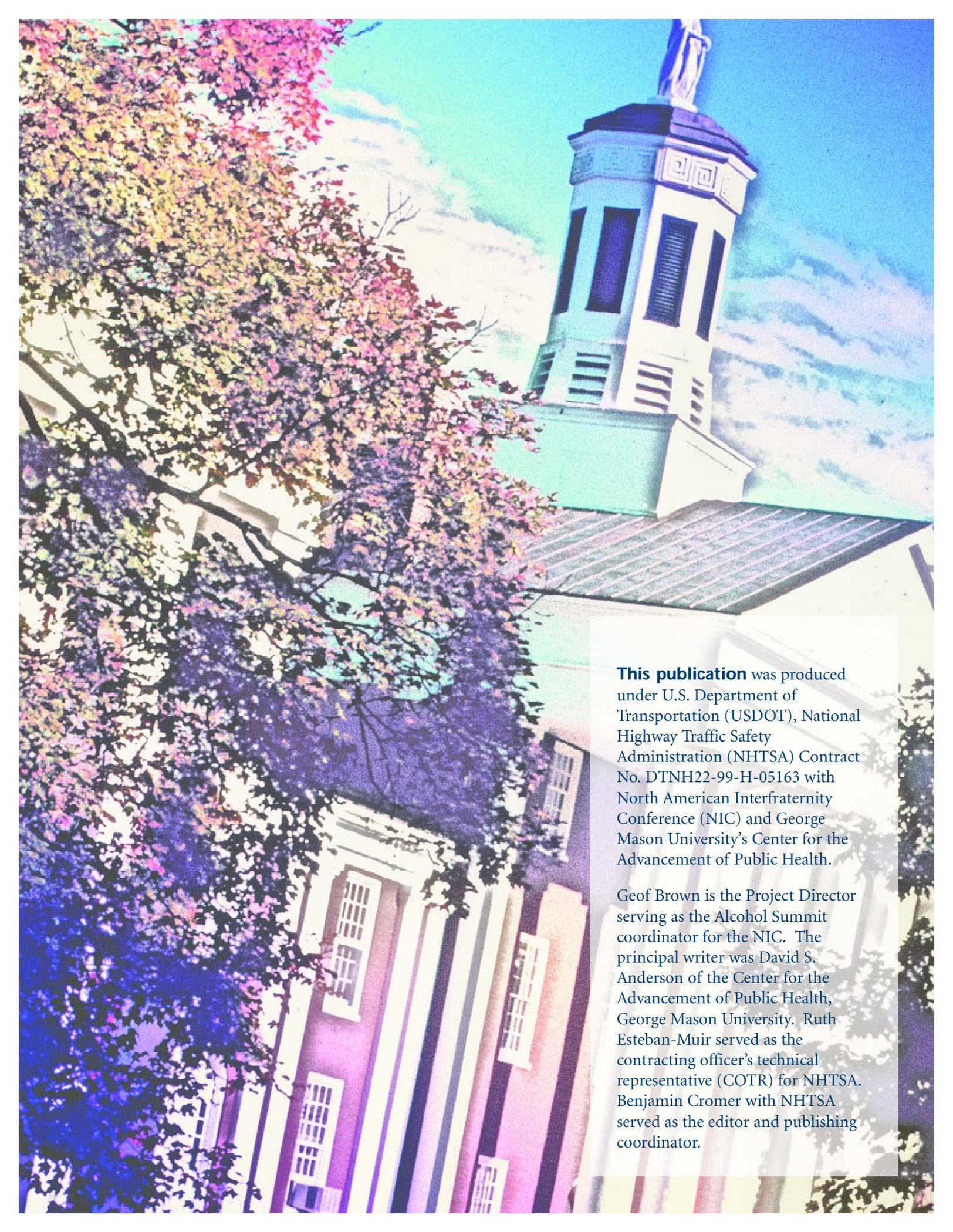




THE ALCOHOL SUMMIT

A Roadmap for Fraternities and Sororities



A photograph of a classical building with a prominent tower and a tree with colorful autumn leaves in the foreground. The tower is white with a dark roof and a statue on top. The building has a red facade and white columns. The tree has leaves in shades of yellow, orange, and red. The sky is blue with some clouds.

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PREFACE

Fraternities and sororities in the United States have a long and varied history. Founded with high ideals, these student-led organizations have firmly established standards, rituals, and traditions that have evolved over the years to embrace the positive, quality development of young men and women as their primary mission and focus. Many of these Greek-letter organizations and their members have been recognized for their leadership, not only on campus but in the surrounding community as well.

Unfortunately, high-risk alcohol use has played a large part in unraveling the fabric of these organizations. To help address the high-risk and problematic use of alcohol by members of fraternities and sororities, many national organizations have worked diligently to develop strategies and programs, including specific policies, to combat the problem.

Despite these efforts, drinking patterns among members of fraternities and sororities are found to be higher than those of undergraduate students who are not affiliated with Greek organizations.¹ While this varies from campus to campus, fraternity or sorority members typically consume larger quantities of alcohol, and drink more frequently, than non-members. Everyone involved in tackling the issue of high risk drinking in campus communities,

from national fraternity and sorority leaders and chapter advisors to campus administrators and parents, are justifiably concerned about the most appropriate and effective ways to address this recurring problem.

The North-American Interfraternity Conference organized the Alcohol Summit, a meeting designed for leaders of college fraternities and sororities to develop an agenda and work plan to identify, design, and implement strategies to reduce this high-risk drinking by college-age students. The Alcohol Summit represents an important first step – a roadmap to developing a plan for changing the glamorized destructive drinking culture of fraternity and sorority organizations. This document provides a foundation of this strategic approach, for consideration by campuses and other groups interested in influencing a culture change for the nation’s college campuses.

The Alcohol Summits piloted on 18 campuses served as a helpful foundation for meaningful and sustained change. Although no campus turned around the high-risk drinking problem overnight as a result of the Summit, many have begun to make progress in developing, implementing and/or re-engineering new programs, activities, policies and/or procedures referred in this guide as change initiatives.

It was a very effective summit; it opened my eyes to the community problem and encouraged members of each sorority and fraternity to work together.

– Participant

¹ Weschler, H.; Eun Lee, J.; Kuo, M.; Seibring M.; Nelson, T.G.; and Lee, H. Trends in College Binge Drinking during a Period of Increased Prevention Efforts: Findings from 4 Harvard School of Public Health College Alcohol Surveys: 1993-2001. *Journal of American College Health* April 2002; 50: 203-217.





INTRODUCTION

High-risk drinking has long been a problem at U.S. colleges and universities. Consequently, the educational community, national organizations, government agencies, national fraternity and sorority groups, and interested citizens have worked individually and collectively to identify potential strategies that address the disproportionate level of high risk drinking by college-age students.

The North-American Interfraternity Conference (NIC) with funding from the National Highway Traffic Safety Administration (NHTSA) of the U.S. Department of Transportation held a series of one-and-a-half-day Alcohol Summits for college fraternity and sorority communities. Focusing on impaired driving and high-risk drinking, the Summits were designed to help fraternity and sorority leaders on participating campuses identify ways of better addressing the harmful consequences of these high-risk behaviors.

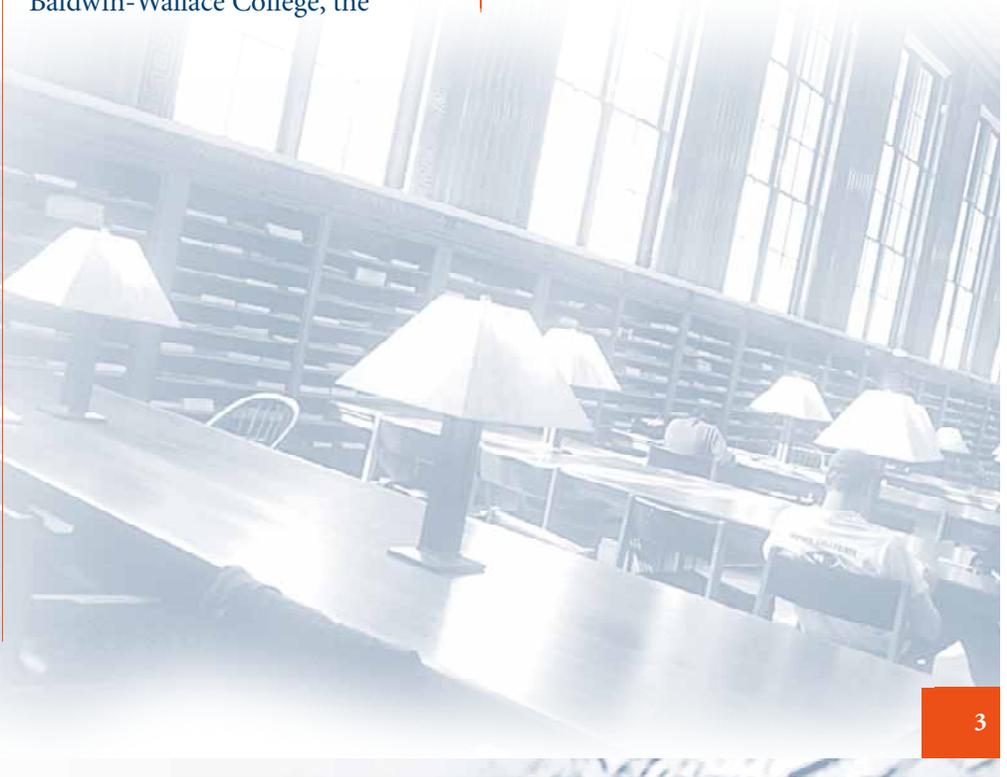
The Alcohol Summit provided an opportunity for fraternity and sorority leaders to review how alcohol is used on campus, how alcohol affects a student's behavior, and how alcohol contributes to negative consequences, including the ways that they can assume responsibility to better address alcohol issues. As with any one strategy, it is not a "magic bullet" or a "cure all"; it can play a positive role in achieving the desired

outcomes within the context of an overall comprehensive campus-based program.

In addition, the Alcohol Summits emphasized ethical decision-making, community-building, values-based leadership, and methods of implementing change. Initiated in 2000, the Alcohol Summit program involved 18 colleges and universities from throughout the United States, both public and private institutions, large and small. The pilot schools were Mercer University, Adrian College, Bucknell University, Valdosta State University, the University of South Dakota, Washington and Lee University, Vanderbilt University, Iowa State University, the University of Nevada – Las Vegas, the University of North Dakota, the University of Miami, Baldwin-Wallace College, the

University of Rochester, the University of Maine, the University of Kansas, the University of Akron, Northwest Missouri State University, and the University of Maryland. These Summits were held between fall of 2000 and spring of 2003. There were over 750 fraternity and sorority members and campus professionals that participated in the 18 Alcohol Summits.

Organizers and participants share their experiences, lessons learned, and a variety of initiatives specific campuses implemented as a result of conducting an Alcohol Summit. By studying these insights and strategies learned, it is hoped that fraternities and sororities at other educational institutions will benefit from this shared knowledge and experience.



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Organization of the Guide

The guide has been designed to provide direction from initiating an Alcohol Summit to assessing or evaluating the implemented change initiatives.

The *Overview* provides a quick summary of the organization of the Summit and insights and recommendations from Summit participants and organizers.

Campus Profiles describes the conditions and environment of each participating campus at the time the Summit was implemented. This will help campuses and communities identify those participating campuses most similar to theirs.

Post-Summit Initiatives outlines the activities implemented by the campuses as a result of the Summits. The initiatives were classified into four areas of strategic intervention, 1) Environmental; 2) Knowledge, Attitudes, Behavioral Intentions; 3) Health Protection; and 4) Intervention and Treatment. The classification of these strategies were defined by the U.S. Department of Education's Higher Education Center for Alcohol and Other Drug Prevention as explained in the *Safe Lanes on Campus: A Guide for Preventing Impaired Driving and Underage Drinking*, published in 2003.

Project Implementation provides explanations of the organization of the Summit including: Facilitator/ Participant Selection, Advance Preparations, Planning, Implementation, and Follow-Up.

Program Evaluation explains the key elements to assessing the success of the initiatives implemented. Developed by the Center for the Advancement of Public Health (CAPH) at George Mason University (GMU) in Fairfax, Virginia, it is an integral part of these Alcohol Summits. Insights from the assessments also served as a foundation for this guide.



OVERVIEW

The model for the Alcohol Summit is based on the experiences and insights gained from the wide range of schools that participated in the program. This section of the guide provides direction on structuring a program to ensure a successful Summit. NIC staff developed the guide through the experiences gained from the pilot phase of the project.

There were three phases of the pilot program. The first phase helped establish a process for setting up the Alcohol Summit. It was the initial implementation of the Alcohol Summit. Three campuses participated. The second phase helped define the criteria for campus selection. Five campuses participated. The third helped refine the Alcohol Summit process that would lead to an initial work plan. Two sets of five campuses participated in the last phase. A total of 18 campuses participated.

With the vision to change the culture of fraternities and sororities throughout the nation, the North-American Interfraternity Conference collaborated with the National Highway Traffic Safety Administration to develop the foundation for the Alcohol Summit. NIC and NHTSA staff identified three initial demonstration campuses by promoting the concept to NIC campus members and selecting from those that responded with interest.

NIC worked with these campuses to trial their newly developed process for organizing the Alcohol Summit. This included setting up initial interviews with a variety of campus and community leaders and stakeholders. This included setting up initial interviews with campus and community leaders and stakeholders and identifying fraternity, sorority, and campus personnel to participate.

Recognizing the importance of the selection process to the success of the project, NIC and NHTSA established criteria for participating.

NIC developed a pilot curriculum that was created based on their experience in leadership development training. The original curriculum served to build strong relationships, and knowledge and skills of participants. While building leadership skills was critical to successfully implementing programs, NIC recognized the importance of emphasizing the development of action plans. This was incorporated into the curriculum that is used today.

Participants, NIC leaders, and campus staff members offered these suggestions for implementing the Alcohol Summit.

- Recognize the needs of his/her campus concerning alcohol/high-risk drinking programming and prevention measures.

This was one of the best experiences I have had in college. It allowed me to take a look at my life as well as the lives of others.

– Participant

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- Create a vision and plan of action for the fraternity/sorority community with involvement from each participant.
- Assist students in forming collaborative relationships among the campus and local community.
- Understand the process of leading change within an organization.
- Introduce them to the concept of leadership as viewed through behavior.
- Examine the role of values in their decision-making.
- Identify the extent to which stated fraternal values drive fraternity/sorority attitudes, programs, and behaviors.
- Increase their commitment to values, designed to serve as a catalyst for urgent change.
- Establish a climate of openness and trust through small group sharing exercises.
- Demonstrate how effective communication skills are a necessity to accomplish the identified goals.
- Identify available resources.
- Make sure that expectations for the Summit are clear to everyone. This helps the campus staff members to know what to expect, and it helps the facilitators know what the expectations are.
- Address specific traditions, such as high-risk weekends, that are destructive to what you are trying to accomplish.
- Conduct the Summit off-campus. This allows the group to be focused on the task at hand.
- Engage support from those outside fraternity/sorority office life. Gaining support from other parts of the campus community will help the overall cause.
- Continue to educate and inform parents, alumni, and the board of trustees about the initiation of the Alcohol Summit, including the goals, to implementation of programs.
- Develop action plans early in the Summit process. By not having the action plan woven throughout the Summit, it will be too late for the students to become engaged with the plan.
- Continue to promote leadership from the top.
- Listen to what participants, staff and facilitators have to say about the curriculum.
- Make sure that fraternity/sorority leaders buy into the efforts; if they don't "get it," then it is unlikely that the rest of the chapter will.
- Identify a few students who are genuinely passionate about the issue and who can be tasked with organizing large parts of the Summit. It is particularly useful to find students who want to see changes occur but just do not know where to start.
- Recruit small group facilitators into the effort. If you have strong supportive facilitators, the change initiatives will be improved. Also, on-campus facilitators promote connections by students to other parts of the campus community.
- Hold small group facilitator training at the same off-campus location as the Summit. By offering this training off-site, participants will be more relaxed and prepared for the students' arrival. Make sure all the logistics are handled correctly. This includes departing campus on time for an off-campus location and staying on schedule.
- Offer a follow-up retreat to maintain momentum after the core group of students involved with the Summit graduate. Also, do not rely on one student to follow through: spread out the responsibilities.
- Develop new goals after the initial goals are achieved. This helps offset the idea that once the initial goals are accomplished, the job is finished.



CAMPUS PROFILES

The 18 pilot campuses that conducted the Alcohol Summit demonstrated a diversity of needs, histories, campus settings, and results. The ultimate aim sought for each of these campuses was a reduction of alcohol-related problems for members of the campus' fraternities and sororities. The desired impact sought was a change of culture on the campuses. Resulting from the Alcohol Summits was implementation of a wide range of change initiatives, which are reported on the following pages. These efforts provide the initial indication of results that serve as the foundation for the longer-range impact of a changed campus culture.

George Mason University's Center for the Advancement of Public Health conducted a multi-phase review of the project. The review included a knowledge and attitude assessment administered to participants at each of the Alcohol Summits. In addition, pre and post interviews were conducted with student and administrative leaders for each campus. Assessment instruments, outcomes, and additional details beyond the summaries are available through the GMU and the NIC web sites.

While it is too early to demonstrate the desired changes, the processes and activities achieved thus far

document that many campuses are moving toward the desired direction. These campus profiles reflect the viewpoints and opinions of the student and administrative leaders who were interviewed and/or were participants in the Alcohol Summits.

Mercer University

Location: Macon, Georgia

Student Population:

6,800 undergraduate and graduate students

Characteristics: Private;

Baptist affiliated, 24 percent of men in fraternities, 26 percent of women in sororities

www.mercer.edu

Alcohol Summit participants: 41

The Alcohol Summit at Mercer University led to educational programs, awareness seminars, activities, and social and recreational events without alcohol, providing various platforms to address alcohol awareness on campus. One concern resulting from the Summit was a lack of organized follow-up on campus. While students demonstrated a desire to address alcohol issues, the formal advising and follow-up was missing. Therefore, the challenge was to combine self-governance among students with on-campus administrative support. Another challenge at Mercer University was the need, in both a training and

The summit gave a sense of purpose and direction to our overall goals as a community.

– Participant

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follow-up role, to help students see alcohol issues as a problem of *behavior*; these students tended to see alcohol issues as a problem of *image*. Given that this was the first Alcohol Summit at Mercer, it was a useful lesson for those who would be assisting others in addressing alcohol issues on campus.

Bucknell University

Location: Lewisburg, PA

Approximate Student Population: 3,350 undergraduates and 150 graduate students

Characteristics: Private, 41 percent of men in fraternities, 45 percent of women in sororities

www.bucknell.edu

Alcohol Summit participants: 40

The Alcohol Summit held at Bucknell University was an especially difficult project because of a clear divide between school administrators and students. The rift occurred when fraternity and sorority chapter members were informed that they were required to attend the Summit; in addition, a policy and standards document was developed with little student input. Yet, the event was not a complete loss. Participants did express a willingness to host more alcohol-free events. In addition, an Alcohol Awareness Week following the Summit was cited as perhaps the “best yet.” Fraternities and sororities abstained from alcohol during that week; parties were not hosted on or off campus during the week; and

many fraternity and sorority members participated in the activities, including fraternity and sorority presidents signing a proclamation recognizing the importance of curtailing alcohol misuse and abuse.

Valdosta State University

Location: Valdosta, GA

Approximate Student Population: 9,300

Characteristics: Public, 3 percent of men in fraternities, 5 percent of women in sororities

www.valdosta.edu

Alcohol Summit participants: 34

Before the Summit, the consensus of interviewed students at Valdosta State University did not see alcohol consumption as a problem on campus. While the students had previously had conversations about alcohol on campus, there was not dialogue to bring about change. As a result of the Alcohol Summit, fraternities and sororities discussed developing a safe rides program and addressed the need for more alcohol awareness and alcohol-free programming. They also identified issues such as a training program for people planning parties, as well as targeted programs for local bar and tavern owners to provide an alternative to the drinking specials they offer. In addition, the mood on campus is starkly different: Campus leaders report less visible public drunkenness and continued visibility of efforts to inform

students about alcohol issues. There is room for improvement due to the absence of staff to help students continue to follow through on the activities and initiatives outlined in the Summit.

University of South Dakota

Location: Vermillion, SD

Approximate Student Population: 8,700

Characteristics: Public, 20 percent of men in fraternities, 12 percent of women in sororities

www.usd.edu

Alcohol Summit participants: 47

Students at the University of South Dakota reported they have “nothing to do but drink,” with drinking apparently playing a significant role on campus. The small-town college community has limited entertainment options and students frequent bars in the area. As a result of the Summit, two existing student organizations, GAMMA (Greeks Advocating Mature Management of Alcohol) and HELP (Health Enhancement Led by Peers), were merged. Students suggested offering a variety of fraternity/sorority alcohol-free activities, reducing both the incidence of high-risk drinking as well as drinking and driving. A president’s task force was formed to further address alcohol issues. Although students are reported to be more receptive to discussing alcohol issues following the Summit, it is not clear whether this fact resulted from the Summit



itself or from other activities that occurred during the same period as the Summit.

Adrian College

Location: Adrian, MI

Approximate Student Population: 1021

Characteristics: Private, Methodist affiliated, 29 percent of men in fraternities, 29 percent of women in sororities

www.adrian.edu

Alcohol Summit participants: 41

Adrian College is a small private religious affiliated college where students hold traditional Midwest values. By holding an Alcohol Summit, attention was directed at forming a GAMMA chapter. The focus of the chapter was to recruit new members because the student leaders at the Alcohol Summit found that problems are more evident with younger, “out of control” students. Students attending the Alcohol Summit also promoted peer education with the expressed need to educate each other about decision-making, drinking responsibly, addressing the root of drinking patterns, and examining the consequences of alcohol consumption. Summit participants also discussed the establishment of a shuttle bus program to transport students to parties at off-campus houses instead of having them drive. Another potential solution offered by participants was to establish a partnership with a neighboring college to

address transportation issues related to students and drinking.

Washington and Lee University

Location: Lexington, VA

Approximate Student Population: 1,700 undergraduate and 350 graduate students

Characteristics: Private, 80 percent of men in fraternities, 72 percent of women in sororities

www2.wlu.edu

Alcohol Summit participants: 48

Washington and Lee University is rich in tradition and values with the majority of undergraduates becoming members of fraternities. Recently, a strong desire to create significant change occurred primarily as a result of the deaths of several students in alcohol-related tragedies. The Alcohol Summit, moreover, paralleled a review and major revision of the campus alcohol policy. Concurrently, students had strong opposition to the new policy and the strict disciplinary approach inherent in the new policy; while it turned out that the new policy was proactive, the students’ specific concerns were that student consensus had not been sought, and they had not participated in policy development. The alcohol policy instituted a “three-strike system for violations and ultimately focused on holding all students accountable. One of the significant outcomes of the Alcohol Summit was that it served as a major catharsis for students, who believed

The entire summit made me feel a lot more confident in my abilities to confront alcohol issues. I learned a lot about myself and my personal leadership skills.

– Participant

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they had little input into the policy. The result was increased dialogue with administrators about student behavior, responsibility, communication, personal values systems, and leadership. A second issue focused upon during the Summit was the support of alcohol-free tailgate parties. The third major outcome was the establishment of a safe rides transportation project, the Traveler program. It involves two minivans that are available three nights a week with vehicle insurance handled by the university.

Vanderbilt University

Location: Nashville, TN

Approximate Student Population:

6,300 undergraduate and 4,600

graduate and professional students

Characteristics: Private, 34 percent

of men in fraternities, 50 percent

of women in sororities

www.vanderbilt.edu

Alcohol Summit participants: 44

Being a member of a fraternity or sorority at a college in the south, such as Vanderbilt University, often means that decisions about what students will do on a particular night revolve around “where to drink” as opposed to “whether or not to drink.” The Alcohol Summit involved substantial support from university administrators. The ultimate goal espoused by students during the Summit was to decrease students’ social dependency on

alcohol. As a result, the Alcohol Summit Vanderbilt Group was formed, which included 10 to 12 students who met weekly after the Summit, with a primary emphasis on developing strategies for changing the drinking norms on campus. Specifically, the aim was to offer educational opportunities for fraternities and sororities. There was also a desire to have more alcohol-free activities on the campus, including a “Spring Fling” carnival. It was especially rewarding when data collected immediately following the Summit revealed that significant changes in participants’ perceptions about the personal role they could play in campus culture change had taken place during the Summit; this data not only illustrated what students gained and learned over the weekend, but the Summit also changed their outlook on risk management issues and highlighted the dangers of high-risk drinking. In addition, post-Summit campus wide survey data showed a significant reduction in drinking among fraternity members, compared with data from prior years.

Iowa State University

Location: Ames, Iowa

Approximate Student Population:

28,900 (23,400 undergraduate and

5,500 graduate)

www.iastate.edu

Alcohol Summit participants: 52

During the Alcohol Summit at Iowa State University, the Summit helped improve fraternity/sorority members’ accountability as participants sought to identify ways to hold more members accountable for their actions. This emphasis on accountability seemed to derive from a concern that the university administration might need to enforce the campus alcohol policy more vigorously. Another outcome was a more serious desire to promote alcohol-free activities on campus. Many of the students who participated in the Alcohol Summit have since assumed leadership positions for a wide range of campus councils and committees. Students also became more involved in planning ways to implement late night and weekend programs. Finally, they are involved in establishing policies that designate certain events as alcohol-free.

University of Nevada - Las Vegas

Location: Las Vegas, NV

Approximate Student Population:

24,000

Characteristics: Public, 7 percent

of men in fraternities, 5 percent

of women in sororities

www.unlv.edu

Alcohol Summit participants: 35

The University of Nevada – Las Vegas faces several challenges, most notably a campus setting located near the “Las Vegas strip” of hotels



and resorts, a lifestyle that suggests to some students that heavy drinking is seen as okay. One major outcome of the Summit was a renewed commitment to GAMMA; in fact, the entire executive board of GAMMA attended the Summit. As a result, attendance at GAMMA events has increased, as well as support of GAMMA by fraternity and sorority chapters. The Summit also led to substance-free community-wide events every semester. The students hosted a number of speakers and a campus-wide substance free formal called S-No Buzz. Another by-product of the Summit was the incorporation of discussions about the role of alcohol in the community as a major focus during the fraternity/sorority leaders' retreat that followed the Summit.

University of North Dakota

Location: Grand Forks, ND
Approximate Student Population: 12,400
Characteristics: Public, 9 percent of men in fraternities, 9 percent women in fraternities
www.und.edu
Alcohol Summit participants: 39

The Alcohol Summit at the University of North Dakota had large student support because students themselves helped organize the event. Following the Summit, a new organization was established, Greeks in Action, which focused on becoming a recognized student

organization to help in implementing the action items generated at the Summit. Weekly meetings were held to help launch these initiatives, and to generate publicity for the organization. Greeks in Action co-sponsored an on-campus coffee house, which demonstrated the concern by the fraternity/sorority community regarding alcohol use on campus. Three change initiatives emerged from the Alcohol Summit: Alcohol-Free Recruitment, Sponsorship of Alcohol-Free Events, and Reduction of Drinking and Driving. Overall, students supported the Alcohol Summit and adopted as their own the message about a values-based approach to addressing drinking as well as drinking and driving.

University of Miami

Location: Coral Gables, FL
Approximate Student Population: 15,000 undergraduate and graduate
Characteristics: Private 13 percent of men in fraternities, 13 percent of women in sororities
www.miami.edu
Alcohol Summit participants: 49

The Alcohol Summit at the University of Miami served as a type of mediation between the administration and fraternity/sorority leaders concerning alcohol issues. The Summit helped to empower students and suggested strongly that they have a voice in determining the policy for the university community. As a result of the Summit, a student

This has been a great building experience. As a person who is highly active in the community, I learned how to confront and tie problems together.

– Participant

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organization named GLUE (Greek Life United Everyone or Greeks Leading Uniting Everyone) was established to implement the action plan. The action plan included revision of the alcohol policy and party registration procedures with the perspective of students, a risk management program, and revitalization of social activities for the campus. A Safe Rides program, Beep-A-Greek, also was established. Finally, a weekly risk management round table discussion group was offered to help cement the changes brought about by the Summit.

Baldwin-Wallace College

Location: Berea, OH

Approximate Student Population: 2,900 undergraduate and 600 graduate students

Characteristics: Private, 17 percent of men in fraternities, 21 percent women in sororities

www.bw.edu

Alcohol Summit participants: 33

The Alcohol Summit at Baldwin-Wallace College offered several unique challenges. Due to staff turnover, the preparation lacked full coordination and involvement of students. Further, the Summit was scheduled on a big campus community weekend, thus limiting student involvement. Even so, several action initiatives emerged from the Summit. Participants wanted to create an environment that models responsible behavior.

Overall, students were more committed and empowered as a result of the Summit; they expressed their concern about some staff initiatives to revamp a student organization and focused instead on their own change initiatives. They wanted to counteract some alcohol-related behaviors that were campus traditions, such as the April Reign event. In addition, the participants decided to highlight the entire picture of Greek life, and not just parties, with a positive marketing campaign. Finally, participants pledged to create different penalties for deviation from rules, strengthen standards for chapters, and recommend that chapters sign a “social contract” whereby they will respect the law, both on and off campus.

University of Rochester

Location: Rochester, NY

Approximate Student Population: 4,400 undergraduate and 2,900 graduate students

Characteristics: Private, 26 percent of men in fraternities, 19 percent of women in sororities

www.rochester.edu

Alcohol Summit participants: 38

The pre-Summit challenge facing the University of Rochester included student concerns about their relationship with campus security personnel. As a result of the Alcohol Summit, participants focused on the need to shift the relationship with campus security to embrace clear lines of communication, weekly

meetings, and continuity with patrol officers. In addition, the rights and responsibilities of security officers and of Greek members also were identified. To address these issues, a Greek Review Board was formed; its purpose was to enhance activities already occurring on campus by studying the total picture of what is occurring with Greek life, identifying changes that are needed, and examining those reoccurring activities and events that is highly associated with alcohol drinking as its main activity, such as the Dandelion Day celebration, held on campus each spring. Another concern that emerged from the Alcohol Summit was the lack of a clear mandate of support from the campus administration for these initiatives.

University of Maine

Location: Orono, MN

Approximate Student Population: 11,300

Characteristics: Public, 7 percent of men in fraternities, 8 percent of women in sororities

www.umaine.edu

Alcohol Summit participants: 32

One of the challenges facing the University of Maine was its perceived remoteness of the campus, leading to students stating that, “there is nothing to do.” Further, a poor campus-town relationship, which was based in part on a lack of attention and commitment to creating a safe environment regarding alcohol use, added to the



uneasy relationship between the college and local community before the Summit. During the Summit, students emphasized the need for risk management, accountability, values, and confrontation. The Summit led to development of a program that educates members on risk management policies, codes, accountability, and available campus resources, including those on alcohol, health and wellness. Alternative programs that offer social and educational opportunities include coffee houses and a Winter Formal opened to the entire campus. A fraternity/sorority designated-driver network brought attention to reducing drinking and driving. Ads were encouraged to promote taxi and bus telephone numbers, offer education about the dangers of drinking and driving, and encourage fraternity and sorority members to keep others from drinking and driving. The focus on new members included meaningful programming on alcohol responsible decisions and health and wellness issues.

University of Kansas

Location: Lawrence, KS

Approximate Student Population: 28,800

Characteristics: Public, 15 percent of men in fraternities, 18 percent of women in sororities

www.ukans.edu

Alcohol Summit participants: 55

The Greek community at the University of Kansas believes there is no consistency within the campus community about alcohol issues. The campus' social norms program was viewed as not working, inappropriate, and as a joke among students. A general goal of the Alcohol Summit at the University of Kansas was to promote an environment where non-alcohol events would be fun. Specifically, the Greek community hosted alcohol-free programs for members, including "Hawk Night" (movie nights), hosted by a local movie theatre, with rewards and incentives for participation. For new members, the "GO!" (Greek Orientation) is offered to introduce new members to alcohol-free events. A large emphasis was placed on reducing drinking and driving by expanding the campus safe-ride program, increasing chapter-based drinking and driving educational programs, and expanding the campus' bus service. The strong involvement of Inter-Fraternity Council and Panhellenic Council representatives at the Summit demonstrated that student leaders were involved in the process and were committed to the Summit's agenda.

University of Akron

Location: Akron, OH

Approximate Student Population: 19,177

Characteristics: Public, 4 percent of students in fraternities and sororities

www.akron.edu

Alcohol Summit participants: 42

Primarily a commuter campus, students at the University of Akron typically carry a full academic load and many have part-time or full-time jobs. In addition, there has been concern on campus about underage drinking. As a result of the Alcohol Summit, an increased awareness and self-responsibility about alcohol consumption emerged, along with a range of action initiatives to promote greater responsibility by students. Victim impact initiatives were scheduled to promote "the scare" of negative consequences that can emerge from high risk drinking. Programs on creating safety and awareness on alcohol issues, including broader community-wide alcohol awareness programming, also were identified. Alcohol-free programming is in the process of being reevaluated to make these events more appropriate and more attractive, which also recognizes the importance of promoting alcohol-free recruitment and maintaining chapter accountability. From a policy perspective, a new alcohol policy was passed with the support and understanding of

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all chapters on campus. The alcohol policy was developed to assist chapters in the areas of: event management, responsible member behavior and decision-making, reducing legal liability, providing a healthy and safer environment for members and guests, maintaining the condition of chapter housing, and enhancing the relationship with the surrounding community. Finally, promoting on-going dialogue within the Greek community has been emphasized to generate greater consistency about alcohol issues.

Northwest Missouri State University

Location: Maryville, MO

Approximate Student Population: 6,200

Characteristics: Public, 20 percent of men in fraternities, 23 percent of women in sororities

www.nwmissouri.edu

Alcohol Summit participants: 48

A major theme that emerged from the Alcohol Summit at Northwest Missouri State University was the desire to build more meaningful and appropriate alcohol education content for new member programming. This would include faculty, outside speakers, and the addition of technology, such as

interactive web-based programs. The Summit also emphasized promotion of alcohol-free programming, providing the impetus for the social chairs in each chapter to create alcohol-free programming that students will want to participate. Further, there was a desire to reduce drinking and driving by working with the city council; strategies included changing parking regulations outside licensed establishments such as allowing overnight parking, subsidizing taxicab rides, and promoting designated driver programs. Finally, risk management policies were highlighted through increased enforcement of the policies, as well as writing the policies in easily understood language with the aim that every Greek member sign a statement that they have read and understand the bylaws and risk management policies.

University of Maryland

Location: College Park, MD

Approximate Student Population: 25,179 undergraduates

Characteristics: Public, 9 percent of men in fraternities, 10 percent of women in sororities

www.umd.edu

Alcohol Summit participants: 42

The Alcohol Summit at the University of Maryland was held at a campus that experienced two high profile drug or alcohol-related deaths among members of the Greek community. There were additional challenges in the period immediately preceding the Summit: While the Alcohol Summit had social chairs and risk managers, no chapter presidents, IFC, and Panhellenic leaders attended. Despite these setbacks, several initiatives emerged, such as an attention to safety in the community surrounding the campus as well as the creation of the Greek watch program to promote safe walks home for those who have been drinking at parties. In addition, the desire to create a lower risk environment was promoted by changing the norm of heavy alcohol consumption and amending the social policy to allow parties (but not the serving of alcohol) to begin later. After the Summit, several follow-up meetings were held and GAMMA has been identified as the appropriate group to implement the change initiatives.



POST-SUMMIT INITIATIVES

The Alcohol Summits at the 18 pilot campuses led to a number of important change initiatives, which involve four general thematic areas. These initiatives are outlined below, listed with the name of the respective university where the initiative occurred: (1) Environmental; (2) Knowledge Attitudes, Behavioral Intentions; (3) Health Protection; and (4) Intervention and Treatment.

Environmental

Policy Development (University of Nevada – Las Vegas). As a result of the Alcohol Summit, the Interfraternity Council initiated two policy-related strategies. One change is that the formal recruitment for Greek organizations must be completely “dry” for all events, not just for the recruitment activities. Another strategy was to redesign student leader agreements so that when a student assumes a leadership position in the Greek community, a formal review of expectations must occur. This review focuses on the constitution for the Greek council for whom they will work, the expectations between the advisor and the student leaders, and the expectations from the university as a whole.

Plan for Prominence (Bucknell University). Bucknell University’s Plan for Prominence outlines standards that all Greek organizations must follow to retain

campus recognition. The Plan addresses non-alcohol hosting issues, risk management, using alcohol safely, and other related issues, requiring every fraternity and sorority to include members who are trained in the TIPs program.

Social Events Policy (Adrian College). Fraternity and sorority leaders voted to enact a campus-wide social events policy to address the inconsistency of social events (some events included alcohol, some were alcohol free), available in off-campus locations. For example, the policy stipulates that parties can only be held on weekends, with the hours restricted (from 9:00 p.m. until 1:00 a.m.). In addition, a guest list must be submitted 24 hours before the party with attendance regulated by a clicker system used to count the number of people who are actually present at any one location.

Educational Programming (Vanderbilt University). Participants at the Alcohol Summit wrote a proposal to the Interfraternity Council, the Panhellenic Executive Board, and the National Panhellenic Council requesting new policies requiring that chapters sponsor educational “mixers” where alcohol issues can be discussed in a meaningful manner. Related topics included such behaviors as sex under the influence of alcohol, high risk drinking, and drinking and driving.

I felt very honored to be a part of this summit. I have gained valuable knowledge that I will certainly relay to my chapter.

– Participant

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Risk Management Initiative (University of Miami). Students focused attention on risk management issues among fraternities and sororities by developing a risk management certification program. Campus leaders identified what a chapter needs to accomplish to earn risk management certification. When certification as a “star chapter” on risk management is earned, a monetary incentive is included.

Alcohol Policy Revision (University of Miami). As a result of the Alcohol Summit, student participants revised the alcohol policy, which had previously been the domain of

the Dean of Students. As such, students researched the policies of national fraternities and sororities, policies and roles of insurance groups, and other related resources. They created a presentation derived from this research, with virtually all of their recommendations for changes in the campus alcohol policy adopted.

Social Contract (Baldwin Wallace College). Organizers of the Alcohol Summit sought to create stiffer penalties for deviation from the established rules and regulations of the campus. The plan was to set standards for each chapter, requiring that each chapter sign a social contract that they will respect the law, on and off campus. The discussions about this judicial aspect help focus on problematic behavior that may occur among students.

DUI Reduction Initiative (Northwest Missouri State University). As a result of the Alcohol Summit, students wanted to reduce the incidence of Driving Under the Influence (DUI) and Driving While Intoxicated (DWI) by students. “Ticketing outside the bar,” where individuals in violation of local ordinances and state laws could be ticketed, was one such initiative. To reduce driving while under the influence, the campus leaders also sponsored designated driver programs and a subsidized

taxicab initiative. To gain greater support and buy-in for the program, leaders reached out to other student organizations. Further, Summit organizers sponsored public forums to promote greater awareness and support for these initiatives.

Risk Management Initiative (Northwest Missouri State University). While the campus already had risk management policies, the risk management initiative that emerged from the Summit was designed to promote greater understanding and support of these efforts. Risk management policies were re-written so they would be more easily understood. In addition, a goal was to have every Greek member sign a statement that they have read and understand the risk management policy as well as the chapter by-laws.

Normative Marketing Campaign (Baldwin Wallace College). Given that, all too often, the image that fraternity and sorority members focus on the consequences resulting from high risk drinking, a new strategy emerged that focused on positive actions. The design of the marketing campaign is to reward those fraternity and sorority members who are undertaking initiatives that demonstrate positive actions, illustrating the entire picture of Greek life, not just parties.



Alcohol-Free Recruitment (University of South Dakota). This policy focused primarily on alcohol-free events during recruitment for Greek organizations. One of the initiatives was to get a commitment from chapters to be alcohol free during the entire recruitment period. Another strategy was to convince chapters to utilize one another as recruitment tools.

Presidential Proclamation (Bucknell University). A proclamation signed by the presidents of the campus' fraternities and sororities was issued, recognizing the importance of curtailing alcohol misuse and abuse.

Harvest Fest 2000 (Mercer University). Fraternity and sorority leaders organized Harvest Fest 2000 during the Halloween period as an alcohol-free event with a community focus, designed to showcase Greek life without alcohol.

Substance-Free Tailgate Parties (Washington and Lee University). Many students have embraced the concept of alcohol-free tailgate parties, with the first Greek-sponsored event held in front of a sorority house. Multiple tailgates have been offered since this first one, primarily when parents and alumni are on the campus.

S-NO BUZZ (University of Nevada – Las Vegas). This school began offering substance-free community-wide events every semester, which

involves providing alcohol-free “mocktails” throughout the campus. There appears to be wide-ranging support for this activity by other campus groups.

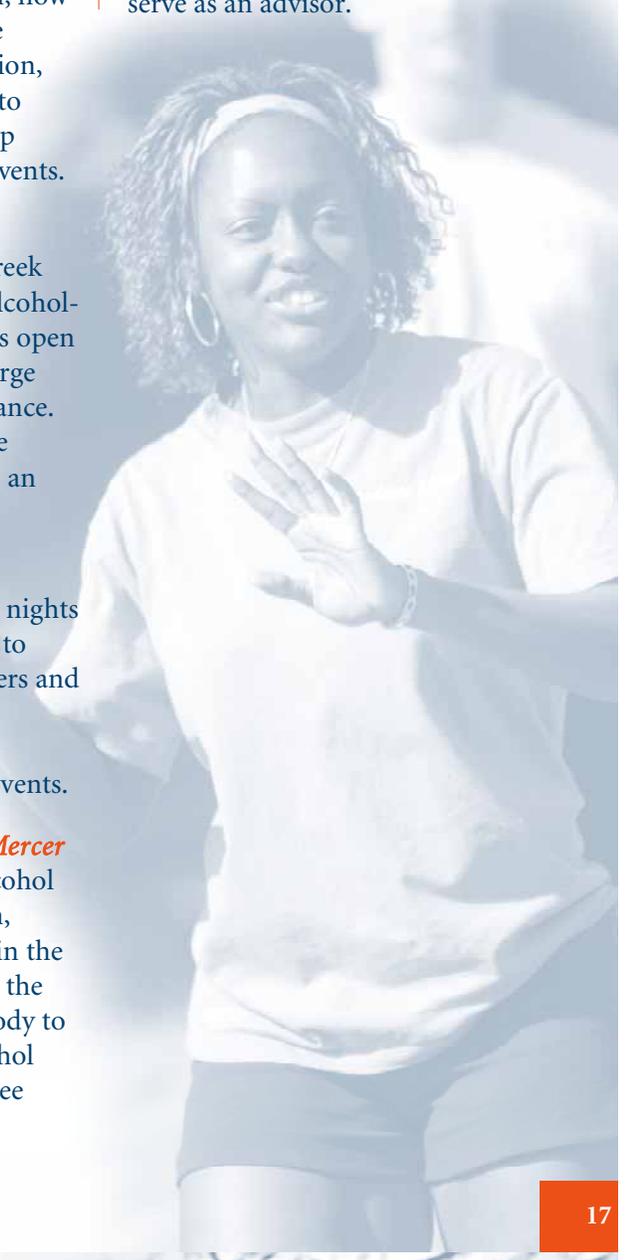
Alcohol-Free Events (University of South Dakota). Campus fraternities and sororities, through the student organization Greeks In Action, now host at least three alcohol-free events each semester. In addition, the Greek leadership decided to apply for grant funding to help underwrite the cost of these events.

Winter Formal (University of Maine). Participants in the Greek Summit hosted a large scale alcohol-free Winter Formal, which was open to the entire campus with a large number of students in attendance. Based on the popularity of the event, this will be repeated on an on-going basis.

Greek Night at the Movies (University of Kansas). Movie nights at a local theater were offered to fraternity and sorority members and included the development of rewards and incentives for participation in alcohol-free events.

Alpha Sigma Organization (Mercer University). Following the Alcohol Summit, a Greek organization, Alpha Sigma, wanted to sustain the momentum generated during the event by establishing a new body to change the campus-wide alcohol culture. By offering alcohol-free

programming, the aim was to get the name and the mission of this new organization, AS (named after the Alcohol Summit), established on campus. There were some concerns, however, because students wanted to run this splinter group as a student organization but did not have a staff member who would serve as an advisor.



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Knowledge, Attitudes, and Behavioral Intentions

Establishment of GAMMA Chapter (Adrian College). The GAMMA Chapter was established with students serving as an executive board for the Chapter. Given that problems with alcohol are found more with the new students, the group decided to focus on recruiting younger students rather than older classmates who would be closer to graduation.

Alcohol Summit Vanderbilt Group (Vanderbilt University). Following the Alcohol Summit, some 10 to 12 students met weekly to continue the devise specific ideas about how to change drinking norms on campus. They began to work on specific

activities, primarily with a focus on bringing educational issues to each fraternity and sorority. The plan is to merge GAMMA with this group.

Campuswide Leadership (Iowa State University). As a result of the Alcohol Summit, students began looking for ways to provide alternative activities on campus, particularly for late nights and weekends. To that end many students who participated in the Alcohol Summit assumed leadership positions on campus councils and committees, organizations that plan events and enact policies that designate certain events as alcohol-free.

Greek Community Forum (University of Akron). Sponsored by participants of the Alcohol Summit, the

goal of this Forum was to develop consistency on the campus — to “get the Greek community on the same page” regarding alcohol-related issues. This forum provided the opportunity to share insights and perspectives as well as desired directions about alcohol on the campus.

Greek Review Board (University of Rochester). To help provide a new kind of leadership and oversight for the Greek community on campus, the Greek Review Board was established with the involvement of respected campus leaders. The role of this new body was to study overall Greek life on the campus, identify areas of concern and enhance the activities organized by other established groups on campus.





The Greek Review Board's initial impact was to help change the role of alcohol in campus traditions, such as May Day.

Health Protection

Traveler Safe Rides Program (Washington and Lee University). A new group was established, Generals Advocating Safe Driving, building on the tradition of the Generals, a name long associated with Washington & Lee University. This comprehensive safe rides program involves a van system called the Traveler, named after General Robert E. Lee's horse. Two vans are available three nights a week and transport students attending parties and off-campus social events. In addition to the vans, private automobiles are available on a call-in basis. Campus leaders hope to expand Traveler by acquiring additional minivans, bypassing the need to rely on personal vehicles.

Sober Network (University of Rochester). To help reduce high-risk behavior among fraternity and sorority members who have been drinking, individuals in each fraternity and sorority are identified for each party. These individuals are "sober go-to people" who are available to serve as an escort or as a sound resource on party night. This group action initiative is enhanced by support from the campus administration.

This group action initiative is enhanced by support from the campus administration.

Drinking and Driving Safety Measures (University of Maine). One approach identified by participants in the Alcohol Summit to help reduce drinking and driving was a Greek designated driver network. For instance, each chapter house is supplied with ads for taxicab companies as well as Greek-created business cards (one for each Greek member) with taxi numbers and bus numbers. In addition, education programs about the dangers of drinking and driving were offered.

GO! (University of Kansas). A program for new members of fraternities and sororities, GO! (Greek Orientation), was established with useful information for new members of the Greek community. The program emphasizes that events do not have to include alcohol and serves to educate new members through a series of programs about Greek life and a healthy chapter environment.

Intervention and Treatment

Accountability Focus (Iowa State University). Students at the Alcohol Summit wanted to create a way to hold more fraternity/sorority members accountable, increasing confrontation with individual members about their behavior. As such, Greek organizations wanted

The Alcohol Summit sparked a whole new attitude in our students about being proactive, personal accountability, community confrontation, and responsible norms. The experience unified the group and generated a new level of leadership. I cannot endorse the program enough as a catalyst for change.

– Campus Advisor

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increased dialogue to discuss potential solutions to problem drinking. They also wanted to demonstrate greater commitment from Greek students to address the alcohol problems in their own community. The IFC and Panhellenic organizations started an orientation session for all new members to focus attention on alcohol education and the prevention of problems. A Greek mentor program also is being considered that would reinforce the values for each group. To assist with promoting accountability, the governing councils and leaders of fraternities and sororities are

challenged to follow existing policies. If policies are not followed, events will be suspended.

Confrontation to Implement Values (Iowa State University). As a result of the Alcohol Summit, students learned to talk about brotherhood and sisterhood and the importance of looking out for one another in the context of confrontation. This dialogue on confrontation has provided students with the skills to handle confrontation. The goal was to change student behavior to be more responsible as well as to communicate accurately about what is occurring. In addition, it is hoped these new norms of responsibility and confrontation will result in

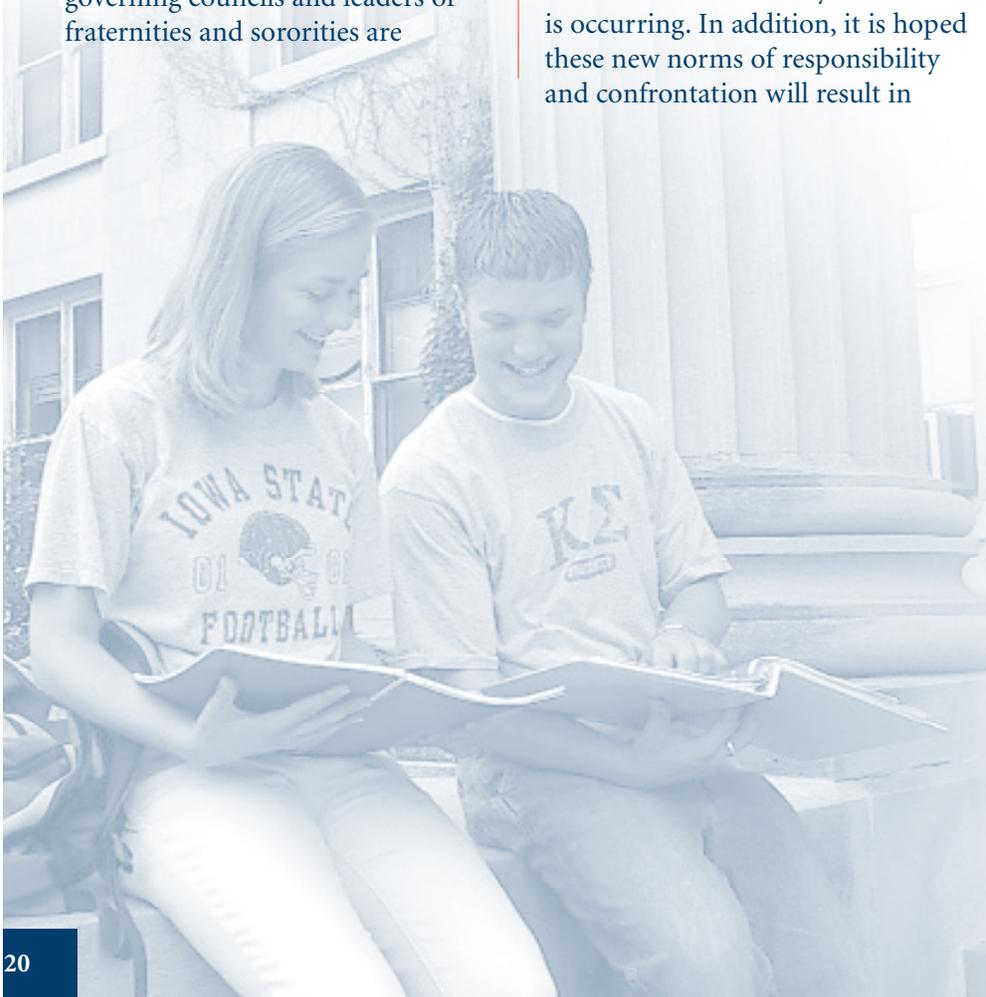
alcohol-related problems becoming less severe as these norms are passed on to incoming students.

Reduced Drinking and Driving (University of South Dakota).

Overall, participants sought to reduce drinking and driving by increasing awareness about drunk and impaired driving. This also involved a strategy of confrontation and group intervention whereby individuals will challenge others' behavior that may result in high-risk decisions. A related strategy was to encourage the sober brother/sister program. Finally, students wanted to alert chapter members to resources available to stop drinking and driving, such as a sober ride program offered by a local taxicab company that provides low-cost transportation.

Internal Risk Management Group (University of Maryland).

An attempt to address high-risk behaviors on campus was the impetus for establishing an internal risk management group. The intention was to have each fraternity and sorority establish a committee or group within the chapter to address these issues. Specifically, their aim was to confront high-risk behaviors as they are encountered and to promote a lower risk setting. The overall aim is to change the heavy consumption norm as well as the valued form of drinking to one of having less alcohol (or no





PROJECT IMPLEMENTATION

Alcohol) is desirable by fraternity and sorority members.

A variety of insights and perspectives were gleaned from the 18 pilot Alcohol Summits, resulting in a number of recommendations for Greek organizations that wish to conduct a Summit of their own. The following recommendations will help fraternities and sororities organize an Alcohol Summit. These recommendations are divided into several areas: Facilitator/Participant Selection, Advance Preparations, Planning, Implementation, and Follow-up.

Facilitator/Participant Selection

- When developing the Alcohol Summit, make sure that those in attendance represent the range of fraternities and sororities on campus.
- Participants do not necessarily have to be the leaders of their respective organizations. In fact, some campuses reported greater success with individuals who were not in designated leadership positions.
- Ideally, there should be between 35 and 50 participants.
- It is particularly helpful when the individuals are all volunteers. When chapters are required to send a representative, or if someone is sent to an Alcohol

Summit as part of a sanction for misbehavior, it can be counterproductive.

- Involve students with the application process to ensure student participation from the beginning of the process. In addition, involve student leaders from the IFC and Panhellenic Council. This shows a commitment that student leaders are invested in the process and will be working on creating the agenda.
- Include people from a range of campus offices including the health center, student activities, residence life, public safety, and the university counsel's office.
- The Greek advisor's role in the Summit should be carefully considered. The Greek advisor's participation depends on the specific campus and the relationship between the Greek advisor and the Greek students. Once that relationship is analyzed, consider whether the Greek advisor should be included or excluded from the process.
- It is important to make clear why students should participate in the Summit. Ultimately, it is advantageous to have a wide range of students present; event organizers, however, should be careful about mandatory student participation due to a chapter function. In addition, participation should not be

I found the activities and overall Alcohol Summit experience to be very helpful in creating change within our fraternity/sorority community and very challenging. I am a stronger person as a result of attending.

– Participant

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linked to punishment for some transgression.

- It is critical to conduct facilitator training in advance of the Summit; this is a worthwhile investment that will help lead to the ultimate success of the Summit.
- When selecting facilitators, try to include individuals who have some connection to the Greek coordinator and/or the campus Greek community rather than outsiders. Ideally, facilitators should also be selected based on their agreement to stay involved in the follow-up phase.

Advance Preparations

- Try to hold the Summit at an off-

campus location. This provides an opportunity for the participants to focus specifically on the program agenda and their interactions with their peers. An off-campus location also minimizes the distractions that would likely occur at an on-campus location.

- An off-campus location helps ensure that individuals coming to the Summit commit themselves for the duration of the workshop process. It also reduces the opportunity for students substituting for one another, which would have the effect of reducing continuity and flow.
- With an off-campus location, it will be easier to communicate the priority given to the issue and

will provide a sense of reward for the students who participate.

- Identify the appropriate staff member to take the lead with students both before and after the Summit. This individual should be someone who inspires the students and who values them.
- Find ways to be sure that the key people who need to be present are present at the Summit. Be careful about scheduling the Summit when key leaders may not be there.
- Once the Summit is scheduled, be careful about not scheduling other major campus events at the same time as the Alcohol Summit; this is particularly important regarding events that draw upon the same Greek student leader population as that found for the Alcohol Summit.

Planning

- Ensure you have adequate time to prepare for the Summit. The variety of logistics, preparations, and arrangements require a certain amount of time, regardless of the level of experience of the organizers. This time can be reduced somewhat if project organizers are familiar with Greek leadership programs (such as others offered by the NIC), there's immediate "buy-in" from other campus departments, and a staff member who previously



served as a facilitator is involved with planning your Summit.

- It is important to make sure that expectations regarding the Alcohol Summit (i.e., the specific desired outcomes as well as the processes to be implemented) are clear from both sides. This helps the campus staff know what to expect, and it helps the facilitators know what the expectations are.
- In preparing for the Alcohol Summit, it is helpful to have clear discussions with campus leaders at least one month prior to the event. This will clarify roles and responsibilities and help forge an agenda for follow-up activities following the Summit.
- During the planning stage, clearly define expectations for everyone involved, including those of large-group facilitators, small group facilitators, campus Greek advisor, chief student affairs officer, substance abuse education coordinator, staff, students, student leaders, and others involved in the process. Give everyone the opportunity to discuss their expectations, both for themselves and for other project organizers.
- In advance of the Summit, you should conduct campus-wide marketing. Indeed, marketing will generate curiosity as well as external support for the project.

- Campus contacts should be reminded to examine their calendars thoroughly for potential conflicts prior to scheduling the Summit.
- Inspire the staff to be visionary and to be clear about what they expect the Summit to accomplish. Organizers should have an action plan that complements the Summit.
- Use community resources to help generate funding for the Summit. A grant from a local agency (such as an alcohol beverage control board or health department) can help cover expenses for transportation, lodging, and other necessary expenditures.
- Be sure to adhere to the NIC's recommended guidelines concerning the timeline for completing Summit arrangements. These timelines are based on the experiences of other campuses that have held Alcohol Summits.
- Establish some guiding principles for the project team regarding what should be included in the Summit, both content and process. This planning will help make the Summit operate more smoothly and assist with follow-up implementation.

Implementation

- When conducting an Alcohol Summit, it is important to allow

This weekend was very helpful and a lot of fun! I went into it thinking that it would be helpful, but boring. However, it has turned out to be very enjoyable. I learned so much and much to take back to my chapter as well as things to change within my own life. I am glad that I participated.

– Participant

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sufficient time for the tasks inherent in the process. For the 18 pilot Alcohol Summits, the ideal appeared to be Friday evening and Saturday (day and evening) with 4 hours devoted to the workshop on Friday evening and 10 hours on Saturday. While certain program segments can be completed in fewer hours, a reduced time frame also prevents participants from more fully bonding with the process.

- Try to develop some guiding principles for your Summit; that is, the project coordinators should not get bogged down in the minutiae of each task in the Summit by simply going through a series of activities.
- Ideally, the agenda for the Summit should represent students' issues as well as the concerns of organizers and campus administrators. These issues should be openly discussed prior to the Summit to ensure all views are represented.
- Be cognizant of regional differences among students regarding alcohol use and address issues that represent all views.
- Continue to nurture participants throughout the Summit because first impressions by students can be negative and may change during the Summit.
- It is particularly advantageous for

the Greek advisor to have served as a small group facilitator at an Alcohol Summit on another campus. This knowledge helps to clarify needs and expectations, giving campus leaders and other professionals a greater understanding of what is reasonable and appropriate for the campus' Summit.

- Keep your focus on the Summit's overall objectives and goals and the overall principles guiding you through the process. These principles can be developmental in nature, which will lead to specific performance measures, such as establishing a student organization or developing a safe rides program. Your ultimate aim should be to identify ways of shifting the culture of alcohol use prevalent among fraternity and sorority members.
- It may also be helpful to segment the strategies to achieve your goals into tiers. For instance, typically students who participated in the pilot Summits were more concerned with promoting safety rather than confronting behavioral issues. In other words, the students did not want to change their high-risk drinking behavior, but did want to change the circumstances surrounding that behavior so that they would feel less at risk. Promoting a safe rides program, so that the drinking behavior can

continue without compromising the safety of individuals or of others on the highways, is one illustration of this dichotomy. Therefore, try to focus on the long-term perspective while addressing short-term concerns.

- It is important to manage expectations from the outset: both for participants as well as for campus administrators. Reiterate that the Summit alone will not solve high risk drinking on campus; it is not a "cure all." In effect, the Summit is a useful tool that that can help fraternity and sorority leaders address the campus-wide problem in a more systematic manner.
- Be sure to make students feel a part of the process, thanking them for their commitment and support during the Summit.
- If staff or campus administrators attend for only a portion of the Summit, it may appear that they are not willing to be fully engaged in the process. Time limitations by these professionals should be clearly specified. For example, it may not be helpful for campus professionals to come to dinner and then leave.

Follow-up

- You should try to capitalize on the afterglow following the Summit, a period when energy and enthusiasm is at its highest.



Try to help students find ways to sustain their energy and commitment to the Summit's ideals. Participants often seek to create or empower an existing student organization to continue the Summit's initiatives.

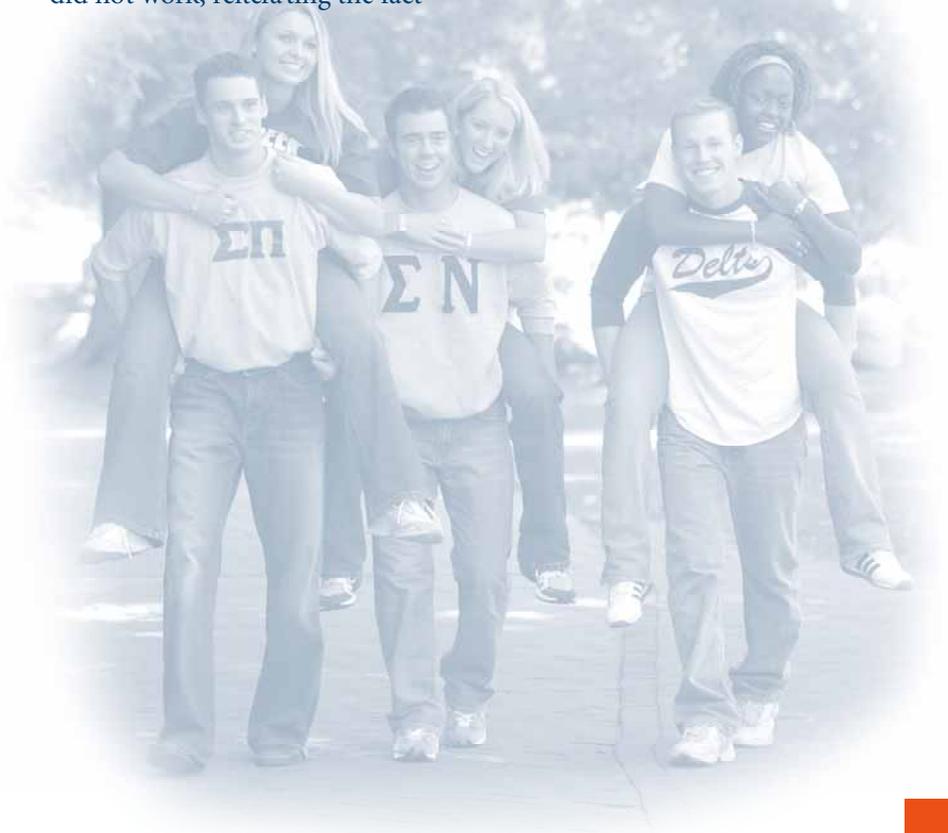
- During the immediate post-Summit period, it is easy for this enthusiasm and commitment to wane so work diligently to prevent this from happening. Encourage participants to identify ways of continuing to nurture the positive ideas that were generated. It may be helpful to establish timelines and set tasks through regular followup meetings.
- Project coordinators have an important role to play during the follow-up stage. There is a delicate balance between facilitating the process after the Summit and helping guide students. What is helpful is to continue to keep the concepts and ideas alive through appropriate activities. While students may need structure to help them during this period, that help should be in the form of guidance, rather than strict mandates.
- To maintain the energy of the Alcohol Summit, think about ways to engage other students in this process. One way to achieve this is to hold another Summit to address the alcohol issue within the Greek community. This will

also serve to renew, review, and re-engage participants, as well as bring in new faces.

- Think about the Summit within the context of a long-range plan to address high risk drinking on campus. While the immediate activities following the Summit may focus on accomplishments with specific objectives and short-term processes, in the year following the Summit it is reasonable to focus on long-term goals.
- Publicize the Summit's accomplishments. This helps to reinforce the depth of activity engaged by students and supports them for their volunteer efforts. It also illustrates what worked, and what did not work, reiterating the fact

The Alcohol Summit program has such a solid foundation, visionary leadership, and effective approach to the problem of college students, especially Greeks, drinking excessively.

– Camp Advisor



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that high risk drinking is an on-going issue that must be addressed in a variety of ways.

- It is important to identify strong advocates for the Summit process, to ensure the long-term viability of the project. Given the turnover of personnel who serve as Greek advisors, it is necessary to identify a range of offices and individuals who can support your efforts. These individuals should communicate regularly about the Alcohol Summit and the role of alcohol in Greek life. Individuals at the highest levels should be engaged, including the chief student affairs officer, dean of students, judicial advisors, campus substance abuse education coordinator, and others.

- Acknowledge both individual tasks and the overall process of the Alcohol Summit. The tasks are specific activities and initiatives while the overall process is a critical outcome that will validate the importance of participation by members of the fraternities and sororities. In addition, the process demonstrates the important role that Greek leaders play in affecting change on campus.
- Clearly define who among the college professionals will be responsible for the Summit's planning, implementation, and follow up. In addition, make sure work assignments and commitment levels during the follow-up phase are dispersed among all the organizers, to prevent one or two students from carrying the load.
- Keep in mind that any participant can be recruited to

provide leadership following the Summit. Even though some attendees may not be in a key chapter position or in a campus-wide position of authority, they can be persuaded to be an agent for change.

- Be prepared for the lack of continuity following the Summit; to help prevent this, designate individuals to be in charge of specific items before the Summit ends.
- Keep the students engaged immediately after the Summit. Capitalize on the high energy immediately following the Summit by conducting follow-up activities and discussions within the first two weeks. Indeed, students will continue to espouse their strong ideas but also were willing to see other viewpoints while justifying their strong feelings about targeted activities to address high risk drinking on campus.
- Build and sustain coalitions with other campus departments. This is important for the ultimate



PROJECT EVALUATION

E adoption of the action steps and change initiatives identified during the Summit.

Evaluation and project monitoring of the Alcohol Summit will help determine the project's overall success in reducing high risk drinking at your college/university. Evaluation also can identify specific initiatives, work plans, or action steps to be taken following the Summit.

At first, the evaluation process may appear overwhelming. In addition, project leaders often believe that they alone are responsible for conducting the project evaluation. In reality, these responsibilities may be shared: the individual in the leadership position may be responsible for *seeing* that the evaluation is completed, but not necessarily responsible for actually *doing* it.

Before conducting a post-Summit evaluation, it may be helpful to review the original goals of the Alcohol Summit. As with all high-risk drinking and prevention efforts, no single approach can address every issue associated with this problem. In addition, the Alcohol Summit was designed to help campuses, and the Greek community in particular, to reduce high risk drinking and associated drinking and driving among fraternity and sorority members. The evaluation process can help document the nature and extent of

the success of your efforts, helping fraternity and sorority leaders develop an agenda for change. Typically, the focus for the Alcohol Summit is on the campus, rather than just on individual members or fraternity and sorority chapters. Therefore, evaluation measures should be identified to monitor the overall cultural change on campus.

The first question is to determine the extent of the alcohol problem on campus. Begin by conducting a survey of fraternity and sorority groups, as well as others in the community outside of Greek life. It may be helpful to compare responses from those who are in the Greek organizations with those not involved with fraternities or sororities. In addition, the perspective of students may differ greatly from that of the faculty, staff members, alumni, and the community at large.

Your survey can address a wide range of questions on key issues to ascertain their views on:

- Personal responsibility, such as their thoughts on whether it is appropriate to intervene when others are intoxicated (i.e. designated drivers).
- Greek life on campus, such as fraternity/sorority reputations, the role of alcohol in chapter activities, and their views on alcohol-free events.

Upon returning to campus, I plan to take immediate action to prevent risky behaviors from occurring within my chapter.

– Participant

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- Overall life on campus, such as alcohol prevention efforts, priorities on campus, and the level of respect for student views.
- Perceptions about alcohol use, such as how often others drink, how much is consumed, and higher risk behaviors they observe.
- High-risk behaviors, such as driving while intoxicated (DWI), hangovers, reduced academic performance, false ID cards, underage drinking, quantity of drinking per occasion, frequency of drinking, bragging about getting drunk, and peer pressure to drink.

Existing data also can be used to

illuminate the alcohol problem on your campus. These sources include incident reports, police reports, hospital and health center records, and judicial reports. Pay particular attention to:

- Violations and consequences, such as vandalism, police intervention, violence, conduct records, alcohol-related offenses, and hospital visits for alcohol poisoning.
- Policies and procedures of Greek chapters, such as attention to risk management functions, use of defined guest lists, involvement of third party vendors, and the ways that fraternities and

sororities hold parties.

- Service and values of Greek chapters, such as how engaged the fraternity/sorority is with the rest of the campus community, the focus of the organization toward leadership and service, and the number/quality of social functions without alcohol sponsored by Greek organizations.
- The existence of a forum to address the alcohol problem, such as a planning or oversight body (e.g., task force or smaller), support mechanisms, and review processes.

One note of caution: while you want to gather pertinent data, do not try to collect too much because this can overwhelm the evaluation process. Try to focus on what is essential to learn about the alcohol issue and what actions are already in place to address it.

Another key question to address in the evaluation is what follow-on benefits have occurred as a result of the Alcohol Summit. The Alcohol Summit, while only one or two days long, gave participants additional insights and skills that will help them in their day-to-day roles as leaders of Greek organizations, particularly the role of alcohol on campus. To determine the follow-on effects of the Summit, first consider the type of specific goals of the Summit and how these goals might



be measured. For instance:

- If the Summit addressed how high-risk alcohol drinking can result in negative consequences, then determine the involvement of Greek students with the specified negative consequences such as vandalism, judicial charges, arrests, DWI, etc. which can be obtained from police or campus incident reports).
- If the Summit demonstrated how student leaders from Greek organizations could be more active in community affairs, then review a chapter's documentation about service activities and community leadership roles.
- If the Summit emphasized the need to reduce Greek involvement in DWI incidents by increasing the use of designated drivers, then note self-reported attitudes and behaviors.

When evaluating the Summit, remember to:

- Use both quantitative and qualitative measures. Quantitative approaches include questionnaires and surveys, as well as data from incidents and activities. Qualitative approaches can include interviews, discussions, focus groups, and observations.
- Think in terms of the long-term and the short-term changes.

Categorize those changes that may take place immediately versus those changes that occur over a few months to several years.

- Examine changes at the organizational level. Organizational changes include new or revised chapter or campus-wide policies and whether these changes were the result of the Summit.

Additional tools, such as a pre-test/post-test evaluation that was developed for use during the Alcohol Summit under the Federal grant awarded to the North-American Interfraternity Conference, also can be employed. Comparing data gathered before and after the Summit can illustrate ways in which the event, though brief, had an impact on the participants. Remember to gather information that is helpful to you in program planning and review, ensuring that what data is captured is reliable.

As noted earlier, the project leader need not actually conduct the evaluation but it is his/her responsibility to see that the evaluation is completed. A wide range of resources is available to help project leaders with this task. One tool, not specifically oriented to the Alcohol Summit but worthy nonetheless, is *A Step-by-Step Guide to Planning and Implementing Evaluation Strategies*. This publication, prepared by George Mason University and available

This program helps to open the eyes of fraternity leaders to see that we are the objects of scrutiny and that we must rise to the challenge of confronting our irresponsible behavior.

– Participant

THE ALCOHOL SUMMIT

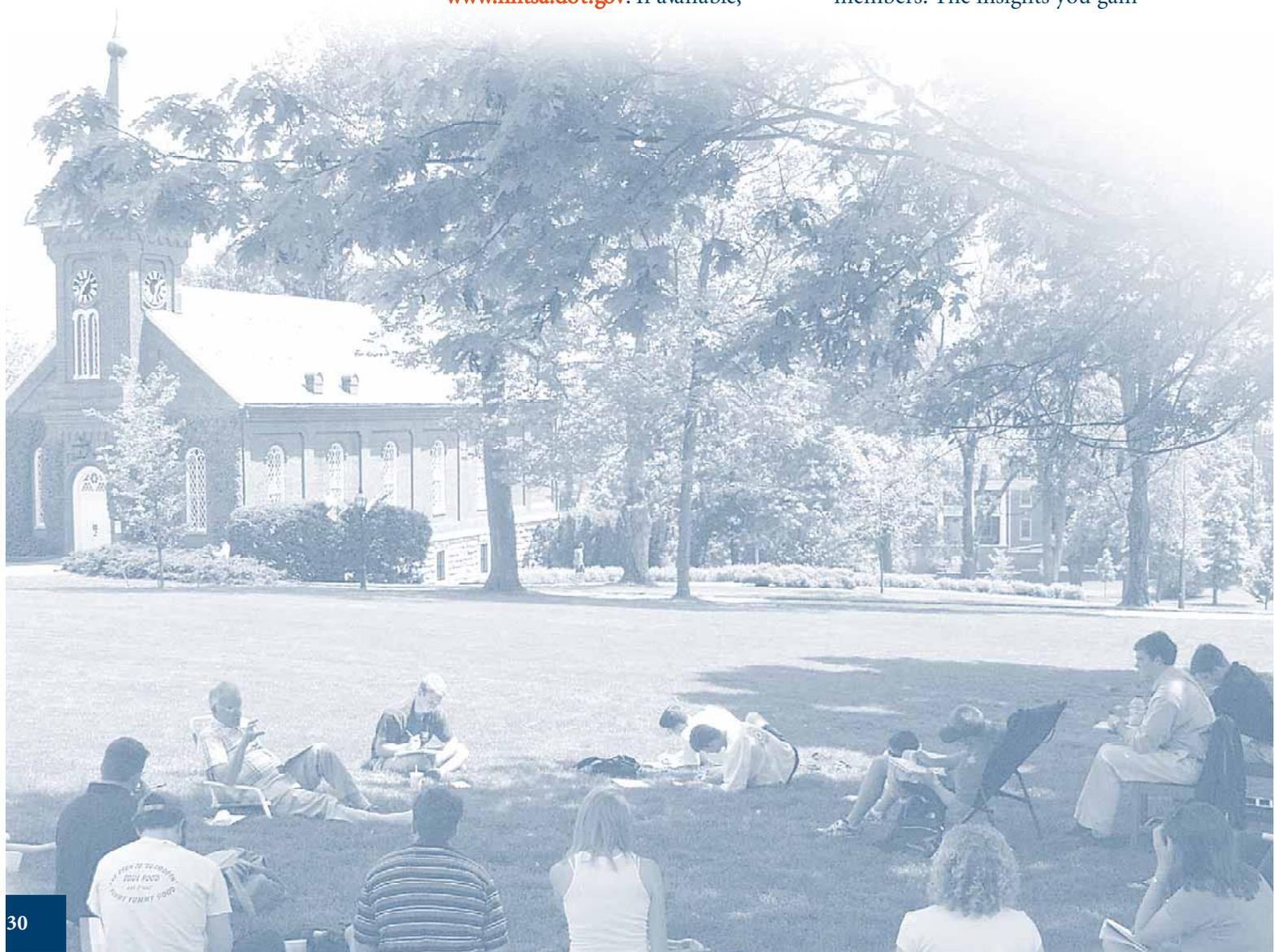
A Roadmap for Fraternities and Sororities

online at www.caph.gmu.edu, outlines a 14-step process that elaborates on many of the suggestions identified earlier. Another resource, prepared by the Task Force of the National Advisory Council on Alcohol Abuse and Alcoholism and available at www.collegedrinkingprevention.gov, is *Reducing Alcohol Problems on Campus: A Guide to Planning And*

Evaluation. The U.S. Department of Education's Higher Education Center on Alcohol and Other Drug Prevention also offers numerous resources about evaluation, including the *College Alcohol Risk Assessment Guide*, available at www.edc.org/hec. For a quick study on evaluation, read NHTSA's publication *The Art of Appropriate Evaluation* is available on the NHTSA web site at www.nhtsa.dot.gov. If available,

ask for help on evaluating efforts from professors that teach research design classes.

Ultimately, the Alcohol Summit is intended to help colleges and universities, fraternities and sororities in particular, reduce high-risk drinking and associated behaviors, such as drinking and driving, by fraternity and sorority members. The insights you gain





CONCLUSION

From the evaluation process will help not only your campus but others as well.

The Alcohol Summit program described in this resource guide provides one avenue for addressing high risk drinking and related issues among fraternity and sorority members at U.S. colleges and universities. This campus-based approach promotes ways of addressing alcohol problems at the local level and focuses on the collective fraternity/sorority community, rather than on individual leaders or distinct chapters. The process of addressing alcohol issues, however, is based on much more than reputation, membership numbers, and liability considerations. Indeed, the process emphasizes individuals taking responsibility for their own lives and their own campus fraternity/sorority culture.

The Alcohol Summit is a “jump-start” to an overall, long-term process to tackle the alcohol problem. Through the strategies and approaches identified here, the Alcohol Summit can help student leaders reflect upon the important leadership role they play, both individually and collectively, as members of the fraternity/sorority community. While the Alcohol Summit occupies only a brief window in the school year, it provides the foundation for ongoing and sustained action plans and change initiatives.

A particular challenge with the

Alcohol Summit, based on the insights gathered from this initial group of 18 campuses, is to sustain the energy, commitment, and heartfelt ideas over time. This is a shared responsibility between those who were present at the Alcohol Summit and those who have other leadership responsibilities on or off campus. Focusing on the core issues that emerge during the process, providing appropriate resource assistance, monitoring the progress and challenges, and learning what sustains the primary efforts, are all essential elements of a successful Alcohol Summit.

The Alcohol Summit provides campus professionals and student leaders with an opportunity to redirect the fraternity and sorority culture. While high risk drinking is not an issue that will “go away” or “graduate” easily, it is clearly a problem where more focused and thoughtful management is feasible. The challenge and the opportunity – are to do something meaningful on a collective basis to tackle high risk drinking and its associated or resulting consequences. With great demand, the North-American Interfraternity Conference continues to bring the Alcohol Summit to campuses throughout the nation.

For more information about the Alcohol Summit, change initiatives on campuses, evaluation tools, and other resources helpful for

The whole idea of the Alcohol Summit is so awesome. It brought us all together and got us pumped up to do something that will benefit us all.

– Participant

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