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D. Jordan Whichard III
Special Adviser for Greek Affairs
The University of North Carolina at Chapel Hill
811 Bremerton Drive
Greenville, NC 27858
252-714-2636
jwhichard@unc.edu, greekreview@unc.edu

Mr. Robert Winston, Chair
The University of North Carolina at Chapel Hill Board of Trustees
3701 National Drive, Suite 120
Raleigh, NC  27612

Dear Chairman Winston:

I am pleased to provide this brief summary and recommendations arising from my review of Carolina’s Greek system over the past four months.

As outlined in your letter to me of January 5, 2010, I undertook this volunteer assignment in an effort to advance the University’s aspirations to have the best Greek system in the country. You shared with me that it is your goal for students who participate in Greek life at the University to have the very best Carolina experience possible and to ensure that the Greek system is promoting excellence across the full spectrum of student life. You also said that you wanted specific ideas and recommendations by May that would provide guidance to the University’s new Vice Chancellor for Student Affairs and that could translate into meaningful improvements in the Greek system beginning in the fall of 2010.

Coinciding with the start of the Spring semester, my role was announced and publicized in various University-affiliated outlets, including The Daily Tar Heel and Carolina Alumni Review. I established Carolina email addresses and other points of contact to facilitate access and communication across the University. From the outset of this assignment, I have consulted with a broad group of constituents, including students, alumni, parents, members of the Board of Trustees, administration, faculty, staff, and others with a stake in the system’s success. I have also reviewed practices and organizational structures of Greek systems at Carolina and other universities. My
purpose has been to gain an overall perspective on the real and perceived challenges our system faces, and opportunities for improvement.

Carolina’s Greeks are largely self-governing through four separate organizations:

- the Interfraternity Council, which covers fraternities that typically own houses;
- the Panhellenic Council, covering sororities;
- the Greek Alliance Council, which covers religious and multicultural-based fraternities and sororities that typically do not have houses; and
- the National Panhellenic Council, which covers eight historically African-American fraternities and sororities.

As a result of my research and personal interactions with well over 100 individuals representing each of the aforementioned constituencies, common concerns emerged around these themes:

- Governance and accountability
- Greek judicial process
- Adult engagement and supervision
- Academic achievement
- Campus and community engagement
- Health and safety issues
- Risky social behaviors
- Recruitment
- New member education
- Leadership development

While each of these subject areas have relevance to the Greek system as a whole, my early work suggested a consensus around a focus on the organizations and individuals which comprise, engage and support Carolina’s IFC fraternities, where many of the most critical issues exist and where there seemed to be the greatest opportunity for immediate improvement. That is not to say that there is not room for improvement of the broader Greek system at the University. Rather, I determined that there was a need and also was clearly an opportunity to capitalize on a desire on the part of the IFC fraternities to initiate improvements.

Even before I received my assignment from you, the University’s IFC fraternities had begun meeting in the fall of 2009 to discuss strengthening the fraternity system. Those discussions included current undergraduates and alumni fraternity leaders. After several meetings, the IFC participants recognized the value in working together toward the common goal of fraternity improvement and culture change. I joined this process in mid-January and have attended each of the nearly weekly subsequent meetings. Participants engaged in frank and robust discussion around specific ideas that could translate into meaningful improvements among IFC fraternities. Many of
those ideas have been captured through this process and provide the basis for the IFC’s implementation plans.

My review was informed by my participation in and observation of those meetings. I also was in frequent communication with you as chair of the Board of Trustees, Chancellor Thorp, the incoming Vice Chancellor for Student Affairs, and the Office of Fraternity and Sorority Life. Throughout this time, I continued to meet with the various Greek constituencies outlined earlier. In the course of all of these meetings, I also became convinced that there was value in seeking common ground among all of these constituencies and the issues confronting the fraternity system.

With that as background, my recommendations are:

- Establish an IFC Fraternity Alumni Association (FAA). The FAA would greatly strengthen alumni participation in the IFC fraternity system, and it would provide stronger oversight and guidance than currently exists.

- Appoint a full-time IFC Executive Director. The position would be funded by and report to the IFC FAA. The relationship of the executive director to the FAA and the University will need to be clear, so I recommend that the chancellor and vice chancellor for Student Affairs be involved in determining the nature of that relationship.

- Restructure the IFC judicial process by decoupling its relationship with the Office of Fraternity and Sorority Life and establishing a new process that involves active participation of the IFC Judicial Board, FAA and the University’s assistant dean of students for judicial programs. This would separate the judicial process from the University’s Office of Fraternity and Sorority Life (OFSL) and free that office to be more of a resource to fraternities and sororities on campus.

- Implement Fraternity Alumni Association/IFC Joint Task Force plans to drive positive cultural change among IFC fraternities. Goals include improving academic achievement, encouraging responsible behavior by fraternity members, increasing involvement in the greater university and local community, establishing new recruitment programs and standards, and creating new member education and leadership programs.

- Maintain the University’s role in providing recognition of fraternities and strengthen the University’s engagement and support of the IFC in pursuit of these goals.

The good news is that my recommendations are consistent with much of the work done this past year through the IFC review process. While our conclusions are not identical, I believe the IFC is headed in the right direction. The major goals and
objectives coming out of the IFC process are discussed in their report, which is included as attachment A.

It’s important to note that the IFC recommendations are supported by an accompanying resolution that has been endorsed by the IFC undergraduate chapter presidents, the IFC Executive Committee, and many active IFC alumni advisers who have been engaged in this self-study process. The IFC asked that I provide you with the resolution, which is included as attachment B.

If the University chooses to adopt my recommendations, it will be essential for the administration and the IFC (students and alumni) to work collaboratively to refine and implement them. Based on my work of the last four months, I am convinced that the University and the IFC fraternities have a unique opportunity to capitalize on a shared sense of purpose to drive positive cultural change that will advance the goals you outlined at the beginning of this assignment.

I would be happy to discuss these recommendations with you.

Sincerely,

[Signature]

D. Jordan Whichard III