



February 28, 2018

Dear LSU Community,

Last week, LSU's Task Force on Greek Life concluded their efforts, which were initiated on Sept. 29, 2017. Their overall findings suggested that there are several issues the university needs to address in order to improve the safety of Greek Life on campus. These recommendations came from a deep examination of LSU's current Greek community and a thorough analysis of best practices from universities across the nation.

In total, the group proposed 28 recommendations for my consideration. Those recommendations fall into three major categories: University policies, transparency related to chapter behavior, and Greek culture on campus.

I accept the Task Force's recommendations and commend their efforts. I am also adding the following to support and enhance the university's efforts to holistically – and positively – impact the safety of Greek Life on campus:

1. **No more gray areas – hazing means expulsion or removal from campus.** If a Greek organization, or any student organization for that matter, is found to be responsible for hazing (i.e., any activity involving alcohol, physical abuse, or any behavior that puts a student's mental or physical health at risk), their chapter will be removed from the university – no exceptions. Similarly, individuals found guilty of such behavior after due process will be expelled from the university. A narrowed, clear-cut definition of what precisely constitutes hazing will allow the university to respond swiftly and appropriately.
2. **Additional Transparency. In order to have social events at Greek houses, chapters will be required to provide access rights to the university.** In short, university officials will have the right to spot-check parties and other events to ensure policies are being followed. If evidence of dangerous behavior is present, the chapter will be placed on immediate suspension and, depending on the severity of the transgressions identified, face possible removal from campus.
3. **Outside Expertise. To ensure that our policies, procedures, and organizational structure are in line with national best practices, we will secure the services of a national firm.** The firm will be expected to not only evaluate our existing policies, but to also develop an educational program for Greek organizations and to review our organizational structure.

A detailed copy of the ratified recommendations, including these new additions, is attached. I will draw your attention to a few of the most critical changes the Task Force endorsed:

- An easy-to-access web portal with scorecards reporting on the behavioral record and current standing of each Greek chapter on campus;
- An amnesty policy to encourage students to report dangerous behavior such as hazing;
- All new member education programs – more commonly known as pledging activities – are required to be alcohol-free for all in attendance, and such activities are restricted to eight weeks, and be supervised by university-approved advisors;
- Common-source alcohol and "hard" liquor are banned from Greek functions.

- House managers will be subject to universal minimum qualifications as designated by the University and must be University-approved.

In addition to these recommendations, we are supportive of two specific pieces of state legislation that will help us to better address the challenge of hazing at colleges and universities. Rep. Nancy Landry will introduce a bill to make hazing a felony with much steeper penalties than the current law allows. And Rep. Franklin Foil will introduce legislation to protect the identity of those who report dangerous behaviors such as hazing. We are thankful to both legislators for helping to enact real change at such a level. Real penalties and personal liability will no doubt provide another level of disincentive to those engaging in unacceptable behaviors.

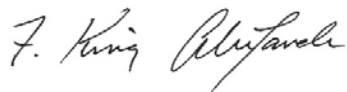
The timeline for implementation of these recommendations ranges from immediate to Fall 2018. I want to be clear about two issues: there will be full and thorough follow-up and checkpoints along the way, and there will never be a stopping point. These are not meant to be stand-alone solutions, but rather should be taken as an interlocking and comprehensive approach that is stronger than any single policy, restriction, or action.

Cultural change is a process, and this should be considered the first step in a marathon, not a sprint. We are committed to real change, and I believe our students, staff, and faculty stand behind me on that assertion. As I have stated before, there will be no return to “normal.” This marks the start of wholesale change to the policies and culture surrounding Greek Life and other student organizations at LSU.

I commend the efforts of the Task Force on Greek Life and the professionals they called upon for guidance during their work. I also want to thank the Gruver family for remaining engaged and offering input and recommendations throughout this process.

Let me reiterate: this is not the end, but rather a starting point for long-term, comprehensive shift in culture that will ultimately make our university community flourish even more. I look forward to working with every single one of you to make that a reality.

Sincerely,

A handwritten signature in cursive script, appearing to read "F. King Alexander".

F. King Alexander
LSU President

The LSU logo is rendered in a bold, yellow, sans-serif font. It is centered within a white-bordered rectangular area that has a light blue gradient background. The background of the entire page is a photograph of a large, leafy tree with a building visible in the lower-left corner, all tinted with a blue color scheme.

President's
Action Plan
for Greek Life

2018

President's Action Plan for Greek Life

In response to the President's Task Force on Greek Life, I am issuing the following instructions and guidance. Unless otherwise specified, the enforcement of accepted recommendations will begin in Fall 2018.

Greek Organizations should look to the Office of Greek Life for expectation throughout the implementation process.

Chapter A. University Policy Improvements

Recommendation: Standing Committee & Policy Statement (A.i., C.iii., & D.v.)

A.i. Establish standing committee with University (faculty, staff, administration) and Greek community representation to review all Greek-related policies, procedures, and training/educational requirements on a staggered four-year cycle and make recommendations on additions, deletions, and revisions.

C.iii. Create a standing Greek Alumni Advisory Committee to the Office of Greek Life which is comprised of representatives from the chapter advisory boards.

D.v. Require all new member recruitment, education, and related activities to be alcohol-free.

In accepting Recommendations, A.i. and C.iii., I am today establishing an Implementation Committee¹ on Greek Life that will initiate the work as outlined in this document. Kurt Keppler, Vice President for Student Affairs, will chair the Implementation Committee, and will be tasked with also drafting a permanent policy statement on Greek Life that will include a permanent Oversight Committee on Greek Life and the establishment of a Greek Alumni Advisory Board.

The Oversight Committee shall include adequate student representation to include the president of Student Government and the presidents of the Interfraternity Council, the National Pan-Hellenic Council, and the Panhellenic Council.

The Greek Alumni Advisory Board should consist of no more than nine members. Among the nine, there should be at least one representative from an Interfraternity Council chapter, one representative from a National Pan-Hellenic Council chapter, and one representative from a Panhellenic Council chapter. No council shall have more than four representatives on the Board. Membership is contingent on the representative's organization being in good standing.

The Implementation Committee will set the meeting schedule for the remainder of the Spring Semester, but with weekly reports to me on the implementation process. The Implementation Committee has the authority to make adjustments to the timelines and scope work. The

¹ See Attachment 1: Implementation Committee on Greek Life

Implementation Committee will then turn over their work to the permanent Oversight Committee on Greek Life for their continuation of the work, as well as evaluation and assessment.

In relation to Recommendation D.v., the policy should include a statement that new member activities will be alcohol-free for all individuals in attendance. The Implementation Committee and the team reviewing the Code of Conduct should take additional steps to ensure Recommendation D.v. is appropriately codified and disciplinary actions exist in cases of non-compliance.

The Implementation Committee should have a proposed Policy Statement to me by April 17, 2018.

Recommendation: Specific, Operational “Hazing” Definition (A.ii.)

A.ii. Develop a specific, operational definition of “hazing”.

In accepting Recommendation A.ii., I am instructing the General Counsel and the Dean of Students to refine the definition of hazing used in the Student Code of Conduct. The definition should at minimum include these principles: physical or mental harm, intoxication, endangerment, and evasion and falsification of information to obstruct the University’s inquiry into hazing.

As the Student Code of Conduct is under revision, I am asking that a student found responsible for hazing receive an immediate expulsion or a minimum two-year suspension based on the factors of the case. Organizations found responsible for hazing should have immediate revocation of recognition. Non-students found contributing to hazing should also be subject to sanctions from the University. It must be clear and unequivocal that hazing, indifference, and cultural acceptance of hazing is not permitted at LSU.

The University official responsible for this implementation is Mari Fuentes-Martin, Dean of Students, and Trey Jones, Managing Attorney, with a submission date of March 30, 2018 to the Implementation Committee.

Recommendation: Amnesty Policy (A.iii.)

A.iii. Develop “amnesty” policy for reporting of certain infractions that covers both medical and non-medical situations.

As part of the Student Code of Conduct proposals forthcoming, I am instructing the Dean of Students office that an amnesty policy shall be included and clearly defined. The amnesty policy should include provisions that would not allow amnesty to serve as a shield for perpetrators, especially habitual perpetrators, for the most serious infractions of the Code. However, the Implementation Committee is given the latitude to determine the limits of amnesty.

The University official responsible for the recommendation is Jonathan Sanders, Associate Dean of Students, and submission to the Implementation Committee is due March 30, 2018.

Recommendation: “Uniform Code of Infractions” (A.iv.)

A.iv. Develop “Uniform Code of Infractions” (e.g., alcohol/drug violations, hazing, sexual misconduct) and create a “progressive/tiered discipline” system related to the code,

including those matters that can be primarily adjudicated by the chapter and those that require joint adjudication by the chapter and University.

In accepting Recommendation A.iv., I am instructing the Dean of Students to develop a uniform code of infractions that includes instructions to hearing panels and conduct officers on the disciplinary measures according to the level of severity of the violation. Included in this should be a tier of disciplinary measures that can be adjudicated by the Greek organizations, especially fraternities, as part of their judicial boards and what must be adjudicated jointly by the chapter and University.

In some instances, peer-to-peer intervention can yield cultural change faster than University-imposed sanctions. The peer-to-peer model among sororities appears to work well and it may be possible to instill a similar ethos among the fraternities. However, the Oversight Committee will need frequent reports on fraternity-adjudicated discipline until the intrafraternity adjudication process is proven to be effective and can stand without strict University oversight.

Failure to adhere to the guidelines will incur immediate University sanction. Physical harm or other acts of endangerment as a part of the intrafraternity adjudication process will result in immediate revocation of recognition.

The University official responsible for recommendation A.iv. is Mari Fuentes-Martin, Dean of Students. The timing of this will coincide with the Code of Student Conduct Review Committee, and the President will receive the recommended changes as part of the Student Code of Conduct Review Committee process.

Recommendation: Review PS-78 (A.v.)

A.v. Review PS-78 (“Serving, Possessing, and Consuming of Alcoholic Beverages”) for potential changes/refinements, with particular focus on the sections pertaining to “University Regulations” and “Registered Student Organization Events”.

In accepting Recommendation A.v., I am instructing the General Counsel to review and recommend refinements to Policy Statement 78.

The University official responsible, with submission to the Implementation Committee by May 1, 2018 is Trey Jones, Managing Attorney.

Recommendation: Review PM-68 (A.vi.)

A.vi. Review PM-68 (“Construction, Modification, Maintenance, Care and Operation of Sorority and Fraternity Houses Located on University Property”) for implementation of policy changes applicable to resident organizations

In accepting Recommendation A.vi., I am designating Steve Waller, Executive Director of Residential Life, as the leader for this effort. Mr. Waller is empowered to identify University personnel and request their participation in the fulfillment of this recommendation. This review should include safety and security aspects of the various houses, maintenance, and appearance standards. Trey Jones, Managing Attorney, will assist in this review. Submission of proposed revisions to Permanent Memorandum 68 should be submitted to me by June 15, 2018, and at which time the regular multi-campus policy approval process will occur.

Recommendation: Review Greek Leases (A.vii.)

A.vii. Review leases of University property by Greek organizations for risk management considerations.

In accepting Recommendation A.vii., I am appointing Trey Jones, Managing Attorney, to review leases for Greek-operated housing for risk management considerations. Mr. Jones is encouraged to work with Mr. Waller on the physical and safety-related aspects of the houses. An analysis of the leases for risk management considerations is due to me by May 1, 2018.

Chapter B. Organizational Process Improvement

Recommendation: Greek Alumni Advisory Committee (B.i.)

B.i. Actively involve Greek chapter advisory boards in Office of Greek Life planning, policy development, training/education and accountability/oversight activities via a standing Greek Alumni Advisory Committee.

In accepting Recommendation B.i., I am requiring the establishment of a Greek Alumni Advisory Committee, and designating Kurt Keppler, Vice President for Student Affairs, to lead the implementation of this item. Dr. Keppler will concomitantly lead the drafting effort of a new Policy Statement (see Recommendation: Standing Committee & Policy Statement A.i.) codifying the Greek Alumni Advisory Committee as a recognized advisory body.

The Greek Alumni Advisory Committee is functionally important to calibrate Greek organizations activities with the University's expectations. Likewise, it is important for alumni advisors to help in the crafting of Greek Life planning and education. The development of this committee is due in accordance with the proposed timeline for the Policy Statement from the Implementation Committee.

Also, I am asking Dr. Keppler to work with a consultant to propose possible structural changes that would separate the training and development function of Greek Life from the compliance function. This recommendation is due on the determined timeline of the consultant's scope of work.

Chapter C. Greek Organization Accountability & Oversight Improvements

Recommendation: Chapter Accountability and Reporting (C.i.)

C.i. Require each Greek chapter to develop a comprehensive program for chapter and member accountability and reporting, which will include appropriate oversight by the University and chapter advisory boards.

In accepting Recommendation C.i., I am designating Mari Fuentes-Martin, Dean of Students, as the leader in the implementation of this item. The timeline for this item is to be determined by the Implementation Committee.

Recommendation: Chapter Advisory Boards (C.ii.)

C.ii. Require all Greek chapters to create “chapter advisory boards” with a minimum of three members, the majority of whom should be from the Baton Rouge area. Each chapter shall submit the names and bios of proposed board members to the Office of Greek Life for review prior to finalizing board composition.

In accepting Recommendation C.ii., I am making it a condition of active Greek chapters to create chapter advisory boards consisting of at least three members, of which a majority must live within East Baton Rouge or a contiguous parish. University agreement with the selection of members is a requirement for inclusion on the advisory board; and documentation necessary to understand who the members are (to include biography) must be provided. The Implementation Committee and/or the Oversight Committee may alter the documentation required, but it shall be required that the University understand the background of who is serving on the advisory boards.

The Implementation Committee is to provide guidance to the chapters on the selection and documentation requirements. The committee will also provide a date for responding to the agreement of candidates, which may extend beyond June 15.

Kurt Keppler, Vice President for Student Affairs, will be the University’s designated leader for the implementation of this item.

Recommendation: Chapter Judicial Board (C.iv.)

C.iv. Verify annually that each Greek chapter has a functioning, active Judicial Board with chapter advisory board oversight.

In accepting Recommendation C.iv., I am designating Jonathan Sanders, Associate Dean of Students and Director of Student Advocacy & Accountability, as the lead in submitting a process for annual verification to the Implementation Committee. The process for submission of documentation for this recommendation is due to the Implementation Committee by May 15, 2018.

Recommendation: Revise Greek Assessment (C.v.)

C.v. Revise the current annual Greek assessment process to be more holistic, including both quantitative and qualitative metrics and comprehensive participation/representation by the University and Greek community, and develop a summary “scorecard” for each chapter based on those results.

I wholly endorse the concept of transparency as suggested in Recommendation C.v.. I am designating D’Ann Morris, Executive Director of the Student Health Center, as the lead on the review and revision of the Greek assessment process and the development of a summary scorecard. I am requesting D’Ann work with a consultant in utilizing best practices and procedures for a comprehensive assessment process for the Greek community. The timeline for this item to be determined by the Implementation Committee.

Recommendation: Membership Contract (C.vi.)

C.vi. Require each Greek chapter to have a “membership contract” to be signed by every member each semester which includes a code of conduct, explicit agreement to comply with all University and chapter policies, other behavioral expectations, and consequences for related infractions at a minimum and have a copy of each chapter’s contract on file at the Office of Greek Life.

I accept Recommendation C.vi., and task Mari Fuentes-Martin, Dean of Students, with the development of the “contract” and outline the protocol for collection of the contract. Submission of a “membership contract” to the Implementation Committee should occur by June 1, 2018.

Recommendation: “Drug-Free” Policy (C.vii.)

C.vii. Require all Greek chapters to have a “drug-free” policy for chapter houses (with enforcement mechanisms and consequences for non-compliance) and have all chapter presidents and advisory board chairs certify with the University annually that they are in compliance with their policy.

I accept Recommendation C.vii. and require that all Greek chapters adopt a drug-free policy for chapter houses to include compliance and regular certification by the chapters. I am asking Kurt Keppler, Vice President of Student Life, work with the Implementation Committee to establish the requirement and the processes necessary to successfully implement this recommendation. The timeline for this item is to be determined by the Implementation Committee.

Recommendation: Minimum Job Qualifications for Greek House Managers (C.viii.)

C.viii. Develop minimum job qualifications for Greek chapter house managers (for those chapters that have on-campus houses) and require all chapters to have house managers who meet these qualifications by Fall 2019. Each chapter shall submit the names and resumes of proposed house managers to the Office of Greek Life to ensure that these individuals meet the minimum job qualifications set forth.

I accept Recommendation C.viii., and assign Steve Waller, Executive Director of Residential Life, to develop minimum job qualifications for chapter house managers. The Office of Greek Life will be responsible for dissemination of the requirements and accepting documentation for verification. The Implementation Committee should receive this report by June 15, 2018. By August 2019, the chapters are expected to have University-approved house managers.

Chapter D. New Member Recruitment & Education Policy and Process Improvements

Recommendation: Create a Web Portal (D.i.)

D.i. The Office of Greek Life should create, maintain, and broadcast a web portal for prospective members, parents, and the general public as a transparent, credible, and objective source of information that includes current information on each active Greek chapter regarding:

- 1. Summarized results from the annual Greek assessment process (see C.v)*
- 2. Member demographics*

3. *Chapter GPA and other pertinent educational metrics and outcomes*
4. *Rolling five-year history of adjudicated chapter disciplinary matters (e.g., violations, probation, suspension, etc.)*
5. *Chapter philanthropic and community service activities*
6. *Current membership contract*
7. *Other metrics and information as appropriate*

I accept Recommendation D.i. and designate Pam Coltharp, Director of Marketing and Communication in the Division of Student Affairs, as the leader on implementing a website containing the information specified by the Task Force.

In addition to the Task Force's suggested list, I recommend a link to the organizations' response to the adjudicated chapter disciplinary matter, content of the "membership contract", and a link to the organizations' drug policy. This item should be submitted to the Implementation Committee by June 15, 2018, or concomitantly with Recommendation C.v.

Recommendation: Chapter Advisory Board Accountability for New Member Programs (D.ii.)

D.ii. Require all Greek chapter advisory boards to have full oversight and accountability for the new member recruitment and education process with at least one board member present at each new member meeting.

As part of the process for making activities inside the chapter houses safer, I accept Recommendation D.ii. I am tasking Mari Fuentes-Martin, Dean of Students, with detailing the expectations of oversight by the advisory board and developing safeguards to ensure alumni oversight of new member activities. This recommendation is due to the Implementation Committee on June 15, 2018.

Recommendation: Written New Member Education Plan for Approval (D.iii. & D.iv.)

D.iii. Require each Greek chapter to have a written new member education plan (including specific activities planned, intended outcomes, and schedule/program length) for those plans to be certified by the chapter president, new member education director, and advisory board chairs annually.

D.iv. Require annual submission of new member education plans to the Office of Greek Life for review and approval.

I accept Recommendation D.iii. and D.iv., which creates new member education plans for review and approval. I am assigning Mari Fuentes-Martin, Dean of Students, to lead the University's implementation of this item. The Implementation Committee should approve the timeline and template of the plans. The consultant could potentially recommend additional components for chapter's new member education plans. There should also be a process for amendments to the annual plans.

Recommendation: IFC New Member Education Programs Limited to 8 Weeks (D.vi.)

D.vi. Require IFC chapters to limit new member education programs (“pledge periods”) to eight weeks, unless a longer period is approved by the Office of Greek Life based on the new member education plan submitted by the chapter. Further, no new member education activities should occur during mid-term or final examination periods.

I accept Recommendation D.vi. and assign Mari Fuentes-Martin, Dean of Students, with implementation of this item. I also empower the Implementation Committee to reduce the “pledge period” to less than eight weeks if they believe it is warranted. The Implementation Committee is encouraged to finalize this recommendation as soon as possible to allow time for the IFC chapters to develop their adjusted timelines for their new member education programs.

Chapter E. Ongoing Training & Education Activity Improvements

Recommendation: Review Current Greek Training and Education Requirements (E.i.)

E.i. Regularly review current annual training and education requirements for Greek chapter members to ensure relevance, effectiveness, and balance among critical focus areas (e.g., alcohol/drug use, hazing, sexual misconduct, student conduct violations, bystander training, new member education).

I accept Recommendation E.i., and assign D’Ann Morris, Executive Director of the Student Health Center, to leading the implementation of this item. In particular, we rely upon Ms. Morris and any team she indicates to provide suggestions on how the Oversight Committee can continually gauge retention of content by students. I am recommending the educational process include information on personal liability in the case of hazing and civil claims. It is important for students to understand the long-term effects that hazing can have on their lives well after college is finished. I am also requesting Ms. Morris work with an external consultant to revise the current training and educational programs and potentially conduct the training for Fall 2018.

Chapter F. Social Activity Policy & Process Improvements

Recommendation: Pledge to Follow Policies for On & Off-Campus Events (F.i.)

F.i. Require Greek chapter presidents and advisory board chairs to sign pledge annually that:

- 1. all on-campus social events will be registered and conducted according to applicable University and chapter policies; and*
- 2. the University will be notified in advance of all social events held off-campus and such events will similarly be conducted according to applicable University and chapter policies.*

I accept Recommendation F.i. as part of the broader effort to make events safer. Mari Fuentes-Martin, Dean of Students, will provide guidance to the Greek chapters on the implementation of this recommendation. The pledge should be submitted to the Implementation Committee by May 1, 2018.

Recommendation: Ban Hard Alcohol & Common Source Alcohol from Houses & Events (F.ii.)

F.ii. Require all Greek chapters to have a written policy that bans hard alcohol (ABV > 15%) and common source alcohol (e.g., kegs, punch dispensers) from chapter premises at all times, and enforce this policy at off-campus social events as well.

I accept Recommendation F.ii., and task Mari Fuentes-Martin, Dean of Students, with leading the implementation of this item and will submit the plan to the Implementation Committee by May 1, 2018. Dr. Fuentes-Martin is to ensure that these alcohol restrictions appear in appropriate policies and contract terms as necessary. Appropriate discipline should be recommended for violations of this recommendation. Copies of the Greek chapters' policies should be submitted to Greek Life before the start of the Fall 2018 semester.

Recommendation: Restrict Alcohol & Non-Members/Guest, PS-78 Compliance (F.iii. & F.iv.)

F.iii. Restrict alcohol and non-members/guests to Greek chapter house common areas during registered social events and require full compliance with PS-78.

F.iv. Limit attendance at Greek chapter social events with alcohol to 3 non-members for every member, with exceptions in advance for community, alumni, and family events.

I accept Recommendation F.iii and F.iv. and task Trey Jones, Managing Attorney, with ensuring that this recommendation is inserted in the appropriate locations in policies and contracts. I suggest that "community" be strictly defined to ensure the spirit of the recommendation. This recommendation is due to the Implementation Committee on May 1, 2018.

I am also adding my recommendation that the University will exercise its rights to "spot check" during registered events. As adults, students have a right to privacy, even when renting housing. However, the University will have access to spot check common areas of Greek chapter houses to ensure compliance and safety. I am assigning Kurt Keppler, Vice President for Student Affairs, to identify the best method for conducting spot checks in the chapter houses, even if in limited areas.

Recommendation: IFC Fraternity Tailgates (F.v.)

F.v. Move all IFC fraternity tailgating to IFC chapter houses (for those chapters that have houses) beginning with the 2018 football season and require full compliance with PS-78, including security and procedural adherence requirements.

I accept Recommendation F.v. The acceptance of this recommendation is based on new limitations as presented in Section F. Mari Fuentes-Martin, Dean of Students, is tasked with creating a plan for the implementation and compliance of this recommendation. The plan is due to the Implementation Committee on June 15, 2018.

Public Information and Hazing Awareness

It is important that the University community understand the changes in policies and the dire consequences of hazing. I am tasking Jason Droddy, Interim Vice President of Strategic Communications, with development of a public information effort explaining the changes in policies and perspectives in light of the implementation of recommendations.

Attachment I: Implementation Committee on Greek Life



To: Kurt Keppler, Vice President for Student Affairs
Richard Koubek, Executive Vice President of Academic Affairs
Dan Layzell, Executive Vice President of Finance & Administration
Tom Skinner, General Counsel
Mari Fuentes-Martin, Dean of Students and Assoc. Vice President of Student Affairs
D'Ann Morris, Executive Director of the Student Health Center
Ken McMillin, President of Faculty Senate
Jason Badeaux, President of Student Government
Christopher Dupre, President of the Interfraternity Council
Adrienne Boutte, President of the National Pan-Hellenic Council
Corrin Connelly, President of the Panhellenic Council
Kristine Calongne Sanders, Assistant Vice President, Communications

From: F. King Alexander, LSU President
Date: February 28, 2018
Re: Implementation Committee on Greek Life

In response to the President's Task Force on Greek Life recommendations, I am establishing the Implementation Committee on Greek Life. Your experience and service are necessary for the successful completion of the tasks identified. I have appointed Dr. Kurt Keppler as chair.

I ask that you use the power of your offices to ensure that these recommendations are executed thoroughly, in a timely manner, and with the complete cooperation of the campus community.

As the name suggests, the Implementation Committee will be responsible for implementation and oversight of the Task Force's recommendations as well as the additional mandates that I view as necessary for the future of Greek Life. The Implementation Committee is also tasked with the development of a new Policy Statement, which shall include:

1. The construction of an Oversight Committee on Greek Life, which shall be a permanent standing committee of the University. For this committee, there will need to be recommendations for
 - a. Membership terms
 - b. Voting rights
 - c. Define the parameters of the Oversight committee's purview, which shall be expansive enough to include all aspects of Greek Life
 - d. Meeting requirements
2. The construction of a Greek Alumni Advisory Board, which should include:
 - a. Membership selection guidelines
 - b. Terms
 - c. Voting rights
 - d. Meeting requirements

- e. Role and responsibilities of the Advisory Board
- f. Selection of an Advisory Board member to the Oversight Committee

I am also asking the Implementation Committee to create a set of recommended penalties for non-students who participate in and/or condone hazing.

The Implementation Committee is empowered to make adjustments to the components of the implementation as necessary, but all of the recommendations and directives will be completed by June 15, 2018. At that time, the Oversight Committee should be ready to take up the oversight and evaluation of the new policies and practices.

Attachment II: Implementation Committee Timeline

TIMELINE

