The Impact of Recruitment Timing and Structure on Fraternity and Sorority Chapter Culture

2022 Dyad Strategies White Paper

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Introduction and Overview

Who joins fraternities and sororities? Why do they join? How do the joining processes on college campuses impact who joins and, more importantly, who does not join? And how do all of these things ultimately impact the culture of fraternity and sorority chapters?

These are the questions at the heart of the 2022 Dyad Strategies Whitepaper. The answers to these questions should be of the highest importance to FSL professionals seeking to align the fraternity/sorority experience with the changing expectations of host campuses and to prepare fraternity and sorority chapters for seismic demographic shifts on college campuses over the next decade. Ultimately, the pipeline of students joining fraternities and sororities is arguably the single most important factor influencing the culture of fraternity and sorority chapters. Our ability to influence culture is contingent upon our ability to influence that pipeline.

In this whitepaper, we will examine motivation to join, intent to join, recruitment style, timing and structure and how all of these things are interconnected and ultimately influence the culture of fraternity and sorority chapters. The goal of this whitepaper is to provide data to inform conversations within higher education about the timing and structure of recruitment processes on college and university campuses.

The data presented in this report come from a variety of sources. Dyad Strategies is currently partnered with 17 national fraternity/sorority headquarters, who engage in annual data collection from all undergraduate chapters. Each of these groups have undergraduate chapters typically associated with the IFC (for fraternities) and collegiate Panhellenic councils (for sororities). The data from our national headquarters partners encompass over 300 college campuses. In addition, we gather data from approximately 30 college campuses annually. While the campus data that we gather includes data from NPHC and MGC chapters, the focus of this whitepaper is specifically around the timing and structure of formal recruitment processes. As the NPHC and MGC membership intake processes are so varying and structured so differently, those groups are not included in this analysis. Any analysis of these questions regarding the joining processes for NPHC and MGC groups merits a deeper examination than the data we have available would allow.

Findings

The findings of our research will be presented around a number of specific research questions. Specifically, this whitepaper will seek to answer the following questions:

RQ 1 – How does motivation to join among members influence chapter culture?

RQ 2 – Are various recruitment structures more suited towards socially motivated joiners?

RQ 3 – How does recruitment style influence chapter risk outcomes?

RQ 4 – Does chapter culture differ significantly between campuses with deferred recruitment and those who allow first-semester freshmen to join?

RQ 5 – How does recruitment structure and timing influence the diversity of the pool of students joining fraternities and sororities?

How does motivation to join among members influence chapter culture?

Our research at Dyad Strategies examines member motivation to join. With our national fraternity and sorority partnerships, this data is gathered through a variety of surveys of new members immediately after the joining process. With our campus clients, this data is generally gathered through surveys of potential new members (PNM's) prior to the formal recruitment process.

Our research has sought to understand the various reasons that students seek out to join fraternities and sororities. While there are a multitude of overlapping motivations driving college students' decisions to join fraternities and sororities, our research has identified four motivations that appear to be the most salient:

>   ***Social Benefits Motivation*** – students join fraternities and sororities because they seek a fun college experience and the social opportunities and social standing that come with fraternity/sorority membership

>   ***Belonging Motivation*** – students join fraternities and sororities because they seek a sense of belonging on campus, a place to feel at home, and meaningful connections with like-minded individuals

>   ***Leadership/Involvement Motivation*** – students join fraternities and sororities because they see those groups as valuable vehicles for campus involvement and as places to grow and develop leadership skills

>   ***Networking Motivation*** – students join fraternities and sororities because they believe that the network of connections that they make in those groups will benefit them both in college and beyond

In the correlation analyses presented in Tables 1 and 2, we see a clear trend with both fraternity and sorority members. Social benefits motivation is a moderate to strong predictor of a number of problematic attitudes and behaviors, including attitudes about hazing, self-reported alcohol use, conformity, and concerns about social status. These data show that students who join fraternities and sororities primarily for the social benefits of membership are likely to have a detrimental impact on chapter culture and will be more likely to engage in high-risk behavior.

These data should be overlayed against other trends that we have identified at Dyad Strategies, in particular that fraternity and sorority members are increasingly prioritizing the social aspects of membership and are increasingly concerned about their chapters' respective positions in the campus social hierarchy (see 2021 Dyad Strategies Whitepaper).

Table 1. Motivation to Join and Fraternity Chapter Culture

	Belonging	**Leadership & Involvement**	**Networking**	**Social Benefits**
Social Dominance Hazing Motivation	-.212*	-.078	-.022	.305*
Hazing Tolerance	-.038	-.024	.032	.165*
Social Status Importance	.017	.025	.093	.501*
Conformity	-.228*	-.180*	-.134*	.245*
AUDIT	-.008	-.050	-.007	.147*
Binge Drinking	-.050	-.055	-.007	.159*
High School Alcohol Use	-.033	-.033	.018	.135*

Table 2. Motivation to Join and Sorority Chapter Culture

	Belonging	Leadership & Involvement	Networking	Social Benefits
Social Dominance Hazing Motivation	-.229*	-.010	.097*	.242*
Hazing Tolerance	-.009*	0.003	.019*	.100*
Social Status Importance	.126*	.185*	.266*	.549*
Conformity	-.247*	-.146*	-.065*	.277*
AUDIT	-.061*	-.075*	-.028*	.142*
Binge Drinking	-.079*	-.052*	-.009*	.120*
High School Alcohol Use	-.060*	-.044*	.021*	.124*

Are various recruitment structures more suited to socially motivated joiners?

As the previous question demonstrates that socially motivated joiners have a problematic impact on chapter culture, whereas other motivations have a neutral or positive impact on chapter culture, it is worthwhile to examine how various recruitment types/structures attract these socially motivated joiners. In Tables 2 and 3, we examine the mean score of social benefits motivation by the various recruitment types through which members indicate they joined their chapters.

With the fraternity data, we see a significant difference in members who joined via a summer recruitment process (those who attended recruitment events and accepted a bid prior to their

arrival on campus in the Fall), those who join via formal or informal/year-round recruitment, and those who join via a recruitment scholarship process (specifically Sigma Phi Epsilon's "Balanced Man" or Beta Theta Pi's "Men of Principle" scholarship programs). Summer recruitment processes tend to attract those with the highest levels of social motivation, and recruitment scholarship programs recruit those with the lowest social motivations. Surprisingly, there is no difference in social motivation between members who join via formal rush and those who join via an informal or year-round recruitment process.

With sorority members, we see a significant difference in social motivation between those who join via formal recruitment and those who join via informal recruitment/COB or the extension process. Women who join via formal recruitment have significantly higher social motivation scores than those who join via informal/COB or extension processes.

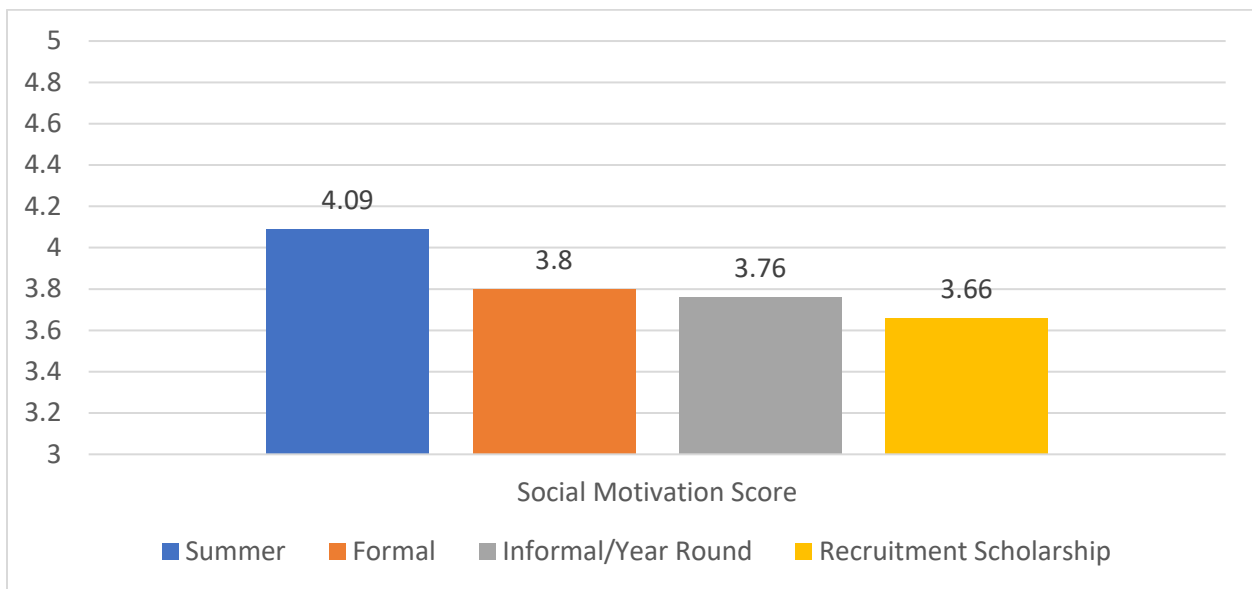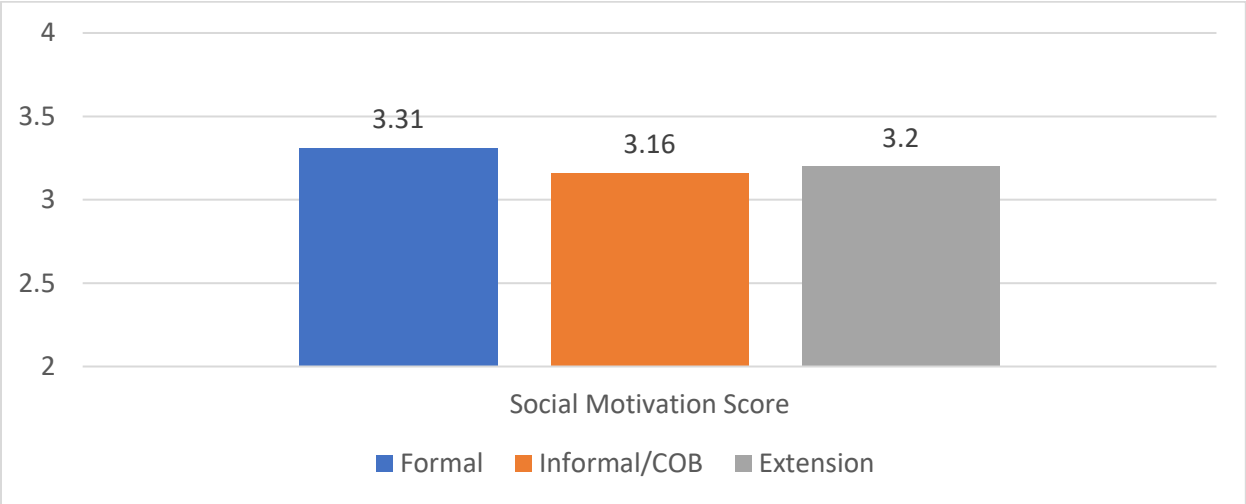*Table 3. Social Motivation Scores by Recruitment Type, Fraternities*

Table 4. Social Motivation Scores by Recruitment Type, Sororities

How does recruitment style influence chapter risk outcomes?

In addition to understanding the impact that the joining process has on social motivation, this research also sought to understand how recruitment type influences various chapter risk outcomes. Using data gathered from fraternity clients (Table 5), we examined how the percentage of students who report joining via various recruitment processes impact the nature and types of risk incidents that occur within fraternity chapters. The data in Table 5 show a clear pattern. As the percentage of members who join a fraternity chapter via formal recruitment goes up, the number of all forms of reported risk incidents (those involving alcohol, those involving hazing, and those involving sexual assault) increase. As the percentage of students joining through any other process increases, the number of incidents is either unaffected or decreases.

Table 5. Chapter Risk Variables by Percentage of Chapter Members Joining Through Various Recruitment Processes, Fraternity

	Summer	Formal	Informal/Year Round	Recruitment Scholarship
Total # of incidents	-.114*	.280*	-.072*	-.050*
# of alcohol related incidents	-.101*	.231*	-.015	-.052*
# of hazing related incidents	-.032	.123*	-.075*	.004
# of sexual assault related incidents	-.046	.058*	-.053*	-.042

Does chapter culture differ significantly between campuses with deferred recruitment and those who allow first-semester freshmen to join?

One of the most contentious issues in the fraternity/sorority industry today is the concept of deferred recruitment. Entire communities have walked away from university recognition over the issue of when new members are allowed to join chapters. Our research has examined and compared those campuses that allow first-semester freshmen to join fraternities and sororities, those who defer the joining process to the second semester, and those who defer the joining process to the sophomore year (based on information provided by the North American Interfraternity Conference and the National Panhellenic Conference). It should be noted that there may be inherent institutional differences between and among campuses in each category that is not controlled for in this analysis. It should also be noted that these data do not reflect change over time. At the campus level, we have been unable to measure the impact of changing from Fall to deferred recruitment because so few campuses have made that change in the time we have been engaged in this research, and we are aware of no published research that has gathered and analyzed such data.

The data in Tables 6 and 7 demonstrate mixed findings related to the differences between campuses with different joining times. In general, the data suggest that delaying the recruitment process does have a positive impact on hazing culture. For both fraternity and sorority members, the later a student joins, the less likely they are to endorse more severe forms of hazing and their motivation to engage in various forms of hazing also decreases. This finding is likely due to the relationships that students are able to form outside of fraternity/sorority membership prior to joining. When the fraternity/sorority becomes the initial friend group on campus, students are more willing to endure more severe forms of hazing in order to fit in with their new groups. But when they have a support structure and social network on campus prior to joining, the willingness to endure or endorse dangerous forms of hazing decreases.

However, the news is not all positive for deferred recruitment. For fraternity members, all aspects of brotherhood decrease as the joining process is delayed, including brotherhood based on belonging. For sorority members, belonging scores are slightly higher on campuses with joining deferred until the second semester, but those scores decrease significantly on campuses with a sophomore deferred process. This is important, as our research has shown that belonging is a significant driver of affinity, satisfaction and, ultimately, retention. Furthermore, fraternity/sorority members on campuses with deferred recruitment report that their chapters are less inclusive of members from underrepresented backgrounds compared to those allowing first-semester freshmen to join. Finally, sorority members report significantly higher levels of alcohol consumption (vis a vis the Alcohol Use Disorders Identification Test (AUDIT) consumption subscale) as the joining process is delayed.

Table 6. Recruitment Timing and Chapter Culture, Fraternities

	Recruitment Time		
	Fall	Deferred	Deferred-Soph.
	Mean	Mean	Mean
Accountability	**4.34**$_a$	**4.30**$_b$	**4.19**$_c$
Belonging	**4.29**$_a$	4.26$_b$	4.19$_b$
Solidarity	**3.80**$_a$	**3.73**$_b$	**3.45**$_c$
Shared Social Experiences	**3.99**$_a$	3.86$_b$	3.79$_b$
Fraternal Conformity	2.18$_a$	2.16$_a$	2.09$_a$
Social Status Importance	**3.36**$_a$	**3.31**$_b$	**3.22**$_c$
Inclusive Chapter Experience	4.20$_a$	4.20$_a$	**4.08**$_b$
Binge drinking	1.04$_a$	1.04$_a$	.97$_a$
Alcohol Use Disorder (full scale of USAUDIT)	9.20$_a$	9.12$_a$	**8.08**$_b$
Alcohol Consumption (-C subscale of USAUDIT)	6.80$_a$	6.81$_a$	**6.20**$_b$
Hazing Tolerance	**5.56**$_a$	5.28$_b$	4.79$_b$
Instrumental Education	**4.30**$_a$	**4.24**$_b$	**4.05**$_c$
Loyalty & Commitment	**3.58**$_a$	**3.49**$_b$	**3.23**$_c$
Social Dominance	**2.56**$_a$	2.46$_b$	2.38$_b$
Unity & Solidarity	**4.17**$_a$	**4.10**$_b$	**3.88**$_c$

Table 7. Recruitment Timing and Chapter Culture, Sororities

	Recruitment Time		
	Fall Mean	Deferred Mean	Deferred-Soph. Mean
Accountability	**4.17$_a$**	**4.20$_b$**	**3.99$_c$**
Belonging	**3.94$_a$**	**4.09$_b$**	**3.78$_c$**
Common Purpose	**4.20$_a$**	**4.27$_b$**	**3.92$_c$**
Shared Social Experiences	**3.73$_a$**	**3.77$_b$**	**3.58$_c$**
Support & Encouragement	**4.35$_a$**	**4.41$_b$**	**4.18$_c$**
Fraternal Conformity	**2.10$_a$**	**2.00$_b$**	2.15$_{a,b}$
Inclusive Chapter Experience	**4.21$_a$**	**4.29$_b$**	**3.96$_c$**
Social Status Importance	3.33$_a$	**3.29$_b$**	3.46$_a$
Binge drinking	.60$_a$	.62$_a$	.71$_a$
Alcohol Use Disorder (full scale of USAUDIT)	6.77$_a$	6.71$_a$	7.62$_a$
Alcohol Consumption (-C subscale of USAUDIT)	5.07$_a$	5.15$_a$	**5.96$_b$**
Hazing Tolerance	5.69$_a$	5.79$_a$	5.86$_a$
Instrumental Education	4.36$_a$	4.36$_a$	**4.19$_b$**
Loyalty & Commitment	**3.45$_a$**	**3.39$_b$**	**3.03$_c$**
Social Dominance	**2.18$_a$**	**2.06$_b$**	**1.78$_c$**
Unity & Solidarity	**4.10$_a$**	**4.12$_b$**	**3.82$_c$**

Note on Tables 6 and 7. Values in the same row and *not sharing the same subscript* are significantly different at p< .05 in the two-sided test of equality for column means. Measures that are significantly different are presented in boldfaced type. Tests assume equal variances.

Tests are adjusted for all pairwise comparisons using the Bonferroni correction.

How does recruitment timing and structure influence the diversity of the pool of students joining fraternities and sororities?

One of the primary critiques lobbed at fraternities and sororities by Abolish Greek Life activists and other critics revolves around a lack of diversity. These critiques often focus on the structural barriers to diversity inherent in elements of the joining process (letters of recommendation and legacy preferences, for example). We examined our data to understand the relationship between recruitment timing and structure and the diversity of membership in fraternity and sorority chapters.

The data presented in Tables 8 and 9 reveal a number of key findings related to diversity and the joining process. First, for both fraternities and sororities, the pool of joiners becomes whiter and less diverse as the joining process is deferred. The longer the process is deferred, the less diverse the pool of joiners becomes.

In addition, an analysis of sorority joining data reveals that the pool of women who join through either COB/informal recruitment or the extension process is incredibly more diverse than the pool of women who join via the formal recruitment process. The most drastic difference can be found among African American women, who make up only one percent of the women who join sororities via formal recruitment, but make up seven percent of the women who join via the extension process. However, the pool of African American women joining sororities does not increase as the process as deferred to a later period of time. This would seem to indicate that the barrier facing African American women, in particular, joining sororities has nothing to do with the timing of the recruitment and everything to do with the structure of that process.

Table 8. Racial Diversity Based on Joining Time and Joining Process, Sororities

N = 114,248	Join Process χ^2 = 821.7			Join Time χ^2 = 223.0		
	Formal	COB/ Informal	Extension	Fall	Spring Deferred	Soph
White or Caucasian	**82%**	78%	65%	81%	82%	**86%**
Asian or Pacific Islander	4%	5%	5%	4%	4%	3%
Black or African American	1%	2%	**7%**	1%	1%	1%
Hispanic or Latina	6%	8%	**11%**	6%	5%	4%
American Indian or Alaska Native	1%	1%	2%	1%	< 1%	< 1%
Middle Eastern or North African	1%	1%	2%	1%	1%	1%
Indian	1%	1%	2%	1%	1%	< 1%
Other	<1%	<1%	<1%	< 1%	< 1%	< 1%
Two or more racial identities	5%	4%	3%	5%	5%	4%
Unknown	<1%	<1%	<1%	< 1%	< 1%	< 1%
Prefer not to answer	1%	1%	1%	1%	1%	1%

Table 9. Racial Diversity Based on Joining Time, Fraternities

N=60,800		χ^2 = 86.8	
White or Caucasian	75%	74%	**79%**
Asian or Pacific Islander	4%	5%	5%
Black or African American	2%	3%	2%
Hispanic or Latino	7%	6%	6%
American Indian or Alaska Native	1%	1%	1%
Middle Eastern or North African	1%	1%	1%
Indian	1%	**2%**	< 1%
Other	1%	1%	1%
Two or more racial identities	5%	5%	4%
Unknown	< 1%	< 1%	< 1%
Prefer not to answer	2%	2%	2%

Synthesis and Discussion

No single datapoint provided in this report should be used as justification for changes to practice or policy on campus. Rather, a nuanced synthesis is required in order to fully understand the implications of these findings.

First, this research clearly demonstrates that recruitment/joining processes designed to attract socially motivated "always joiners" have a problematic impact on chapter culture in both fraternities and sororities. As chapters are given less time to identify and recruit the "maybe" and "never" joiners on campus, the pressure to conform to unhealthy social norms in order to compete for the attention of the socially motivated always joiners increases. Even those chapters who are initially interested in recruiting the "right people joining for the right reasons" are eventually pressured into joining in the melee of formal rush and adapting their recruitment strategies and, ultimately, the culture of their chapters in order to be more appealing to the socially motivated always joiners. This has especially been true during the COVID-19 pandemic, as our 2021 whitepaper demonstrated. Recruitment structures that happen quickly and only cater to prospective members who absolutely know they want to be in fraternities and sororities (a pool of joiners that also happens to be predominately white) should be replaced with processes that provide chapters with more time to build meaningful relationships with prospective members.

We see the benefits of the "slow" process in the data demonstrating the impact of recruitment scholarships (in fraternities) and the COB/extension process (for sororities) on chapter culture. Chapters are able to utilize these processes to attract hesitant joiners, get to know them, build relationships with them, and introduce them to their organizations. Ultimately, these processes allow for both parties to decide whether membership would be a good fit. It should go without saying that a chapter does not necessarily have to utilize a recruitment scholarship program or participate in COB/Extension in order to engage in a mutual selection process focused around the building of meaningful relationships instead of a series of harried and contrived 20-minute performances. Sadly, the majority of recruitment processes we see on campuses feature the latter at the expense of the former, even if those processes are delayed by a semester or a year. Formal recruitment has become the most common practice because it is the most efficient way to more or less evenly distribute the pool of always joiners across the various chapters on campus. But this begs the question: have we sacrificed the culture of fraternity and sorority chapters upon the altar of expediency?

These data also make it clear that the practice of summer recruitment should be discouraged. Students barely out of high school, who have yet to set foot in a classroom in an academic building on campus, should not be accepting fraternity bids. On many campuses, summer recruitment is utilized in order to support a housing model that allows freshmen to live in fraternity houses. Previous research conducted by our team has shown that freshmen living in fraternity houses is deeply problematic and is a practice that should be ended (see Appendix 1). When the need to fill beds with incoming freshmen is no longer a concern, the need to recruit prospective members when they are still in high school correspondingly decreases, thus improving chapter culture on the handful of campuses where this antiquated practice is still permitted.

These data also dispel the myth that simply deferring recruitment to the second semester or the sophomore year is the panacea that will fix all of our problems. While deferred recruitment

clearly makes an impact on hazing culture, this process also creates other problems related to social culture, alcohol use, and diversity and inclusion efforts. Furthermore, the gains seen in hazing culture through deferred recruitment can likely be attained without fully deferring the joining process to the second semester or beyond.

A New Framework for the Fraternity and Sorority Joining Process

As noted earlier, the pipeline of students joining fraternity and sorority chapters is arguably the single most important driver of chapter culture. The questions "who joins" and "why do they join" should be at the heart of our conversations about reforming the joining processes on campus. The current models of membership recruitment that focus primarily on sorting socially motivated (and mostly white) "always joiners" into fraternity and sorority chapters must be changed if we have any hope of improving the culture of the fraternity and sorority experience. As we consider a framework for possible reforms to the joining process, our research suggests a number of important considerations.

Give Groups More Time to Identify Maybe and Never Joiners – When it comes to recruiting new members into fraternities and sororities, time and pressure to conform are inversely correlated. That is, when groups are given less time to identify and recruit more altruistic maybe and never joiners, they feel increased pressure to conform to campus norms, adapting their recruitment techniques and social culture in order to be more appealing to the socially motivated always joiners. Recruitment processes that happen quickly, or early in the Fall semester, only accelerate this pressure to conform, resulting in new campus groups quickly regressing to the mean, conforming to existing campus social norms. Any reforms to the joining process should prioritize giving chapters more time for chapters to identify, build relationships with, and recruit from a more diverse and altruistic pool of students beyond that which registers for formal recruitment. Our research suggests that these maybe and never joiners are more attracted to the belonging aspects of membership, and less interested in the social aspects of membership. Thus, an influx of these members in our groups should have a positive impact on chapter culture.

Delayed, Not Deferred – As the data presented in this study demonstrates, delaying the joining process has a positive impact on hazing tolerance and hazing motivation, but those positive impacts come at a cost. Webster's Dictionary defines delay as "the act of postponing, hindering, or causing something to occur more _slowly_ than normal" [emphasis ours]. The joining process does not need to be deferred until the second semester or the sophomore year in order to positively impact campus culture. Rather, the process needs only to be slowed down. Providing a wide window of opportunity over the course of the first semester for chapters to meet and connect with prospective members, allowing both prospective members and fraternity/sorority chapters the time to be more deliberate in their choices can simultaneously solve two problems. First, as noted earlier, it can give chapters more time to find maybe and never joiners. But more importantly, it can give potential members more time to make connections and build a support system on campus and become acclimated into campus academic life prior to joining. In doing this, the gains seen in hazing tolerance/motivation in the deferred recruitment data can be enjoyed without the need to defer joining beyond a few months into the first semester. While additional research is needed in order to understand the optimal joining window, our research suggests a new member process that begins in late October, lasts approximately five weeks, and ends before the Winter break.

Less Structure, More Flexibility – One of the more problematic aspects of current systems of formal recruitment is the extent to which those processes inevitably lead to conformity and the elimination of variance within fraternity/sorority communities. Sororities all share similar information about their sisterhood and philanthropies in professionally shot and produced videos. Fraternities all serve chicken wings and brag about their latest intramural sports trophies. The systems we have created around the joining process force chapters into a box, and the result is that all chapters recruit more or less the same way. New approaches to the recruitment process should be less structured, and provide chapters with more flexibility in terms of the events that they host and the manner in which they engage with prospective members. By providing this flexibility, we will encourage variation and diversity, creating communities of chapters with distinct cultures and personalities.

Incentivize Chapters Bringing Maybe, Never Joiners Into Process – Current models of recruitment do little to incentivize chapters to look outside of the formal recruitment process for prospective members. IFC fraternities who achieve their membership goals during formal recruitment have little to no incentive to continue recruiting outside of that process. Panhellenic sororities are not event permitted to work outside of that process unless they are below campus total, and most chapters forced to engage in continuous open recruitment wear that badge of distinction like a scarlet letter. As we build new joining processes, we must develop systems that encourage chapters to look beyond the established pools of socially motivated always joiners.

Allow Chapters to Establish and Achieve Diversity Goals – The pool of students participating in formal recruitment processes generally lacks diversity. Additionally, this research shows that merely delaying the joining process a year or a semester does not make the pool of new members more diverse. In fact, the longer the process is delayed, the less diverse the pool of joiners becomes. The fact that chapters are restricted or disincentivized from working outside of those processes is the single biggest barrier to diversity in Panhellenic and IFC chapters, regardless of the timing of the process. If historically white fraternities and sororities are serious in their efforts around diversity and inclusion, then they should insist on the development of systems and structures that allow chapters to set their own diversity goals and to recruit through any and all means necessary (outside of the quota/total system, in the case of Panhellenic sororities) to achieve those goals. We should also reward and recognize those chapters that go above and beyond in meeting their goals related to diversity and inclusion.

Serious Enforcement of Substance-Free Recruitment – Conversations about a longer, less structured, delayed recruitment process inevitably leads to questions about the role of alcohol in the joining process. Conventional wisdom suggests that a delayed process would only serve to open the door to more opportunities to incorporate alcohol in the recruitment process, particularly on campuses where the Fall social scene revolves around football games and tailgating. Anecdotally, we see this on many campuses with deferred recruitment – the Fall semester merely becomes one extended rush party, which may explain that sorority members on deferred recruitment campuses actually self-report higher alcohol consumption than members on campuses allowing first semester freshmen to join. Any changes to the recruitment process must coincide with an increased enforcement of policies related to substance free recruitment. At minimum, this should include policies requiring chapters to designate certain events as recruitment events, requirements that those events be substance free, a prohibition of prospective members at events that contain alcohol, and elevated systems of peer governance (through respective governing councils) in monitoring and enforcing these policies.

Concluding Thoughts

The timing of this whitepaper is not accidental. As we survey the landscape of higher education, we note shifts in who joined fraternities and sororities during COVID-19 lockdowns and how that has impacted chapter culture (as outlined in our 2021 whitepaper), emerging enrollment and demographic shifts that are having a significant impact on fraternity/sorority membership on many campuses, and an Abolish Greek Life movement focused on issues of diversity and equity that is sure to regain steam as COVID fades further into the background. Now is the time to address the systems and structures that influence who is joining (and not joining) fraternities and sororities and their motivations for joining (and reasons for not joining).

Our desire is that this whitepaper serves as a catalyst for data-driven conversations on campus regarding how the joining process can be altered in ways that will promote healthier fraternity and sorority chapters. As campuses engage in making these changes, assessment and ongoing research will be essential to help our industry understand the impact of these changes on the pipeline of students joining fraternity and sorority chapters, and the effect of those changes on chapter culture.

About Dyad Strategies

Dyad Strategies is a consulting firm specializing in applied research and assessment within the fraternity/sorority industry. They specialize in cultural assessment, measuring student beliefs, attitudes and behaviors related to their fraternity/sorority experience. They are currently partnered with 16 national fraternity/sorority headquarters and have conducted research on over 60 college campuses. For more information about Dyad Strategies, please visit www.dyadstrategies.com.

About the Authors

Gentry McCreary, Ph.D. – Gentry McCreary is the CEO and managing partner of Dyad Strategies. His award-winning research related to hazing, brother/sisterhood and social culture of fraternities and sororities has been published in *Oracle: The Research Journal of the Association of Fraternity/Sorority Advisors* and the *Journal of Cognition and Culture.* He worked for number of years in higher education/student affairs, including over four years as Director of Greek Life at the University of Alabama. He is a member of Alpha Gamma Rho fraternity.

Joshua Schutts, Ph.D. – Joshua Schutts is the Chief Research Officer and partner at Dyad Strategies. His award-winning research into ethical behavior, substance use, hazing and brother/sisterhood have been published in *Assessment, The American Journal of Drug and Alcohol Abuse, The Journal of College and Character,* and the *Journal of Cognition and Culture.* In addition to his work at Dyad Strategies, Joshua is a clinical professor and program coordinator of the College Student Affairs Administration program at the University of West Florida. He has previously served in various campus fraternity/sorority advising roles at Centre College, Southern Methodist University, Texas Christian University, and the University of Southern Mississippi. He is a member of Pi Kappa Alpha fraternity.

Appendix 1

Freshmen in Fraternity Houses

In a recent campus project, Dyad Strategies was asked to examine differences in the first-year experience for fraternity members on campuses where freshmen are permitted to live in fraternity houses and those that are not. Those data are presented below. Freshmen living in fraternity houses report significantly higher levels of binge drinking compared to those who do not live in a fraternity house, despite no higher reported levels of alcohol consumption in high school. Freshmen in fraternity houses place higher priority on the social aspects of brotherhood, are more concerned about their chapter's place in the social hierarchy, and tolerate more serious forms of hazing compared to freshmen who do not live in fraternity houses. These data paint a clear picture – freshmen fraternity members should not live in fraternity houses.

Freshmen in Fraternity Houses Compared to Freshmen Not in Fraternity Houses

	Freshmen Housed Mean (S.D.)	Freshmen Unhoused Mean (S.D.)
Hazing tolerance**	8.13 (5.25)	7.41 (5.20)
High school alcohol use	1.46 (1.28)	1.49 (1.29)
Nights per week binge drinking***	1.72 (1.71)	1.36 (1.23)
Alcohol consumption	6.75 (4.15)	6.49 (4.04)
Brotherhood - Shared Social Experience***	4.17 (0.78)	3.88 (0.79)
Brotherhood - Belonging*	4.31 (0.65)	4.38 (0.61)
Brotherhood - Accountability	4.36 (0.57)	4.37 (0.55)
Importance of Social Status**	3.16 (0.68)	3.05 (0.68)
Unethical Pro-organizational Behavior*	2.58 (0.76)	2.49 (0.83)
Loyalty Hazing Rationale*	3.62 (0.68)	3.54 (0.69)
Social Dominance Hazing Rationale*	2.39 (0.84)	2.29 (0.90)

*p<.05; **p<.01; ***p<.001