

Fraternity & Sorority Life Policy Guidelines & Manual



Embry-Riddle Aeronautical University
Daytona Beach, FL

Relationship Statement

Embry-Riddle Aeronautical University has created a robust, long-lasting relationship with inter/national fraternities and sororities here at the Daytona Beach campus since 1971. Embry-Riddle Aeronautical University currently recognizes nine (9) chapters under our Interfraternity Council (IFC) and four under (4) our Panhellenic Council (PHA). These thirteen (13) total chapters are governed by one of the two councils. The Order of Omega Academic Honor Society is reserved for the top 3% academically in our community. Student membership in our community reflects roughly 9% of our undergraduate student population.

Embry-Riddle Aeronautical University proudly supports the ideals that our fraternities and sororities were founded upon. We also acknowledge the systematically oppressive history of fraternities and sororities and vow to critically examine and educate on it. We firmly believe that our community has a significant positive impact on the overall undergraduate experience. Through the wealth of opportunities provided within each organization, and our community, students can develop leadership skills, social growth, and professional networks to assist them in their endeavors long after graduating from Embry-Riddle. Within these organizations and our community, we believe that students find new social circles to grow in their respective identities alongside their brothers, sisters, and siblings to cultivate life-long friendships that will strengthen ties to their respective organizations, the fraternity & sorority community, and the overall Embry-Riddle family. We firmly believe that the fraternity and sorority experience is transformative and can change the course of a student's life for the better.

The relationship between the University and the Fraternity & Sorority Community at Embry-Riddle Aeronautical University is of mutual benefit and respect for both parties. Fraternities and sororities at Embry-Riddle Aeronautical University enhance the undergraduate experience by maximizing student leaders' personal and professional growth opportunities. Within the campus community, fraternities and sororities strive to provide invaluable, transformative, and second-to-none experiences for all members. The University supports that the community is self-governing under the guidance and support of the Associate Director of Fraternity & Sorority Life. The University supports the sovereignty of its independent governing councils and chapters. With the vision of creating the premier unified college community of leaders dedicated to a life-long commitment to our shared values, the Fraternity & Sorority Community at Embry-Riddle, individual chapters, the Governing Councils, Student Engagement and Student Union, and the Dean of Students Office, all agree to affirm the following Fraternity & Sorority Life Community values:

- 1. Active Citizenship**
- 2. Community**
- 3. Diversity & Inclusion**
- 4. Responsible Leadership**
- 5. Scholarship**
- 6. Service & Philanthropy**

Standards & Guidelines

Embry-Riddle Aeronautical University and the Fraternity & Sorority Community have a mutually beneficial relationship that seeks to support the student body within and outside our community. Thus, they have affirmed policies, guidelines, and standards that support and uphold the practice of positive collaboration regarding the quality of the undergraduate experience. With that, the Governing Councils, and the individual chapters within them recognize the importance of their mission and support in partnership with Embry-Riddle Aeronautical University.

I. DEFINITIONS

Alumni – The term *Alumni* shall include all graduate members of the campus chapter and other chapters of their respective inter/national organizations.

Chapter – The term *Chapter* shall include the campus chapter and other chapters of their respective inter/national organizations. The chapter’s membership includes its undergraduate “active” and “new” members who are currently paying membership dues to the chapter and are in good standing.

Fraternity & Sorority Life Advisor – The term *Fraternity & Sorority Life Advisor* shall include the person employed by the University to advise, assist, and oversee the day-to-day operations & activities of the fraternity and sorority community. In addition, they are charged with creating and implementing the community's strategic plan(s) and vision.

Chapter Advisor – The term *Chapter Advisor* shall include any alumni/alumnae who advise and assist the chapter in any capacity.

Campus Advisor – The term *Campus Advisor* shall include any ERAU Daytona full-time faculty or staff members, affiliated or not, who assist the chapter with its academic programs and initiatives.

Affiliated Members –

- a. **Active Members** – Active Members must meet the following minimum criteria: they are in good standing with their respective inter/national organizations; locally and nationally, they are full-time undergraduate students per university standards and are Daytona Beach Campus students.
- b. **Inactive Members** – Members that do not satisfy all the requirements of an active member as listed above.
 - i. *Suspended member* – Any member who is not actively affiliated with the organization. This may include academics, financial, special status, and/or conduct/standards/judicial reasons.
 - ii. *Internship/Co-Op student identification* -
 1. *Interfraternity Council* - A member who is gone from campus during any term who is not paying dues to the local chapter or national organization must be removed from the campus roster, until they return to full-time undergraduate student status. Students who are registered for an internship course or equivalent should seek guidance from their local chapter on what their status will be during the semester they are not physically on campus. Students who are enrolled in an online class, but are not full-time, and not paying campus activities fees, should not be charged.

2. *Panhellenic Council* - A member who is gone from campus a full academic year (Fall/Spring consecutively), must be removed from the organization's roster and must not count towards the chapter total for recruitment purposes.

Governing Councils – The term *Governing Councils* shall include the governing body charged with governing and advocating for their respective member chapters at ERAU.

Inter/National Office/Headquarters – The term *Inter/National Office/Headquarters* shall include the office of the national or international governing organization for the chapter and its affiliated chapters.

Student Engagement and Student Union – The term *Student Engagement and Student Union* shall include the department that serves as the umbrella for Student Organizations, Student Government Association, New Student Orientation, Fraternity & Sorority Life, and more. The policies and guidelines established by the Department of Student Engagement and Student Union shall also apply to the Fraternity & Sorority Community at ERAU.

II. FRATERNITY & SORORITY LIFE STANDARDS & POLICY

General Policy & Statements

- A. Fraternities and sororities maintain University recognition at the Daytona Beach Campus of Embry-Riddle Aeronautical University through collaborative partnerships with the Department of Student Engagement and Student Union and the Fraternity & Sorority Life Office for their Inter/National Organization to establish and maintain a chapter on campus. In addition, this relationship continues to exist based upon the individual chapter adhering to the rules, regulations, policies, and guidelines set forth by the Governing Council to which they own membership. All policies put forth by Governing Councils shall align with the policies of the Honor Code as set forth by the Dean of Students Office.
- B. Individual chapters will comply with the rules and expectations of the chapter's Inter/National Organization, their respective Governing Council, the Fraternity & Sorority Life Office, the Department of Student Engagement and Student Union, and the ERAU Honor Code. Failure to do so may result in a referral to the Associate Director of Fraternity & Sorority Life and/or the chapter's respective Governing Council. In high-level cases, a chapter and its membership may be referred to the Dean of Students Office.
- C. All FSL organizations are required to hold a liability insurance policy of no less than \$1,000,000 and provide a digital copy each year with the Fraternity & Sorority Life Office. A digital copy of the insurance policy **must be filed by the conclusion of the fourth week of classes each Fall.**
- D. The Fraternity & Sorority Community denounces any arbitrary or priority ranking of any of its member organizations.
- E. The Fraternity & Sorority Office holds the right to design all marketing involving indoor/outdoor screens external to the Student Union
- F. Chapters will adhere to all policies regarding advertising events associated with being a registered student organization. Relevant policies include, but are not limited to:
 1. Having all flyers approved through Student Engagement and Student Union office
 2. Only posting flyers in approved locations as provided by Student Engagement

3. Refraining from advertising alcohol (ex: listing prices, specials, names/locations, and any other wording that implies alcohol being a feature or sole purpose of the event), culturally insensitive themed events, and/or sexual references/themes at an event in any way, shape, or form.

Requirements of a Registered Student Organization (RSO)

- A. Every student organization is required to register with the Student Engagement and Student Union department once a year to be active and recognized on campus.
- B. All registrations and membership information must be submitted online through Campus Groups. Registration opens at the end of the Spring semester for the following academic year and stays open the entire year. Ensure you complete the forms and press submit at the end of the registration process.
- C. To be eligible for any services on campus for the year (meeting spaces, event support, SGA funding, etc.), chapters must complete RSO registration before requesting these services and be in good standing with the Fraternity and Sorority Life Office and their respective council.

Academic Standards

- A. Chapters must maintain a semesterly and cumulative minimum of a 2.8 GPA. Chapters that fall under the minimum will meet with the Associate Director of Fraternity & Sorority Life for further conversation and be placed on a chapter custom Academic Growth Plan.
- B. Chapters should encourage all members to maintain a 2.50 CGPA while being active members of the community.
- C. Members who do not have a 2.5 CGPA may be put on an academic probation plan with your respective chapter as directed by your Inter/National office.
 - i. If members are placed on an academic probation plan, they must inform the Associate Director of FSL to either remove or keep the member(s) on their chapter roster. [SEP]
 - ii. Every Inter/National Office has varying forms of academic probation. Chapters are expected to share this information with the Associate Director of FSL to ensure students are supported from an institutional lens. FSL will provide exceptions if needed.
 - iii. Individual GPA standards may be set higher by the chapter or Inter/National Organization. If this is the case, let the Associate Director of FSL know when grade reports are being made.
- D. Members below a 2.0 Cumulative GPA are not permitted to have any active status within any RSO or chapter on campus. Our office accommodates all ADA-documented students.
- E. Each Executive Officer for the Interfraternity and Panhellenic Council must maintain a minimum 2.75 cumulative GPA to hold a position.

Social Activities, Events, & Programming

- A. All off-campus socials, formals, and events must be submitted on the Fraternity and Sorority Life Campus Groups page under the *Social/Formal/Event Planning Form*.
 - a. All events must be submitted two weeks before the event date

- b. All guest lists must be uploaded to the event form **no less than 48 hours before the event**. The final guest list is to be emailed to the AD of FSL and your respective governing council **either 72 hours after the event concludes or the Monday following the conclusion of your event by noon**, whichever comes first.
 - c. All guest lists should be in an Excel document with the following information:
 - i. First and last name of every chapter member and their guest(s)
 - ii. Check-in and departure time for every chapter member and their guest(s)
 - d. Only active/new members on a current roster may be included in guest lists. Alumni do not count as active members.
 - i. Some organizations state that pledges, associate members, etc., are not allowed to attend certain events. Chapters are to follow their national policy on this.
- B. Any social activities and events are restricted from being held during academic breaks, holidays, and the summer.
- C. Chapters will comply with all University policies when arranging, scheduling, announcing, or conducting any social event, activity, or meeting.
- D. Chapters will comply with all Federal, State, and Local laws and regulations regarding sponsorship of all events as defined by their Inter/National Organization, University, Student Engagement & Student Union, Fraternity & Sorority Life Office, and Governing Council.
- E. Chapters hosting a Formal/Semi-Formal event with an overnight aspect must submit their respective inter/national headquarter approval when submitting the event form. No other social event classification is permitted to have an overnight aspect.
- F. Alcohol over 15% abv is strictly prohibited at any event unless handled through an insured third-party vendor.
 - a. In addition, common sources of alcohol, or kegs, are strictly prohibited at any event.
 - b. Additional information regarding NIC SOP, including all procedures, may be found at <https://nicfraternity.org/nic-alcohol-drug-guidelines/>
- G. When hosting events, all alcoholic beverages must either be:
 - a. Provided and sold on a per-drink basis by a licensed and insured third-party vendor (restaurant, bar, caterer, etc.)
 - b. Brought by individual chapter members and guests through a bring-your-own-beverage system (BYOB)
- H. As a registered student organization at ERAU, chapters are not able to sign contracts on their organization's behalf if they contain the University's name. All contracts must be submitted to the Associate Director of Fraternity & Sorority Life for approval **15 business days** before the event's start date. This includes any social, formal, or semi-formal that might use the university's name.
- I. Factors that make it likely to be deemed a chapter event are, but not limited to:
 - a. If the event is announced at a chapter meeting
 - b. If t-shirts are made for the event(s)
 - c. If officers of the organization have knowledge or have planned the event
 - d. If it takes place before or after an official chapter event
 - e. If it takes place at an establishment that is associated with the chapter
 - f. If it is a recruitment event

- g. If pictures are found on the internet (Facebook, Instagram, Snapchat, etc.), suggesting chapter involvement
- h. If planning occurred in a chapter group chat
- i. If there is a clearly followed theme to the event which suggests coordination

Social Event Classifications & Definitions

- A. **Open Event:** Unrestricted access by members or non-members, alcohol-free, and may require the maintenance of a guest list. Examples include, but are not limited to, Meet the Greeks, IFC/Panhellenic recruitment events, chapter philanthropy events, brother/sister/siblinghood events, etc...
- B. **Social:** A closed event between at least two on-campus recognized FSL organizations where alcohol may be present and maintains a guest list that contains only members from said organizations. Exceptions include a council-wide event with pre-approved permission by the respective council executive council.
- C. **Date function:** A closed event with a 1:1 ratio of 1 active/new member to 1 guest. Where alcohol may be present and maintains a guest list, these events may have contracts signed to use a particular venue or where food/alcohol may be part of a contract/event. This event can only be hosted by **one** single organization.
- D. **Closed Event:** A closed event where alcohol may be present, maintains a guest list, and can be held on or off-campus. The ratio is 3 guests to 1 active/new member (3:1). Examples include, but are not limited to, special events, anniversary events, etc. This event can only be hosted by **one** single organization.
- E. **Special Events:**
 - a. **Formal/Semi-Formal:** Any function where a contract is signed to use a particular venue or where food/alcohol may be part of a contract. Maintains a guest list.
 - 1. Contracts include but are not limited to hotels, restaurants, bars, clubs, etc.
 - 2. The ratio for this event aligns with the **Date function** classification
 - 3. Alumni do not count as active members. They can only attend as dates unless noted otherwise by inter/national offices.
 - b. **Anniversary events:** Any event that celebrates a charter date or significant year. Anniversary events are not held *annually*.
 - 1. The ratio for this event aligns with the **Closed Event/Party** classification
 - 2. The potential guest list is due 30 business days before the event. This is to be submitted through the *Social/Formal/Event Planning Form*
 - 3. Chapters will meet with the Associate Director of FSL throughout the various planning processes to ensure all events are in alignment with Embry-Riddle, FSL, and Inter/National Headquarters policies

Chapter Development

- A. Chapters will participate in educational programming and events sponsored by their respective Governing Councils or the Fraternity & Sorority Life Office.
 - a. **Events will be sponsored by the following:**
 - i. Panhellenic Council (PHA)
 - ii. Interfraternity Council (IFC)
 - iii. Fraternity & Sorority Life (FSL)

- B. Attendance expectations will be set no less than **two weeks** before the event(s).
 - a. **Event expectations will be presented as either:**
 - i. Percentage of chapter total
 - ii. Number of members
 - iii. All new members
 - iv. Entire Chapter
- C. Documented excuses emailed by the chapter president must be provided **four business days** before the event for each member absent to be excused, depending on the attendance expectations for the event.
 - a. Chapters failing to meet the participation expectations may be referred to their respective governing council or the Associate Director of FSL for further conversation.
- D. Every chapter, at any given time, must have a **minimum of four** active members who are Scheduler certified/trained
 - a. Chapters are not allowed to reserve, book, or hold any spaces on behalf of any chapter that is not theirs. Any event booked on behalf of another chapter will be automatically denied.
- E. All major philanthropic events involving a packet, guidelines, or rules are to be submitted to the Associate Director of **FSL 7 weeks before the event(s) start** for approval and to ensure all spaces/resources are booked on time, packet information is updated/accurate, the event is organized, efficient, successful, and all participating organizations are eligible to participate.
- F. Chapters that host philanthropic events involving the participation of other chapters or student organizations are only allowed to have external participants fundraise/participate for them at most 8 - 10 consecutive days. This includes, but is not limited to: small-scale fundraising, outdoor events, tabling, off-campus events, and staged co-sponsored events with Touch-N-Go. The community will allow for a four-day reprieve between the end of their respective philanthropic event and the next chapter's philanthropic event. Chapters do not have to fundraise all 8 to 10 consecutive days. Chapters can fundraise year-round on their own accord with their own chapter members.
- G. Chapters will **not** host events that conflict with Governing Council, Fraternity & Sorority Community Events, or mandatory Fraternity & Sorority Life sponsored programming. Examples include but are not limited to: *FSL Executive Leadership Summit, Presidents Roundtables, New Member Institutes, Spring Student Leadership Summit, Risk Management Trainings, Guest Speakers, and Educational Programming.*
- H. Chapters are to track members' community service hours through their chapter's respective Campus Groups page. All chapter hours will be tallied for institutional reporting at the end of each semester, **due 2 weeks after Winter and Spring Commencement Ceremonies.**
- I. Chapters are to track dollars raised for local and national philanthropies. This includes dollars raised by the chapter and dollars provided by the chapter. All dollars raised will be tallied for institutional reporting at the end of each semester, **due 2 weeks after Winter and Spring Commencement Ceremonies.**

Membership and Rosters

- A. Chapters must maintain 6 active undergraduate members to remain an active, recognized organization in our Fraternity & Sorority Community. Organizations that fall below are to meet with the Associate Director for

Fraternity & Sorority Life to create a Membership Sustainability & Growth Plan in tandem with their Governing Council, and their Inter/National Organization.

- a. After being placed on an MSPG, should an organization end the following semester with six or fewer active undergraduate members, that organization shall be placed on membership probation by Fraternity & Sorority Life for one semester. If a chapter maintains fewer than six members for more than a year following their probation, they will be referred to its respective inter/national headquarters for further guidance.
- B. Every chapter must maintain its Campus Groups roster, ensuring it is up-to-date and reflects the active composition of the chapter. Semesterly Council dues will be assessed through Campus Groups rosters.
- C. Chapter rosters should only include **undergraduate Daytona Beach full-time enrolled members** unless otherwise approved by their respective Inter/National Headquarters.
- D. When a new Chapter Executive Board/Position is voted in, the chapter will fill out the **Chapter Officer Form** on the Fraternity & Sorority Life Campus Groups page. The form is due within 2 weeks of installing the new board or position.
- E. Should a chapter choose to place members on probation, special status, inactive status, or any other means by which an initiated member is still recognized as a member of the organization, but has limited rights or responsibilities within the organization, the chapter is permitted to remove that member from their Campus Groups Roster if they follow the following procedures:
 - a. The removed member may not participate in any activity that utilizes council or community funds to benefit the fraternity & sorority community.
 - b. The removed member may not present themselves as an active organization member.
 - i. This includes assisting with recruitment, taking part in chapter programming, etc.
 - c. The removed member should be immediately added to the chapter's Campus Groups Roster after receiving full membership rights. Knowing that not all inter/national chapters recognize probationary statuses for their members means that chapters must communicate with their respective chain of command to ensure they are following their own rules and regulations.

Recruitment

- A. Recruitment/intake is prohibited over academic breaks, holidays, and the summer.
 - a. Panhellenic hosts Primary Recruitment during the Fall semester and informal (COB) in the Spring semester.
 - b. IFC hosts Formal Recruitment in both Fall & Spring semesters.
- B. Chapters will follow their Inter/National Organizations, the Fraternity & Sorority Life Office, and Governing Council policies on intake and recruitment activities.
- C. Chapters will follow all guidelines and recommendations regarding prohibited activities, events, and best practices regarding recruitment.
- D. Interfraternity Council Chapters may not accept new members who do not meet the following academic criteria:
 - a. Must have a minimum of a 2.6 Cumulative GPA from ERAU.

- b. If they do not have an ERAU GPA (ex: first semester/transfer student) then the potential new member (PNM) must have a 2.75 GPA from high school or a 2.6 Cumulative GPA from their last collegiate institution.
 - c. **Note:** If the ERAU All-Male Cumulative GPA is lower than 2.6, then substitute 2.6 with that number for determining PNM eligibility for membership.
- E. Before extending any bids, all GPAs must be verified through the Fraternity & Sorority Life Office to ensure each prospective member meets the GPA requirements. Bids extended and accepted without GPA verification will result in an automatic drop of said member(s).
- F. When accepting a bid for membership into a Panhellenic sorority, each potential new member must meet with a Student Engagement & Student Union representative to sign the Membership Recruitment Acceptance Binding Agreement (MRABA). The same is to be completed if signing a COB MRABA.

New Member Education/Intake/Initiation

- A. Upon becoming a New Member in an organization, if they have not done so already, each New Member must complete a Grade Release & Anti-hazing Policy agreement found on the Fraternity & Sorority Life Campus Groups Page within two weeks of your respective councils' bid day.
- B. All new members that accept a bid or membership into a fraternity or sorority at Embry-Riddle must be initiated in the same semester in which they received a bid or membership. If a chapter cannot meet this requirement, the president will contact the Associate Director of Fraternity & Sorority Life to create a plan. Should the chapter fail to notify the Associate Director of Fraternity & Sorority Life three weeks before finals week in both semesters, the chapter will be sanctioned. The Associate Director of FSL, in partnership with the chapter, will determine the sanctions' length and scope.
- C. With approval from the Associate Director of Fraternity & Sorority Life, a chapter can petition their governing council in consideration for an extension of their NME by providing the following:
 - a. A formal letter requesting an extension of this timeline that includes specific reasons for the extension and the additional time requested.
 - b. A signed letter supporting this extension from the chapter's Inter/National Headquarters.
- D. Chapters will educate their members on the values, history, and vision of Embry-Riddle Fraternity & Sorority Life; and the responsibilities of membership in tandem with their respective inter/national new member education process. The office of Fraternity & Sorority Life will provide the educational materials.
- E. Chapters will have all new members read and sign the ERAU FSL New Member Bill of Rights reviewed within the first two weeks of their New Member Education process.

Expansion/Extension & Recognition

- A. Requirements and restrictions regarding the expansion/extension process of chapters within our campus community can be found on the Fraternity & Sorority Life Campus Groups Page under "Documents" labeled "Social Fraternity & Sorority Campus Recognition Policy"

- B. Specific details regarding expansion under each governing council can be found in each respective council's constitution/bylaws on their Campus Groups Page.
- C. The Department of Student Engagement and Student Union and Fraternity & Sorority Life has the final say in allowing new or returning organizations to become established on the Daytona Beach Campus of Embry-Riddle Aeronautical University.
- D. Organizations not chartered at Embry-Riddle Aeronautical University before February 18, 2010, that are not a part of the North American Interfraternity Conference (NIC), may not be chartered at Embry-Riddle for oversight and risk management concerns. Organizations that were chartered before February 18, 2010, are subject to all NIC policies and procedures on a campus level.

NIC & NPC Policies and Guidelines

- A. It is expected and required that chapters read and are closely familiar with all governing documents of their respective umbrella organizations.
 - a. NPC - The Manual of Information (MOI)
 - b. NIC – Standard Operating Procedures (SOP)

III. UNIVERSITY STANDARDS

- A) Chapters that hold membership under a Governing Council shall be entitled to:
 - a. All privileges of a Registered Student Organization as defined by the Student Organization Handbook and as outlined in the ERAU Code of Conduct.
 - b. Access to the Fraternity & Sorority Life Office Staff and other University personnel to assist the chapter with its growth, development, and compliance with these guidelines and standards.
 - c. Support and guidance from the Fraternity & Sorority Life Office through participation in advising the respective Governing Councils, meeting with chapter leadership, and attending chapter and council events.
 - d. Timely access to information regarding the scholastic performance of the chapter's members.
 - e. Timely access to information regarding the scholastic performance of potential new members who may participate in the recruitment process. (Fraternity & Sorority Life Office will verify in a timely manner individual students' number of completed hours and GPAs to certify eligibility for participation in the recruitment process).
 - f. Assistance from the Fraternity & Sorority Life Office and Student Engagement in identifying potential Faculty Advisors to assist the Chapter with its academic programs and initiatives.
 - g. Communication from the Fraternity & Sorority Life Office regarding the chapter's compliance with these guidelines and standards and the chapter's efforts in furthering the quality of the undergraduate experience. This communication shall also be disseminated to the chapter leadership, Chapter Advisors, and the Inter/National Organization.
 - h. Visibility to new undergraduate students through information provided during the new student orientation program (office/council publications, presentations, tabling, event participation, etc.) and other orientation programs for new undergraduate students.
 - i. Assistance and support in upholding the FSL, Governing Council, individual chapter's risk management policies, and the University's expectations and requirements.
 - j. Support and guidance in planning and implementing a New Member Education Program.

- k. On-going advocacy, advising, education, and resources on topics of new member education, fundraising, community service, leadership development, hazing, recruitment, risk management, program planning, and other best practice topics.
- l. Leadership development training through resources such as the Fraternity & Sorority Life Executive Leadership Institute, Educational/President Roundtables, Spring Student Leadership Summit, and other provided opportunities.

IV. CONCLUSION

The Fraternity & Sorority Life Office at Embry-Riddle Aeronautical University has established these policies and standards to provide continuous collegiate experiences that offer expectational support and guidance to our students. Keeping the goal of a positive relationship provides growth and personal development to all involved. Fraternity & Sorority Life at Embry-Riddle Aeronautical University believes these standards and ideals will set our fraternities and sororities on a path to continued success. Embry-Riddle Aeronautical University will strive to be the premier Fraternity & Sorority Community by operating as a harmonious, goal-oriented, inclusive, and professional community.

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