



## CAMPUS COMMITMENT TO HAZING PREVENTION: **Action Guide**

In 2018, StopHazing and Clery Center released the Hazing Prevention Toolkit for Campus Professionals, which describes a data-driven Hazing Prevention Framework (HPF)® based on key principles of prevention science and findings from a research-to-practice project, the Hazing Prevention Consortium (HPC) led by StopHazing™ and researchers at the University of Maine.



HAZING  
PREVENTION  
CONSORTIUM



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The graphic above depicts the eight components of the HPF—including Commitment, Capacity, Assessment, Planning, Evaluation, Cultural Competence, Sustainability, and Implementation—to be carried out in conjunction with one another to create a campus environment where hazing is less likely to occur.

The Campus Commitment to Hazing Prevention Action Guide (Action Guide) provides practical resources focused on one of the eight HPF components — **commitment** — to engage campus leaders and the broader campus community in transforming campus hazing culture and ultimately, building group environments that support healthy belonging and well-being for all students.

# ACTION GUIDE OVERVIEW

In this Campus Commitment Action Guide, you will find:

- **Campus Commitment Information-Gathering Tool:** Use this resource to determine what existing campus practices signal campus-wide commitment to hazing prevention and possible actions the institution may take in the future.
- **PowerPoint Template:** Making the Case for Hazing Prevention Support: Adapt this PowerPoint template to garner support for future hazing prevention needs or efforts.
- **Campus Commitment Planning Resource:** This resource provides examples of how to intentionally plan to engage the campus community in hazing prevention over time.
- **Strategies for Engaging Students and their Families:** Utilize some of these strategies to engage students and their family support systems in hazing prevention.
- **Sample Letter from President:** This sample letter shows how a broadly disseminated message from key leaders can model commitment to hazing prevention.
- **We Don't Haze Resources:** Engage students, faculty, and staff in hazing prevention utilizing this film and companion resources.

**“According to our data, hazing prevention is a leadership issue.”**

HPC Campus Professional

## AUDIENCE

The primary audience for this Action Guide is campus professionals and postsecondary leaders who can engage students, colleagues, and community members across multiple environmental levels for effective hazing prevention. These resources share a common framework and provide research-informed guidance that can be applied in a range of settings. However, given the diversity of college and university types, as well as their distinct histories and campus cultures, we recommend tailoring these resources to meet the needs of specific stakeholders.

For instance, your terminology may change when working with particular groups and communities. If you are working with student-athletes or coaches, terms like: “veteran players,” “teammates,” and “rookies” might be used to describe group dynamics whereas, a similar discussion relative to Fraternity and Sorority Life (FSL), would use terms like “new member,” “initiates,” “brother,” or “sister,” and when communicating with a general audience, “student,” “student-leader,” and “student organization members” might be more appropriate.

The following Background provides insight as to how these sample activities can fit into a larger framework of campus commitment to hazing prevention.

## BACKGROUND

Hazing, a type of abusive and sometimes violent behavior, is at odds with the missions of colleges and universities. Generally defined as *any activity expected of someone participating in a group that humiliates, degrades, abuses, or endangers them, regardless of their willingness to participate*, hazing can undermine student well-being and campus climates that are inclusive, safe, and supportive of students' holistic development. Core values embedded in college and university missions can serve as an anchor for responding to hazing and finding viable strategies for its prevention. This connection places the issue of hazing squarely in the realm of senior leaders responsible for stewarding the institution's mission. Unit-level leaders and others also play a role in campus commitment to hazing prevention, from decision-making about resource allocation, to participating in a campus coalition, or intervening as bystanders.

While campus commitment is vital for the prevention of hazing, there is a lack of research describing what that commitment entails. Meanwhile, campus leaders and staff need access to data-informed strategies to effectively respond to sometimes devastating incidents of hazing and to proactively foster campus environments conducive to positive peer group membership. In light of this need, StopHazing researchers drew upon organizational theory and institutional change models to analyze data about commitment to hazing prevention.

In particular, Bolman and Deal's (2017)<sup>1</sup> "four frame" approach to understanding organizations can be useful for considering campus commitment to hazing prevention within the categories of **structural**, **human resource**, **political**, and **symbolic**.

<sup>1</sup> Bolman, L. G. & Deal, T. E. (2017). *Reframing organizations: Artistry, choice, and leadership* (6th ed.). Jossey-Bass.

**“It takes a village. Hazing’s not just in Greek Life, it’s a whole campus issue.”**

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# STRUCTURAL

From a structural lens, financial resources, designated staffing, systems, data-driven decisions, and strategic planning are key elements of campus commitment to hazing prevention. Some examples of commitment to campus hazing prevention within a structural frame are delineated below.

## Financial Support

- Obtaining and then sustaining funding for hazing prevention

## Staffing

- Allocating staffing time for hazing prevention
- Including hazing prevention work in job descriptions across multiple functional and divisional units
- Staff associated with hazing prevention are easily identifiable to campus stakeholders

## Data-Driven Decisions and Strategic Planning

- Collecting data about the campus hazing climate
- Allocating funds and/or obtaining grants for hazing prevention assessment and evaluation
- Allocating time to review data and make decisions to strengthen hazing prevention

## Systems

- Ensuring visible, consistent, coordinated, and well-timed messaging from leaders about group behavior expectations and hazing prevention
- Communicating campus-wide and to more specific stakeholder groups
- Integrating hazing prevention planning and implementation throughout campus units
- Coordinating and tracking hazing prevention training to include sufficient dosage for students, staff, and faculty
- Disseminating updated and consistent hazing response protocols to key staff
- Maintaining hazing prevention knowledge and skills amidst staff turnover through established plans and training
- Utilizing technology to track campus hazing concerns, formal reports, and prevention initiatives.

# Human Resource & Political

From a human resource lens, visible leadership, staffing, and training/capacity are necessary elements for hazing prevention, while a political frame highlights the importance of coalition building/shared responsibility across stakeholder groups, senior leader endorsement, advocacy, and transparency. Below are examples of human resource and political actions that are important aspects of commitment to campus hazing prevention.

## Human Resource:

### Visible Campus Leadership

- Having a strong presence of campus leaders at student, campus professional, faculty, and administrative levels at hazing prevention activities
- Conveying a firm stance on hazing, its consequences, and the commitment to promoting a safe and healthy campus

### Trained Staff/Capacity

- Establishing relationships, sharing prevention information, ensuring regular communication, and working collaboratively with campus units and diverse stakeholders to support hazing prevention
- Providing supplemental training to support knowledge and build expertise for hazing prevention
- Integrating varied teaching methods and opportunities for learning about hazing prevention

### Campus-Wide Orientation

- Developing and maintaining a campus-wide hazing prevention coalition with members from students, staff, faculty, and alumni populations
- Creating and consistently upholding campus hazing policy for all stakeholder groups
- Creating a campus website to provide information about hazing reporting, accountability, and prevention

### Senior Leader Public Endorsement & Advocacy

- Senior leaders are investing and actively engaging in hazing prevention.
- Establishing, refining, and clearly communicating hazing policies and protocols for incident response
- Supporting consistency in accountability related to campus hazing
- Allocating human and financial resources for effective response and prevention
- Supporting staff and other stakeholders with investigations and accountability
- Designating shared language that articulates the link between institutional mission and hazing prevention

### Broad-based & Shared Responsibility

- Building and maintaining a hazing prevention coalition with representation from a range of campus stakeholders
- Establishing and centralizing a hazing website as a platform for widespread, easily accessible, and consistent public messaging and resources about hazing and its prevention

### Institutional Transparency

- Senior leaders publicly acknowledging hazing incidents when they occur
- Sharing information relative to campus incidents with campus prevention staff to inform prevention efforts
- Utilizing campus email and website to inform the campus and broader community of group hazing incidents and accountability
- Responding to high-profile hazing incidents through the media to reflect a transparent approach for information sharing and institutional response

# Symbolic

The symbolic lens of viewing organizations illuminates how the interplay between communication and interpretation of meaning are key elements of campus commitment to hazing prevention. Below are some examples of important hazing prevention actions characteristic of a symbolic frame.

## Visible Leadership

- Connecting hazing prevention messaging with symbolic aspects of campus culture (e.g., via campus mascot) and at major campus traditions and events (e.g., Convocation, sporting events, and performing arts events)
- Providing opportunities for formal and informal conversations with campus leaders to articulate concern for students and commitment to campus hazing prevention
- Creating and sharing hazing prevention images and messaging featuring senior leaders and student leaders

## Student Perceptions

- Providing transparency in relation to hazing incidents with senior leader commentary about the ways in which hazing undermines the educational and developmental missions of the college/university
- Sharing personal narratives about the ways in which hazing can harm and how to achieve goals of tradition, group unity, and respect without hazing (e.g., We Don't Haze; talks by family members who have lost children in hazing incidents, hazing alternative resources)
- Producing and sharing imagery of campus commitment to hazing prevention via social norms campaigns, social marketing, and other communications



The Campus Commitment Action Guide is designed to give you some practical examples of these Commitment activities:

- **Information-Gathering Tool:** Assess what actions you're already taking within this framework.
- **PowerPoint Template:** Make the case to campus leaders for strengthening structural support for hazing prevention.
- **Planning Resource:** Examples of how to build combined, integrated processes for procedural planning, enhancing structural efforts on campus.
- **Strategies for Engaging Students and their Families:** Addresses student and family perceptions and their roles in hazing and its prevention, as described in the symbolic frame.
- **Sample Letter from the President:** Highlights senior leader endorsement of hazing prevention initiatives and institutional transparency relative to hazing accountability, noted within the political frame.
- **We Don't Haze:** Provides a tool for enhancing knowledge of hazing across campus and cross-training partners to educate about hazing, reflecting the political frame of building coalitions and shared language and understanding of hazing.

If you have any questions about the resources in the Campus Commitment Action Guide, please reach out to **Clery Center** at [info@clerycenter.org](mailto:info@clerycenter.org) or **StopHazing** at [info@stophazing.org](mailto:info@stophazing.org).

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