

FRATERNITY & SORORITY LIFE STRATEGIC PLAN: 2018-2021

Established by the FSL Presidents Council and Student Programs & Engagement, April 2018

MISSION

Fraternity & Sorority Life (“FSL” or Greek Life) is a community of creative, ethical, and socially responsible leaders dedicated to advancing personal growth, social connections, philanthropy, and academic success at Bentley University. United by our values, chapters and councils enhance the student experience and prepare future business leaders for success.

VISION

By 2021, the Fraternity & Sorority Life Community at Bentley University will enhance:

- I. **Academic Success & Career Preparation:** Elevate the academic standing of the FSL community, advance chapter values of scholarship, and promote individual member academic success and career preparation as central components of membership recruitment and retention.
- II. **Community Relations:** Strengthen relationships within the FSL community, between FSL and the Bentley community, and between FSL and the community at large to make FSL more united across chapters, connected to the rest of campus, and engaged in the Boston area.
- III. **Social Responsibility:** Advance initiatives that promote social responsibility, position members as role models in Title IX, hazing, alcohol and other drugs, and mental health education, and generates recognition on campus and more broadly for their success in these areas.

VALUES

The FSL Community holds itself to eight core values within three major areas: building relationships, demonstrating excellence, and making an impact.

Building Relationships

Community – connecting across chapters, within Bentley, and beyond

Brotherhood & Sisterhood – supporting each other as true and lifelong friends

Demonstrating Excellence

Leadership – taking initiative in responsible decision-making

Integrity – holding ourselves to the highest ethical standards, acting on our commitments and values

Respect – treating others with dignity

Making an Impact

Personal Growth – preparing members to be future leaders

Scholarship – promoting academic success

Philanthropy – giving back and serving others

OVERVIEW OF STRATEGIC PRIORITIES & GOALS

The table below summarizes the strategic plan’s major component parts.

Strategic Priorities	I. Academic Success & Career Preparation	II. Community Relations	III. Social Responsibility
Strategic Goal Areas	1. GPA 2. Mentorship 3. Programming 4. Partnerships	5. Unity 6. Diversity & Inclusion 7. Philanthropy & Service 8. Alumni Relations 9. Marketing	10. Active Leadership 11. New Member Education 12. Standards

STRATEGIC PRIORITIES, GOALS & OBJECTIVES

The section below outlines in depth this plan's strategic priorities and goals, in addition to specific objectives to be achieved, under the leadership of the FSL Presidents Council, by 2021.

Strategic Priority I: Academic Success & Career Preparation

Fraternity & Sorority Life (FSL) will elevate the academic standing of the FSL community, advance chapter values of scholarship, and promote individual member academic success and career preparation as central components of membership recruitment and retention.

Goal 1: GPA. Increase the minimum GPA required for membership.

Objective A: Increase the minimum GPA requirement for joining a chapter from 2.5 to 2.7 by the start of the Spring 2019 recruitment cycle.

Objective B: Further explore increasing the minimum GPA beyond 2.7 in future semesters to continue to elevate the academic standards of the community.

Objective C: Articulate a long-term commitment to ensuring the community is recruiting students who have a solid academic foundation prior to joining, while providing a process whereby students may petition for eligibility in cases of prior academic hardship.

Objective D: Support active members who fall below a 2.7 through initiatives outlined in Goals 2, 3, and 4.

Goal 2: Mentorship. Incorporate academic mentorship as a central tenet to new and active member retention and success.

Objective E: Introduce a mentorship model to further structure "big"- "little" relationships in a way that promotes academic peer support for new members and leadership development and engagement for more senior members. This will include the development of training resources and other materials to prepare "biggs" to serve as effective mentors.

Objective F: Explore the feasibility and benefits associated with developing a new FSL peer tutor program. Such a program would leverage the academic strengths of the community in support of overall academic success for all members.

Goal 3: Programming. Develop and implement academic programming that celebrates high academic achievement within the community, promotes general members academic success, and supports members who may be experiencing academic challenges.

Objective G: Continue to offer and expand the profile of the new Greek Activities Council scholarship award each year.

Objective H: Create and sustain a new FSL-wide study hours regularly throughout the academic year to be facilitated by chapter leaders and offered to all members.

Objective I: Develop and implement chapter- and member-specific academic success plans for all chapters and for members experiencing academic challenges, respectively.

Objective J: Continue to advance individual chapter, council, and FSL-wide academic initiatives to promote the highest levels of scholarship for all members.

Goal 4: Partnerships. Establish long-term strategic partnerships with University offices to promote academic and career development for members.

Objective K: Collaborate with faculty, Academic Services, Career Services, and other departments to enhance existing and develop new initiatives, including those outlined above and programs specific to FSL members that enhance their career development and preparation.

Strategic Priority II: Community Relations

Strengthen relationships within the FSL community, between FSL and the Bentley community, and between FSL and the community at large to make FSL more united across chapters, connected to the rest of campus, and engaged in the Boston area.

Goal 5: Unity. Enhance connections among chapters through efforts that promote FSL unity.

Objective L: Achieve the successful establishment of and community-wide support for Kappa Delta.

Objective M: Advance self-governance and council effectiveness through continued leadership by the Panhellenic Council, InterFraternity Council, Greek Activities Council, and the FSL Presidents Council, who will be partners in programming, accountability, advocacy, and goal-setting and achievement for FSL.

Objective N: Create new FSL-wide programs, traditions and chapter collaborations.

Objective O: Establish a weekly Greek Letter Day, which generates participation from across the FSL community.

Objective P: Establish structures that support information sharing across chapters regarding events, philanthropy, and other news.

Goal 6: Diversity & Inclusion. Engage in efforts that promote diversity and inclusion and position FSL to be known as a welcoming community that is committed to these values.

Objective Q: Expand recruitment efforts to a broader student population by partnering with other organizations, educating all of campus on the mission and vision of FSL and its chapters, and marketing opportunities for involvement in new ways.

Objective R: Evaluate recruitment statistics (i.e. race/ethnicity data) before, during, and after each recruitment cycle to understand how reflective new member recruitment pools, new member classes, and the FSL community as a whole are of the overall Bentley population.

Objective S: Collaborate with non-FSL student organizations on programs to demonstrate the community's support for other organizations' events and initiatives.

Objective T: Partner with campus departments to offer diversity trainings and other leadership development opportunities such as InterGroup Dialogue on a sustained basis, and expanded involvement in programs like Consent Day and Walk A Mile.

Goal 7: Philanthropy & Service. Build on the inherent philanthropic strengths of the Bentley FSL community to expand FSL's impact on the Waltham and Boston communities.

Objective U: Establish an FSL-wide philanthropic cause and dedicated charitable organization. This cause and organization will be Boston-based, align with Bentley's values, be selected by the Presidents Council, and be connected to dedicated FSL programs which generate funds for the cause on an annual basis.

Objective V: Raised \$100,000 (in total from all chapters/councils for all FSL philanthropic events) on an annual basis by 2021. This progress will be tracked regularly throughout the year and visibly updated on campus and online. Equal focus will be devoted to educating the campus about the causes connected to each philanthropy.

Objective W: Continue and expand the twice annual FSL Day of Service. This will include promoting stronger participation through integration with the FSL Standards Program and advertisement to non-FSL members, as well as rotating service sites each semester to benefit multiple Boston area organizations to complement the traditional work with Waltham Housing Authority.

Objective X: Develop and implement new FSL-wide philanthropy events, including a sorority powderpuff tournament in the Fall and Greek Carnival or Olympics event in the Spring.

Goal 8: Alumni Relations. Invest in programs and initiatives that support relationship-building and giving back to the University among current and future FSL alumni.

Objective Y: In partnership with University Advancement, create and sustain an FSL alumni reception or celebration event for current and former students to occur during Homecoming each year. Proceeds will benefit the Bentley Annual Fund. This event will promote philanthropic connection to Bentley.

Objective Z: Support Bentley's senior class gift through dedicated FSL programming for seniors, the proceeds from which will be invested in the class gift.

Objective AA: Track and regularly report through Standards all chapter efforts to engage alumni. These efforts should be communicated to key stakeholders.

Goal 9: Marketing. Develop and implement long-term, FSL-wide marketing initiatives that promote the benefits and contributions associated with FSL membership.

Objective BB: Create and sustain a strengths-based marketing campaign that highlights FSL community achievements and data that demonstrates community success. Marketing methods will include a regularly communicated FSL newsletter and expanded social media engagement that occur outside of traditional marketing cycles associated with recruitment. Content will include philanthropic contributions (total dollars raised by all FSL, funds raised by each chapter, funds raised per member, funds raised for top causes, service hours), FSL membership balanced with involvement in other campus/career opportunities, and academic success (average GPA, Dean's List and President's List, Greek Scholar of the Month, study abroad participation data, retention and graduation rates, and job placement data).

Objective CC: Improve FSL's web presence by auditing existing web content related to Bentley FSL, identifying and making improvements to this content, and establishing/updating chapter websites for each organization.

Strategic Priority III: Social Responsibility

Fraternity & Sorority Life (FSL) will advance initiatives that promote social responsibility, position members as role models in Title IX, hazing, alcohol and other drugs, and mental health education, and generates recognition on campus and more broadly for their success in these areas.

Goal 10: Active Leadership. Investigate, advocate for, and partner with the University toward the establishment and improvement of efforts that promote student leadership on issues of health and safety and student intervention in situations of concern.

Objective DD: Explore proposing that Bentley develops a Good Samaritan and/or a medical amnesty policy.

Objective EE: Partner with University departments to promote stronger member awareness of on-campus resources for supporting students or reporting concerns. This would include increasing familiarity with a new online anonymous hazing report form and other reporting tools, as well as members knowing when they need to report something.

Objective FF: Become role models in bystander intervention on issues related to mental health, Title IX, alcohol and other drugs, and hazing. This includes heightening risk awareness, knowing how to help effectively, developing and improving chapter risk management protocols, and demonstrating a values commitment to leadership on these issues through participation in relevant campus events and initiatives.

Goal 11: New Member Education. Reduce potential risks associated with new member education by proactively modifying the process to support new member success in accordance with understood needs, best practices, and innovative approaches.

Objective GG: Explore the costs and benefits of shortening the new member education process to fewer than 6 weeks for all chapters to ensure that all new members are adequately prepared for membership through a process that is no longer than is necessary. Research indicates shorter processes reduce risks related to hazing and negative impacts on academic performance. FSL will make a data-informed decision on this issue by Spring 2019 and will revisit as necessary.

Objective HH: Assess traditions associated with the new member process and other cultural norms that occur during new member education and make decisions on how to improve the new member experience

with new traditions or by updating existing traditions. Utilize existing positive practices among Bentley's chapters and national trends to guide this process.

Objective II: More regularly obtain new member feedback on the new member education process including their perceptions, needs, and concerns related to potential risks, academic success, learning throughout the process, and social connections. Develop opportunities for more regular and earlier check-ins and relationship building between new members and chapter leadership and Bentley staff.

Objective JJ: Collaborate with Bentley's new hazing prevention committee to ensure FSL efforts at reducing risk are informed by campus data.

Objective KK: Ensure successes within the FSL community are shared across campus and outside of Bentley.

Goal 12: Standards. Expand the FSL Standards Program so that it is known as evidence-based and student supported and is broadly recognized for its positive impact on chapters.

Objective LL: Fully integrate the components of the program into the culture of FSL chapters. As a result, chapters and members are familiar with and see the value of Standards, maintain compliance with the program at increasingly higher levels, and chapter conduct reflects community values of social responsibility and excellence. Additionally, Standards is used as both a risk management tool and a way to celebrate chapter and community successes. FSL will explore opportunities to develop chapter-specific systems and Standards Boards, where needed, for promoting individual member accountability. Standards will be used as a transparent and relevant tool for positive culture change. Chapter performance will be publicly visible and able to be understood by a variety of stakeholders.

Objective MM: Streamline mandated member training requirements (hazing prevention, Title IX, bystander, alcohol and other drugs, online versus in person, and others) so that education goals are met while ensuring time commitments are sustainable.

Objective NN: Utilize continued student feedback on Standards to evaluate and revise the program.

IMPLEMENTATION & ASSESSMENT

FSL will successfully implement the strategic plan and its component parts by 2021, utilizing a variety of methods to market the plan, work toward established goals, and measure achievement of those goals.

Marketing the Strategic Plan

The plan will be published and communicated via the following methods beginning in summer 2018:

- Email communication introducing the plan to the full FSL community and regular email updates related to progress
- Annual opportunities for dialogue with the full FSL community about the plan and progress toward its goals
- Regularly updated web content related to the plan
- Visual advertisements to simplify the plan and capture the essence of the community's goals
- Sharing the plan with chapter headquarters staff, alumni advisors, and advisory boards.

Achieving the Strategic Plan

Over the next three years, the Presidents Council will be responsible for managing this plan and its strategic priorities, goals, and objectives. The Council will pursue intended outcomes by working toward these goals together, delegating action items to chapters and other councils, regularly communicating with members about progress, and working collaboratively with University departments.

Measuring the Success of the Strategic Plan

The following new and existing assessment methods will be utilized to track progress and measure success of the goals contained in the plan. Future data will be compared with historical data and other information to quantify the extent to which goals have been achieved.

- Chapter and community grade reports each semester
- Retention, graduation, and job success reporting each year
- FSL experience survey each semester
- Campus Hazing Survey (Spring 2018) and any additional assessments
- New member education survey each semester
- Standards Report card each semester
- Risk management training assessments
- Tracking of philanthropy funds raised
- Student recruitment data
- Program participation data (varied by event)
- Presence of new programs, initiatives, and partnerships