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CONSULTATION REPORT

Prepared for: Massachusetts Institute of Technology

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Charge: Assessment and evaluation of MIT fraternity; provide results to FSILG office; provide recommendations and ideas to structure the findings in strategic plan format.

Dates of visit: April 21-25, 2003

After carefully studying the Fraternity community at MIT, the following observations and recommendations have been drafted for your review. It is suggested that the FSILG staff review each recommendation and discuss if and when they would like to proceed with their implementation. The observations and recommendations have been broken down into basic themes that emerged during the assessment. Please note that these themes tend to be seamless. Suggestions in the area of leadership development, for example, may also blend into the need for a more cohesive relationship between fraternity chapters.

GENERAL OBSERVATIONS

- MIT has started to evolve into a more student life driven campus; the fraternity community has been slow to make that adjustment and still considers their primary role as a residential unit rather than a values-based student organization.
- Communication has been a problem among chapters, and between the fraternity community, fraternity alumni, and MIT.
- The Interfraternity Council is not perceived to be a visible, empowered, viable presence on campus.
- The fraternity community struggles with an identity and does not recognize a shared set of values or common purpose.
- MIT has been perceived as anti-Greek, but wishes to become more supportive and make fraternity community an important part of campus life.
- The fraternity community is cautious at best about this support.

THEMES

Vision and Values Education

Observations

The MIT fraternity community lacks a clear, shared vision of its values, purpose, mission, and goals.

High performing organizations have a clearly defined vision that is overtly and innately accepted by members. Few members of the fraternity community were able to communicate a shared vision for their own chapter, much less the community at large. Before the fraternity community can move forward, a concerted effort is needed to get community members to agree on a vision.

Suggestions

- The institute (specifically the FSILG office) should conduct an officer's retreat that focuses solely on vision, values, mission and purpose of fraternity life at MIT – much like the one that was held for Panhellenic.

- Help them see the shared values of their organizations can act as the shared values of the whole fraternity community
 - Leadership
 - Scholarship
 - Service
 - Character Building
 - Etc.
 - Add operational focus to their strong housing focus
 - Major outcomes of the officer's retreat should be the creation of a Mission Statement, Vision Statement, and set of shared values for the fraternity community.
 - The retreat should also train chapter leaders to successfully share the vision with other fraternity members.
- The Institute can help the fraternity community reinforce their vision by annually holding goal setting retreats that use the vision, values, purpose and mission as guideposts.
 - Existing and future fraternity leadership development programs (whether created by the fraternity community or the institute) should reinforce the vision and values of the fraternity community.
 - IFC and the FSILG office should evaluate chapter and council performance on how their actions align themselves with the vision.
 - Awards should fall in line with vision and values of the Greek community (detailed below in *Council Effectiveness*)
 - Judicial sanctions should make reference to the vision and values of the fraternity community
 - Minimum operational standards should be developed from the vision and values of the fraternity community
 - The FSILG office should hold values clarification sessions with individual chapters
 - The institute should provide chapters with the resources to conduct sessions that help members define and understand true fraternal values
 - Sessions can be facilitated by FSILG staff, or if a chapter prefers...
 - FSILG staff can train presidents to conduct the values clarification sessions within their chapter.
 - The fraternity community and FSILG staff should bring IMPACT or other type of values-based education programs to campus within the next 3 years.
 - IMPACT is a series of large group facilitation of challenging issues, followed up with small group processing
 - Goals of program are: community building, and values clarification.
 - Benefits: Gets students working together as a community; allows them to create common goals, vision, etc.

- Can be done “in-house” with the number of Greek professionals within driving distance of Boston area.
- The FSILG office and the IFC should plan and implement a presidents retreat with the focus on assessment, vision creation, goal setting, and action planning

Leadership Development

Observations

The MIT fraternity community lacks a centralized, intentional leadership development program that is geared towards fraternity members.

High performing fraternity communities have multi-tiered leadership development programs that are based on the vision and values of the fraternity community. These programs would provide theoretical and practical leadership development opportunities for members of fraternities and sororities at different stages of their membership: new members, general members, emerging leaders, and chapter and council officers. Finally, chapter members need to seize the opportunities to get involved on campus in leadership positions.

Suggestions

- The institute (FSILG office, Student Life Programs) needs to create a “leadership continuum” for the Greek community that provides targeted leadership programming for:
 - New member development
 - General member development
 - Emerging leaders development
 - Chapter/Council officer development
- When appropriate, make these programs mandatory or indispensable (so important that those who choose not to go will be at a great disadvantage).
- The Institute should look at this as a 3-5 year project- perhaps creating and implementing a program for one target audience (chapter/council development, for example) before moving on to a program for another (new member development)
- The FSILG office should develop a system of intentional officer transition assistance for individual chapters and council officers.
 - The FSILG office should create written resources, scripts, and agendas for chapters to model their officer transitions
 - The FSILG staff should be available to facilitate chapter officer transitions if requested

- The FSILG staff needs to create a mandatory IFC/PC officer transition process and program
- Officer transition attendance should be added to job expectations area of council by-laws.
- The IFC should create a position on each council that would identify and promote available campus leadership positions to chapters.
 - Chairperson who identifies leadership positions on campus, and communicates those openings, responsibilities, requirements, and deadlines to chapter presidents at IFC.
- The FSILG office should utilize outside resources to assist with leadership development programming.
 - Sloan Leadership Model
 - Community leaders
 - Alumni Speakers

Service/Philanthropy

Observations

There is little sense of hands-on community service and campus-based philanthropic efforts in the MIT fraternity community.

While philanthropy is seen as one of the strengths of many Greek communities, there is a lack of emphasis in this area with MIT fraternities, and also room for the Institute to provide assistance. High performing fraternity communities understand the difference between community service (hands on assistance to those in need) and philanthropy (raising money for those in need), and provide BOTH for the community. Productive philanthropic efforts need proper planning and evaluation from the chapters. The Institute can provide assistance by helping chapters plan, promote, and evaluate philanthropies and by having a presence at these events to show support. Chapters and councils should also place more emphasis on hands on service projects. These provide more well rounded learning experiences for members, and provide a more personal connection to the community at large.

Suggestions

- The FSILG office should educate chapters and chapter leaders on the importance of balance between service and philanthropy.
- Create a campus-wide, one day service project for the Cambridge/Boston community coordinated by the Greek community at MIT (possibly in conjunction with the Greek community at Boston University). (Habitat for Humanity, etc.)

- Create an *ongoing* service project coordinated by the Greek community at MIT. (Adopt-a-School, MIT Links, etc.)
- Create a campus-wide philanthropy event coordinated by the Greek community at MIT. (Dance Marathon, Up All Night, etc.)
- IFC and the FSILG office should place more emphasis on community service when recognizing chapters and individuals with awards.
- MIT should have fraternity philanthropy events on their master calendar and web page.

Public Relations

Observations

The MIT fraternity community needs to create a positive public image on campus and in the Boston community.

The public perception of the fraternity community at MIT is mostly negative. Public relations could improve with a concerted effort from the fraternities to promote themselves as a unified community, compiling a list of the positive things they do as a community, and continuously promoting those characteristics. Public Relations is not only propaganda and information sharing, however. It begins with a clear vision based on positive values described in the *Vision* section of this document, and manifests itself through the actions of each individual member. In other words, the best PR campaign will not change anyone's view of the fraternity community if individual members or chapters act in a manner that goes against the shared values of the community.

Suggestions

- The IFC needs to utilize MIT departments to help the fraternity community understand proper Public Relations techniques.
 - Need to emphasize education on how to create more quality, catchy, attractive, and professional marketing and advertising from chapters and councils
 - Recruitment advertising especially lacking (many fliers look unattractive, unprofessional, etc.)
 - Need to tap into academic resources
 - Business School
 - Public Relations department
- The IFC needs to utilize new shared values, vision and mission to create a promotional campaign for the fraternity community.
 - Focus on marketing the right fraternal values
 - Focus on combating stereotypes of fraternities

- The FSILG office and the IFC needs to improve and update the website.
 - The Institute should make campus life information accessible from the MIT home page if possible.
 - Fraternities need to be listed as student organizations, not just living groups
 - IFC page should be no more than 2 clicks from MIT home page
 - MIT's IFC page should be expanded and restyled
 - Contact information on first page.
 - Create a style that draws students into context.
 - Add a message of support from the MIT administration.
 - Create a section on why to join.
 - Create a “What We Are About” section talking about values, etc.
 - Provide improved content
 - News and upcoming events
 - Visual Calendar
 - Message to parents
 - Common misconceptions, and truths that refute them
 - Why Join?
 - Good examples of Greek Life webpage content and styles
 - <http://greeks.unc.edu/>
 - <http://www.utexas.edu/depts/dos/gle/>
 - <http://www.uiowa.edu/~greek/main.html>
- MIT officials need to better promote fraternity life as a leadership development opportunity for students.
 - During orientation
 - Educating faculty and staff members
- The fraternity community needs to increase its visibility on campus
 - Wear letters proudly and often
 - Join campus organizations
 - Be visible on various parts of campus (not just in their houses)

Recruitment

Observations

The Greek community at MIT needs to create a unified, intentional, comprehensive recruitment program.

Recruitment is very different from “Rush” – one is active, personal, targeted, and intentional; the other is passive, event-based, haphazard, and coincidental. If MIT's fraternity community is going to improve, there needs to be a change in how new members are recruited. MIT's fraternity community is stuck in the ‘rush’ mentality. The

'rush' mentality is passive (current members wait for prospective members to come to them) and event based (recruitment events are the only place where recruitment takes place). Chapters do not have an identity because they have focused on mainly selling the housing facility instead of the chapter. To complicate matters, too many students are joining fraternities and sororities for the 'wrong' reasons. Many students come to campus with the 'Animal House' stereotype of fraternities and sororities, and the Greek community has not put much effort into changing that image. Many students who enjoy that image are the ones that will seek out fraternities and sororities, while more 'serious' students will avoid them. If significant progress is to be made in the next 2-5 years, more effort needs to be made by fraternity members to understand, believe in, act in line with, and promote the positive aspects of fraternity life as a whole. Members of the fraternity community also need to work with Institute officials to identify, target, and actively recruit students who buy into these ideals. Simply put, for recruitment to reach maximum efficiency: a) university needs to provide access to potential members and resources. b) undergraduate chapters need to understand, nurture, and market the right aspects of fraternities, c) alumni advisors need to advise chapters, not just houses, d) IFC needs to sell going Greek and help chapters recruit not rush.

Suggestions

- The FSILG office needs to continue to educate fraternities and the IFC Recruitment Chair on the differences between rush and recruitment.
 - Evaluate all recruitment activities and entire recruitment process
 - Realign any rush activities to make them recruitment activities
 - Help chapters move from 'event based recruitment' to 'individualized recruitment'
 - Individuals need to be approached and recruited to 'Go Greek' outside of chapter and council recruitment events
 - Meeting people is by far the hardest part for them-they do not know how and aren't used to doing it.
 - The FSILG office can provide skill building assistance
 - Conversation techniques
 - Marketing proper fraternal values
 - Approaching individuals
 - Personalize recruitment for potential members by having members able to sell the right aspects of fraternities/sororities.
- There is an issue with 'party weekend' - a misunderstanding of when they can have a party and when they cannot
 - Alcohol should not be allowed at ANY recruitment event. As you well know, it is a big part of recruitment right now.
 - The definition of a recruitment event needs to be explored and agreed upon, but should be very conservative.

- Chapters need to have a stronger sense of purpose and the IFC and the FSILG office can help chapters define themselves as more than just housing units that have social functions.
 - What is the value added from fraternities for an MIT student? If you can come up with a comprehensive and realistic answer, you will have ½ the problem solved.
- The fraternity community should consider sending members to Recruitment Boot Camp (NIC program), or have a recruitment boot camp session on campus.
- The IFC and the FSILG office need to review and streamline their recruitment rules.
 - High performing fraternity communities have few rules governing when and how bids can be given
 - Rules should also be very careful about how they limit contact with potential members
- IFC should coordinate ‘mock-recruitment’ events.
 - Fraternity members practice recruiting with other fraternities.
- IFC needs to identify opportunities to target leaders, scholars, athletes, residents on campus.
 - Targeted mailing campaign
 - Lists, labels, or mailing assistance from MIT
 - Target students with certain activities in HS or college
 - Monthly information sessions in residence halls
- IFC should explore the use of the Large Event Fund for fraternity recruitment events. Perhaps IFC can utilize this as year ‘round recruitment events.
- IFC, in conjunction with the FSILG office, need to identify specific reasons why students are not joining Greek organizations.
 - Survey non-Greek students or perhaps use/modify the RSIT survey
 - Specifically target non-Greek students who you would want to be Greek
- IFC needs to work with the FSILG, Orientation and Housing offices to have facilitated access to desired students at crucial times.
 - More opportunities to meet with students and parents during orientation.
 - More opportunities to meet with students and parents during move-in day.
 - Perhaps have a move-in day mega event
 - Co-sponsor with residence life, UA, ASA, Student Life Programs Office

- More opportunities to meet with students in residence halls periodically throughout the year.
- The FSILG office needs to strategically educate alumni on the culture changes they wish to implement.
 - Need to discuss with AILG the need for chapter advisors who work with fraternity leaders on chapter operations- not just house operations
 - This group of advisors should meet monthly with the FSILG office
 - Have alumni/advisor roundtable education sessions
 - Rush to recruitment
 - Event based to personal
 - Greek life first
- The institute needs to explore alternative ways to give chapters resources and access to non-members who may join.
 - Perhaps a list of non-frosh/non-affiliated students living in residence halls is a possibility?
- The institute should explore ways to help fraternities contact new students
 - This contact cannot violate ethics or policies
 - How contact information is utilized is important. Chapters/Alumni cannot be utilizing contact information of new students to have parties before school.
 - Perhaps sending out scholarships created by chapters or IFC or AILG?
- The FSILG office and the IFC should explore ways of utilizing technology better as a recruitment tool.
 - Depauw house tour online - <http://www.depauw.edu/student/greek/tour/index.asp>
 - Better website use for recruitment

Chapter Relations

Observations

Chapters in the MIT Greek community are extremely isolated from one another, especially for such a large community on a small undergraduate campus.

A historic fraternity community such as this one should make more of an effort to work together on large projects such as visioning, recruitment, public relations, community service, and educational programming. A comprehensive approach is needed.

Suggestions

- The FSILG office should conduct an annual officer's retreat where leaders can interact, plan and discuss issues together.
- The FSILG office should conduct a semesterly new member's retreat where new members can learn about each other and the fraternity community as a whole.
- The IFC should identify and encourage opportunities for chapters to work together on projects and share resources
 - Service
 - Philanthropy
 - Social
 - Recruitment
 - Member Education
 - Campus Events
- The IFC should create an award for Inter-Fraternalism.

Council Effectiveness

Observations

The IFC is not seen as an effective, respectable entity in the Greek community at MIT.

Despite the efforts of individual officers, the Interfraternity Council is not yet seen as a viable organization. The fraternity community is currently a 'confederacy' where the individual local governments (chapters) are more important than the centralized federal government (councils). This is not uncommon on other campuses, but the danger of it happening at MIT is that a strong 'central government' is going to be imperative if any real change or evolution is going to take place. Council meetings are information based and executive board driven and need to be issue based, executive board empowered, and chapter driven. This is difficult to do without proper training for delegates or without having chapter executive board members -preferably presidents- attending meetings or serving as delegates. The IFC is going to need to be empowered in order to earn the respect they need to help guide this Greek community to another level.

Suggestions

- The IFC needs to have council representatives from chapters that are informed, empowered, and can bring up and discuss issues, and make decisions.
 - Continue the practice of chapter presidents coming to council meetings.
 - Train presidents early and often on their role on the Council.
 - Have IFC executive boards work with chapters to identify issues

- Have IFC executive boards empower chapter to bring up these issues for debate and action.
- This can happen in several ways
 - All IFC meetings are issue based and discussion focused
 - Every other meeting is issue based and discussion focused
 - A separate meeting for presidents (Presidents council)
- All presidents of FSILGs should also have a meeting once a month to discuss issues that pertain to all of them- fraternities, sororities, and independent living groups.
- The FSILG office should have a training program for new chapter and council officers together.
- Review all current council documents and revise them so that they are in line with the new shared vision/mission of the Greek community
 - Are policies up to date and efficient?
 - Are constitutions meeting the needs of councils and chapters?
- IFC needs to show chapters they are indispensable.
 - Provide broader services- more than just recruitment
 - Empower chapter presidents and delegates to bring up issues
 - IFC cannot just concentrate on winning chapters over
- IFC needs to establish credibility in their awards structure
 - Have an independent body judge awards
 - Faculty, administrators, sorority advisors
 - IFC needs to facilitate the awards process (application distribution, judge selection, etc.)
 - Review the awards annually to ensure that they are in line with the correct values of the fraternity community

Administrative Support

Observations

Despite the Institute's good intentions, their support and assistance is seen as minimal by most members of the MIT fraternity community.

Students and alumni that were interviewed expressed interest in having more administrators at events, and more outspoken support of the fraternity community. Some students did see how the Institute has been supportive- more so than in the past. The Institute also needs to challenge the Greek community to understand and live up to the ideals of their organizations- especially if chapter members expect a high level of Institute support.

Suggestions

- MIT officials (and not just FSILG staff) should make a concerted effort to be visible at as many fraternity events as possible
 - Priority should go to events for the whole FSILG community and/or campus community.
 - Recruitment
 - Awards
 - Philanthropies
- At the same time, the fraternity students need to do a better job of informing the Institute officials of upcoming events and a priority list of which events the fraternity students would want Institute officials to be attended.
- The institute should explore possibilities to add some flexibility with current policies.
 - Costs and procedures for chapters trying to hold events on campus.
 - The utilization of student addresses for recruitment purposes (if done properly and appropriately, i.e. not for kickoff parties in hometowns)
- There needs to be an intentional commitment to build bridges with AILG.
 - The buying cooperative is a good inroad to begin the healing process for the Institute and the alumni.
 - MIT can use buying power to help make co-op even more effective
 - AILG training program for treasurers and house managers can be used as another inroad as well as a start for operational training
- High ranking Institute officials such as the President and/or Chancellor, and Dean for Student Life should be more overt in their promotion of fraternities and sororities.
 - Letter in the Greek recruitment mailings.
 - Mentioning Greek life in discussions with parents at orientation.
- Educate undergraduate and alumni members on how much the Institute does provide for the Greek community.
 - Should be one of the charges of the FSILG Task Force
 - Show what Greeks get that other student groups don't get.
 - Compare to other universities.
- Educate Institute officials about the progress of the Greek community as these changes develop.
- Provide Greek community representatives more access to students and parents during recruitment.
 - Orientation
 - Move in- day

- Family Weekend
- Parents' Weekend
- Better utilize the RA position in fraternity houses
 - RA's should be selected by both chapters and Institute
 - RA's should be trained by Institute
 - RA's need some sense of accountability to the Institute in order to uphold Institute/FSILG/IFC policies and procedures
 - Consider making RA's employees of MIT
- Hold a 'Greek Summit' every year for MIT officials and members of the Greek community
 - Open a dialogue between the two groups
 - Evaluate the previous year's support level, and identify areas of need.
 - Point out areas of operations for the Greek community that need improvement.

Standards and Expectations

Observations

The fraternity community is lacking minimum operational standards and expectations from the Institute, IFC and even within own chapters.

The historical relationship between the Institute and fraternities has been very *laissez-faire*. Recent events have created a cultural shift that will require much more cooperation between the two entities. Along with this higher level of support from the Institute and from IFC, there will need to be a higher level of expectation for fraternities. While there currently exist some implied expectations and several policies in place, there are still discrepancies, activities, and procedures that are enabling fraternities to operate at sub par levels. Fraternities are practicing very poor risk management practices when it comes to functions, alcohol use and hazing. Neither the Institute nor IFC enforce risk management policies regularly. MIT, chapters, and IFC also need to work to create minimum expectations and step up accountability and standards for chapters.

Suggestions:

- The Division of Student Life needs to consistently address behavioral expectations among student groups.
 - Departments within the Division of Student Life should evaluate whether discrepancies exist between existing programs and the Division mission.
 - It is going to be difficult to enable a behavioral change in fraternities when events and such as Beast Roast and Steer Roast are occurring in residence halls

- Advertising that borders on abusive for these events can be found littered all over campus.
 - Fraternity members, and even non members, tell stories of the risk management issues at Steer Roast
 - The FSILG office and IFC need to address the issue of new member/pledge programs that last longer than ten (10) weeks.
- The FSILG Task Force should consider creating minimum expectations and standards for all fraternity and sororities in operational areas.
 - Community service
 - New member programming
 - Member education
 - Academics
 - Risk Management – specifically the creation of an enforceable policy
 - Chapter Development
 - Leadership Development
 - Etc.
 - University of Delaware and Emory have excellent examples of such programs
- MIT, IFC and AILG need to recognize and accept the balance between traditional autonomy and Institute guidance.
 - Between anarchy and autonomy.
 - MIT fraternities need to understand that they are indeed dependent on the Institute for many things. That interdependence needs to be nurtured, not fought.
 - MIT needs to understand that they depend on the fraternities for many things, and should also nurture that interdependence.
 - The FSILG Task force is a good starting point to discuss how to best understand, market, and utilize this interdependence.
- IFC needs to help chapters deal with internal standards issues and operational excellence
 - Many chapters are struggling with standards problems among members
 - Housing commitments
 - Financial indebtedness
 - Behavioral issues
 - The IFC and FSILG office should bring chapter officers together to discuss standards problem and give advice on creating minimum chapter standards.
 - The IFC and FSILG should create benchmarks for chapter operations
 - Not just Recruitment numbers
 - Retention numbers
 - Housing capacity filled %
 - Persistence to graduation

- Educational Programs held
- Community Service hours
- Risk management violations

Chapter Advisors

Observations

Chapter advisors that focus on chapter operations need to be part of the instrument of change for the fraternity community at MIT.

Chapter advisors are an important part of any high performing Greek community. The MIT Greek community is one of the oldest in the country, but it has emerged as an operationally based community rather than just a housing based community in only three years. As a result, the number of alumni that are able to provide consistent operational guidance is small. Still, those that do provide assistance need to be organized, educated, listened to, and thanked, and those groups that don't have this kind of assistance need support in finding alumni or volunteers who can provide that help.

Suggestions

- Start with the AILG organization
 - This group is housing focused, and they need to be housing focused. Many of the members of that organization have been there for years and have focused on housing, so to expect them to change foci now is unrealistic.
 - They can, however, be helped to understand the need for operational advising and are an avenue to help locate operational chapter advisors from within their alumni ranks.
- Utilize other Institute administrators or volunteers.
 - A common practice on some campuses is to have chapter advisors that are not alumni of a chapter.
 - They can bring in a different perspective- and when it comes to operations (not housing) this may be more accepted.
 - The AILG and the FSILG office need to discuss the possibility of utilizing RA's in more of traditional advising capacity.
- Hold periodic chapter advisor education/training sessions.
 - Perhaps have current operational advisors assist in educating others.
 - Educate on specific topics
 - Changing trends in recruitment
 - Trends in fraternity operations, liability, etc.
 - MIT policies and rationale for those policies
 - Utilize Institute educational resources
 - Connect advisors to other departments, faculty members, etc.
 - Utilize resources from chapter advisors' headquarters and conferences

Other Observations

Housing Focus

It is no secret that the existence of fraternities at MIT and the relationship between the institute and those fraternities has been primarily housing focused. While housing is, and will always be, a focus point for fraternities at MIT, more needs to be done by both factions to enable chapter operations to become as integral a component as housing. It should be noted that fraternities can exist without houses, and do so at nearly half the institutions where they exist.

Suggestions

- Create an operational advisors roundtable to complement the AILG – either as a Student Life Committee, or a separate entity to AILG.
- The Institute, AILG and IFC should understand and consider the cultural ramifications of fraternities and sororities being classified in publications, websites, etc. solely as ‘living groups’ and how that perpetuates the problem
- Accordingly, the Institute, AILG and IFC should consider how they can align their publications and resources to better fit into a more balanced chapter/house model.

FSILG Office and AILG Relations

One of the more immediate concerns for the FSILG office is how to repair the rift between them and the AILG members. There needs to be some intentional, strategic and proactive positioning from members of the FSILG staff to ensure that seeds are planted to close the rift between the two entities.

Suggestions

- First and foremost understand what the AILG is and is comprised of
 - Linear thinkers
 - Dedicated to the housing component of fraternity life
 - They want immediate results and answers, or a definite time when those results/answers will be made available
 - Understand who and where they are, and meet them there.
- The FSILG office needs to become multi-dimensional and more politically savvy.
 - Perceived by many alumni as solely student development driven
 - Needs to also be housing and alumni focused as well.
 - Work with FSILG Task Force and Steve Immerman, Director of Enterprise Services, to get a feel for the political issues and how to maneuver around them.

- The FSILG office needs to build bridges quickly, start over. Must be systematic, strategic, utilize resources fully.
- The AILG should consider creating a Student Life Committee that focuses on the operational and student development aspects of FSILGs.
- Starting with the AILG Board of Directors, attempt to help identify housing issues that can be intercepted and dealt with proactively
- Work with the Board of Directors to help set the agenda, drive the meetings, and anticipate questions or resources that may be needed at those meetings, and have all materials needed.
- Work with the Board of Directors to find ways to discuss the student development and operational sides of fraternity life, but also have FSILG staff become experts in housing so that they respect you.
- Identify areas where housing and chapter operations mix and do your development in that area.

Statistical Significance for Fraternities

MIT has had a very unique history when it comes to fraternities and housing. Because of the dependence on fraternities to house many of their undergraduate men, the fraternity system enjoyed unparalleled access to freshmen. Now, of course, that access has changed, and this report would be incomplete without some assessment of the impact that decision will make on the fraternities.

In 1983, MIT's undergraduate enrollment consisted of 1052 women (23%) and 3520 men (77%). There were 29 fraternities, 4 living groups, and zero sororities.

In 2002, MIT's undergraduate enrollment consisted of 1727 women (41%) and 2451 men (59%). Since 1983, the female undergraduate population has increased by 64%, while the male undergraduate population has decreased by 30%. There are 27 fraternities, 5 living groups, and 5 sororities.

The housing capacity of the fraternities averages at approximately 30. With 27 fraternities, that means that 870 members need to be housed to maintain maximum housing efficiency.

With the undergraduate male population dropping, and freshmen not allowed to live in fraternity houses, fraternities are going to have to work diligently if they are going to retain all 27 fraternities and have those fraternities keep their houses. For that to occur, the undergraduate male population that belongs to a fraternity will need to be closer to 60% than the current 50%. That is, of course, assuming that the increased number of members is distributed evenly among all the fraternities, and the ratio of men who move

into the houses remains the same. Very few fraternity communities have more than 50% of the university male population as members, although at MIT, where the fraternity tradition has been a strong part of the history, it is possible.

The reality of the situation is that if things do not change culturally with how fraternities perceive themselves, how they are perceived in the community, and how they market themselves and recruit new members, houses will not be at break-even capacity and will have to close. If this trend was to continue, and nothing was to change culturally, I estimate that 19-20 of the 27 fraternities that are currently housed would be able to keep their facilities. Given the attitude of many undergraduate and alumni members, that would also bring about the closing of those chapters.

There are a few focus areas that can help prevent this from happening, many of which have been discussed above:

- Improve recruitment by showing undergraduate males a real value in joining a fraternity and living in a fraternity house (other than just a space to live, and a place to party—they can get that other places now)
- Increase retention of members—retention numbers at MIT are significantly lower than at other schools with high percentage of male members joining fraternities. It doesn't matter if they join, if they don't stay, they don't live in the house.
- Recruit more rising sophomores
- Explore the possibility of recruiting graduate students
- Explore the option of not having a house
- Explore the option of mandatory live-in policies