STANDARDS OF EXCELLENCE

Term: January 1, 2019–December 31, 2019
OUR PURPOSE

The following information is provided to assist Chapters in understanding and fulfilling all requirements of the Standards of Excellence (SOE) Program. Please review all instructions carefully to ensure your chapter is able to earn Excellence status and Eligibility for community recognition and awards.

The purpose of the SOE Program is to assess chapter performance based on the six pillars of Fraternity & Sorority Life (FSL) at California Polytechnic State University, San Luis Obispo: Scholarship & Learning, Leadership & Values, Philanthropy & Service, Safety & Risk Management, Brotherhood & Sisterhood, and Diversity & Inclusion.

Additionally, the SOE aims to:

• Promote and uphold the expectations and operational standards of the Fraternity & Sorority Life Office.

• Provide chapters with a comprehensive guide of best practices that encourage continuous improvement.

• Recognize high-performing chapters and identify areas of development for under-performing chapters.

• Ensure that students involved in Fraternity & Sorority Life are receiving a well-rounded fraternal experience.
OVERVIEW

• All chapters and colonies affiliated with the Interfraternity Council (IFC), Panhellenic Association (PHA), or United Sorority & Fraternity Council (USFC) are required to participate.

• The program will review chapter performance over one (1) calendar year through the submission of narratives, event summaries, chapter programs, and other detailed supplemental materials via a link provided by staff.

• Submissions are broken down by the six pillars: Scholarship & Learning, Leadership & Values, Service & Philanthropy, Safety & Risk Management, Brotherhood & Sisterhood, and Diversity & Inclusion.
  • Within each set of pillar, there are three (3) subsections (shown below) comprised of 30 total questions and totaling 150 points (5 points per question.)

• Each subsection will be comprised of two (2) statements designed to gather relevant information through YES/NO questions and required documentation.

Submissions will be reviewed and scored by the Fraternity & Sorority Life staff and external evaluators.

INSTRUCTIONS

• In response to each statement, select “Yes” or “No” (completed via online link.)

• For statements marked “Yes”: provide required and other relevant Documentation Materials.

• For statements marked “No”: Chapter may provide an explanation for “No” responses in place of Documentation Materials. Points may still be awarded for sound rationale.

• Detailed Documentation Materials must be provided to support answers and gain points. This can include, but is not limited to: written programs, policies and procedures, event summaries and photographs, detailed spreadsheets of relevant statistics, and relevant letters of support.

• Documentation Material should be clear, concise, relevant, and well formatted.
METHOD OF EVALUATION

Standards of Excellence submissions will be reviewed internally by the Cal Poly Fraternity & Sorority Life staff, and reviewed externally by various campus administrators from Cal Poly, as well as by various fraternity/sorority life professionals from different universities and are affiliated with all three councils: IFC, PHA, and USFC.

INTERNAL EVALUATION

Fraternity & Sorority Life staff will be used to determine the Standard Status of each chapter based on points awarded, conduct review, and council standing.

EXTERNAL EVALUATION

Volunteer evaluators will award all points or no points to each question based upon the documentation materials provided to support the answer. Volunteer evaluators will award each subsection. Volunteer evaluators can award 5 points per question.

TOTAL POINTS

The external evaluators total scores will be added together to determined the total for each pillar. Total points from each pillar will be added together to determined overall score.

CHAPTER REVIEW PROGRAM

Every 4 years, each chapter will be evaluated by a committee of campus administrators (9–10 chapters will be reviewed each year). This committee will review all SOE submissions, as well as complete additional processes of evaluation to ensure ongoing compliance from the 9–10 selected chapters on review that year. Please see Appendix A for the chapter cycle review program.

TIPS:

- Utilize assigned Staff Consultant(s) to develop a timeline for completion and ideas for content
- Create a committee tasked to document and record relevant events throughout the year
- Establish chapter goals that align with the Standards of Excellence questions
- Submit detailed, concise, relevant, and presentable supplemental materials
TIMELINE FOR 2020 EVALUATIONS

- Final Submission for Standards of Excellence are due on SurveyGizmo by February 1, 2020 at **5:00pm** (no late submissions accepted.)

- Final Submission for the Cycle Review additional materials are due via email by **March 15, 2020** at **5:00pm** (no later submissions accepted.)

- The first of the follow-up meetings will take place between **May 1, 2020** and **June 22, 2020**. The subsequent follow-up meeting will be scheduled at this meeting for Fall Quarter.
OVERVIEW OF FRATERNITY & SORORITY LIFE PILLARS

1. SCHOLARSHIP & LEARNING
   - Academic Achievement
   - Academic Standards
   - Academic Programming

2. LEADERSHIP & VALUES
   - Member Development
   - Chapter Management
   - Campus Leadership Involvement

3. COMMUNITY SERVICE & PHILANTHROPY
   - Community Service
   - Philanthropy

4. SAFETY & RISK MANAGEMENT
   - Alcohol Risk Reduction
   - Anti-Hazing Efforts
   - Sexual Assault Prevention Efforts

5. BROTHERHOOD & SISTERHOOD
   - Chapter Programming
   - Inter-fraternal Relations
   - Alumni Outreach & Programming

6. DIVERSITY & INCLUSION
   - Inclusive Systems
   - Equity & Access in Recruitment
   - Diverse Programming
# STANDARDS OF EXCELLENCE STATUS

Each chapter will be assigned a status based on points earned and internal evaluations by the Fraternity & Sorority Life office. A chapter will be given 1 of 3 statuses. The following outlines the requirements for chapters to maintain their excellence status.

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<thead>
<tr>
<th>EXCELLENCE</th>
<th>PROVISIONAL</th>
<th>PROBATION 1</th>
<th>PROBATION 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOE Score:</strong></td>
<td>100–150 pts</td>
<td>70–99 pts</td>
<td>Less than 70</td>
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<td><strong>Group Conduct:</strong></td>
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<tr>
<td><strong>Council Standing:</strong></td>
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<td>Poor/Inactive</td>
<td>Level 2: Suspension or Removal</td>
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## EXCELLENCE

To earn annual Excellence, chapters are required to earn an SOE score between 100–150 points. Of the final score, a minimum of 15 points must be earned per section. Chapters also must have no outstanding/unresolved group conduct violations and must be in good judicial standing with the governing council.

## PROVISIONAL

Provisional accreditation is a temporary status resulting from: an SOE score between 70–99 points, have outstanding group conduct violations, and/or are in poor standing with the governing council.

## PROBATION 1

(within first year of not excellence status) Chapter will be placed on Probation for the remainder of the year or until provisional assignments are complete. Sanction: mandatory bi-weekly meetings with FSL.

## PROBATION 2

After second year not excellence, Chapter will be placed on Probation Level 2 status if provisional assignments are not completed within provisional period. Extend of unmet requirements will determine which sanction is assigned.

Sanction: suspension as RSO, develop/implement chapter Excellence Plan OR Sanction: Removal from campus with no guarantee of approved return.
The following pages detail what you will be required to submit via online portal link.

CHAPTER INFORMATION & QUARTERLY STATISTICAL SUMMARY

- Chapter Name
- Council Affiliation
- Name/Email/Position of Person Submitting
- Chapter Advisor Name/Email
- Current Chapter Size
- Total Number of Members Graduated during SOE term
- Total Number of Bids Given during SOE term
- Number of Service Hours completed during SOE term
- Philanthropy Dollars Raised during SOE term
- Chapter GPA– FSL office will verify
- New Member GPA– FSL office will verify
- % of Member Involved in Organizations outside FSL office
- # of Members on Deans’ list during SOE term
- Date of Alumni Event during SOE Term
- Date of Parents Event during SOE Term
- Attach Chapter Roster
- Attach Chapter Constitution and/or Bylaws
- Attach New Member Program
- Attach Risk Management Program
PILLAR 1: SCHOLARSHIP & LEARNING

ACADEMIC ACHIEVEMENT
1. YES/NO: The chapter appoints or elects an academic chair or officer who regulates programming and provides resource for academic achievement in the chapter.

   DOCUMENTATION: (1) Must include an officer position description (2) Chapter goals for academic improvement during SOE term.

2. YES/NO: The chapter maintains a quarterly GPA equal to or greater than the all Fraternity/Sorority Average on campus.

   DOCUMENTATION: (Verified by Fraternity & Sorority office.)

ACADEMIC PROGRAMMING
5. YES/NO: (1) The chapter has an on-campus faculty advisor

   DOCUMENTATION: (1) Evidence of relationship between faculty and chapter (2) Letter from faculty stating involvement with chapter.

6. YES/NO: The chapter has members in academic Honor Societies/professional organizations.

   DOCUMENTATION: (Must include members and list of affiliated organizations i.e. order of omega.)

ACADEMIC STANDARDS
3. YES/NO: The chapter has a GPA requirement for members to join and maintain active/good standing.

   DOCUMENTATION: (Must include relevant section of written policy or bylaws.)

4. YES/NO: The chapter has a written academic/scholarship plan that establishes how members are supported and held accountable for maintaining a minimum GPA requirement.

   DOCUMENTATION: (1) Must include academic plan (2) A documentation of minimum GPA requirement for PNM's and active members.
MEMBER DEVELOPMENT

1. YES/NO: The chapter has a minimum of 50% of its members involved in Non-fraternity and sorority organizations on campus each quarter.

DOCUMENTATION: (The chapter has a minimum of 50% of its members involved in Non-fraternity and sorority organizations on campus each quarter.)

2. YES/NO: The chapter has a new member education program that lasts no longer than 7 weeks and new members are initiated the same quarter bids are extended to new members.

DOCUMENTATION: (1) Outlined new member plan (2) Calendar of events.

CHAPTER MANAGEMENT

3. YES/NO: The chapter holds an officer transition retreat for newly elected and outgoing executive officers.

DOCUMENTATION: (1) Agenda from retreat (2) Goals and outcomes of retreat.

4. YES/NO: The chapter leadership follows all guidelines outlined in Staff Consultant Program.

DOCUMENTATION: (Must include date of meetings with Staff Consultants.)

CAMPUS LEADERSHIP INVOLVEMENT

5. YES/NO: The chapter has a member who serves as an executive officer on one of the 3 councils.

DOCUMENTATION: (Must include a statement of member involved on council.)

6. YES/NO: The chapter has at least one member participate in the Center for Leadership’s Peer Leader or Emerging Leader Series.

DOCUMENTATION: (1) Name of member and completion of series.
COMMUNITY SERVICE

1. YES/NO: The chapter organizes and participates in community service events each quarter and keeps a detailed record of service hours provided by each member.

DOCUMENTATION: (Must provide evidence of dates and lists of organizations served, and hours listed by member.)

2. YES/NO: The chapter co-sponsors community service (focus on hours volunteered) with non-fraternity/sorority members and/or community members.

DOCUMENTATION: (Must provide evidence of non-members involved in planning and implementation and summary of total individuals and hours served.)

PHILANTHROPY

3. YES/NO: The chapter organizes and participates in philanthropic events each quarter and keeps a detailed record of dollars earned and organizations donated to.

DOCUMENTATION: (Must provide evidence of dates and lists of organizations served and list of dollars earned and organizations donated to.)

4. YES/NO: The chapter coordinates/sponsors at least two philanthropic (focus on raising funds) per academic year.

DOCUMENTATION: (Must include a typed description of each project, advertisements with location/date/time and amount of money raised and donated.)

PARTICIPATION/INVOLVEMENT

5. YES/NO: The chapter participates and supports at least 3 other fraternity and sorority hosted philanthropy events and/or community service events during the academic year.

DOCUMENTATION: (Must provide evidence of dates and lists of organizations served.)

6. YES/NO: The chapter has at least 20 percent of their membership participate in Make A Difference Month and Change the Status Quo combined.

DOCUMENTATION: (Must provide detailed list of dollars earned and organizations donated to.)
PILLAR 4: SAFETY & RISK MANAGEMENT

RISK REDUCTION

1. YES/NO: The chapter has an elected or appointed officer responsible for but not limited to; coordinating risk management programs, overseeing social functions, who is responsible for adherence to state, university, local chapter and inter(national) risk management policies.

DOCUMENTATION: (Must provide the name and official job description directly from your governing documents or bylaws and 3 officer goals related to risk reduction.)

2. YES/NO: The chapter requires Social Risk Management Training hosted by the FSL Office to be completed by all members annually.

DOCUMENTATION: (Attendance of members at social risk management training.)

RISK RESOLUTIONS

3. YES/NO: The Chapter has a current or updated (within last year) written policies for risk management, which includes methods of enforcement.

DOCUMENTATION: (must include a copy of the chapter’s risk management policies, evidence for enforcing the policies.)

4. YES/NO: The chapter has current or updated (within the last year) written policies related to; anti-hazing, sexual assault, alcohol and drugs, discrimination, diversity & inclusion, hate, bias and bullying.

DOCUMENTATION: (Must provide a copy of policies and/or statements on each topic listed.)

RISK EDUCATION

5. YES/NO: The chapter coordinates or participates in at least 1 training or program that is related to the following topics; (each topic must be covered annually) anti-hazing, sexual assault, alcohol and drugs, discrimination, diversity & inclusion hate, bias and bystander intervention.

DOCUMENTATION: (Must include written summary of training/program, evidence that the program took place – i.e. sign-in sheets, pictures, fliers, etc.)

6. YES/NO: The chapter has a written code of conduct or standards that each member is expected to follow to remain in good standing in the chapter.

DOCUMENTATION: (Must include a copy of the code of conduct or standards, evidence of distributing to members and evidence of methods of enforcement.)
CHAPTER PROGRAMMING

1. YES/NO: The chapter hosts at least one (1) bonding activity without alcohol per quarter, with more than 50 percent of chapter in attendance.

DOCUMENTATION: (Must provide evidence event took place with date/time/attendance lists and photos.)

2. YES/NO: The chapter sponsored or co-sponsored a program/event open to all university students, faculty and staff. (NOTE: if the event was co-sponsored make sure in the description of the event, that it is made clear your organization’s role in the event.)

DOCUMENTATION: (Must include a written description of the event— including date/time/location and evidence the event took place.)

NEW MEMBER PROGRAMMING

3. YES/NO: The chapter has a new member process that lasts no longer than 7 weeks and initiates all new members the same quarter they are extended bids.

DOCUMENTATION: (Must provide a copy of the new member plan updated in the last year, and policy related to initiation of new members in the same quarter.)

4. YES/NO: The chapter sponsors a mentor “big brother/big sister” program that is a part of the new member process and aligns with chapter values, where both the big and little sign agreement forms.

DOCUMENTATION: (Must provide a copy of the mentor program outline and copy of the agreement forms.)

PROGRAMMING & OUTREACH

5. YES/NO: The chapter hosts 1 programs that encourages alumni involvement and attendance and 1 program that encourages parent/supporter involvement and attendance per academic year.

DOCUMENTATION: (Must provide dates of events, attendance lists, photos.)

6. YES/NO: The chapter creates and sends an alumni/parent/community newsletter quarterly.

DOCUMENTATION: (Must provide the newsletter and evidence of the newsletter sent.)
PILLAR 6: DIVERSITY & INCLUSION

INCLUSIVE SYSTEMS

1. YES/NO: The chapter includes policies that promote practices, systems, technologies, facilities, and structures that increase diversity, equity, and inclusion.

DOCUMENTATION: (Must include evidence of updated/modified policies within the last year.)

2. YES/NO: The chapter appoints or elects a diversity and inclusion chair, who regulates programming and provides resource for education on diversity, equity, and inclusion.

DOCUMENTATION: (1) Must include an officer position description (2) Chapter goals for diverse and inclusive programs.

DIVERSE PROGRAMMING

1. YES/NO: The chapter attends hosts one workshop on inclusivity during the academic year with at least 50 percent of members in attendance.

DOCUMENTATION: (Must include a description of the program, evidence of participation and overall takeaways from the program.)

2. YES/NO: The chapter conducts internal programming to educate members across all identities and areas related to diversity, including; gender, race, socioeconomic status, ability, religion, sexual orientation, etc.

DOCUMENTATION: (Must include the description of the program/workshop, topics discussed, list of members in attendance and overall takeaways.)

EQUITY & ACCESS IN RECRUITMENT

1. YES/NO: The chapter works to accommodate financial support of potential/new members through scholarships and payment plans.

DOCUMENTATION: (Must include written policies, proof of payment plans, proof of scholarships.)

2. YES/NO: The chapter requires all members to complete an implicit bias workshop and/or training annually and before the formal recruitment period in the fall quarter with discussion of results as a chapter led by an advisor, followed by an assessment of content understanding.

DOCUMENTATION: (Must provide proof of the test completion by all members and discussion facilitated.)
Pillar of Excellence Awards

Excellence in Scholarship & Learning
Excellence in Leadership & Values
Excellence in Community Service and Philanthropy
Excellence in Brotherhood & Sisterhood
Excellence in Diversity & Inclusion

Chapter Awards

Chapter of the Year
Most Improved Chapter
Cal Poly Pride Award

Individual Awards

Fraternity & Sorority Member of the Year
Fraternity President of the Year
Sorority President of the Year
Fraternity New Member of the Year
Sorority New Member of the Year
Volunteer of the Year
Silent Leader of the Year
Founder’s Award
Advisor of the Year

Standards of Excellence Awards

Eligible chapters will be considered for the following awards. There will be one recipient for each of these awards announced at the Leadership and Engagement Achievements of Distinction (LEAD) Awards Ceremony and at the Standards of Excellence Banquet in the Spring quarter of each year.

Award Eligibility

1. All answers and supplemental material submitted must be legitimate and factual.
2. Chapter (or individual) must be in good standing with the University and their respective council.
3. The chapter with the most points within a given pillar will be awarded the Pillar of Excellence Award for that respective pillar.
4. Cover letters and overall points earned will be considered for overall Chapter of the Year.

Pillar Awards

The Chapter that has demonstrated operational excellence and earns the highest point value within a given pillar will be awarded the Pillar of Excellence Award for that pillar. There will be one recipient of the award in each category: Excellence in Scholarship & Learning, Excellence in Leadership & Values, Excellence in Community Service and Philanthropy, Excellence in Safety & Risk Management, Excellence in Brotherhood & Sisterhood, and Excellence in Diversity & Inclusion.

A finalist from each council (IFC, USFC, and PHA) will be recognized.
CHAPTER AWARDS

CHAPTER OF THE YEAR  The Chapter of the Year Award recognizes the Chapter that has demonstrated operational excellence in all six Pillars of Cal Poly Fraternity & Sorority Life. The cumulative score from ALL sections of the Standards of Excellence packet will determine the Chapter of the Year. In addition to the responses to the questions from each pillar, please provide a cover letter detailing the organization’s candidacy for this award. Please keep response to 750 words or less.

A finalist from each council (IFC, USFC, and PHA) will be recognized.

MOST IMPROVED CHAPTER  The Most Improved Chapter award recognizes the Chapter that has most significantly improved or persevered through adversity. Chapters that wish to apply for the Most Improved Chapter award must submit a cover letter with their Standards of Excellence packet detailing how the organization has improved and why in 750 words or less. The overall score from last year’s Standard of Excellence packet may be considered in the selection process.

CAL POLY PRIDE AWARD  The Cal Poly Pride Award recognizes the Chapter that has demonstrated continual support of the Cal Poly Community. Chapters that wish to apply for the Cal Poly Pride Award must submit a cover letter with their Standards of Excellence packet detailing how the organization works to improve Greek community, attendance at university events, school spirit, campus involvement, and why they should be recognized in 750 words or less. This award will be determined by the strength of the cover letter and the cumulative score from all questions related to the details of the award.
INDIVIDUAL AWARDS

FRATERNITY MEMBER & SORORITY MEMBER OF THE YEAR One fraternity member and one sorority member who best represent the ideals and values of Cal Poly Fraternity & Sorority Life will be recognized as the Fraternity Member and Sorority Member of the Year. The award will consider the applicant’s character, scholarship, Chapter involvement, Greek Life involvement, university and community involvement, and public service throughout their undergraduate career.

FRATERNITY & SORORITY PRESIDENT OF THE YEAR One fraternity president and one sorority president who exemplified the values of Cal Poly Fraternity & Sorority Life, demonstrated a strong ability to inspire a shared vision as a Chapter leader, promoted a positive image for their Chapter and Cal Poly Fraternity & Sorority Life, and participated in other areas of Cal Poly student life in a given year, will be recognized as the Fraternity and Sorority Presidents of the Year.

FRATERNITY & SORORITY NEW MEMBER OF THE YEAR One fraternity new member and one sorority new member whom have made an immediate impact on their Chapter, Cal Poly Fraternity & Sorority Life, and/or the Cal Poly community as a new member or new initiate, will be recognized as the Fraternity and Sorority New Members of the Year.

VOLUNTEER OF THE YEAR The Volunteer of the Year award recognizes one outstanding volunteer whom demonstrate a selfless commitment to service through volunteerism, civic engagement, inspiring others to serve, as well as any other charitable work in the community.

SILENT LEADER OF THE YEAR The Silent Leader of the Year award recognizes an individual whom demonstrates that leadership and an ability to create positive change is not defined or determined by a title or position. This individual leads by example and is a role model within their Chapter and Cal Poly Fraternity & Sorority Life.

FOUNDER’S AWARD The Founder’s Award recognizes an individual whom best exemplifies values congruence within their organization – an individual that clearly lives their values day to day and works to carry out the mission and vision set by their organizations founders.

ADVISOR OF THE YEAR The Advisor of the Year Award recognizes a volunteer advisor that goes above and beyond to motivate, challenge, and support the undergraduate officers and members. This person demonstrates their commitment by being present at relevant Chapter events and meetings, assists with organizational goal setting and transitions, serves as a role model to the members, mentors individual students, and more.
PURPOSE

The purpose of the Chapter Review Program is to

• Asses chapter performance in depth based on materials submitted in order to gain holistic understanding of chapter operations and culture.

• Provide chapters with a comprehensive views of strengths and areas of development, as well as a customized action plan to be implemented to strengthen chapter operations overall.

OVERVIEW

• Each year, 9 or 10 chapters will be selected to be reviewed by a committee of campus administrators. Over the course of 4 years, each chapter will be reviewed once.

• The committee will be comprised of: one Coordinator of Fraternity & Sorority Life, one staff member in the Dean of Students office, one faculty member, and one student leader involved in either Leadership, Service or the Cultural Centers.

• The committee will review all SOE submissions, and all additional submission requirements outlined below for the chapter review program.

• Chapters will create a presentation for the review committee that details an overview of their organization.

• Once all materials have been reviewed, the committee will meet with the chapter’s governing council to gain perspective on the chapter from a council level.
INSTRUCTIONS

The Chapter Review Program instructions:

• Each chapter will submit Standards of Excellence materials. The materials for the chapters completing a Chapter Review will be reviewed according to the same protocol as all other chapters, both by a committee of external evaluators and Fraternity and Sorority Life staff members.

• Chapters under review will submit all chapter review documents via email to the FSL staff. These submissions must contain documents outlining the chapter’s mission, vision, values, lists of goals, chapter learning outcomes, and any reports rendered to the chapter from their national headquarters or chapter consultants. If desired, chapters may submit other documentation that provides an accurate depiction of chapter operations (i.e. letters from chapter advisors, submissions for chapter annual reports to national headquarters, etc.)

• Chapter presentations must include chapter structure, position descriptions of executive board and chair positions, advisory board structure and composition, and any other pertinent information related to the chapter.
METHOD OF EVALUATION

The Chapter Review Program method of evaluation:

INTERNAL EVALUATION

The committee will review all additional documents submitted, and will evaluate chapter presentations and interviews with council members. There will be no scores assigned to additional materials presented or documents submitted. Committee members will consider all documents submitted, presentations and interviews in making determinations for the chapter.

EXTERNAL EVALUATION

The committee will receive fully scored and evaluated Standards of Excellence materials.

EVALUATION DETERMINATIONS

Based on the chapter’s submission, the committee will prepare a list of strengths, areas of development, and an action plan to the chapter. The determinations will be carefully and thoughtfully prepared to enhance and strengthen chapter operations.

EVALUATION FOLLOW-UP

Upon presentation of evaluation determinations, the chapter will schedule quarterly meetings with Fraternity and Sorority Life staff to track progress of action plan and provide support where needed or desired.

TIMELINE FOR 2020 EVALUATIONS

- Final Submission for Standards of Excellence are due on SurveyGizmo by **February 1, 2020** at **5:00pm** (no late submissions accepted.)

- Final Submission for the Cycle Review additional materials are due via email by **March 15, 2020** at **5:00pm** (no later submissions accepted.)

- The Chapter Review committee will review materials, host chapter presentations and council interviews between **April 15–May 15, 2020.** Evaluation Determinations meetings will take place immediately following presentations.

- The first of the follow-up meetings will take place between **May 1, 2020** and **June 22, 2020.** The subsequent follow-up meeting will be scheduled at this meeting for Fall Quarter.
<table>
<thead>
<tr>
<th>2019</th>
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