for grants, scholarships and co-programming opportunities to augment budget and offset costs.
- Partner with University Relations to engage the power of FSL alumni toward the advancement of chapters, councils, individual members, and large initiatives.
    - Program grants for educational initiatives.

    - Need and achievement based academic, housing, and/or membership dues scholarships.
- Work with the Office of Family Engagement on potential partnership programming opportunities.
- Investigate municipal, county, state, and even federal programs that provide funding sources that could support chapter and council initiatives.
- Partner with UMD's Office of Corporations and Foundations to establish large scale funding sources for valuable initiatives.

Recommendation Summary

- Recruitment:
    - Transition from Deferred to Open Affiliation for FSL Membership beginning in Fall 2026.
    - Remove restrictions on first semester students from moving into fraternity and sorority houses (both university and privately owned) that are certified as safe structures for Fall 2026.
    - Eliminate all reasonable barriers for students to transfer from residence halls into fraternity and sorority houses (both university and privately owned).
- Align new member onboarding, officer training, and member education with data driven strategies that track performance on key metrics over time.
- Pull community risk and harm reduction efforts into larger DSA initiatives employing expertise and staff in all departments rather than siloed and duplicative efforts within DFSL.
- Create a new incentive based funding structure that promotes chapter performance and expands to an "all sources" approach to collecting the resources needed to advance the community.

Stakeholder Relationships and Strategic Relationship Development

Recommendation: Build a Culture of Transparency and Trust Designed to Enhance Alumni Engagement and (Inter)National Organization Collaborations

Stakeholders are likely to stay committed, engaged, and advance FSL priorities if they are made to feel included, transparency is present, and there is a culture of trust and communication. In order to repair and strengthen relationships, DFSL and key stakeholders should work to build a culture of transparency, trust, and partnerships, particularly given the impact Spring 2024 had on the relationships between UMD and its FSL community. This effort should include:

- Building a culture of reciprocity in relationships between UMD and its stakeholder network. This should include bringing key DFSL personnel and representatives from its stakeholder network to engage in conversations on expectation setting and develop shared commitments which guide how these communities repair and strengthen their relationships.
- Continue to build a data culture in DSFL outlined in the early action recommendations.
- Develop clear and concise communication about incidents, actions, and outcomes including publishing an incidents dashboard that is regularly updated.
- Partner with leading universities to implement a FSL staff consortium beyond the Big Ten with the purpose of providing shared mentorship and support for advancing fraternity and sorority life nationally.

Over the past several years, DFSL has experienced significant staff turnover which has weakened existing relationships with both internal and external stakeholders. In the absence of clearly documented processes, defined roles, and formal memorandums of understanding (MOUs), much of DFSL's collaboration has become inconsistent, reactive, and driven by crisis rather than strategy. While some operational coordination continues, DFSL lacks the strategic integration and shared accountability systems necessary to support a high-functioning, complex FSL ecosystem.

The prolonged vacancy in the DFSL Director position further exacerbated these challenges. Relationships with (Inter)National Headquarters, chapter advisors, and student leaders were severely strained, particularly during and after the implementation of the Spring 2024 cease and desist actions. The absence of steady leadership at this critical time led to communication breakdowns and a loss of trust. Stakeholders noted that had stronger, more intentional relationships been in place—with consistent communication and collaboration among DFSL staff, advisors, and national partners—the outcomes and community response might have been very different.

Additionally, UMD's engagement with municipal and law enforcement partners such as UMPD, Prince George's County Police, and the City of College Park has decreased with changes in City staffing. Lapses in communication, data-sharing, and joint planning have hindered effective coordination of off-campus behavior and student safety. This breakdown in external partnerships reflects a broader decline in relationship building and engagement in DFSL.

Historical Frameworks and Current Limitations

Historically, DFSL maintained a more structured framework for engagement, with predictable communication pathways, scheduled meetings, and collaborative planning. These systems helped foster trust, accountability, and alignment across UMD departments, student leaders, alumni, and external partners. However, these practices have largely unraveled since the COVID-19 pandemic and the change in department leadership. Stakeholder engagement is often dependent on individual staff members rather than consistent departmental culture, leaving the operation vulnerable to turnover and misalignment.

Based on stakeholder feedback, DFSL has increased communication with advisors and chapters through a monthly newsletter, council specific advisor monthly meetings, and held a House Corporation Brunch Meeting to kick off the Spring semester. These processes provide a good foundation from which to build. It is crucial that external partners continue to engage with these communications and reciprocate with DFSL.

Barriers to Internal Collaboration

Internally, DFSL's physical environment has also posed barriers to collaboration. The current space in the Adele H. Stamp Student Union—a narrow, windowless hallway—is functional for individual work, but not conducive to team-based planning, professional development, or innovation. The lack of dedicated collaborative space contributes to isolation and impedes the creative problem-solving necessary to meet the evolving needs of the community.

Internal and External Stakeholder Engagement

At its core, DFSL is a relationship-driven office, and its ability to deliver a student-centered, values-based FSL experience depends on sustained, intentional partnerships. Internal stakeholders—including students, council leaders, parents, and UMD offices—have expressed a desire for improved communication, consistent advising, and transparency in departmental operations. External stakeholders—including (Inter)National Headquarters, advisors, house corporations, and alumni—have similarly expressed frustration over a lack of inclusion in decision-making, infrequent communication, and diminished trust in UMD processes.

Peer institutions have successfully embedded practices that support proactive engagement and shared accountability. Examples include transparency in conduct reporting, regular stakeholder meetings, coordinated outreach before crises, and structured parent communication. Other campuses host town-gown partnerships such as "Adopt-a-Cop" and weekly meetings between law enforcement and student leaders,

strengthening mutual trust and student safety. These practices illustrate that robust collaboration is possible and beneficial when prioritized.

At UMD, however, gaps persist. UMD has not publicly shared findings or outcomes related to the Spring 2024 cease and desist, which has created mistrust. Communication with (Inter)National Headquarters has been strained, with offers to collaborate with DFSL reportedly ignored. Chapter advisors feel they have been excluded from key conversations, and house corporations feel they have been left out of long-term housing discussions. Leadership vacancies and lack of training further compound these issues, leaving critical stakeholders uninformed, but still engaged with their chapters while waiting for improved collaboration from UMD staff.

To rebuild trust and create a more integrated ecosystem, several steps are recommended:

- DFSL and OSC should consider the feasibility of sharing findings and lessons learned from Spring 2024 and commit to conduct transparency going forward. Many peer institutions are doing good work in this area. Here are a few - University of South Carolina, Purdue, Ohio State, Florida State to consider for application at UMD.
- Trust with (Inter)National Headquarters must be repaired and cultivated for the long-term health and prosperity of the community.
    - A facilitated on-site meeting of NPC HQ executives and NIC HQ executives should be scheduled and completed in the next three months.
        - NPC and NIC leadership should decide if this meeting should be combined or held independently with UMD staff to honor the distinct needs of the organizations.
        - Co-authored MOUs and proactive crisis communication protocols could be developed to formalize the agreement between parties.
- The creation of an annual plan and communication protocols must be developed. An off-site meeting is recommended for a group of staff, advisors, and house corporation members to jointly create the following:
    - Development and implementation of regular communication mechanisms such as newsletters, health-of-the-community reports, and standing meetings with key stakeholder groups.
    - Formal engagement structures must be established—annual calendars, shared agendas, clear points of contact, and hybrid participation models—to ensure accessibility and alignment.

    - Training programs should be developed to build capacity and consistency among volunteers, with in-person sessions each summer and digital toolkits available online.
    - Clearly outlined expectations of the roles and responsibilities of all stakeholders including advisors and house corp volunteers and all others.
    - Establishment of an annual planning/review meeting between DFSL staff, advisors, chapter leadership and, if applicable, house corporation leadership.

Recommendation: Advance a Living-Learning Model Within FSL

FSL has the resources, values, and opportunity to be woven into the academic mission of the institution and UMD's FSL program can become a national model for aligning with the academic mission of an institution. To support this, DFSL should engage in a strategic planning process which centers, and is aligned with, UMDs Fearlessly Forward strategic plan. This process should include developing a clear set of success metrics/outcomes and SMART (specific, measurable, attainable, relevant, and time-bound) goals aligned with UMD's academic mission and Fearlessly Forward strategic plan. Doing so will help ensure future programmatic initiatives clearly demonstrate how DFSL advances UMDs strategic plan. In order to set this process up for success, DFSL should consider the following:

- Programming efforts and FSL's communications strategy should highlight data and storytelling on how FSL contributes to belonging, a sense of community, leadership capacities, service, experiential learning, and persistence/graduation rates.
- DFSL should revamp its instructional investments to offer a suite of FSL leadership courses aligned with UMD general education learning outcomes and designed through partnerships with UMD colleges and schools.
- DFSL should leverage insights from successful collaborations—such as the Sigma Chi and Smith Business School Experiential Class for Social Good—while developing partnerships with (Inter)National Organizations and Foundations to expand and enhance programming. DFSL should consider how it can leverage the diversity in its student participants and organizations to launch an intergroup dialogue initiative which fulfills UMD's new practice-based general education diversity requirement.
- Given the shared service commitments across FSL organizations, DFSL should consider partnering with the Provost's Office of Community Engagement and the Stamp's Leadership & Community Service-Learning office to develop a FSL service-learning course.

- Inspired by Sigma Phi Epsilon's Quest to Greece study abroad course and UMD's high study abroad participation rates among FSL students, DFSL should consider partnering with the Education Abroad unit to launch an annual FSL leadership-focused study abroad course which strengthens its students' culturally relevant leadership skills.

Recommendation: Strengthen Relationships with the City of College Park Residents

We must acknowledge that IFC and PHA members have, at times, disrupted the experience for residents of the City of College Park. This presents our students with an opportunity to repair past harm caused, and become a model for FSL town/gown relationships. DFSL should work with IFC/PHA leadership and chapter presidents to develop a strategy for promoting authentic and open relationships between IFC/PHA students and local community members. This should also include training for judicial boards on how to hold students accountable for behaviors which promote positive relationships with local College Park residents. DFSL and chapter leadership could consider implementing the following initiatives:

- IFC/PHA partnership with the Office on Community Engagement to ensure FSL has a significant presence during College Park Good Neighbor Day.
- Develop an annual tradition at the start of the year where FSL hosts a College Park community-wide event to strengthen town/gown relationships.
- Consider how to move beyond performative programs which demonstrate that FSL students are invested in the vibrancy and beauty of the City of College Park.
- FSL students should host an annual thank you breakfast and relationship building event for the City of College Park and UMD staff which could include code enforcement, UMD and Prince George's County police, DFSL staff, and local fire and EMS personnel and volunteers.
- DFSL and IFC/PHA Executive Boards should, at a minimum, have representation on the City Multi-Agency Service Team (CMAST) and regularly attend meetings as active participants.
- Ensure FSL participation in regular town-gown meetings (e.g., UMD-College Park Partnership).
- Establish an MOU for cross stakeholder collaboration on noise, conduct, and safety concerns and ensure timely data sharing. At peer institutions like Purdue, weekly meetings between FSL staff, local law enforcement, student conduct offices, and council leadership have proven effective in fostering collaboration, promoting action-oriented solutions, and enabling real-time data sharing.

- Consider the creation of relationship building programming between FSL leaders and local police departments. Virginia Tech is doing good work in this area with their IFC Adopt-a-Cop program.
- A DFSL representative should attend any key City/University partnership meetings.

Recommendation: Create Best-in-Class Tactical Communications

Effective and intentional communication is the foundation of a strong FSL community. At UMD, communication must be approached as a strategic function—supporting transparency, community engagement, stakeholder alignment, and crisis response. Through consistent, tailored, and well-coordinated messaging, all key constituents—including students, advisors, house corporations, (Inter)National organizations, alumni, and UMD partners—can work together to enhance the FSL experience and foster student success.

As emphasized by NASPA (2021), “An essential part of creating positive and sustainable relationships between institutions and organizations is the implementation of proactive measures for open and ongoing communication.” FSL communities are strengthened when communication is timely, inclusive, layered, and audience-specific.

DFSL’s communications strategy needs to recognize the unique needs of its varied stakeholder network and develop deliberate communications which centers the idea that its stakeholders are its #1 resource. This communications strategy, developed in partnership with the DSA Director of Strategic Communications, should include the following:

- Website overhaul with a focus on telling the story of how FSL members are doing good and promoting a sense of belonging and community.
- Make key data more accessible and visible including:
    - Conduct/incidents dashboard.
    - Outcomes and impact data (retention, graduation, alumni engagement, giving, graduation salary), storytelling of the positive impacts of FSL.
    - Regular newsletters/communications to stakeholder networks.
- In partnership with the DSA Director of Development & External Relations, DFSL should develop a development/giving strategy to coincide with the public phase of UMD’s new capital campaign with a particular emphasis on facilities improvements and student scholarships.
- DFSL should consider partnering with the University Career Center to maximize and advance a FSL alumni network designed to promote employability outcomes

among FSL students. This may also help to expand services to young alumni who continue to have employment needs.
- DFSL should leverage its stakeholder relationships and notable FSL alumni to offer microcredential courses in leadership or a FSL Fellows program modeled on UMDs global/federal fellows program which brings together industry experts to offer courses around a particular theme coupled with an internship experience.

When developing a DFSL communications strategy, the unit should consider the following:

- **Intentional UMD Communication**
    - **Dedicated Staffing and Resources:** Ensure DFSL has the staffing and tools required to support high-quality, community-wide communication.
    - **Updated Contact Management:** Maintain accurate contact lists through a centralized system (e.g., Listserv or portal).
    - **Strategic Messaging Calendar:** Develop and communicate an annual plan aligned to UMD and council priorities, key dates, and chapter operations.
- **Proactive Communication Planning**
    - Monitor chapter and council progress against expectations and benchmarks.
    - Evaluate success metrics annually and share findings with stakeholders.
    - Celebrate achievements publicly to promote positivity and reinforce community value.
- **Crisis Communication Protocols**
    - Develop a clear communication framework for crisis situations, including:
        - Immediate notification to Chapter Presidents, Advisors, and (Inter)National Headquarters.
        - Coordinated messaging to prevent confusion and misinformation.
        - Direct FSL outreach using phone calls and follow-up communications.
- **Tailored Communication by Audience**
    - A one-size-fits-all approach is ineffective. Communication must be tailored to meet the unique needs of each stakeholder group, balancing transparency with relevance.
    - **Stakeholder-Specific Messaging Should Include:**
        - **Newly Admitted Students and PNMs:** Introduce the FSL community and highlight the benefits of involvement early.

        - **Current Members and Chapter Leaders:** Deliver operational guidance, leadership development resources, and timely announcements.
        - **Parents and Families:** Develop clear communication strategies for prospective and current member families. Consider direct mail and digital campaigns modeled after Clemson University's parent communications.
        - **Advisors:** Include in all key communications. Establish a minimum communication threshold (e.g., monthly updates, key alerts) and maintain active phone/email contacts.
        - **(Inter)National Organizations:** Ensure HQ staff are informed of major announcements. Maintain multiple points of contact and provide real-time updates when appropriate.
        - **House Corporations:** Provide regular updates on facility policies, occupancy, and UMD-led initiatives that affect housing operations.
        - **Campus Partners:** Maintain transparency with campus entities (e.g., DSA, OSC, Department of Resident Life) through shared updates and roundtable participation.
        - **Community Partners:** Engage local leaders, city officials, and police in town-gown initiatives and safety collaborations.
        - **Alumni:** Offer updates, invite involvement, and highlight contributions.
        - **Opt-In Audiences:** Allow the public, alumni, and prospective members to subscribe to newsletters via the DFSL website.

Communication Infrastructure and Delivery

- **Multi-Modal Methods of Delivery:**
    - Email
    - GroupMe / WhatsApp (student-facing)
    - Zoom / In-Person Meetings
    - Newsletters (PDF + web versions)
    - YouTube and social media
    - Website (central repository)
- **Layered Messaging Model:**
    - **Annual Summer Training Meeting:** Establish yearly goals, review policies, and preview key dates.
    - **Monthly Updates:** Offer consistent touchpoints with reminders, announcements, and opportunities.

- **Newsletters:** Celebrate success stories, promote upcoming events, and share community statistics.
- **Roundtables and Topic-Based Forums:** Facilitate relationship-building and problem-solving around specific topics (e.g., housing, recruitment, risk management).
- **Annual Awards and Recognition:** Use celebration as a communication tool to reinforce values and encourage excellence.

Best Practices from Peer Institutions

Top-performing institutions incorporate marketing and communication as strategic pillars of FSL operations. Examples include:

- University of Tennessee – The Torch: A professional publication celebrating community success.
- Clemson University – Department Highlights Report 2023–24: A year-in-review report shared with stakeholders.
- University of South Carolina – Parent Guidebook, Myth vs. Reality Video, and Weekly Newsletter: Targeted outreach and education for families, members, and the public.
- Purdue University - Newsletters

Strategic Recommendations

- **Develop a UMD-wide FSL Communication Strategy**
  - Align messaging across departments and partners.
  - Clarify responsibilities for internal and external communications.
  - Prioritize proactive outreach to (Inter)National partners and advisors.
- **Design Stakeholder Communication Plans**
  - Segment audiences and define appropriate communication types, frequency, and delivery methods for each group.
  - Build council-specific expectations for advisor and HQ engagement.
- **Invest in Communication Platforms and Content**
  - Create branded templates for newsletters, announcements, and social media. Consider utilizing UMDs salesforce marketing platform for more effective communications.
  - Train staff and students in strategic communication and storytelling.
  - Launch a refreshed DFSL website with subscription options and event calendars.
- **Monitor Communication Effectiveness**
  - Track open rates, engagement metrics, and feedback from stakeholders.

- Solicit feedback annually and adjust based on needs and trends.

Communication is not a passive function—it is a strategic driver of FSL culture, reputation, engagement, and success. By elevating communication into a proactive and structured component of DFSL operations, UMD can enhance transparency, build stronger partnerships, and better support the student experience.

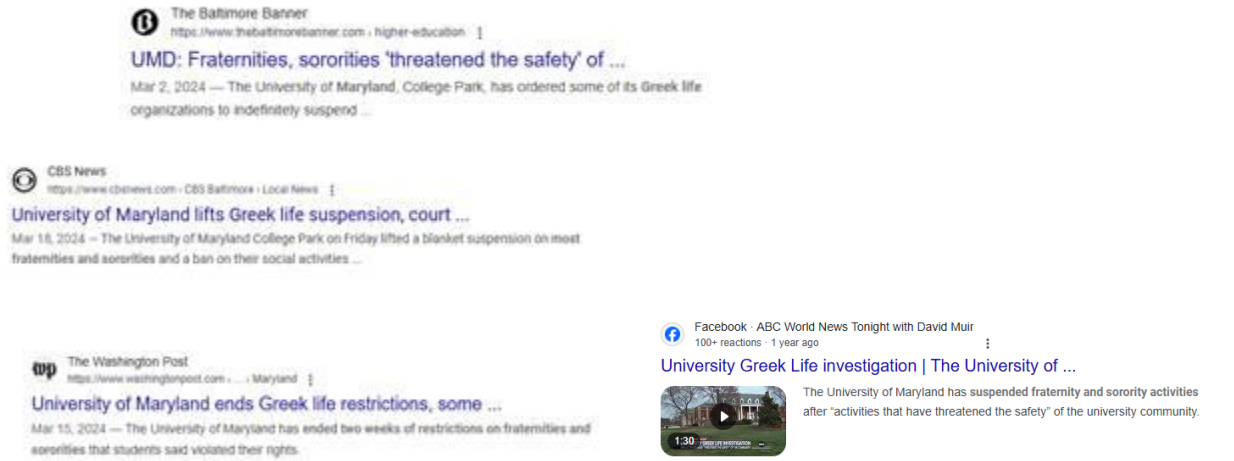
Recommendation: Rewrite the Narrative with Strategic Marketing and Storytelling - External Communications

Effective, intentional, and transparent communication is the foundation of a thriving FSL community. At UMD, marketing and storytelling must be viewed not merely as support functions, but as critical drivers of student engagement, stakeholder trust, and long-term community reputation and viability. Whether attracting prospective members, reassuring families, building alumni pride, or reporting outcomes to UMD leadership, DFSL must adopt and execute a proactive communications strategy that amplifies the value, mission, and impact of the FSL experience.

Current Landscape

Despite the measurable and historical academic, leadership, and service contributions of the PHA and IFC communities, the absence of a thoughtful, funded, strategic, and institutional marketing communications plan continues to impede membership sustainability and growth, damage reputations, and prevent community members from proudly telling their story.

In a year since the Spring 2024 cease and desist, it is not readily apparent what support DSA has provided to improve the image of FSL despite a commitment to do so. In fact, a google search of “University of Maryland fraternities and sororities” in March, 2025, provides little except the headlines from the community cease and desist.



Unlike other institutions, UMD does not produce professional, institutionally branded marketing or communications materials dedicated to promoting the FSL community on a consistent, annual basis. While DFSL maintains a basic website, it lacks modern design, intuitive navigation, and dynamic, student-centered as well as benefits-oriented storytelling. Key digital resources do not reflect the vibrant or transformative aspects of membership and fail to communicate the depth of the community's impact. Meanwhile, FSL's social media presence is inconsistent, largely internally focused, and underutilized as a tool for storytelling, visibility, and stakeholder engagement.

Video content and presentations such as "Fraternity & Sorority Life 101" are outdated, not actively promoted, and difficult for prospective students or their families to locate. Individual councils and chapters are responsible for managing their own marketing, resulting in a customized approach in tone, messaging, and design. What is needed is a unifying, overarching message that communicates a cohesive narrative about the historic value, impact, and contributions of the FSL community.

Additionally, existing resources describing FSL housing are minimal and fail to highlight the once-in-a-lifetime experience of living in a chapter house. These materials lack compelling visuals, personal testimonials, and clear articulation of the benefits of communal living, leadership development, and connection that FSL housing provides – rendering FSL housing non-competitive in the marketplace.

This communications gap is especially critical given rising expectations from today's students and families. Incoming students are high-achieving, digitally savvy, and accustomed to engaging with polished, transparent, and user-friendly content. Many students come from first-generation or underrepresented backgrounds and may have limited prior exposure to the FSL experience. As a result, they—and their families—require culturally relevant, inclusive, and easy-to-navigate materials to inform

their decisions. Additionally, parents now play a more significant role in the college experience, often driving or influencing decisions related to involvement, safety, and finances. This demands that resources such as chapter scorecards, conduct records, cost breakdowns, and housing expectations be easily accessible, accurate, and continuously updated.

In its current state, DFSL lacks the coordinated marketing communications infrastructure, storytelling strategy, and expertise necessary to meet these modern needs. This is a critical priority to elevate the profile, stature, and reputation of the FSL system, which would result in increased viability and over-all performance of the FSL community at UMD over time.

Maryland FSL Instagram

University of Maryland FSL Life YouTube

Fraternity & Sorority Life at Maryland

The Case for Strategic Communications

Be the #1 Advocate
DFSL must position itself as the most visible and consistent advocate for the FSL community at UMD and be accountable for the promotion of the community. Through intentional and strategic messaging, DFSL should spotlight both the individual benefits of membership—including the transformative live-in experience—and the collective impact of the FSL community on the broader campus environment. Key storytelling areas should include academic excellence, leadership development, service and philanthropic contributions, and the success of alumni and current members across campus and beyond. By reclaiming and amplifying this narrative, DFSL can ensure that FSL is recognized as a vital contributor to student belonging, engagement, and UMD pride.

Tell the Whole Story
Communications should go beyond event promotion and internal updates. They must reflect the full value proposition of FSL—from community and belonging, mentorship and career readiness, to philanthropy, civic engagement, and the benefit of long-term alumni networks. Real student voices and real community outcomes must shape the story.

Meet Audiences Where They Are
To engage current and prospective members, families, alumni, and campus stakeholders, DFSL must tailor messaging across multiple platforms using multimedia

formats. A paid media (advertising) campaign and earned media (public relations) strategy should be part of any successful marketing communications plan. Additionally, UMD should consider donating UMD “owned” media such as CCTV, digital billboards, websites, and podcasts as part of a robust program. Each audience requires different types of information, tone, and timing. Marketing must be layered, inclusive, and aligned across internal and external channels.

Restore and Reinforce Trust

Following the perceived reputational harm caused by the community-wide cease and desist (C&D) actions affecting PHA and IFC organizations, compounded by what felt like a lack of transparency regarding investigative outcomes, trust between UMD and key stakeholders has significantly eroded. And, trust between UMD and other stakeholders has been enhanced. The university must focus on rebuilding trust with those most affected, which requires proactive, transparent, and strategic communication to reestablish confidence among students, families, (Inter)National organizations, public audiences, and other partners. A compelling, unified narrative—supported by consistent marketing investment from UMD and stakeholders—will demonstrate accountability, responsiveness, and a renewed commitment to the value, contributions, and long-term success of the FSL community.

Peer Institution Best Practices

These institutions treat marketing as a foundational strategic function—DFSL at UMD must do the same. To successfully execute this initiative, a comprehensive marketing communications plan and a forthright assessment of existing internal resources, expertise, and workload should be conducted. Accordingly, consideration should be given to engage contractors to supplement any gaps in the assessment. Any subsequent marketing plan will need to provide budget allocations and timelines, including campaign reporting junctures.

- **Clemson University:** Produces annual “Department Highlights” reports and leadership growth videos that celebrate community outcomes and development. Clemson department highlights, How Clemson Fraternity and Sorority Leadership Supports Leadership Growth, YouTube - How Clemson Students Raised Almost $1 M, Sharing the good news
- **University of South Carolina:** Publishes a detailed FSL guidebook and high-quality marketing videos like “Myth vs. Reality.” USC FSL Guide Book, Myth vs. Reality Video, Instagram FSL
- **University of Tennessee**: Releases “The Torch,” a guidebook that showcases FSL contributions. 2024 Guide Book "The Torch"

Strategic Marketing and Communications Priorities

- **Website Overhaul and Content Modernization**
  Focus groups of user groups could provide direction in redesign of the DFSL website as the central hub for all stakeholders to include content and resources for students, parents, alumni, advisors, and house corporations. Updated content should include:
    - Clearly communicate the **benefits of life-long membership**.
    - Provide **transparent chapter-level data** (scorecards, conduct outcomes, service hours).
    - Showcase **impact metrics** and community contributions.
    - Include **FAQs for families**, links to council websites, and a digital events calendar.
    - **Suggested Feature:** A rotating “Chapter of the Month” spotlight, alumni stories, and a “Why FSL?” section featuring testimonials from students and families.
        - Implement search engine optimization (SEO) and search engine marketing (SEM) campaigns to capture qualified audiences in a timely basis (when THEY are searching for FSL information). This is particularly critical for families during key recruitment periods. A campaign can be efficiently managed in collaboration with UMD entities to effectively reach candidates and influencers at key decision-making junctures while geo-targeting appropriate messages.
- **Robust Social Media and Digital Engagement**
  DFSL must adopt and fund a platform-specific strategy to reach a wide and diverse audience (students, families, campus stakeholders, etc.) including:
    - **Instagram, TikTok, Facebook, Snapchat**: Day-in-the-life student features, council event reels, chapter spotlights, and inclusion program initiatives.
    - **LinkedIn**: Leadership development stories, internship highlights, and alumni career milestones.
    - **YouTube**: Re-release of “FSL 101” series with modern production; interviews with advisors, alumni, and families.
    - **Audio Channels**: Spotify, Pandora, WMUC-FM.
    - Campaigns should include paid and earned media and production support for:
        - “Why I Joined” testimonial series.
        - “Behind the Letters” stories from members.
        - “Advisor & Alumni Appreciation” recognition weeks.

        - “FSL by the Numbers” impact infographics.
    - "Do Good" features to amplify the existing philanthropy and service chapters are already doing.
- **Inclusion in UMD Communications**
  DFSL should develop content for inclusion in UMD’s central communications, admissions, orientation, family engagement and student affairs offices regarding FSL:
    - Feature FSL in **Maryland Today**, admissions materials, and family newsletters.
    - Ensure chapters and councils are featured during **Admitted Student Day**, **Move-In**, and **Orientation.**
    - Include FSL in **“Keep Connected”** and similar campus communications.
- **Family and Alumni Engagement Strategy**
  Families and alumni are essential partners in community building and trust:
    - Establish a **Family Hub** on the DFSL website with resources and event information.
    - Launch **Family Webinars** before and after recruitment.
    - Create a quarterly **DFSL Alumni Newsletter.**
    - Feature alumni in mentoring and philanthropy campaigns.
    - Offer giving opportunities tied to housing, scholarships, and chapter development.
- **Visibility at Signature UMD Events**

  DFSL and council leadership should collaborate to develop a plan that encourages FSL student participation in UMD events—promoting school spirit, demonstrating community values, and fostering positive engagement with the broader campus and public.

    - **Admitted Students, Orientation, and Move-In**: Host welcome tables in residence hall zones and include materials in family orientation packets, door hang tags with “welcome to” and recruitment messaging, invite student members to assist with move-in day wearing branded FSL t-shirts and as orientation leaders. While this FSL move-in program used to happen, with limited success and phased out with the adoption of the Terp Welcome Crew, it should be reconsidered.
    - **Maryland Day**: Offer house tours, chapter booths, and interactive events, organize chapter/member involvement, and wear branded FSL t-shirts for Maryland Day.
    - **Homecoming and Alumni Weekend**: Coordinate open houses, alumni socials, and networking mixers.

Summary and Recommendations

To fully harness the power of communications in service of the FSL mission, DFSL should:

- **Design a comprehensive marketing communications strategy** targeting students, families, alumni, and institutional stakeholders.
- **Redesign the DFSL website** with modern design, improved user experience, and dynamic content. Collaborate with stakeholders to develop user friendly format and functions.
- **Develop DFSL branded marketing materials** and messaging toolkits for councils to utilize.
- **Create an annual "FSL Community Impact Report"** modeled after best-in-class institutions.
- **Hire or designate a marketing and communications lead** within DFSL or through DSA to manage brand and messaging consistency as well as coordinated campaign timing. Engage contractors (as necessary) to supplement any gaps in marketing expertise, personnel, or workload.

Recommendation: Strengthen Internal Communications by Creating Transparent and Consistent Communication

Effective communication is the cornerstone of a strong FSL community. Through transparent, well-planned, and consistent messaging, all key stakeholders—including students, advisors, house corporations, (Inter)National organizations, and UMD administrators—will be better equipped to support student success and foster a thriving FSL experience.

Intentional UMD Communication Strategies

UMD must be deliberate in its communication efforts, ensuring adequate staffing and resources to meet the community's needs. As noted by NASPA (2021), "An essential part of creating positive and sustainable relationships between institutions and organizations is the implementation of proactive measures for open and ongoing communication."

- **Proactive Communication Planning:**
    - Establish and maintain updated contact lists through a Listserv or automated portal.
    - Develop a structured communication strategy to monitor chapter progress against expectations.

    - Evaluate success metrics annually to assess community health and identify areas for improvement.
    - Celebrate achievements to foster a culture of positivity and engagement.
- **Crisis Communication:**
    - Clearly define how communication should flow in times of crisis, including notification procedures for Chapter Presidents, (Inter)National organizations, and Chapter Advisors.
    - Ensure swift, coordinated responses that maintain trust and transparency within the community.

Tailored Communication for Key Stakeholders

By prioritizing clear, inclusive, and strategic communication, UMD can build stronger relationships among stakeholders, enhance transparency, and foster a more engaged and thriving FSL community

To maximize effectiveness, communication should be intentional, layered, and delivered through the appropriate channels to meet the needs of each audience.

- **One size does not fit all:** Recognize the need for some councils and constituents to need more information than others. Develop a plan to meet the needs of each group and set expectations.
- **Use multi-modal methods:** Use vehicles that work for the audience - (GroupMe, email, newsletters, YouTube, Zoom, website updates, and in-person meetings).
- **Layered Messaging Approach – Meetings/Trainings and Communications including:**
    - **Annual Summer Training Meeting** – Covers policies, timely topics, and priorities for the year.
    - **Weekly or Monthly Email Updates** – Provide ongoing reminders and key announcements.
    - **Weekly or Monthly Newsletters** – Celebrate chapter and community successes.
    - **Annual Awards and Recognition** – Acknowledge outstanding achievements.
    - **Roundtables** – Convened for meet and greet relationship building, and around particular topics.

Inclusive Communication Network

Ensuring all key stakeholders receive timely and relevant information is essential to maintaining a well-informed and engaged community. Communication should be tailored for:

- **Newly Admitted Students** – Introduce them to the benefits of FSL early.
- **PNMs Current Members** – Provide guidance on membership and chapter involvement.
- **Parents and Families** – Develop a communication strategy for prospective and current member families (e.g., *University of South Carolina's parent mailings*).
- **Chapter Leaders and Council Leaders** – Ensure they receive leadership-specific messaging.
- **Advisors** – DFSL staff should have Advisor phone numbers in their contact list and call as needed. Advisors have repeatedly asked to be included in communications sent to Chapter Presidents, as well as community updates. This is key to enabling Advisors to *advise.* Chapter Leaders call Advisors first for coaching and they need to be informed to be able to advise. An alternative to copying Advisors on every *email is to* develop a Council specific list of "must have" communication topics that Advisors are included in.
- **(Inter)National Organizations** – Maintain open lines of communication with HQ staff. Some Universities copy HQ staff on all communications, or communications to a chapter. DFSL staff should have multiple points of contact ready to call as needed.
- **House Corporations** – Keep them informed about housing-related matters and UMD policies.
- **Faculty, Staff, and Campus Partners** – Strengthen relationships through shared information.
- **Community Leaders** – Promote town-gown relations and collaboration.
- **Alumni** – Offer updates and opportunities for engagement and support.
- **Opt-In Communication** – Allow subscription to newsletters through the DFSL website.
    - Ex: *University of South Carolina weekly Newsletter sign up.*

Conclusion

With a strategic and student-centered approach to marketing, DFSL can lead the charge in reshaping public perception, increasing membership interest, and elevating the visibility of FSL at UMD. Telling the story—clearly, consistently, and proudly—is essential to building the future of a community that continues to do good, lead well, and move Fearlessly Forward.

Recommendation: Develop Relationships and Strategic Partnerships for a Stronger FSL Community

Collaboration is foundational to the success and sustainability of the FSL community. At UMD, DFSL must actively build and maintain strategic relationships with internal and external stakeholders to enhance student support, align with institutional priorities, and create a more connected, well-resourced, and thriving FSL ecosystem.

Intentional and structured engagement across departments, advisors, alumni, (Inter)National partners, and community organizations is essential. By strengthening these networks, DFSL can ensure student success, mitigate risk, enhance housing viability, and expand the long-term impact of the FSL experience at UMD.

Strategic Partnership Areas

- **Admissions and Enrollment -** Integrate FSL messaging into admissions and enrollment pipelines for first-year and transfer students.
    - **Actions**:
        - Provide Admissions with up-to-date brochures, videos, and digital content.
        - Participate in prospective student events and college fairs.
        - Produce and regularly update "Fraternity and Sorority Life 101" videos.
    - **Best Practice**: University of Tennessee distributes FSL materials at high school college fairs.
- **Orientation and New Student Programs -** Introduce FSL as a key part of student life during orientation and admitted student programming.
    - **Actions**:
        - Include DFSL staff and student leaders in admitted student days and orientation events.
        - Invite FSL students to assist with move-in day and residence hall welcome programs.
- **Residential Life and Learning Communities -** Align chapter house experiences with best practices in living-learning environments.
    - **Actions**:
        - Explore ways to bring leadership development and academic support into chapter facilities.
            - E.g. Sigma Phi Epsilon Learning Communities
        - Align move-in/move-out timelines with recruitment and chapter needs.

        - Share scholarship programming best practices within the community.
        - Consider the development of a faculty advisor program.
- **Family Engagement -** Build trust and transparency with families of current and prospective members.
    - **Actions**:
        - Develop communications tailored for families.
        - Build relationships with families through targeted messages around recruitment, membership, and student support.

    Best Practice: Clemson University sends advisor-authored emails to families of PNMs and new members.

- **Risk Mitigation and Law Enforcement Partnerships -** Foster proactive, prevention-based partnerships with safety and conduct stakeholders.
    - **Actions**:
        - Host weekly meetings with the DFSL, OSC, UMPD, and county police.
        - Develop a shared accountability plan with chapter councils and conduct staff.
    - **Best Practice**: Purdue University holds weekly meetings with OSC, law enforcement, and council leaders. Virginia Tech has an “Adopt a Cop” program which pairs IFC chapters with local police officers. This has helped to break down stereotypes, increase understanding, and provide an additional coaching resource for chapter leadership in regards to accountability and risk management.
    - **Challenge**: Limited access to data from PG County PD has hindered effective planning.
- **Alumni Engagement and Advisor Development -** Leverage alumni for mentorship, leadership development, and governance roles.
    - **Actions**:
        - Partner with the Alumni Association to recruit and support chapter advisors.
        - Develop alumni advisory boards and mentorship programs at the council and/or total community level.
        - Encourage volunteerism among local alumni in housing and chapter operations.
        - Encourage faculty and staff involvement with local chapters. DFSL could consider how to leverage faculty and staff expertise along with their prior FSL experience to involve them in more intentional ways and align with their expertise. This could include serving as

an advisor or house corporation member or in more project specific ways like instructing a leadership course.
        - Facilitate expansion of chapter volunteer pool with support in recruiting faculty and staff to serve as chapter volunteers and individual officer mentors. Many chapters utilize non-members as volunteer advisors. Support in identifying and connecting with potential mentors could provide valuable support for student leaders and overall improved connections to many areas of UMD less connected to the IFC and PHA community at present.
- **Fundraising and Development -** Advance philanthropic support for FSL through strategic fundraising efforts.
    - **Actions**:
        - Collaborate with the DSA Office of Development & External Relations.
        - Launch campaigns for scholarships, capital improvements, and leadership programs.
- **Wellness and Campus Health Partnerships -** Connect FSL members to resources supporting holistic well-being.
    - **Actions**:
        - Integrate mental health, wellness, and prevention education into FSL programming.
        - Promote FSL participation in intramural and club sports through partnerships with RecWell.
- **Housing and Facility Collaboration -** Improve housing support and strengthen alignment between DFSL, DRF, and house corporations.
    - **Actions**:
        - Create a joint process for facility maintenance, rent setting, and occupancy planning.
        - Ensure transparent communication about policies and expectations.
    - **Need**: Housing conditions remain a barrier to occupancy in IFC houses; strategic investment and collaboration are essential.
- **Peer Institution and System Collaboration -** Learn from and partner with nearby institutions to improve practices.
    - **Actions**:
        - Build system-wide relationships with institutions like Towson to share resources and innovations.
        - Co-host advisor or student leadership programs regionally.

- **(Inter)National Organization Engagement -** Maintain strong, transparent partnerships with HQ staff and national housing foundations.
    - **Actions**:
        - Initiate regular meetings and updates with HQ representatives.
        - Include them in crisis response plans and strategic planning.
        - Leverage national resources, grants, and training.

Recommendation: Develop a PHA and IFC Alumni Engagement Strategy

Develop a structured three-tiered engagement model to foster long-term alumni relationships. This encourages involvement by meeting alumni where they are and encourages participation in different ways, with varying degrees of commitment.

Tier	Objective	Sample Activities
1	**Involvement**	Panels, mentoring, project-based volunteering.
2	**Engagement**	Social events, reunions, DFSL-hosted alumni recognition events.
3	**Investment**	Donations to endowments, capital campaigns, scholarships.

Operations and FSL Community Best Practices

Based on our research and interviews with peer R1 institutions, we identified five common traits that define high-performing FSL communities. These traits have guided the development of our recommendations and serve as a structural framework for reimagining the future of FSL at UMD.

Data-Informed Strategy and Culture of Accountability

The community, led by DFSL, prioritizes the proactive use of data and assessment to drive strategy, guide decision-making, and develop forward-thinking solutions for the community. A commitment to continuous improvement is embedded into departmental, council, and chapter operations, ensuring that insights gathered from both qualitative and quantitative sources are used to refine programs, policies, and partnerships.

Assessment is not an afterthought—but a foundational element that informs planning and supports student and community success. Vision, mission, values, strategic goals, and key milestones are clearly articulated and intentionally integrated into all facets of

community engagement. These core pillars serve as guideposts for programming, advising, and operations including recruitment, communication, and policy enforcement.

To create a culture of accountability and healthy competition, the community utilizes transparent scorecards and progress-tracking tools appropriate to each council. These mechanisms allow the chapters within each council to monitor their performance, understand expectations, and celebrate achievement. Publicly sharing relevant data also reinforces shared ownership of community health and encourages continuous growth at both the individual and organizational levels.

Ultimately, this data-driven approach strengthens alignment with UMD's broader institutional priorities and positions FSL as a dynamic and outcomes-focused component of the student experience.

Championing a Growth Mindset and Celebrating Community Wins

Stakeholders across the FSL ecosystem—including students, advisors, staff, and alumni—are encouraged to approach both challenges and opportunities with a growth mindset (Dweck, 2006). This philosophy fosters resilience, continuous learning, and the belief that individuals and organizations can evolve through intentional goal setting, collaboration, and constructive feedback. DFSL plays a central role in cultivating this mindset, serving not only as an advisor and facilitator, but also as a champion and cheerleader for the community. Staff are expected to lead with optimism, uplift student efforts, and recognize meaningful progress at the individual, chapter, and council levels. Mistakes will inevitably occur and setbacks will arise, but they are understood as a natural and necessary part of the journey toward learning, growth, and long-term success.

To reinforce this mindset, data is intentionally used to spotlight and celebrate the positive impact of FSL. Success stories are actively shared across UMD platforms, social media, and stakeholder communications—building a culture of pride, purpose, and shared achievement. From academic excellence and leadership development to service milestones, innovative programs, and student involvement across campus, the Department ensures that the good work of the community is seen, heard, and appreciated. This approach not only uplifts current members but also helps to rewrite the public narrative—positioning the FSL community as a vibrant, values-driven contributor to campus life and student success.

Tailored Support for Councils, Chapters, and Leaders

DFSL recognizes that each FSL council and chapter possesses its own unique history, culture, and operational needs. In response, DFSL employs a customized advising and support model that reflects this diversity and ensures relevance, equity, and effectiveness.

This personalized approach extends beyond organizational engagement to include the individual development of student leaders, executive board members, and key stakeholders. DFSL staff build intentional relationships with chapter officers, adapting leadership coaching and communication strategies to align with each chapter's governance structure, membership trends, and cultural context.

In addition, DFSL collaborates closely with volunteer advisors and house corporation leaders, using differentiated relationship models that reflect the structure and expectations of each organization. These tailored partnerships promote continuity, shared accountability, and a clear alignment between campus-based support and national organizational standards.

By honoring the distinct identities and needs of its affiliated groups, DFSL ensures that all chapters and councils—regardless of size, affiliation, or housing model—receive the guidance and resources necessary to thrive.

Culture of Mutual Respect and Shared Accountability

At the core of successful FSL communities are cultures grounded in mutual respect, shared responsibility, and integrity—values that connect students, advisors, UMD staff, and (Inter)National Headquarters in a shared commitment to personal development and organizational success. This is perhaps best embodied in the “co-parenting” model, where UMD and (Inter)National organizations jointly hold responsibility for chapter health and member support. Through collaborative efforts, these partners work in tandem to ensure that students and their organizations are guided, challenged, and empowered to thrive.

Both internal and external stakeholders are invited to engage in open dialogue, with feedback actively sought and thoughtfully incorporated into decision-making processes. Alumni volunteer leaders are included in planning and feedback discussions, as they provide essential historical context, offer fiduciary oversight, and serve as key connectors within the FSL community.

Clearly articulated roles and responsibilities create alignment, reduce ambiguity, and ensure transparent operations across the entire community. At the heart of this model is

a shared dedication to accountability, where all parties hold themselves and one another to high standards in pursuit of the community's mission. In some instances, relationship agreements or Memorandum of Understanding (MOU) are collaboratively written.

Mutual respect is not only a stated value but a demonstrated behavior—evidenced through timely and transparent communication, timely and direct outreach when issues arise, joint investigations when possible, and shared conversations to determine appropriate outcomes. When differences emerge, stakeholders commit to working through them in the spirit of partnership—recognizing that respectful disagreement and thoughtful resolution ultimately serve the best interests of the students and the long-term health of the community.

This foundation of trust and collaboration strengthens the FSL community while advancing UMD's broader goals of fostering inclusive partnerships, supporting student well-being, and cultivating student-centered learning environments. When these relationships are built and sustained with intention, all stakeholders—from campus administrators to national organizations—operate in lockstep, united by a shared investment in the success and sustainability of a thriving FSL community.

Collaboration and Communication: Foundations for Community Success

Strong relationships are considered the bedrock of FSL at UMD. DFSL embraces transparent, proactive, and inclusive engagement as essential to building trust and fostering a unified, supportive community.

Collaboration is not transactional—it is intentional and relational, involving regular, open dialogue among students, advisors, alumni, (Inter)National Headquarters, UMD partners, and external stakeholders. These relationships are built through consistent communication practices that prioritize clarity, responsiveness, and shared ownership.

DFSL utilizes multi-modal communication strategies, including in-person meetings, email updates, virtual platforms, newsletters, social media, and more, to ensure information is accessible and timely. This broad, layered approach encourages more—not fewer—voices at the table, empowering stakeholders to contribute, stay informed, and take shared responsibility for supporting student success.

A central outcome of this commitment to communication is the elevation of positive community stories. By sharing successes and celebrating wins—whether academic, service-related, or leadership achievements—DFSL reinforces a culture of pride, accountability, and momentum within the FSL community.

Department Overview

DFSL at UMD provides oversight, advising, and strategic support to 50 recognized FSL organizations affiliated with the IFC, MGC, NPHC and PHA. In addition, DFSL manages DFSL housing operations, resident director staff, human resources, and finances for the FSL community. DFSL is part of DSA.

Acknowledging the Complexity DFSL Staff Has Faced

It is important to recognize that the professional and graduate student staff within DFSL have navigated extraordinary challenges over the past five years, since COVID, and certainly over the last two years. During this time, they sustained the day-to-day operations of the office, responded to crises, and supported students—often without consistent leadership, or clear direction. The Spring 2024 cease and desist had a profound impact, not only on the community but also on the staff themselves. Many experienced the loss of hard-earned trust and relationship capital with students, advisors, and stakeholders—relationships they had invested significant time and care in building. The emotional toll of navigating that breakdown while continuing to support the community cannot be overstated. As the department moves forward, it is essential that individual efforts are acknowledged and honored—recognizing the resilience, commitment, and dedication demonstrated by current staff. At the same time, the path ahead must include the development of clear structures and expectations, consistent support, and a shared vision that empowers staff to succeed, rebuild trust, and contribute meaningfully to a thriving FSL community.

Absence of Strategic Direction

The vacancy in the permanent DFSL Director position impacted the department's ability to provide visionary leadership and strategic direction to the community and staff focused on maintaining baseline operations in support of advising, programming, housing, and departmental functions.

DFSL's vision, mission, and strategic goals are outdated and have not been refreshed since well before the launch of President Pines' Fearlessly Forward initiative, the Do Good Campus Initiative, and the DSA Every Student Thrives strategic plan, all which began nearly 5 years ago. This lack of alignment has created a disconnect between DFSL and institutional priorities—highlighting an opportunity to redefine the department's role, refresh its strategic framework, and position DFSL as a vital contributor to student success and institutional excellence.

Recommendation: Set a New Direction Together - Fearlessly Forward

To truly move Fearlessly Forward, DFSL must unite with stakeholders to co-create and clearly articulate a shared vision, mission, values, and strategic goals for the FSL community—rooted in UMD's broader institutional priorities and the DSA strategic framework. This work should begin by building upon the robust foundation laid by the FSL Transformation Working Groups, whose research, principles, and recommendations provide a clear starting point for long-term progress.

Once this unified vision is established, DFSL must take the lead in operationalizing it—translating the philosophy into actionable expectations and strategic direction. DFSL must clearly communicate the why, what, and how behind this new path forward, ensuring that students, chapters, councils, professional staff, (inter)national headquarters, advisors, house corporation members, and UMD partners understand both the shared purpose and their individual roles in achieving it. Clear expectations, consistent messaging, and open dialogue will be essential to building buy-in, driving accountability, and fostering a renewed culture of collaboration and shared ownership.

To support this effort, DFSL should initiate an internal department assessment, if not already underway, to align operations with strategic goals and prepare for a comprehensive external program review in late 2025 or early 2026. This review will help identify remaining gaps, assess progress, and position the department—and the community—for continued success and relevance in the years ahead.

Current Staff Structure

DFSL is one of the largest FSL operations in the nation based on Full Time Equivalencies. DFSL is led by a Director and supported by three Assistant Directors, each overseeing key functional areas: Advising and Programming, Housing, and Human Resources and Finance. Additionally, DFSL employs five full-time Coordinators—though two positions are currently vacant—and 19 GAs. The GAs serve as RDs in university-owned fraternity and sorority houses and/or also support departmental initiatives in advising, programming, and special projects.

This staffing model reflects DFSL's dual commitment to supporting both undergraduate and graduate students, while also managing advising, programming, and housing operations. The oversight of 21 university-owned chapter houses, including the supervision of GAs/RDs, places significant operational and coaching demands on professional staff due to a matrix reporting structure and delegation of tasks to GAs who need coaching and oversight to complete the work.

The advising and programming model aligns with peer institutions, where each professional staff member is responsible for advising a council (or in some cases two councils) as well as a portfolio of individual chapters. Staff also manage other departmental responsibilities including training and development, internal and external communications, website content, scholarship development and disbursement, awards and recognition, and the coordination of data collection and scorecard systems.

The housing team is tasked with managing the housing operations for 21 university-owned facilities (Over $100 million in state assets), hiring, training, and managing GAs for the RD program, overseeing housing policies and procedures, facilitating partnerships with local and national house corporations and house directors in both owned and private houses, and serving as a liaison to DRF. This team also administers the summer camps and conferences program, which generates supplemental revenue for DFSL and participating house corporations, along with other tasks in support of total department efforts.

The Assistant Director for Human Resources and Finance oversees departmental budgeting, rent collection, reconciliation, and human resources operations. This role also includes managing undergraduate student workers who provide administrative support at the front desk and within the office.

Lack of Coordinated Housing Strategy

FSL housing at UMD currently suffers from a lack of integrated, strategic oversight. While DFSL oversees the student experience, budget, and lease process, it has not actively managed long-term facility planning in many years. Meanwhile, DRF handles the physical care of the buildings, and house corporations are often involved in contracted services and chapter-specific facility projects. This fragmented model has resulted in unclear lines of accountability, with no single entity responsible for proactively managing the DFSL housing portfolio as a cohesive and strategic asset.

Further complicating matters, RDs who previously played a more active role in daily facility oversight have seen their responsibilities shift toward special projects and student advising—diluting focus from housing operations. DFSL's move away from direct facilities management occurred without the creation of updated MOUs to clarify roles and responsibilities between DFSL, DRF, and other stakeholders about 3-4 years ago. While oversight and communication between departments and stakeholders is happening, the processes can be improved to ultimately deliver a better student experience and better manage state assets.

As a result, the divide in ownership—where DFSL manages policy, procedure, leases, and revenue, while DRF coordinates repairs and facility upkeep—has led to a management gap. Without a designated entity or cross-functional team actively stewarding the strategic care, renewal, and modernization of these properties, the chapter houses have or are at risk of falling behind in competitiveness, condition, and sustainability. A formalized governance model and updated MOUs are essential to close this gap and ensure that the FSL housing is treated as a valuable and mission-aligned institutional asset.

Student to Staff Comparison

The nine professional staff members support approximately 3,500 students across four councils and 50 chapters—resulting in a student-to-staff ratio of roughly 388:1. While this may seem reasonable at face value, comparisons with peer institutions highlight important context. Big Ten institutions with similarly sized DFSL staff often support significantly larger communities: Indiana University maintains a ratio of 888:1, the University of Michigan 572:1, and Penn State 1,142:1. In the SEC and ACC, student-to-staff ratios range widely—from 471:1 at NC State to 2,375:1 at the University of South Carolina (excluding house directors).

This data point is not intended to suggest that UMD should reduce its staffing levels. Rather, it underscores that the current functionality and structure of the department are not aligned with the needs of the community, despite a favorable staffing ratio compared to many peers. This suggests that a realignment of responsibilities, enhanced professional development, and streamlined systems may be needed to ensure that staff can work effectively, support students consistently, and deliver on the core functions of advising, programming, and risk management.

GA Role Expansion and Operational Strain

DFSL has experienced professional staff turnover at a rate that appears consistent with national trends in higher education, though further verification is recommended. Several full-time staff positions have remained vacant for extended periods, resulting in a redistribution of responsibilities across DFSL. In many cases, this has meant a growing reliance on GAs to take on responsibilities traditionally managed by professional staff. Additionally, DFSL's reporting structure has evolved into a more complex matrix—balancing RD responsibilities with departmental project oversight— creating confusion among external stakeholders regarding supervision, accountability, and lines of communication.

Originally, the GA role was designed as an assistantship with a primary focus on serving as RDs for university-owned fraternity houses. Their responsibilities were centered around facility oversight, safety, and supporting the welfare of residents. In 2018, the department expanded the RD coverage model to include university-owned sorority houses. This shift occurred despite the presence of well-regarded, university-approved House Directors already serving in sorority facilities, and despite the fact that PHA Chapters generally maintain more active and well-managed house corporations, and experience less student and organizational conduct issues than their IFC counterparts. The decision was made to promote consistency in staffing models across FSL facilities; however, this change has produced mixed results. Several DRF employees have noted a decline in facility oversight in the sorority houses now covered by RD's following the transition from House Directors.

In recent years, however, the role has shifted significantly, with GAs now supporting a range of departmental operations, including special projects, chapter advising, risk management, and accountability efforts. These added responsibilities have outpaced the original scope of the assistantship and created a dynamic in which GAs are expected to manage high-impact, high-risk areas sometimes without adequate experience or significant training.

This role expansion has also increased the coaching, and supervision demands placed on DFSL professional staff. Managing, supporting, and quality-checking the work of nearly 20 GAs—while also overseeing their own portfolios—has strained DFSL's operational bandwidth and reduced its ability to work strategically and sustainably.

Department Budget Operating Model

The reliance on GAs extends beyond staffing support in the university-owned chapter houses and into the department's core operations and funding model. A significant portion of the cost of each GA is subsidized by the House Corporation—and by extension, the students—of the chapter house to which the GA is assigned.

This funding structure is primarily borne by the 20 chapters located in university-owned fraternity and sorority houses. These organizations fund the RD positions as part of their housing agreement with UMD, under the assumption that the GA will provide facility oversight, resident support, and community development specific to that chapter house.

As a result, the current funding model raises potential important equity concerns that need to be examined:

- Chapters in university-owned housing are disproportionately subsidizing community-wide services—such as advising, operations, and risk management

support—that benefit all chapters and councils, while unhoused organizations contribute no comparable financial support for the same resources.
- House Corporations are shouldering a disproportionate share of departmental labor costs, which may compromise their ability to invest in capital improvements, resident services, and long-term financial planning for chapter facilities.
- The current model lacks transparency and consistency, leading to confusion and concern among stakeholders—including House Corporations and student leaders—regarding the services provided in exchange for GA funding and rent. These concerns have intensified as the GA role has shifted away from facility management and now offers limited support for day-to-day operations within the chapter house, including delays in addressing routine maintenance and facility improvements.

Recommendation: Resetting Roles, Responsibilities, and Expectations of Staff and Stakeholders

To meet the evolving needs of the FSL community, DFSL must realign its staffing structure and operational priorities around its core functions: student advising, leadership development, programming and training, and effective business operations. A return to the foundational responsibilities of the department is essential to rebuild trust, ensure consistency, and provide high-impact support and service for students, organizations, and campus partners.

DFSL should undertake a comprehensive review and revision of all professional staff job descriptions to ensure alignment with the future vision for the community. Roles and expectations must reflect a hybrid advising model that prioritizes proactive engagement and relationship building, integrated programming across life stages of membership, and strong administrative oversight. Clear deliverables, goals, and accountability measures must be incorporated into performance reviews to reinforce a culture of service, responsiveness, and excellence. The department should develop standards for communication, responsiveness, and service delivery to meet student and community expectations, build trust, and enable true collaboration.

Two strategic staffing enhancements are recommended to strengthen the department's capacity and operational impact. First, DFSL should consider the addition or a shift in FTE to create a Marketing and Communications Coordinator—a subject matter expert responsible for designing and executing a comprehensive communications strategy. This role would lead website redesign, enhance social media engagement, create community newsletters, and create consistent promotional materials that reflect the vibrancy and value of the FSL experience. Additionally, this position could serve as a liaison to campus partners such as the Do Good Institute, Admissions, Family

Engagement, and the Alumni Association—connecting FSL to broader UMD initiatives and increasing visibility across stakeholder groups.

Second, DFSL should consider elevating one current coordinator role into a Senior Coordinator for Advising and Programming—a more experienced Student Affairs professional equipped to advise complex student organizations, lead high-level interventions, and oversee strategic programming efforts. This individual would support training initiatives, council development, and direct advising for chapters or councils requiring specialized attention. The addition of a senior coordinator within advising and programming would offer advancement opportunities within the department.

In addition, the roles and responsibilities of chapter advisors and house corporation leaders should be reviewed and updated to reflect the evolving needs of the FSL community. Expectations should be clearly outlined, with emphasis on active engagement and regular presence. This may include attending chapter meetings, conducting in-person facility walkthroughs, and participating in relevant training. Advisors and house corporation leaders must also be responsive and communicative with DFSL staff to ensure alignment, timely collaboration, and shared accountability in supporting chapter operations, student well-being, and housing sustainability.

Together, these adjustments would provide additional focus where it is needed in support of DFSL's core mission, enhance service delivery, and ensure DFSL is staffed to meet the demands of today's students and tomorrow's FSL community.

Recommendation: Improve Hiring, Training and Development

The following challenges emerged from interviews with students, DFSL staff, campus partners, and stakeholders specifically regarding the GA program. However, similar concerns were echoed about DFSL's professional staff, indicating that these issues are not isolated to one group but instead reflect a broader cultural challenge within the department.

Common themes included inconsistent advising approaches, frequent staff turnover that disrupts continuity, unclear or shifting role expectations, insufficient onboarding and training, and inconsistent follow-through. Stakeholders also described difficulty accessing staff when needed, uneven communication practices, and a lack of visible engagement with students and chapter leaders. These patterns have led to frustration among students, advisors, and house corporations, as well as decreased confidence in DFSL's support systems.

To address these concerns, DFSL must adopt a more intentional and integrated approach to staff development, role clarity, and stakeholder engagement—ensuring that both GA and professional staff are equipped, aligned, and held accountable for delivering high-quality advising and support across the community.

- Hiring: FSL should consider enhancing its hiring practices by implementing improved vetting and interview processes, ensuring that candidates meet the department's needs, align with its goals, and are set up for success. Expectations of the role and requirement to be a visible collaborator with students and stakeholders must be thoroughly communicated. For GA roles, prior experience with FSL and/or Resident Life should be required. While Higher Education candidates may be interested in the role, candidates with experience and the necessary skill set in other Graduate level programs would be equally equipped to do the work.
- Training and Management Skills: GAs often enter the role with limited exposure to FSL, supervision, program planning, and organizational advising. Intentional onboarding and professional development opportunities are needed to build their capacity if those responsibilities continue to be assigned. GA advising is not peer-to-peer advising – undergraduates should not be expected to train the GA.
- Fill in programmatic gaps and subsidize professional staff work by engaging FSL thought leaders, educators, and consultants.
- Bring in experts to train advisors, facilitate community assessments, or launch new initiatives.
- Consider partnerships with national associations (e.g., NPC, NIC, AFA, NASPA, ACPA) for upskilling DFSL staff.
- Goal Setting and Evaluation: A lack of clear performance expectations and structured goal setting, particularly for GAs, has contributed to uneven outcomes across roles and responsibilities. Feedback from the cohort and student leaders has expressed lack of accountability as a key issue within the department that must be addressed.
- Service and Responsiveness: Multiple stakeholders expressed concerns about inconsistent communication, lack of responsiveness, and unclear points of contact. A renewed focus on customer service and student-centered responsiveness must be prioritized.
- Role Clarification: Without a clear delineation between GA and professional staff responsibilities, there is confusion regarding ownership of key initiatives, timelines, and accountability. Students and stakeholders are not clear.

Recommendation: Create a More Equitable Staffing and Funding Model

By re-evaluating the current funding structure, DFSL can move toward a more sustainable and just model that aligns operational costs with the shared benefits experienced across the FSL community. To create a more equitable operational and effective staffing model UMD should:

- Conduct a comprehensive cost analysis of GA staffing and identify opportunities to redistribute financial responsibility more evenly across the entire FSL community if GA coverage continues in current capacity.
- Establish a transparent funding framework that clearly defines the role of GAs, their responsibilities, and the proportion of their work that benefits individual houses versus the broader community.
- Consider the introduction of a community-wide infrastructure student activity fee or shared services model, which would spread the financial burden of staffing and advising more equitably across all chapters, regardless of housing status.
- Reconsider the GA model, informed by the staffing structures and approaches at preeminent FSL programs across the country.
- Evaluate current staffing structure and roles and responsibilities. Consider realignment of existing FTEs to create a senior coordinator role for advising/programming and also a communication/marketing coordinator.
- Consider hiring students to assist in the department's work and/or offering internships to undergraduates. The University of Illinois is doing good work in this area.

Advising and Programming Models with Chapter and Council Leadership

The Importance of Relationships

Successful collaboration between the DFSL and chapter and council leadership begins with trust, mutual respect, and shared goals. These foundational relationships are essential for student development and for sustaining a values-based community. Strong advising and coaching structures allow students to grow into their leadership roles while supporting chapters in achieving organizational excellence.

For advising and programming to be truly effective, DFSL staff must be consistently accessible, responsive, and committed to building meaningful relationships with the chapter and council leaders and advisors within their advising portfolios—and they must follow through on this responsibility. While this level of engagement may be demanding, it is both achievable and already being modeled by peer institutions with similar or even

greater numbers of chapters and councils, often with fewer professional staff. For example, Purdue University supports five councils and 87 fraternity, sorority, and cooperative organizations, yet maintains one of the most robust leadership development pipelines and IFC councils in the country. At UMD, intentional relationship-building should be viewed as a core responsibility of the advisory role—not an optional add-on. Clear engagement goals must be defined, tracked, and embedded within staff performance evaluations to promote accountability and ensure alignment with departmental and institutional priorities.

Centering Advising and Programming on Student Needs

Leadership within the FSL community is younger than in the past, with the average Chapter President being a sophomore with only a semester or two of membership and little to no prior chapter leadership experience before assuming this critical leadership role. In addition, while IFC and PHA would ideally draw council executive position leaders from students with chapter leadership experience, that is not always the case. Several factors contribute to this trend. UMD policy requires Presidents and House Managers to live in the chapter house. Typically, new members join as second semester freshmen and live-in sophomore year. By junior or senior year, many students transition to apartments or off-campus housing. Additionally, many PHA and IFC students study abroad in the spring of their junior year, limiting their availability to serve in leadership roles while participating in high-impact learning. During upper-division years, students also prioritize internships and career development, reducing the time available for intensive leadership roles.This shift highlights the need for development opportunities to better equip younger leaders and intentional development of leadership pipelines for these vital Chapter and Council positions.

Recognizing the developmental stage of student leaders is essential to meeting them where they are and providing the appropriate level of support. While fraternities and sororities are student-led organizations, the individuals in leadership roles are often still learning how to lead—and may not yet possess the full range of skills required to manage complex responsibilities. A coaching model is valuable for fostering growth and autonomy; however, there are times when students need more direct instruction and clear guidance. Striking the right balance between mentorship and hands-on teaching ensures that students are not only empowered, but also equipped with the tools they need to succeed. This is imperative for both DFSL professional staff and Chapter Advisors to recognize and adjust their leadership as needed to best serve the student leaders and community needs.

This evolving landscape necessitates targeted support for students at each stage of their leadership journey. However, current DFSL programming is limited, consisting

primarily of one-day officer training sessions, position meetings during the year, and an optional for-credit class for Chapter Presidents that does not include council officers. While (Inter)National organizations offer leadership development opportunities, there is a gap in UMD-based, sustained leadership programming. To address this, DFSL should develop a leadership development continuum that includes emerging leader programs for new and first-year students, advanced development opportunities for more senior members preparing for executive or council leadership, peer to peer mentorship, and cross-council and campus-wide leadership collaboration. Utilizing UMD leadership development resources, and even including micro-credentials and LinkedIn badging for completion would incentivize (gamify) the experiences adding value and appeal. Such an approach will not only strengthen chapter operations, but also build a robust Council leadership pipeline to sustain the community over time.

Recommendation: Engage External Experts

To fill programmatic gaps and enhance the impact of DFSL's offerings, UMD should actively engage FSL industry thought leaders, educators, and professional consultants. These external experts can provide specialized training, facilitate strategic planning sessions, lead council or chapter retreats, and offer content expertise in areas such as risk prevention, leadership development, diversity and inclusion, and housing operations. In doing so, UMD not only expands its capacity to deliver high-impact educational programming but also supports the professional development of staff by exposing them to innovative practices and national trends. This partnership model can ensure a well-rounded, best-in-class FSL experience while alleviating some of the burden placed on professional staff by supplementing their efforts with targeted, mission-aligned support.

Recommendation: Develop Life-Stage Programming

To strengthen student development within the FSL community, DFSL should implement a life-stage programming model, aligning with successful frameworks at peer institutions. This approach supports students at every phase of their FSL journey—from prospective membership through active involvement and post-graduation engagement as volunteers—offering tailored, developmental experiences that evolve alongside student and advisor needs. A few peer institutions have a very robust portfolio of offerings: Florida State University, University of Tennessee

DFSL should consider the needs of these cohorts:

Prospective Members

DFSL should enhance its visibility and presence during critical pre-enrollment periods, such as orientation, Admitted Student Days, and high school outreach events. Clear, engaging, and relevant information about FSL should be available on an updated, user-friendly website, and through digital storytelling campaigns designed for these future Terps. Resources for families—such as webinars, Q&A sessions, and guides to FSL—should also be developed to support informed decision-making. Peer mentorship programs, featuring current FSL members, can offer authentic insights and foster early connections.

New Members

Upon joining, new members should participate in a structured orientation program delivered by DFSL staff, covering key topics such as community values, risk prevention, mental health awareness, time management, and foundational leadership skills. This training should supplement chapter-level education and reinforce shared expectations across the FSL community. Direct engagement with DFSL professional staff during this time is critical to relationship-building and offers new members an opportunity to ask questions of subject matter experts at a time critical to the success of the community. Additionally, an “Emerging Leaders” series can identify and nurture future council and chapter leaders early in their membership.

General Membership and Chapter Leaders

Programming for active members and chapter and council leaders should include ongoing skill development around risk management, peer accountability, communication, and operational excellence. Scenario-based training in areas like conflict resolution, hazing prevention, and alcohol education can enhance learning outcomes and equip members for real-world leadership. A structured leadership pipeline and peer mentorship initiative will strengthen institutional knowledge transfer and chapter sustainability. Encouraging collaboration across councils can further promote community cohesion and innovation.

Upper-Level Members and Seniors

For juniors and seniors—particularly those stepping back from executive roles—Chapters, Councils, and DFSL should offer programming that reinforces their value in the community and supports their personal and professional growth. Workshops on resume writing, networking, and life after college should be offered in collaboration with campus partners such as the University Career Center. Senior members can also serve as department assistants or peer mentors, offering support to newer members while gaining professional development experience. These offerings

incentivize upperclassmen to remain engaged in the FSL community during a time when competing priorities often pull students away.

Recommendation: Expand Alumni Engagement and Volunteer Training

Alumni must be viewed as long-term partners in the development and success of the FSL community. DFSL should collaborate with the Alumni Association and other UMD partners to facilitate alumni-student mentorship programs, virtual panel events, and advisory roles. Highlighting alumni achievements and creating an alumni recognition program can foster a culture of appreciation and long-term investment. These efforts will ensure that the FSL experience continues to provide value and connection well beyond graduation. In addition, DFSL should consider formation of an Alumni Advisory Board to provide insights and guidance to DFSL staff.

Advisors and House Corporation volunteers play a critical role in the success and sustainability of FSL chapters, and they too require structured training to effectively support students. To ensure consistency and alignment, DFSL should collaborate with advisors and house corporation members to co-create annual training agendas tailored to the evolving needs of the community. One Big Ten peer said it best - every dollar invested in developing the advisor community effectively doubles its value due to the significant reach and daily influence advisors have on chapters and their members.

For advisors, the training curriculum should include topics such as UMD policies and procedures, chapter expectations, training from campus partners like OSC, risk management frameworks, and best practices for student advising. A dedicated session on UMD policies and processes—covering fire safety, maintenance protocols, health inspections, and student conduct procedures—will further support alignment across all involved stakeholders.

For House Corporation volunteers, a comprehensive training program and resource toolkit should be developed to ensure alignment with UMD policies, procedures, and expectations, empowering them with the knowledge needed to effectively support their chapters and navigate UMD partnerships. Key training topics should include explanation of UMD processes and “who does what”, housing policies, capital project planning (university-owned), preferred vendor use, and best practices for managing chapter housing contracts, fostering a shared understanding of UMD processes, timelines, and funding structures.

To support accessibility and participation, annual in-person training should be held each July or August—prior to the start of the academic year. This schedule allows for timely planning and relationship-building between UMD staff and chapter volunteers. To

supplement this experience, DFSL should also develop an asynchronous online training library, housed on the DFSL website or UMD-hosted platform. This resource should include pre-recorded webinars, downloadable guides, frequently asked questions, and templates for capital project planning, maintenance requests, and other shared functions. A spring semester refresher could be held remotely to provide timely updates, strengthen relationships, and equip these vital stakeholders with the tools they need to guide chapters in a proactive and informed way.

Best practices to consider: University of Tennessee

Together, these efforts will improve communication and alignment to goals, strengthen institutional knowledge, reduce confusion and conflict, and foster more effective stewardship of the FSL community. A shared understanding of expectations and access to relevant tools will ultimately enable advisors and house corporation leaders to better serve students and support the long-term health of their chapters.

Implementation Considerations

To ensure success, DFSL should assess student needs through surveys, focus groups, and benchmarking. Collaborations with campus partners—such as DSA, University Career Center, Alumni Relations, and (Inter)National Headquarters, educators, and professional consultants—will expand DFSL's reach and resource pool in the development, delivery, and possible funding of such programs. New programs could be piloted before scaling up, if possible, and continuous assessment through feedback and participation metrics will allow for timely adjustments. Benchmark data should be collected to assess program success. Special consideration should be made to ensure that leaders are not burdened with too many requirements and that offerings are additive to those of (Inter)National HQ and customized for the UMD community.

By implementing a comprehensive, life-stage-based approach to advising and programming, DFSL can ensure a holistic, developmental experience for students and volunteers while building an engaged, values-driven community. This approach will provide DFSL professional staff multiple touchpoints to engage with students throughout their time at UMD, to build relationships, and to cultivate a leadership pipeline and build a community of leaders through all chapters and councils leading the way for the future.

Recommendation: Reshape Advising and Chapter Support

As Hendricks and Whittier (2019) note, campus-based FSL professionals should function as educators—supporting both individual student success and organizational development. NASPA (2021) outlines four potential models for FSL advising: council-based, chapter coach-based, compliance/intervention-based, and

specialist-based. A hybrid model that blends these approaches would support both individual member development and chapter success, while promoting more collaborative and inclusive community outcomes.

Structured chapter advising enhances leadership growth, operational efficiency, and risk management. Chapter Presidents and Executive Officers should meet regularly—monthly or quarterly—with an assigned DFSL professional or trained GA. These meetings should follow a standardized advising framework focused on chapter health, leadership development, goal setting, and attainment.

Chapter advisors must be included in at least one advising session each semester to ensure alignment between advisor, chapter, and UMD, and to engage additional chapter support. This is an important checkpoint for the DFSL professional staff to engage directly with the Chapter Advisor, to witness the interaction between chapter leadership and the advisor and to potentially identify opportunities to better align with the chapter advisor and (inter)national HQ team, if necessary. (Inter)National HQ should be alerted regarding concerns with advisors who are not meeting expectations to ensure chapters are receiving necessary support.

A structured council advising model should also be implemented to ensure consistent engagement with IFC and PHA leadership. DFSL staff must be trained in the operations and governance of PHA (NPC) and IFC (NIC), and regularly communicate with headquarters staff. Council advisors should meet with executive officers on a set schedule with clear agendas to discuss recruitment, policy changes, and strategic initiatives. Proactive engagement includes attending meetings and major events and providing flexible support during high-need times such as recruitment and transitions. Councils must be encouraged to challenge what has traditionally been done, review best practices from other universities and governing organizations and seek to innovate and improve the UMD community. DFSL professional staff should engage with NPC and NIC HQ resources to also learn and share in order to support council leadership.

DFSL should also partner with councils to develop customized strategic plans to guide recruitment, engagement, and leadership development. Adopting a nationally endorsed new member education program would ensure consistent onboarding across all chapters. In addition, collecting new member survey data would allow chapters and DFSL to assess motivations, expectations, and leadership potential—informing recruitment strategies and organizational culture efforts.

DFSL should encourage councils and chapters to actively seek feedback from students who choose not to join and from members who disaffiliate, gaining insights into what is working well and identifying areas for growth. In addition, feedback from advisors and

other volunteers should be sought and incorporated into future planning, especially regarding PHA recruitment. This practice will help foster a culture of continuous improvement and strengthen the FSL experience.

DFSL educational programming must be data-driven, responsive, and inclusive of community needs. Programs should be continuously evaluated and updated based on feedback and trends, incorporating in-house experts and external partners to maximize impact. A hybrid learning model—combining online modules with in-person workshops both synchronous and asynchronous — will increase accessibility and engagement for members at all stages. Educational opportunities should extend beyond elected officers and include programming for emerging leaders and members transitioning to post-collegiate life. High-performing chapters should be rewarded through recognition, incentives, or privileges that encourage excellence in leadership and risk management. Chapter participation should be encouraged and rewarded.

Data-Informed Operations in the FSL Community

Throughout the Working Group's review, it became apparent that the FSL community—led by DFSL —does not currently operate with a fully developed, data-informed culture. While basic metrics such as membership totals, chapter GPAs, and involvement statistics have been tracked over time, there is a significant opportunity to create a more robust and integrated data framework. This would enable the regular collection, analysis, and use of data to monitor chapter health, enhance risk management strategies, support student development, and communicate the full value and impact of FSL participation.

Initial progress began before the Working Group's efforts, with compelling evidence emerging around the academic success of PHA and IFC members. PHA and IFC students consistently outperform their unaffiliated peers in GPA, retention, and graduation rates—demonstrating a strong link between FSL membership and positive academic outcomes. These data points now offer a powerful foundation upon which to build a culture of assessment and continuous improvement.

However, the current infrastructure lacks the tools needed to benchmark trends over time or against peer institutions. Without the ability to monitor longitudinal performance and compare community health, UMD cannot fully assess risks, identify emerging concerns, or proactively design support strategies. This gap also limits efforts to communicate the benefits of membership to prospective students, families, and UMD stakeholders.

Stakeholders across the ecosystem—including (inter)national headquarters, chapter advisors, and student leaders—have emphasized the need for more transparent, timely, and accessible data. Public-facing scorecards, including academic performance, conduct records, and service metrics, can empower informed decision-making and reflect UMD's commitment to accountability and student success.

Moving forward, DFSL must realign chapter expectations with the community's redefined vision, mission, and goals. Each council should co-develop a scorecard tailored to its values and priorities. These tools should be automated where possible and published publicly to ensure consistent, transparent communication. With support from campus partners, DFSL can streamline reporting by integrating requirements already completed for (inter)national headquarters.

Recommendations: Advancing a Data-Driven, Transparent, and Inclusive FSL Ecosystem

DFSL should be positioned as a center of excellence within DSA, modeling best practices in data analytics, benchmarking, tool development, and evidence-based decision-making. To achieve this, DFSL must embed a data-informed culture across all facets of its operations—ranging from housing operations, student advising, and chapter management to program evaluation and strategic planning. Data must not only be collected, but regularly analyzed, interpreted, and applied to guide departmental decisions, assess organizational health, and support student success.

To support this vision, the **DSA and DFSL should jointly invest in building people capabilities, system infrastructure, and collaborative processes** that promote shared ownership among students, advisors, alumni, national headquarters, and UMD and community partners. Staff should receive professional development in data literacy, while internal systems are updated or designed to streamline data collection, integration, and visualization. Strategic planning efforts should leverage this data to inform short- and long-term priorities. **Additional resources should be dedicated to this work until current staff capabilities are developed.**

Transparency should be a foundational principle of the new data strategy. All new members should be required to sign a FERPA waiver upon joining, allowing DFSL to share grade and conduct data with advisors and national partners. DFSL should alert Advisors as soon as possible when concerning data is detected—such as transports—to enable advisors and (inter)national organizations to provide student support. Organizational data—including the number of members involved in student conduct cases—should be released promptly and included on public-facing chapter scorecards to reinforce accountability and informed decision-making. Baseline metrics

must be established and used to benchmark performance over time and against peer institutions.

To deepen understanding of the FSL experience, **DFSL should also implement a comprehensive learning and research initiative**. This initiative would combine qualitative and quantitative research methods—such as surveys, focus groups, and longitudinal studies—to explore student motivations, retention factors, health and wellness needs, and perceived outcomes of membership. Key focus areas should include: (1) health and well-being, (2) recruitment and retention barriers, (3) overall engagement experience, and, (4) personal, academic, and post-graduate outcomes. DFSL may wish to partner with external research vendors—such as Dyad Strategies or the Piazza Center—to ensure high-quality data collection and national benchmarking.

Importantly, this research must be inclusive and transparent. It should engage a wide range of stakeholders, including current members, non-affiliated students, recent alumni, faculty, and student affairs professionals. Insights gained should be publicly shared and used to inform future programming, policy changes, and strategic planning efforts—ensuring that FSL continues to evolve in alignment with student needs, institutional goals, and community expectations.

Recommendation: Create a High-Performing Community Aligned on Our Mission

To move fearlessly forward, DFSL must guide the FSL community in becoming a high-performing, mission-aligned collective centered on shared values, accountability, and UMD's broader commitment to student success. The newly reimagined chapter expectations should reflect this vision—designed not merely as compliance checklists, but as motivational tools that reward chapters for advancing the community's shared purpose.

The DFSL accreditation program should measure performance indicators of operational and programming competency, aligning with community expectations. An incentivized structure should encourage, but not mandate, chapter participation beyond basic accreditation. Incentives can be linked to the funding models proposed in the Membership Experience section. (Higher performing and lower risk chapters could be offered discounts proportionate to their performance and thus the amount of staff resources they require than higher risk and lower performing chapters that typically need more support.) DFSL should make all reasonable efforts to coordinate with (inter)national organizations that have similar documentation and performance requirements for their own recognition and certification programs to limit duplication of effort by chapters. The success of the accreditation program rests on both internal and external credibility and the overall transparency of how scores are communicated. Both

what is measured and how valuable those metrics are in the indication of any accreditation status must be valued by all stakeholders consistently for the process to retain validity.

A strong culture of accountability requires clear role definition. Students, advisors, house corporations, and DFSL staff must understand their responsibilities and hold each other accountable to the community's expectations. A high-functioning support system, grounded in transparency and trust, is essential.

Recommendation: Inspect What You Expect - Scorecard Development and Use

More robust scorecards should be developed and customized by council to reflect the metrics that matter most, such as:

- Membership numbers and growth trends
    - Academic performance (GPA, Dean's List, 4.0 achievers).
    - Philanthropy dollars raised and service hours contributed.
    - Conduct violations and involvement rates.
    - Retention, graduation, and post-graduate outcomes.
- Chapter expectation measures
    - Leadership development and high-impact experiences (e.g., internships, study abroad).

These tools should serve multiple audiences—including current and prospective members, parents/families, alumni, and UMD partners—enhancing both recruitment and transparency.

Peer-Institution Accreditation Models to Consider:

Standards Program: NC State Chapter Excellence Program
Best in Show Reporting: Florida State Scorecard
Straightforward Data Reporting: Clemson Grade Summary
Comprehensive Semester Reports: Tennessee SOFE Review
Purdue University: Robust scorecard and supplemental data reports tied to community learning outcomes. Purdue Scorecard, Purdue supplemental data.

Recommendations for Building a Data-Informed Community

- Develop Core Competencies in Data Literacy
    - Train full-time DFSL staff in assessment, data analysis, and strategic reporting. Build professional development plans to grow internal capacity in data interpretation, and application.

- Audit and Close Gaps in Data Processes
    - Conduct a full review of current data collection practices. Engage campus subject matter experts in DSA to identify areas for improvement in academic, behavioral, and developmental metrics.
- Build Dashboards and Benchmarking Tools
    - Design semesterly or annual dashboards with key indicators—membership, GPA, retention, housing occupancy, wellness incidents, and more—benchmarking against institutional averages and peer communities.
- Improve Health and Wellness Coordination
    - Implement weekly data-sharing protocols between UMPD, emergency services, DFSL, and campus wellness teams to track and anticipate hospital transports, wellness checks, and high-risk incidents. Peer institutions view such data as educational tools, not disciplinary triggers.
- Create a Common Accreditation Platform
    - Design a streamlined, centralized platform for submitting chapter expectations, modeled after the “Common App.” Chapters should be able to upload materials they already prepare for (inter)national organizations, reducing redundancy and enhancing clarity.
- Commit to Transparency and Communication
    - Post scorecards and data summaries publicly. Include brief explanations to help parents, students, and other stakeholders interpret the data and understand what it reveals about chapter performance.
- Improve OSC Resolution Timing and Incident Communication
    - It is imperative that incident data, including transports and allegations of hazing, be shared with (inter)national headquarters and chapter advisors in real-time to enable timely intervention and responsive support. Additionally, OSC review timelines should be evaluated and shortened where feasible to promote faster communication and action.

By embedding data into every aspect of FSL—from risk management to advising, programming, and housing—DFSL can foster an informed, transparent, student-centered, and outcomes-driven culture. This shift will improve decision making and outcomes, build institutional trust, promote accountability, and empower the FSL community to demonstrate its value, meet shared goals, and thrive in alignment with the UMD’s mission.

Funding the Future: Restructuring for Equity, Transparency, and Sustainability

In September 2024, Dr. Patty Perillo created a separate working group to explore the financial modeling of FSL housing, with a particular focus on the operational dynamics between DFSL and chapter house corporations. While this current Working Group was not charged with a comprehensive departmental budget review, our findings did uncover several critical opportunities to improve financial sustainability, equity and transparency within the DFSL

Currently, DFSL operates under a staffing and funding model that is heavily reliant on rental income from university-owned chapter houses. A significant portion of this revenue subsidizes the cost of GAs, whose compensation is largely funded by House Corporations—and by extension, the student members who live in these houses. This model was originally based on the premise that GAs provide facility oversight, community support, and residence life programming within individual chapter houses.

However, in practice, GAs are now tasked with responsibilities that extend far beyond their assigned properties. Many GAs contribute to department-wide programming, advise unhoused organizations, and support council-wide initiatives that benefit the entire FSL community of over 50 chapters. This shift has led to a growing sense of inequity: housed chapters—especially those in university-owned facilities—are financially underwriting services that benefit the full community, while unhoused chapters contribute no comparable financial support. This creates a disproportionate financial burden and limits the ability of House Corporations to reinvest in capital improvements or student services.

Additionally, stakeholders—including House Corporations and student leaders—have raised concerns about the lack of clarity and transparency surrounding both GA and professional staff responsibilities. Questions remain about what services are covered by housing payments, what advising is provided, and how funds are allocated. The absence of a consistent and transparent staffing model has diminished trust and created operational confusion.

Recommendations for a More Robust, Equitable, and Transparent Model

- **Conduct a Comprehensive Cost Analysis** - DFSL should partner with UMD leadership to assess the full scope and cost of GA and professional staff roles. This analysis should identify inefficiencies, determine actual service coverage, and offer strategies for more equitable redistribution of costs—especially if the current GA model is retained.

- **Explore a Community-Wide Student Activity Fee** - Introduce a flat semester-based infrastructure or shared services fee for all affiliated students, regardless of housing status. This ensures that staffing, advising, and programming are supported by the entire FSL community—not just those in housed chapters. This is a common best practice and peer Big Ten institutions offer precedent:
    - Indiana University: $50/student
    - Iowa: $50/student
    - Michigan State: $50/student
    - Ohio State: $40/student
    - Penn State: $90/student (IFC & PHA)
    - Wisconsin: $30/student
- **Commit to Financial Transparency** - Publish an annual DFSL budget summary outlining how funds are allocated across staffing, advising, programming, housing, and operations. The Panhellenic community has already taken important steps toward financial transparency; expanding this practice department-wide will build trust with students, families, and alumni.
    - **Peer Examples:** Check out the University of Kentucky Dept. budget transparency, and Indiana Budget Transparency and Indiana Greek Fee Advisory Board offering best practice examples that could inform UMD's approach.
- **Incentivize Performance-Based Funding** - Develop a funding model that rewards chapters and councils for meeting key benchmarks aligned with institutional goals (e.g., academic success, risk prevention, engagement, leadership development). This approach promotes a shared responsibility for community growth and aligns resource allocation with impact.
- **Develop Alternative Funding Sources** - Diversify and expand funding streams through strategic partnerships:
    - UMD Partnerships: Work with the Do Good Institute and SGA to secure grants for community-wide programming.
    - Foundations and Associations: Partner with (Inter)National Organizations, NIC, NPC, and their foundations to pursue scholarships, educational grants, and co-funded initiatives.
    - FSL Alumni Giving: Collaborate with UMD's development team to engage alumni in fundraising campaigns supporting housing, scholarships, innovative programming.
    - Government and External Grants: Pursue municipal, state, and federal grants to support housing, wellness, and educational programming.

- Corporate and Family Engagement: Partner with the Office of Family Engagement and UMD's Office of Corporate and Foundation Relations to identify mission-aligned funding opportunities.

To ensure the long-term success of UMD's FSL community, DFSL must transition to a funding and staffing model that is equitable, transparent, and aligned with community-wide benefits. By sharing costs more fairly, enhancing financial clarity, and expanding funding partnerships, DFSL can build a more sustainable infrastructure—one that empowers chapters, strengthens trust with stakeholders, and supports the continued advancement of the FSL experience at UMD.

FSL Housing Overview

FSL at UMD has long been an important part of the College Park community. Today 15% of undergraduate women and 11% of undergraduate men are affiliated members. For PHA and IFC Members, the live-in chapter house is an integral part of the FSL experience at UMD as most chapters are housed, either in university-owned housing or in privately owned and operated houses in Old Towne, College Park (See Appendix 3). Of the 20 recognized IFC chapters this spring semester, 13 have chapter houses - 7 rent university-owned houses on Fraternity Row and 6 are privately owned/rented and operated. All 16 PHA chapters are housed with 11 in university-owned houses on Fraternity Row and The Graham Cracker and 5 in privately owned and operated houses.

The Student Experience: Belonging, Growth, and Connection Through Chapter House Living

College is a transformative time—marked by transition, self-discovery, and personal growth. For many students, it's their first time living independently, navigating rigorous academics, managing daily responsibilities, and building new social networks. This period of adjustment can bring stress, uncertainty, and isolation. FSL housing offers a powerful antidote to those challenges by providing a built-in community of peers who serve as friends, mentors, and support systems.

Living in a chapter house creates daily opportunities for connection. According to *Healthline*, students who live in community with friends benefit from reduced loneliness, decreased stress, greater emotional support, increased personal development, a stronger sense of belonging, and better resilience when facing adversity. In fact, people with five or more close friends to confide in, report being 60% happier than those without that level of social support—underscoring the important role of close-knit peer communities in promoting student mental health and well-being.

Beyond emotional support, chapter house living fosters essential life skills. Students learn to live cooperatively with individuals from diverse backgrounds, navigate interpersonal challenges respectfully, and contribute to shared household responsibilities. Many chapters assign light housekeeping tasks—such as sweeping, doing dishes, or taking out the trash on the weekends—to complement contracted cleaning services during the week. These small duties teach accountability, teamwork, and pride in one's living space, offering practical lessons in adulthood that many students may not have learned at home.

The chapter house is more than just a residence—it is a home, a leadership laboratory, and a hub for lifelong friendships. Shared meals, late-night conversations, study sessions, and communal living create an environment where members grow intellectually, emotionally, and socially. Even in chapters that have moved away from traditional family-style dining, the act of eating together—informally and consistently—reinforces bonds and cultivates a sense of belonging.

Research further supports the benefits of chapter housing. In a study by Blackburn and Janosik (2009), FSL members who lived in their chapter houses reported higher levels of active engagement and a stronger sense of community. These factors—engagement and belonging—are directly linked to higher student retention and persistence, suggesting that the chapter house experience is not only beneficial but also impactful in terms of student success.

At UMD, most students who live in FSL housing do so during their sophomore and junior years after joining as first-year students. Chapter house bedrooms typically sleep two to three residents, with a mix of single and quad rooms available in some houses. Bathrooms and common spaces—including lounges, study areas, and dining rooms—are shared, offering a similar but more personalized alternative to traditional residence halls. Alumni often return to their chapter houses during campus visits, a testament to the lasting emotional connection members feel to their chapter homes.

FSL housing offers more than a place to sleep. It fosters holistic student development, prepares students for life beyond college, and serves as a cornerstone of the FSL experience at UMD.

The Role of House Corporations

Each FSL chapter and chapter house is distinct in its layout, culture, and character—shaped not only by the members who reside there, but also by the leadership and oversight of the house corporation. A house corporation is typically a nonprofit 501(c)(7) organization established to own or lease the property occupied by a

collegiate chapter. In some cases, house corporations may be organized as taxable entities, filing traditional corporate tax returns and paying both federal and state taxes. These entities may be operated locally by alumni volunteers with ties to the chapter (or not) or managed by a national housing corporation affiliated with the organization's (Inter)National Headquarters, often as part of a broader real estate portfolio spanning multiple campuses. (See Appendix 4)

House corporations are essential to the maintenance, operation, and long-term sustainability of FSL housing. They are responsible for managing the facility's upkeep, overseeing staff such as house directors or collaborating with RDs (in university-owned properties), coordinating food service and cleaning contracts, and ensuring compliance with safety and housing regulations. For university-owned chapter houses, the house corporation typically leases the facility from UMD and then enters into contracts with individual student members for housing. In contrast, privately owned properties lease directly to residents.

At UMD, chapter houses are supported by a mix of locally and nationally managed house corporations. Locally operated corporations are generally led by dedicated alumni, though not always graduates of UMD, while national housing corporations bring professional management experience and broader institutional resources. Regardless of the governance model, a well-functioning house corporation is vital to maintaining the physical property and supporting the chapter's overall success. However, the most critical determinant of a chapter house's sustainability is occupancy. Without sufficient resident numbers to cover operating costs, even the most well-maintained and well-managed house cannot remain financially viable in the long term.

Occupancy Trends

Occupancy levels serve as a critical leading indicator, as House Corporations and Chapters remain financially responsible for rent payments based on total capacity, regardless of actual occupancy. This ongoing financial pressure challenges both entities as Chapters are held responsible by House Corporations for a total number of beds and are charged empty bed fees in many organizations. For university-housed chapters, capacity of each chapter house is set by UMD and is used to calculate annual rent fees. Capacities have not been reviewed and adjusted in many years and should be reviewed to take into account the expectations of the student population. It is imperative that both university-housed and privately housed chapters—along with their (inter)national headquarters and House Corporations—are actively involved in discussions about capacity and included in any decisions regarding adjustments. Inclusive engagement ensures the entire community has the opportunity to work collaboratively toward

sustainable solutions. Otherwise, a scarcity mindset may set in (McCreary and Schutts, 2024). (See Appendix 5)

Chapters risk being left behind—with too many beds to fill—which can lead to pressure-filled recruitment processes and poor new member decisions that ultimately undermine chapter culture and long-term health of the community. Occupancy in university-owned FSL housing has been declining for over a decade, largely due to decreasing fraternity house occupancy; however, this trend is not uniform, as not all chapters are experiencing declines—or declining at the same rate. PHA houses maintain higher occupancy (86%), but face challenges filling spring vacancies due to study abroad participation. PHA had consistently maintained occupancy rates in the low to mid-90% range, while IFC houses averaged in the low 80% range prior to Covid-19 closures. However, since the return to normal housing operations, neither council has regained pre-pandemic occupancy levels, but PHA continues to outperform IFC, even besting IFC's pre-covid rates.

FSL housing during the 2024-2025 school year is particularly impacted by lease losses, with two houses not leased in Fall 2024 and three for Spring 2025. Some of this is due to student conduct matters, with chapters leaving UMD temporarily. Some of it also may be due to the timing of the two week cease and desist in Spring 2024, which hindered some chapters' ability to secure higher occupancy levels and contributed to fraternity decisions to leave UMD housing and/or discontinue operations after Spring 2024. DFSL did, however, cancel the planned rent increase for 2024-2025 to alleviate some financial stress on affected chapters, as a way to show good faith partnership.

Market Dynamics to Consider

The City of College Park and public and private developers have rapidly expanded student housing in downtown College Park, significantly reshaping residential patterns. However, the impact on FSL housing was largely overlooked. These new apartment complexes now directly compete for the same pool of second-through fourth-year students who have traditionally lived in chapter houses. Without strategic planning to align FSL housing with shifting student preferences, UMD, House Corporations, and (Inter)National Organizations missed a critical opportunity to integrate FSL housing into the broader campus growth strategy. As a result, many chapters now face declining occupancy and mounting financial strain—pressures that also extend to House Corporations and, for university-owned chapters, to DFSL itself.

Increased Market Competition

- The Baltimore Avenue corridor has emerged as the new heart of campus, driven by substantial investment and ambitious development in anticipation of the Purple Line's arrival in 2027 and the development of the Innovation Hub. This transformation is reshaping the surrounding area and positioning UMD for continued growth and innovation in the years ahead.
- Since 2000, approximately 14,828 apartment beds have been added to the immediate College Park area which for comparison, UMD's residence hall capacity currently is about 12,000.
    - 2000-2010: 6,526 beds added
    - 2011-2020: 3,892 beds added (Public Private Partnership (P3) development)
    - 2021-2024: 4,410 beds added
- These new off-campus housing developments now offer modern amenities, such as private bedrooms, updated kitchens, and premium shared spaces (ex. pools, gyms, tanning beds), making them more attractive than traditional chapter houses. FSL housing has not kept pace with these changes, reducing its appeal and making it harder for chapters to maintain full occupancy.
- This explosive growth of luxury student housing options has created extreme competition within the marketplace causing collateral damage to FSL housing given that the audience for these apartments is generally second year and beyond, the same target as FSL housing.

Aggressive Marketing Tactics by Apartment Complexes to Lock In Early

- The aggressive marketing and early lease-signing pressure from College Park apartment companies limits student housing choices, particularly impacting FSL housing. Leasing campaigns target first-year students before they can fully explore their options, creating urgency and confusion. UMD should continue advising students and families to delay housing decisions until at least January and actively negotiate with local leasing companies to postpone marketing efforts to align with the academic and recruitment calendar. Delaying these timelines will support informed decision-making, reduce student stress, and promote fair competition among housing options. In addition, collective efforts should be made to address and reform the current tactics employed by local apartment complexes.
- This places IFC and PHA chapters at a significant disadvantage due to the timing of deferred recruitment in the spring semester and delays in integrating new members. For chapters in university-owned housing, the challenge is compounded by UMD's late release of rent rates—typically announced in Q1 with

finalized details not provided until July, just one month before housing contracts begin.
    - New members join in February, often after they have already signed leases for the following academic year – due to aggressive marketing tactics by apartment complexes that push students to commit early.

Aging Facilities and Limited Available Resources

FSL houses have not undergone major renovations to meet today's student expectations.

- Many houses lack modern amenities including updated bathrooms, large bedrooms, and updated common spaces.
- DFSL housing carries a significant financial burden, with debt service, unfunded repairs, and necessary enhancements straining resources.
- Without dedicated funding or a clear investment strategy, DFSL faces ongoing challenges in maintaining and improving these properties.
- Costs to support the GA stipend/benefit package have significantly risen in recent years without corresponding increased income, causing considerable financial stress on the department and less funding available for facility improvements.

Slowing Demand

- **Smaller new member classes** are making it more difficult to fill houses with new members in their sophomore and junior years.
- **Strong participation in study abroad programs** during the spring of junior year represents a valuable high-impact learning opportunity that many FSL students pursue. In the past, chapters were often able to backfill spring vacancies with other members. However, the current surplus of apartment housing in College Park—combined with students' inability to sublease their existing leases—has made it nearly impossible to fill those vacancies, placing additional financial strain on chapters and House Corporations.
- **Changing student expectations** have made traditional DFSL facilities and policies less appealing, particularly to upperclassmen who now prioritize modern amenities, privacy, and flexible living arrangements. In addition, deferred maintenance in many chapter houses—especially those located on the row—has further reduced their competitiveness compared to off-campus housing options.
- **Deferred spring recruitment** shortens the window of time that members are eligible or available to live in FSL housing, reducing long-term occupancy potential. Additionally, smaller new member classes—particularly in the post-COVID years—have contributed to an overall decline in housing demand.

The continued popularity of junior-year spring study abroad programs further complicates spring occupancy, and the current oversupply of local apartment inventory makes it difficult to sublet, limiting the ability to backfill vacancies.

- **Lack of strategic marketing:** Limited promotion of the chapter housing experience as student housing option, by UMD, Housing Corporations, councils, and chapters.
- **C&D timing challenges:** Some chapters struggled to secure student leases for the 2024-2025 school year due to the Spring 2024 two-week cease and desist timing, potentially leading to 104 empty IFC beds (33% of capacity) for Spring 2025 further amplifying occupancy issues.

University-Owned Chapter Houses

UMD FSL housing infrastructure reflects both a rich legacy and the growing challenge of maintaining relevance in a rapidly evolving student housing market. Fraternity Row, comprising 14 houses, was built in three phases between 1954 and 1963. The Graham Cracker community—7 sorority houses located between College and Knox—was constructed between 1959 and 1964. The average bed capacity is 35 for fraternity houses and 38 for sorority houses.

The most recent Facility Condition Assessment (FCA) for these buildings was conducted in 2022 as part of a comprehensive review of all DSA facilities. Each house was assigned a Facility Condition Index (FCI), a benchmark used to evaluate physical condition over time. An FCI under 10% is considered “good,” 11–20% is “fair,” and 21% and above is “poor.” In 2022, all fraternity and sorority houses fell within the “good” range. However, the 5 and 10-year projections show a sharp decline in condition—Fraternity Row houses are projected to exceed the 20% threshold, placing them in the “poor” category. The Graham Cracker houses fare slightly better, though still trend into the 13–21% range by the 10-year horizon. Comparatively, these houses are in similar or slightly better condition than other campus residential buildings of the same age.

Still, it is important to recognize that FCI ratings reflect functionality and structural integrity—not the aesthetics or modern appeal of interior spaces. A building may be “in good condition” technically, while still appearing outdated and uninviting to students. For instance, while bathrooms may be functional and safe, they may be decades old, lacking the finishes and features that today’s students expect.

When the houses were built, they were seen as an upgrade from traditional residence halls, especially for the juniors and seniors who lived in residence halls for two years. Smaller shared bedrooms, communal bathrooms, and group living areas were the norm.

However, today's students—particularly sophomores and upperclassmen—prioritize privacy, upgraded finishes, personal bathrooms, and less oversight. Deferred maintenance, financial constraints, and competition from new housing developments have made it increasingly difficult to sustain full occupancy in these houses, especially in fraternity houses, due to differences in the financial model. Without strategic investment and modernization, these once-coveted chapter homes risk becoming a liability rather than an asset within the broader student housing landscape. As UMD continues to invest in the Baltimore Avenue corridor and prepares for future growth, FSL housing must be part of the strategic conversation if it is to remain relevant, competitive, and mission-aligned.

Council Basics

There are significant differences between the councils that must be considered, particularly regarding the housing component of the experience. PHA chapters at UMD have chapter houses, with 69% of them being university-owned. Given the current climate and trends, it is unlikely that a new PHA sorority will be established on campus and rent/build a chapter house in College Park in the immediate future. In contrast, IFC has several unhoused organizations that may be interested in future housing partnerships now or in the future.

PHA recruitment membership totals are capped each semester based on a chapter total setting agreed upon by NPC and UMD, with the idea of maintaining chapters to be relatively close in size of total membership. IFC recruitment does not follow the same protocols and chapters are able to recruit as many new members as possible, causing larger variations of chapter size.

For most, if not all, (inter)national sororities, living in the chapter house is a membership requirement, with new members in their sophomore year typically filling the majority of the beds. In Fall 2024, the average PHA chapter size was 111, increasing to 144 in Spring 2024, with new member classes averaging 32 during formal spring recruitment. University-owned PHA houses have an average capacity of 38, meaning that if new member class sizes continue to shrink, chapters will face increasing challenges in filling their houses.

IFC chapters are facing similar challenges, but with additional disadvantages. The average fraternity chapter size is about 50% smaller than sororities, while their chapter houses are only slightly smaller. On average, a university-owned fraternity house accommodates 35 members, yet IFC chapters only added 27 new members on average last year, making it increasingly difficult for some to sustain full occupancy.

UMD requires both the Chapter President and the Chapter House Manager to live in during their terms. This is a critical requirement that should be maintained and enforced as the student leader's presence provides 24/7 oversight to the chapter house and sets the tone by which others should follow.

PHA Chapters in University-Owned Houses

The 11 housed PHA chapters have consistently maintained higher occupancy rates than IFC chapters, with post-COVID occupancy levels surpassing pre-pandemic rates for IFC. While Fall occupancy has remained steady at 86% over the past three years, chapters continue to struggle with backfilling vacancies caused by Spring study abroad participation. Before the recent surge in apartment construction, chapters could more easily fill vacancies by recruiting members from residence halls or having members sublet apartments to move into the chapter house. However, the current oversupply of high-end student housing has made this increasingly difficult.

PHA chapters generally have stronger financial stability, as members are typically charged a facility use fee upon joining and each semester, which helps fund ongoing house maintenance and improvements. Chapters either have a local house corporation of several active local alumnae members and/or are managed by a National Housing Corporation operated by the organization’s (Inter)National Headquarters.

NPC recognizes the housing pressures facing its member organizations and uses this data to inform chapter total setting. Additionally, NPC has invested dedicated funding for paid social media campaigns to support new member recruitment this past year and dedicated marketing experts to assist PHA in their council efforts. The committee recommends this support remains in place to assist with campus recruitment efforts.

In Fall 2024, PHA successfully reinstated House Tours with the support of all PHA House Corporations—an initiative that should not only continue, but be expanded in future semesters. Additionally, council and chapter marketing strategies should include housing brochures and social media videos with student testimonials that highlight the benefits of living in the chapter house. These tools can help showcase the value, community, and convenience of the live-in experience to prospective members.

IFC Chapters in University-Owned Houses

The 9 IFC-designated houses faced significant occupancy challenges for the 2024-2025 school year due to cease and desist actions and lost leases, resulting in 104 empty beds for the spring semester—33% of total capacity. When factoring in all available beds, IFC occupancy rates fell below 50%, before the C&D in the fall, and dropped further to 39% in the spring. However, considering chapters with active leases,

occupancy was 64% in the fall and 57% in the spring, bringing them closer to PHA occupancy levels.

IFC chapters are increasingly struggling to fill their houses to stated capacity due to outdated bedroom layouts, inefficient use of space, and inflated occupancy expectations. Additionally, many houses on the row have not undergone major renovations in years, leaving their conditions misaligned with the rising expectations of students seeking modern housing options. Feedback from chapters indicates a feeling of being “under the microscope” with oversight of the DFSL RD which may be impacting trends in membership of fraternity row chapters and interest in living in as well.

FSL housing at UMD is at a critical juncture. With proactive leadership, collaboration between UMD, house corporations and (Inter)national HQ, and an honest assessment of evolving student needs, UMD can reposition its FSL housing model as a vibrant, financially sustainable, and mission-aligned aspect of campus life.

Positioning FSL Housing for Future Success

As part of the working group charge, our committee was asked to evaluate the potential transition of FSL housing oversight from DFSL to the Department of Resident Life or DRF. Our research indicates that successful management models exist within both structures; however, expertise in residential operations and long-term facility planning is typically concentrated within the Department of Resident Life. Regardless of the chosen structure, it is critical to prioritize best practices in financial and administrative excellence, strengthen collaboration with (inter)national organizations and house corporations, and develop housing options and programs that effectively support the diverse needs of students and chapters.

Recommendation: Consider organizational structure revisions

To ensure the long-term sustainability, functionality, and strategic integration of FSL housing, UMD should consider repositioning FSL housing from DFSL to the Department of Resident Life. This structural transition would align the management of chapter facilities with institutional expertise in campus housing, residential planning, facility management, and business operations. At the same time, it would preserve the distinctive character and customization of these unique living-learning environments. By utilizing the spirit of a public-private partnership model, UMD must foster meaningful collaboration with (inter)national organizations and house corporations, ensuring that FSL housing remains mission-aligned, student-centered, and financially sustainable for the future.

This move also decouples the housing revenue stream from the DFSL operational budget—ensuring that housing-generated income is appropriately directed toward facility maintenance, safety, and sustainability, rather than being used to subsidize general advising or programming functions.

Recommendation: Enhance University-owned policies, procedures and management

In the near term, UMD should maintain existing day-to-day FSL housing operations while formally transitioning reporting and budgetary oversight to the Assistant Vice President (AVP) portfolio responsible for student housing, dining, and residential facilities. **This "lift and shift" approach** preserves the expertise and institutional knowledge of the current FSL housing team, while aligning them with subject matter experts in campus housing management and long-term facilities planning.

To enhance coordination and governance, UMD should establish a cross-functional team—including DFSL, Department of Resident Life, DRF, House Corporations, and (Inter)National Headquarters—to review all current housing processes - including student billing, lease terms and timing, which are currently non-competitive given increased market competition. This group should be tasked with drafting new MOUs specifically for FSL housing. These MOUs should codify the shared responsibility for facility management, student development, health and safety, and mission alignment—ensuring that both UMD and external partners are working in tandem to support these unique residential spaces and the chapters and community today and for future growth.

Realigning FSL housing under the Department of Resident Life would also address a current barrier for student members by redesignating university-owned chapter houses as "on-campus housing." This change would enable students to utilize financial aid, scholarships, and grants to FSL housing. Additionally, this classification would preserve students' eligibility to return to public-private partnership housing options later in their academic journey without impacting eligibility.

Recommendation: Consider alternative models for resident director staffing

Many models of housing oversight exist and should be thoroughly reviewed as part of a strategic planning process. Those to consider include hybrid models of house corporation-employed house directors and university-employed RDs and RDs managing multiple chapter houses. Regardless of reporting structure, DFSL should reduce its reliance on GAs for department support beyond facility management and student well-being. The existing model imposes a significant financial burden on the department

and house corporations and often fails to provide consistent support for facility oversight and chapter/student support. To provide greater autonomy and flexibility, chapters in good standing should be permitted to hire their own House Directors in lieu of a university-assigned RD. These House Directors would need to meet university-defined qualifications and comply with relevant expectations, but this option would allow chapters to better tailor their staffing based on their organizational needs and culture.

Recommendations to Strengthen and Sustain FSL Housing at UMD

These recommendations are intended to supplement those proposed in December 2024 as part of the Early Action Recommendations, specifically Priority #8, and should be considered in conjunction with that earlier guidance.

1. Reimagine and Modernize the Housing Model

- Conduct a full facilities assessment led by a FSL housing consultant/expert to evaluate current assets and recommend future direction.
- Explore a consortium-based approach—engaging interested (Inter)National Headquarters in collective planning and funding—could help catalyze renovations, build new facilities, offering flexible spaces to meet the needs of organizations now and in the future.
- Develop a tailored housing plan to reflect the unique needs of PHA and IFC chapters and allow for a customized approach to reflect organizational personality. Consider the housing models of North Carolina State University and the University of South Carolina who have successful models for integrating FSL housing into larger campus development plans, while leveraging public-private partnerships and national organization investment. Our working group recommends further study of the good work being done at those universities. University of Illinois - to establish clear standards for safety, maintenance, and accountability across both university-owned and privately owned fraternity and sorority housing.
- Conduct facility audits and consider adjustment of housing density and rent structures to better align with modern student preferences, to position FSL housing as a competitive, attractive, and financially viable residential option. Collaborate with PHA and IFC house corporation volunteers in this work.
- Explore the option of selling university-owned chapter houses to local or national House Corporations under a land lease model (e.g., University of South Carolina), to facilitate greater investment, financial sustainability, and long-term planning by ownership entities.

- Consider longer-term leases as a reward for chapters and house corporations that consistently meet or exceed expectations.
- Consider implementing a Housing Certification Program similar to the model used at the University of Illinois - to establish clear standards for safety, maintenance, and accountability across both university-owned and privately owned FSL housing.

2. Improve the Student Experience and Support Structures

- Host listening sessions with FSL residents to gather insights into their needs and preferences, which can inform future plans and RD training—particularly in the areas of communication, community-building, and program development.
- Develop a Resident Life-style conduct model for DFSL chapter housing, allowing for a more nuanced response to minor incidents in university-owned houses.
- Introduce academic or co-curricular incentives (e.g., UMD-accredited leadership badges) for chapter leaders living in-house.
- Explore merit-based recruitment and live-in incentives, such as permitting freshmen to live in for chapter expectation performance.

3. Remove Systemic Barriers to Occupancy

- Align UMD lease renewal and rent increase notification from Spring Q1 to prior Fall Q4 semester to better align housing agreement offers with marketplace demand.
- End deferred recruitment to allow students to join fraternities and sororities earlier in their college experience and provide flexibility for those students to transfer out of UMD housing and move into FSL housing for the spring semester.
- Allow transfer of students from residence halls to FSL housing (both university-owned and privately-owned) for chapters in good standing.
- Remove restrictions that prevent eligible first-semester students from moving into certified fraternity and sorority houses—both university-owned and privately owned—provided the facilities meet established safety standards.
- Redesignate FSL housing as “on-campus” to preserve scholarship and grant eligibility and facilitate student movement between housing types throughout college journey.

4. Strengthen Collaboration with House Corporations

- Develop MOUs with each house corporation outlining responsibilities, investment opportunities, and shared goals.

- Host annual planning tours at chapter houses (DFSL + DRF + House Corporation) to assess repair needs and determine financial responsibilities.
- Offer rent credits to house corporations who self-invest in upgrades.
- Develop training and resource materials for local and national house corporations of UMD and privately owned houses including policies and procedures around project request and management and lists of preferred vendors.
- Include House Corporations in the hiring and matching process of RDs and other DFSL housing focused roles.

5. Establish Strategic Planning and Capital Development

- Create a long-term capital plan to guide investment in renovations and expansions.
- Launch a capital campaign with support from UMD foundations, alumni donors, and FSL foundations.
- Explore consortium-based public-private partnerships for future development with (Inter)National Organizations.

6. Address External Market Forces

- Launch a public-facing marketing and PR campaign to “rebrand” the FSL housing district (e.g., retire “Frat Row” and “Graham Cracker” nicknames) and promote the live-in experience.
- DFSL, Councils, and Chapters should develop marketing tools to communicate the benefits of the live-in experience to attract new members and residents.
- Develop plan to address aggressive leasing tactics
    - In partnership with SGA, IFC, and PHA council leadership, UMD should collaborate with the City of College Park to develop fair leasing protocols that protect students and their families from high-pressure housing practices. These efforts should aim to alleviate early leasing pressure from private housing developers and landlords, many of whom aggressively market to students before they’ve had sufficient time to explore all options—including FSL housing.
    - Suggested policy components include: a voluntary code of conduct for leasing agents and property managers that includes specific timelines and communication standards; a leasing freeze recommendation period for first-year students through November to support informed decisions and a public listing of landlords and developers who voluntarily adhere to ethical leasing practices.
- Model Practices from Peer Institutions:

    - University of Michigan – Off-Campus Housing Leasing Period Education Campaign
    - Penn State – "Know Before You Sign" Campaign
    - University of South Carolina – Housing Freeze Period

7. Integrate FSL Housing with Resident Life Operations

- Transition FSL housing management to the Department of Resident Life to align with institutional housing and facility management expertise while addressing unique needs of FSL community.
- Consider FSL housing as an extension of UMD's housing portfolio—integrated into the Department of Resident Life communications and recruitment materials.

8. Maximize Asset Utilization and Alternative Use

- Develop a contingency and reuse plan for underutilized houses, including:
    - Office space for DFSL and DRF, or other campus partners and student populations.
    - Rental to graduate students, visiting scholars, or athletic teams.
    - Commuter lounge or study space.
    - Summer conferences and short-term rentals.
    - Special programs like a one-semester PHA abroad preparation house.

9. Increase Revenue Streams and Efficiency

- IFC chapters should consider implementation of facility use fees for IFC members similar to PHA models.
- Consider co-housing or shared dining service models for smaller or struggling chapters.
- Expand summer rental and short-term lease programs.

10. Leverage Data and Business Intelligence

- Create a facility oversight matrix to clarify responsibilities between FSL Housing, DRF, Facilities Management (FM), and house corporations.
- Improve data collection on facility usage, maintenance needs, and financial health.
- Establish early warning indicators for chapters in financial or occupancy distress.

Conduct, Accountability, and Risk Management

Effective risk management within the IFC and PHA communities at UMD requires a proactive approach that prioritizes safety, accountability, and cultural change. This

report identifies four key themes essential for improving risk management strategies: increased training and education, enhanced communication and transparency, support for anti-hazing legislation, and clarified policies and procedures. Strengthening these areas will help mitigate risks related to alcohol misuse, hazing, and off-campus housing concerns, ensuring a safer and more responsible FSL community.

- Increased Training and Education
    - Training around mandatory topics is varied and largely done at the chapter level.
    - DFSL should leverage community resources to conduct more robust, regular training opportunities for chapter leaders as well as individual members and aspiring leaders.
    - Partner with law enforcement, medical professionals, mental health experts, speakers, and industry experts to expand presentation offerings for IFC/PHA.
- Enhanced Communication and Transparency
    - Establish strong MOUs and regular communications with constituents like OSC, UMPD, and chapter advisors to assist with enforcement and chapter support in various areas.
    - Organize meetings between IFC/PHA leadership, UMD officials, and local law enforcement to discuss community concerns and compliance strategies.
    - As shared in the “stakeholders” section of this report, improve website presence and offerings, while also working with OSC to ensure that relevant data is shared regularly.
- Support for anti-hazing legislation
    - Work with UMD partners to lead anti-hazing initiatives, as at UMD the IFC remains the most frequently referred organizations for hazing violations.
    - Establish more robust education and prevention strategies and programming to support chapters in eliminating harmful hazing practices within the new member program.
- Clarified Policies and Procedures
    - Establish committees to conduct regular periodic reviews of existing policies and procedures.

Key Statistics for Conduct

The FSL community represents significantly higher numbers of reports to OSC for organizational misconduct in 2023-2024. In particular:

- IFC men are overrepresented comparative to other student organizations and councils (80% of student conduct cases are comparative to individuals affiliated with other councils). PHA women represent the next highest number of individual violations at 16%.
- Underaged alcohol possession and disorderly/disruptive behavior remain the most common types of incidents reported for individual students affiliated with FSL.
- Individual students affiliated with FSL organizations, specifically IFC and PHA, are disproportionately represented in the conduct process as approximately 21% of the total number of referrals received. Of the 21%, 80% of those individuals are IFC and 16% are PHA.
- Hazing reports are almost exclusive to IFC (with minimal exceptions to include other councils).

Risk Management and Harm Reduction

Risk Management is a required aspect of operation for IFC and PHA chapters, in particular for those who wish to host registered social events. Each chapter develops their own basic risk management procedures to ensure that chapters are taking the proper precautions and steps to minimize harm within their specific chapter and community. Some chapters have specific risk management advisors who assist their members with developing these policies.

Chapters are all required to undergo specific training in areas of risk management, in particular: sexual misconduct, alcohol and other drug use, hazing, mental health and social event planning. However, the content of each of these trainings is often chapter-specific and not universal. Chapters are not required to seek prior approval for their training around these topics, nor are they required to have their risk management procedures for social events reviewed or approved by local or UMD officials.

DFSL has two graduate assistants who oversee Diversity, Equity, and Inclusion, along with Sexual Assault Prevention. While these areas are crucial topics to continue to educate FSL in, they could easily be expanded to encompass a more curricular approach to risk and harm reduction/prevention across various topic areas, including mental health, alcohol and other drug use, and bystander intervention. Consolidation of the Ten Terp Plan or expansion of the plan to go beyond Sexual Assault prevention and DEI would have a deeper impact on the community's ability to respond to a broad range of challenges and issues within their chapters.

The IFC and PHA have a set of guidelines for SEM. As the committee reviewed these expectations, it became clear that the existing policy does not reflect the social

environment of today's PHA and IFC. These policies were developed to minimize risk within the university-owned chapter houses, however most social events have moved off campus into unmonitored satellite houses in the City of College Park. Social Events are still expected to be registered, however there are many components to this policy that make adherence costly, cumbersome, and unrealistic for chapters to meet.

To improve the effectiveness of risk management policies and training for the IFC and PHA communities at UMD, the following recommendations are presented to enhance safety and accountability within the FSL community.

- **Strengthen Education and Training Programs for councils and individual chapters.**
    - Expand standardized training for all chapter members, not just executive boards, to complete annual risk management training covering alcohol and drug policies, hazing prevention, and event safety.
        - The current structure of chapters implementing their own training lacks consistent messaging, disseminates inaccurate information, and does not support consistent accountability.
    - Training should include interactive elements where members can engage in real-life scenarios to improve decision-making under risk-related situations. Bystander intervention education is crucial in all aspects of community accountability and risk reduction, not just sexual assault.
    - Partner with law enforcement, medical professionals, and mental health experts to create a "guest series" to supplement basic risk management education.
- **Review and revise the current SEM Policy on a regular basis to support the current culture of social events within the FSL community.**
  Suggestions of revisions can include:
    - Expanding the expectations of the policy to include events held at satellite houses.
    - Increase SEM presence by training additional SEMs to monitor both registered and unregistered events within the community.
    - Require chapters to submit a detailed risk assessment plan (as approved by their chapter advisor) before events, outlining alcohol and other drug control measures, emergency response plans, and designated sober monitors.
    - Requirements and options of acceptable measures are outlined by the SEM policy, however chapters should detail which measures they plan to utilize to monitor and control their specific event. This allows for

assessment of whether plans were effective or if modifications need to be made for future events.
    - Review the current reporting structures for violations of these policies and determine if the “sitters” or other event monitors are adequately equipped to address infractions in real time, as well as provide detailed reports for potential violations to be sent to the respective judicial board.
    - The current event policy only addresses alcohol use. With the recent legalization of cannabis, it is imperative that the IFC and PHA address alcohol and other drug use within the SEM policy.
- **Clarify accountability and enforcement for chapters within the relevant judicial processes.**
    - Publish specific sanctions for violating policies outlined in the SEM policy that includes stricter penalties for repeat offenders, including social event suspensions and/or financial fines. This provides a clear framework for the judicial boards to operate in, as well as provides transparent expectations for groups who may be in violation.
    - Increase transparency in judicial processes by publishing risk management violations and corresponding sanctions within the community to increase accountability.
    - Chapters should consistently engage alumni and chapter advisors in risk management training and enforcement to ensure long-term cultural changes.
- **Improving off-campus housing safety and community relationships by incorporating the following recommendations.**
    - IFC and PHA Chief Justice and VP for Accountability should attend monthly CMAST (City Multi Agency Strategic Team) meetings as a requirement to increase communication and relationships between IFC/PHA leadership, UMD officials, and local law enforcement. Community concerns, nuisance behavior and compliance strategies are regularly discussed by all in attendance. This will also improve IFC and PHA’s understanding of their local community impact, not just UMD impact.
    - Invite local law enforcement and City Officials to training or other relevant community meetings so that students better understand how to cooperate with law enforcement when they have to approach safety or neighborhood compliance issues.
- **Regularly review and revise policies and expectations for risk management.**
    - Establish a committee to review and revise risk management policies annually based on emerging trends and feedback from students and UMD

officials. This should include IFC and PHA representatives as well as UMD administrators.
    - Consider implementing semester or annual anonymous surveys for members to provide input on risk management effectiveness and suggest improvements.
- **Consider revising the role of the Graduate Coordinators for Sexual Assault Prevention and Diversity, Equity, and Inclusion into a full-time position which more fully encompasses training members and leaders on risk reduction, bystander intervention, and inclusivity in the community**
    - There are multiple overlapping themes in educating students around power-based violence, trauma informed response, harm reduction, and peer support which can be consolidated or linked more effectively. Taking a more curricular approach to this area would align with divisional strategic planning goals.
    - The rising cost of graduate students at UMD and their paraprofessional status does not necessarily set the office up for long-term success, as we consider budget constraints and the shifting needs of the office.
    - IFC and PHA need additional focused support pertaining to education around alcohol and other drugs, bystander intervention, and other pressing topic areas impacting their community and how they are perceived and received in the community. This is not a current focused responsibility of any staff member within the office as it is shared across many individuals.

Accountability Systems

Fraternities and sororities have built in accountability systems which seek to support the health and safety of their chapter and individual members, as well as to uphold sets of shared values and expectations. While a small recent study by the North American Interfraternity Conference indicated that students engaged in FSL may be provided more information and opportunities to engage in peer accountability systems than their non-affiliated counterparts, some groups may engage in this practice more successfully than others. Each chapter has the opportunity to execute a judicial/standards board to maintain the health and safety of the chapter and ensure that each of its members uphold the expectations set forth by UMD, national organization, and council to which the chapter belongs.

Effective accountability systems establish clear expectations and standards for behavior, provide consistent and fair enforcement of established rules, and provide regular training to equip individuals with the skills necessary to execute these

expectations. Unfortunately, through this process we have learned that the existing structure for creating a community of accountability within IFC and PHA has not been widely effective or consistent, and largely depends upon the student leaders' individual values and development. We predict that supporting strong peer accountability system structures will decrease the acceptability of harmful behaviors within the FSL community and thus will make it less likely that fraternity and sorority chapters will end up in campus-wide disciplinary proceedings.

IFC/PHA Council Judicial Board(s):

IFC and PHA at UMD currently establish separate judicial boards for each individual council as well as a joint IFC/PHA judicial board for SEM. The make up and selection of these boards currently differs according to the councils:

- IFC has a “Chief Justice” who oversees the IFC judicial process
    - The judicial board is advised by the IFC advisor as determined by DFSL (no mention of this in the bylaws). The Chief Justice establishes the number of members on the judicial board.
    - Each chapter is expected to have a member who is active within IFC serve on the board.
    - There is an application process, but the board members are exclusively selected by the Chief Justice.
    - There are no criteria set forth by the IFC bylaws which stipulates what type of experience the individual should have other than they must be active within the IFC.
    - The IFC judicial process allows for “alternative dispute resolution” which is not clearly defined in the bylaws, or a formal hearing.
- PHA has a VP for Accountability who oversees the judicial process for PHA.
    - The judicial board is advised by the PHA advisor as determined by DFSL (non-voting ex-officio member as stated in bylaws).
    - The PHA must have one representative from each chapter on the judicial board. Qualifications are not defined in the bylaws.
    - The policy establishes that there are procedures followed and that offer mediation and formal hearing procedures.

The joint IFC/PHA judicial board is currently advised by the GA for Accountability. This is a staff member within DFSL, who also serves as a RD in one of the university-owned FSL houses. This advisor is appointed by DFSL and is responsible for the advising of all council accountability representatives, in the execution of the council-specific judicial policies. In the position description for the GA for Accountability, it clearly outlines that this individual should work with OSC directly to support the training and development of

the judicial board members. This specific collaboration has not consistently taken place within the last ten (10) years.

The structure of the IFC/PHA council judicial board fluctuates, as does the training and advising, with who is in the role and what changes the board wants to make. While this allows flexibility and the ability to adapt based upon the needs of the councils, this does not provide consistent selection or training for board members or consistent accountability for chapters going through the process.

Additionally, through interviews with members of the Judicial Board, there were concerns raised that the execution of a joint judicial process creates prejudice and bias within the adjudication process. Groups and individuals may be less inclined to take accountability for their individual or group behavior, depending upon who is on the board as they may fear they are going to be perceived wrongly, ostracized by the community, or rejected by peers.

Through the committee's research, it was learned that most peer institutions have two separate judicial boards for IFC and PHA. In reviewing this component, there are mixed opinions on why joint versus separate boards may be effective; however, data in this area is inconclusive as record-keeping within this process at UMD has also not been consistent to allow for data collection or analysis. PHA and IFC chapter social structures are significantly integrated, which inherently makes sense to have the boards adjudicate certain matters collectively. However, they are separate communities with unique national expectations for each council and there should be space for each to manage accountability within their council, as needed.

Recommendation: IFC and PHA councils should continue to execute separate judicial boards, with the opportunity to hold joint hearings when appropriate. This allows each council to function independently while also being able to collaborate where needed. The following specific recommendations around this structure and execution should be considered and implemented where possible:

1. **Establish more regular training opportunities and education for all members of IFC/PHA councils around ethics, leadership, and conflict resolution to reinforce the importance of accountability and equip members with skills to uphold standards.**
    a. Education and training should be regular and consistent rather than a one-time initiative or opportunity.
    b. The GA for Accountability (or DFSL designee) should work directly with OSC to develop training for the IFC/PHA judicial officers to specifically

focus on how to execute a peer-led accountability system (e.g. University Student Judiciary).
    i. Provides consistent understanding of policy interpretation, fact-finding, questioning, and sanctioning/outcomes.
    ii. Creates more opportunity for transparency and communication between OSC, DFSL, IFC, and PHA around disciplinary matters.
    iii. Supports IFC and PHA having autonomy to adjudicate matters that do not fall within the OSC's purview.
  c. All IFC/PHA judicial board members should undergo the same training biannually to ensure successful on-boarding and transition of leadership.
  d. Provide additional training opportunities for chapter judicial officers and board members to undergo additional training to support individual chapter accountability measures.
2. **Selection of judicial board members for both IFC and PHA should be streamlined in terms of requirements and how selections are made.** Consistent criteria should be established to include experience in ethical decision-making, serving on individual chapter standards/judicial board, and understanding and adherence to UMD policies and expectations (judicial checks).
3. **All judicial hearings should be well-documented, with a summation of findings and outcomes, to allow for the collection of historical data and trends within the communities as well as clear rationales for decisions.** This supports the board in making decisions while also supporting chapters who may seek to appeal an outcome.
4. **Pilot accountability review analysis programs within individual chapters or within the IFC/PHA judicial boards to assess current practices and identify gaps within existing structures.**
    a. These allow for personal interviews of individuals within the fraternity and sorority community to discuss their perception and understanding of how accountability structures are implemented in their communities.
    b. This will provide a framework for DFSL to identify gaps and areas where increased training, support, and resources may need to be provided to ensure peer-accountability is occurring in effective ways.
5. **Collaborate with campus partners, community stakeholders, and national fraternity/sorority leaders to expand resources and opportunities in this area (i.e. OSC, Department of Resident Life, alumni advisors, (inter)national headquarters representatives, UMPD, etc.).**
    a. Include chapter advisors in training where appropriate or share summaries/updates regarding expectations and enforcement.

6. **Increase awareness and knowledge of existing policies beyond IFC/PHA leadership.**
    a. DFSL's current website should be updated to provide a clearer breakdown of UMD, departmental, and council-specific policies and expectations.
        i. Values-congruence, ethical standards, and council judicial practices should be more clearly defined through the website and other departmental publications.
    b. Establish opportunities in the on-boarding of new affiliates to inform them of community expectations and standards as it pertains to behavior and ethics.
        i. Integrate accountability training into the new member onboarding process including, but not limited to:
            1. Dissemination of standards and expectations during FSL 101 presentations.
            2. Online training modules for all members of the FSL community to ensure universal understanding of UMD, DFSL, and council expectations.
            3. Optional leadership training throughout the year for new and aspiring fraternity/sorority leaders.
            4. Invite campus partners such as OSC, to present on campus-wide policies and expectations as it applies to FSL.
    c. Current publication of council bylaws and policies are cumbersome and likely not read by the average member of a fraternity or sorority.
        i. Review and revise existing policies for clarity, readability, and understanding.
        ii. Clearer publication of resources and policies on DFSL website.
        iii. Existing policies should be revised to ensure they are written with a student-centered approach.
        iv. Include links to national organization standards and expectations (NIC, NPC, etc.).

Campus-wide Accountability

OSC serves as UMD's mechanism for communicating and upholding established standards and expectations for student behavior on campus. This also applies to student organizations. The relationship between OSC and FSL is often a strained or fractured one, as there can be mistrust and often animosity between the two entities. Campus administrators can be experienced as targeting and unfair, while student organizations are perceived as lacking transparency and honesty to protect their organizations when responding to allegations. It is essential that this relationship is

repaired and rebuilt to foster a more collaborative relationship built on mutual respect and community established procedures and expectations. DFSL must serve as the bridge to support these two entities working together.

Recommendation: Increase communication, transparency, and collaboration opportunities between OSC and IFC/PHA boards. It is recommended that:

1. **Recurring meetings between OSC, DFSL, IFC, and PHA representatives to share data and trends, discuss current issues or concerns, and keep lines of communication open (monthly or bi-weekly).**
    a. OSC should assist with the development of curriculum and execution of judicial board trainings for IFC and PHA given their area of expertise in peer accountability (i.e. University Student Judiciary).
        i. OSC can assist in serving as a non-voting advisor in judicial proceedings as well to ensure proper execution of trained skills and interpretation of policies.
    b. Invite OSC to meetings with chapter advisors or other stakeholders where appropriate.
    c. Explore where IFC and PHA judicial boards can partner or collaborate with OSC on lower-level policy infractions and support accountability at the peer level to decrease larger or more impactful conduct violations.
    d. Jointly establish formal MOUs between DFSL, IFC, PHA, and OSC to create transparent understandings of what matters are adjudicated by which entity and in what ways. MOUs may include:
        i. Agreements around increased conduct monitoring and data sharing/collection.
            1. Hospital transports - data points including chapter involvement, locations of incident, locations of consumption, Blood Alcohol Content (BAC) levels at intervention, bystander involvement, etc.
            2. Nuisance properties/parties - hosting and co-sponsoring affiliations, risk management successes and failures, and impact to neighbors and community.
            3. Exploration of instances where departmental processes can be combined or not.
            4. Consider the use of FERPA waivers to share disciplinary history of chapter members with advisors
                a. Explore the use of UMD “affiliate” status for chapter advisors to grant access to certain information more easily.

ii. Current bylaws and policies are not in alignment with UMD expectations and policies. Specifically, IFC bylaws grant it authority to adjudicate matters that have not been approved or discussed by UMD administrators.
    1. The perceived and actual absence of IFC accountability/ governance leads to perception that student conduct is the only accountability measure in place.
    2. This also leads to matters potentially not being reported to and addressed by UMD which poses significant legal risks.

2. **OSC should establish more prominent publication of UMD policies and procedures as it pertains to student organizations on its website**
    a. Current publications speak more specifically to individual students rather than student organizations which leads to a lack of clarity for IFC/PHA leaders.
    b. OSC should publish data pertaining to student organization standing and conduct violations to increase transparency regarding policy enforcement and outcomes, while also helping to support peer organizations who are upholding expectations.
        i. This is federally required for hazing violations as of 2025.
        ii. The posting of all conduct violations for student organizations will increase transparency and will contribute to a culture of accountability within the IFC/PHA community.
3. **FSL should include OSC in on-boarding of new members (FSL 101) to discuss campus policies and how they intersect with DFSL and IFC/PHA expectations**
    a. Provides an opportunity to share information about policies and procedures.
4. **OSC should consider a revision of the Code of Student Conduct to establish clearer or differing procedures for student organizations**
    a. Current policies and procedures are built for individual students rights and do not align with executed practices for investigations and collaboration with national HQ on holding chapters accountable.
    b. Collaboration with national fraternity and sorority leadership is nuanced in conduct procedures and the current policies do not allow for this type of interaction.
    c. Investigations for hazing-related behaviors do not follow the typical structure for referral to adjudication procedures in the Code of Student Conduct.
    d. While alternative resolution procedures are available for use within the Code of Student Conduct, there should be a clear outline of available

options for student organizations within the process (eg. restorative circles, mediation, or informal resolutions) to encourage a more rehabilitative approach to discipline of student groups.

Hazing

UMD does not have a standardized approach to hazing prevention and education. While hazing education is a requirement for all FSL chapters across councils for continued recognition by DFSL, each chapter is wholly responsible for administering training programs and interpretation of policies and expectations. This has often led to inconsistent expectations for students and a lack of students' abilities to identify hazing-related behaviors as identified by UMD.

Several years ago, UMD was engaged in hazing prevention work through the Hazing Prevention Task Force, however the group disbanded around the COVID-19 pandemic with no real clear deliverables beyond a centralized website where hazing prevention information could be located; this website has since been deactivated while undergoing revisions. The group consisted of individuals from DSA, including OSC, student activities, DFSL, athletics, and academic partners. Research has demonstrated that hazing prevention is more effective when the entire student affairs division is involved, rather than just the FSL community.

The Stop Campus Hazing Act

The federal government has implemented new anti-hazing legislation which will vastly change UMD's current structure of hazing prevention programs and reporting of violations. The new legislation requires:

1. Transparent reporting of hazing in alignment with CLERY standards.
2. Established prevention training and programming for all student organizations.
3. Revision of existing policies and procedures to reflect national requirements/language.

Currently UMD has no specific hazing prevention for campus, let alone specific to IFC/PHA. OSC provides presentations for hazing prevention and most requests come from IFC chapters, however, they cannot meet the demand due to staffing constraints. Additionally, requests are not always made at optimal times for prevention as they often occur after the new member process has been executed, not allowing for current members or affiliate members to undergo timely training. Individual chapters must meet DFSL requirements annually but this can be done through external resources or

individual chapter presentations, which again leads to inconsistent messaging and expectations.

UMD has to bring all of its current practices and requirements into alignment with the federal expectations, however there are additional recommendations that should be considered as it pertains to this requirement.

1. **UMD policies and procedures on hazing should be reviewed and revised regularly to reflect the needs of the UMD community.**
    a. UMD could strengthen its hazing policies by adding specific enforcement mechanisms and consequences (i.e. a detailed reporting process and specific consequences for chapters found responsible for hazing).
    b. It is recommended that the policy also include examples of types of hazing (severe and less severe).
    c. The policy should also articulate amnesty reporting options to encourage non-anonymous reporting.
    d. Consider including more information which broadly shares how investigations are conducted and what individuals can expect as part of that process.
2. **Prevention must be done prior to New Member Education (NME) and recruitment and should be required of all potential new members and current members.**
    a. Review various models of hazing prevention.
        i. Online modules
        ii. Public health approach
        iii. In-person trainings
        iv. Direct to external resources
        v. Annual vs. on-going
3. **Prevention should contain UMD specific community needs in conjunction with national models and research.**
    a. Leverage existing hazing prevention resources including AHC (Anti Hazing Coalition), Stophazing.org, Hazing Prevention Network, Piazza Center.
4. **Align current IFC and PHA bylaws to be in compliance with UMD expectations.**
    a. While IFC does not adjudicate less harmful hazing behaviors, their publicized bylaws seem to read differently. Their bylaws should be updated to reflect the accuracy of current actions and responses.
    b. PHA publicizes that hazing is not permitted, but does not indicate where to report or how reported incidents are managed. This should be clarified.

5. **Invest in personnel to assist with development of hazing prevention, training, investigations, and adjudication.**
    a. Due to expanding requirements at the federal level, UMD needs to invest in more significant support for not only FSL, but for the other 800+ student clubs and organizations, athletics, ROTC, Marching Band, faculty/staff, etc.
    b. Multiple hazing investigations running simultaneously can take extensive amounts of time to resolve as OSC only has one staff member designated to investigations.
        i. Various staff in OSC and DFSL assist with conducting investigation interviews, however, the summation of reports, communication with national leadership, individual chapters, formal correspondence, and adjudication currently rests with one staff member, the Associate Director of Student Conduct.
6. **Early collaboration and communication with national leadership on hazing allegations.**
    a. This has not been consistently done in all cases as sometimes OSC relies upon DFSL to communicate with national representatives (timing of the issuance of interim measures can cause challenges).
        i. Chapter president contact information is shared on a semesterly basis with OSC.
        ii. DFSL has now shared national leadership contact information for national headquarters staff and chapter advisors, although due to staffing and volunteer changes, this is not always up to date.
    b. Provides opportunities for joint investigations when appropriate.
    c. Allows national leadership to respond to local chapter concerns and provide support during the investigation.
    d. There have been expressed interest for chapter advisors to also be informed, however, their close relationship with local chapters can be a hindrance to the effectiveness of an investigation. Their role should be to support individual chapters as they are under investigation, which is why it's crucial for chapter advisors to be included in training opportunities and communication with DFSL/OSC prior to any allegations or investigations.

Alcohol and Other Drugs

Research shows that fraternities report 90% of their members to be regular drinkers, with 2/3 showing up as binge or high risk drinkers (https://www.addictiongroup.org/addiction/greek-life/). The majority of conduct cases within the IFC community typically presents as large, loud, and disruptive parties with

alcohol, or individual students possessing or consuming alcohol while under the legal drinking age. These violations frequently occur on Thursdays or Saturday nights, which are affiliated with when organizations are hosting socials at off-campus satellite houses.

Through the interviews conducted in Spring 2024, there was also an indication that drug use is also not uncommon, although students did not openly share where specifically or within which groups this was occurring. This is also statistically consistent with the legalization of cannabis in the State of Maryland and the rise of use among college-aged students.

Current IFC and PHA practices indicate that all chapters must undergo alcohol and other drug training requirements. However, this requirement is minimal and often viewed as a “check box” that needs to be completed to host social events rather than a meaningful, on-going conversation within individual chapters and within the broader community to eliminate illegal use of controlled substances and reduce harmful consumption for legal consumers. The UHC presentations focus on harm reduction, however, likely due to diminished resources, a slide deck for individual chapters to present to their membership are provided to chapters rather than this being a professional facilitator guided presentation.

The FSL community, specifically IFC and PHA chapters, have many resources at their disposal, as UMD’s School of Public Health is host to the Maryland Collaborative to Reduce College Drinking and Related Problems. This group provides extensive resources, research, and best practices around alcohol and now cannabis consumption amongst college students and K-12 students. It would be beneficial for IFC and PHA to identify ways to partner with this organization to better implement policies and practices which would actually reduce drinking amongst its members rather than a singular harm-reduction approach.

DFSL currently conducts a number of strategies to assist with the enforcement of alcohol and other drug policies. However, these significantly fall short from what would be considered best practices or effective methods. One example is alcohol and other drug enforcement within university-owned chapter houses. These are inconsistently enforced by GAs residing within the chapter houses. Very few violations are referred to OSC, however, those that are referred indicate it is likely that these violations are occurring in various locations (ex: room inspections revealing multiple violations within the chapter house where individual students under age are possessing alcohol containers in their rooms). Violations of policies are not consistently reported to OSC as expected.

The “IFC/PHA Tailgate” which occurs two hours prior to several home football games during the fall semester, is another instance where harm reduction strategies fall short of supporting UMD and council expectations around underaged drinking. Members are permitted to bring up to eight (8) individual alcoholic beverages (with limitations around alcohol percentages and no hard liquor). Only 21 year olds are supposed to be permitted to possess, however, it is not clear that this is monitored effectively throughout the event.

Recommendations: DFSL must take more proactive steps, in alignment with industry best practices, to reduce harmful alcohol consumption behaviors and to educate students in more meaningful ways around alcohol and other drug use.

1. **Support the use of facilitated presentations and discussions for training around alcohol and other drug use.**
    a. As shown in the SEM policy and other areas outlining requirements, groups have moved towards online or peer-led sessions which do not bolster robust conversations around real-life implementation strategies and bystander intervention for alcohol and other drug education requirements.
    b. IFC chapters require further training and support around serving as “host” organizations from a risk management perspective as well as providing environments in which alcohol is consumed en-masse given the dynamics of PHA restrictions around serving alcohol at events.
2. **IFC/PHA Tailgate restrictions around alcohol possession and consumption need to be re-evaluated to ensure that all health/safety precautions are being taken.**
    a. IFC and PHA hire outside security to conduct enforcement at these events, however, there does not seem to be consistent enforcement of alcohol possession/consumption at these events once students are in the tailgate. OSC does not receive a significant amount of referrals from this event, however anecdotally, this does not indicate that the event is without problems.
3. **Increase training and enforcement expectations for graduate house directors within university-owned chapter houses.**
    a. Ensure that all GAs are familiar with various forms of alcohol and other drugs where use may be evident in chapter houses.
        i. Partner with UMPD to understand current trends around use of vapes, alcohol, cannabis, and other drugs including prescription medications.

b. Require that all violations are reported through appropriate UMD or IFC/PHA channels consistently.
    i. OSC can work with DFSL and IFC/PHA councils to establish an MOU to determine if initial incidents should be handled within the chapter, IFC/PHA Judicial Boards, or OSC.
    ii. This will increase consistency and accountability within chapters.
c. Sanction ranges should be transparently communicated to the chapters for alcohol and other drug violations.
    i. Ex: First time alcohol possession - warning and Healthy Terps meeting with the UHC and/or chapter fines; 2nd violation - probation and substance use intervention treatment program in the UHC; 3rd violation - loss of housing, etc.

4. **Encourage or require that a certain percentage of weekly IFC/PHA socials are alcohol and other drug-free events.**
    a. Providing attractive, alcohol-free social alternatives can reduce the appeal of drinking.
    b. Social norming behaviors aim to correct students' misperceptions about their peers' drinking habits.
5. **Assess existing data and trends within the community to establish if targeted support or intervention needs to occur.**
    a. Not all chapters have widespread issues with alcohol and other drug use. The use of data analytics to review hospital transports, frequencies of violations within individual chapters, and other relevant data points will help DFSL and the IFC/PHA communities provide interventions where appropriate.

Appendix 1: IFC/PHA Early Action Recommendations

IFC/PHA Early Action Recommendations

Report Submitted by David Stollman, Denise Rosen, Ramsey Jabaji, & Vanessa Taft

IFC/PHA Transformation Working Group Co-Chairs

December 2024

The IFC/PHA Transformation Working Group has identified eight early action recommendations which are aimed at improving the IFC/PHA experience at University of Maryland as early as this Spring 2025. The group recognizes that the Department of Fraternity and Sorority Life (DFSL) began work during the summer and fall 2024 academic semesters to improve communication, engage all stakeholders, and increase accountability and transparency and we wish to build on that momentum with these early recommendations.

The Working Group has identified key areas below, which it would be incumbent upon DFSL to review and potentially implement changes in the interest of supporting students in IFC/PHA, prior to the delivery of the formal Fraternity and Sorority Life working group's report in April 2025. The priority areas are bolded in red.

We recognize that DFSL will identify the mechanisms and means to best implement any immediate improvements or recommendations through collaboration with relevant stakeholders and we are grateful to the work that is being done to improve the fraternity & sorority experience at UMD. The items listed below are meant as suggested recommendations, and we recognize that DFSL staff are the experts in determining what ideas to implement and how best to do so in ways which strengthen our community.

8 Early Action Recommendations

1. **Strengthen Stakeholder Relationships**
2. **Strengthen Student Safety & Accountability**
3. **Build a Data-Driven Culture Within DFSL**
4. **Strengthen Stakeholder Communications**
5. **Strengthen Positive Visibility of Fraternity & Sorority Life**
6. **Foster Collaborative Relationships with Stakeholders**
7. **Enhance DFSL Operations**
8. **Enhance University-Owned Facilities Management**

Priority #1: STRENGTHEN STAKEHOLDER RELATIONSHIPS

Rebuilding trust between UMD Administration, National Organizations, students, alumni, and chapter volunteers is critical following the Spring 2024 cease and desist. The positive steps taken by UMD in recent months to address these concerns are recognized as a strong start to this process. To further solidify trust and enhance collaboration, greater transparency regarding the incidents leading up to the Spring cease and desist, as well as the actions taken in response, is essential. Sharing this information will provide greater understanding, promote accountability, and provide valuable insights to inform future decisions and strengthen the FSL community's partnerships.

- **Stakeholder communication regarding Spring 2024:** DSA should communicate Spring 2024 findings, outcomes, and lessons learned, enabling students, staff, and stakeholders to understand the actions taken and apply insights to future decision-making and community standards. A senior member of the OVPSA should consider presenting an update to an all chapter presidents meeting held in early Spring 2025.

- **Transparency in Conduct Reporting:** UMD, represented by OSC, should enhance accountability and transparency within the campus community by publishing on a UMD website, in line with best practices and federal requirements, organizational conduct reports that detail findings and outcomes for all student organizations, including fraternities and sororities.

- **Student Affairs and National Organizations**: UMD Administration, leaders of National Organizations and Department Leaders should establish clear and consistent communication processes aimed at fostering collaborative relationships and rebuilding trust.

Priority #2: STRENGTHEN STUDENT SAFETY AND ACCOUNTABILITY

UMD will engage in increased transparency and education about the student conduct processes, investigations, resources, and accountability to improve the awareness of and compliance with UMD expectations while supporting the safety and well-being of IFC/PHA members.

- **Enhanced Understanding of Conduct and Accountability Processes**: FSL members will gain a clearer understanding of student organization conduct expectations, peer accountability roles (such as IFC/PHA judicial processes and standards review), and reporting structures, enabling them to uphold standards and address issues more effectively.

- **Community Awareness and Responsibility**: FSL members will broaden their understanding of their responsibilities as members of the College Park community, recognizing the impact of their actions on the local environment, particularly when engaging off-campus.
- **Crisis Escalation Review and Awareness**: The IFC and PHA chapter leaders and advisors and National Organizations will gain a clear understanding of the FSL escalation protocols in times of crisis, including the communication and reporting hierarchy, ensuring efficient and appropriate responses to critical incidents.
- **Council-Specific Achievement Scorecards**: DFSL and council leadership should evaluate existing council-specific scorecards to identify additional leading indicators and data points that offer a more comprehensive view of organizational health. These enhancements could include metrics such as current-year organizational conduct findings, awards won, membership statistics, academic achievements beyond GPAs, member community involvement beyond FSL (on-campus leadership, athletics), philanthropy contributions, and community service hours. By providing a richer and more detailed scorecard, the initiative will support transparency, celebrate organizational achievements, as well as highlight areas for growth vs. the community. Potential new members, their families, and the broader community will gain better-informed perspectives and provide organizations data to better communicate their own story.

Priority #3: BUILD A DATA-DRIVEN CULTURE WITHIN FSL

UMD fosters a culture that prioritizes data-informed decision-making and assessment, empowering stakeholders to make well-informed, strategic, and evidence-based improvements. This needs to take hold across FSL so that decisions and initiatives, ultimately enhancing program effectiveness and accountability, are data informed.

- **Gap and Asset Analysis:** DFSL will conduct a gap analysis by reviewing current data and processes, mapping community needs, and collaborating with IRPA and DSA to develop a comprehensive implementation plan that addresses identified areas for improvement and supports data-driven decision-making.

Priority #4: STRENGTHEN STAKEHOLDER COMMUNICATION

The IFC/PHA FSL community will experience stronger collaboration and increased engagement as a result of improved communication channels, structured meetings, and transparent information-sharing practices, fostering a more cohesive and connected fraternity and sorority environment.

More clearly communicate organizational structures and communication protocols.

- **Role Clarity and Contact Guidance:** Students and FSL volunteers will gain greater clarity and efficiency in their interactions with DFSL and DRF through updated organizational charts featuring detailed role descriptions and levels of authority. These resources will clearly outline whom to contact for specific inquiries, each role's decision-making capabilities, and guidance on navigating the organizational structure. This initiative aims to streamline communication, improve access to appropriate support, and ensure that community members receive timely and accurate assistance.

- **Matrix Explanation:** To further enhance understanding and collaboration, Student Affairs will provide clear explanations of the reporting structure and communication protocols within the matrixed DFSL and DRF organizations. This guidance will include details on whom to include in correspondence and lines of management, fostering effective collaboration, accountability, and streamlined communication within and across departments.

Establish department standards for improved customer service and collaboration.

- **Communication Expectations:** DFSL will establish and communicate clear response time expectations for staff, along with protocols for coverage during out-of-office periods and duty assignments. Additionally, expectations for response times and engagement levels for volunteers will be defined and shared. These measures aim to enhance professional responsiveness, improve support and satisfaction, and ensure timely assistance for student, volunteer and staff needs. By setting and communicating these standards, stakeholders and staff will develop a mutual understanding that fosters trust, reliability, and a stronger sense of accountability within the FSL community.

- **Access to DFSL Staff and Graduate Assistants:** Students will experience increased support and connection with DFSL resources through enhanced accessibility to staff and GAs. This could include published office hours and online appointment scheduling system, fostering open communication and ensuring timely assistance.

Improve email and meeting processes.

- **Contact Listserv Management**: DFSL staff and stakeholders will benefit from an efficient and accessible listserv process, enabling the effective management and sharing of accurate contact information. This will enhance communication efficiency and ensure consistent engagement across the broader stakeholder community.

- **Expanded Communication Leadership and Reach:** DFSL staff should consider strengthening their communication approach by engaging a broader and more diverse range of stakeholders more frequently. This effort could include students, potential members, families, alumni, advisors, house corporations, and (inter)national organizations in relevant updates, news, and chapter and council communications. Additionally, chapter advisors will be consistently included in correspondence with chapter leadership, enhancing transparency, fostering collaboration, and strengthening the support network for the FSL community.

- **Meeting Cadence and Agenda Planning**: Students, community volunteers, and DFSL will be better prepared to engage in meetings through early scheduling, clear agendas, and advanced distribution of topics, enabling greater participation, improved collaboration and accountability within the community.

- **Enhanced Meeting Accessibility, Accountability and Follow-Through:** DFSL staff and community members should consider improving accountability and follow-through by consistently sharing recaps, outcomes, and action items with meeting attendees and those unable to attend. For especially important meetings and topics, Zoom links should be provided and recorded presentations should be made available for review, ensuring transparency, inclusivity, and continued engagement across the FSL community.

Reestablish regular communication and planning meetings within the community.

- **Annual Community Engagement Plan**: There's an opportunity to strengthen DFSL staff, advisors, and house corporation volunteers collaboration and community alignment through an established annual engagement plan that fosters relationship building, continuous improvement, proactive planning and support for student and community success. Volunteers would experience improved accessibility and inclusivity in meeting scheduling, with times, locations, and formats designed to recognize and accommodate their professional and personal commitments.

- **Establish Monthly Communications:** FSL students, leaders, and volunteers will benefit from consistent and targeted communication streams, including monthly updates for advisors and house corporations. These communications could provide timely access to important information, resources, and updates, fostering alignment with UMD, Division, and Department mission, goals, and strategies. This initiative will enhance connectivity and ensure stakeholders are well-informed and engaged.

- **Annual and Semesterly Meeting Structure**: DFSL staff and community leaders will improve cohesion and strategic alignment through a structured meeting plan, including reinstated Advisor and House Corporation Summits, bi-monthly advisor meetings with co-created agendas, and Zoom-hosted house corporation-specific sessions, enhancing engagement, collaborative problem solving and relationship building.

- **Mid-Year Review and Planning Process**: DFSL staff, chapter student leaders, supporting volunteers, and campus partners will engage in a mid-year review, facilitating a smoother transition for chapter leaders and fostering connections among stakeholders to assess and share insights. Outcomes from these meetings will inform recommendations for improvements for the Spring semester, guide facility improvement plans for upcoming breaks, and promote the sharing of best practices within the community.

Priority #5: STRENGTHEN POSITIVE VISIBILITY OF FSL

UMD will invest in robust public relations and marketing efforts to elevate the visibility of FSL, with a special emphasis on outreach to current and potential new members and their families. These efforts will ensure that key audiences are well-informed of FSL's benefits, values, and contributions, fostering a positive and valued perception of FSL at UMD. We recognize this may require an investment of resources and/or formalized partnership with the Director of Strategic Communications & Marketing in the VPSA office.

- **Public Relations and Positive Community Visibility:** UMD should invest in efforts to enhance the positive visibility of the DFSL community through a comprehensive public relations and marketing strategy. This initiative will focus on highlighting the core values, benefits, and accomplishments of the FSL community, emphasizing its positive impact on both individuals and the broader UMD community. The strategy will engage a diverse range of audiences, including prospective members, parents, alumni, and the wider community, fostering a deeper understanding and appreciation of the fraternity and sorority

experience. By sharing success stories, impactful programs, and individual achievements, this initiative aims to improve the overall perception of FSL, reinforcing its role as a positive and integral part of the UMD experience.

- **Enhanced DFSL Website as a Central Resource:** The DFSL website will serve as a comprehensive and user-friendly resource for all stakeholders, including members, parents/families, volunteer leaders, alumni, and prospective members. The improved website will feature expanded FSL News and Events, UMD Policies and Resources, Community Data, Training Materials and Manuals, and Community Links. This upgrade will enhance engagement, improve communication efficiency, and ensure all stakeholders have access to critical information to support their roles within the FSL community.

- **Enhanced Marketing of the FSL Live-In Experience**: The DFSL Housing team should consider collaborating with Department of Resident Life and DSA Communications to develop initiatives to raise awareness of FSL student housing, promote the advantages of the FSL living-learning community, and increase overall occupancy in DFSL houses. Options to consider include inclusion in Department of Resident Life's Off-Campus Housing presentations, highlighting chapter houses of housed organizations on the UMD website and incorporating highlights of the live-in experience in DFSL communications and marketing materials.

Priority #6: FOSTER COLLABORATIVE RELATIONSHIPS WITH STAKEHOLDERS

The FSL community will cultivate a culture of respect and appreciation by fostering intentional collaboration and recognizing the positive contributions of all members. This approach will reinforce a shared commitment to UMD's mission and promote a supportive, inclusive environment within the FSL community.

Expand opportunities to build relationships and collaborate throughout the year.

- **Stakeholder Engagement and Role Understanding**: FSL community members have the potential to develop a deeper understanding of the diverse roles, perspectives, and shared commitments within the community through small roundtable discussions. These discussions have the potential to foster greater appreciation for each stakeholder's contributions, improve relationships across the community, and reinforce collective responsibility for student and community success.

Expand methods of appreciation within the community.

- **Culture of Positive Recognition and Achievement**: The FSL community has an opportunity to cultivate a culture of celebrating success and high achievement by implementing a communication protocol that ensures timely and consistent recognition. This will include simple expressions of appreciation, such as “great job” emails from UMD Administration and staff to students, with advisors and national offices copied, as well as notes of thanks and recognition from volunteers to DFSL staff. By regularly acknowledging positive contributions, this initiative will enhance the overall culture of gratitude and reinforce a spirit of collaboration and mutual respect within the community.

Priority #7: ENHANCE DFSL OPERATIONS

UMD will initiate a process to improve the overall functionality, staff success, and connectivity of DFSL within the broader campus community. These efforts could create a foundation for further organizational improvements, which will be informed by future recommendations from ongoing working groups.

Begin internal department assessment process.

- **Commence Department Assessment:** The department should implement a comprehensive review process for all professional and graduate assistant staff, incorporating 360-degree feedback from students, campus partners, and other stakeholders. This initiative aims to identify strengths to leverage and areas for improvement, supporting future goal setting and enhancing team functionality. Based on insights gathered through this work, specific areas of focus for review should include team dynamics, supervision and coaching, culture of accountability, planning, and communication.

Improve the transition management process.

- The department should review existing standard operating procedures (SOPs) to ensure the thorough transfer of critical information and institutional knowledge among staff and graduate assistants, and implement improvements where needed. This approach will improve continuity and effectiveness, facilitating smooth transitions during staffing changes and minimizing disruptions to departmental operations and support services. By providing future staff and GAs with the necessary tools and knowledge for their roles from the start, the department will foster a seamless integration into their responsibilities, supporting long-term operational success and student success.

Identify vital campus connections and initiate opportunities to strengthen collaboration.

- **Team and Campus Community Connections**: DFSL staff, GA's, and campus partners will establish and strengthen relationships and collaboration through intentional communications, team-building activities, shared mentorship opportunities, fostering cross-departmental expertise and support for department work. Opportunities to consider include: expanded GA events including House Directors, mentorship and collaborations with Department of Resident Life, DRF, and Office of Family Engagement.

Improve GA hiring and assignment processes for 2025-2026

- **Department Evaluation of GA Hiring Practices:** DFSL should consider enhancing its hiring practices for GAs by implementing improved vetting and interview processes, ensuring that candidates meet the department's needs and align with its goals. These enhancements have the possibility of strengthening hiring and improved departmental effectiveness.

- **GA/RD Recruitment and Onboarding**: GAs should enter roles with a clear understanding of the expectations and responsibilities, with hiring processes prioritizing relevant experience with emphasis on prior FSL experience. The hiring process should provide transparent role representations and explanation of living arrangements to improve hiring outcomes, easier onboarding and improved contributions to team performance.

- **GA Project Planning**: DFSL leadership should evaluate the current approach to special project assignments for GAs and consider implementing a new strategy that addresses community needs while ensuring graduate assistants are set up for success in their professional development. This strategy should eliminate expectations for undergraduate students to train the GAs and instead focus on providing GAs with structured, collaborative group projects that tackle complex community challenges. This approach will enhance the GAs' impact on the FSL community while fostering a stronger connection within the GA cohort.

Priority #8: ENHANCE UNIVERSITY-OWNED FACILITIES MANAGEMENT

UMD will enhance the management of university-owned FSL housing by establishing clear ownership, defining responsibilities, and implementing comprehensive oversight protocols. This initiative aims to ensure effective

governance, improve accountability, and address existing gaps in facility management to support immediate needs.

- **Capital Improvement Planning**: UMD should conduct a comprehensive analysis of the current conditions of FSL buildings and create a 10-year capital improvement plan, incorporating insights from the Facility Condition Reports (FCR), students, community members and market conditions to inform immediate decisions, future plans and to assist with the work of this and other established working groups.

- **FSL Housing Champion:** UMD should consider appointing a designated champion for FSL Housing to serve as the primary advocate/process manager for all aspects of university-owned FSL housing. This role will ensure effective oversight and streamlined processes by integrating DFSL responsibilities—such as programming, RD's, house corporations, and budgeting—along with facility management through DRF. This position may serve as a temporary assignment, pending future recommendations from this and other working groups.

- **DFSL Facility Oversight Matrix**: Stakeholders will gain clarity on the roles, responsibilities, and boundaries related to housing operations and facilities management by defining an oversight matrix that outlines the functions of DFSL staff, DRF, FM, house corporations, and contractors. In this evaluation, the department should reassess RD responsibilities for facility walkthroughs and oversight, prioritizing student safety and effective asset management, with particular consideration of their live-in status, utilization of the facility and expectation to be visible and engaged with their chapter community.

- **Project Management Improvement:** Communication and tracking processes will be improved across all stakeholders to ensure facility maintenance issues (4WORK calls) are being elevated as required and resolved in a timely manner. Stakeholders will have a clear understanding of roles and responsibilities within the process.

- **Project Request Process Improvement**: An accessible, streamlined project request process will be implemented to enhance transparency, collaboration, accountability and functionality, ensuring stakeholders are informed of progress and key decision points throughout the project lifecycle.

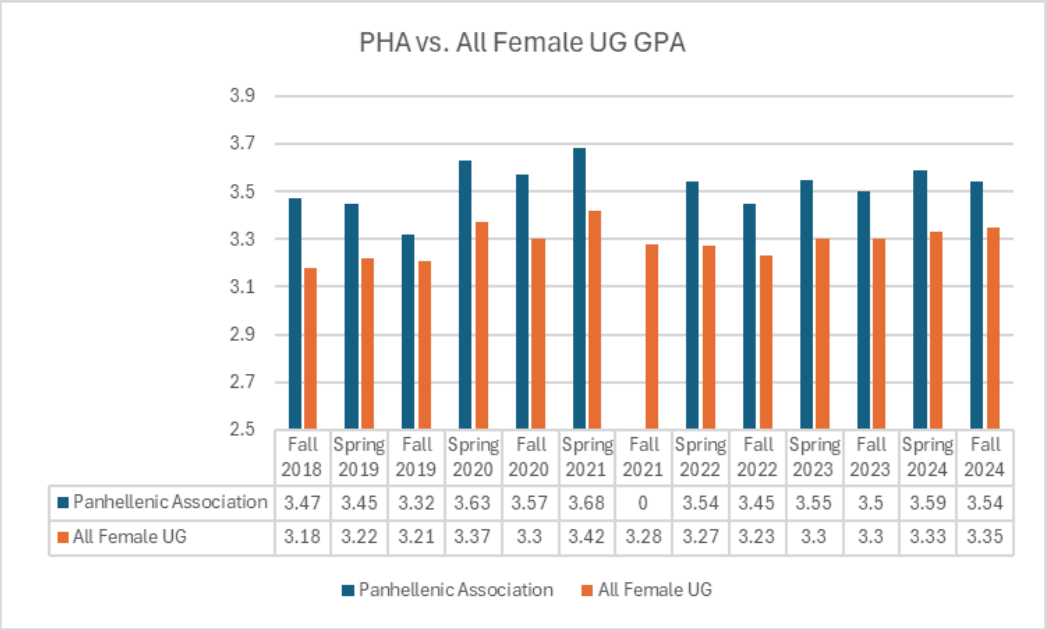
- **Training and Resource Development for House Corporations**: UMD should consider developing and providing resources, including a comprehensive "How-to" manual, to support House Corporations in managing DFSL housing effectively. This manual will include: guidance on navigating UMD resources and processes, a list of preferred vendors, and instructions for submitting project and improvement requests. These resources aim to educate new volunteers, promote adherence to established procedures, and enable high standards of facility management.

- **Improved Lease Agreement Processes:** UMD should consider partnering with the Office of General Counsel and other relevant entities to enhance the lease review and revision process. UMD should aim to provide leases 60 days prior to the start date—fostering improved collaboration with house corporations. Additionally, UMD should consider the feasibility of providing documentation through digital tools, such as Google Forms and DocuSign, to improve efficiency and accessibility for all stakeholders.

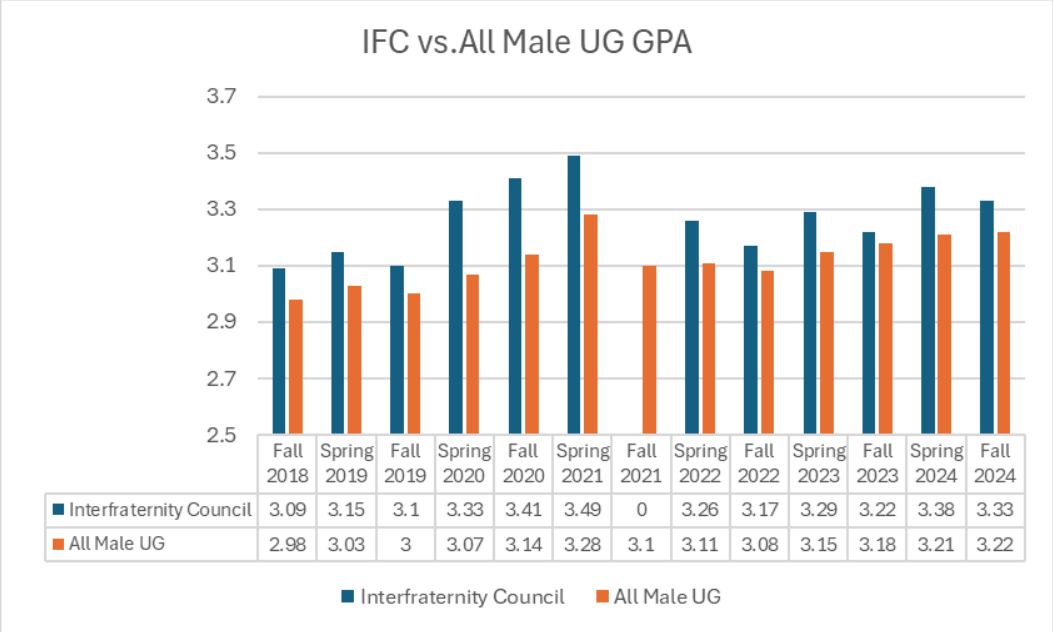
Appendix 2: Student Success

GPA

As a cohort, PHA and IFC members outperform their counterparts in the classroom, achieving higher GPAs than All female and All male undergraduates.



	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024
Panhellenic Association	3.47	3.45	3.32	3.63	3.57	3.68	0	3.54	3.45	3.55	3.5	3.59	3.54
All Female UG	3.18	3.22	3.21	3.37	3.3	3.42	3.28	3.27	3.23	3.3	3.3	3.33	3.35

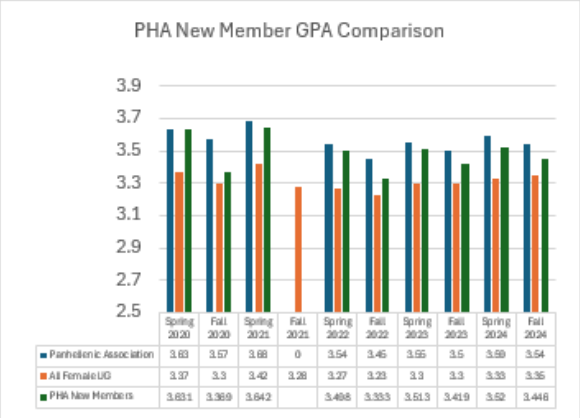


	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024
Interfraternity Council	3.09	3.15	3.1	3.33	3.41	3.49	0	3.26	3.17	3.29	3.22	3.38	3.33
All Male UG	2.98	3.03	3	3.07	3.14	3.28	3.1	3.11	3.08	3.15	3.18	3.21	3.22

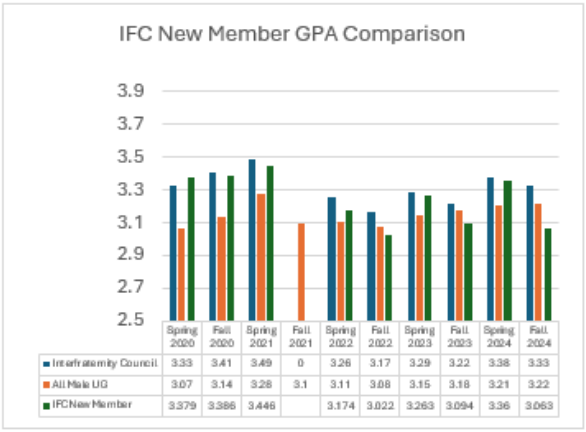
New Member GPA's

Most new members join PHA and IFC organizations in the Spring semester although a small number do join in the Fall.

PHA New Members have outperformed the All-Female Average every semester since spring 2020.
IFC New Members have outperformed the All-Male Average every spring since 2020 and in all but three Fall semesters.



	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024
Panhellenic Association	3.63	3.57	3.68	0	3.54	3.45	3.55	3.5	3.59	3.54
All Female UG	3.37	3.3	3.42	3.28	3.27	3.23	3.3	3.3	3.33	3.35
PHA New Members	3.631	3.369	3.642		3.498	3.333	3.513	3.419	3.52	3.448



	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024
Interfraternity Council	3.33	3.41	3.49	0	3.26	3.17	3.29	3.22	3.38	3.33
All Male UG	3.07	3.14	3.28	3.1	3.11	3.08	3.15	3.18	3.21	3.22
IFC New Member	3.379	3.386	3.446		3.174	3.022	3.263	3.094	3.36	3.063

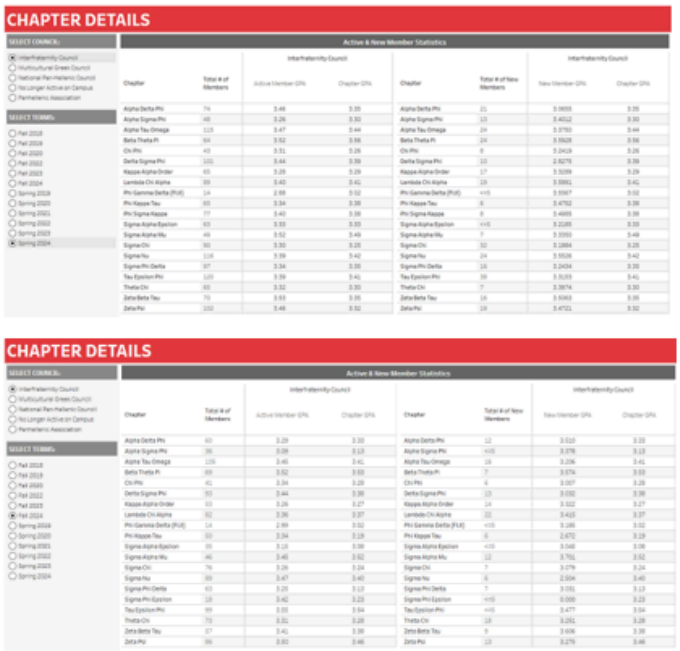
Chapter Assessment – Grades of New Members

PHA Chapters

Spring '24 Primary Recruitment: ALL but 1 (15 Chapters) new member classes OUTPERFORMED the All-Female Average (3.33)
Fall '24 COB: 10 of 12 Chapters new member classes OUTPERFORMED the All-Female Average (3.35)

IFC Chapters

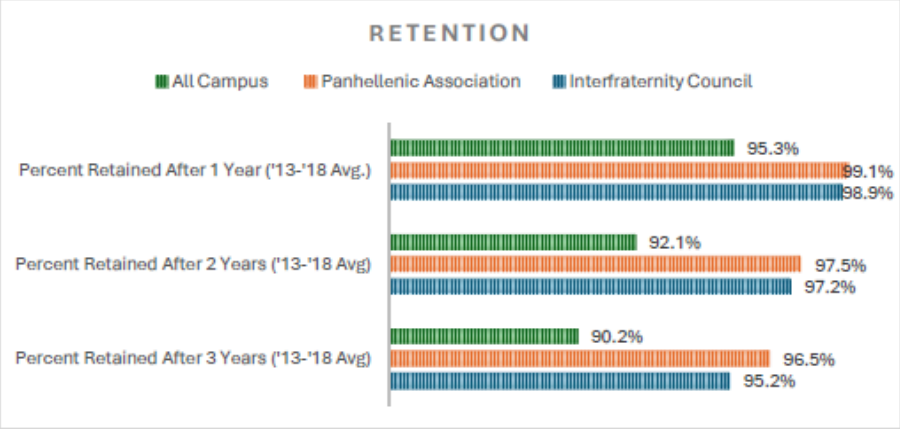
Spring '24: 17 of 20 Chapters new member classes OUTPERFORMED the All-Male Average (3.21)
Fall '24: 13 of 19 Chapters new member classes OUTPERFORMED the All-Male Average (3.22)

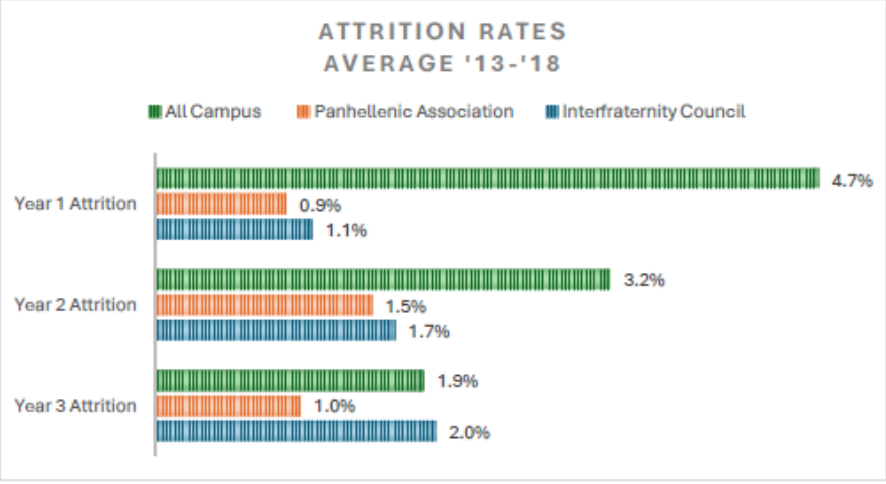


Retention Rates

This data suggests that fraternity and sorority affiliation significantly contribute to higher retention rates and lower attrition when compared to the broader campus population

- **PHA Sorority Women:**
  - Year 1: 99.1% retention, outperforming All-Campus by +4.2 pts and IFC by +0.2 pts.
  - Year 2: Retention still stronger than All-Campus by +5.4 pts.
  - Year 3: Retention stronger than All-Campus by +6.3 pts.
  - The attrition rate is much lower than All-Campus, being 5 times lower in Year 1 and almost 2 times lower in Years 2 and 3.
- **IFC Fraternity Men:**
  - Year 1: 98.9% retention, outperforming All-Campus by +3.6 pts.
  - Year 2: Retention remains stronger than All-Campus by +5.1 pts.
  - Year 3: Retention still stronger by +5 pts compared to All-Campus.
  - Attrition in Year 1 is 4 times lower than All-Campus, and in Year 2 it's almost 2 times lower. Attrition between Years 2 and 3 is the same for both IFC and All-Campus.

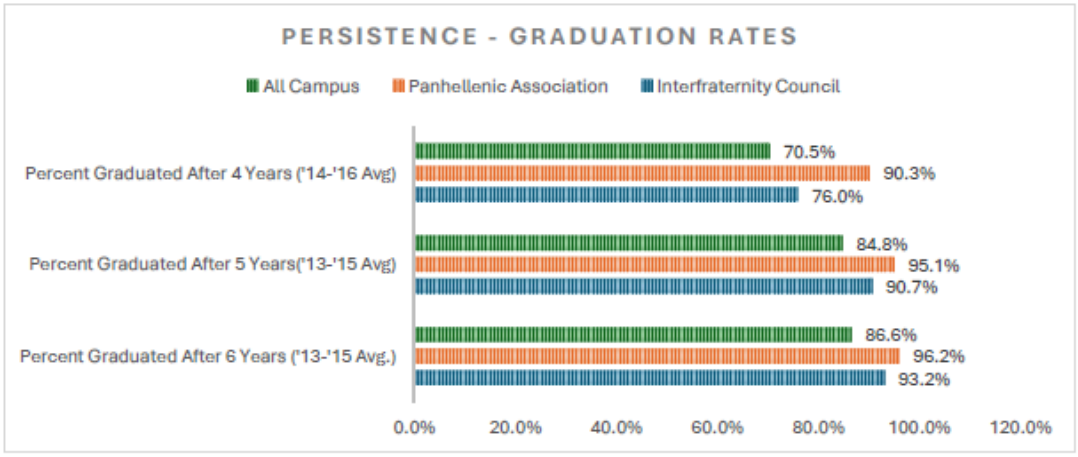




Persistence

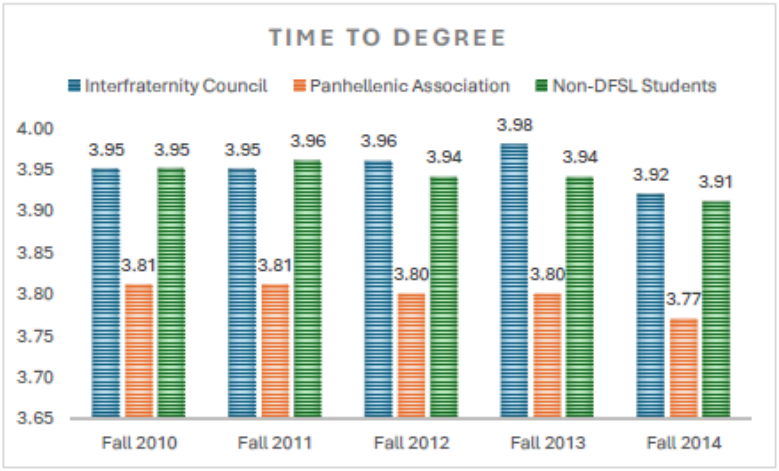
Affiliation with PHA sororities and IFC fraternities contributes to higher graduation rates compared to the general All-Campus population. This data highlights how sorority and fraternity membership seem to correlate with higher graduation rates. The stronger support networks, mentorship, and resources within these organizations and family structures may be factors that contribute to these outcomes.

- **PHA Sorority Women:**
  - **4-Year Graduation Rate:** Over 90%, nearly 20 percentage points higher than the All-Campus average.
  - **6-Year Graduation Rate:** Over 96%, nearly 10 percentage points higher than the All-Campus average.
- **IFC Fraternity Men:**
  - **4-Year Graduation Rate:** 76%, 5.5 percentage points higher than the All-Campus average.
  - **5-Year Graduation Rate:** Almost 91%, 5.9 percentage points higher than All-Campus avg.
  - **6-Year Graduation Rate:** Over 93%.



Time to Degree

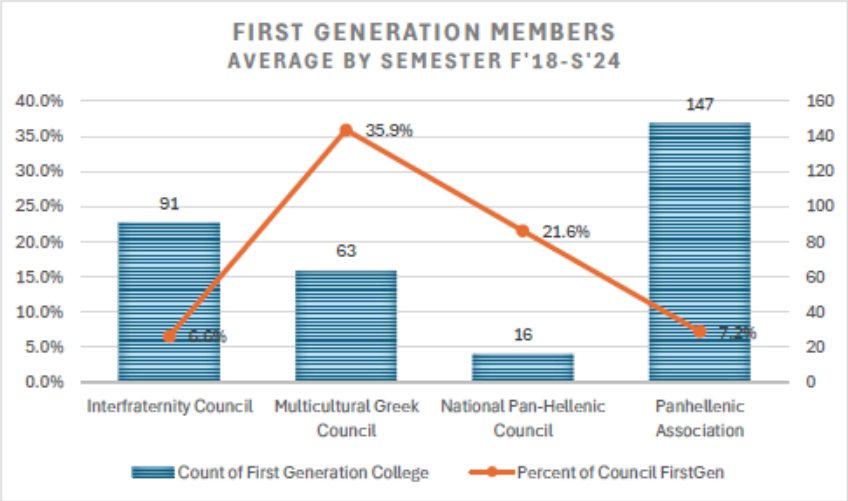
PHA, IFC and Non-DFSL Students complete their degree in 4 years or less, with PHA women leading the way with completion at a slightly faster pace.

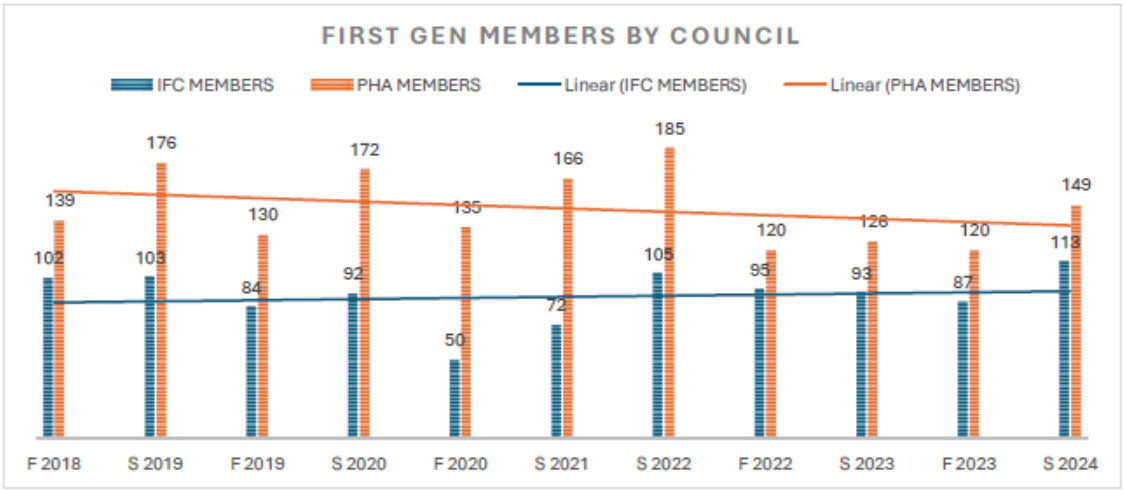


First-Generation Student Representation in PHA and IFC

Both PHA and IFC have relatively low representation of first-generation students, with both councils averaging around 7% from Fall 2018 through Spring 2024. Despite this low percentage, the absolute number of first-generation students in these councils is substantially higher than the numbers in the MGC and NPHC councils. However, the percentage of first-generation students in the MGC and NPHC councils is significantly higher.

A concerning trend is the decline in first-generation student affiliation within PHA since 2022. This decrease warrants further analysis to identify the underlying factors driving this trend and to explore potential solutions for increasing engagement among first-generation students in the future.

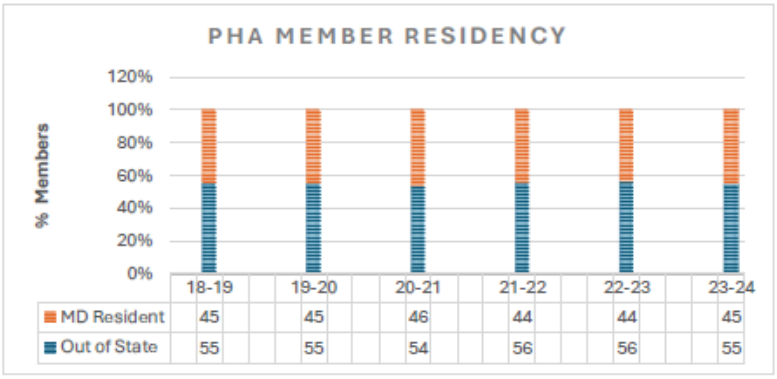


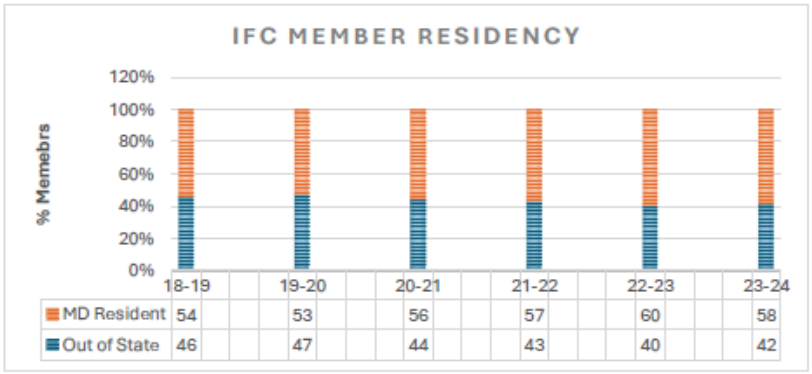


Residency Trends in Fraternity and Sorority Affiliation

Sense of belonging and community are key reasons why students choose to affiliate with fraternities and sororities, often helping them find their "tribe" or a home away from home. This is especially evident in the Panhellenic Association (PHA), where out-of-state women make up most members.

- PHA has maintained a consistent residency distribution over the years, with an average of 55% out-of-state and 45% in-state. This trend reflects the strong sense of community that PHA offers, particularly for students coming from outside Maryland.
- In contrast, the Interfraternity Council (IFC) has seen a shift toward more Maryland residents over the years, with out-of-state students comprising only 45% and in-state students making up 55% by 2023-2024.





Appendix 3: Chapter House List

Fraternities and Sororities located on Fraternity Row

Address	Building Number	Fraternity/Sorority
1 Fraternity Row	126	Kappa Alpha Order
2 Fraternity Row	127	Sigma Alpha Mu
3 Fraternity Row	128	Vacant
4 Fraternity Row	129	The Agora
5 Fraternity Row	130	Phi Kappa Tau
6 Fraternity Row	131	Beta Theta Pi
7 Fraternity Row	132	Vacant
8 Fraternity Row	133	Gamma Phi Beta
9 Fraternity Row	134	Alpha Sigma Phi
10 Fraternity Row	135	Sigma Kappa
11 Fraternity Row	136	Alpha Epsilon Phi
12 Fraternity Row	137	Zeta Tau Alpha
13 Fraternity Row	138	Zeta Psi
14 Fraternity Row	139	Sigma Chi

Appendix 4: House Corporation Overview

What is a House Corporation?

A House Corporation is usually a 501(c)(7) organization non-profit corporation that holds title to or rents property to be occupied by a collegiate chapter of a fraternity or sorority.

In some instances, house corporations are a taxable entity and file normal corporate tax returns and pay Federal and State taxes. House Corporations can be operated locally by Alumni associated with a chapter or by a National Organization which manages a real estate portfolio across the country.

General Responsibilities:

✓ Owns and/or manages real estate for the chapter.

✓ Leases the chapter house to the undergraduate chapter and/or individual residents, depending on the structure of agreements.

✓ Maintains the physical structure and executes a long-term capital improvement plan.

✓ Maintains the equipment and furnishings.

✓ Anticipates future housing needs.

✓ Maintains accurate financial information.

✓ Obtains loans when necessary.

✓ Enter contracts when applicable.

✓ Secures adequate levels of insurance and handles claims as necessary.

✓ Ensures that any applicable taxes are filed properly.

✓ Ensures that the building meets all code requirements.

✓ Hires and supervises employees and/or contracted services including food service, cleaning services, landscaping, and house director/property manager.

✓ Collaborates with the undergraduate chapter and advisory team to maintain a positive living learning environment.

✓ Collaborates with the University hosting the chapter.

✓ Collaborates with other house corporations on campus.

Responsibilities to (Inter)National Organization:

- Comply with the Bylaws, Policies and Procedures that pertain to house corporations.
- Complete and submit reports and documentation as required including annual budget, assessment of facilities and capital improvement plan.
- Maintain open communication with national organizations as needed.
- Provide information needed for insurance review and renewal as needed.

Responsibilities to Chapter:

- Ensure the facility is safe, properly functioning, furnished, maintained and meets local standards. Advocate for the needs of the chapter, residents and for the success of the facility.
- Provide the chapter with information including the opening and closing procedures, house corporation budget, plans for the facility and work that has been recently completed.
- Conduct a meeting with new-member classes to discuss housing obligations and operations.
- Communicate to residents, members and parents/guardians or provide chapter leadership necessary information to communicate regarding housing matters.
- Distribute and collect all housing agreements/contracts.
- Conduct safety audits on a regular basis including lock maintenance and video surveillance, if installed.
- Maintain property grounds including lawn care and landscape maintenance beyond university services if elected by university owned. Privately owned, maintain grounds and remove snow.
- Serve as a supervisor to any facility staff and/or work with the Resident Director to maintain chapter house to house corporation and chapter standards.
- Maintain open lines of communication with the chapter, and advisory board, and establish processes for receiving and responding to issues and feedback.
- Collaborate with chapter leadership regarding house rules, opening and closing, and other processes.

Financial Responsibilities:

- Oversee and ensure all financial obligations of the facility are met.

- Maintain effective, transparent, internal financial controls and records.
- Contract a professional bookkeeper/service to maintain daily business accounts, produce regular financial reports, process payroll, and receive and pay invoices.
- Prepare and implement a budget annually and review on a regular basis.
- Review market conditions, anticipated costs, and rental and resident hall data, to set rates for each rental period. This includes room and board, parlor fees and house bond.
- Hold an Annual Corporation meeting as required by law.
- Review chapter contracts and housing agreements on an annual basis or as required by (Inter)National organization and local laws.
- Utilize a professional tax advisor to prepare and file the appropriate tax forms.
- Confirm annually with the appropriate state agency that the corporation is in good standing and/or take appropriate steps to maintain standing.
- Maintain adequate property and liability insurance.

Operations:

- Hold board meetings as required to effectively operate.
- University owned: Sign Lease Agreement with the University on an annual basis and comply with operational requirements as listed in lease and addendums.
- University owned: Collect room and board and pay University rent, contracted services, and employees as applicable.
- Privately owned: Collect room and board and pay all fixed expenses relating to ownership of chapter housing when due, e.g., mortgage, taxes, insurance, and payroll expenses.
- Negotiate annual contracts as needed.
- Collaborate with RD and chapter leaders to manage on-site contractor services. Conduct at minimum an annual inspection of property and address needed repairs and improvements. Advocate for needs of facility management with university departments if university-owned. Collaborate with chapter leadership on policies and procedures, requested improvements Attend required university meetings and respond to requests as required.
- Identify opportunities for incremental income – summer rentals, boarders, fundraising, etc.

Employee Management (if applicable):

- Utilize appropriate professional resources to ensure compliance with all local, state, and federal requirements of employees.
- Pay wages to all employees; distribute W-2 forms to employees and file.

- Prepare Form 1099 for all contract employees earning more than $600 per year (gardener, maintenance person, etc.). Pay workers' compensation and unemployment insurance costs.
- Ensure required training is completed and OSHA guidelines followed.

Long Term Planning:

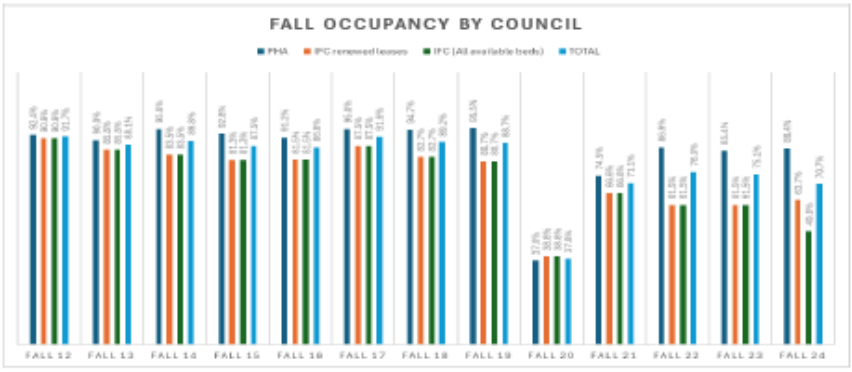
- Review house corporation bylaws as required by (Inter)National Organization and revise, as necessary.
- Maintain a five-year strategic plan including capital expenditures for buying or building housing, for remodeling the facility.

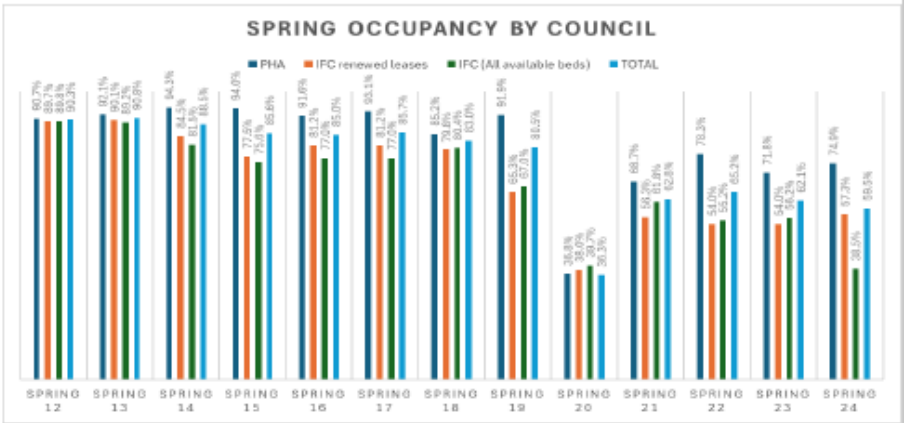
Appendix 5: Occupancy Trends

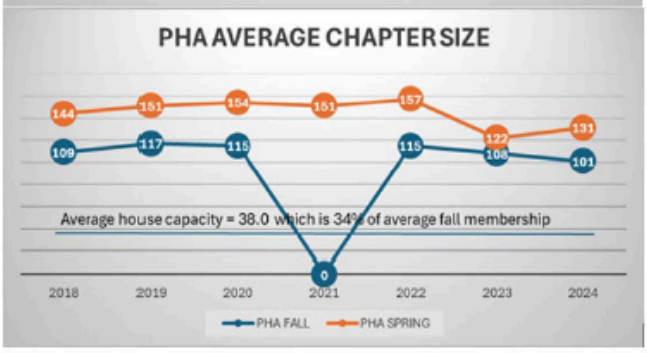
Data as of February 2025	PHA	IFC
Number of chapters	16	19
% of housed chapters	100%	58%
UMD owned	11	5
Privately owned	5	6
Average Chapter Size (membership)		
Fall 24	111	61
Spring 24	144	72
Average capacity UMD owned houses	38	35
% of Fall members for 100% occupancy	34%	57%
Number of new members (2024)		
Fall	80	183
Spring	515	332
Total new members	595	515
Average per chapter per year	37	27
Average per chapter Spring	32	17
Size of Formal recruitment class method	* Limited	Unlimited

Attachment 2 – Occupancy Trends by Semester by Council

Note: One PHA chapter is experiencing significant membership challenges and is receiving focused support from both their National Organization and the Panhellenic Association to rebuild their member base. Excluding this chapter, PHA Fall 2024 occupancy was 90%, with spring occupancy at 77%.







Note: F '21 not reported

Attachment 4 – Occupancy by Chapter Facility

2024-2025				2024-2025			
PHA CHAPTERS	Capacity	Fall Occupancy	Spring Occupancy	IFC CHAPTERS	Capacity	Fall Occupancy	Spring Occupancy
GAMMA PHI BETA	36	83.3%	83.3%	KAPPA ALPHA	37	51.4%	64.9%
SIGMA KAPPA	33	42.4%	42.4%	#2	34	0.0%	0.0%
ALPHA EPSILON PHI	36	97.2%	69.4%	#3	35	0.0%	0.0%
ZETA TAU ALPHA	34	97.1%	97.1%	#4 - THE AGORA	0	0.0%	0.0%
ALPHA DELTA PI	41	70.7%	68.3%	PHI KAPPA TAU	33	63.6%	48.5%
PHI SIGMA SIGMA	40	90.0%	75.0%	BETA THETA PI	33	87.9%	54.5%
ALPHA CHI OMEGA	43	90.7%	62.8%	#7	35	65.7%	0.0%
DELTA PHI EPSILON	36	100.0%	88.9%	ALPHA SIGMA PHI	34	55.9%	61.8%
SIGMA DELTA TAU	39	82.1%	61.5%	ZETA PSI	38	60.5%	52.6%
DELTA GAMMA	38	92.1%	89.5%	SIGMA CHI	38	63.2%	60.5%
ALPHA PHI	43	100.0%	86.0%				
Total 419	**38**	**86.4%**	**74.9%**	**Total 317**	**35**	**63.7%**	**57.3%**

(UMD Housing Trends workbook.xls)