# Standards of Excellence

<table>
<thead>
<tr>
<th>Section</th>
<th>Page Number</th>
<th>Due Date</th>
<th>How to Submit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructions</td>
<td>2</td>
<td>__</td>
<td></td>
</tr>
<tr>
<td>Evaluation &amp; Scoring</td>
<td>4</td>
<td>__</td>
<td></td>
</tr>
<tr>
<td>Chapter Annual Report Form</td>
<td>__</td>
<td>Two weeks following chapter elections</td>
<td>[Click here]</td>
</tr>
<tr>
<td>Compliance &amp; Efficiency</td>
<td>6</td>
<td>Year Round</td>
<td>FSL collects and maintains information</td>
</tr>
<tr>
<td>Chapter Assessment</td>
<td>7</td>
<td>12:00pm February 18, 2016</td>
<td>[Click here]</td>
</tr>
<tr>
<td>Strategic Goal Setting</td>
<td>8</td>
<td>12:00pm March 3, 2016</td>
<td>[Click here]</td>
</tr>
<tr>
<td>Final Report</td>
<td>10</td>
<td>12:00pm May 9, 2016</td>
<td>[Click here]</td>
</tr>
<tr>
<td>Presentation</td>
<td>12</td>
<td>TBD June 2016</td>
<td></td>
</tr>
</tbody>
</table>
STANDARDS OF EXCELLENCE 2016

*Please Read All Instructions*

**Philosophy**

Fraternity & Sorority Life believes that each chapter has the ability to enhance their own organization and the collective Northwestern community. The *Standards of Excellence* program enables chapters to identify the best pathways to their success. This program does not assume every chapter at Northwestern is the same; instead the program encourages chapters to assess, plan, and execute goals that fit into their own strategy for success. Through this program, chapters have the ability to create sustainable positive change within the domains Fraternity & Sorority Life identifies as shared values for the community.

**Purpose**

The purpose of *Standards of Excellence* is to ensure that every Northwestern fraternity and sorority is fully committed to the highest quality experience for each of its members, with particular emphasis on upholding the core values of Northwestern’s Fraternity & Sorority Life (Wellness, Campus and Community Partnerships, Leadership, and Cultural Competency).

Additionally, *Standards of Excellence* serves as the **annual recognition process** for all fraternities and sororities at Northwestern University. Each recognized fraternity and sorority must complete *Standards of Excellence* in order to maintain its status as a recognized chapter at the University.

*Standards of Excellence* provides an opportunity for each chapter to describe progress within specific domains, to highlight activities and programs identified as best practices, and to receive recognition for outstanding accomplishments that were achieved within the past academic year.

The *Standards of Excellence* program is linked to annual fraternity & sorority awards. Components of chapter annual reports will be shared with governing councils and Order of Omega to recognize organizational accomplishments. Chapters, through an independent process, will also nominate members for individual awards.

**Definitions**

**Seven Domains** – The *Standards of Excellence* program revolves around achievement within seven domains: Further Membership Development, Foster Leadership, Advance and Expand Campus and Community Partnerships, Enrich Scholarship, Promote Wellness, Enhance Cultural Competency, and Cultivate Member Accountability.

**Six Components** – There are six components to the *Standards of Excellence* program: Annual Report Form, Compliance and Efficiency, Assessment, Strategic Goal Setting, Final Report, and Presentation.

**SOE** – *Standards of Excellence*

**Format**

*Standards of Excellence* has six components:

- Annual Report Form
This form is submitted annually to update chapter information in the Fraternity & Sorority Life files. Click here to access the form.

- The Annual Report Form is due two weeks following chapter elections.
- This form is required as a part of the Standards of Excellence program.

- Compliance and Efficiency

  - Annually, there are expectations for attendance and documentation due to Fraternity & Sorority Life. The percentage by which a chapter is compliant will be calculated on May 9, 2016.
  - This section accounts for 15% of the Standards of Excellence scoring.

- Assessment

  - Chapters will conduct an assessment to identify areas of strength and areas of growth for each of the Standards of Excellence domains. The goal of the assessment is for the chapter to better understand their current realities so that the organization may evaluate how to create a more impactful membership experience. Chapters should consider assessing current attitudes and beliefs, in addition to quantitative data (GPA, conduct violations, chapter surveys, etc.). There are many stakeholder groups involved with the assessment projects. The chapter may include current chapter members, alumni(æ), chapter advisors, regional advisors, and/or inter/national headquarters staff.
  - This section accounts for 10% of the Standards of Excellence scoring.

- Strategic Goal Setting

  - After completing the assessment, chapters should utilize the results to create strategic goals and an action plan for implementation. The goals and action plan will then inform the material compiled for the chapter final report.
  - This section accounts for 10% of the Standards of Excellence scoring.

- Final Report

  - There are seven domains within Standards of Excellence (described in detail on page 10). Each of the seven domains provides an opportunity for organizations to highlight their contributions to each area.
  - Each Standards of Excellence report will be reviewed by a committee of professional staff members and/or faculty who will take into account all seven domains of Standards of Excellence, in addition to data provided by Fraternity & Sorority Life including: academic achievement, lease violations (if applicable), conduct violations (if applicable), and membership statistics.
  - Performance within each of the seven domains will be considered when determining the overall excellence of each fraternity and sorority.
  - This section accounts for 40% of the Standards of Excellence Scoring.

- Presentation

  - Presentations provide chapters with the opportunity to share the personal impact of the chapter experience. This is the time for chapters to identify the results of their chapter assessment projects, share the major goals
for the year, describe the overall strengths and challenges, define the emerged best practices, and tell the story of the vision for the chapter’s future.

- The presentation is designed for chapters to think outside of the box and breathe life into the overall Standards of Excellence program.
- This section accounts for 25% of the Standards of Excellence scoring.

**EVALUATION & SCORING**

A star system will be utilized to identify the level of excellence (or achievement) related to each of the seven domains identified within the report, which are assessed in order to remain in good chapter standing. The following is a general description of each of the star ratings:

- **Zero Star:** Unacceptable (or unrecognized) Chapter – Chapter has not met minimum expectations of Northwestern University Fraternity & Sorority Life with regards to the overall vision of excellence for sororities and fraternities. Chapters that do not submit all components of Standards of Excellence will have one year to improve by two or more stars to remain a recognized chapter on campus.

- **One Star:** Chapter Probation - The Chapter has not met the minimum expectations of Fraternity & Sorority Life with regards to the overall vision of excellence for sororities and fraternities. Chapters in this category are ineligible for fraternity and sorority awards. Chapters will have one year to improve by one or more stars to remain a recognized chapter on campus. One star chapters achieve 51%-65% in Standards of Excellence scoring and will be required to:
  - Develop and implement a comprehensive chapter redevelopment plan.
  - Every other week meetings with designated FSL advisor to design and follow up on a plan for continued chapter improvement.

- **Two Star:** Chapter of Promise – The Chapter has met the minimum expectations of Fraternity & Sorority Life with regards to the overall vision of excellence for sororities and fraternities. Two star chapters achieve 66%-75% in Standards of Excellence scoring.

- **Three Star:** Chapter of Achievement – The Chapter has satisfactorily met and demonstrated movement beyond minimum expectations of Fraternity & Sorority Life with regards to the overall vision of excellence for sororities and fraternities. Three star chapters achieve 76%-89% in Standards of Excellence scoring.

- **Four Star:** Chapter of Excellence - The Chapter has met all and exceeded the expectations of Fraternity & Sorority Life with regard to the overall vision of excellence for sororities and fraternities and continues to improve their organization and community. Four star chapters achieve 90%-100% in Standards of Excellence scoring. Four star chapters are eligible for chapter of the year.

In addition to chapter star ratings, chapters will receive an assessment of their strengths, weaknesses, and areas for improvement from Fraternity & Sorority Life. This rating will be shared with inter/national headquarters, chapter advisors, chapter members, and university stakeholders.

Chapters will receive an overall star rating, based on the seven domains of Standards of Excellence:

1. **Further Membership Development** - Design a comprehensive membership development program that addresses the distinctive stages of chapter membership and overall chapter growth.
2. **Foster Leadership** - Implement leadership opportunities to develop individual members, officers, and the overall chapter.

3. **Advance and Expand Campus and Community Partnerships** - Contribute to the surrounding communities through the development of sustainable and purposeful partnerships.

4. **Enrich Scholarship** - Foster a chapter environment that promotes the academic success of each member and provides opportunities for the integration of classroom learning.

5. **Promote Wellness** - Create a chapter that provides programs and procedures that promote mental health, physical well-being, and resilience.

6. **Enhance Cultural Competency** - Facilitate the necessary growth in knowledge, skills, and attitudes that are needed to create an environment that is enriched with diverse views and people. The ultimate goal is to foster a chapter climate that is free of misconception and prejudice.

7. **Cultivate Member Accountability** - Ensure members are committed to the standards and values of the inter/national organization.
COMPLIANCE & EFFICIENCY

Annually, there are expectations for attendance and/or documentation due to Fraternity & Sorority Life. On May 9, 2016 the percentage by which a chapter is compliant is calculated. The areas calculated include:

- The Submission of:
  - Accurate Quarterly Rosters
    - Due on: **January**
    - Due on: **March**
  - New member agreements
    - Due seven days following the acceptance of a bid (IFC & PHA) or the start of an educational process (MGC & NPHC).
  - Council dues (if applicable)

- Attendance at:
  - Weekly council meetings
  - FSL monthly all-president meetings
    - January 21, 2016
    - February 18, 2016
    - March 10, 2016
  - Greek Leadership Retreat
    - April 15-17, 2016
  - Harm Reduction Workshop
    - TBD
  - *(Not counting for January – May 2016 Standards of Excellence)* Community Summit
    - October 8, 2016
CHAPTER ASSESSMENT

Instructions: Each chapter must design a chapter assessment plan and submit this no later than 12:00pm on FEBRUARY 18, 2016. Plans must be submitted by clicking here.

Assessment is the process of gathering and discussing information from multiple and diverse sources in order to develop a deep understanding of what [chapters] know, understand, and can do with their knowledge as a result of their experiences; the process culminates when assessment results are used to improve subsequent learning. (Huba and Freed 2000)

Intended Outcomes: When you think about the work of your chapter, what are the outcomes that you are seeking? What are the desired effects among members? Overall, what are you trying to accomplish?

Measuring Outcomes: What evidence demonstrates that you are achieving these outcomes? How do you gather evidence or measure that you are achieving your outcomes?

Looking Forward: What have you learned about your chapter from your assessment of your relevant outcomes? How have you used this data to improve the chapter experience, programs, activities, and services?

There are four major areas of chapter assessment. The goal is for the chapter to identify the types of assessment that already exist, what could be enhanced, and what should be created within the year to improve the overall chapter experience, programs, activities, and services. The chapter is not required to implement assessment strategies within all four areas, but rather identify the priorities for the year and implement strategies to learn more about the intended outcomes of the chapter experience.

1. Evaluation & Effectiveness
   a. Metrics – What metrics do you currently implement to measure outcomes? What do you know about your chapter members?
   b. Satisfaction – How do you measure member satisfaction?
   c. Benchmarking – What are other chapters doing that are considered the “best” at Northwestern or outside of Northwestern?

2. Needs
   a. Current Needs – What are the current needs of your members?
   b. Measuring Needs – How do you determine the needs of your members? How do you gather evidence of member needs?

3. Member Learning
   a. Learning Outcomes – What are the major programs and activities planned and implemented by the chapter? Have you developed learning outcomes? How do you measure the learning taking place in chapter programs?

4. Climate, Access, & Inclusion
   a. Access & Inclusion – What evidence do you have of how easy or difficult it is for members to access the programs and activities within the chapter? Do members view programs as accessible and inclusive? How do you think nonmembers would answer this question?

The chapter should submit a description of assessment plans and how the resulting data will be incorporated into the chapter goals for the year. The description should be no longer than one page single-spaced; eleven point font, and one inch margins.
STRATEGIC GOAL SETTING

REMEMBER - GOALS must always be S.M.A.R.T.:
Specific, Measurable, Attainable, Realistic, and Time-Orientated

Chapters should hold a retreat at least once per year for the purpose of setting goals and planning the organization’s activities for the year (SOE – Domain 2). What follows each of the 12 “goal areas” are suggestions or considerations for you in this area (italics) – not mandatory, but suggested, some may not be applicable to all chapters.

Instructions: Each organization must answer the questions contained in each of the Goal Areas and submit this no later than 12:00pm MARCH 3, 2016 by clicking here.

Goal area #1 - What are the chapter’s goals as they relate to membership size? How will you achieve this membership size? (SOE Domain 1)

Consider: How many members do you expect to have by the end of Winter 2016? Spring 2016?

Goal area #2 - What are the chapter’s goals as they relate to new member education? (SOE Domain 1)

Consider: What percentage of your new members do you expect to be initiated (if applicable)? Within how many days/weeks do you expect to have these members complete their new member education? What are the specific learning outcomes you wish to achieve with your new members?

Goal area #3 – What are the chapter’s goals as the overall development of members? (SOE Domain 1)

Consider: What is the mission of your organization? What does the chapter hope to achieve in this area? How will the chapter include new points of view and continued development for members? How will the chapter engage all of its members?

Goal area #4 - What are the chapter’s goals as they relate to alumni relations? (SOE Domain 1)

Consider: What events will the organization sponsor this year for alumni? How many alumni do you hope to attract back to campus? How many outreaches will you do for alumni this year (newsletter, e-mail blast)? What percentage of your alumni database do you expect to have fully up to date at the end of the year? How will the chapter work with the alumni for Homecoming weekend?

Goal area #5 - What are the chapter’s goals to foster leadership? (SOE Domain 2)

Consider: How will the chapter implement leadership opportunities to develop individual members, officers, and the overall chapter? Describe how the chapter will bring the members together to plan strategically and goal set. What will the chapter implement to enable a positive officer transition? How will the chapter develop the executive board throughout their term in office? What regional and/or national conferences will members attend to further develop their leadership skills? How will the chapter use alumni(ae) advisors to develop officer positions?
Goal area #6 - What are the chapter’s goals as they relate to the advancement of community partnerships? (SOE Domain 3)

Consider: Any specific agencies or campus offices you wish to develop a relationship? Do you expect the organization to be able to serve those who benefit from your philanthropic donations this year and how? How many community service hours will your chapter expect to do this semester? How many per person? How many philanthropic events will you host? How much money do you plan to raise for your own inter/national philanthropy and other causes? What is your inter/national philanthropy? Do you support any local organizations?

Goal area #7 - What are the chapter’s goals as they relate to social programming? (SOE Domain 3)

Consider: How many social events will you host each quarter? With/without alcohol? What new social events do you hope to introduce to the organization this quarter/year?

Goal area #8 - What are the chapter’s goals as they relate to involvement in other organizations on campus? (SOE Domain 3)

Consider: How many members do you expect to have involved in another campus organization? Are there any specific organizations you hope members will join this year? How does the chapter plan to be involved with the governing council? How will the chapter develop relationships with chapters outside of the council? Are there any other groups/organizations/Departments with whom the chapter wishes to engage this year different from previous years?

Goal area #9 - What are the chapter’s goals as they relate to the enrichment of member scholarship? (SOE Domain 4)

Consider: Does the organization plan on hosting any academic programs for members/new members? How many? When? What is your GPA goal for each quarter? Cumulatively for the year? Does the chapter have an academic chair and academic plan for the year? What is the organization GPA requirement for membership? How does the chapter hope to use campus resources to promote the scholarship of its members? How will the chapter integrate elements of the academic curriculum into chapter programming?

Goal area #10 - What are the chapter’s goals as they relate to the promotion of wellness? (SOE Domain 5)

Consider: How will the chapter provide programs and procedures that promote mental health, physical well-being, and resilience? Describe the programming that should be implemented to address hazing, alcohol and other drug use and abuse, mental health, and healthy relationships.

Goal area #11 – What are the chapter’s goals to enhance the cultural competency of members? (SOE Domain 6)

Consider: How will the chapter create an environment that facilitates the necessary growth in knowledge, skills, and attitudes? Will the chapter produce programming relating to social identities? What will the chapter do to remove barriers within the organization? How will the chapter promote inclusion? Will the chapter produce surveys for the membership regarding chapter climate? What does the chapter still need to learn before implementing initiatives?

Goal area #12 - What are the chapter’s goals as they relate to the conduct and accountability of all members? (SOE Domain 7)

Consider: How will the chapter evolve through peer accountability and education? Does the chapter have a standards board? How is the board chosen? How does the chapter plan for it to be utilized? Will there be training for the board? How will the chapter partner with the University on incidents?
STANDARDS OF EXCELLENCE FINAL REPORT

Instructions

1 FORMAT

- The president (or proxy) from each fraternity and sorority must attend a meeting on Thursday, January 21, 2016 to review instructions. An electronic version of the final report will be posted on the FSL website www.northwestern.edu/fs.
- When completing the final report, refer to events and achievements that occurred between January 1, 2016 and May 9, 2016 only.
- All entries must be in the proper order by section: Part I, II, III, IV, V, VI, and VII.
- Completed final reports must be received (by clicking here) in full by 12:00pm on Monday, May 9, 2016. Chapters may not request extensions. Early submissions are encouraged.
- Final reports received after the due date/time will not be accepted.
- The official copy of the final report must be submitted by clicking here which includes all materials and all documentation.
- The electronic documents for each domain should carry the file name: “2016 SOE-ABC_Domain #” (insert the abbreviation of your chapter and number of corresponding section).

2 SUPPORTING MATERIALS

- The Standards of Excellence evaluation committee members will have a limited amount of time to locate your documentation. Electronic documents should be clearly labeled.
- Do not include material unless it is specifically requested.

Please submit all final drafts by clicking here.

Items to include in submission:

- Chapter Bylaws
- Letter from your Inter/National Headquarters concerning your chapter status
- Letter from faculty, staff and/or alumni advisor concerning their assessment of how the chapter is functioning
- Full final report including each required domain

Seven Domains of Standards of Excellence

Chapters should provide a description of the work that was accomplished between January 2016 - May 2016 within each domain. The information should describe the assessment, goal setting, progress, and next steps. Supplemental documentation is not necessary (e.g. flyers), but detailed information regarding the purpose behind the work should be identified in detail.

1. Further Membership Development

- Design a comprehensive membership development program that addresses the distinctive stages of chapter membership and overall chapter growth.
- Activities could include:
  - Membership recruitment/intake process
    - Criteria by which new members are selected (i.e. values, GPA, campus involvement)
  - New member education
    - Length of education
    - Purpose
    - Segments or Components involved (i.e. activities, educational programming, Big brother/sister, retreat, written expectations of new members)
  - Brotherhood/sisterhood events
    - Commitment to the enhancement and development of friendship within the organization
  - Personal development workshops (e.g. resume workshop, effective time management, etc)
Developmental sequencing for members (e.g. senior programming, newest members, mid-year members)
Alumni(ae) relations
Appreciation of and reflection on ritual

2. Foster Leadership
- Implement leadership opportunities to develop individual members, officers, and the overall chapter.
- Activities could include:
  - Leadership development workshops for individual members
  - Officer transition plans and retreats
  - Executive Board development
  - Attendance at regional/national conferences
  - Chapter development and goal setting
  - Creation of committees
  - Emerging leader programming
  - Cohesive officer and advisor relationship

3. Advance and Expand Campus and Community Partnerships
- Contribute to the surrounding communities through the development of sustainable and purposeful partnerships.
- Activities could include:
  - Promote the welfare of others through the donation of money
  - Hands-on community service and community agency relationships
  - Cross-council programming
  - Individual member involvement outside of chapter
  - Initiatives with Northwestern departments and/or organizations

4. Enrich Scholarship
- Foster a chapter environment that promotes the academic success of each member and provides opportunities for the integration of classroom learning.
- Activities could include:
  - Academic performance (e.g. chapter GPA)
  - Academic standards, expectations, and incentives
  - Appreciation of the growth of knowledge
  - Integration of academic curriculum into chapter programming

5. Promote Wellness
- Create a chapter that provides programs and procedures that promote mental health, physical well-being, and resilience.
- Activities could include:
  - Harm reduction initiatives
  - Mental health programming
  - Alcohol and other drugs education and policies
  - Healthy relationship education

6. Enhance Cultural Competency
- Facilitate the necessary growth in knowledge, skills, and attitudes that are needed to create an environment that is enriched with diverse views and people. The ultimate goal is to foster a chapter climate that is free of misconception and prejudice.
- Activities could include:
  - Social identity programming
  - Social Justice Education workshops
  - Assessment of chapter procedures that may impact a member’s social identities
  - Remove barriers within the chapter that may prevent members from fully engaging with the experience (e.g. financial)
  - Promote inclusion for all members of the Northwestern community who meet membership criterion in the membership recruitment/intake process

7. Cultivate Member Accountability
- Ensure members are committed to the standards and values of the inter/national organization.
Activities could include:
  o Training, implementation, and use of a standards board
  o Values clarification activities

CHAPTER PRESENTATION

Each chapter may designate a team of up to 5 undergraduate members to serve as the chapter presentation team and may have up to two non-participating members viewing the presentation. The team will be given 30 minutes to share information with the SOE Review Committee. Ideally, organizations will prepare presentations that allot 20 minutes for information sharing and 10 minutes for a question/answer period.

- Time will be strictly kept. If the presentation portion of the program exceeds 30 minutes, there will not be an additional 10 minutes of questions allotted.
- Each organization will be assigned a presentation date and time. Dates for presentations will be shared in May.
- Presentations will be evaluated as part of the overall Standards of Excellence submission.
- Supplemental information, such as handouts, videos or PowerPoint presentations may be used if necessary to present information

Chapter Presentations should aim to include the following information that may not have been expressed through the other components of SOE (but may be arranged in any way the chapter wishes).

- Introduction of presenters – Name, Year, Position (if applicable) in the chapter
- Brief history and purpose of the organization
- Chapter assessment project(s)
- Identified chapter strengths and areas of growth
- Strategic goals for the year
- Emerged best practices from the chapter
- Impact of the chapter experience on members
- Future vision for the chapter