

Outline

Fraternity and Sorority Advisory Council Sub-Committee on Hazing in the Fraternity System

Building a “Pro-Brotherhood” Partnership in New Member Education

Background and the Work of Other Committees

Definitions: What is hazing?
What is not hazing?

Statement of Principles

- There is no room on the Cornell campus for hazing chapters
- New member program is the beginning and not the end of new member education
- We want to provide assistance for chapters that want to or need to design new programs
- Chapters must either run non-hazing new member programs or be removed from campus

Our Strategy

Intervention and Education

- Anti-Hazing Summit in Fall 2002 as Kick-Off
- Each fall semester undergraduates, alumni and national organizations should have a review of new member programs
- Chapter Intervention Program should be developed consisting of three sessions to assist chapters that want to develop new programs
- Alumni organizations need to be educated on the definitions of hazing and how to help their chapters develop new traditions and new member programs

Best Practices and Positive Incentives

- The Goals of New Member Educations
 - Integrate new members into the chapter
 - Personal growth and development
 - Foster brotherhood and friendship
 - Develop pride and commitment to the fraternity
 - Have fun
- Widely communicating some of the best ideas for positive new member activities
 - IFC and OFSA should have a focused effort to continue to develop alternative activities to hazing that meet the different needs of different chapters
- Positive Incentives
 - Seed funding for chapters that want to try a new program

Clear Judicial Standards and Incentives for Self-Reporting

- Clear Judicial Standards
 - The IFC Judicial Board and OFSA should consistently use the Cornell Campus Code Article III definition of hazing in its judicial proceedings
 - Chapters that are found to have committed a hazing violation should be placed in Phase I of the Compliance Program

- For a particularly serious confirmed hazing violation, IFC Judicial and OFSA can also require a chapter membership review and reorganization and placement in Phase II of the Compliance Program or rescind recognition
- Over time, judicial precedents should be established as to the types of violations that result in different levels of violations
- Officers and members may be referred by the IFC Judicial or OFSA to the Judicial Administrator
- Self-Reporting Incentives
 - Non-disclosure of the self-reported violation
 - More participation and flexibility in the remedial and disciplinary process to ensure that the chapter remedies its hazing issues
 - Any remedial or disciplinary measures agreed upon by IFC Judicial, OFSA, alumni, and national organizations may be implemented

The Compliance Program for Hazing Chapters

- How do you get into the Compliance Program
 - After a hazing violation is confirmed by IFC Judicial and OFSA, chapter is placed in at least Phase I of the Compliance Program
 - Voluntarily by alumni, national organization, or chapter president
- Remedial Measures
 - Members must participate in the Chapter Intervention Program
 - Design a new program with alumni and national organization
- Structural Measures
 - Must strictly follow new program
 - 6-8 week maximum duration of the new program
 - New program monitored by alumni and national organization, including visits at unannounced times
 - Periodic meetings of members and new members with OFSA
- Disciplinary Measures
 - Public disclosure of hazing violations confirmed by IFC Judicial and OFSA
 - For any additional confirmed hazing violations by a chapter in Phase I, chapter membership review and reorganization is mandatory and chapter elevates to Phase II
 - For any additional confirmed hazing violations by a chapter in Phase II, chapter will lose University recognition for four years
 - IFC Judicial and OFSA may also assess monetary fines to fund anti-hazing activities

How to measure the success of these new policies

- Perception of undergraduates, alumni, faculty and community towards hazing and the amount of hazing that there is on campus
- Numbers of individuals who leave a fraternity during the new member period and their reasons
- Grades of new members during the new member period
- Number and type of hazing charges brought to IFC Judicial and OFSA
- The effectiveness of the Compliance Program in directing hazing chapters towards change

Executive Summary

Fraternity and Sorority Advisory Council Sub-Committee on Hazing in the Fraternity System

Building a “Pro-Brotherhood” Partnership in New Member Education

Over the past few years, new member education in the Cornell fraternity system has received an increasing amount of attention. There is an emerging consensus from IFC leaders, chapter members, University staff and faculty, and fraternity alumni that hazing is inconsistent with the educational mission of Cornell and with building strong fraternities.

Prohibitions on hazing can be found in New York State law, the Cornell Code of Conduct, the IFC Anti-Hazing Policy and the rules of every national fraternity organization. We recommend that the IFC Judicial Board determine whether a set of facts constitutes a hazing violation by using the newly adopted Cornell definition set forth in Title Three (Regulations for the Maintenance of the Public Order”):

“Hazing, defined as an act that endangers the physical health of an individual or that may cause mental distress to an individual, or an act that destroys or removes public or private property, involves the consumption of alcohol, other drugs, or other substances, or violates any of the policies of the University, as an explicit or implicit condition for initiation into, admission into, affiliation with, or continued membership in a group or organization.”

It is our opinion that pledging, as it is conducted by a significant number of chapters at Cornell today, is the single greatest threat to the future of the fraternity system. Unlike alcohol use, there is no room for the mature management of hazing and no place in later life where hazing is socially accepted. Hazing is a cancer that needs to be treated and removed with new policies and new practices, or we risk losing all that has been built over 137 years at Cornell and all of the benefits that derive from fraternity membership.

The principles that will guide our efforts in promoting positive change in new member education are as follows:

- There is no room on the Cornell campus for hazing chapters.
- The new member period is the beginning of new member education not the end.
- We offer a clean start during the 2002-2003 year and assistance for chapters to develop and implement non-hazing new member education programs.
- Chapters will either develop new member education programs that are non-hazing or they will lose recognition from Cornell.

It is clear to us that no one stakeholder has the ability to create positive change by itself. We need to evaluate the manner in which we develop and provide incentives for positive new member education programs and the manner in which we monitor, sanction, and reform hazing pledge programs. We believe that it will take a partnership of all of the stakeholders to develop and implement a program for change. Our strategy for implementing “pro-brotherhood” new member programs involves four distinct parts:

1. Intervention and Education.
2. Best Practices and Positive Incentives.
3. Clear Judicial Standards and Incentives to Self-Reporting.

4. The Compliance Program for Hazing Chapters.

We believe that planning and effort during the fall semester is a crucial element to the development and implementation of successful new member programs. We hope that the fall semester of each year will provide a forum for an intervention and education process that will lead chapters to design new member programs that are consistent with the values of their organizations and the governing laws and regulations. To drive the fraternity system towards change well in advance of the beginning of the spring semester 2003 new member education program, we recommend that the FSAC, IFC, and OFSA invite all chapters, alumni organizations, and national fraternity organizations to participate in a fall semester Anti-Hazing summit meeting and evaluation of their new member education program.

The specific chapter programs for new member education are, and should continue to be, as varied as the houses on Cornell's campus, but we believe that all chapters share a common vision for their new members and new member programs:

- to integrate the new members into the chapter,
- to enhance the personal growth and development of the new members,
- to foster brotherhood and friendship,
- to develop pride in and commitment to the fraternity, and
- to have a good time while doing it.

It is a significant aim of this Committee that best practices of our system be widely communicated. We believe that it will be important for this committee and the IFC to continue to work together to define non-hazing alternatives that will meet the accomplish the goals of new member education in a manner that is consistent with the values of the chapters at Cornell. We should consistently ask ourselves: "What would the reaction be if the activity were described in the *Cornell Daily Sun* or the *New York Times*?" We also recommend that funds be raised that any chapter can apply for in order to attempt a new activity such as Cornell Outdoor Education.

We recognize that intervention, education, best practices, and positive incentives may not be sufficient to cause all chapters to abandon the hazing aspects of their new member programs. Some hazing chapters may require clearly articulated and tough judicial penalties and compliance monitoring to force them to change. We believe that the student-led judicial process is an important part of the fraternity system and of the credibility of the judicial process in the eyes of other students. We recommend that a clear judicial standard be announced and applied in order to determine whether the facts found constitute hazing or not, the newly adopted Cornell Code of Conduct Article III definition of hazing.

Chapters who are found to have committed hazing violations during the spring 2002 new member education period or in the future should be placed into the Compliance Program described below, in addition to any other penalties which are imposed by the IFC Judicial Board and the OFSA. If a violation is serious enough, the chapter could lose University recognition immediately or be required to conduct a chapter membership review and reorganization. We believe that self-monitoring and self-reporting of violations is preferable to judicial enforcement hearings. Fraternities, whether through their undergraduates, alumni or national organization, that self-report violations will have more flexibility with respect to sanctions and greater participation in the remedial process.

We recommend an ongoing Compliance Program that will provide an incentive to all stakeholders to be involved in the process of new member education. The Compliance Program will

also include provisions for monitoring and identifying violations, providing both clear and significant punishments as well as an opportunity to change. Together with its alumni and national fraternity organizations, every chapter in the Compliance Program will be required to participate in the Chapter Intervention Program and then outline a 6-8 week maximum new member program. Chapters that enter the Compliance Program as a result of a judicial sanction or that commit violations while in the Compliance Program will be publicly disclosed via a press release published on the OFSA website.

For violations of new member education policy while in the Compliance Program, the following minimum penalties will be mandatory so as to reflect our strong commitment that repeated hazing will not be tolerated:

- Phase I – Chapter membership review and reorganization.
- Phase II – Chapter loses University recognition for four years.

If our recommendations are implemented, we believe that it will be important for a future committee to evaluate the effects of these programs. To assist our successors in their efforts, we suggest using the following criteria:

- Perception of undergraduates, alumni, faculty and community towards hazing and the amount of hazing that there is on campus
- Numbers of individuals who leave a fraternity during the new member period and their reasons
- Grades of new members during the new member period
- Number, type and disposition of hazing charges brought to IFC Judicial and OFSA
- The effectiveness of the Compliance Program in directing hazing chapters towards change

WORKING DRAFT

Dated April 8, 2002

Fraternity and Sorority Advisory Council Sub-Committee on Hazing in the Fraternity System

Thomas Ws. Achiele '02 (Phi Kappa Tau), Anthony B. Cashen '57 (Delta Upsilon), Jason B. Conn '03 (Sigma Phi Epsilon), Scott A. Conroe (Phi Kappa Tau), Jonathan D. Emanuele '03 (Lambda Chi Alpha), Andrew P. Fitzpatrick '97 (Alpha Gamma Rho), Frederick E. Harwood '59 (Delta Upsilon), Michael A. Hayes (Pi Kappa Alpha), Kent L. Hubbell '67 (Alpha Delta Phi), Matthew T. Hyland '03 (Delta Kappa Epsilon), Philip E. Lewis '64 (Sigma Phi Epsilon), Christopher J. Joseph '04 (Zeta Beta Tau), Michael T. Nasatka '03 (Acacia), Suzy M. Nelson (Kappa Alpha Theta), Douglas E. Onsi '90 (Beta Theta Pi), Christopher J. Petelle '02 (Beta Theta Pi), Elias C. Selinger '03 (Psi Upsilon), Russell H. Shattan '03 (Delta Phi), Scott Sirota '03 (Phi Kappa Psi), Craig Snow, and Gabriel L. Thaisz '04 (Sigma Chi)

Building a “Pro-Brotherhood” Partnership in New Member Education

Introduction

The mission of our Committee is simple: to fundamentally and positively change the way that fraternity new member education is conducted at Cornell, both programmatically and judicially, through a “pro-brotherhood” partnership of undergraduates, alumni, University faculty and staff, and national fraternity organizations.

Our Committee is composed of undergraduates, alumni, faculty, and staff who are all members of or advisors to the Cornell fraternity system. We are a Committee that is dedicated to the preservation and success of the fraternity system at Cornell. In developing this report, our Committee met five times on the Cornell campus during spring semester 2002. In our efforts to build a partnership across all of the fraternity system stakeholders, we provided drafts of this report and sought comments from all of the Interfraternity Council (IFC) Presidents, alumni corporation presidents, and national fraternity organizations represented on the Cornell campus. We are addressing the problems of new member education and hazing to preserve the benefits that we all have received from the fraternity system, not to undermine or end the system.

Background

Over the past few years, new member education in the Cornell fraternity system has received an increasing amount of attention. There is an emerging consensus from IFC leaders, chapter members, University staff and faculty, and fraternity alumni that hazing is inconsistent with the educational mission of Cornell and with building strong fraternities.

On February 9, 2001, Vice President for Student and Academic Services Susan H. Murphy '72, Ph.D. '94 (Pi Beta Phi) created a Task Force on Hazing in order to evaluate the definition, rules and practices of hazing on campus as it related to the Greek system, athletic teams and ROTC program. This Committee continued the efforts to improve the quality of undergraduate life initiated by President Hunter Rawling's Residential Initiative. In November 2001, the Task Force made the following recommendations in order to drive cultural change:

1. Initiate “socials norms” campaign for hazing. Conduct research on the campus on student attitudes and behaviors towards hazing with the anticipation that students underestimate the peer support for ending hazing practices.
2. Examine mechanisms to permit confidential reporting of hazing violations.
3. Provide some basic education on hazing to all new students but appropriately target our audience. Specifically, it was recommended to articulate prohibited behavior, emphasize freedom with responsibility, and articulate the reporting process.
4. Targeted educational initiatives. Reach out to alumni and parents to take a more active stance on hazing activities and ensure that there is accountability for violators.
5. Education recommendations regarding fraternities and sororities. Specifically, the Task Force recommended that the appropriate parts of the University:
 - a. examine the length of the new member period
 - b. commission a study to evaluate the effect on pledging on students’ grades,
 - c. help chapters develop a non-hazing program that provides teamwork and challenges and creates other opportunities for non-hazing bonding,
 - d. publicize prohibited behaviors and the associated sanctions,
 - e. involve alumni advisors,
 - f. recognize chapters that have made strides
6. Promote civility and good citizenship at Cornell.
7. Provide a website listing hazing violations.
8. Promote anti-hazing advertising.
9. Educate alumni to avoid the intergenerational transmission of hazing.

On November 4, 2001, the IFC sponsored an Anti-Hazing Summit. In opening remarks, Richard M. Goldman '02 (Pi Kappa Alpha) stated, “Before we look to the future of our organizations, we must look to the past, and ask how it is that we came to form this Anti-Hazing Summit. The answer is that we arrived here from our own volition. Elephant walks, push-ups, sit-ups, food throwing, alcoholic consumption, branding, kidnapping, being tied to trees, running up and down stairs, and house clean-ups. These are the reasons why we are here. These are the causes of judicial consequences that have been handed down since I have been a student at Cornell. ... We associate our houses with words like honor, brotherhood, gentlemen, conduct, leader, philanthropy, truth and friends for life. What does being a leader have to do with throwing food at pledges? What kind of truth is there when houses close their curtains to hide their actions?”

We are fortunate to be able to build on these significant efforts by University and IFC leaders and to translate their high-level recommendations into concrete policy recommendations and programs.

Hazing Defined

Hazing. The mention of the word elicits different memories and opinions from each listener. Every one of our national fraternal organizations disavows hazing in new member education. None of the founders of our fraternities hazed their initial new members or created elaborate mind games and physical struggles to determine whether individuals were worthy of sharing in life-long brotherhood. Every University across America decries the negative effects that pledging has on the grades and well being of their freshmen. Almost every state in the Union has made hazing illegal—a crime punishable in some cases by imprisonment. Every year the newspapers are headlined with the high school senior photograph of a handsome young man struck down at age 18 by the consequences of a pledge event gone horribly wrong. Every study ever conducted (along with common sense) indicates that hazing new

member programs divide instead of unite and tear down instead of build up a brotherhood. Yet, still hazing persists on our campus and across the country.

The legal framework in New York State concerning hazing has two aspects, one that requires universities to prohibit hazing and one that makes hazing a criminal act. The Education Law of New York State requires that the Code of Conduct of each university have a provision banning hazing, described as:

“Any action or situation which recklessly or intentionally endangers mental or physical health or involves the forced consumption of liquor or drugs for the purpose of initiation into or affiliation with any organization”.

Hazing is also prohibited under the criminal laws of New York State. “A person is guilty of hazing in the first degree when, in the course of another person’s initiation into or affiliation with any organization, s/he intentionally or recklessly engages in conduct which creates a substantial risk of physical injury to such other person or a third person and thereby causes injury.” “A person is guilty of hazing in the second degree when, in the course of another person’s initiation or affiliation with any organization, he “intentionally or recklessly engages in conduct which creates a substantial risk of physical injury to such other person or a third person.”

Cornell University’s prohibition on hazing can be found in the Cornell Code of Conduct. In Title Two of the Code of Conduct, the statutorily required language can be found. In December 2001, the University Assembly reaffirmed and emphasized the prohibition through this addition to Title Three (Regulations for the Maintenance of the Public Order”):

“Hazing, defined as an act that endangers the physical health of an individual or that may cause mental distress to an individual, or an act that destroys or removes public or private property, involves the consumption of alcohol, other drugs, or other substances, or violates any of the policies of the University, as an explicit or implicit condition for initiation into, admission into, affiliation with, or continued membership in a group or organization.”

Since the early 1980s, every national fraternity organization has condemned hazing and the negative effects that hazing has on its chapters.

The IFC has taken a strong stand against hazing. The IFC requires each new member and the chapter officers to sign an Anti-Hazing Policy that reads in part, as follows:

“Hazing is Prohibited. No chapter, colony, student or alumnus shall conduct nor condone hazing activities. Hazing activities are defined as: ‘Any action taken or situation created, intentionally, whether on or off fraternity and sorority premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule. Such activities may include, but are not limited to the following: use of alcohol; paddling in any form; creation of excessive fatigue; physical and psychological shocks; quests, treasure hunts, roadtrips or any other such activities carried on outside or inside of the confines of the chapter house; wearing of public apparel which is conspicuous and not normally in good taste; engaging in public stunts and buffonery; morally degrading or humiliating games and activities; and any other activities which are not consistent with academic achievement, fraternal law, ritual or policy or New York State law and Cornell University

policies and regulations.’ Chapter officers acknowledge their responsibility to conduct a new member education program tapered to the needs of individuals, that is a positive, educationally sound, growth experience.”

Each year there are approximately 15-20 chapters that are charged with hazing violations, nearly one-half of all of the fraternities on the Cornell campus. The following is a selection of reported and confirmed hazing violations from spring semester 2001:

1. “New members found dressed like clowns hidden under fire escape at Telluride, made to take water from toilet bowl into mouths to put out a fire in another room.”
2. “Called new members to house late at night; made to run up and down stairs carrying another new member; made to do pushups and calisthenics, food thrown at them.”
3. “New members called to house 10PM-4AM, doused with water while clothed in boxer shorts, told during hell week would not be able to study or take tests.”
4. “New members doing push ups in winter weather without proper attire, verbally abused, food thrown at them, given mixture to drink making several ill, mixture poured over heads of those who did not drink.”
5. “Pledging activities until 3AM, 5AM wake-up calls to make breakfast for members at 7AM.”
6. “New Members were made to line up, dressed in boxer shorts and blindfolded, given a number, and told to remove their shorts, while they were “rated” by men and women in the audience.”
7. “New members made to run up Triphammer Road, dressed in costumes, while brothers rode along side yelling at them.”
8. “New members made to do calisthenics, be screamed and yelled at, have food dumped on them, drink beer with fish in it, stay in boiler room, be duct taped to trees, and have water sprayed on them.”

In addition to the reported violations, there are undoubtedly many acts of hazing that are not reported to the Cornell University Office of Fraternity and Sorority Affairs (OFSA) and the IFC Judicial Board. Few undergraduate chapters would today open up their new member programs to the light of public scrutiny. Undergraduates argue with their alumni, national fraternities, and the University to keep their pledge programs private and unaffected by the evolving standards of the community. A significant number of chapters spend an entire semester practicing the opposite of their principles, destroying their bonds with their alumni, national organizations and the University in the name of creating bonds of brotherhood with an incoming class. Far too many young men defend what they do as tradition, their right to self-governance, an important rite of passage, essential to lifelong brotherhood and a dedicated chapter, and worst of all, harmless fun.

It is our opinion that pledging, as it is conducted by a significant number of chapters at Cornell today, is the single greatest threat to the future of the fraternity system. Unlike alcohol use, there is no room for the mature management of hazing and no place in later life where hazing is socially accepted. Hazing is a cancer that needs to be treated and removed with new policies and new practices, or we risk losing all that has been built over 137 years at Cornell and all of the benefits that derive from fraternity membership.

Statement of Principles

As a committee and as members of the Cornell fraternity system, we state unequivocally: there is no room on the Cornell campus for chapters that conduct pledge programs that are not directed towards positive new member education goals, are not respectful of the other stakeholders, or hinder a student in his primary objective at Cornell—emotional and intellectual development.

New member education is the start of a lifelong affiliation and lifelong process of learning about and contributing to a fraternity. There are legitimate goals of new member education, and everything in a new member education program should be clearly directed towards those goals. It should be clear that initiation into a fraternity is not the end of that learning process or the process towards those objectives.

Every chapter should have the opportunity to begin anew and join in the effort to develop “pro-brotherhood” (as opposed to “anti-hazing”) new member education programs. No one-size fits all program will be mandated, and there are no one set of events that can be uniformly implemented by every chapter. We intend to provide models, ideas, advisors, consultants, and financial incentives to all chapters as they redefine new member education in a way that meets their goals and reflects their unique personality as a chapter.

After giving chapters the opportunity, assistance, and incentive to improve voluntarily, there must be a vigilant and effective means of routing out non-complying chapters and either getting them on the path to compliance or disbanding them as a chapter. There is no right to haze in private and no chapter too powerful or important to be reorganized or disbanded. We believe that it is better to lose a few chapters now than to put the entire system in jeopardy.

A Collective Strategy To Build “Pro-Brotherhood” New Member Education Programs

We know that in many cases new member programs do not conform to the law or the codes of our organizations, yet as a fraternity system, we have done relatively little to tackle the underlying issues and create change. Each party involved has looked to someone else to take the leadership role and tackle these difficult issues. The University has looked to the IFC, the alumni and the national organizations as the bodies best suited in a self-governing model to ascertain the true details and implement new programs. The alumni have looked to the University and the national organizations to be the enforcement body and mandate changes so that they can maintain a positive and trusting relationship with their undergraduate brothers. The national organizations look to the local alumni and University as the people closest to the chapter to be able to identify and solve problems. As a result, some undergraduates have used this lack of coordination and resolve to continue with programs that betray the meaning of the word “fraternity” and to undermine efforts to change.

It is clear to us that no one stakeholder has the ability to create positive change by itself. We need to evaluate the manner in which we develop and provide incentives for positive new member education programs and the manner in which we monitor, sanction, and reform hazing pledge programs. We believe that it will require a partnership of all of the stakeholders to develop and implement a program for change.

Our strategy for implementing “pro-brotherhood” new member programs involves four distinct parts:

1. Intervention and Education.
2. Best Practices and Positive Incentives.
3. Clear Judicial Guidelines and Incentives to Self-Reporting Violations
4. The Compliance Program.

Intervention and Education:

Annual Fall Semester Review of New Member Program

We believe that planning and effort during the fall semester is a crucial element to the development and implementation of successful new member programs. We hope that the fall semester of each year will provide an opportunity for an intervention and education process that will lead chapters to design new member programs that are consistent with the values of their organizations and the governing laws and regulations. To be effective over time, we believe that this intervention and education process must be repeated each fall as new officers are elected and new members join the fraternity. The ultimate goal of the fall semester process is to:

- evaluate the new member program,
- target areas for change,
- redesign the program with more positive activities,
- reeducate the membership, and
- discuss how to monitor the chapter's progress.

For hazing practices to successfully change as quickly as possible, it will be important that the alumni and the national fraternity organizations use the fall semester to have a detailed and honest discussion about what is actually going on in their chapter's new member programs and help promote positive change. We believe that most alumni and national fraternity organizations are either intentionally or unintentionally ignorant of the substance of their chapter's new member education program. For these meetings, the OFSA will try to provide each chapter with any information it has of previous hazing allegations at the chapter as well as the new member education best practices information that is in the process of being developed with the contributions of this Committee. We also note that many of the national fraternity organizations also have model new member education programs, some of which are publicly available on their websites.

Anti-Hazing Summit in Fall 2002

To drive the fraternity system towards change well in advance of the beginning of the spring semester 2003 new member education program, we recommend that the Fraternity and Sorority Advisory Council (FSAC), IFC, and OFSA invite all chapters, alumni organizations, and national fraternity organizations to participate in a fall semester Anti-Hazing summit meeting and evaluation of their new member education program. The morning session of the Summit would include guest speakers from within and outside the Cornell fraternity community to educate the audience on the issues of hazing, present best practices and culture change suggestions, outline the incentive program, and describe the new Compliance Program. In the afternoon, each chapter's delegation will meet with all of the members of the chapter for the fall semester review to discuss its new member education program in detail and determine whether any changes should be made to improve for the upcoming semester.

Chapter Intervention Program

We also recommend that a chapter intervention program be developed for chapters that haze or for chapters that desire assistance in developing a constructive new member education program. The OFSA would hire a consultant well versed in cultural change to help create a specific course outline of an intervention for chapters that haze. The consultant would also train a group of "trainers" and provide a curriculum/manual for the chapter intervention program. Then the trainers, who could be alumni, faculty, or staff, would be available to work more intensely with a chapter that is found to be hazing or having difficulty changing their programs. The chapter intervention program would consist of three sessions, paid for by the chapter. The goal of the chapter intervention program is to engage the

brotherhood in clarifying their values and goals around new member education, revising the new member program, and developing more positive activities that still accomplish their goals and are consistent with their specific set of values. The final product would be a revised new member program that the chapter worked on and bought into.

Alumni Education

We believe that alumni education should not be overlooked in the effort to transform the hazing culture of the fraternity system. In some cases, undergraduates argue that it is the alumni who are the defenders and perpetuators of negative hazing traditions. It is our hope that the alumni, once educated about the problems of hazing on the Cornell campus generally and potentially at their own chapters, will become strong and constructive partners towards change. We believe that the perspective of having once been in the chapter and then having years to reflect upon new member education can be very valuable to working with the undergraduates towards change.

Culture Change

It is never easy to change a tradition. In the case of the fraternity system, it is exceptionally difficult because the students and the student leadership change every year. In many cases, widely hallowed new member “traditions” may be no more than three years old, which is long enough for no current undergraduate to remember the time in which it was not conducted. In other cases, the hazing practices may have been going on for decades. We anticipate that there will be a need for open dialogue and the formation of a consensus of all of the stakeholders that hazing should not and need not continue. We recognize that changing a hazing culture will not be simple, and we want to encourage chapters that have hazing practices to change and to give them the tools to do so.

Best Practices and Positive Incentives

Goals of New Member Education

The specific chapter programs for new member education are, and should continue to be, as varied as the houses on Cornell’s campus, but we believe that all chapters share a common vision for their new members and new member programs:

- to integrate the new members into the fraternity,
- to enhance the personal growth and development of the new members,
- to foster brotherhood and friendship within the new member class and between the new members and the chapter,
- to develop a sense of pride in and commitment to the fraternity, and
- to have a good time while doing it.

Programmatic Ideas

It is an aim of this Committee that best practices of our system be widely communicated to provide new program ideas for chapters and to reassure other stakeholders. These ideas are not presented or endorsed as mandatory or essential in new member education, but we hope that a chapter that is working to replace hazing activities may use some of these ideas as they develop their new programs. We recommend that the IFC and the OFSA continue to articulate new ideas and recognize best practices in new member education.

Integrate the new members into the chapter

The most obvious goal of new member education is to integrate the new members into the fraternity by educating them about the values, traditions, history, responsibilities, and culture of both the

chapter and the Cornell Greek system. On a chapter level, the new member period is an important time for learning the responsibilities associated with living in the chapter house, such as gaining an understanding of the chapter's procedures and policies, having respect for the physical plant of the chapter, understanding the officer structure, and becoming prepared to eventually take a leadership position within the chapter. As self-managed organizations, the preparation of new members for eventual leadership roles is crucial to both the long-term stability of the chapter and to providing the unique learning experience that we believe is offered by the fraternity system. We also believe that new members should learn that they are joining an entity that is larger than their own chapter, both across the country and across the generations, providing a rich history and potential for personal relationships, of which they should be well educated and proud.

There are many potential activities that can be used to integrate new members into the chapter. Instead of using fear, intimidation and humiliation as motivators for learning material, this Committee recommends teaching strategies that are more effective and constructive, including:

- The study of pledge manuals, quizzes on chapter material, and exposure to chapter rituals.
- Written essays analyzing an aspect of chapter history.
- Officer apprenticeships to understand how the chapter operates as a self-governed organization and to develop future officers.
- New members class officers to assist in the integration process and coordinate new member activities.
- Point systems to keep track of how well new members are progressing through the programs and learning the material assigned as a replacement for hazing punishments. The points earned in these systems can be used as a positive incentive through better room selection, scholarships, attendance at a national convention, or other benefits.
- Developing and managing a social event to teach the responsibilities associated with social events.
- Writing personal letters or e-mail messages to alumni who live in or near their hometowns or who share their career interests. This would allow the new member to potential meet the alumnus over a break or talk about common interests, and thus strengthen the generational ties to the fraternity.
- Developing an award to recognize famous or particularly devoted alumni as another means of learning the history of their chapter and the men who went before them.
- Working with the Rush Chairman to run a rush workshop during the spring semester and to communicate with the members what activities worked during rush and what other houses were doing that should be implemented next year.
- Provided that is done along side of the brothers and not instead of, new members can be asked to participate in the maintenance of the house through waiter's duty and cleaning activities.
- Running a parents weekend.
- Group chapter history research projects and history presentation in chapter that is brought in by the team of new members and New Member Educator.

Enhance personal growth and development

An essential element of any new member education program is to enhance personal growth and development. Chapters must maintain, encourage, and advance academic success in all of their new members. Cornell is a demanding institution, and the fraternity system, both undergraduate and alumni,

agrees that academic success must be the top priority for all students at Cornell. We believe that the fraternity system can and should provide an educational experience that is complementary to the academic experience and provide new members with valuable skills to give them the strongest opportunity to succeed in their chosen careers. New member programs should provide the individual new member with insight into his personal values and experience in a variety of academic and personal situations. New member programs should ensure that their new members are successful in their academics and assist in their growth and development, including:

- Study hours.
- A curfew where new members are required to be out of the house by a certain time.
- Maintaining a current record of new members' schedules and major test/project dates to better coordinate the fraternity calendar with the new members academic schedules.
- Monitoring the academic performance of their new members to ensure that individuals who are having academic troubles receive extra assistance.
- Using a time-management consultant to talk about handling the many responsibilities of being a student at Cornell.
- Running a leadership seminar with a consultant or alumnus in which the new members learn their own leadership styles and attributes and develop ways to improve.
- Incorporating alumni into the new member programs either through a leadership weekend or a career advisory weekend.
- Oral professional presentation or mock job interviews before alumni and brothers.
- Coordinating a faculty dinner where each member invites one or two faculty members to a formal dinner at the house or to invite a faculty speaker to the chapter to speak on a topic of interest.
- Use of fraternity rituals designed to teach the new members lessons about themselves and to learn fundamental principles that can guide them through life.
- Having senior members speak to the new member class about their own experiences, the values of the fraternity, and lessons learned to teach the values of the fraternity.
- A ceremony in which the chapter confronts the new members with any activities which have not been up to the expectations of the chapter.

Foster brotherhood and friendship within the new member class and between the new members and the chapter

We believe that there is a brotherhood and friendship among the members of a fraternity that is not replicated in a dormitory, hall, co-operative, or apartment building. Developing that feeling of brotherhood and friendship in the new members should be a focus of the new member program. New member programs should have elements which allow the new members to get to know each other and the members of the chapter on a personal level and to develop a sense of trust and respect for each other regardless of differences in background, experience, age, or perspective. Fraternities at Cornell should subscribe to the new member education creed of "developing good brothers, not good pledges". Nearly every chapter has a different method for developing fraternal bonds between new members and brothers, including:

- Interviewing each brother in the house for some set amount of time in order to learn about each man's background, interests, and personal story.
- Holding retreats for their new members and brothers in order to give them an opportunity to spend time together in close quarters as well as plan for future chapter activities.

- Attendance at house dinners for new members to consistently spend time with brothers in a casual setting.
- Establishing a “big brother” program where a member of the chapter is more directly responsible for developing a strong relationship with the new member and ensuring that they have the best possible introduction to the chapter.
- Visiting other chapters or alumni in other cities to provide another opportunity for the new members to get to know each other, meet members from other schools, and meet alumni from their own chapter.
- Participating in intramural sporting activities, and even practicing for intramurals can be a valuable team building time.

Develop pride in and commitment to the fraternity

Chapters take membership in their organizations seriously and often feel that it is important for new members to make a contribution to the betterment of the chapter during their new member education program. We support activities that are designed to allow new members to show their pride in the chapter and to contribute to the success of the chapter. We also acknowledge that some chapters may believe that their new member process would not be complete without a “rite of passage” situation that involves some personal achievement or overcoming some challenges. In theory, we agree that individuals tend to get out of an organization what they put into it and that individuals that work for something tend to appreciate it more than those who had it handed to them. However, any situation during a new member program must be accomplished without resorting to hazing practices, as the desire for an intense and meaningful experience is not a legitimate excuse for hazing. Many chapters ask their new members to complete a significant project to contribute to the improvement of the chapter or achieve an activity that can allow them to feel that they have accomplished something through the new member process, including:

- Coordinating a chapter philanthropy event.
- Completing a house improvement or maintenance project. Many people come back years later and can express pride in an aspect of the house that they helped build or improve.
- Updating the chapter’s web site.
- Cornell Outdoor Education team-building programs that not only create pledge class unity, but also satisfy some of the desire for a challenging process. The program developed by Cornell Outdoor Education for one chapter has been attached to this report.

Clarification of Hazing

The majority of hazing activities fall into four categories: physical abuse, abuse of alcohol, mental or emotional abuse, and impairment of academic success. We believe that the vast majority of hazing practices are clear and obvious to the objective observer. We do agree that certain practices can be more complicated and, in those cases, the determination of whether a practice is hazing or not should be carefully reviewed based on the time, place, manner and intended or unintended consequences of the practice. The IFC’s Anti-Hazing policy makes mention of some practices that prevail today in many houses. Despite the classification of these actions as hazing, some of these practices may in fact not be inherently hazing, but rather practices that could become hazing if improperly executed. We include this section to address the commonly used argument and justification for existing hazing programs that “everything is hazing” and therefore, changes can’t be made. Common sense and the intelligence of our fraternity community should prevail, and we should consistently ask ourselves: “What would the reaction be if the activity were described in the *Cornell Daily Sun* or the *New York Times*?”

The most commonly targeted practice in this category is wearing “pledge pins.” While the letter of the law may cause one to believe that the requirement of wearing a pledge pin is hazing, we believe that it may be a matter of pride rather than one of hazing. New members are proud to wear pins, as it is a clear indication that they are becoming a part of an organization and that their activities will reflect upon the organization.

Scavenger hunts, retreats and roadtrips also fall into a similar area in which they are not hazing per se, but so often turn into hazing events that the current IFC policy provides a blanket prohibition. We believe that scavenger hunts that do not involve theft of property or any other illegal activity can be positive and fun team building activities, and are often used in the business community. Among the problems with many scavenger hunts is that they are conducted late at night, with no notice to the new members, require activities which are illegal, immoral, inappropriate or degrading of either the new members or other people that the new members are required to ask, and involve punishments for poor performance. Retreats and roadtrips are often banned because they involve alcohol or other dangerous activities. Conducted properly, retreats can allow new members and members to visit alumni, watch a sporting event, or spend time with each other outside of the context of the University, and therefore provide a very positive experience. Roadtrips that do not involve forced consumption of alcohol, taking students involuntarily from their room or from campus in a theatrical display, or other dangerous activities can also be a way to properly show the new members that they are part of an organization that is larger than themselves. There is a clear distinction between an acceptable roadtrip and an unacceptable “kidnapping”.

Some chapters have rituals that involve blindfolding, particularly when new members are first brought into the “chapter room.” In the context of these rituals, blindfolding for a limited amount of time in a safe environment is generally acceptable. Telling a new member that he must climb a wall while blindfolded or leaving the new member blindfolded in the basement for hours at a time is obviously hazing. We expect that chapters should be able to know the differences and to make a not too difficult judgment call on a case-by-case basis.

Another frequently abused area involves house cleanups. We believe that it is a noble goal for the chapter houses to remain clean all year round so that any alumnus, parent, friend or outside individual who came to visit the house would not be embarrassed by the living conditions. We expect that chapters will establish rules and procedures to keep the house clean all year long, and can involve new members in those activities if it is targeted to learning the responsibilities of membership and not simply an attempt to punish the new members or to utilize them as a labor pool. Calling the new members to clean the house at 3:00 am and telling them the house must be spotless by 5:00 is clearly hazing. However, having new members over at the accepted house cleanup time and asking them to work side-by-side with their big brother or another member can be simply an introduction to what their duties will be after they move into the house and part of their responsibility to participate in the maintenance of the house since they participated in its use.

Positive Incentives

We believe that positive measures and financial incentives from the University and alumni would send a powerful message of support to chapters that are implementing positive new member education programs. We also believe that Cornell Outdoor Education would be helpful in developing programs that satisfy the desire for “tough” or “intense” experiences, while maintaining an environment that is controlled and safe. We recognize that many chapters may not have the funds available to participate in these kinds of programs or to implement certain other positive new member programs, so we propose that funds be raised that could serve as a seed fund to support chapters that wanted to

introduce a new program. Chapters would be able to apply for funds ranging from \$500 to \$1000 to support appropriate programs. These funds would be raised through donations to the University and administered by a group of alumni, students and OFSA staff. One alumnus has graciously agreed to donate \$10,000 to start this fund.

Clear Judicial Guidelines and Incentives to Self-Reporting

We recognize that intervention, education, best practices, and positive incentives may not be sufficient to cause all chapters to abandon the hazing aspects of their new member programs. Some hazing chapters may require clearly articulated and tough judicial penalties and compliance monitoring to force them to change.

Clear Judicial Guidelines

We recommend that the IFC Judicial Board and OFSA continue to hear new member education related cases and operate as they do currently, and as they may amend their policies and procedures in the future. We believe that the student-led judicial process is an important part of the fraternity system and of the credibility of the judicial process in the eyes of other students. We recommend that a clear judicial standard be announced and applied in order to determine whether the facts found constitute hazing or not, the newly adopted Cornell Campus Code Article III definition of hazing:

“Hazing, defined as an act that endangers the physical health of an individual or that may cause mental distress to an individual, or an act that destroys or removes public or private property, involves the consumption of alcohol, other drugs, or other substances, or violates any of the policies of the University, as an explicit or implicit condition for initiation into, admission into, affiliation with, or continued membership in a group or organization.”

Chapters who are found to have committed hazing violations during the spring 2002 new member education period or in the future should be placed into the Compliance Program described below for a number of years to be determined by the IFC Judicial Board and OFSA, in addition to any other penalties which are imposed by the IFC Judicial Board and the OFSA. If a violation is serious enough, the chapter could lose recognition immediately or be required to conduct a chapter membership review and reorganization. Depending on the severity of the action and the individuals involved, the IFC Judicial Board and OFSA may refer officers and members to the JA.

Over time, we expect that the IFC Judicial and OFSA will establish precedents that can be recognized by members of the fraternity system with respect to hazing violations that lead to immediate loss of recognition or chapter membership review and reorganization. For example, we would expect that if the IFC Judicial were to again find aggravating hazing facts such as “New members were made to line up, dressed in boxer shorts and blindfolded, given a number, and told to remove their shorts, while they were “rated” by men and women in the audience,” the sanction would be the immediate loss of Cornell University recognition.

Incentives to Self-Reporting

We believe that self-monitoring and self-reporting of violations is preferable to judicial enforcement hearings. Fraternities, whether through their undergraduates, alumni or national organization, that self-report violations will have more flexibility with respect to sanctions and greater participation in the remedial process. It is our hope that the self-reporting of violations may be particularly useful in the event of vigilante hazing by individuals without the active knowledge or

support of the chapter. Self-reporting must be accompanied by a written statement of the facts that the chapter is reporting and its plan for preventing hazing violations in the future. To encourage chapters to self-report, self-reported violations will be kept confidential, and appropriate penalties can be proposed by the chapter and implemented if agreed upon by IFC Judicial and the OFSA. Alumni organizations and national fraternity organizations should be included in both the judicial and remedial phases of self-reported violations to facilitate future efforts.

We also prefer that if a hazing accusation is true that a chapter will admit its guilt instead of attempting to deceive the IFC Judicial and OFSA. In the event that a chapter is willing to admit guilt when presented with an accusation of hazing, the IFC Judicial and OFSA will work with the chapter to structure any appropriate remedies.

The Compliance Program

For those chapters that are found to have committed hazing violations, we recommend an ongoing Compliance Program that will provide an incentive to all stakeholders to be involved in the process of new member education and will provide clear and significant sanctions as well as an opportunity to change. Our proposed Compliance Program contains remedial measures, structural measures and disciplinary measures intended to:

1. Provide fair warning and tough consequences for chapters that violate or continue to violate the hazing rules.
2. Publish the names and details of violations for chapters that are found to have committed violations.
3. Require chapters in the Compliance Program to develop 6-8 week maximum new member education programs that comply with all applicable rules and regulations.
4. Require chapters to strictly comply with their newly developed new member education program and increase the likelihood that non-complying chapters will be caught.
5. Provide mentoring and assistance to chapters so that they can develop a strong partnership with their alumni and national fraternity organizations to get out of the Compliance Program through successful completion of the applicable time without a violation.

Entry Into the Compliance Program

The primary means by which chapters will enter the Compliance Program is expected to be as a judicial sanction handed down by the IFC Judicial Board and OFSA as a result of a confirmed hazing violation.

Each chapter president will be permitted to put his chapter voluntarily into the Compliance Program. In addition, prior to the start of the spring semester, each alumni group or national fraternity organization will have the opportunity to put its chapter voluntarily into the Compliance Program. It should be clear that the failure of an undergraduate chapter to cooperate with an alumni or national fraternity organization during the intervention and education process is a sufficient reason for the alumni or national fraternity organization to voluntarily place the chapter into the Compliance Program. The fact that a chapter is voluntarily in the Compliance Program will be kept confidential. A chapter that is voluntarily in the Compliance Program may be removed from the requirements of the Compliance Program at any time upon the agreement of the undergraduate chapter, alumni organization, and national fraternity organization.

Remedial Measures

Together with its alumni and national fraternity organizations, every chapter in the Compliance Program will be required to participate in the Intervention Program and then outline a 6-8 week maximum new member program that highlights:

- Statement of mission and purpose of chapter.
- Overall purpose of program and responsibilities/rights of new members and members.
- Weekly goals and objectives/activities to meet goals
- Internal chapter sanctions for brothers that haze new members.
- Calendar of all new member education events, including time, place, etc.

The entire chapter should participate in the Chapter Intervention Program and the process of developing the new program. Every member has a responsibility to ensure that hazing does not occur in his chapter. Too often in the past, anti-hazing education has been directly solely at chapter officers. We believe that change in new member education and in the perceived pro-hazing culture of the fraternity system is every member's responsibility.

Structural Measures

A chapter's activities in the Compliance Program will be overseen by an alumnus or national organization representative advisor who will assist the chapter in meeting all of the requirements of the Compliance Program and facilitate communication between all of the stakeholders. For chapters in Phase II of the Compliance Program, the IFC Judicial and OFSA may require that the Compliance Program be managed by a live-in advisor. Alumni and national organization representatives will be expected to visit the chapter at both scheduled and unscheduled times to hold meetings with the chapter officers, members, and new member class, monitor new member events, and observe at times when events are not scheduled to ensure compliance with the events schedule. It is expected that there should be at least every other week visits for a chapter in Phase I and at least weekly visits for a chapter in Phase II of the Compliance Program. Failure to comply with the events schedule provided or the 6-8 week maximum duration shall be deemed a violation as fully as a reported hazing event. In addition, the OFSA, alumni and national fraternity representatives will hold periodic collective meetings with both the chapter officers and the pledge class alone to evaluate progress. To provide further assistance during one of the most dangerous times for a non-complying program, alumni and a representative of the national fraternity organization shall be required to be present at the Initiation weekend for chapters in the Compliance Program.

Disciplinary Measures

Chapters which enter the Compliance Program as a judicial sanction or which commit violations while in the Compliance Program will be publicly disclosed via a press release published on the OFSA website. The press release will disclose the general nature of the violation and the punishments assessed to increase the transparency and legitimacy of the IFC judicial system, to increase student, alumni, and faculty confidence in the efforts of the fraternity system to change hazing practices, and to provide prospective members and their parents with the information that they need to make their own judgments about potential membership in a fraternity. Each press release will be reviewed by legal counsel to ensure that any individual privacy issues are respected and that accurate information is conveyed in a manner that will not subject the system or the University to legal liability.

For violations of new member education policy while in the Compliance Program, the following minimum penalties will be mandatory:

- Phase I of the Compliance Program – Chapter membership review and reorganization.
- Phase II of the Compliance Program– Chapter loses University recognition for four years.

If a violation is serious enough for a chapter in Phase I of the Compliance Program, the chapter could lose recognition immediately. Depending on the severity of the action and the individuals involved, the IFC Judicial Board and OFSA may refer officers and members to the JA.

We believe that the hazing chapters should bear the costs that they impose upon the fraternity system. There should be a significant per member fee for being in the Compliance Program that will offset the cost of the OFSA consultants to develop the Intervention Program and any speakers brought to campus to address the topic of hazing (i.e. anti-hazing seminar in the fall).

Conclusion

If our recommendations are implemented, we believe that it will be important for a future committee to evaluate the effects of these programs and the progress towards “pro-brotherhood” new member education programs. We believe that such follow-up is critical to the long-term viability and sustainability of our fraternity system. To assist our successors in their efforts, we suggest using the following criteria:

- Perception of undergraduates, alumni, faculty and community towards hazing and the amount of hazing that there is on campus
- Numbers of individuals who leave a fraternity during the new member period and their reasons
- Grades of new members during the new member period
- Number, type and disposition of hazing charges brought to IFC Judicial and OFSA
- The effectiveness of the Compliance Program in directing hazing chapters towards change