Aquinas Officers
President Adam Wilbur ’06
Vice President Nick Pelletier ’09
Treasurer Shawn Gloster ’05
Secretary Chuck Gammal ’08

Chapter Advisor & Trustee
William Grogan ’46

Aquinas Trustees
Jon Baldiga ’09
Dave Cronin ’02
Paul Emery ’05
Pete Miraglia ’95
Hank Nowick ’56

Lambda Advisory Board
Bob Fitzgerald ’53
Tony Scancella ’56
Pete Ottowitz ’58
Len Dutram ’59
Art LoVetere ’60
Bob Crook ’60
Rev. Peter Scanlon ’62
Bob Cahill ’65
Jim Fee ’65
Pat Moran ’65
Phil Ryan ’65
Jack Bresnahan ’68
Lee Pelletier ’78
John Kelly ’82
Wayne Day ’86
Mike Kelly ’86
John Pacheco ’86
Dave Cronin ’02
David Jasinski ’02
Brett Holmes ’03
Matt Leahy ’04
Randy Onario ’04
Paul Emery ’05
Justin Mattern ’06
Sunny Manivannan ’07
Mike Richard ’08
Jim Sasena (Case Western)

Chapter President
Chad Mondor ’10

Association of Fraternity Advisors
Award Selection Committee

June 30, 2009

To Whom It May Concern:

It is my pleasure to join in nominating the WPI fraternity and sorority community for the Outstanding Change Initiative Award. Over the past 7 years, I have been involved in Fraternity Life at WPI in various capacities, and am thus uniquely positioned to comment on the transformation that the WPI fraternity and sorority community has undergone over this time.

As an undergraduate Fraternity member, I served as an officer both within my chapter and on the Interfraternity Council. I recall a Greek community that was focused from 2002-2004 on maintaining the status quo and fraternal leadership that approached all issues with a mentality of protecting the current state of the system. In 2004-05, the closing of my own chapter for disciplinary violations, coupled with 3 fraternity fires and 2 allegations of sexual assault at fraternities caused the WPI administration and Board of Trustees to look more closely at the relevance of the Greek community at WPI, as it currently existed.

In 2005, I served as President of the Student Government Association, and in this capacity, sat as the lone student representative on the WPI Board of Trustees. It was a rocky time for fraternity life at WPI, as Trustees solicited my feedback as a student leader on the state of a fraternity and sorority community which appeared to be sliding downhill. I specifically recall a Trustee going so far as to ask how the closure of the entire community might impact future alumni donations, demonstrating that the Board was considering all options at that time.

After the sexual assault allegations in 2005, WPI called a Town Hall meeting to discuss Sexual Assault on campus, and I’d estimate that close to 800 students attended, including the vast majority of the fraternity and sorority community. I was asked to speak at the event, and made a point to challenge those in the room to change the direction of the Greek community or risk becoming irrelevant at the University.

As can be expected, there was much resistance to change. Thankfully, WPI’s Student Affairs Department took a balanced approach with the creation and composition of the Greek Life Task Force which included fraternity and sorority alumni and students, unaffiliated students, and campus administrators. This approach, and its transparency, was the key factor which has led to the continued improvements seen over the past few years, detailed in the attached documentation provided.

26 Institute Road Worcester, MA 01609
WWW.PKTALUMS.COM
Vice President of Student Affairs Janet Richardson, Dean of Students Phillip Clay, and most importantly, Associate Director of Student Activities and Greek Life Programs, Emily Perlow, have been instrumental in the success that the community has seen since the creation of the task force and ongoing implementation of its recommendations.

From a personal perspective, I have seen first hand the transformation in mentality among leaders of the fraternity community. I mentioned above that the Greek community into which I “pledged” in 2002 was led by students focused on maintaining the status quo and protecting the crumbling community of the time. This past Spring, I participated as a facilitator for the Greek Leaders Institute, which joined the leaders of the fraternity and sorority community at WPI for a weekend retreat. I was astounded at the change in mentality the community has undergone in such a short time. The group of students with which I interacted this spring willingly discussed the most pressing issues that the community faces and brainstormed real solutions which have begun to bring the WPI fraternity and sorority community into the 21st Century, and will ensure its relevance for decades to come.

In 2004, my fraternity (Phi Kappa Theta) was shuttered by the Alumni Board of which I am now the president, for its continued disregard to judicial policies. Five years after that shut-down, we have been re-chartered and the chapter that was the largest problem on campus has become the best example of positive change. The brotherhood that represents Phi Kappa Theta today at WPI is one which includes the past 4 Student Government Presidents, boasts a cumulative GPA of 3.6, and was recognized as the Fraternity Chapter of the Year by the Greek Alumni Council for 2008-09.

While the transformation at my chapter is surely the most striking, it is a microcosm for the community-wide change that continues to progress at WPI today.

Fraternally,

Adam L. Wilbur ’06, President
The Aquinas Alumni Association, Inc.
Fraternity of Phi Kappa Theta at WPI

President, WPI Student Government Association – 2005
Chair, Greek Life Task Force: Recruitment – 2005-06
Representative, Greek Alumni Council – 2006-09
Background

Many of the chapters represented at Worcester Polytechnic Institute (WPI) represent some of the strongest chapters of their respective (inter)national organizations. Some of WPI's chapters are consistently recognized for their academic performance, alumni/ae involvement, and chapter operations at an (inter)national level. However, from 2000-2004, WPI observed a rise in a number of judicial issues including alcohol abuse, houses filled below capacity, and lowered alumni/ae involvement. By September 2005, the fraternity and sorority community had experienced the closing of two of its fourteen chapters, three fraternity house fires, two separate allegations of sexual assault at chapter facilities, and an overall decline in the number of men and women interested in joining. These observations compelled the fraternity and sorority community and its advocates to ask: Why are some organizations more successful than others? The answer became clear: there are best practices allowing chapters to achieve their goals—to live their missions—and there are other practices that are counterintuitive to those missions.

The University's Board of Trustees, most of whom joined a fraternity or sorority while attending WPI, were understandably concerned about the downward trend in the community. They issued a call to study fraternity and sorority life and develop a plan to change the community's trajectory.

Objectives and Methods of the Task Force

The Greek Life Task Force, a committee of 60 faculty, staff, students, alumni/ae, and regional fraternal volunteers, was assembled to assess, evaluate, and make recommendations that would enhance the fraternal experience. The group was divided into eight sub-committees, chaired by a cross section of stakeholders:

- **Academic Success Committee**, Connie Peppes, Assistant Director, Student Activities
- **Facilities/Operations Committee**, Dr. Richard Hooker, Alumnus, Former Sigma Alpha Epsilon Director of Housing
- **Member Development Committee**, Charlie Morse, Director, Student Development and Counseling
- **Recruitment Committee**, Adam Wilbur, Alumnus, Phi Kappa Theta, Past Student Government President
- **Alumni/ae Relations Committee**, Jake Roczniak, Alumnus, Lambda Chi Alpha, Greek Alumni Council President
- **Governance Committee**, William Grogan, Alumnus, Phi Kappa Theta, Dean Emeritus
- **Programming Committee**, Dr. Gregory Snoddy, Associate Dean & Director, Healthy Alternatives
- **Risk Management Committee**, Danielle Cove, Associate Treasurer, Treasurer's Office

The charge to each committee was to determine the outcomes achieved by a successful chapter and develop recommendations for the practices that achieve these outcomes. The committees designed surveys, conducted focus groups, reviewed the CAS Standards for Fraternity and Sorority Advising, examined the expectations in the *Call for Values Congruence*, did site visits to other campuses, and used data gleaned from the AFA/EBI Assessment to provide quantitative data about the achievement of the outcomes they identified as essential.
Task Force Findings

Task Force research suggested several areas for improvement within the community:

- Improve chapter members’ perception about the relationships with WPI
- Improve the perceptions of IFC and Panhellenic Council
- Dispel the belief that their chapters are an escape from the academic obligations of the institution. At the time, few chapters had plans in place to support members academically.
- Restructure the Interfraternity Council to allow more opportunities for involvement and provide more transparency to constituents
- Design a system of peer accountability to ensure chapters were holding other chapters accountable to stated values and expectations
- Offer more fraternity and sorority specific leadership development programs
- Support chapters in creating constructive new member education programs
- Create stronger positive promotion to faculty, staff, and potential members about fraternity and sorority life
- Offer better training and resources to advisors and alumni/ae volunteers
- Create a fraternal experience that enhances students’ involvement with cultural activities, understanding of the opposite gender, persons with disabilities, understanding sexuality, different religious affiliations, and different ethnicities
- Support fraternity and sorority members in linking their career goals with their fraternity and sorority experience
- Help chapters better connect with faculty members
- Define and support the relationship between chapter leaders and City Inspection/Code Enforcement staff
• Engage IFC and Panhellenic Council in better marketing fraternity and sorority life
• Change the perception among students that their fraternity experience makes them less likely to lead a balanced, healthy lifestyle (Also of note, students who consumed alcohol every day were much less satisfied with their fraternal experience than those who consumed less frequently.)
• More clearly articulate risk management standards and create a system where members are better educated on these standards.

Task Force Recommendations
Informed by the data, each committee made recommendations for practice and these recommendations were operationalized in several ways. For recommendations that impacted the Greek Life Programs Office, Interfraternity Council, Panhellenic Council, and Greek Alumni Council (WPI’s fraternity and sorority alumni advisory group), each group developed an implementation plan and worked to institutionalize the recommendations by adding programming responsibilities to position descriptions. A full list of the findings and recommended outcomes can be found in the full Greek Life Task Force Report at:

For recommendations that impacted chapters, the Greek Life Task Force used the AFA/EBI continuous improvement framework. It challenged chapters to evaluate themselves each year and push their own potential. Chapter leaders set goals at the beginning of the year for their chapters. In the first year, they used the AFA/EBI Assessment data for their chapter and their progress in the previous year to establish these goals. At the end of the year, each chapter completes an “Annual Report,” which has two sections: a review of the goals the chapter set at the start of the year, as well as a section in which points are earned for meeting recommendations from the Task Force. The points awarded for different areas are flexed each year depended on the degree of compliance among the community. For example, if no chapter completed a diversity education program, the point value for the diversity education program is substantially increased the following year to serve as incentive for compliance.

The Chapter Plan can be accessed here:
The Annual Report can be accessed here:

The Chapter Plan and Annual Report empower chapters to take ownership for their own improvement, acknowledging that:
• Every chapter has different strengths and areas for growth
• Chapters must be involved in evaluating, setting goals for, and governing themselves
• The fraternity and sorority community needs to move to a culture of positive reinforcement
• The implemented plan should push chapters to evaluate themselves each year and push their own potential

Results/Ongoing Improvement
Since the Task Force made its recommendations, the following programs and initiatives have been developed in support of the Task Force committees.

Academic Success
• Strategic outreach to chapters by WPI administrators through attendance at chapter events and presentation of educational programs
• Sponsored an annual IFC and Panhellenic Council faculty social
• Recruited and trained faculty advisors
• Created a faculty advisor listserv that educates advisors about important fraternity and sorority issues on campus and around the country
• Developed a Faculty-Staff Fraternity Advisor’s Manual

Facilities/Operations
• Sponsored a student research project to examine energy usage in chapter facilities. The outcome included a presentation to all House Corporation Presidents and House Managers on strategies to effectively reduce energy consumption, a resource guide, and an individual audit of each chapter facility
• Explored collective buying as a way to reduce costs for chapters with Greek Alumni Council
• Developed and distributed a Facility Management Manual to House Corporation Presidents and House Managers to assist them in maintaining a safe chapter facility.
• Developed, in collaboration with GAC, a service listing describing contractors and other service providers chapters use regularly

Recruitment
• Designed a comprehensive PR plan targeted toward potential new members
• Created a Greek Life Guide and partnered with Resident Assistants to distribute the guides in the residence halls while giving an informational talk about fraternity and sorority life
• Hosted Paired Up! Recruitment training for 150 members of the fraternity/sorority community.
• Attended the Northeast Greek Leadership Association Annual Meeting with IFC and Panhellenic Council members and were awarded the Excellence in Programming Award in the area of Membership Recruitment.
• Met with chapters to discuss recruitment goals and progress
• Presented information at information sessions during New Student Orientation and Parents Weekend

Recruitment Trends

Recruitment Results 2001-2009
NPC group colonized in 2006 is cause for dramatic increase in number of women joining

NIC group added

NALFO group added

Member Development

• Offered an annual IMPACT-style overnight leadership retreat to help chapter leaders develop relationships with one another and IFC and Panhellenic leaders
• Created an annual resume critique, staffed by fraternity/sorority alumni volunteers
• Offered an annual mock interview event, staffed by fraternity/sorority alumni volunteers
• Pushed to advertise and encourage attendance at diversity initiatives on campus
• Collaborated with a number of departments on campus to offer educational programming on academic success, drunk driving, hazing, suicide prevention, professional skill development, risk and liability, and the construction of masculinity
• Developed a new member program evaluation resource in collaboration with the Hazing Education Committee that assists chapters in assessing the success of their new member program and identifying the goals and purposes of their activities
• Hosted IMPACT, which improved relationships between Chapter Presidents and Council leaders, identified issues within the community including hazing and risk management, resulting in the decision to offer once per term joint IFC and Panhellenic meetings to facilitate improved communication
• Designed the WPI Greek Alumni Council Leadership Conference, sponsored by Greek Alumni Council, which involved over 250 participants in three leadership development tracks: One for chapter officers, one for new members, and one for alumni. The 2009 keynote speaker, George Oliver, Phi Gamma Delta and WPI graduate, who is CEO of Tyco Safety Products discussed his leadership philosophies. This year’s redesigned new member track had an undergraduate and alumni facilitator in small groups of 20-25 students. It included an institute style curriculum that looked at social styles, being a good leader and a good follower, as well as the importance of values-based decision making. The alumni track also included a training session by the City Inspectors about code compliance.
• Empowered more students from WPI to attend Undergraduate Interfraternity Institute
• Offered funding to Futures Quest for two up and coming fraternity leaders
• Supported students identified by their Inter/national organization to attend a lobbying effort for the Collegiate Housing and Infrastructure Act (C.H.I.A.)

1 NPC group colonized in 2006 is cause for dramatic increase in number of women joining
2 NIC group added
3 NALFO group added

Shaded areas are results during Greek Life Task Force implementation. Note the change in trajectory.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Men Who Joined</th>
<th>Total Fraternity Pop.</th>
<th>% Men in Fraternity</th>
<th>Women Who Joined</th>
<th>Total Sorority Pop.</th>
<th>% Women in Sorority</th>
<th>Total Fraternity/Sorority Members</th>
<th>% Students in Fraternity Sorority</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-2002</td>
<td>230</td>
<td>768</td>
<td>35.0%</td>
<td>37</td>
<td>133</td>
<td>24.5%</td>
<td>901</td>
<td>33.0%</td>
</tr>
<tr>
<td>2002-2003</td>
<td>206</td>
<td>754</td>
<td>35.0%</td>
<td>65</td>
<td>161</td>
<td>27.5%</td>
<td>915</td>
<td>34.0%</td>
</tr>
<tr>
<td>2003-2004</td>
<td>171</td>
<td>741</td>
<td>35.0%</td>
<td>42</td>
<td>155</td>
<td>26.0%</td>
<td>896</td>
<td>33.0%</td>
</tr>
<tr>
<td>2004-2005</td>
<td>177</td>
<td>617</td>
<td>29.0%</td>
<td>59</td>
<td>175</td>
<td>27.0%</td>
<td>792</td>
<td>28.5%</td>
</tr>
<tr>
<td>2005-2006</td>
<td>179</td>
<td>609</td>
<td>28.4%</td>
<td>48</td>
<td>183</td>
<td>26.3%</td>
<td>792</td>
<td>27.9%</td>
</tr>
<tr>
<td>2006-2007</td>
<td>210</td>
<td>615</td>
<td>29.5%</td>
<td>95</td>
<td>229</td>
<td>31.6%</td>
<td>846</td>
<td>30.0%</td>
</tr>
<tr>
<td>2007-2008</td>
<td>202</td>
<td>649</td>
<td>29.4%</td>
<td>69</td>
<td>247</td>
<td>31.8%</td>
<td>896</td>
<td>30.5%</td>
</tr>
<tr>
<td>2008-2009</td>
<td>211</td>
<td>688</td>
<td>29.5%</td>
<td>104</td>
<td>284</td>
<td>34.1%</td>
<td>933</td>
<td>30.8%</td>
</tr>
</tbody>
</table>
Governance
- Distributed an annual report to alumni, inter/national headquarters staff, advisors, and staff members
- Established the IFC Judicial Board to increase peer accountability among chapters
- Surveyed IFC and Panhellenic Council constituents to determine satisfaction with programming efforts and recruitment events and activities
- Worked with IFC and Panhellenic Council to organize an annual presentation to the faculty and staff on why the fraternity and sorority community is positive for the overall WPI community and how it fits into the success of the institution as part of the annual Faculty Social

Alumni/age Relations
- Greek Alumni Council (GAC) hosted or sponsored a number of events including a leadership conference, education on code compliance, a Homecoming event, senior event, a golf tournament during Reunion, and GAC Awards.
- Held a Greek Resume Critique and a Faculty Social in collaboration with GAC.
- Created a standardized advisor training manual and training program for House Corporation Presidents and Chapter Advisors. Roundtable discussions are scheduled for once per term.

Risk Management
- TIPS trained new members each year
- Increased the number of fraternities hiring detail officers for parties from 0 in 2005 to 8 of the 11 chapters who hold events with alcohol. This was done without creating a policy, but rather using peer influence.
- Formed a Hazing Education Committee and began dialogues about changing the climate on campus. This committee hosted several student planned hazing education programs that included Hazing Education and Prevention Week, a poster campaign, education for new members, Risk Managers, Chapter Presidents, and New Member Educators, Community Advisors, and Resident Advisors. Attendance at the hazing program for new members increased 25.5% from last year.
- Offered a program on sexual assault for Greek members

Programming
- Created a newsletter that shares relevant information to the fraternity/sorority community and helps inform them about the support provided by WPI for fraternities and sororities
- Planned and publicized educational programs on responsible alcohol management, stress management, and conflict management, among others
- Strengthened partnerships between residence halls and fraternities and sororities through a Homecoming Week and a daylong community service event called Work on Worcester
- Improved collaboration between groups as evidenced through philanthropy events, the resume critique, BBGs, and social events
- Developed a programming manual to assist chapters in creating member development focused educational programs to be distributed at the start of the 2009-2010 academic years.
- Hosted a Greek Spirit Competition to encourage fraternity and sorority member participation in campus events
- Supported chapters in bringing Up ‘Till Dawn, which benefits St. Jude’s Research Hospital, and Relay for Life, which benefits American Cancer Society, to campus

Using the Chapter Plan and Annual Report process, the chapters have demonstrated significant improvement in assessing their chapter operations and in making strategic improvements. The incentive for chapters to do so, is that the annual Greek Alumni Council awards are determined based on the annual report materials and
The fact that the GAC Awards is planned and sponsored by chapter alumni members is strategic—as this ensures there are alumni advocating for chapters to improve each year as well. Between the 2007-2008 year to the 2008-2009 year, chapters demonstrated a 40% improvement in the average number of points earned of the 1230 points available.
The WPI fraternity and sorority community looks different today than it did four years ago. Since the implementation of the Greek Life Task Force recommendations began, organizations have demonstrated continued development in the following areas:

- Increased emphasis on member development
- Greater peer accountability and values based decision making through the IFC Judicial Board process
- Alumni involvement in chapter specific and council wide career networking through mock interviews and resume critiques
- Improved relationships with WPI faculty and staff as evidenced by a 180% increase in the number of chapters with engaged faculty/staff advisors
- Impacted abuse of alcohol as an evidenced by the 50% reduction in the number of judicial cases involving fraternity or sorority chapters from 2005-2006 to 2007-2008.
- Increased the number of fraternity and sorority students who are TIPS (Training for Intervention Procedures, an alcohol intervention program) Trained from 54.3% in 2005-2006 to 82% in 2008-2009.
- Surpassed the 90% one semester retention rate goal for new members in 2008-2009, an increase from 87.7% in 2005-2006
- Established a Lambda Alpha Upsilon Fraternity, Incorporated colony, WPI’s first multicultural fraternity. Staff members are currently working with two groups of women who are interested in starting a multicultural sorority and a historically African American sorority on campus
- Documented an increase in the number of community service hours recorded from 7,407 in 2005-2006 to 11,791 in 2008-2009
- Increased philanthropic fundraising from $19,000 annually in 2005-2006 to raising a high of $78,364 last year
• The number of fraternity and sorority students involved in clubs and organizations has increased from 79% to 88% over the last four years
• The number of groups winning a national/international award increased from 7 chapters to 9 chapters over the last four years
• A rise in the number of members joining fraternity life including the addition of three new organizations—one NIC group, one NPC group, and WPI’s first NALFO group
• Total fraternity and sorority membership saw a 6% increase from the previous year (from 896 members to 933 members). From 2005-2006, there has been a 2.9% increase in the total percent of the student population who are in fraternities and sororities. The number of women who join sororities has increased significantly from 2005-2006 at 26.3% to 34.1% presently.

The recommendations of the Greek Life Task Force are substantial and are not yet complete. The 2009-2010 implementation goals include:

• Expand the contractors service guide and place online
• Add an annual award for the chapter with the best sustainability practices
• Create and present a pamphlet on how to get good grades in college and balance fraternal obligations along with a facilitator guide for chapters to use with new members
• Offer a program teaching conflict management to chapter risk managers.
• Implement a full review of the Greek Relationship Statement to support the recommendations of the Greek Life Task Force report
• Create an on-line risk management quiz for all chapters. This was piloted in 2009. Chapter members would take and achieve a satisfactory score. As part of the quiz, each member would acknowledge that they have read and understand the Expectations for Gatherings at Fraternity and Sorority Chapter Functions.
• Develop a plan to determine the most appropriate method to work with chapters who may have members who are not in good standing academically with the University
• Begin conversations about the creation of a peer education program through a collaborative approach with WPI, IFC, Panhellenic Council, and GAC to share peer experiences as it relates to safety/legal/risk concerns
• Continue to support two interests groups—one interested in establishing a multi-cultural sorority and one interested in establishing an NPHC sorority
• Consider opening for extension in 2010, if women’s formal recruitment continues in its current trajectory

In the past three years, the fraternity/sorority climate has made dramatic shifts. The community is on a positive trajectory driven by a continuous improvement framework that has become part of the fraternity and sorority life culture through the annual reporting and awards process. The framework is such that stakeholders, ranging from collegiate members, alumni, advisors, faculty, staff, and inter/national volunteers each play a role in supporting chapters to achieve their best potential. This type of framework is essential to ensure continued positive change.