Delta Gamma

1873

ORGANIZATIONAL EQUITY ASSESSMENT (OEA) REFRAMED RECOMMENDATIONS

AUGUST 2021

PREPARED BY:

SOCIAL RESPONSIBILITY Speaks

TABLE OF CONTENTS

BACKGROUND FOR THE PROJECT 2

Process Summary 2

Concerns & Data Sources 2

Adjusted Framework 4

SUMMARY OF REVIEWED MATERIALS 4

Significant Challenges 5

Notables 6

General 6

Direct Literature Cited within the Organizational Equity Assessment (OEA) 6

Commentary from Members within the Organizational Equity Assessment (OEA) 7

Points of Disagreement SRS Found with the Organizational Equity Assessment (OEA) 10

REFRAMED RECOMMENDATIONS 11

Near-Term: 11

Commitment 11

Communications 11

Governance & Staff – International 12

Governance – Local 12

Recruitment 12

Accountability 13

Education 13

Inclusion 13

Foundation 14

Short-Term: 14

Commitment 14

Governance & Staff – International 14

Education 14

Recruitment 15

Housing 15

Long-Term: 15

Commitment 15

Governance & Staff – International 16

Governance – Local 16

Communications 16

Accountability 16

CONCLUSION 16

BACKGROUND FOR THE PROJECT

Process Summary

In March 2021, Delta Gamma Fraternity selected Social Responsibility Speaks (SRS) to serve as a partner in developing and implementing strategies for cultivating a more inclusive and equitable membership experience at all levels within the organization, including staff. Prior to the start of this partnership, Delta Gamma partnered with the Kirwan Institute for the Study of Race and Ethnicity based at The Ohio State University to conduct a contextualization effort and subsequent Organizational Equity Assessment (OEA) to review policies, procedures, practices, and norms, and provide Delta Gamma leaders with recommendations. The recommendations stemming from the OEA were to focus on the remediation of barriers, creation of opportunities for repairing harm, and identification of cultural changes necessary to increase the sense of belonging and connection within Delta Gamma to ensure every member feels valued. The original design of the OEA focused on race and ethnicity and did not factor in other aspects of marginalized identities. While this approach provides a foundation, it does not cover the spectrum of marginalization and the intersections of hate and bias members who identify as Black, Indigenous, People of Color (BIPOC) experience based on their additional identities.

As Delta Gamma's work continued in the areas of diversity, equity, and inclusion, it became clear that the focus needed to be on recognizing how to support marginalized identifying members across many different aspects of identity. Additionally, the organization needed to apply an intersectional framework to its integration of any recommendations designed to realize the type of organizational cultural shift sought. While the initial vision for the partnership with SRS was to strategically implement the recommendations emerging from the OEA, Fraternity Council with the advice of staff made the decision to charge SRS with the reframing of the report through the lenses of a private, member organization and dimensions of inclusion for marginalized social identities.

Social Responsibility Speaks (SRS) met with various stakeholders, including the Diversity, Equity, and Inclusion (DEI) Staff Working Group; Diversity, Equity, and Inclusion Advisory Commission (DEIAC); the Education & Development Team; Fraternity Council. Representatives from each came together to create the Stakeholders Group. SRS has identified a workflow document to assist with the OEA efforts. SRS also participated in the Live Update on Diversity, Equity, Inclusion, and Access (DEIA) work within the Fraternity. SRS received the original data from the OEA conducted by the Kirwan Institute for the Study of Race and Ethnicity; Fraternity materials referenced by the original report; the DEI collegiate survey; and the President Roundtable discussions. While these additional data points were helpful, SRS experienced challenges in their reframing effort.

Concerns & Data Sources

A primary concern centered on the *Cultural Intelligence Quiz* as a tool for this work with a historically and predominantly White membership. There were questions and aligned responses that lead SRS to wonder about the types of organizations with which the instrument was created and evaluated. Instruments of this type are based in cultural competence, as opposed to cultural humility. Cultural competence often functions within a framework of academic and other pursuits of knowledge, cultural humility examines critical self-reflection and feelings resulting from actions. Another noted limitation in the initial Organizational Equity Assessment (OEA) report from the Kirwan Institute is that the sample populations for the group questionnaires and interviews were volunteer leaders and staff members. The lack of a comprehensive approach to evaluate the sense of belonging and connection, experiences of bias and hate, and/or experiences within Delta Gamma create challenges in framing recommendations that are relevant to all levels of the organization.

A final note is that the data used by the Kirwan Institute to frame the recommendations posed in the OEA was not filtered through the lens of a private, member organization that is multi-layered (e.g., collegiate chapters, alumnae groups, regional and international volunteers, and staff). Additionally, the original analysis did not account for an organization that holds membership in a larger entity of peer organizations (e.g., the National Panhellenic Conference) which impacts the practices of the organization. In speaking with the lead researcher for the Kirwan Institute, SRS learned that the framework used to inform the approach did not include organizations/companies who have franchise operations. Making meaning of the data can be challenging because a respondent's conceptualizing "Delta Gamma" was open to interpretation, as the OEA team did not define Delta Gamma in the questions asking about the Fraternity. Additionally, the collegiate voice appeared absent from a majority of the data informing the recommendations in the OEA. Given that a member's collegiate experience significantly shapes their perspective about their fraternal membership and decision to maintain their membership, it seems like that was an oversight in the structuring of the OEA.

SRS worked to analyze the additional supplemental information from the Diversity, Equity, & Inclusion Chapter Survey administered to collegiate chapters. There were two different versions of the survey, one focused on chapters with active Abolish Greek Life (AGL) movements on their campuses, and a second to all other collegiate chapters. These surveys did delineate between the chapter, campus fraternity/sorority community, and Delta Gamma Fraternity as a whole. However, the response rates were not high for the surveys, 2.04% (n=59) and 4.62% (n=698) respectively. Based on the information available, this assessment effort occurred in silo from the OEA work by the Kirwan Institute and was not a part of an integrated approach to understand the culture and climate within Delta Gamma at all levels. The data sources used as part of the SRS Review were as follows:

- Kirwan Institute for the Study of Race and Ethnicity Report and Associated Data Sources
    - Document Rubric
    - Historical Collection and Associated Questions for Analysis
    - Media Analysis
    - Research Sources
    - Survey Results
        - Cultural Climate Survey
        - Cultural Intelligence Quiz
        - Group Questionnaires
        - Interview Summaries
- Diversity, Equity, and Inclusion Collegiate Surveys
- Summary from the Collegiate President Roundtable Discussions
- Diversity, Equity, and Inclusion Staff Working Group Discussion
- Diversity, Equity, and Inclusion Advisory Commission Discussion
- Feedback from the Social Responsibility Speaks' Foundations of Equity, Inclusion, & Diversity Virtual Education Series for Volunteers
- Review of Letters of Concern – *shared with SRS only with the written permission of the member submitting the letter*

Adjusted Framework

Research shows that the organizational structure of National Panhellenic Conference member groups impacts the culture of the organization. Great care to cascading communication efforts, clear values, and an understanding of what influences the culture of each level of the organization is required to ensure success in creating sustainable change efforts. Edgar Schein (2017) defined organizational culture as

> the accumulated shared learning of that group as it solves problems of external adaptation and internal integration; which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, feel, and behave in relation to those problems. This accumulated learning is a pattern or system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness. (p. 6)

Sub-systems within Delta Gamma Fraternity are collegiate chapters, alumnae groups, volunteer leadership, and staff. These all have independent factors influencing cultural formation of the sub-system and the interactions occurring with one another to create the overall organizational culture. As an example, there were recommendations tackling recruitment that were solely focused on the collegiate experience, however there is a pathway to membership through alumnae initiates within the alumnae group sub-system. There was no mention of providing support or resources to leaders at that level to examine recruitment and onboarding of new members. Alumnae groups can play a role in shaping a member's journey to leadership at regional and international levels within the organization.

SRS paid special attention to the data and mining for information relevant to the relationships of members, the intergroup dynamics, and intra-group dynamics for each sub-system because they shape the overall culture of Delta Gamma. Organizational and staff members' sense of belonging and connectedness either reinforced or negated the values of Delta Gamma. Delta Gamma's reframed position statement on inclusivity and leaders leaning into Article II of the Delta Gamma Fraternity Constitution factored into the SRS analysis. For clarity, SRS found the existence of notable say-do gaps within Delta Gamma. Say-do gaps emerged when an organization articulates a commitment for equity, inclusion, and diversity, and members'/leaders' actions did not align with that statement. For Delta Gamma Fraternity to achieve an equitable and inclusive culture, intentional efforts must be engaged at all levels of the organization. The nature of relationships and the way each sub-system interacts within the whole played into the SRS reframed recommendations. The reframed recommendations resulted from working to identify key takeaways from all available data sources.

SUMMARY OF REVIEWED MATERIALS

In reviewing the data sources, Social Responsibility Speaks identified priorities and labeled them in the following manner: significant challenges (*areas that are foundational and in need of attention*), notables (*there was support for prioritizing the recommendations drawn from the literature or data sources were worth further examination*), and information with which SRS disagrees (*based on the additional lenses applied, there were aspects of the Organizational Equity Assessment (OEA) that we would recommend not pursuing*). What follows is a detailed explanation of the findings submitted for consideration.

Significant Challenges

After reviewing the report and supplemental data sources, we find the most significant challenges to be as follows:

- Concentration of power: The decision-making is concentrated at the Fraternity Council level which does not provide opportunities for individuals to make changes within each of the sub-systems that shape the culture of Delta Gamma. This concentration can often lead to enhanced pressures on Fraternity Council members to drive change forward. With that said, there are challenges presented when there is a lack of members holding marginalized identities in those roles. The potential for bias in decision-making heightens because there is a lack of representation at the table. There are individuals who are in positions to effect change but who do not have the power to implement changes when and where needed. This concentration of power leads to disempowerment of those who are seeking to see change within their respective sub-system (i.e., chapter, alumnae group, staff, etc.).
- Pathway to leadership: The overreliance on relationship networks as a means of recruiting and selecting volunteer leaders, or members for short-term project opportunities often results in members who hold marginalized identities feeling excluded. Further, this leads to a lack of representation of those who openly share their marginalized identities in positions where collegiate and general alumnae members will be able to find themselves represented. The net result is that members can find themselves questioning whether Delta Gamma is truly supportive of their authentic self.
- Governance structure: The governance model lacks clarity of how to be more intentional in embracing equity and inclusion without tokenizing those who hold marginalized identities. The efficacy of the policies and procedures within the governing documents is dependent upon those in leadership having the skills to hold members accountable.
- Lack of accountability: Data indicated that there are definitive gaps in accountability at all levels of the organization - collegians, alumnae, and volunteers. Alumnae involved in the Kirwan Equity Assessment shared incidents of "microaggressions, racial targeting, exclusion from leadership positions, and minimization of racist incidents as adding to a feeling of disempowerment in organizational decision-making (p.5). A collegiate remarked in the DEI Chapter Survey, "*There are times when the secrecy of honor board is severing for the community of the chapter. I have not experienced this frequently, but in current times and times when I have faced discrimination in the past, the secrecy of honor board prevents me from knowing if a situation is being dealt with or not when I am the victim, or the community witnessed something that warrants some kind of group discussion about our boundaries.*" There are concerns that without proper education and reflection in their onboarding, leaders who hold privileged or dominant identities involved in accountability at all levels can soften sanctions, or decisions lack consequences due to relatability with the responsible party and not the impacted party.
- Lack of clarity about the importance of equity and inclusion work and *why* Delta Gamma is involved: The DEI section of the Delta Gamma website does an excellent job of defining what it means to be more diverse, equitable, and actively inclusive, but does not clearly state *why* this is important for Delta Gamma organizationally. Other than leaning into Article II of the Constitution and articulating a *Culture of Care,* there is a lack of a clear *why* Delta Gamma believes in equity and inclusion. The Diversity, Equity, and Inclusion Advisory Commission has articulated a communal *why* for their group; but the overall Fraternity does not have one to express. This is a crucial step for grounding decision-making and helping to root programs and initiatives. Many National Panhellenic Conference (NPC) member groups

have found benefit in naming their *why* and reminding the membership of that *why* as they announced policy changes and onboarded new initiatives.

- Efficacy of educational programming: Educational programming needs to be designed to permeate through all levels of the organization in order to drive culture. The desire to center voices of marginalized identifying members in education and capacity building programs. Further, examining how alumnae groups are engaging in programming is an area. The provided documentation indicates that there are programs geared towards collegiate chapters and volunteers at all levels. There is also little evidence to support the reach and use of the educational programming currently offered.
- True commitment to the advancement of marginalized members, specifically those who identify as BIPOC: The data indicate members who identify as BIPOC do not feel the same elevated level of belonging and connection within Delta Gamma as White members. The Collegiate Chapter DEI Surveys indicate differences in the level of connection begin during the collegiate experience and the Kirwan Institute's report illustrates that continues into the alumnae experience. The themes present in both can be summarized in this collegiate respondent's comment, "*I feel like when I ask my chapter to seriously consider DE&I beyond the surface level of "just recruiting more diverse members" I'm not heard. I don't think my chapter has considered that the space has to be safe and welcoming for diverse members before bringing them in.*"
- Lack of focus on all marginalized identities and the concept of intersectionality: It is clear that racism has been a focal point for Delta Gamma's educational efforts. On the Reporting and Accountability section of the Delta Gamma website, the *How to Support a Sister Who Has Experienced Covert or Overt Racism* references "intersecting social identities" but there is no reference to supporting a sister who has experienced acts of bias and hate. It places the emphasis on race which is not inherently negative; it simply is not comprehensive.

Notables

General

- As previously referenced, SRS struggled with the *Cultural Intelligence Quiz* as an instrument for this project due to the lack of definition of "culture". Additionally, there was evidence of an intense reaction from respondents who supported that this tool was likely ineffective in the manner in which the Kirwan Institute envisioned.
- The Organizational Equity Assessment (OEA) mentioned the DEI Staff Working Group as a strength several times. However, members of that group shared they feel they are viewed as a source of tension within Delta Gamma. In many organizations, including Delta Gamma, disruptors, like some within that group, eventually become silenced, pushed out, get turned against each other, disempowered, or become disillusioned and leave on their own terms.

Direct Literature Cited within the Organizational Equity Assessment (OEA)

- According to a study of people of color in Greek organizations, young women of color are increasingly looking to be a part of organizations where they can feel comfortable inhabiting their authentic selves in terms of race and ethnicity and beyond (Hughey, 2010). *(OEA Report, pg. 14)*
- Additionally, women of color, specifically BIWOC are increasingly looking towards their social organizations for political, social, and economic advocacy related to racial justice and combatting misogyny (Allison, 2016). *(OEA Report, pg. 14)*

- In line with this research [(Acker, 2006; Fulton, Oyakawa, Wood, 2019)], this equity assessment has been designed under the assumption that how an organization conceptualizes racial equity through the lens of its stated values is an important determining factor in how robustly an organization's policies, procedures, and norms promote racial justice, diversity, and inclusion. *(OEA Report, pg. 21)*
- Without the capacity to make decisions, communicate those decisions to stakeholders, and handle the various challenges of implementation, a well-intentioned organization is generally unable to address challenges related to racial inequities. *(OEA Report, pg. 23)*
- Finally, organizations whose communications exhibit transparency about their own journey related to racial equity and push external partners to do the same tend to be correlated with promoting racial equity. *(OEA Report, pg. 26)*
- Programs that also empower people of color within the organization to center their experiences within the organization and play a role in developing educational programming is also associated with organizations that are dedicated to promoting racial equity (Funders Together To End Homelessness, 2020). *(OEA Report, pg. 28)*
- Similarly, we have found that organizations that use their connections, influence, and reach to dismantle structural racism within the larger community are more likely to be effectively dismantling structural racism internally. *(OEA Report, pg. 34)*

Commentary from Members within the Organizational Equity Assessment (OEA)

- For instance, no specific policies or processes charge specific personnel for ensuring diverse, equitable, and inclusive communications, nor are there specific processes or personnel dedicated to ensuring message discipline related to the organization's position on DEI-related issues. *(OEA Report, pg. 23)*
- In almost every important aspect of Fraternity governance, final decision-making power lies solely with the Fraternity Council (or Board of Trustees within the Foundation). Moreover, several respondents from various leadership, staff, and volunteer levels of Delta Gamma pointed out this unilateral leadership structure as an inhibitor to members—particularly members of color and those who may not have the means of some other members—playing an active role in creating, adjudicating, and evaluating policies related to promoting racial equity at Delta Gamma. *(OEA Report, pg. 24)*
- Moreover, many respondents speculated or outright claimed that members with longevity, resources, and/or long-time connections with those close to leadership were often better positioned to influence decision-making. *(OEA Report, pg. 25)*
- Respondents universally related incidents of microaggressions, racial targeting, exclusion from leadership positions, and minimization of racist incidents as part of their Delta Gamma journey. *(OEA Report, pg. 25)*
- Specifically, the 'Communications Handbook' states that Delta Gamma does not "maintain statistics regarding the racial or religious composition of our membership." This omission creates difficulty for the organization in practicing transparency in relation to its evolving journey with racial equity and can curtail efforts to make connections between individual struggles that members may be facing and larger systemic issues. *(OEA Report, pg. 27)*
- Likewise, the 'ANCHORA/Political-Controversial Material' policy specifically bars the publication including material that is deemed 'political or controversial' and expressly forbids material that promotes 'political, sociological, or ideological ideas.' However, it is often difficult to talk openly about the challenges related to systemic racism and oppression without touching on topics that could be characterized in these ways. The same document also prohibits 'anti-fraternal attitudes' and prohibits

the endorsement of political, sociological, or ideological concepts publicly at the organizational level. This seems to be at odds with public efforts to highlight the existence and effects of systemic racism within and outside of the organization through pieces such as the Contextualization article, the DEI Webpage, and Vimeo series on racism. *(OEA Report, pg. 27)*

- In the CCOM manual for instance, special attention is paid to instructions on forming chapter-level DEI Committees and chapter officers are encouraged to 'unpack their own contributions to systems of oppression.' *(OEA Report, pg. 29)*
- Moreover, several respondents from various leadership, staff, and volunteer levels of Delta Gamma pointed out this unilateral leadership structure as an inhibitor to members—particularly members of color and those who may not have the means of some other members—playing an active role in creating, adjudicating, and evaluating policies related to promoting racial equity at Delta Gamma. *(OEA Report, pg. 24)*
- Finally, the document review found no evidence of programming that specifically centered voices of color in educational or capacity building programs. *(OEA Report, pg. 30)*
- In terms of membership recruitment efforts, the 'Recruitment Confidential' document includes preparation week mandatory trainings related to implicit bias and attention to the barriers to diverse recruiting. *(OEA Report, pg. 32)*
- However, no information was found that described how many chapters conducted these trainings or how effective these trainings were on members' understanding of the topics. *(OEA Report, pg. 32)*
- In terms of staff recruitment, job descriptions appeared to rely almost solely on skills either gained or conceptualized within traditional business norms, and interview questions were not structured in such a way that potential new employees can related non-traditional skills to job requirements. *(OEA Report, pg. 33)*
- In general, youth was positive correlated with disagreement about the presence of racial justice-related attributes, and agreement about the presence of white-centered attributes. Most notably, respondents who reported an age of 22-32 significantly disagreed to the presence of inclusion-promoting human resources and empowerment-related attributes at Delta Gamma (47% and 67% disagree/strongly disagree respectively). *(OEA Report, pg. 41)*
- Nonwhite respondents generally disagreed with the presence of racial justice attributes while agreeing with the presence of white-centered attributes. This is particularly true of disagreement/strong disagreement with the presence of attributes related to empowerment of people of color (73%) and a high amount of agreement/strong agreement with concentration of power-related attributes (72%). Conversely, White respondents generally agreed or strongly agreed with the presence of racial justice-related attributes while generally disagreeing/strongly disagreeing with the presence of white-centered attributes. Forty-nine percent of White respondents agreed with the presence of attributes related to inclusive human resources and 46% of White respondents disagreeing/strongly disagreeing with the presence of attributes related to individualism. *(OEA Report, pg. 42)*
- Respondents across all categories mentioned challenges related to leadership accountability in one form or another, almost specifically in terms of DEI/racial justice related issues. While individual responses varied, there was a general concern from respondents about ensuring that leadership followed through on DEI initiatives in the face of what they perceived as rising criticism from alumnae who are resistant to these efforts. To this point, many responses focused on the influence that long-time alumnae and large donors have on the Fraternity and Foundation through their importance and connections to the leadership structure. *(OEA Report, pg. 45)*

- Experiences of backlash to racial harassment claims was specifically mentioned by all respondents of color. These respondents described past and present incidences of reprisal or backlash from people in positions of power at the Fraternity after surfacing incidents of racial harassment or raising concerns about the Fraternity's DEI efforts. *(OEA Report, pg. 45)*
- While respondents did not generally expound on this challenge with details about the process, a few respondents discussed the idea that leaders are often identified, trained, and selected from existing networks within the Fraternity that themselves might not be that diverse, and that there may be some hesitancy in searching outside of those networks for leaders. *(OEA Report, pg. 46)*
- Respondents of color universally reported feeling isolated and misunderstood, particularly when taking positions of leadership within the Fraternity. *(OEA Report, pg. 47)*
- The lack of diversity was also seen as a challenge to adequately promoting women of color for pursuing leadership positions within Delta Gamma leadership. *(OEA Report, pg. 47)*
- Several respondents pointed to the importance of politeness and avoiding conflict among Delta Gamma membership. Respondents regularly made a connection between ideas of sisterhood, belongingness, and friendliness and the absence of conflict. Often, this was associated with the idea of certain concepts or ideas as 'political.' *(OEA Report, pg. 50)*
- Right to Comfort takes on new dimensions when combined with an existing concentration of organizational power among those with privileged identities. Organizations that have been described as struggling to promote racial inclusion internally are often characterized by the use of formal and informal power to preserve the comfort of privileged individuals at the expense of the mental and emotional health of associates of color. Those in leadership within an organization also hold a great deal of power in determining organizational norms for behavior and socialization through their formal mechanisms of adjudication and informal power due to their role in the organization. In this way, the standards for what is and isn't appropriate behavior related to racial equity, and the severity of those actions is largely determined by the norms and attitudes of leaders, specifically if formal norms and processes for adjudication outside of the leadership are absent. *(OEA Report, pg. 51)*
- In this way, the determination of appropriate behavior regarding an incident of racial harassment may be switched if neither the perpetrator nor leadership have the experience to fully understand the harm of the incident. To the person in leadership, the perpetrator may have made an understandable mistake and the victim's reaction to that mistake may seem like an inappropriate incursion on the comfort of the perpetrator. Add to this the prioritization of avoiding conflict at Delta Gamma and it indicates a cultural atmosphere of avoiding difficult consequences of racial harassment and exclusion that is backed by a centralized, homogenous power structure. *(OEA Report, pg. 51)*
- Generally, respondents supported statements that indicated that Delta Gamma's internal climate aided in the promotion of racial justice and disagreed with the idea that attributes were present that were indicative of white-normative business culture. However, White and Nonwhite respondents had differing opinions on the presence of racial justice and white-centered attributes. Nonwhite respondents generally did not support statements that indicated the presence of racial justice attributes while agreeing with statements that correlated with the presence of attributes related to white-centered business norms. *(OEA Report, pg. 8)*
- Delta Gamma's strengths appear to be primarily driven by more recent policy changes and the development of educational and communication resources. *(OEA Report, pg. 10)*
- The assessment also uncovered little evidence that those most impacted by structural inequities are provided a meaningful opportunity to play a part in organizational decision-making or inform the

organization's DEI efforts. Respondents tended to cast this challenge in terms of their inability to bring their expertise and experience to help respond to or create DEI policies that could help the organization promote DEI more effectively. *(OEA Report, pg. 10)*

- Much of this appeared to be due to the organization's centralized and unitary governance structure, which is common among many Greek organizations. However, this governance structure may cause difficulty for Delta Gamma in its efforts to create a welcoming environment for personal growth, leadership, and self-actualization among women of color due to their difficulty in accessing this governance structure. Due to the informality of some leadership networks within the organization, it may be difficult to accurately understand how prospective leaders are chosen and supported, but there are indications of that same informality having a chilling effect of the identification of potential leaders of color within Delta Gamma. *(OEA Report, pg. 10)*
- Respondents also worried that alumnae members who may not be committed to or may be outright hostile towards DEI efforts at Delta Gamma may have greater influence on leadership decisions due to greater access to financial resources or longevity/familiarity within the organizational structure. These concerns are not unfounded. *(OEA Report, pg. 48)*

Points of Disagreement SRS Found with the Organizational Equity Assessment (OEA)

- Delta Gamma appears to have an appropriate amount of adequately trained associates in decision-making positions to forward social justice goals. *(OEA Report, pg. 23)*
    - Based on the Equity, Inclusion, and Diversity Foundational Series that Social Responsibility Speaks provided for Delta Gamma Fraternity volunteers and the subsequent staff debriefing sessions that occurred, there is evidence to support that this conclusion is not well-founded and more development is needed in order to move Delta Gamma forward in its equity and inclusion efforts. Schein's (2017) framework for organizational culture suggests that development must occur at all levels within each of the sub-systems in order to achieve the shift sought in the overarching culture. This point of contention with the Kirwan Institute's findings shaped the reframed recommendations, especially related to the ability for the organization to engage in effective accountability efforts. The DEI Chapter Surveys also reflected those collegiate member respondents want to see more education to forward the goals of social justice (58.33% of AGL chapters and 55.35% of all other chapters).
- Specifically, recently planned or commenced committees such as the DEI Committee and the Volunteer DEI Guidance Committee are the types of organizations that help to produce and direct effective DEI-related activities if they are well-supported. *(OEA Report, pg. 23)*
    - Fundamentally, SRS agrees with this finding by Kirwan and the research that supports its premise. The point that we take issue with is relative to the definition of "well-supported". In meeting with the Diversity, Equity, and Inclusion Advisory Commission (DEIAC), there seemed to be questions from them about the level of support from Fraternity Council for the DEIAC's work and the specific types of work in which they should focus their efforts. Given the sub-system of collegiate chapters, there is also a question as to whether there should be collegiate voices sitting at the DEIAC table. It is understood that the Collegiate Advisory Board is represented through an alumna volunteer working with that group; however, that is different from preserving the intact voices of collegiate members.
- Relatedly, Delta Gamma has been shown to have strong policies that clearly delineate responsibility for planning, enforcing, and increasing their scope of racial justice work. *(OEA Report, pg. 23)*

- The clarity of roles and responsibilities seem to be up for interpretation. At times, what falls within the staff area of oversight versus the volunteer responsibility seem to be a point of question. As noted in the commentary section above, there are questions about the tools provided to collegiate chapters to 'unpack their own contributions to systems of oppression'. SRS finds that the mandate for chapter education on implicit bias and barriers to diversity; however, what accountability is present, how is that verified, what quality assurance is in place, etc. are all questions that affect the overall impact of this education. Additionally, there is substantive data demonstrating that nonwhite members find Delta Gamma lacks racial justice attributes both in the quantitative data set found in the Organizational Equity Assessment Report from the Kirwan Institute and in the *Letters of Concern* submitted by various member stakeholders over the last year. Finally, while recent policy changes occurred to advance racial and social justice, the question remains about sustainability of these efforts because of the need for coalition-building at all seasons of life for Delta Gamma members. These policies are only as good as they are enforced.

REFRAMED RECOMMENDATIONS

After reviewing all of the materials, the team from Social Responsibility Speaks is issuing the following reframed recommendations. The team noted when it agreed with an original recommendation identified by the Kirwan Institute in the Organizational Equity Assessment by referencing it as "**Affirmed**" to honor the original labor.

Near-Term:

Commitment

1. Executive leadership (Fraternity Council and senior staff leadership) determine Delta Gamma's why, what they are willing to invest, what they are willing to lose, and what they hope to gain. Utilize Article II, DG's values, and mission (Do Good), and the concept of a culture of care to guide these responses.
2. Assess memberships' knowledge of Article II and alignment with that commitment.
3. Formally request monthly feedback from affinity spaces either in-person, virtually, or in writing, and then provide an update of how the feedback informed changes and if feedback was not accepted or acted on, information as to why.
4. Executive leadership, in conjunction with the DEIAC, work to develop specific language connecting Delta Gamma values to equity, inclusion, and justice work.
5. Determine what it means to espouse a value for individual's *freedom of speech* as a private member organization, especially as that is often used to thwart accountability efforts.
6. Identify venues, vendors, and contractors owned and operated by marginalized identities for all Delta Gamma needs (e.g., merchandise, gifts, program venues, etc.).

Communications

1. Develop an advisory board to the Fraternity staff and Council to serve as a checks and balances on all DEI efforts (e.g., communications, programming, accountability, recruitment practices, etc.). This board should take over from the Implementation Partners at a time determined by the vendor. This group should only consist of a majority of marginalized identifying members.

2. Update “More diverse”, “More equitable”, and “More actively inclusive” portions of the website to be more aligned with how the organization needs to communicate this information and include the *why* created in the Commitment section.
3. Define “sisterhood” and determine how to share that meaning at all levels within the organization.
4. Create space on the main page for the Diversity, Equity, and Inclusion portion of the website. It currently is not accessible as you have to click in various places to find where it is.
5. Create further opportunities to explore DG’s history related to marginalized identities and transparently share this information in official communications and create space at DG events to learn more.
6. Specific guidelines on accessibility tools (alt text, contrast, captioning on all sites) with a focus on recruitment.
7. Evaluate current communication strategies and identify gaps in language use, stories told, etc., including the determination of how to expand the reach to collegians.
8. Create specific guidelines and characteristics for racially insensitive, ableist, biased, and other problematic language for use in internal communications policy and procedural documents (i.e., Social Media Policy).

Governance & Staff – International

1. Create clear performance benchmarks related to advancement that also address equity and inclusion for leadership and employees.
2. Give preference to marginalized members interested in serving on committees both in Delta Gamma and National Panhellenic Conference related to recruitment changes.
3. Promote and encourage cross-regional volunteering. Specifically, identify volunteers that can be moved to a different region.
4. Widen the understanding of skills, abilities, and contributions (i.e., leadership) outside of business and middle-class white norms through greater research into racially just and inclusive best practices for organizations.
5. Create a detailed process for supporting members and staff of color and other marginalized identities suffering with the effects of racialized and hate and biased harassment at the fraternity.
6. Training for human resource and supervisory staff on mediation techniques that address issues related to interpersonal dynamics that impact equity across racial, gender, disability, and other marginalized identities.
7. **Affirmed**: Ensure that employment services employed to recruit and manage workers follow best practice expectations for racial equity according to a set of detailed expectations created by Delta Gamma.

Governance – Local

1. Eliminate the nominating committee process at the chapter level to allow for a more robust candidate pool.
2. Explore opportunities to engage more alumnae in leadership opportunities within alumnae groups.

Recruitment

1. Ensure clear communication through documentation, resources, and education of qualities and characteristics potential new members should embody related to DEI concepts.
2. Ensure clear communication through documentation, resources, and education on how to objectively utilize the voting criteria for recruitment.

3. Develop an equitable and inclusive recruitment implementation guide to include sample events, language to use and not use, conversation techniques, voting, etc.
4. Immediately remove and prohibit all "word of mouth" recruiting in chapter, alumnae group, volunteer, and staff recruitment practices.
5. Begin advocating for a full evaluation and potential overhaul of Panhellenic recruitment processes within the National Panhellenic Conference and with other members organizations.
6. Specific education on tokenization of members, during matching, and in recruitment marketing materials.

Accountability

1. Develop clarity and consistency in the accountability processes. Each process is different depending on membership status, and it is unclear how to report a collegiate if you are not a member.
2. Create an opportunity to inform the reporting party of the outcome specifically in hate/bias incidents where the individual sharing the information was directly harmed, especially if they are a member.
3. Create specific criteria (yes/no questions) to determine when an investigation is conducted.
4. Provide trauma-informed education to those tasked with investigating or determining the outcome of a violation.

Education

1. Develop a 5-year educational plan for Fraternity and Foundation staff, Council, Board of Advisors, Board of Trustees, international, regional, and local volunteers, as well as chapter officers aimed at DEI and navigating conflict.
2. Require DEI programming for volunteers (local, regional, and international) and determine the consequence(s) if they fail to complete adhere to the requirement. *Note: Most of the current programming is "encouraged," and this allows those who are interested and want to be there to engage and those who are resistant to not.*
3. Implement standardized assessment for all programs involving DEI work and pivot resources and time based on the results.
4. Clearly state and educate on the intersections of DEI and *Culture of Care*.
5. Provide education on ways to acknowledge and utilize different facilitation methods to support all learning styles.
6. Support for how to address GPA concerns equitably, including educating on the challenges of study hours.

Inclusion

1. Change all language from "chairman" to "chair" or "chairperson."
2. Transition from using only "university" to "campus" or "institution."
3. Establish a programming calendar representing all faith-based holidays to avoid mandatory Delta Gamma education sessions/meetings scheduled in conflict. Disseminate this calendar to all collegiate chapters for the same purpose.
4. Conduct ongoing research on the use of "visually impaired" and person first language and movements toward identity/community first language in some contexts.
5. Encourage the use of live transcript or closed captioning for all virtual meetings and programming.
6. Provide guidance to the Housing Services area on vetting food service providers and house directors commitment to DEI.

Foundation

1. Cultivate donors to support scholarships for marginalized members.
2. Evaluate current donor pool for those wielding their influence as a barrier to progress toward a more equitable and inclusive Delta Gamma.

Short-Term:

Commitment

1. Conduct a membership assessment of demographics and experiences on an annual basis and share the results with all membership.
2. Build gathering demographic data into the new member registration process.
3. Assess the costs of collegiate membership and provide guidance to chapters about how to reduce costs (e.g., social events, recruitment, t-shirts, etc.) and engage in financial transparency.
4. Coordinate with House Corporations to ensure that the cost of living in the chapter facility is on par with the cost of local housing options to ensure that is not a barrier.
5. Assess the costs of alumnae group membership and provide guidance to alumnae groups on how to engage in financial transparency.
6. Explore the return on investment for alumnae to identify additional opportunities for engagement, especially for those not near an established group.
7. Identify members at various lengths and stages of membership who can serve as champions for DEI and engage with their peers within the Fraternity to ensure there is a sense of collective ownership over the success of these efforts.
8. Assess the costs of and any associated barriers to serving in leadership on Fraternity Council, Board of Advisors, Board of Trustees, international, regional, and local volunteers, as well as chapter officers.

Governance & Staff – International

1. Eliminate the nominating committee and create an election process that is open to all members for nomination and then develop information nominees should submit for consideration.
2. Build an understanding and commitment to equity and inclusion into all qualifications and require that nominees and Fraternity Council candidates demonstrate that commitment through previous experience or recommendations for change within Delta Gamma.
3. Revaluate position descriptions for all current chapter, regional, international, and staff positions (Fraternity and Foundation) to build in equity and inclusion responsibilities.
4. Explore the ability to financially support and promote equity outside of the organization (e.g., donating and supporting other causes, events, and experiences) with external legal experts.
5. **Affirmed**: Create a set of expectations for human resources related to ensuring racially equitable staff recruitment--from job postings and applications to interview techniques derived from racially just best practices.
6. **Affirmed**: Revisit benefits for both full-time and part-time employees and expand benefits related to childcare, transportation access, health insurance, and hardship where applicable.

Education

1. Create space for equity, inclusion, and social justice education into all major Delta Gamma programs (OTS, Convention, etc.).

2. Intentionally require additional education for staff and leadership with significant privileged identities, specifically in situations in which they have supervisees with marginalized identities.
3. Develop programming to prepare those collegiate members holding privileged identities who are serving as a mentor/ "big sister" to new members who may hold marginalized identities.
4. Create an alumnae specific educational plan and develop a learning and development outreach strategy.
5. Include Delta Gamma history and information about culturally based organizations in the new member program.
6. In collaboration with the Marketing & Communications Team, build a timeline to live on the website that chronicles the journey toward equity, inclusion, and diversity. This can help tell the story of where Delta Gamma has been, where they are, and where they are moving forward related to these issues. Further, it can create transparency, trust, and accountability, while also helping members see that progress is happening.
7. Create a resource and associated education for alumnae group leaders to consider the types of programming offered and where they host events/activities to maximize inclusivity, professional networking opportunities, and engagement.

Recruitment

1. Assess current populations in which Delta Gamma does not have developed relationships on campus and work to build those relationships while also encouraging those students to consider Delta Gamma as a part of their undergraduate experience.
2. Evaluate each chapter's current practices to uncover recruiting gaps, preferences, and biases related to marginalized identities.
3. Encourage alumnae groups to explore opportunities to engage in recruitment efforts outside of the individuals who may already be connected with current members.
4. Develop resources for alumnae groups to engage in more creative recruitment efforts. This may create a different pathway for increasing representation of marginalized identifying members.
5. Assess recruitment, retention and advancement of marginalized members and provide recommendations to staff, Fraternity Council, and international volunteers on needed changes.

Housing

1. Require an accessibility audit for all chapter facilities to identify and prioritize funding for updates to make accommodations.

Long-Term:

Commitment

1. Build chapter participation in programs and events related to equity, inclusion, and social justice into an accreditation-type program.
2. Identify an opportunity to honor/recognize the efforts of members who are engaging in DEI efforts as a labor of love to improve Delta Gamma.
3. **Affirmed**: Pursue long-term partnerships with vetted, experienced DEI knowledge and facilitation experts in order to ensure the long-term success and growth of DEI measures.

Governance & Staff – International

1. Shift to a governance model and require applications for all volunteer positions. Shift staff to decision-makers (based on Council's strategy) and volunteers supporting.
2. Adopt a new process for introducing policy changes and enhancements and make it accessible throughout the year not just at Convention.

Governance – Local

1. Reconsider the confidentiality of the Honor Board proceedings and all associated accountability proceedings for volunteers and alumnae.
2. Evaluate current partnerships for their support and centering of marginalized communities and assess continued partnership based on alignment with Delta Gamma's commitment to equity and inclusion.
3. Identify at least one new organizational partner that specifically centers marginalized people particularly the most vulnerable populations (e.g., Black and Brown LGBTQIA+ youth).

Communications

1. Reconsider using language like "respected for their beliefs" and be clearer about what this means and how it can coexist with other values the organization espouses.
2. **Affirmed**: Dedicate specific communication resources and/or platforms to highlighting and dismantling white supremacy within the sorority and fraternity organization culture more broadly.

Accountability

1. Create a Board that navigates appeals for membership status changes. The members on this Board should not serve in any employment or volunteer positions.

CONCLUSION

While there were limitations to the original Kirwan Institute's data set, Social Responsibility Speaks (SRS) believes that there were enough data points to reframe the recommendations to assist Delta Gamma in its overall efforts to achieve a more equitable and inclusive membership experience. SRS identified barriers that can impact the success of this work and the team is prepared to offer guidance through its ongoing partnership with Delta Gamma's Equity Assessment Implementation Team. The focus of SRS is to ensure the follow-through on these recommendations. Equity, inclusion, and diversity work can seem foundational and simple, but the reality is that the work is layered and ongoing. Delta Gamma has a lengthy history in which it engaged in exclusionary and discriminatory practices. The dismantling of systems often leads to the creation of new systems which may lead to further disenfranchising. Root cause analysis will be the strategy employed by SRS with the Stakeholders Group as previously identified. Treating symptoms and not the cause(s) of exclusion and problematic behaviors will not lead to sustainable change needed within Delta Gamma. Building in consistent mechanisms for feedback, especially for those coming from marginalized identity groups will be essential. To "do good" means Delta Gamma must also focus on centering the voices of those coming from marginalized identity groups.