

FIPG

RISK MANAGEMENT MANUAL

Produced by FIPG, Inc.

A risk management association of men's and women's national and international fraternities and
sororities

January, 2013

FIPG RISK MANAGEMENT MANUAL INTRODUCTION

Why risk management? What is FIPG? Who needs insurance? Why all these rules?

It is 1985. And, in some ways, men's national fraternities are positioned to go "Back to the Future", just as Michael J. Fox did in the movie of the same name. After what some leaders who served their national organizations during that time consider the backwater years for the Greek system and especially for the

FIPG, Inc.

December 3, 1987 is the date that changed the way many Greek letter organizations conducted social events and indeed, other aspects of risk management. On December 3, 1987, the Fraternity Insurance Purchasing Group adopted Articles of Incorporation. Terms like *risk management, host liquor, umbrella policies, duty, standard of care* and

Our goal is to be the one-stop resource for risk management education, beginning with our member organizations and extending to undergraduates, college and university professionals and our alumnae and alumni.

TODAY

Many colleges, universities, interfraternity and panhellenic councils across the country have adopted the FPG policy as their own, providing a level playing field for all Greek organizations on their campus. As of this writing, nearly fifty national men's and women's fraternities and sororities and the North American Interfraternity Conference have adopted the FIPG risk management policy. These groups represent approximately 70 percent of all undergraduate Greek letter organization members. The list of member groups continues to grow. By adoption and enforcement of the FIPG risk management policy, member fraternities are living up to their responsibility to protect their members from harm and ensure the good reputation of the Greek world.

Those letters - FIPG - are now perhaps the most recognizable in the entire Greek world. In a system that looks more like alphabet soup than anything else (NIC, NALFO, NAPA, NPC, AFLV, NPHC, AFA, UIFI) , those four letters have changed the Greek movement and have become synonymous with our efforts to make the chapter environment a safer one for all of our members and guests.

That, then, is the object of this manual: making the Greek experience a safer one. As the FIPG Board of Directors has stated, "the FIPG members agree in principle, in spirit, and in fact to the philosophy of becoming their `interfraternity brothers' keeper." That means that each of us - alumnae/alumni advisor, house corporation member, Greek advisor, staff member, chapter president, or undergraduate member - is called upon to see that the risk management policies established by FIPG are adhered to and enforced.

Without such a collective effort, the deeds of a few will erase the good work of the many.

DISCLAIMER

For specific policy information and programming topics, refer to each member group. This *Risk Management Manual* was drafted by professional staff members of several FIPG member groups and reflects the policies of FIPG. For answers to specific policy questions, the national fraternity or sorority should be contacted directly. We encourage you to check with your national fraternity or sorority and/or with local counsel whenever you have questions concerning insurance coverage under your policies.

FIPG, INC. RISK MANAGEMENT POLICY

The Risk Management Policy of FIPG, Inc. includes the provisions, which follow and shall apply to all fraternity entities and all levels of fraternity membership.

ALCOHOL AND DRUGS

1. The possession, sale, use or consumption of ALCOHOLIC BEVERAGES, while on chapter premises or during a fraternity event, in any situation sponsored or endorsed by the chapter, or at any event an observer would associate with the fraternity, must be in compliance with any and all applicable laws of the state, province, county, city and institution of higher education, and must comply with either the BYOB or Third Party Vendor Guidelines.
2. No alcoholic beverages may be purchased through or with chapter funds nor may the purchase of same for members or guests be undertaken or coordinated by any member in the name of or on behalf of the chapter. The purchase or use of a bulk quantity or common source(s) of alcoholic beverage, for example, kegs or cases, is prohibited.
3. OPEN PARTIES, meaning those with unrestricted access by non-members of the fraternity, without specific invitation, where alcohol is present, are forbidden.
4. No members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor (i.e., those under legal drinking age).
5. The possession, sale or use of any ILLEGAL DRUGS or CONTROLLED SUBSTANCES while on chapter premises or during a fraternity event or at any event that an observer would associate with the fraternity is strictly prohibited.
6. No chapter may co-sponsor an event with an alcohol distributor or tavern (tavern defined as an establishment generating more than half of annual gross sales from alcohol) at which alcohol is given away, sold or otherwise provided to those present. This includes any event held in, at or on the property of a tavern as defined above for purposes of fundraising. However, a chapter may rent or use a room or area in a tavern as defined above for a closed event held within the provisions of this policy, including the use of a third party vendor and guest list. An event at which alcohol is present may be conducted or co-sponsored with a charitable organization if the event is held within the provisions of this policy.
7. No chapter may co-sponsor, co-finance or attend or participate in a function at which alcohol is purchased by any of the host chapters, groups or organizations.

10. No alcohol shall be present at any pledge/a0 0 478. -1(l) ci (l) 3 (a) -1 (t) [(e) m-1(7) 3m-1(7(4 ((l) e3 (r) (e/) -1 (

Summary

The house corporation board:

1. arranges for or coordinates an inspection of the chapter house and property; and
2. assists the chapter leadership with education about and enforcement of policies.

THE ROLE OF THE CHAPTER EXECUTIVE BOARD

The executive board plays a critically important role in the implementation of an effective risk management policy. As noted above, the clear commitment by the chapter leadership—leadership by example—is essential for a risk m e

with FIPG policy, and advising the chapter president and/or other officers of any situations or conditions that place the chapter, its members, employees or guests at risk. Finally, the risk manager may be called upon to work with the chapter president to investigate accidents, situations and occurrences within 24 hours and preparing a report to the general fraternity and the house corporation.

Summary:

Officer responsibilities include:

1. Social Chairman

- a. know and understand the FIPG and national organization policies;
- b. coordinate the planning of social events with the risk manager, the house manager and other officers;
- c. coordinate security and identification of guests and the guest list at events at which alcohol is present;

THE ROLE OF EVERY CHAPTER MEMBER, NEW OR PLEDGED MEMBER, AND
THE ALUMNA/ALUMNUS RISK MANAGEMENT ADVISOR

It is the responsibility of each initiated and new or pledged member and employee to read and be

FIPG FOCUS on ALCOHOL and SOCIAL EVENTS

The Risk Management Policy of FIPG, Inc. shall apply to all member men's and women's fraternity entities and all levels of fraternity membership. The policy specifically addresses alcohol and drug usage and social events at which alcohol is present as follows:

FIPG Policy on Alcohol and Drugs

The possession, sale, use or consumption of ALCOHOLIC BEVERAGES, while on chapter premises or during a fraternity event, in any situation sponsored or endorsed by the chapter, or at any event an observer would associate with the fraternity, must be in compliance with all applicable laws of the state, province, county, city and institution of higher education, and must comply with either the BYOB or Third Party Vendor Guidelines.

Key point: Simply because an officer or member decides or declares that an event is not associated with the organization does not mean that if something goes wrong, the chapter and members may not be named in a lawsuit or otherwise held accountable. Therefore, it is safer and more sensible to assume that any time more than a few members or pledged members are involved in an event, it will be considered a chapter event, and the policies apply. That is the reason for the language, "...or at any event an observer would associate with the (fraternity)". An observer may associate an event with a chapter even if only a few members are present. And, juries are made up of people who are also "observers".

BYOB guidelines provide that an individual of legal age may bring one six-pack of twelve-ounce beers or one four-pack of wine coolers to an event for personal consumption. The six

OPEN PARTIES, meaning those with unrestricted access by non-members of the fraternity, without specific invitation, where alcohol is present, shall be forbidden.

Key point: Any event at which alcohol is present must have a guest list. A guest list is prepared at least 24 hours in advance of the event and contains the names of all guests. Your national organization may have a specific guest to member limit—some use two guests per member, while others use three. A guest list is not a sign-



An FIPG chapter sponsors or co-sponsors events at which alcohol is present by invitation only to a pre-determined number of guests. A ratio of two-

Certain occasions call for parties and the events speak for themselves - Homecoming, Founders' Day, holidays. What they have in common is a theme. For other parties, choose a theme while being aware of sensitivity issues. Decorate and plan activities around the chosen theme. Once the party date has been chosen, set a reasonable starting and ending time. If a Third Party Vendor is used, arrange for the bar to close at least an hour before the event is scheduled to conclude.

CHOOSING FOOD AND DRINK

Food and drinks are important because they complement fun and not because they supply fun. To get the most out of your food and drink budget, match refreshments with the occasion and crowd. Cider and hot dogs, for example, go well at autumn events. Keep in mind that the food and drinks you serve make a statement about you, your chapter, and your event. Non-alcoholic party drinks can be attractive and can fit in very well with your theme.

Always serve snacks - light sandwiches, dips, meats, cheeses, pizza. In choosing food, avoid salty items like chips and popcorn. Solid foods that are high in protein do more than satisfy the appetite - they help reduce the effects of alcohol.

As with guests at your home, provide a variety of things to eat and non-alcoholic drinks. The days of chapter social chairpersons telling guests that if they want a soft drink, they can buy one from the vending machine are mercifully gone...we hope.

"BRING YOUR OWN" EVENTS (if permitted by fraternity or sorority and university policy)

BYOB guidelines are provided in the North American Interfraternity Conference publication, Making Bring Your Own Beverage Events Happen. This resource guide contains suggestions for safe and practical implementation of BYOB events. Individual chapters must follow their own national policies. The Making Bring Your Own Beverage Events Happen can be obtained from the NIC at: 317-872-1112 or nicindy.org.

ENFORCE YOUR POLICIES AND RULES

Plan activities for your party. The more there is to do other than drink, the less people will drink - and your event will be a success. Remember, drinking games are strictly prohibited by the FIPG Risk Management Policy, and must not be permitted.

Other steps to take to insure that your guests and members enjoy themselves:

Assign members, who agree not to consume alcohol that day to serve as observers. Some chapters will assign at least one EC level officer as a so-called sober leader for each event. Her or his job is simply to assist in keeping the event within the policy.

No new members or pledged members should be involved with risk management practices or procedures, as in checking identification or checking guests at the door. These are positions of

authority and responsibility. Put experienced members in charge of these operations. The observers or monitors will need to resolve situations that occur. They will also be available to assist bartenders

next morning who is upset about being taken to the hospital then to see that person in a casket a few days later and to have someone ask, "Why didn't someone do something?"

YO

DO NOT USE CHAPTER FUNDS TO PURCHASE ALCOHOL.

Make event a "Bring Your Own" and limit amount allowed. For example, for a four-hour party, limit each person of legal drinking age to a six-pack of beer.

Do not allow members to pass the hat to purchase alcohol.

DO NOT SELL, PROVIDE OR GIVE AWAY ALCOHOL.

Charging for admission or a cup, a hat, or a container and then providing alcohol is no different than selling by the drink.

The chapter cannot provide alcohol under any circumstances, even if it is served free to members and guests.

Do not allow undergraduates or alumni to establish bar tabs for a third party vendor event.

CONDUCT "BRING YOUR OWN" EVENTS

Making Bring Your Own Beverage Events Happen. The BYOB checklist is provided in this document. Limit the amount and type of alcohol at your BYOB event to one six-pack of twelve-ounce beers or one four-pack of wine coolers for each individual of legal drinking age who will consume only the alcohol that she or he brought to the event.

CHECK IDs AT THE DOOR

Identify those over the legal drinking age in some unique way, such as wrist bracelets.

It is advisable to hire professional security (e.g., security firms, off-duty police officers) to work the door and check IDs.

SERVE NON-ALCOHOLIC BEVERAGES and display them attractively.

Use same cups for alcoholic and non-alcoholic drinks so everyone feels comfortable.

Be imaginative; serve a non-alcoholic drink that goes with the party theme.

SET A STARTING TIME AND AN ENDING TIME for the party and stick with them, limit the party to four hours.

DO NOT PERMIT DRINKING GAMES.

IF SOMEONE BECOMES INTOXICATED.

Stay with the person and immediately seek professional help. Do not put yourself in the position of making a life or death decision. Get the person to the hospital.

If he/she has any breathing problems, check for clear air passage, administer mouth-to-mouth resuscitation and call for emergency medical help immediately.

BE A RESPONSIBLE HOST.

You accept some responsibility for the behavior of guests.

Hosting an event party involves acceptance of some risks. The chapter as an entity, the officers and sometimes the members themselves may be held accountable if something occurs.

FIPG FOCUS on DRUGS

The Risk Management Policy of the FIPG, Inc. shall apply to all member men's and women's fraternity entities and all levels of fraternity membership. The policy specifically addresses the issue of drugs as follows:

FIPG Policy on Drugs

The possession, sale or use of any ILLEGAL DRUGS or CONTROLLED SUBSTANCES while on chapter premises or during a fraternity event or at any event that an observer would associate with the fraternity, is strictly forbidden.

COPS SEIZE THREE FRATERNITY HOUSES, CHARGE 12 IN DRUG RAID

The Bakersfield Californian (March 23, 1991)

The Greek world was jolted in 1991 when three chapter houses at the University of Virginia were seized because of drug activity. Under the Federal and State Asset Forfeiture laws, ANY property that can be linked to the use and/or sale of drugs can be seized by the government. This includes, but is not limited to, the chapter house, chapter bank accounts and vehicles located at the seized residence. It is up to the property owner to prove that the property was not used in or associated with drug activity. Drug activity in the chapter, and most particularly in the chapter house, places the chapter as well as its property, in jeopardy of being seized.

In the Greek world as in all of society, substance abuse and chemical dependency are terms becoming well known. Substance abuse and chemical dependency are not new and neither is the effort to thwart their occurrence. Over the past few years, the problems inherent in substance abuse and chemical dependency have been addressed by federal, state, and local governments, as well as health and human service agencies. They have dealt with and tried to overcome the problems associated with substance abuse and chemical dependency. Though these efforts have merit, it is critical that members and leaders of our university communities take a stand and become more involved with solving the issue of substance abuse and chemical dependency on our campuses.

COMMON QUESTIONS CONCERNING SUBSTANCE ABUSE AND CHEMICAL DEPENDENCY

WHAT IS CHEMICAL DEPENDENCY?

It is a disease or illness like any other. It is a primary disease, *not a symptom* of some other underlying cause. Chemical dependency causes the related problems that occur in the user's or drinker's life.

WHAT CAUSES CHEMICAL DEPENDENCY?

The exact cause remains unknown, but it is *not* caused by lack of willpower, weakness of character, or some flaw in a person's moral structure. It is impossible to predict who will become dependent when exposed to using drugs or alcohol. Due to the ever-present availability of and exposure to drugs and alcohol in our society, evidence is clearly shown that anyone who *can* become dependent, in all probability, *will* become dependent.

CAN OTHER PROBLEMS IN A DEPENDENT PERSON'S LIFE BE TREATED?

WHY DOESN'T A CHEMICALLY DEPENDENT PERSON SEEK HELP WHEN BAD EXPERIENCES ARE CONTINUALLY OCCURRING?

People with this illness generally do not seek treatment on their own volition because they are not aware of their dependency. They remain utterly unaware of the progress of the disease. This is due, in a large part, to rationalization and delusion. Every bizarre behavior is rationalized away, and as a result of delusion (repression, blackouts and/or recall), the person's ability to remember what has happened during any given drinking or drug using episode is destroyed.

WHAT ARE THE PROGRESSIVE PHASES OF SUBSTANCE ABUSE?

The four phases of substance abuse are listed below:

1. LEARNS MOOD SWING (Experimentation).

Experiences the effects of transferring from normal feelings to euphoric feelings.

2. SEEKS MOOD SWING (Compulsion).

Growing anticipation of effects; preoccupied with experiencing effects; desires regular use; develops tolerance (requires more of a drug to obtain the same level of effect).

3. NEGATIVE REACTIONS (Delusions)

Experiences depression after euphoria; rationalizes all negative behavior and feelings; experiences blackouts.

4. USES CHEMICALS TO FEEL NORMAL (Dependency)

WHY ARE DRUGS BEING ABUSED?

There are numerous reasons for people abusing drugs. Many people abuse drugs for their psychoactive (mind-altering) properties. Others have the wish or belief that drugs can solve their problems; they are pressured by peers to experiment; they want to experiment; they derive enjoyment from taking the drug. Aiding and abetting the abuse is the ease of obtaining some drugs (such as alcohol).

WHAT OPTIONS ARE AVAILABLE FOR PEOPLE WHO WANT TO HELP THEIR CHEMICALLY DEPENDENT FRIENDS?

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WHY SHOULD WE BE CONCERNED ABOUT SEXUAL ABUSE?

Legal liability is a reality in incidents, situations or occurrences of sexual abuse. Victims of sexual assault may be able to sue the perpetrator, even though criminal charges are not filed or are dismissed. The chapter, chapter officers, and others may be named in a lawsuit if an incident of sexual abuse occurs at an event or function that can be associated with the chapter.

WHAT IS SEXUAL ABUSE?

In order to understand sexual abuse, we must define sexual harassment and rape or sexual assault.

Sexual harassment

FIPG FOCUS on HAZING

The Risk Management Policy of the FIPG, Inc. shall apply to all member men's and women's fraternity entities and all levels of fraternity membership. The policy specifically addresses the issue of hazing as follows:

FIPG Policy on Hazing

No chapter, colony, student, pledge, associate/new member or member or alumna/us shall conduct nor condone hazing activities. Hazing activities are defined as:

Any action taken or situation created, intentionally, whether on or off fraternity premises, to produce or that causes 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, scavenger hunts, road trips or any other such activities carried on outside or inside of the confines of the chapter house; kidnappings, whether by pledges, associate/new members or active members; wearing of public apparel which is conspicuous and not normally in good taste; engaging in public stunts and buffoonery; morally degrading or humiliating games and activities; and any other such activities that are not consistent with academic achievement, fraternal law, ritual or policy, or the regulations and policies of the educational institution, or applicable state law.

EDUCATION IS OUR GOAL

The purpose of fraternity education is just that - education about the fraternity, about the chapter and about the college or university. It is education about past and present members of the fraternity, and it is education about what makes a good member. The goal of fraternity education is to develop the future leaders of the chapter.

It is the responsibility of every member to educate in a constructive and harmless way. Each member must watch out for new members, whether pledged member, associate or provisional in nature. It is the responsibility of every member to see that the anti-hazing standards of FIPG are not violated.

AREAS OF CONCERN

The senseless act of hazing not only creates liability risk for the chapter and the entire fraternity, but also hinders the development of the friendships that are the basis of brotherhood and sisterhood.

In recent years, a number of states have enacted laws that make hazing a criminal act. That number is now at 44. Among other effects, this may mean that a finding of guilt in a criminal case may serve as an assumption of responsibility in a civil case. In other words, by being found guilty of hazing you have made the case for the plaintiff in a civil case.

As well, under most insurance policies, hazing is specifically excluded from coverage—if you haze, you will not be covered under the insurance policy and the policy will not pay for the cost of an attorney to defend you and any judgment that might be entered against you. This exclusion exists because you cannot be insured for an illegal act.

Therefore, hazing carries a number of risks, including:

1. A civil lawsuit;
2. Criminal prosecution for an illegal act;
3. Discipline by the national organization;
4. Discipline by the college or university; and
5. Possible loss of insurance coverage.

BUT WHAT WE DO IS NOT HAZING

Beauty is in the eye of the beholder. So is hazing. What you may consider to be a perfectly harmless way of "educating" your pledged members may in the view of others be an act of hazing or hazing violence that can be criminal. Hazing is a crime 44 states. In addition, no college administration or fraternity condones nor accepts hazing as a normal part of fraternity education.

A major concern with certain activities is that, although the goals may seem lofty and the activity harmless, the chapter is approaching a slippery slope towards more violent and dangerous activities. The "fun" activities today turn into the disasters of tomorrow.

THERE IS NO SUCH THING AS "MINOR" OR "HARMLESS" HAZING or "hazing with a little 'h.'"

One of the challenges with hazing is that it gets out of hand. What begins as an innocent prank can lead to disaster.

The role of the undergraduate chapter is to see that the education process is both enjoyable and rewarding, not only for the new members, but also for the active members. This calls for a precise agenda for membership education, including a list of activities and dates and times. New and old members can participate in any activity, and by being knowledgeable, get more out of activities and the educational experience.

WHERE HAZING BEGINS

Answer these questions about each activity in your pledge/new member education program. If there is one question that has a negative answer, then you know that this activity should be eliminated.

___ Is this activity an educational experience?

___ Does this activity promote and conform to the ideal and values of the fraternity?

___ Will this activity increase the new members' respect for the fraternity and the members of the chapter?

___ Is it an activity that pledged and initiated members participate in together?

___ Would you be willing to allow parents to witness this activity? A judge? The university president?

___ Does the activity have value in and of itself?

___ Would you be able to defend it in a court of law?

___ Does the activity meet both the spirit and letter of the standards prohibiting hazing?

MYTHS & FACTS ABOUT HAZING

Myth #1: Hazing is a problem for fraternities and sororities primarily.

Fact: Hazing is a societal problem. Hazing incidents have been frequently documented in the military, athletic teams, marching bands, religious cults, professional schools and other types of clubs and/or, organizations. Reports of hazing activities in high schools are on the rise.

Myth #2: Hazing is no more than foolish pranks that sometimes go awry.

Fact: Hazing is an act of power and control over others --- it is victimization. Hazing is pre-meditated and NOT accidental. Hazing is abusive, degrading and often life-threatening.

Myth #3: As long as there's no malicious intent, a little hazing should be O.K.

Fact: Even if there's no malicious "intent" safety may still be a factor in traditional hazing activities that are considered to be "all in good fun." For example, serious accidents have occurred during scavenger hunts and kidnapping trips. Besides, what purpose do such activities serve in promoting the growth and development of group team members?

Myth #4: Hazing is an effective way to teach respect and develop discipline.

Fact: First of all, respect must be EARNED--not taught. Victims of hazing rarely report having respect for those who have hazed them. Just like other forms of victimization, hazing breeds mistrust, apathy and alienation.

Myth #5: If someone agrees to participate in an activity, it can't be considered hazing.

Fact: In states that have laws against hazing, consent of the victim cannot be used as a defense in a criminal prosecution. In a civil suit, an assumption of risk must include a clear and unequivocal understanding of the risks involved by the victim or plaintiff. This, of course, is impossible in a hazing situation because the hazers will never, ever reveal what is to occur. They understand that to reveal the hazing and the intended results will remove the implied threat or creation of duress that leads to fear, which in turn makes ostensibly intelligent young women and men make bad decisions in order to join an organization. Even if someone agrees to participate in a potentially hazardous action it may not be true consent when considering the peer pressure and desire to belong to the group.

Make the following inquiries of each activity to determine whether or not it is hazing.

- 1. Is alcohol involved?*
- 2. Will active/current members of the group refuse to participate with the new members and do exactly what they're being asked to do?*
- 3. Does the activity risk emotional or physical abuse?*
- 4. Is there risk of injury or a question of safety?*
- 5. Do you have any reservation describing the activity to your parents, to a professor or University official?*
- 6. Would you object to the activity being photographed for the school newspaper or filmed by the local TV news crew?*

If the answer to any of these questions is "yes," the activity is probably hazing.

Adapted from Death By Hazing Sigma Alpha Epsilon. 1988

WHY HAZING DOESN'T WORK

Listed below are some of the traditional hazing practices and the negative consequences they are likely to produce. If you need reasons why hazing is inappropriate, the following should help:

Note: Various terms have been introduced to replace the term "pledge" which is most commonly associated with hazing practices. Some of these alternatives include "new member," "associate member," etc. The term "pledge" is used in the following description because it remains a commonly used and easily identifiable term.

I. PRACTICE:

Push-ups, "bows and toes", shouting, and/or public embarrassment - used individually.

PURPOSE:

Generally used for disciplinary purposes -- to punish or "shape up" pledges (81rm3 (R) 0.: "0.3 (a)

The same activities described in Part I, but used on the pledge class as a whole.

PURPOSE:

As a disciplinary exercise for the pledge class as a whole.

NEGATIVE REACTIONS:

In addition to all those listed above under Part I:

a. Will create the attitude that pledgship is a hardship and not an educational period and that initiation is the end of one's work for the organization instead of the beginning. This will in turn create a general lack of participation and/or interest in the membership. Why do the work when there is always another pledge class to carry the burden? And, why should I work when I have already "done my work" to gain admission?

b. Can lead to the dissatisfaction and possible depledging of individuals opposed to this type of discipline. These are often top individuals. They think and act independently. They possess courage. When they are "disciplined" for the failings of others they seek other avenues for their leadership.

c. Finally, this is a military concept used in basic training or boot camp to force a group of individuals who don't know each other into a squad, platoon or other small unit. The concept is simple: force the members of the squad or platoon to discipline the weakest member(s) in order to bring them up to standard. By punishing the entire group the drill instructors create an environment which rewards group sanctions. An excellent example: the first thirty minutes of the movie, "Full Metal Jacket". But, men's and women's fraternities and sororities are not military units. And we have selected our members—both ways—via recruitment. And, the ultimate goal of military training is to prepare each individual to use a weapon and take the life of an enemy soldier.

Leave the military concepts to the military.

III. PRACTICE:

Excessive physical or mental demands, on the pledge group as a whole.

PURPOSE:

To instill pledge class unity.

NEGATIVE REACTIONS:

- a. In addition to the same negative reactions noted in Part 11, this system can be so successful in instilling pledge group unity that, in fact, four separate units are created within the chapter, and a true chapter does not exist.
- b. Loyalty is to the pledge class. Look to times of stress within the chapter—members to be suspended for non-payment of dues or an individual who is not the best choice for an

office—and watch PCU kick in. Pledge classes vote to support their members and not to achieve the best for a chapter.

IV. PRACTICE:

Pre-initiation or "Hell" weeks with strenuous and excessive programs and events, physical and mental stress, sleep, food and sensory deprivation.

PURPOSE:

- a. To create a climax to the pledge program, and develop a true appreciation of initiation.
- b. To unify the pledge class for the last time.

NEGATIVE REACTIONS:

The pledge is in fact glad to be initiated, not so much for the honor of the event, but for the right to be finished with the work. In this instance, the climax really arrives when the pre-initiation week ends

WHAT NEW MEMBERS EXPECT FROM THEIR EDUCATION

New members desire many things from the fraternity. They expect these things when they become full members, and they expect them during their education period. They want:

- To make friends
- To have a positive experience with their chapter
- To learn about the organization
- To feel wanted and needed
- To be informed as to what the chapter expects from them
- To join an organization, not a disorganization
- To be respected as individuals and members
- To be helped in adjusting to campus life, college classes, and chapter responsibilities
- To have fair treatment and not be subservient to initiated members
- To do only the work that initiated members do
- To respect older members
- To have initiation requirements, but not to have to earn active status through personal favors, competition or juvenile activities
- To have lots of fun. After all, what did everyone tell them during rush?

If the chapter offers these things, it has a successful program; and there are many activities that lead to such a program. Remember, if you have any doubt whether something is hazing or not, don't do it. Find an alternative!

FIPG FOCUS on HOUSING

The Risk Management Policy of the FIPG, Inc. shall apply to all member men's and women's fraternity entities and all levels of fraternity membership. The policy specifically addresses the issue of housing as follows:

FIPG Policy on Fire, Health and Safet

ALUMNAE AND ALUMNI SET STANDARDS

In most chapters, one role of alumnae/alumni is to form a not-for-profit corporation within the state in which the chapter is located. This corporation serves as the landlord when it owns the chapter house, or the leaseholder if it rents. In either case the primary responsibility for operating and overseeing maintenance of the chapter house rests with this group.

Chapter house officers serve as the agent for the corporation. In doing so, chapter officers manage the house on a daily basis, making sure policies and procedures adopted by the corporation are implemented and adhered to by the chapter house residents. While chapter officers and members should regularly have input regarding house policies and procedures, the corporation must have the final voice since it bears the major burden of responsibility.

FIRE SAFETY SUGGESTIONS

Managing our risk requires all alumnae/alumni and chapter members to set high standards for the safety of our houses. In no area of house operations is this more important than in the area of fire safety. An analysis of 260 fraternity and sorority house fires conducted by the National Fire Association determined the leading causes of these fires to be as follows:

4. PROVIDE AND MAINTAIN FIRE EXTINGUISHERS. Extinguishers should be well marked and readily available throughout the house. Establish penalties for tampering with a fire extinguisher. Make sure extinguishers are checked and serviced regularly.

5. HOLD REGULAR FIRE DRILLS. Plan, design and post your emergency evacuation plan inside each bedroom door. Quarterly fire drills are recommended, with evacuation leaders and a post-evacuation roll call procedure established. Have emergency telephone numbers posted at all house phones.
6. KEEP THE CHAPTER HOUSE CLEAN. Avoid keeping flammable materials in the house. Extra clutter, such as paper, boxes and clothing, provide fuel for a fire. Trash removal is especially important
7. COMPLY WITH FIRE CODES AND REGULATIONS. Local fire department officials and insurance investigators will be willing to provide regular inspections and answer your questions, usually without cost.
8. INSTALL A SPRINKLER SYSTEM. While this can be a great expense, it will save lives in the event of a fire.
9. DO NOT ALLOW THE USE OF CANDLES IN THE HOUSE OR IN INDIVIDUAL ROOMS EXCEPT UNDER CONTROLLED CIRCUMSTANCES and INITIATION. The number of fires caused by candles in residence hall rooms and chapter houses has steadily increased. Cases involve burning candles igniting curtains or other flammable materials and candles being allowed to burn while the occupant(s) of the room are elsewhere.

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HOUSE SECURITY

Chapter leaders must become more aware of the need to limit access to the chapter house. Unfortunately, cases of arson and vandalism are not unknown to fraternities. Some house security suggestions are listed below.

1. A LOCKED HOUSE—A HOUSE WITH SECURE ENTRANCES--IS MUCH SAFER.
The minor inconvenience of maintaining a locked house is justified by the safety benefits to

