

Manual of Information

19th Edition 2014



National Panhellenic Conference
the voice for sorority advancement

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INTRODUCTION

This section offers you an introduction to the National Panhellenic Conference, its philosophy and spirit, and the member fraternities and sororities that comprise NPC. The section concludes with a guide to using the Manual of Information.

ALPHABETICAL LISTING OF MEMBER ORGANIZATIONS

Alpha Chi Omega Fraternity	ΑΧΩ
Alpha Delta Pi Sorority	ΑΔΠ
Alpha Epsilon Phi Sorority	ΑΕΦ
Alpha Gamma Delta Fraternity	ΑΓΔ
Alpha Omicron Pi Fraternity	ΑΟΠ
Alpha Phi Fraternity	ΑΦ
Alpha Sigma Alpha Sorority	ΑΣΑ
Alpha Sigma Tau Sorority	ΑΣΤ
Alpha Xi Delta Fraternity	ΑΞΔ
Chi Omega Fraternity	ΧΩ
Delta Delta Delta Fraternity	ΔΔΔ
Delta Gamma Fraternity	ΔΓ
Delta Phi Epsilon Sorority	ΔΦΕ
Delta Zeta Sorority	ΔΖ
Gamma Phi Beta Sorority	ΓΦΒ
Kappa Alpha Theta Fraternity	ΚΑΘ
Kappa Delta Sorority	ΚΔ
Kappa Kappa Gamma Fraternity	ΚΚΓ
Phi Mu Fraternity	ΦΜ
Phi Sigma Sigma Fraternity	ΦΣΣ
Pi Beta Phi Fraternity	ΠΒΦ
Sigma Delta Tau Sorority	ΣΔΤ
Sigma Kappa Sorority	ΣΚ
Sigma Sigma Sigma Sorority	ΣΣΣ
Theta Phi Alpha Fraternity	ΘΦΑ
Zeta Tau Alpha Fraternity	ΖΤΑ

NPC INSIGNIA

The shield is a protective influence for our entire membership.

A lamp denotes leadership, scholarship and enlightenment.

The laurel wreath signifies victory, or achievement of ideals.

While the sword piercing the wreath indicates willingness to fight for ideals, symbolizing, too, penalty of obligation; also bravery, achievement and discipline.

The mantling surrounding the shield is the protecting cloak that education gives us, and a protective influence of organization.

Thus there in the mantle is inscribed the name of the National Panhellenic Conference.

(Adopted at the 1957 Biennial Session)



REGISTERED TRADEMARKS

NPC is the exclusive owner of its trademarks. In order to safeguard the appropriate use of our federally registered trademarks and to guarantee quality products, NPC is one of many organizations that have entered into a trademark licensing agreement with Affinity Consultants. All commercial use of NPC's trademarks must be administered through a license agreement with NPC.

We encourage members of NPC to support our organization and buy exclusively from officially licensed NPC vendors. All official vendors are screened for high-quality products and good customer service.

- To shop for official NPC products, visit our entire list of licensed vendors at greeklicensing.com. Here you can access a national network of vendors and get multiple quotes for your custom order needs.
- If you are a dues-paid College Panhellenic and would like to use the coat of arms on your website, letterhead or other printed materials, please contact the NPC office.
- When shopping for NPC merchandise, look for this logo:



NPC LOGOS

The capital letters N, P and C represent the strength and seriousness of the organization while the overlapping letters characterize relationships built on trust through transparency and a cooperative spirit.

The wave represents a continual, forward movement, advancing and advocating for the sorority experience.

The full name of the organization, National Panhellenic Conference, is located at the base of the logomark, and is displayed in a traditional font to represent the long-standing heritage on which NPC is built.

The NPC tagline aligns with the vision statement and encompasses the organization – the voice for sorority advancement.

To complement the NPC logo, graphics for both Alumnae and College Panhellenics were created. These graphics provide distinctions for these organizations while creating a consistency within the NPC brand. The Alumnae and College Panhellenics logos can be customized for the groups using them.

For more information on NPC branding and logos, please contact the NPC office.



National Panhellenic Conference
the voice for sorority advancement



Area Name Here
Alumnae Panhellenic



Campus Name Here
College Panhellenic



THE PANHELLENIC CREED

We, as Undergraduate Members of women's fraternities, stand for good scholarship, for guarding of good health, for maintenance of fine standards, and for serving, to the best of our ability, our college community. Cooperation for furthering fraternity life, in harmony with its best possibilities, is the ideal that shall guide our fraternity activities.

We, as Fraternity Women, stand for service through the development of character inspired by the close contact and deep friendship of individual fraternity and Panhellenic life. The opportunity for wide and wise human service, through mutual respect and helpfulness, is the tenet by which we strive to live.

THIS WE BELIEVE

Fraternity

Fraternity is a social experience based on the fundamental right of a free people to form voluntary associations. It is one of the enrichments of college life.

Mutual choice

The young woman who wants a fraternity experience will find it possible to belong on most campuses today. Fraternity membership is a social experience arrived at by mutual choice and selection. Fraternity membership is by invitation.

Fraternities exist because they:

- Provide a good democratic social experience.
- Give value beyond college years.
- Create, through their ideals, an ever-widening circle of service beyond the membership.
- Develop the individual's potential through leadership opportunities and group effort.
- Fill the need of belonging.

Fraternities continue because:

- Young women feel a continuing need to belong.
- Parents appreciate fraternity values and standards and cooperate to make membership possible.
- College administrations, recognizing the values of fraternities, continue to welcome them on their campuses and to invite them to establish new chapters.



THE NATIONAL PANHELLENIC CONFERENCE

The National Panhellenic Conference is an organization composed of 26 inter/national women's Greek-letter fraternities. Each member group is an autonomous social organization consisting of women who are college and university, undergraduates and alumnae.

Purpose of NPC

The National Panhellenic Conference was established to assist collegiate and alumnae chapters of the NPC member groups to cooperate with colleges and universities and foster interfraternal relationships.

Mission Statement of NPC

(2011) The National Panhellenic Conference is the premier advocacy and support organization for the advancement of the sorority experience.

Vision Statement of NPC

(2011) Advancing the Sorority Experience Together.

Values of NPC

(2011) We are committed to relationships built on trust through transparency, accountability and mutual respect. Innovation and our core values of friendship, leadership, service, knowledge, integrity and community guide us in fulfilling our mission.

Functions of NPC

In 1988, the 26 member groups affirmed the concept that the National Panhellenic Conference continue to operate as a conference.

Each NPC member group is equally represented by a delegate and up to three alternate delegates. Each member group is allowed one vote, and the delegate casts this vote. The delegate acts as liaison between her fraternity and the other NPC groups. In order to conduct business, this delegate body meets annually. The delegates function year-round as members of NPC committees, the largest of which are the Alumnae Panhellenics Committee and the College Panhellenics Committee.

The officers of the Conference (chairman and vice chairman) are members of the delegate body. They serve in an established order of fraternity rotation – first as vice chairman then as chairman. Each position is a two-year term. The Advocacy Committee chairman, Panhellenics Committee chairman and Budget and Finance Committee chairman are appointed by the NPC chairman, approved by the board of directors and serve as voting members of the Executive Committee.

Committees of NPC

The National Panhellenic Conference has standing committees, subcommittees and special committees, each of which is responsible for administering NPC matters assigned to it. These committees, in addition to specific duties, issue bulletins and other informative materials.



NPC Standing Committees

Advisory: Composed of all past NPC chairmen. The chairmanship of the Advisory Committee rotates among those committee members actively serving as delegates or alternate delegates.

Advocacy: Directs the organization in all advocacy efforts including but not limited to the tracking of measurable outcomes, government relations and campus based issues relating to documents and housing.

Board Development: Support the board of directors by providing development opportunities, assessing effectiveness of the board and preparing new board members for their leadership role.

Budget and Finance: Review and assess the Conference finances.

Bylaws Review: Reviews the Conference bylaws annually and presents amendments when necessary.

Panhellenics: Comprised of the Alumnae Panhellenics and College Panhellenics committees. Provides support, guidance and resources to Panhellenic associationa. Members of the committee are the Alumnae Panhellenic area coordinators and College Panhellenic area advisors.

Strategic Planning: Provides Conference development plans for continuity and stability.

The NPC Executive Committee may make special appointments as needed.

Powers of NPC

The National Panhellenic Conference is a conference body that adopts polices in order to govern its own internal operation. Through such polices have come the **Unanimous Agreements** of the Conference. In order for a policy to become a **Unanimous Agreement**, each delegate must vote in the affirmative followed by the ratification by each inter/national president.

Because the Unanimous Agreements have been ratified, all NPC member groups must follow them until they are amended or rescinded. Alumnae and College Panhellenics are also required to follow the Unanimous Agreements. NPC cannot breach in any way the rights and powers of the member fraternities except as provided in the Unanimous Agreements.

The National Panhellenic Conference formulates policies on matters of mutual interest and concern and studies changing educational outlooks. Through discussions, panels and special programs at annual meetings, the Conference contributes to interfraternal understanding and friendship.

History of NPC

The National Panhellenic Conference evolved gradually through a cooperative spirit among women's fraternities. As early as 1891, Kappa Kappa Gamma invited all Greek-letter women's collegiate fraternities (there were seven at the time) to a meeting in Boston on April 16 and 17. The groups discussed interfraternity courtesy, fraternity jewelry and stationery and fraternity/sorority journalism. A second meeting was planned for 1893 at the Chicago World's Fair, and although some representatives were there, no records exist of the session.

Early histories of women's fraternities contain accounts of "rushing and pledging agreements" or "compacts" among fraternities on various campuses, and also many stories of cooperation and mutual assistance. However, no actual Panhellenic organization existed and no uniform practices were observed. By 1902, it was obvious that some standards were needed; therefore, Alpha Phi invited Pi Beta Phi, Kappa Alpha Theta, Kappa Kappa Gamma, Delta Gamma, Gamma Phi Beta, Delta Delta Delta, Alpha Chi Omega and Chi Omega to a conference in Chicago on May 24. Although Alpha Chi Omega and Chi Omega were not able to send delegates to this meeting, the session resulted in the organization of the first interfraternity association and the first intergroup organization on college campuses. (The North-American Interfraternity Conference for men's fraternities was organized in 1909.)

This meeting and the next few resulted in several mutual agreements, especially regarding pledging. Up to this time no guidelines had been set, and women could be pledged to groups before enrolling in college and even belong to more than one group.

First called the Interfraternity Conference, the organization has been variously named and renamed the Inter-Sorority Conference (until 1908); the National Panhellenic Conference (until 1911); the National Panhellenic Congress (until 1917); the National Panhellenic Conference (until 1921); the National Panhellenic Congress (until 1945); and finally, the National Panhellenic Conference.

The name change is significant to the NPC philosophy because the organization is a conference, not a congress. Other than the basic Unanimous Agreements that all groups have voted to observe, NPC confines itself to policies and best practices and acts as a court of final appeal in any College Panhellenic difficulty. One of its greatest services is providing area advisors for College Panhellenics and Alumnae Panhellenics.

The Conference met annually until 1914, when it was voted to have biennial sessions beginning in 1915. While some interim sessions had been held prior to 1971, provision in the constitution was made at that time for the necessary sessions. The Conference voted in 1993 to have an interim session in even-numbered years. In 2008, the Conference voted to change the terminology of biennial and interim sessions to annual meetings. The chairmanship is held in rotation according to each member group's entrance into NPC.

Requirements for Membership

A women's fraternity must have been established in its national character for a minimum of 13 years; all of its collegiate chapters must be established in senior colleges and universities authorized to confer bachelor degrees and recognized by the appropriate regional association of colleges and universities; and it must have at least 14 chapters, of which the latest established is at least two years old.

AES Merger With NPC

In 1947, the six member groups of the Association of Education Sororities, organized in 1915, affiliated with the National Panhellenic Conference, thus merging two national Panhellenics serving women's fraternities. Prior to that time, the AES had served teacher-education colleges exclusively. The growing trend toward general liberal arts institutions resulted in extensive overlapping and led to the merger.

Other women's fraternities have been admitted to NPC as they met the requirements for membership. Through the years, additional women's fraternities, now merged with other groups, have been members of NPC.



Order of Rotation

Chairmanship rotation order and NPC entrance date:

Pi Beta Phi	1902	Alpha Gamma Delta	1909
Kappa Alpha Theta	1902	Alpha Delta Pi	1909
Kappa Kappa Gamma	1902	Delta Zeta	1910
Alpha Phi	1902	Phi Mu	1911
Delta Gamma	1902	Kappa Delta	1912
Gamma Phi Beta	1902	Sigma Sigma Sigma	1951
Alpha Chi Omega	1903	Alpha Sigma Tau	1951
Delta Delta Delta	1902	Alpha Sigma Alpha	1951
Alpha Xi Delta	1904	Alpha Epsilon Phi	1951
Chi Omega	1903	Theta Phi Alpha	1951
Sigma Kappa	1905	Phi Sigma Sigma	1951
Alpha Omicron Pi	1905	Delta Phi Epsilon	1951
Zeta Tau Alpha	1909	Sigma Delta Tau	1951

NPC MEMBER ORGANIZATIONS

ALPHA CHI OMEGA FRATERNITY



BADGE

Gold lyre set with pearls or diamonds

FOUNDED

DePauw University,
Greencastle, Ind.
Oct. 15, 1885

COLORS

Scarlet and olive green

FLOWER

Scarlet carnation

MAGAZINE

The Lyre



NEW MEMBER PIN

Diamond shaped, half scarlet and half olive-green enamel bearing a center inlaid golden lyre

PHILANTHROPIES

The Alpha Chi Omega Foundation is the tax-deductible vehicle by which members and friends support the educational and philanthropic purposes of Alpha Chi Omega Fraternity. Through generous contributions, the Foundation works to ensure that Alpha Chi Omega can meet the needs of women today and tomorrow. Gifts enhance our sisterhood as they help maintain high academic standards, deliver learning and leadership programs to supplement the collegiate experience, provide alumnae programming relevant to every stage of women's lives and assist our members with educational costs or hardships resulting from life-changing situations. In addition, the Foundation strives to grow our members' dedication to service and philanthropy through support of our national philanthropy, domestic violence awareness, as well as honoring Alpha Chi Omega's musical heritage with an ongoing commitment to the MacDowell Colony, an artists' haven in New Hampshire.

ALPHA DELTA PI SORORITY



BADGE

Diamond of black enamel with clasped hands, two stars, and letters "ΑΔΠ"

FOUNDED

Wesleyan Female College,
Macon, Ga.
May 15, 1851

COLORS

Azure blue and white

FLOWER

Woodland violet

MAGAZINE

The Adelphean of Alpha Delta Pi



NEW MEMBER PIN

Gold bar with Greek letters "BYA" surmounted by lion's head

PHILANTHROPIES

In 1979, Alpha Delta Pi officially adopted Ronald McDonald House Charities as its philanthropy. Since then, sisters have volunteered countless hours at Ronald McDonald Houses internationally and have contributed millions of dollars to this worthwhile charity. Today, more than 300 Ronald McDonald Houses around the world help keep families with seriously ill children together when they need it most by offering them a comfortable, temporary residence close to a medical facility. Alpha Delta Pi's signature philanthropy events carry the brand Lion's Share Challenge, and the Alpha Delta Pi Foundation administers the sorority's philanthropic activities. In addition, the Foundation awards academic scholarships, provides grants for collegiate and alumnae members in need, supports educational and leadership programming for members internationally and financially supports the preservation of historical items important to Alpha Delta Pi's history as the first secret society for women.

ALPHA EPSILON PHI SORORITY



BADGE

Three sorority letters jeweled in pearls, placed in sequence on narrow gold bar

FOUNDED

Barnard College,
New York City
Oct. 24, 1909

COLORS

Green and white

FLOWER

Lily of the valley

MAGAZINE

Columns



NEW MEMBER PIN

Greek temple façade in gold

PHILANTHROPIES

Alpha Epsilon Phi supports two national philanthropies, the Elizabeth Glaser Pediatric AIDS Foundation and Shasheret, an organization that supports young Jewish women in their fight against breast cancer. Additionally, collegians and alumnae alike provide fundraising and volunteer service hours to local organizations of their choice. The Alpha Epsilon Phi Foundation awards scholarships to undergraduate and graduate students and for members' participation in leadership training programs. The Foundation also provides grants to the sorority for educational programming in the areas of leadership development, risk management, and health and wellness.

ALPHA GAMMA DELTA FRATERNITY



BADGE

Monogram of three Greek letters in gold; "A" may be pearled or plain

FOUNDED

Syracuse University,
Syracuse, N.Y.
May 30, 1904

COLORS

Red, buff and green

FLOWER

Red and buff roses

MAGAZINE

Alpha Gamma Delta Quarterly



NEW MEMBER PIN

Shield executed in red, buff and green enamel

PHILANTHROPIES

The Alpha Gamma Delta Foundation provides grants that support members and other individuals living with diabetes. As a part of the diabetes initiative, the Alpha Gamma Delta Foundation encourages sisters to engage in community service that promotes diabetes awareness and education. Through the Foundation, Alpha Gamma Deltas are awarded scholarships, financial support is offered to members in emergency situations and volunteer and leadership training opportunities are provided. Overall, the Foundation impacts and enriches our communities by providing essential support for education, philanthropy and leadership.

ALPHA OMICRON PI FRATERNITY



BADGE

Three sorority letters jeweled in pearls, placed in sequence on narrow gold bar

FOUNDED
Barnard College,
Columbia University,
New York City
Jan. 2, 1897

COLORS

Cardinal

FLOWER

Jacqueminot rose

MAGAZINE

To Dragma



NEW MEMBER PIN

Gold sheaf of wheat bearing letters of name

PHILANTHROPIES

Alpha Omicron Pi's international philanthropy event is "Alpha Omicron Pi Strike Out Arthritis!" The Alpha Omicron Pi Foundation awards annual arthritis research grants as well as educational grants to families with children living with arthritis for attendance at conferences and camps. The Alpha Omicron Pi Foundation's leadership grants to the fraternity underwrite training academies, sponsor conference and convention speakers and fund a variety of personal development programs for members. Its academic scholarships benefit undergraduate and graduate members. The Foundation's Ruby Fund helps sisters in dire need.

ALPHA PHI FRATERNITY



BADGE

Gold monogram of Greek "ΑΦ" with letters "αοε" in black

FOUNDED
Syracuse University,
Syracuse, N.Y.
Oct. 10, 1872

COLORS

Silver and bordeaux

FLOWER

Lily of the valley and
forget-me-nots

MAGAZINE

The Alpha Phi Quarterly



NEW MEMBER PIN

Ivy leaf of silver or gold bearing letters of name

PHILANTHROPIES

Collegiate and alumnae members give both time and money in support of projects in all areas of women's heart health including research, education, training, patient care and prevention. The Alpha Phi Foundation also contributes to such projects on an annual basis, and in addition provides graduate and undergraduate scholarships, aid to sisters in need, emergency financial grants to collegians, and remodeling and/or furnishing educational facilities.

ALPHA SIGMA ALPHA SORORITY



BADGE

Concave square of black enamel displaying gold letters of name, crown and star, bordered with pearls and rubies

FOUNDED
Longwood University,
Farmville, Va.
Nov. 15, 1901

COLORS
Pearl white and crimson

FLOWER
Narcissus and aster

MAGAZINE
Phoenix



NEW MEMBER PIN

Concave square of silver bearing letters of name, raised against design of rising sun

PHILANTHROPIES

Alpha Sigma Alpha's national philanthropic partners are Girls on the Run, Special Olympics and the S. June Smith Center in Lancaster, Pa., which was founded by member Dr. S. June Smith and provides educational opportunities and assistance to children with developmental delays. Alpha Sigma Alpha encourages its members to support the Alpha Sigma Alpha Foundation and to participate in our national philanthropic efforts as well as those in their local communities. Our ritual states, "Life is not taking in only; it is giving out too. It is giving ourselves – freely – to other people, giving ourselves in comradeship, in understanding, in joy, in love." This belief is demonstrated in the many ways Alpha Sigma Alpha women express their care and concern for others through the support of the sorority's philanthropic endeavors. The Alpha Sigma Alpha Foundation also contributes to these philanthropies, awards scholarships and supports sorority educational initiatives.

ALPHA SIGMA TAU SORORITY



BADGE

Six-pointed shield of black enamel and gold, bordered with pearls and displaying sorority letters in center

FOUNDED
Eastern Michigan University,
Ypsilanti, Mich.
Nov. 4, 1899

COLORS
Emerald and gold

FLOWER
Yellow rose

MAGAZINE
The Anchor



NEW MEMBER PIN
Monogram of gold

PHILANTHROPIES

Alpha Sigma Tau members strive to contribute to the progress of mankind through support of Pine Mountain Settlement School in Harlan County, Ky. Pine Mountain, an environmental education center, is supported through donations to the Alpha Sigma Tau Foundation. Habitat for Humanity has been chosen by Alpha Sigma Tau as a national service partnership. The partnership with Habitat for Humanity allows members to work to end poverty housing by making safe and decent shelter a reality, thus mirroring the Alpha Sigma Tau motto of being active, self-reliant and trustworthy. Collegiate and alumnae chapters support numerous local philanthropic projects. The Alpha Sigma Tau National Foundation endows scholarships, provides educational loans and awards grants.

ALPHA XI DELTA FRATERNITY



BADGE
Gold quill

FOUNDED
Lombard College,
Galesburg, Ill.
April 17, 1893

COLORS
Light blue, dark blue and gold

FLOWER
Pink rose

MAGAZINE
The Quill of Alpha Xi Delta



NEW MEMBER PIN
Oval shape with Greek letters
“ΑΞΔ” on enamel background

PHILANTHROPIES

Alpha Xi Delta’s Founders held the belief that Fraternity members should think less about self and more about others. For more than 119 years, Alpha Xi Delta has fulfilled this purpose by giving service and raising funds to improve the lives of others. Alpha Xi Delta’s philanthropic partner is Autism Speaks, the world’s largest autism advocacy organization. Alpha Xi Delta college chapters and alumnae associations raise awareness and funds by participating in various “Walk Now for Autism Speaks” events across the country and organizing AmaXing Challenges at our host institutions. In 2012, Alpha Xi Delta was recognized alongside Toys “R” Us® and Gap Inc. by Autism Speaks as a national philanthropy partner.

CHI OMEGA FRATERNITY



BADGE
Stacked Greek letters “ΧΩ” with 14
pearls or diamonds set onto the
Chi

FOUNDED
University of Arkansas,
Fayetteville, Ark.
April 5, 1895

COLORS
Cardinal and straw

FLOWER
White carnation

MAGAZINE
The Eleusis



NEW MEMBER PIN
Greek letters “ΧΩ” in gold on oval
black background

PHILANTHROPIES

Service to others is a founding value of Chi Omega Fraternity, and each collegiate and alumnae chapter participates in philanthropic activities in their local communities. Chi Omega has a national alliance with the Make-A-Wish Foundation®, one of the world’s most well-known charities. Since 2001, Chi Omega has raised more than \$9.3 million dollars and has given more than 610,000 volunteer hours to Make-A-Wish – thus enabling Chi Omega’s to grant more than 1,300 wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy. In addition, many members donate to the Chi Omega Foundation, an educational foundation that provides scholarships for undergraduate and graduate study and leadership training for Chi Omegas of all ages.

DELTA DELTA DELTA FRATERNITY



BADGE

Three jeweled stars with a crescent of gold bearing "ΔΔΔ"

FOUNDED
Boston University,
Boston
Thanksgiving Eve, 1888

COLORS
Silver, gold and blue

FLOWER
Pansy

MAGAZINE
The Trident



NEW MEMBER PIN

Inverted delta surround by a "ΔΔΔ" all in green enamel

PHILANTHROPIES

Tri Delta collegiate and alumnae chapters raise funds and give service to support Children's Cancer Charities. In addition to local hospitals, clinics and cancer camps, Tri Delta chapters have raised more than \$9.1 million for St. Jude Children's Research Hospital, the fraternity's philanthropic partner since 1999. On the education and humanitarian front, Delta Delta Delta Foundation awards scholarships and provides assistance to alumnae and collegiate members in need. Finally, the fraternity opened The Center for Living, Learning & Leading in 2006 to fund Tri Delta's collegiate living environments and develop innovative educational and leadership initiatives to ensure a safe, and rewarding and relevant sorority experience for future generations of Tri Delta members.

DELTA GAMMA FRATERNITY



BADGE

Gold anchor, white shield with Greek letters "ΔΓ" raised gold cable

FOUNDED
Lewis School,
Oxford, Miss.
December 1873

COLORS
Bronze, pink and blue

FLOWER
"Delta Gamma," a
cream-colored rose

MAGAZINE
Anchora



NEW MEMBER PIN

White enamel shield with Greek letters "ΠΑ" in gold

PHILANTHROPIES

The Delta Gamma Foundation offers all members lifetime enrichment through educational growth, personal development and opportunities for philanthropic service in the highest spirit of social responsibility. The Foundation areas of emphasis are scholarships, fellowships and loans, leadership and educational programming, Anchor Grants for members in crisis, and Service for Sight. Foundation grants support Delta Gamma pre-schools and organizations that promote sight preservation and enhance the lives of children and adults who are blind or visually impaired.

DELTA PHI EPSILON SORORITY



BADGE

Equilateral gold triangle with the letters "ΔΦΕ" in black onyx bordered with 21 pearls and a ribbon beneath with sorority's motto, *Esse Quam Videri*

FOUNDED

Washington Square College Law
Division of New York University,
New York City
March 17, 1917

COLORS

Royal purple and pure gold

FLOWER

Purple iris

MAGAZINE

Triad



NEW MEMBER PIN

Equilateral triangle of purple enamel with name in gold Greek letters

PHILANTHROPIES

Delta Phi Epsilon chapters have donated more than \$1.25 million to the Cystic Fibrosis Foundation to support research to find a cure for cystic fibrosis and improve the quality of life for the 30,000 children and young adults with the disease. Delta Phi Epsilon is the first international organization to pledge regular support to Anorexia Nervosa and Associated Disorders, a national organization dedicated to alleviating the problems of anorexia and other eating disorders. The Delta Phi Epsilon Educational Foundation provides scholarships to members and their children to complete their studies or continue graduate study, and provides funding for educational and leadership programs.

DELTA ZETA SORORITY



BADGE

A Roman lamp bearing the Greek letters "ΔΖ" in black enamel, resting upon an ionic column with three wings of Mercury on each side

FOUNDED

Miami University,
Oxford, Ohio
Oct. 24, 1902

COLORS

Rose and green

FLOWER

Killarney rose

MAGAZINE

The LAMP of Delta Zeta



NEW MEMBER PIN

Black enamel diamond bearing Roman lamp in gold

PHILANTHROPIES

Delta Zeta Sorority's national philanthropy is speech and hearing and The Painted Turtle camp. Through its speech and hearing philanthropy, Delta Zeta supports Gallaudet University, the House Research Institute, The Starkey Hearing Foundation and many local speech and hearing organizations. Delta Zeta's other national philanthropy, The Painted Turtle camp, is an innovative medical specialty camp and family care center for children who have chronic and life-threatening illnesses. The Foundation provides support for the sorority's leadership and service programs, awards scholarships to collegiate and alumnae members, and maintains the Delta Zeta Historical Museum in Oxford, Ohio.

GAMMA PHI BETA SORORITY



BADGE

Monogram of Greek letters "ΓΦΒ"
set on a black-enamel crescent

FOUNDED
Syracuse University,
Syracuse, N.Y.
Nov. 11, 1874

COLORS
Light and dark brown

FLOWER
Pink carnation

MAGAZINE
The Crescent



NEW MEMBER PIN

Dark-brown enamel triangular
shield with gold crescent moon

PHILANTHROPIES

Camping for girls has been Gamma Phi Beta's philanthropy since 1929. A collaborative partnership with CampFire USA, a leading youth development organization, provides camp scholarships and mentoring for underprivileged girls to enhance and enrich the recipients' lives. In Canada, Gamma Phi Beta collaborates with Girl Guides. Gamma Phi Beta, CampFire USA and Girl Guides of Canada have parallel philanthropic missions and are committed to promoting experiences and resources that build spiritual, mental and social resiliency in girls. The Gamma Phi Beta Foundation is dedicated to "the lifelong development of women" by providing supplemental funds for camping scholarships, financial aid to members, and the sorority's leadership development programs.

KAPPA ALPHA THETA FRATERNITY



BADGE

Kite-shaped, gold border, black-
enamel shield set with diamond
stars and white chevron displaying
the Greek letters "ΚΑΘ"

FOUNDED
DePauw University,
Greencastle, Ind.
Jan 27, 1870

COLORS
Black and gold

FLOWER
Black and gold pansy

MAGAZINE
The Kappa Alpha Theta Magazine



NEW MEMBER PIN

Square of black and gold

PHILANTHROPIES

The official philanthropies of Kappa Alpha Theta are CASA—Court Appointed Special Advocates – and Kappa Alpha Theta Foundation. CASA programs can be found in 49 states, the District of Columbia and the Virgin Islands. CASA volunteers advocate for children in foster care because of abuse or neglect. Theta chapters support their local CASA programs with fundraisers, by providing office assistance, and with special events for CASA children. The Kappa Alpha Theta Foundation provides annual grants to National CASA, scholarships and leadership grants for collegians and alumnae and funding for educational programs for the Fraternity.

KAPPA DELTA SORORITY



BADGE

Diamond shaped displaying gold dagger and Greek letters "KΔ" and "AOT" in gold and black background

FOUNDED
Longwood University,
Farmville, Va.
Oct. 23, 1897

COLORS
Olive green and pearl white

FLOWER
White rose

MAGAZINE
The Angelos



NEW MEMBER PIN

Norman shield of green and white "AΞΔ" on enamel background

PHILANTHROPIES

Children have always been at the core of Kappa Delta's philanthropic efforts. Members serve as mentors and volunteers through the sorority's partnership with Girl Scouts of the U.S.A. Through annual shamrock events, Kappa Delta chapters raise funds and awareness for Prevent Child Abuse America and child-abuse prevention agencies in their communities. The national organization continues to support its historical philanthropies: Children's Hospital of Richmond and the Orthopaedic Research Awards through the American Academy of Orthopaedic Surgeons. The Kappa Delta Foundation awards KiDs grants to alumnae chapters to provide financial support to local agencies for programs and services that impact families and children.

KAPPA KAPPA GAMMA FRATERNITY



BADGE

Golden key

FOUNDED
Monmouth College,
Monmouth, Ill.
Oct. 13, 1870

COLORS
Dark and light blue

FLOWER
Fleur-de-lis

MAGAZINE
The Key



NEW MEMBER PIN

Greek "Δ" in dark blue, enclosing a "Σ"

PHILANTHROPIES

Kappa Kappa Gamma encourages members to support causes that are closest to the needs in their communities by providing leadership and social entrepreneurship to do something that matters – right where they live. As an organization, Kappa also partners with Reading is Fundamental to help underserved children discover the joy of reading and books. In addition, Kappa members contribute to the Kappa Kappa Gamma Foundation that supports undergraduate and graduate scholarships; the Rose McGill Fund for members in need; emergency grants for undergraduate members; Circle Key alumnae grants for educational assistance; educational programming and leadership development for members; the Heritage Museum; and the Stewart House of Kappa Kappa Gamma.

PHI MU FRATERNITY



BADGE

Uniquely shaped shield of gold overlaid with black shield bearing two bonds, three stars, and hand clasping a heart and the Greek letters "ΦΜ"

FOUNDED
Wesleyan College,
Macon, Ga.
March 4, 1852

COLORS
Rose and white

FLOWER
Enchantress carnation

MAGAZINE
The Aglaia



NEW MEMBER PIN

Black and gold shield with Greek letter "Φ"

PHILANTHROPIES

"To lend to those less fortunate a helping hand." The opening line of the Phi Mu Creed serves as a reminder to all Phi Mus that the Fraternity operates under the concept of service to others. Each year, alumnae and collegiate chapters devote numerous hours to charitable causes. Since 1986, Children's Miracle Network Hospitals, a non-profit organization that raises funds for more than 170 children's hospitals, has been the primary beneficiary of Phi Mu's fundraising efforts. Collegiate chapters have hosted a variety of events including Hoop-A-Paluzza (a signature basketball free-throw contest), dance marathons, spaghetti dinners, golf tournaments and denim sales.

PHI SIGMA SIGMA FRATERNITY



BADGE

Sphinx head with sapphire eyes

FOUNDED
Hunter College,
New York City
Nov. 26, 1913

COLORS
King blue and gold

FLOWER
American Beauty rose

MAGAZINE
The Sphinx



NEW MEMBER PIN

Blue pyramid bordered in gold, bearing open motto

PHILANTHROPIES

The Phi Sigma Sigma Foundation proudly supports the National Kidney Foundation (NKF) and the Kidney Foundation of Canada in their fight against kidney disease, one of the fastest-growing and most serious health risks faced by women, children, minorities and the elderly in the new millennium. Phi Sigma Sigma is also a major sponsor of the NKF's U.S. Transplant Games, an Olympic-style competition for transplant recipients celebrating the miracle of life and promoting organ-donor awareness. In addition to other worthy causes, the Phi Sigma Sigma Foundation generously funds scholarships and grants for sisters and also supports women's leadership training via Phi Sigma Sigma's groundbreaking ACHIEVE Institute, preparing members to contribute even more in their civic, professional and philanthropic endeavors.

PI BETA PHI FRATERNITY



BADGE

Golden arrow with Greek letters "ΠΒΦ" on the wings and a chain loop hanging from the shaft

FOUNDED

Monmouth College,
Monmouth, Ill.
April 28, 1867

COLORS

Wine and silver blue

FLOWER

Wine carnation

MAGAZINE

The Arrow



NEW MEMBER PIN

Golden arrowhead with Greek letter "Β" in polished gold

PHILANTHROPIES

Pi Beta Phi's commitment to literacy dates back 100 years to the founding of the Pi Beta Phi Settlement School in Gatlinburg, Tennessee. Today, through numerous initiatives and unique partnerships, Pi Phi continues the tradition of supporting children and families in the fields of literacy and education. Pi Beta Phi's literacy platform, Read.Lead.Achieve.® aims to help the Fraternity achieve its literacy vision: Pi Beta Phi leads the way to a more literate society. Pi Beta Phi's fight for literacy is harnessed and targeted together under one financial umbrella called The Literacy Fund at Pi Beta Phi Foundation. The Literacy Fund supports all Pi Phi literacy initiatives under Read. Lead. Achieve., including Champions are Readers®, Arrow in the Arctic, Fraternity Day of Service, Pi Phi's First Book® Partnership and more.

SIGMA DELTA TAU SORORITY



BADGE

Jeweled torch with five pearls on crossbar and one in the handle; above the pearls are the Greek letters "ΣΔΤ;" diamond-brightened torch flame

FOUNDED

Cornell University,
Ithaca, N.Y.
March 25, 1917

COLORS

Cafe au lait and old blue

FLOWER

Golden tea rose

MAGAZINE

The Torch



NEW MEMBER PIN

Gold torch on round, enamel pin of blue and gold

PHILANTHROPIES

Sigma Delta Tau has been Empowering Women since 1917. Members of SDT raise funds, sponsor educational awareness programs and organize community service projects in support of Prevent Child Abuse America. PCAA has been SDT's philanthropic partner for over three decades. Our members participate in JWI's Life Savings Program, the National Library Initiative and the Mother's Day Flower Project. Alumnae of ΣΔΤ have also embraced Women for Women International by sponsoring individual women survivors of war around the world. The Sigma Delta Tau Foundation provides undergraduate and graduate scholarship grants and educational loans, as well as leadership training and educational programming at conventions and leadership conferences.

SIGMA KAPPA SORORITY



BADGE

Gold triangle bearing the Greek letters "ΣΚ"

FOUNDED
Colby College,
Waterville, Maine
Nov. 9, 1874

COLORS
Maroon and lavender

FLOWER
Wild purple violet

MAGAZINE
The Sigma Kappa Triangle



NEW MEMBER PIN

Gold Greek letter "K" with serpent entwined to form letter "Σ"

PHILANTHROPIES

Sigma Kappa became the first sorority to recognize the need for comprehensive work on the study of aging and needs of the elderly. In 1984, Sigma Kappa responded by adding an emphasis on Alzheimer's disease to its gerontology work. Locally, chapters provide services to retirement centers and Alzheimer's care facilities. Sigma Kappa Foundation funds Alzheimer's disease research and scholarships for members pursuing degrees in gerontology studies. The Maine Sea Coast Mission was adopted in 1918 as Sigma Kappa's first national philanthropy. Annually, the mission receives books, clothing and other necessities from Sigma Kappa chapters, as well as monetary gifts provided through the Sigma Kappa Foundation. Nationally, chapters participate in the Ultra-Violet Campaign to fundraise for all Sigma Kappa philanthropic priorities, educational and leadership programs.

SIGMA SIGMA SIGMA SORORITY



BADGE

An equilateral, indented triangle with pearls on its border and a Greek Sigma on each point of the raised inner triangle, in the center of which is a skull and crossed bones.

FOUNDED
Longwood University,
Farmville, Va.
April 20, 1898

COLORS
Royal purple and white

FLOWER
Purple violet

MAGAZINE
The Triangle of ΣΣΣ



NEW MEMBER PIN

Silver triangle with sigma in each angle, superimposed on three arcs

PHILANTHROPIES

Tri Sigma has focused on helping children since 1951, when it funded the Salk Vaccine trials to combat polio. After the trials proved successful and polio was cured, Tri Sigma supported another cutting-edge treatment for children called Play Therapy, which helps seriously-ill children understand and cope with their illnesses and the treatments they must undergo. With Tri Sigma's support, play therapy grew from a relatively unknown type of children's care to an essential in hospitals throughout the U.S. Tri Sigma funds children's therapy fellowships in important teaching hospitals in Dallas, TX, and Chapel Hill, NC, and also awards grants to local programs throughout the U.S. Support for this important philanthropic outreach is carried out through the Tri Sigma Foundation's Robbie Page Memorial Fund (RPM Fund), established to honor a child who wanted "to have all his birthdays now so that I can grow up and help people."

THETA PHI ALPHA FRATERNITY



BADGE

Gold Greek letter "Θ" set with pearls, superimposed on plain gold Greek letters "ΦΑ"

FOUNDED

University of Michigan,
Ann Arbor, Mich.
Aug. 30, 1912

COLORS

Silver, blue and gold

FLOWER

White rose

MAGAZINE

The Compass of ΘΦΑ



NEW MEMBER PIN

Rounded-corner square of black enamel with compass in center

PHILANTHROPIES

In 1951, Theta Phi Alpha chose Glenmary Home Missioners as its national philanthropy. The work of the Glenmary Home Missioners is among the rural poor in the U.S., primarily in the Appalachian Mountains. Glenmary's activities include distribution of food, clothing and books and assistance in providing medical care, job training and tutoring. In 1996, the Foundation of Theta Phi Alpha decided to further aid Glenmary by sponsoring one week of Camp Friendship, a summer camp for underprivileged children. In 1993, a second national philanthropy was adopted, The House Theta Phi Alpha Built. Members are encouraged to assist organizations in their communities that serve the needs of the homeless, shelters, home-building or neighborhood revitalization projects.

ZETA TAU ALPHA FRATERNITY



BADGE

Small black shield superimposed on shield of gold bearing a five-point crown; Greek letters "ZTA" and Greek "Themis"

FOUNDED

Longwood University,
Farmville, Va.
Oct. 15, 1898

COLORS

Steel gray and turquoise blue

FLOWER

White violet

MAGAZINE

Themis



NEW MEMBER PIN

Carpenter's square in silver and turquoise blue

PHILANTHROPIES

ZTA devotes its philanthropic efforts to breast cancer education and awareness. Zetas have distributed millions of waterproof breast self-examination shower cards, breast exam reminder stickers and pink ribbons in local communities, campuses and at NFL football games. ZTA has served as a national sponsor of the Survivor Recognition Program at the Komen Race for the Cure®, providing volunteer support, "In Memory of" and "In Honor of" back signs to participants, and pink hats and T-shirts to breast cancer survivors. In 2004, ZTA strengthened its role in the fight against breast cancer when it registered THINK-PINK!® as a trademark with the U.S. Patent and Trademark Office for the purpose of breast-cancer awareness.

A GUIDE TO THE MANUAL OF INFORMATION

Above any other document or manual, the NPC Manual of Information is the primary resource for guiding your Panhellenic.

The Manual of Information contains NPC's Unanimous Agreements, policies and best practices.

Unanimous Agreements

Unanimous Agreements (UAs) are the principles, procedures and behavioral expectations considered so basic to ethical and harmonious intersorority life that they are binding on every NPC member group. College and Alumnae Panhellenic Associations are required to operate according to these agreements, and all individual members must abide by them. Also included in the UAs are statements setting forth the rights of women's fraternities as private, voluntary social organizations.

The UAs are adopted by a unanimous vote of the NPC voting body and ratified by all 26 inter/national presidents. They can be amended by a five-sixth vote of the board of directors.

Policies

Policies are standards and procedures created by NPC vote, usually to address recurrent problems or operating issues that local Panhellenics face. The expectation is that they be followed, because they reflect the combined knowledge and experience of the 26 autonomous member groups.

Policies are adopted by a majority vote of the NPC voting body and amended by majority vote of the board of directors.

Best Practices

Best practices are procedures formulated to help local Panhellenics and their member chapters achieve the greatest success. Adherence to these practices is not required but is strongly recommended.

Best practices are recommended by an NPC committee (standing, sub or special) and approved by the Executive Committee and/or NPC voting body, as appropriate.





UNANIMOUS AGREEMENTS

Since 1902, the member groups of NPC have unanimously agreed to pursue certain procedures and ethics that lead to the orderly and equitable conduct of their mutual functions.

Unanimous Agreements (UAs) are the principles, procedures and behavioral expectations considered so basic to ethical and harmonious intersorority life that they are binding on every NPC member group. College and Alumnae Panhellenic Associations are required to operate according to these agreements, and all individual members must abide by them. Also included in the UAs are statements setting forth the rights of women's fraternities as private, voluntary social organizations.

The UAs are adopted by a unanimous vote of the NPC voting body. As a further assurance that all 26 member groups are truly unified in their decisions, the UAs are ratified by the Inter/National President of each fraternity. Her signature is her fraternity's pledge that every collegiate and alumna member will abide by and honor the NPC Unanimous Agreements. They can be amended by a five-sixth vote of the board of directors.

Each College Panhellenic (or Inter-Sorority Council or the equivalent organization) and Alumnae Panhellenic must incorporate the NPC Unanimous Agreements into its own procedures and methods of operation (constitution, bylaws and membership recruitment rules).

UNANIMOUS AGREEMENTS

I. THE PANHELLENIC CREED

We, as Undergraduate members of women's fraternities, stand for good scholarship, for guarding of good health, for maintenance of fine standards, and for serving, to the best of our ability, our college community. Cooperation for furthering fraternity life, in harmony with its best possibilities, is the ideal that shall guide our fraternity activities.

We, as Fraternity Women, stand for service through the development of character inspired by the close contact and deep friendship of individual fraternity and Panhellenic life. The opportunity for wide and wise human service, through mutual respect and helpfulness, is the tenet by which we strive to live.

II. JURISDICTION OF PANHELLENIC ASSOCIATIONS

Panhellenic associations are based on democratic principles and organized to afford cooperation among the women's fraternities. Panhellenic members shall respect and obey the letter and spirit of all NPC Unanimous Agreements. Panhellenic associations' constitutions and bylaws shall conform to all Unanimous Agreements.

1. College Panhellenic Associations

- A. The administrative body of a College Panhellenic Association is a College Panhellenic Council.
- B. A College Panhellenic Council shall be composed of delegates selected by individual chapters from the NPC fraternities.
- C. A College Panhellenic Council shall take no action that infringes on the sovereignty, rights or privileges of the individual NPC fraternities. Infringements include the following:
 - i. Requiring fraternity chapters to maintain a specific scholastic grade point average
 - ii. Requiring a scholastic grade point average as a condition for a chapter's participation in membership recruitment
 - iii. Requiring a scholastic grade point average as a condition for a woman's participation in the membership recruitment process*
 - iv. Requiring a scholastic grade point average as a qualification for pledging or initiation
 - v. Requiring fraternity chapters to maintain a minimum number of members
 - vi. Surveying to collect data that reflects a chapter's internal information or requiring documents that are considered confidential material regarding the chapter's internal operations
 - vii. Lowering a chapter's quota as a penalty
 - viii. Requiring a chapter's Panhellenic delegate to be a specific chapter officer
 - ix. Enacting a College Panhellenic governing document provision or sanction that infringes on the sovereignty, rights or privileges of the individual NPC fraternities
 - x. Voting to contradict an NPC Unanimous Agreement
- D. Language that infringes on the sovereignty, rights or privileges of the individual NPC fraternities or that contradicts an NPC Unanimous Agreement must be removed immediately; no vote is necessary.

* College Panhellenics that wish to highlight the importance of academics by communicating GPA standards for women participating in recruitment shall do so through educating potential new members, not through setting a minimum GPA. See the College Panhellenic Membership Recruitment section of this manual for specific suggestions.

- E. Except in routine matters, a College Panhellenic Council and its officers shall act only upon a vote of the delegate body after referral to the member fraternity chapters.

2. Alumnae Panhellenic Associations

- A. The administrative body of an Alumnae Panhellenic Association is an Alumnae Panhellenic Council.
- B. Alumnae Panhellenic Councils shall be composed of delegates selected by their organized alumnae groups; an individual may represent her fraternity where there is no alumnae group.
- C. One vote shall be granted to each NPC member fraternity represented in the Alumnae Panhellenic Association.
- D. Alumnae Panhellenic Associations shall not expel a member group of any NPC fraternity from its membership in the Alumnae Panhellenic Association.
- E. A re-established alumnae group shall take its place in rotation in the Alumnae Panhellenic Association according to the date of its re-establishment.

III. THE PANHELLENIC COMPACT

1. A woman who is or who has ever been an initiated member of an existing NPC fraternity shall not be eligible for membership in another NPC fraternity.
2. To be eligible to participate in Panhellenic recruitment and pledge an NPC fraternity, a woman shall:
 - A. Not be simultaneously enrolled in high school and attending college.
 - B. Be regularly matriculated according to the definition of matriculation established by that institution.
3. An undergraduate woman shall not be asked to pledge an NPC fraternity during any school recess except during a primary membership recruitment period and the ensuing continuous open bidding (COB) process when held immediately before an academic term.
4. Each College Panhellenic Council shall establish a Bid Day to conclude the primary membership recruitment period. A Bid Day is the scheduled time when invitations to membership are issued.
5. If through the primary membership recruitment process, a potential member receives a bid and declines it, then she is ineligible to be pledged to another NPC fraternity on the same campus until the beginning of the next year's primary membership recruitment period.
6. At a later date but before the next primary membership recruitment period, if the potential member who declined her bid expresses interest in being pledged to the chapter with which she originally matched, she may do so only if the chapter extends another bid and has quota or total spaces to fill.
7. If a potential member does not receive a bid at the end of the primary membership recruitment period, she is eligible immediately to participate in COB.
8. If through the primary recruitment process a potential member accepts a bid and then has her pledge broken by an NPC fraternity or breaks her pledge, then she is ineligible to be pledged to another NPC fraternity on the same campus until the beginning of the next year's primary membership recruitment period.
9. A COB acceptance is a binding agreement. If a potential member accepts a bid, signs a COB acceptance and then has her pledge broken by an NPC fraternity or breaks her pledge, then she is ineligible to be pledged to another NPC fraternity on that campus until the beginning of the next year's primary membership recruitment period.
10. A woman who has accepted a bid either through primary or COB recruitment and who has had her pledge broken by an NPC fraternity or has broken her pledge, may be repledged by the same NPC fraternity chapter on the campus at any time before the beginning of the next year's primary membership recruitment period, even if the chapter is over total.

11. When a woman who has been pledged but not yet initiated transfers to another campus, her pledge is broken, and she is eligible to pledge an NPC fraternity on that campus at the earliest opportunity.
12. Women who have been pledged but not yet initiated into a chapter whose charter has been rescinded or relinquished or of a colony that has been dissolved shall be eligible to pledge another NPC fraternity immediately following the official release by the NPC fraternity.

IV. STANDARDS OF ETHICAL CONDUCT

1. National Panhellenic Conference (NPC) fraternities shall impress upon their undergraduate and alumnae members that they shall respect and obey the letter and the spirit of all NPC Unanimous Agreements.
2. In case of Panhellenic difficulties, all chapters involved shall do their utmost to restore harmony and to prevent publicity, both in the college and the community.
3. NPC denounces the arbitrary priority rating of women's fraternities.
4. NPC denounces the ranking or categorization of chapters determined by administrative personnel according to a chapter's compliance with university standards or guidelines.
5. NPC fraternity members shall not suggest to any potential member that she refuse a bid from one group in order to wait for a bid from another group or suggest that a potential member list only one choice on her membership recruitment acceptance.
6. It is in accord with the dignity and good manners of fraternity women to:
 - A. Avoid disparaging remarks about any fraternity or college woman.
 - B. Create friendly relations between fraternity and nonfraternity women.
 - C. Avoid negative publicity on Panhellenic matters.
7. NPC discourages the use of Greek-letter fraternity names and insignia in inappropriate or distasteful commercial advertising.
8. NPC has no affiliation or connection with any high school sorority.
9. NPC supports all efforts to eliminate hazing.

V. AGREEMENT ON EXTENSION

1. NPC believes that it is unethical for an NPC fraternity to contact an institution and/or its students concerning the establishment of a chapter where the institution fails to meet the NPC requirements for a host institution. The institution must be a senior college or university that is authorized to confer a bachelor's degree and that has received a satisfactory rating by the pertinent recognized regional association of colleges and secondary schools or other recognized agency and/or entity that confers accreditation in the relevant jurisdiction.
2. The proper authority shall be defined as follows:
 - A. Where there are two or more NPC fraternities present on campus, then a vote of those NPC fraternities as evidenced in written minutes of the College Panhellenic Council (if organized) shall constitute the proper authority. If there is no College Panhellenic Council, then a separate vote of the NPC chapters present on campus shall constitute the proper authority.
 - B. On campuses where there is one or no NPC fraternity and where the administration is willing to recognize women's fraternities, a letter from a senior-level student affairs administrator shall constitute the proper authority.
 - C. The NPC Extension Committee is the proper authority on campuses where there is one or no NPC fraternity and the college administration does not grant recognition to women's fraternities but does not discipline students for joining.

3. Contact regarding extension by NPC fraternities, volunteers, staff, collegiate and alumnae members shall include the following:
 - A. NPC fraternities may contact the administration of any college or university that meets the criteria listed in Unanimous Agreement V, No. 1 and serves as the proper authority.
 - B. When a campus has two or more NPC fraternities and is open for extension, NPC fraternities can communicate with a student(s), an interest group or a local sorority only with prior permission of the proper authority.
 - C. NPC fraternities that are contacted by student(s), local sororities or interest groups from campuses with two or more NPC fraternities must refer the student(s), local sorority or interest group to the proper authority.
 - D. NPC fraternities should not be in contact with students of any college or university concerning membership where the administration disciplines students for joining women's fraternities.
 - E. When a local sorority or interest group is in discussions with an NPC fraternity regarding affiliation after approval by the proper authority, no other group shall be in communication with that local sorority or interest group.
4. Any colony of an NPC fraternity shall become a provisional member of the College Panhellenic Association and shall conform to the association's established rules, regulations and policies.
5. When an NPC fraternity has installed a chapter, that chapter shall become a regular member of the College Panhellenic Association.

VI. COLLEGE PANHELLENIC ASSOCIATION AGREEMENT

1. Establishment and Regulation of a College Panhellenic Association
 - A. A College Panhellenic Association shall be established where two or more NPC fraternities have installed undergraduate chapters.
 - B. The NPC fraternity chapter first installed on that campus shall take the initiative in organizing the College Panhellenic Association with the participation and involvement of other existing NPC fraternity chapters on that campus.
 - C. When an NPC member fraternity has followed the NPC Agreement on Extension, and a chapter has been installed, that chapter shall become a regular member of the College Panhellenic Association.
 - D. Each installed NPC fraternity chapter shall have one vote.
 - E. A College Panhellenic Association shall not expel a chapter of any NPC fraternity from its membership, nor shall it have the authority to recommend such action.
 - F. An NPC fraternity chapter shall not have the right to withdraw from its College Panhellenic Association.
 - G. A re-established NPC fraternity chapter shall take its place in the College Panhellenic Association according to the date of its most recent installation.
2. Establishment and Regulation of Membership Recruitment
 - A. Each College Panhellenic Council shall establish rules governing membership recruitment activities.
 - B. Each NPC fraternity chapter has the right to COB to reach quota or its total allowable chapter size during the regular school year as defined by the school calendar. To accommodate a chapter colonization or to allow a chapter to build its membership, the College Panhellenic Council may vote to suspend COB for a period not to exceed three weeks.

- C. Each College Panhellenic Association shall prohibit the use of alcoholic beverages in membership recruitment and Bid Day activities.
- D. Each College Panhellenic Association shall prohibit the participation of men in membership recruitment and Bid Day activities.
- E. All members, including alumnae and new members, shall be bound by College Panhellenic Association rules governing membership recruitment.
- F. Regardless of recruitment style, a potential new member shall sign a binding membership agreement.

3. Preferential Bidding

When a preferential bidding system is used, the College Panhellenic Association shall observe the following:

- A. When a woman receives a bid under the preferential system, her signing the membership acceptance is binding to the extent she shall be considered ineligible until the next primary recruitment to accept a bid from any other NPC fraternity on the same campus. However, she may be repledged by the same NPC fraternity chapter at any time prior to the next primary recruitment.
- B. The person in charge of preferential bidding shall be required to safeguard all records and keep them for one year from the date of signing.

4. Continuous Open Bidding (COB)

- A. During COB, the proof of a woman's membership acceptance shall be a dated COB acceptance signed by the woman and witnessed by a member of the NPC fraternity chapter.
- B. The person in charge of record-keeping shall be required to safeguard all COB records and keep them for one year from the date of signing.

VII. COLLEGE PANHELLENIC ASSOCIATION JUDICIAL PROCEDURE

1. Judicial Board

Each College Panhellenic Association shall establish a judicial board for the limited purpose of handling member group infractions of:

- NPC Unanimous Agreements
 - College Panhellenic bylaws and/or other governing documents
 - College Panhellenic membership recruitment rules/guidelines
 - College Panhellenic code of ethics
 - College Panhellenic standing rules
- A. The composition and duties of the judicial board must be defined in the College Panhellenic bylaws.
 - B. A College Panhellenic through its officers shall select and train a workable judicial board based on the needs of the campus.
 - C. The duties and responsibilities of the judicial board must be consistent with this and all other NPC Unanimous Agreements.
 - D. All NPC judicial forms shall be used to ensure proper documentation and adherence to the NPC Unanimous Agreements. Judicial forms are available on the NPC website.
 - E. Documentation of all judicial proceedings shall be retained by the fraternity/sorority advisor (FSA) for three years.

2. Judicial Process Overview

- A. Fraternities are encouraged to resolve alleged infractions as soon as possible through informal discussion with the involved parties before an infraction is filed.
- B. Should the informal discussions be unsuccessful, the judicial process will be set in motion by the filing of a violation report form for an alleged infraction. An infraction can only be filed against a chapter and not against any individual(s). Violations must be reported in the following manner on the College Panhellenic Violation Report available on the NPC website or from the campus Panhellenic:
- C. Timing
 - The College Panhellenic Violation Report shall be completed and presented to the president of the College Panhellenic Association in a timely manner, but not more than 30 calendar days from the date of the alleged infraction (including university/college breaks).
 - If the College Panhellenic president is unavailable or the violation is against her fraternity, the report shall be presented to the FSA.
 - The College Panhellenic president and FSA shall review the College Panhellenic Violation Report to ensure it has been filled out completely, including proper signatures and indication of rule(s)/guideline(s) violated. An incomplete report shall be returned to the reporting party for completion before proceeding.
- D. Proper Reporting Authority
 - i. Infractions, excluding recruitment infractions, may only be reported and signed by one of the following:
 - The president of a chapter on behalf of her chapter
 - Executive officer/board member of a chapter
 - College Panhellenic officer
 - FSA
 - ii. Recruitment infractions may only be reported and signed by one of the following:
 - The president of a chapter on behalf of her chapter
 - College Panhellenic officer in charge of recruitment or a recruitment counselor
 - Potential new member
 - FSA
- E. Receipt of Infraction
 - The following steps should be taken to make certain an infraction is properly received by the College Panhellenic:
 - o The College Panhellenic Violation Report is retained by the College Panhellenic president or FSA and is available upon request by the accused fraternity.
 - o The College Panhellenic president or FSA shall send a copy of the College Panhellenic Violation Report to the NPC area advisor within seven days.
- F. Notification of Chapter
 - The College Panhellenic President shall notify the accused fraternity in writing by delivering the College Panhellenic Notice of Infraction to that chapter president within seven days of receiving the College Panhellenic Violation Report.
 - If the president of the accused fraternity is unavailable, delivery may be made to another appropriate chapter fraternity officer or advisor. The record of delivery shall be documented on the report.
 - A copy of the College Panhellenic Notice of Infraction shall be given to the FSA and sent to the NPC area advisor within the same time period.

G. Response to Receipt of Infraction

- Upon receipt of the College Panhellenic Notice of Infraction, the accused fraternity shall contact the College Panhellenic president within seven days to schedule mediation. Mediation shall be held unless the accused fraternity chooses to proceed directly to a judicial hearing.
- If the College Panhellenic Notice of Infraction is delivered during a college/university break, the mediation/judicial hearing may be scheduled after classes resume or held during the break if all parties are available.

3. Mediation

The purpose of mediation is to find a solution satisfactory to both the party who filed the infraction and the accused fraternity, in accordance with the following documents:

- NPC Unanimous Agreements
- College Panhellenic bylaws
- College Panhellenic membership recruitment rules/guidelines
- College Panhellenic code of ethics
- College Panhellenic standing rules

The following elements of mediation shall be followed:

- Mediation shall be closed to the public.
- All participants in the mediation shall keep strict confidentiality.
- No more than three participants (including a chapter advisor) shall represent either party and/or each fraternity involved at mediation.
- In cases of infractions for which a College Panhellenic officer or another individual has information regarding the infraction and did not file the infraction, then the person shall attend only for the purpose of presenting the information, after which he or she shall be excused from the mediation.

Mediator Guidelines:

- The College Panhellenic president in agreement with the FSA shall appoint a neutral party to serve as the mediator.
- Though it is preferable that the FSA for Panhellenic not serve as the mediator, the advisor can serve if he or she did not file the infraction or has not been involved with the reported incident.
- The mediator shall not be an undergraduate student.
- All parties must sign a summary of the mediation proceedings on the Mediation Summary Report indicating the outcome of the mediation and their acceptance of the sanctions. The forms are available on the NPC website. A copy of the report shall be retained by the FSA for a period of three years.
- Within 24 hours of the completion of the mediation, the College Panhellenic president shall send a copy of the Mediation Summary Report to the parties designated on the form.

4. Judicial Board Hearing

- If an agreement is not reached during the mediation process, a judicial board hearing shall be held.
- The accused party may choose to go directly to a judicial hearing instead of mediation.
- **The College Panhellenic shall follow procedures for judicial board hearings as already established by its College Panhellenic Association bylaws.**

- Hearings shall be closed to the public.
- No more than three participants (including a chapter advisor) shall represent either party and/or each fraternity involved at a hearing.
- In cases of infractions for which a College Panhellenic officer or another individual has information regarding the infraction and did not file the infraction, then the person shall attend only for the purpose of presenting the information, after which he or she shall be excused from the judicial hearing.
- All parties must sign a summary of the hearing proceedings on the Judicial Board Hearing Summary Report indicating the outcome of the hearing. Forms are available on the NPC website. A copy of the report should be retained by the FSA for three years.
- Within 24 hours of the completion of the judicial hearing, the College Panhellenic officer responsible for the judicial process shall send a copy of the College Panhellenic Judicial Board Hearing Summary Report to the parties designated on the form.
- On those campuses where the small size of the College Panhellenic makes a judicial hearing ineffective because of conflicts of interest and mediation has proven to be ineffective, the case may be referred directly to the NPC College Panhellenics Judicial Appeals Committee.

5. Sanctions

- A. Appropriate Sanctions. Each College Panhellenic shall strive to achieve a fair and reasonable resolution for infractions. Sanctions should fit the nature and degree of the offense.
- Monetary fines shall be acceptable only for a measurable offense of the Panhellenic's governing documents or stated membership recruitment rules.
 - The amounts of monetary fines shall be predetermined by a vote of the College Panhellenic Council and stated in the Panhellenic standing rules and/or membership recruitment rules prior to the beginning of recruitment.
 - Examples of reasons for monetary fines may be limited to the following:
 - o Late recruitment event invitation lists
 - o Recruitment events that exceed designated event times
 - o Prohibited postings on social media outlets
 - o Required chapter attendance at Panhellenic-sponsored events

Sanctions shall not:

- Forbid formal or informal recruitment activities or the observance of an inter/national fraternity event such as an educational program, ritual ceremony or historical celebration.
- Affect a fraternity chapter's quota or total.
- Affect the time of new member acceptance and/or initiation.
- Forbid the right of an NPC fraternity to vote in College Panhellenic meetings.
- Include removal from the College Panhellenic.

B. Duration of Sanctions

The duration of any penalty imposed shall not exceed one calendar year from the time the decision is final.

C. NPC Notification of Sanctions

Within 24 hours of the completion of mediation or the judicial board hearing, the College Panhellenic president or the College Panhellenic officer responsible for the judicial process shall send a copy of the Mediation Summary Report or Judicial Board Hearing Summary Report (not including the minutes) to parties indicated on the report form.

6. Appeals

- A. The decision of the College Panhellenic Association judicial board may be appealed by any involved party to the NPC College Panhellenics Judicial Appeals Committee.
- An appeal shall be filed with the College Panhellenic president, using the process referenced in the judicial resource section in the Manual of Information and on the appeal form, within **seven days** of the decision.
 - The Judicial Appeals Committee shall reverse or uphold the decision of the College Panhellenic Association judicial board. The Judicial Appeals Committee may also dismiss or modify sanctions as the committee deems appropriate.
 - Any penalty shall begin only after all properly filed appeal(s) decisions have been rendered. If a sanctioned fraternity wants to fulfill all or part of the sanctions pending the outcome of a filed appeal(s), the fraternity shall have that option.
- B. If the NPC College Panhellenics Judicial Appeals Committee is unable to resolve the appeal, the Judicial Appeals Committee chairman shall be responsible for the further conduct of the case. All data regarding the appeal shall be submitted in the following order, as needed, until resolution can be determined:
- Inter/national presidents of the fraternity(s) involved.
 - NPC Executive Committee.
 - NPC Board of Directors. The decision of the NPC Board of Directors shall be final.

VIII. AGREEMENT ON QUESTIONNAIRES

Questionnaires, oral and written, shall not be answered until such time as they have been reviewed by the NPC office staff and research subject matter experts. The necessary information will then be released to the member organizations to provide a coordinated response that protects individual and group freedom of association and the right to privacy.

IX. NPC DECLARATION OF FREEDOM

Knowledge is essential to preserving freedoms provided in the first 10 amendments of the U. S. Constitution, known as the Bill of Rights, and as provided by the Canadian Charter of Rights and Freedoms (Part 1, Constitution Act, 1982), known as the Guarantee of Rights and Freedoms.

Citizens of both the United States and Canada are guaranteed the rights of peaceful assembly and freedom of association. NPC is dedicated to preserving the freedom of citizens to choose their associates.

We, the members of the National Panhellenic Conference, agree that we have a responsibility to contribute to accurate and thorough knowledge of the freedoms guaranteed by the U.S. Constitution and the Canadian Charter of Rights and Freedoms, and of any forces, organizations and ideologies that are potentially destructive to these freedoms.

X. PROTECTING THE RIGHT OF NPC MEMBERS TO REMAIN WOMEN-ONLY ORGANIZATIONS

NPC member groups exist as women-only private social organizations. We believe that the right to enforce such membership restrictions is rooted in the freedom of association protected by the First Amendment of the U.S. Constitution. The U.S. Congress has recognized that right by providing in Title IX of the Education Amendments of 1972 that social fraternities are exempt from the prohibition against discrimination on the basis of sex in participation in educational programs or related activities (20 USC 1681) and in exempting “bona fide private membership clubs” from the general prohibition against sex discrimination in employment practice (26 USC 501(c)). To further protect the right to maintain our membership policies, NPC reaffirms its long-held beliefs and policies in the form of a Unanimous Agreement.

1. The women’s fraternities of the National Panhellenic Conference have the right to confine their membership to women and shall defend their right to exist as single-sex organizations.
2. Auxiliaries. Each College Panhellenic shall denounce the participation of undergraduate Panhellenic women in auxiliary groups to men’s fraternities.
3. Men’s Recruitment. Each College Panhellenic shall denounce the participation of Panhellenic women in men’s fraternity events when or where the primary purpose is recruitment.

Rationale behind Unanimous Agreement X

The primary purpose of this new Unanimous Agreement is to protect women’s fraternities’ single-sex status. The requirement under law for groups such as fraternities and sororities to remain single-sex organizations was a fight our leaders lobbied for and worked hard to win in the 1970s. Title IX, the 1972 amendment to the 1964 Civil Rights Act, banned sexual discrimination in public and private educational institutions. Because we demonstrated value and the ability to remain independent, we were able to maintain the right to confine our membership only to women and to exist as single-sex organizations. This status is one that many other single-sex civic and philanthropic organizations lost at the time – Rotary and Lions clubs, eating/social clubs, etc. – and were forced to integrate their membership.

NPC and our member groups have an ongoing responsibility to publically demonstrate that our recruitment, education and initiation of our members into our organizations is without need or dependence on others – especially those of the opposite sex. The presence, involvement and activity of sorority members at men’s fraternity recruitment events and in men’s auxiliary groups greatly weakens our position and gives support to the argument that fraternal organizations do not need to remain single-sex groups.



COLLEGE PANHELLENIC POLICIES AND BEST PRACTICES

NPC policies and best practices are the result of years of cumulative experience and study of many campus situations.

Policies are standards and procedures created by NPC vote, usually to address recurrent problems or operating issues that local Panhellenics face. The expectation is that they be followed, because they reflect the combined knowledge and experience of the 26 autonomous member groups.

Best practices are procedures formulated to help local Panhellenics and their member chapters achieve the greatest success. Adherence to these practices is not required but is strongly recommended.

The following pages contain brief statements of NPC policies pertaining to College Panhellenics. Additional policies and best practices may be found throughout the NPC Manual of Information preceded by the word Policy or Best Practice and the date adopted.

An efficient, effective College Panhellenic should adopt and implement the policies and best practices of NPC.

COLLEGE PANHELLENIC POLICIES AND BEST PRACTICES

ACADEMIC EXCELLENCE

Academic Excellence (1989, 1995)

Reaffirmation that College Panhellenics be dedicated to academic excellence, strive to achieve the highest possible GPA and present a yearly program on promotion of study skills.

Education (8th Ed.)

Emphasis on fraternity education during the new member period and reduction of pressures toward over participation in campus activities and attendance at social affairs to ensure the best possible adjustment on the part of freshmen and other entering students.

Scholarship (8th Ed.)

Assistance to new members in their academic adjustment; and encouragement of high scholastic achievement on the part of all members as the fraternity accepts the responsibility to aid its individual members in attaining high scholarly achievement.

Month of the Scholar (2000, 2010)

Beginning in 2011, NPC will officially recognize February as the Month of the Scholar. Through partnerships with member groups, Alumnae Panhellenics and College Panhellenics, NPC will promote the Month of the Scholar. The Month of the Scholar was originally held in October per the resolution passed in 2000.

ALCOHOL

Alcohol Accountability (2009)

NPC member groups continue to enforce their respective risk-management policies and hold members and chapters accountable in accordance with the individual member group's policies and procedures.

Alcohol Education(2009)

NPC member groups continue to educate their members on the risks associated with alcohol use, risk-management policies of the individual organization as well as established NPC policies and Unanimous Agreements.

Alcohol Review of Risk Management Policies (2009)

NPC member groups continue to review risk-management policies to encourage the hosting of chapter events that are consistent with the values of the respective organization.

Alcohol Awareness (2009)

NPC recommends that the College Panhellenics provide to local chapters on an annual basis relevant resource and programming information such as local speakers, on campus seminar information, media resources and health center and counseling center contacts.

Alcohol Acknowledgment of Chapter Rights (2009)

College Panhellenics acknowledge the right of member fraternities to educate their members and enforce their respective risk-management policies.



Alcohol Funding (1991, 2009)

NPC affirms that College Panhellenics shall not spend Panhellenic funds to purchase of alcoholic beverages for any purpose.

Alcohol Initiatives (2009)

NPC recommends that College Panhellenics notify NPC member groups when discussing risk-management initiatives for the campus fraternity and sorority community.

Alcohol Dialogue (2009)

NPC recommends that College Panhellenics work in conjunction with other campus organizations to share and encourage dialogue about the respective risk-management policies of the individual member groups.

College Panhellenic support of Alcohol-Free Fraternities (1997, 2009)

NPC recommends that College Panhellenics support men's fraternity chapters that choose to have alcohol-free facilities.

Alcohol-Free CPH Events (2003, 2009)

NPC affirms that College Panhellenic planned or sponsored events shall be alcohol free.

College Panhellenic support of Alcohol Free Chapter Events (2001, 2009)

NPC recommends that College Panhellenics support and encourage chapters to have alcohol-free events with student organizations as well as men's fraternity chapters.

Product Identification (1991, 2009)

NPC affirms that College Panhellenics omit logos of companies involved in the sale, distribution and promotion of alcoholic beverages from T-shirts, cups, programs and all materials pertaining to fraternity/sorority activities.

COLLEGE PANHELLENIC PROGRAMMING

Distinguished Lecturer Program (2003)

NPC established the Distinguished Lecturer Program with funding provided through grant requests to the National Panhellenic Conference Foundation.

"Focus on Self-Esteem" (2000)

This NPC program helps members create a positive environment for women.

"Something to Talk About" Confrontation Skills (2000)

This NPC program was developed to enable women to address risky behaviors.

"Something of Value" (1996)

This important NPC program addresses risk-management issues.



GENERAL POLICIES AND PROCEDURES

Alumna Representative for Panhellenic (1985)

A College Panhellenic shall not have the authority to exclude any alumna member whom a chapter selects to represent it, nor indicate which alumna member will be acceptable.

Call for Values Congruence (2003)

NPC and its member groups are committed to working with all the stakeholders to contribute to the success and well-being of their collegiate members.

College Panhellenic Membership Statuses (2003)

There can be three types of membership within College Panhellenics. The College Panhellenic determines the criteria for the associate member status. (See the College Panhellenic Resource Information chapter in this manual for details.)

Discussion of Panhellenic Matters With Nonmembers (8th Ed.)

Discussion of Panhellenic matters should be in the presence of the delegate body and advisors only, because they are not properly the concern of nonmembers.

Events With Recognized Fraternities (2013)

NPC member groups agree to advise their collegiate chapters to plan or participate in events with men's fraternities only when those men's fraternities are not suspended for reasons of organizational misconduct and are:

1. Chapters or colonies recognized and in good standing with both their national organization and the college/university; or
2. Chapters or colonies recognized and in good standing with their national organization, but have been denied recognition or have had recognition rescinded by the college/university for reasons other than organizational conduct; or
3. Chapters or colonies recognized and in good standing with their national organization, but where the entire Interfraternity Council community lacks recognition from the college/university; or
4. Local fraternities recognized and in good standing with the college/university.

Greek Weekend (1967)

Limiting Greek Week to a "Greek weekend" celebration, avoiding overemphasis of the social and activity phases of programs, and promoting the constructive, inspirational aspects of fraternity life in accordance with the objectives of NPC and NIC.

Harassment (1985) Human Dignity (1989)

Reaffirmation of the policies on sexual harassment, the values expressed in the Panhellenic Creed and NPC's responsibility to further those values. College Panhellenics are encouraged to carefully analyze interfraternal activities in light of human dignity considerations and endeavor to accomplish any changes needed to ensure the activities' compatibility with fraternal values and the highest standards of human dignity.

IFCs (1972-73)

NPC recognizes and commends the cooperation of the College Panhellenic Associations and the Interfraternity Councils in areas of common concern, including community service projects, campus activities and programs of scholarship but stresses that College Panhellenic Associations and Interfraternity Councils limit their combined activities to these areas, retaining private identities as College Panhellenic Associations and Interfraternity Councils.

Implementing RFM on Campuses Opening for Extension (2013)

Any campus with two or more chapters that is opening for extension must either be using RFM with priority format or have voted affirmatively to implement RFM with priority format as part of the primary recruitment process before voting to open for extension.

Insignia of NPC (1987)

The insignia of NPC may be used by member groups in any approved manner that is in accord with good taste and the dignity of NPC.

National Advisor Appreciation Month (2008)

The National Panhellenic Conference declares the month of April as National Advisor Appreciation Month.

Newly Recognized College Panhellenic (8th Ed.)

Recognition of a College Panhellenic to be determined by NPC on the basis of operational procedures approved and adopted by the majority of the local NPC groups, provided such procedures are in accordance with the rules, regulations and Unanimous Agreements of NPC.

Nondiscrimination Statement (2003)

NPC fraternities do not discriminate in membership selection practices on any basis prohibited by law.

Officer Selection (2001)

The College Panhellenic officer selection process may include rotation, election or an election-rotation combination to provide successful leadership and equitable and fair representation of the NPC member groups. The Panhellenic president and the recruitment officer should have a minimum of one year of College Panhellenic experience prior to serving.

Officer Vacancy (1978)

If a College Panhellenic officer is unable to fulfill her term and her fraternity is unable to provide a qualified replacement, the fraternity next in rotation shall assume the responsibility for the office; a fraternity filling any unexpired term shall not relinquish its regular order.

Overnight Parties (1979)

NPC encourages its member fraternities to hold parties in the college community area, where overnight accommodations would not be involved.



Over programming (1994)

College Panhellenics and fraternity/sorority advisors are encouraged to have balanced calendars, to establish reasonable award criteria. NPC member groups shall express concern to campus administrators about time commitments required for compliance with relationship statements and annual audit requirements.

Positive Interaction (1988)

Rededication to the promotion of programming and activities that support human dignity, fraternal values and constructive interaction to eliminate all activities that are destructive, demeaning, abusive and/or promote divisiveness among organizations and/or promote negative images of the fraternity/sorority community.

Publicity (1967)

Encouragement of favorable publicity concerning Panhellenic events during the year.

Recognition (1965)

Reaffirmation that recognition of an NPC College Panhellenic Association is vested in the National Panhellenic Conference by virtue of the membership of individual students in NPC member fraternities.

Relationship Between a College Panhellenic and a Fraternity/Sorority Council (1994, 1996)

Reaffirmation of Unanimous Agreement, Article VI, College Panhellenic Association Agreement, Section 1A of the Manual of Information, which states, "A College Panhellenic Association shall be established where two or more NPC fraternities have installed undergraduate chapters." NPC supports a separate Panhellenic Council with its own recruitment process, extension procedure and judicial system; NPC supports the concept of an all-Fraternity/Sorority Council only when it is a forum for discussion and communication among all fraternities and sororities.

Respect for Diversity of Religious and Cultural Holidays (2007)

All College Panhellenics should make an effort to schedule recruitment or other major Panhellenic events so they do not conflict with religious or cultural holidays.

Response to Institutions (1997)

Encouragement of member groups to acknowledge information from institutions, to conduct a timely investigation, to take prompt action if the situation warrants and to respond accordingly.

Right to Wear Badge (1971)

Reminder that fraternity members have the right to wear their badges at all times as symbols of pride in their membership and that they be encouraged to exercise that right.

Social Conduct (8th Ed.)

Maintenance of high ethical, social and cultural values through recommended programs, daily example of adherence to high standards of conduct and living the Panhellenic Creed; where campus regulations are inadequate, it is recommended that College Panhellenic chapters by mutual agreement establish rules relating to residence and social conduct of their members to illustrate the continuing value of fraternities in a complex college community.



Social Event/Peer Monitoring System (1996)

Member groups of NPC are encouraged to advise their members to refrain from serving as Panhellenic or fraternity/sorority enforcement officials at social events.

Student Government (8th Ed.)

Representation in student government shall be on the basis of one's campus citizenship and not on the basis of one's social affiliation; thus, NPC opposes the use of College Panhellenics as branches of student government.

Unanimous Agreements (1965, 1995)

The 26 member fraternities of NPC reaffirm their responsibility of upholding and honoring the Unanimous Agreements and reaffirm their commitment to working together in a spirit of harmony and cooperation.

Workshops (1969)

Area advisors are encouraged to develop combined workshops for College Panhellenics on campuses of comparable size and interest.

Workshops (1971)

Provision for area conferences to include all College Panhellenics and provide full representation and voice in the undergraduate Panhellenic concerns, material to be prepared under supervision of the College Panhellenics Committee and reports to be sent to this committee for consideration.

MEMBERSHIP RECRUITMENT

Chapter Costs (1963)

Recommendation to list only the average cost of fraternity membership in College Panhellenic booklets rather than comparative fees, because the variance in items included does not provide accurate information, and the difference in total fees is almost inconsequential.

Counselors (1989)

NPC disapproves of the presence of membership recruitment counselors and other designated Panhellenic personnel at chapter membership recruitment events, with the exception of fraternity/sorority advisors and official NPC recruitment observers.

Counselors (2010)

Recruitment counselors shall not be involved with any PNMs in the process of completing and signing the MRABA.

Fall Recruitment (1983)

Reaffirmation of recommendations for a fall membership recruitment period.

Fees (1967)

Limitation of membership recruitment registration fees to a minimum clerical fee.

Informal (1964)

Implementation of NPC recommendations for informal recruitment and continuous open bidding to afford the greatest number of women the privilege of fraternity membership.

Intentional Single Preference (1989)

The term "suicide" be eliminated from the Panhellenic vocabulary as it applies to collegiate membership recruitment; and the substitute term "intentional single preference" be used.

Letters of Recommendation (1992)

The responsibility for providing letters of recommendation for prospective new members rests with the members of NPC fraternities, and recruitment information distributed through College and Alumnae Panhellenics shall contain nothing that infers that letters of recommendation must be secured by the potential new member.

- Individual NPC member groups will clarify this responsibility with their membership.
- NPC area advisors will clarify this responsibility with College and Alumnae Panhellenics.
- Remuneration from the potential new member or her family for any such letter is inappropriate.

Membership Growth (1999)

The guidelines for the three membership growth plans were developed and incorporated into a publication titled "From Mini to Mega," which is referenced in the Resource Information section of this manual.

Panhellenic Officer Disassociation During Recruitment (2003)

Panhellenic officers should be completely "disassociated" from their respective NPC chapters for the period immediately preceding recruitment (not to exceed 30 days) and during recruitment so their actions and decisions support the welfare and best interests of the Panhellenic community.

"No Frills" Recruitment Recommendations (1989, 1991, 1997, 2003)

Incorporation of "no frills" concept. All College Panhellenics and their member chapters shall incorporate the following into their membership recruitment programs as soon as possible:

- Establish guidelines for membership recruitment budgets and set a cap on membership recruitment expenses, including the value of all donated goods and services in the cap figure.
- Eliminate all outside decorations.
- Confine all membership recruitment entertainment within the chapter house or other recruitment facility.
- Evaluate all membership recruitment skits as to length and content.
- Discourage the use of membership recruitment skits at the first round of parties.
- Discourage elaborate costuming and purchase of special membership recruitment outfits.
- Eliminate all gifts, favors, preference letters or notes for potential new members until they have accepted bids.
- Develop conversation and interviewing skills.
- Follow NPC recommendations for release figures.

Guidelines for implementation of this policy can be found in the Resource Information section of this manual.



Rules (1963)

Evaluation and simplification of membership recruitment rules, eliminating those impossible to enforce or that may bring criticism and misunderstanding of fraternities.

Voluntary Association (9th Ed.) (8th Ed.)

Affirmation of the rights and freedoms basic to the formation and continuation of voluntary associations as guaranteed in the First Amendment of the U.S. Constitution, "... the right of the people peaceably to assemble," and the inherent right to free choice in their association with others.

Voluntary Association (1969)

Presentation of a united front of solid support for any College Panhellenic member chapter whose attempts to exercise its freedom of association are being attacked.

TOTAL

Automatically Adjusting Total (2013)

To allow groups to achieve parity as quickly as possible at the conclusion of primary recruitment, total will be automatically adjusted annually no later than 72 hours following bid distribution. The adjustment will be to average chapter size unless the College Panhellenic adopts an acceptable alternative formula according to the Manual of Information.

Options in Determining Total (2009)

Panhellenics will review total annually, and if it is determined total should be revised, after consultation with the NPC area advisor, College Panhellenics can vote to determine total by any one of the following: 1) average chapter size; 2) the median chapter size; 3) the size of the largest chapter and combined with a number that reflects the best adjustment to total to ensure continued growth opportunities, parity, housing obligations, availability of campus facility and vitality of the College Panhellenic community. Campuses with deferred recruitment may review total to allow for a fall recruitment that would assist in establishing parity, using either average chapter or median size, allowing those below the number to recruit upperclass members.

New Member (1981)

A woman who has fulfilled the requirements for initiation before the expiration of the one-year pledge term, but who has not yet been initiated, is not included in the year's new quota but is counted in the chapter's total.

Quota-Total (9th Ed.)

NPC recommends acceptance of the quota-total system and substitutions of this material for all sections on quota-limitation in publications.

Transfer (1977)

If a chapter is at total and wishes to affiliate a transfer member, it may do so even though the addition of that member will put it over total.



Two-tier Total (2009)

College Panhellenics on campuses with deferred recruitment may review total in the fall to allow for a fall recruitment that will assist in establishing parity. This review does not replace the review that should be completed after deferred primary recruitment. This would be a two-tier total. If, after consultation with the NPC area advisor and their respective inter/national organizations, it is agreed that implementation of a fall total is advantageous, fall total can be determined by one of the following:

- Using current data, determine average chapter size and allow chapters below that number to recruit upperclass members.
- Using current data, determine the median chapter size and allow chapters below that number to recruit upperclass members.
- Panhellenics should determine in the prior spring if a two-tier total should be implemented for the following fall term and vote to do so. The adjustment to a new fall total should be done as soon as possible at the beginning of the fall academic term.

Vacancies (1978)

Vacancies in chapter total are not created by the granting of alumnae status to undergraduate members except when a member group is recolonizing.





COLLEGE PANHELLENIC ORGANIZATION

A successful College Panhellenic must be clear in its purpose and be well-organized to achieve its mission and goals. This section reviews a variety of critical information for College Panhellenics including how to establish and operate a College Panhellenic.

COLLEGE PANHELLENIC ORGANIZATION

OVERVIEW

Membership

A College Panhellenic Association is composed of all members of the NPC women's fraternities on a campus. A College Panhellenic Council is the local governing body and is composed of one delegate and one alternate from each regular, provisional and associate member group at the institution. The College Panhellenic Council is responsible for local Panhellenic operations in accordance with the NPC Unanimous Agreements, policies and procedures.

Policy (1993) All College Panhellenic delegates, officers and committee members shall be in good standing with their member groups, be active participants in the collegiate chapter and shall be enrolled in the institution where the chapter is located.

Organization

Each College Panhellenic establishes its own bylaws, code of ethics and membership recruitment regulations, working out the details within the framework provided by the NPC Manual of Information. The NPC Unanimous Agreements must be a part of the basic structure, and an effective College Panhellenic will adopt regulations that carry out these provisions and NPC's policies and procedures. College Panhellenics receive services and resources from the National Panhellenic Conference through the payment of annual dues.

A College Panhellenic is a forum; its effectiveness is determined by the respect given it by member groups and the rest of the campus community. To be influential, it must reflect the solid characteristics of a well-organized group. A College Panhellenic Council functions most effectively when the delegates of its member fraternities know proper Panhellenic procedures and are dedicated to working together in a spirit of harmony and cooperation.

Representatives

It is advantageous to individual chapters, and to Panhellenic as a whole, for each chapter to select the best qualified members as its delegate and alternate delegate to the College Panhellenic. To represent the chapter effectively, the representatives must be informed, knowledgeable about proper Panhellenic procedures and act on chapter opinion rather than individual conviction.

Objectives

Fraternity women have a responsibility to promote Panhellenic ideals on campus. As expressed in the Panhellenic Creed, fraternity women are dedicated to uphold good scholarship and high standards of ethical conduct and to work in harmony and understanding with each other to further the ideals of fraternity. High moral and ethical principles are basic to all NPC fraternities.

Rights of Fraternity Chapters

The College Panhellenic and all advisors working with it must bear in mind that the authority of the Panhellenic is only that authority given to it by the member fraternity chapters. The council and advisors guide; they do not decide. A College Panhellenic Council shall not deny a chapter the right to operate according to its own laws and procedures, including rights such as initiating a woman when she has met the requirements of her fraternity.



Ethics

Fraternity women working together serve as role models exemplifying the best in womanhood. They encourage their members to be law-abiding citizens, mindful of the rights of others and dedicated to representing and upholding the fine principles espoused by each and every group.

ESTABLISHING A RECOGNIZED COLLEGE PANHELLENIC

When the first NPC fraternity is installed on a campus, the fraternity shall notify the NPC advisor to New College Panhellenics, the NPC Extension Committee chairman, the NPC College Panhellenics Committee chairman and the NPC Executive Committee. The NPC office will contact the new chapter, informing it of available help.

When a second group is installed on campus, the first group shall notify the NPC advisor to New College Panhellenics so that preparations can begin for establishing a College Panhellenic Association.

With assistance from the NPC office and NPC advisor to New College Panhellenics, the first group chartered has the responsibility to initiate the organization of a College Panhellenic. In the case of multiple chapters being established, the first group installed as a chartered chapter is responsible for taking the lead in organizing the College Panhellenic.

Step-by-Step Instructions

The NPC advisor to New College Panhellenics works with the local campus committees and the dean and/or fraternity/sorority advisor to develop the procedures for organizing a College Panhellenic.

1. The first step in establishing a College Panhellenic is calling an organizational meeting of the two (or more) groups. This meeting is to be called and chaired by the first group chartered on campus. Its purpose is to select an Organizational Committee, which will work with the NPC office and the NPC advisor to New College Panhellenics for its area and to select committees as needed for the operation of a College Panhellenic.
2. Each fraternity shall select as representatives to this College Panhellenic one delegate and at least two alternates from its own membership. If possible, the chapter president and recruitment chairman shall serve as the two alternate delegates. If no administrative personnel are available, an advisor may be selected from among the qualified local alumnae.
3. This group shall review the Manual of Information, which may be obtained from the NPC office or from each delegate's own fraternity. The Organizational Committee shall be selected to draft the College Panhellenic bylaws, based on the model found in this publication, and to establish a recruitment program and recruitment rules that are compatible with both the needs of the campus and the NPC unanimous agreements and policies.
4. The chairman of the Organizational Committee shall send the first draft of this material to the NPC advisor to New College Panhellenics for her review and evaluation. The NPC advisor to New College Panhellenics will correspond as necessary with the Organizational Committee and the dean/fraternity/sorority advisor, offering suggestions and providing information for the orderly establishment of the College Panhellenic Association. Copies of this correspondence shall be sent to the dean/fraternity/sorority advisor, NPC delegates of the fraternities involved and the College Panhellenics Committee chairman.
5. When all the documents and the initial dues payment have been received and approved, the NPC advisor to New College Panhellenics shall notify the NPC office that the Panhellenic recognition is to be approved. The Panhellenic support coordinator will notify the NPC Executive Committee, and the chairman will write a letter of recognition to the College Panhellenic with copies to all relevant parties.
6. The charter for the College Panhellenic will be sent from the NPC office or presented in a ceremony by the assigned area advisor.

BUILDING A STRONG, EFFECTIVE COLLEGE PANHELLENIC

College Panhellenic Purpose

- Provide an organization with bylaws.
- Conduct the business of the College Panhellenic only during the academic year of the campus.
- Coordinate activities, establish orderly procedures and provide for programming in addition to recruitment.
- Promote the growth of individual chapters and the fraternity system.
- Organize and sponsor a membership recruitment program.
- Encourage the highest possible academic, social and moral standards.
- Adjudicate all matters related to the NPC Unanimous Agreements, NPC policies and the College Panhellenic governing documents.
- Assist in furthering campus programs.
- Promote good public relations.
- Give service to community and campus.
- Plan Panhellenic awareness programs.
- Sponsor Junior Panhellenic, if appropriate, for specialized programming efforts.
- Promote friendships, harmony and unity among members, chapters, faculty, administration and campus groups.

ORGANIZATION AND MANAGEMENT

Panhellenic Delegate Responsibilities

- Must attend all Panhellenic meetings.
- Must support the NPC Unanimous Agreements, policies and procedures.
- Must understand local Panhellenic policies and procedures.
- Should attend relevant area conferences and workshops.
- Should know how to consult the NPC area advisor for assistance and advice regarding Panhellenic concerns.
- Should know when to consult her NPC delegate regarding chapter concerns.
- Should present regular Panhellenic reports at chapter meetings.

Panhellenic Office

It is suggested that a Panhellenic office be established on all campuses where there are NPC groups. It is important that permanent records are kept in a central location and are accessible to Panhellenic officers.

Panhellenic Files

The following is a checklist for the College Panhellenic files. It is suggested that the retiring Panhellenic president check the files (current files and historical files) with her successor to see that they are complete. All items are valuable as reference materials:

- Current copy of the bylaws of the College Panhellenic.
- Minutes kept in current file for four years; thereafter, transferred to historical files.
- Financial records, reports and budgets kept in current file for seven years.
- Membership recruitment statistics submitted to NPC area advisor kept in current file for five years and then transferred to historical files.
- Membership recruitment materials – recruitment rules, pamphlets, programs, bulletins, evaluations, event schedules, etc., kept in current file for five years.
- Name, address, telephone, fax and email of current NPC area advisor.



- Reports and evaluations of projects.
- Correspondence of permanent interest.
- Current NPC publications and price list.
- Records of Judicial Board action (locked file, three years).
- Procedure notebooks (refer to Panhellenic Officer Notebook section in this chapter).
- Historical files. NPC recommends you back up your electronic files and store them safely in a location that is protected from fire.

SELECTION OF OFFICERS

- I. *Policy* (2001), The College Panhellenic officer selection process may include rotation, election or an election-rotation combination to provide successful leadership and equitable and fair representation of NPC member groups.
- II. NPC encourages the principle of rotation of Panhellenic officers, especially for campuses with four or less member groups, allowing each fraternity chapter to hold office in Panhellenic. Rotation provides each chapter the opportunity and responsibility for Panhellenic service. Chapters are aware of the years their delegates are expected to serve in Panhellenic office, and chapters are responsible for selecting the best qualified members to provide Panhellenic leadership during that time.
 1. The rotation order is based on the date the chapter was installed on campus (oldest first, etc.), and it should be noted in the Panhellenic bylaws.
 2. If the delegate from the fraternity in order of rotation is not prepared to serve as an officer, the Panhellenic Council shall determine how the office shall be filled.
 3. If an officer is unable to complete her full term, and if her fraternity is unable to provide a qualified replacement, the fraternity next in rotation order shall assume responsibility for the office. A fraternity filling an unexpired term shall not relinquish its regular order. (Example: Alpha's officer leaves office in mid-term. Alpha has no qualified replacement, so Beta fills the remainder of the unexpired term. Beta is then privileged to serve its regular term in that office.)
 4. Members from women's fraternities holding associate membership in the Panhellenic Association shall be eligible to serve as an officer except president or the officer in charge or recruitment.
- III. On some campuses with a large number of NPC chapters, Panhellenics have chosen to select officers by a combined rotation-election plan. Each year a certain number of chapters (depending on the number of chapters and the number of Panhellenic offices to be filled) rotate into eligibility for the various offices, and officers are selected from those eligible representatives.
- IV. *Best Practice* (2001), The Panhellenic president and recruitment officer should have a minimum of one year of College Panhellenic experience prior to serving.

DELEGATE AND OFFICER ORIENTATION

- I. Hold a joint meeting of incoming and outgoing officers and delegates. A meeting of retiring and new officers and delegates, both individually and as a group, is recommended. Individual officers should explain their responsibilities and share procedural notebooks, reference material, evaluations and suggestions. Delegates should share their information-gathering and presentation techniques, procedures for discussion, motion-making and voting on Panhellenic matters (refer to Panhellenic Files in the College Panhellenic Organization section).
- II. Know and use the resources available as listed online.
 1. Publications
 - A. Study and discuss the NPC Manual of Information.
 - B. Broaden knowledge by use of fraternity publications: the College Panhellenic News, Interfraternity Bulletin, individual fraternity magazines; review organizational websites.

2. Resource people
 - A. NPC area advisor
 - B. Individual fraternity NPC delegates
- III. Set goals and priorities.
 1. Each officer should establish the goals she hopes to achieve during her term of office.
 2. As a group, Panhellenic officers should establish goals and priorities for Panhellenic Council as a whole and present those plans to the delegates for discussion and approval.

Panhellenic Council Officer Notebook: Suggested Contents

- I. Resources and rosters
 1. NPC area advisor information
 2. Campus fraternity/sorority advisor
 3. Local Alumnae Panhellenic president information
 4. Panhellenic executive board directory
 5. Panhellenic Council directory
 6. Chapter presidents directory
 7. Panhellenic Committee directory
 8. Junior Panhellenic Council directory
 9. Contact information for IFC and other Greek-letter umbrella organizations
- II. Meeting minutes, agendas and committee reports
- III. Calendars
 1. Panhellenic calendar
 2. University calendar
 3. Community activity calendar
- IV. Position descriptions
- V. Panhellenic policies
 1. Panhellenic bylaws and Standing Rules
 2. Membership recruitment rules
 3. Panhellenic Code of Ethics
 4. Other Panhellenic policies: risk management, philanthropy, etc.
- VI. Panhellenic budget and financial reports
- VII. NPC publications
 1. NPC Manual of Information; the current edition is available online at npcwomen.org
 2. NPC store information; all prices and ordering are available online at npcwomen.org
- VIII. Correspondence
- IX. Statistical information
- X. Pertinent university information and policies

JUNIOR PANHELLENIC

A Junior Panhellenic is composed of new member and newly initiated member representatives from all chapters on a campus. It encourages the special responsibilities and good campus citizenship that fraternity membership entails and fosters relationships within the College Panhellenic, which sponsors it. (Refer to the section on College Panhellenic Programs in this manual.)

FRATERNITY/SORORITY ADVISOR

A fraternity/sorority advisor counsels a College Panhellenic Association as to its goals, programs and regulations. The fraternity/sorority advisor usually is a college or university administrator but may be a qualified alumna of an NPC fraternity hired by the College Panhellenic or serving in a volunteer capacity.

Qualifications for a fraternity/sorority advisor should include:

- A knowledge and understanding of NPC policies, Unanimous Agreements and procedures.
- An interest in and understanding of the ideals and goals of women's fraternities.
- An understanding of the relationship of NPC, its member fraternities and their collegiate chapters.
- A desire to assist the College Panhellenic in its efforts to maintain orderly and harmonious relationships within its membership and to promote constructive programs and projects on the campus and in the community.
- A membership in an NPC fraternity, if possible.

Role of advisor to College Panhellenic

The role of an advisor is to provide guidance, counsel and support, assisting the College Panhellenic to function effectively in accordance with NPC and university policy.

Fraternity/sorority advisor's files

In addition to the material already listed for College Panhellenic files, the fraternity/sorority advisor should keep these records on file:

- Chapter membership statistics: lists of new members and initiates, and recorded changes in membership status.
- Lists of Panhellenic officers, chapter officers, alumnae advisors and inter/national officers.
- Signed copies of the membership recruitment acceptance binding agreement, bid lists, continuous open bidding acceptance binding agreements in a confidential file for three calendar years.
- Proceedings from Panhellenic judicial hearings for four years.

PANHELLENIC ALUMNAE ADVISORY COUNCIL

College Panhellenics may be assisted by a Panhellenic Alumnae Advisory Council. These advisory groups are composed of alumnae members of NPC fraternities. They are organized to provide support for the activities and programs of the College Panhellenic and to serve as a liaison between the college or university and fraternity alumnae in the community. This Panhellenic Alumnae Advisory Council should not be confused with the Alumnae Panhellenic Association in the community.

NPC AREA ADVISOR

An area advisor is a woman serving on her fraternity's NPC delegation. A qualified and knowledgeable woman, she provides assistance if needed and advice backed by practical experience. Remember that the area advisor is a volunteer who has career and family responsibilities and must plan her campus visits and workshops well in advance. Do not wait until the last minute to request her help.

Area Advisor Responsibility

The area advisor provides assistance in a number of areas. She:

- Interprets the policies of NPC. Serves as a liaison among, NPC, fraternity/sorority advisor and the College Panhellenic officers.

- Keeps College Panhellenics advised of the latest policies and procedures of NPC.
- Reviews College Panhellenic's working documents (i.e., bylaws, standing rules, recruitment guidelines, code of ethics, etc.) suggesting changes when needed.
- Offers new ideas for membership recruitment schedules, procedures and workshops and for College Panhellenic programming and officer training.
- Is available to assist the College Panhellenic with problem solving.
- Guides in the planning and execution of area and campus Panhellenic workshops.
- Makes individual campus visits for special problem counseling.
- Welcomes the opportunity to observe, learn and work with a College Panhellenic.

College Panhellenic Responsibility to Area Advisor

- Keep the area advisor informed when changes in the bylaws, membership recruitment rules and procedures are being considered and during discussions of total and extension.
- Tell her about problems before they become critical.
- Send new ideas for officer training, programs and projects for her to share with others.
- Keep lines of communication open on a regular basis.
- Regularly submits Panhellenic minutes.



**COLLEGE PANHELLENIC
MODEL BYLAWS**

COLLEGE PANHELLENIC MODEL BYLAWS

Bylaws of [name of institution] Panhellenic Association

Article I. Name

The name of this organization shall be the [name of institution] Panhellenic Association.

Article II. Object

The object of the Panhellenic Association shall be to develop and maintain women's fraternity life and interfraternity relations at a high level of accomplishment and in so doing to:

1. Consider the goals and ideals of member groups as continually applicable to campus and personal life.
2. Promote superior scholarship and basic intellectual development.
3. Cooperate with member women's fraternities and the university/college administration in concern for and maintenance of high social and moral standards.
4. Act in accordance with National Panhellenic Conference (NPC) Unanimous Agreements, policies and best practices.
5. Act in accordance with such rules established by the Panhellenic Council as to not violate the sovereignty, rights and privileges of member women's fraternities.

Article III. Membership

Section 1. Membership Classes

There shall be three classes of membership: regular, provisional and associate.

- A. **Regular membership.** The regular membership of the [name of institution] Panhellenic Association shall be composed of all chapters of NPC fraternities at [name of institution]. Regular members of the College Panhellenic Council shall pay dues as determined by the College Panhellenic Council. Each regular member shall have voice and one vote on all matters.
- B. **Provisional membership.** The provisional membership of the [name of institution] Panhellenic Association shall be composed of all colonies of NPC fraternities at [name of institution]. Provisional members shall pay no dues and shall have voice but no vote on all matters. A provisional member shall automatically become a regular member upon being installed as a chapter of an NPC fraternity.
- C. **Associate membership.** Local sororities or national or regional non-NPC member groups may apply for associate membership of the [name of institution] Panhellenic Association. The membership eligibility requirements and the process for submitting an application and approval of the application shall be determined by the Panhellenic Council. Associate members shall pay dues as determined by the College Panhellenic Council. An associate member shall have voice and one vote on all matters except extension-related matters and, if they are not participating in the formal recruitment process, they shall not have a vote on recruitment rules and establishment or modification of Panhellenic total. An associate member may be expelled for cause by a majority vote of the Panhellenic Council. An associate member shall not be entitled to vote on the question of its expulsion.

NOTE [See Resource Information section in the Manual of Information, Membership Statuses, for additional information on membership classes.]

Section 2. Privileges and Responsibilities of Membership

- A. Duty of compliance. All members, without regard to membership class, shall comply with all NPC Unanimous Agreements and be subject to these [name of institution] Panhellenic Association bylaws, code of ethics and any additional rules this Panhellenic Association may adopt unless otherwise prescribed in these bylaws. Any rules adopted by this Panhellenic Association in conflict with the NPC Unanimous Agreements shall be void.

NOTE [List other privileges and responsibilities here.]

Article IV. Officers and Duties

Section 1. Officers

The officers of the [name of institution] Panhellenic Association shall be president, vice president, secretary and treasurer NOTE [List specific additional officers here].

Section 2. Eligibility

Eligibility to serve as an officer shall depend on the class of membership:

- A. Regular membership. Members from women's fraternities holding regular membership in the [name of institution] Panhellenic Association shall be eligible to serve as any officer.
- B. Provisional membership. Members from women's fraternities holding provisional membership in the [name of institution] Panhellenic Association shall not be eligible to serve as an officer.
- C. Associate membership. [Choose one of the following clauses]

[Members from women's fraternities holding associate membership in the [name of institution] Panhellenic Association shall be eligible to serve as an officer if the offices are held by rotation.] NOTE [This clause is recommended for Panhellenics with four or less members.]

[Members from women's fraternities holding associate membership in the [name of institution] Panhellenic Association shall be eligible to serve as an officer except president or the officer in charge of recruitment.]

[Members from women's fraternities holding associate membership in the [name of institution] Panhellenic Association shall not be eligible to serve as an officer.]

Section 3. Selection of Officers

[Choose one of the following clauses] NOTE [It is recommended for campuses with four or less member groups to use a rotation system to determine the selection of officers. For campuses with five to seven member groups, rotation or election may be used. For campuses with seven or more members, an election system for officers is recommended.]



[The offices of president, vice president, secretary and treasurer [list specific additional officers, if applicable] of the [name of institution] Panhellenic Association shall be held in rotation by each eligible woman's fraternity chapter in order of its installation at [name of institution]. If a member from the women's fraternity in order of rotation is not prepared to serve as a designated officer, the Panhellenic Council shall determine how the office shall be filled.]

[The offices of [list specific officers] of the [name of institution] Panhellenic Association shall be held in rotation by each eligible woman's fraternity chapter in order of its installation at [name of institution]. If a member from the women's fraternity in order of rotation is not prepared to serve as a designated officer, the Panhellenic Council shall determine how the office shall be filled. The offices of [list specific officers] of the [name of institution] Panhellenic Association shall be elected by ballot, except if there is only one nominee for an office, that nominee shall be declared elected.]

[The offices of president, vice president, secretary and treasurer [list specific additional officers, if applicable] of the [name of institution] Panhellenic Association shall be elected by ballot, except if there is only one nominee for an office that nominee shall be declared elected.]

Section 4. Office-Holding Limitations

No more than ____ member(s) from the same women's fraternity shall hold office during the same term. NOTE [Depending upon the numbers of officers, determine the appropriate number of members from a single member fraternity that can hold office so that no one group has an unfair advantage or majority representation. If all offices are held by rotation, delete this section and renumber the remaining sections in this article.]

Section 5. Nomination Procedure

A nominating committee of ____ members shall be elected by ballot by the Panhellenic Council. A majority vote shall elect. The members of the nominating committee shall elect their own chairman. The nominating committee shall consider the qualifications of all candidates for elected officers and shall nominate at least one name for each elected officer position. [May add the following optional provision: The Panhellenic advisor shall serve as a nonvoting ex-officio member of the nominating committee.] NOTE. [If all offices are held by rotation, delete this section and renumber the remaining sections in this article.]

Section 6. Term

The officers shall serve for a term of one year or until their successors are selected. The term of office will begin [Insert when the term begins, such as 1. upon election, 2. at the beginning of the ____ academic term, 3. no later than ____ weeks before the end of the school year].

Section 7. Removal

Any officer may be removed for cause by a vote of two-thirds of the Panhellenic Council.

Section 8. Vacancies

Vacancies shall be filled in the same manner of selection as provided in Section 3 of this article.

Section 9. Duties of Officers

A. The president shall:

- Preside at all meetings of the Panhellenic Council.
- Preside at all meetings of the Executive Board (if it exists).
- Serve as an ex-officio member of all Panhellenic Association committees.
- Communicate regularly with the Panhellenic advisor.
- Be familiar with the NPC Manual of Information and all governing documents of this association.
- Ensure that the NPC annual report is completed.
- Communicate regularly with the NPC area advisor.
- Maintain current copies of the following: [name of institution] Panhellenic Association bylaws and standing rules; the Panhellenic Association budget; contracts executed on behalf of the Panhellenic Association; correspondence and materials received from the NPC area advisor; all College Panhellenic reports to NPC; and other pertinent materials.
- Perform all other duties as assigned.

B. The vice president shall:

- Perform the duties of the president in her absence.
- Shall be familiar with the NPC Manual of Information and all governing documents of this association.
- Perform all other duties as assigned.

NOTE: [May assign specific duties such as chair of the Judicial Board or recruitment committee.]

C. The secretary shall:

- Keep an up-to-date roll of the members of Panhellenic Council.
- Record minutes of all meetings of the [name of institution] Panhellenic Council and the Executive Board (if it exists).
- Maintain a complete and up-to-date file that includes the minutes of all meetings from the date of organization and current correspondence.
- Send meeting minutes to the NPC area advisor.
- Shall be familiar with the NPC Manual of Information and all governing documents of this association.
- Perform all other duties as assigned.

D. The treasurer shall:

- Supervise the finances of the [name of institution] Panhellenic Association.
- Prepare the annual budget and, after its approval by the Panhellenic Council, provide a copy to each [name of institution] Panhellenic Association member fraternity.
- Receive all payments due to the Panhellenic Association, collect all dues and give receipts.
- Pay promptly the annual NPC dues and all bills of the [name of institution] Panhellenic Association.
- Maintain up-to-date financial records; give a financial report at each regular meeting of the Panhellenic Council and an annual report at the close of her term of office.
- Shall be familiar with the NPC Manual of Information and all governing documents of this association.
- Perform all other duties as assigned.

NOTE [Where it is advisable or necessary to provide for additional officers, their duties shall be outlined in this section.]

Article V. The Panhellenic Council

Section 1. Authority

The governing body of the [name of institution] Panhellenic Association shall be the Panhellenic Council. It shall be the duty of the Panhellenic Council to conduct all business related to the overall welfare of the [name of institution] Panhellenic Association including, but not limited to: annually review and adjust total as needed; determine dues; approve the annual budget; consider extension; set a calendar of events; determine programming; and establish recruitment rules and recruitment style. The Panhellenic Council shall also have the authority to adopt rules governing the Panhellenic Association that do not violate the sovereignty, rights and privileges of member women's fraternities.

Section 2. Composition and Privileges

The [name of institution] Panhellenic Council shall be composed of one delegate and one alternate delegate from each regular, provisional and associate member group at [name of institution] as identified in Article III. The delegates shall be the voting members of the Panhellenic Council except as otherwise provided in Article III of these bylaws. The alternate delegates shall have voice but no vote. The alternate delegate shall act and vote in the place of the delegate when the delegate is absent. If both delegate and alternate are absent, the vote may be cast by a member of the fraternity, providing her credentials have been presented to the association president.

Section 3. Selection of Delegates and Alternates

Delegates and alternates to the Panhellenic Council shall be selected by their respective women's fraternity chapters to serve for a term of one year commencing [Insert when the term begins, such as 1. upon selection by the chapter, 2. at the beginning of the ____ academic term, 3. no later than ____ weeks before the end of the school year].

Section 4. Delegate Vacancies

When a delegate vacancy occurs, it shall be the responsibility of the fraternity affected to select a replacement within ____ weeks and to notify the Panhellenic Association secretary of her name, address and telephone number.

Section 5. Regular Meetings

Regular meetings of the Panhellenic Council shall be held at a time and place established at the beginning of each academic term.

Section 6. Annual Meeting

The annual meeting of the Panhellenic Council shall be held during the month of _____. The purpose of the annual meeting shall be for the election of officers and any other business that may properly come before the delegates. NOTE [If all offices are held by rotation, delete this section and renumber the remaining sections in this article.]

Section 7. Special Meetings

Special meetings of the Panhellenic Council may be called by the president when necessary and shall be called by her upon the written request of no fewer than one-fourth of the member women's fraternities of the [name of institution] Panhellenic Association. Notice of each special meeting of the Panhellenic Council shall be sent to each member of the Panhellenic Council at least 24 hours prior to convening the meeting; however, such notice may be waived, and attendance at such meeting shall constitute waiver of said notice.

Section 8. Quorum

Two-thirds of the delegates from the member fraternities of the [name of institution] Panhellenic Association shall constitute a quorum for the transaction of business.

Section 9. Vote Requirements

- A. Proposed motions on issues that impact a chapter as a whole must be announced at a previous meeting to allow opportunity for chapter input before a vote may be taken on the issue.
- B. A two-thirds vote of the Panhellenic Council shall be required to approve a recolonization plan and for all extension-related votes. All other votes, unless specified in these bylaws, shall require a majority vote for adoption. (See the Article on Amendment of Bylaws for specific voting requirements for the amendment of these bylaws.)

Article VI. The Executive Board

NOTE [This article is optional and would be included if Panhellenic has a separate Executive Board made up of officers who meet in the interim of regular Panhellenic Council meetings. In the absence of a separate Executive Board, remove this Article and renumber the remaining Articles.]

Section 1. Composition

The composition of the Executive Board shall be the [list officers].

Section 2. Duties

The Executive Board shall administer routine business between meetings of the Panhellenic Council and such other business as has been approved for action by Panhellenic Council vote. At the next regular meeting of the Panhellenic Council through the secretary, the Executive Board shall also report all action it has taken and record the action in the minutes of that meeting.

Section 3. Regular Meetings

Regular meetings of the Executive Board shall be held at a time and place established at the beginning of each academic term.

Section 4. Special Meetings

Special meetings of the Executive Board may be called by the president when necessary and shall be called by her upon the written request of three members of the Executive Board.

Section 5. Quorum

A majority of Executive Board members shall constitute a quorum for the transaction of business.

Article VII. The Panhellenic Advisor

Section 1. Appointment

The Panhellenic advisor of the [name of institution] Panhellenic Association shall be appointed by [Choose one of the following clauses]

[The [name of institution] administration.]

[The Panhellenic Council.]

Section 2. Authority

The Panhellenic advisor shall serve in an advisory capacity to the [name of institution] Panhellenic Association. The Panhellenic advisor shall have voice but no vote in all meetings of the Panhellenic Council [and the Executive Board.]

NOTE [In the absence of an executive board, delete reference to executive board.]

Article VIII. Committees

Section 1. Standing Committees

A. The standing committees of the [name of institution] Panhellenic Association shall be the Judicial Board and Membership Recruitment Committee. [List any additional standing committees here.]

NOTE [Standing committees will vary based on need of the association; the Judicial and Membership Recruitment are necessary committees for all associations. Each association may add additional standing committees based on need of the association. Suggested additional standing committees include Academic Excellence, Alumnae Advisory Council, Community Service/Philanthropy, Public Relations.]

B. Term. The standing committees shall serve for a term of one year, which shall coincide with the term of the officers.

Section 2. Appointment of Committee Membership

The [Executive Board or Panhellenic Council] NOTE [Select one option, Executive Board or Panhellenic Council. In the absence of a separate executive board, the Panhellenic council appoints the members and chairmen of all committees.] shall appoint members and chairmen of all standing and special committees, except as provided otherwise in these bylaws, and, in making these appointments, recognize fair representation from all member women fraternities as much as possible. The president shall be an ex-officio member of all committees except the Judicial Board and the Alumnae Advisory Council. NOTE [Omit the Alumnae Advisory Council if it is not a standing committee of the association]

Section 3. Judicial Board

The Judicial Board shall consist of the vice president as chairman and ____ members from the College Panhellenic member groups. The Panhellenic advisor shall serve as a nonvoting ex-officio member. NOTE [See Judicial Procedures Handbook chapter of the NPC Manual of Information for the composition of the Judicial Board.] The Judicial Board members shall participate in training to be educated about the purpose of the board, the rules and regulations the Judicial Board will monitor, the procedures to be followed, proper questioning techniques, the rights of the charged organizations, evaluating evidence, and deliberations and sanctioning. The Judicial Board shall educate member fraternities about the Panhellenic judicial procedure.

It shall be the Judicial Board's duty to hold a hearing to adjudicate all alleged violations of the NPC Unanimous Agreements and the bylaws, code of ethics, standing rules and membership recruitment regulations of the [name of institution] Panhellenic Association that are not settled informally or through mediation. The hearing shall be conducted by the entire Judicial Board unless Panhellenic Council adopts rules for the hearing to be conducted by a committee of the Judicial Board. The members of the Judicial Board shall maintain confidentiality throughout and upon completion of the judicial process.

Section 4. Membership Recruitment Committee

The Membership Recruitment Committee shall consist of a chairman and one representative from each regular, provisional, and associate member. Alumnae advisors may attend meetings of the committee. The alumnae advisors shall have voice but no vote. This committee shall review and develop membership recruitment rules and submit them for discussion and approval to the Panhellenic Council before the end of the academic term preceding the membership recruitment period. After each membership recruitment period, the chairman of this committee shall present a full report, including recommendations, to the Panhellenic Council based on an analysis of the recruitment statistics and recruitment evaluations from new members, potential new members who withdrew, each member group and chapter advisor.

Section 5. Academic Excellence Committee

The Academic Excellence Committee shall consist of a chairman and ___ members. The Academic Excellence Committee shall be responsible for all matters pertaining to the promotion of superior scholarship as basic to intellectual achievement. NOTE [In the absence of an Academic Excellence Committee, delete this section and renumber the remaining sections.]

Section 6. Alumnae Advisory Council

The Alumnae Advisory Council shall consist of one alumna advisor from each regular, provisional and associate member group at [name of institution] as identified in Article III. The alumnae advisors to the Panhellenic Council shall be selected by their respective fraternity chapters to serve for a term of one year. NOTE [In the absence of an Alumnae Advisory Council, delete this section and renumber the remaining sections.]

Section 7. Community Service/Philanthropy Committee

The Community Service/Philanthropy Committee shall consist of a chairman and ___ members. The Community Service/Philanthropy Committee shall be responsible for all matters pertaining to the promotion of community service/philanthropy. NOTE [In the absence of a Community Service/Philanthropy Committee, delete this section and renumber the remaining sections.]

Section 8. Public Relations Committee

The Public Relations Committee shall consist of a chairman and _____ members. The Public Relations Committee shall be responsible for all forms of publicity dealing with the [name of institution] Panhellenic Association. This committee shall work closely with the Executive Board and all committees to make certain that the media is kept informed of the positive events of the Panhellenic Association and its member women fraternities. NOTE [In the absence of a Public Relations Committee, delete this section and renumber the remaining sections.]

Section 9. Other Committees

Other such committees, standing or special, shall be appointed as deemed necessary by the Panhellenic Council.

Article IX. Finances

Section 1. Fiscal Year

The fiscal year of the [name of institution] Panhellenic Association shall be from [month, day] to [month, day] inclusive.

Section 2. Contracts

Dual signatures of the [name the offices, such as the president and the treasurer, or the treasurer and Panhellenic advisor, or some other protective arrangement] shall be required to bind the [name of institution] Panhellenic Association on any contract. NOTE [List university requirements, if applicable.]

Section 3. Checks

All checks issued on behalf of the [name of institution] Panhellenic Association shall bear dual signatures. The following shall be authorized to be one of the two required signatures: [name the offices, such as the president and the treasurer, or the treasurer and Panhellenic advisor, or some other protective arrangement]. NOTE [List university requirements, if applicable.]

Section 4. Payments

All payments due to the [name of institution] Panhellenic Association shall be received by the treasurer, who shall record them. Checks for payments shall be made payable to the [name of institution] Panhellenic Association.

Section 5. Dues

- A. NPC College Panhellenic dues shall be paid yearly as invoiced by the NPC office.
- B. Panhellenic Association membership dues shall be an assessment per member and new member.
 - The amount of such dues for the next academic year shall be determined by the Panhellenic Council no later than February of that year.
 - The dues of each Panhellenic Association member fraternity shall be payable on or before [month, day]. NOTE [Date set may be on an annual or academic term basis.]

Section 6. Fees and Assessments

The Panhellenic Council shall have the authority to determine fees and assessments as may be considered necessary.

Article X. Extension

Section 1. Extension is the process of adding an NPC women's fraternity.

The [name of institution] Panhellenic Association shall follow all NPC Unanimous Agreements and NPC extension guidelines found on the NPC website and in the Manual of Information.

Section 2. Voting rights

Only regular members of the Panhellenic Council shall vote on extension matters.

Article XI. Violation Resolution

Section 1. Violation

Chapters shall be held accountable for the conduct of their individual collegiate and alumnae members. Conduct contrary to the NPC Unanimous Agreements, these bylaws, the Panhellenic code of ethics, standing rules and/or membership recruitment regulations of the [name of institution] Panhellenic Association shall be considered a violation.

Section 2. Informal resolution

Members are encouraged to resolve alleged violations through informal discussion with the involved parties.

Section 3. Judicial process

If informal discussions are unsuccessful, the judicial process will be set in motion by filing a report of the alleged violation. The [name of institution] Panhellenic Association shall follow all mediation guidelines found in the Manual of Information.

- A. Mediation. Mediation is the first step of the judicial process. The [name of institution] Panhellenic Association shall follow all NPC Unanimous Agreements concerning the judicial process found in the Manual of Information.
- B. Judicial Board hearing. When a violation is not settled informally or through mediation, the Judicial Board shall resolve the issue in a Judicial Board hearing. The Panhellenic Council shall adopt procedures in the standing rules for this purpose that are consistent with the NPC Unanimous Agreements.
- C. Appeal of Judicial Board decision. A decision of the Judicial Board may be appealed by any involved party to the NPC College Panhellenics Judicial Appeal Committee. The [name of institution] Panhellenic Association shall follow all NPC Unanimous Agreements concerning the appeals process found in the Manual of Information.

Article XII. Hazing

Per the Unanimous Agreements, the National Panhellenic Conference supports all efforts to eliminate hazing. All forms of hazing shall be banned.

Article XIII. Parliamentary Authority

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the [name of institution] Panhellenic Association in all cases to which they are applicable and in which they are not inconsistent with the NPC Unanimous Agreements, these bylaws and any special rules of order the [name of institution] Panhellenic Association may adopt.

Article XIV. Amendment of Bylaws

These bylaws may be amended at any regular or special meeting of the [name of institution] Panhellenic Council by a two-thirds vote, provided that the proposed amendment has been announced and submitted in writing at the previous regular meeting allowing an opportunity for chapter input.

Article XV. Dissolution

This Association shall be dissolved when only one regular member exists at [name of institution]. In the event of the dissolution of this Association none of the assets of the Association shall be distributed to any members of the Association, but after payment of the debts of the Association its assets shall be given to the National Panhellenic Conference.

STANDING RULES

A College Panhellenic Association may wish to adopt additional rules that pertain to the administration of the association. This type of rules belongs in standing rules rather than bylaws. Standing rules are written as a separate document from the bylaws, but should be attached to and distributed with the bylaws.

The following topics (as well as others) are best suited for standing rules:

- Awards
- Code of Ethics (Template available in Resource Information section of this manual.)
- Recruitment Rules (Template available in Resource Information section of this manual.)
- Judicial Procedures
- Social Events
- Traditions (i.e., Homecoming, Advisors, Installation, Service Projects, etc.)
- Office Procedures
- Financial considerations (i.e., paying for staff)
- Recruitment Counselor selection/requirements/expectations



COLLEGE PANHELLENIC JUDICIAL PROCEDURES

College Panhellenic Associations are based on democratic principles and organized to afford cooperation among the women's fraternities on college campuses. College Panhellenic Associations embody self-governance to maintain fine standards and ethical conduct.

College Panhellenic Associations are expected to effectively and efficiently adjudicate matters over which they have jurisdiction, which includes all provisions of the NPC Unanimous Agreements and their College Panhellenic governing documents.

COLLEGE PANHELLENIC JUDICIAL PROCEDURES

PROLOGUE

On April 16, 1891, in Boston, representatives of the then seven existing fraternities for women met “to discuss methods for the betterment of fraternity conditions in the different colleges.” The committee on Interchapter Courtesy recommended “greater moderation in rushing, that chapters be more watchful that they may pursue no method that could be considered questionable or underhanded,” that a committee be selected at each college to “decide upon regulations for the control of pledging” and for the exchange of information. When the “meetings” became official, the National Panhellenic Conference was formed in 1902, and the guidelines adopted earlier were continued.

As fraternity women, we continue them today. We reaffirm principles of yesterday that remain current in recruitment, being watchful to see that we “pursue no method that could be considered questionable or underhanded.” We have a committee in each College Panhellenic “to decide upon regulations for the control of pledging.” However, our world has changed. There are thousands of chapters and hundreds of Panhellenics. Some campuses have few chapters; many have a large number. But we still adhere to the admonition of our early leaders to pursue “interchapter courtesy” – by advocating “greater moderation” in recruitment.

Sometimes mistakes are made. Sometimes a chapter fails to educate its new members in the Panhellenic policies and recruitment rules. Sometimes older members do not pay attention to the concept of “interchapter courtesy,” and a violation of rules occurs. It is therefore necessary to provide a method for a Panhellenic to ensure the adherence of all chapters and all members to the NPC Unanimous Agreements (UAs) and the College Panhellenic’s governing documents, membership recruitment rules, Panhellenic code of ethics and standing rules.

College Panhellenics are based on democratic principles and organized to afford cooperation among the women’s fraternities and sororities on a college campus. College Panhellenic Associations embody self-governance to maintain fine standards and ethical conduct.

The College Panhellenic Association is expected to effectively and efficiently adjudicate all matters over which it has jurisdiction. In addition, NPC promotes self-governance through UA VII, which establishes judicial boards to review member group infractions of NPC UAs and the College Panhellenic’s bylaws, other governing documents, membership recruitment rules/guidelines, code of ethics and standing rules.



VII. COLLEGE PANHELLENIC JUDICIAL PROCEDURE

1. Judicial Board

Each College Panhellenic Association shall establish a judicial board for the limited purpose of handling member group infractions of:

- NPC Unanimous Agreements.
 - College Panhellenic bylaws and/or other governing documents.
 - College Panhellenic membership recruitment rules/guidelines.
 - College Panhellenic code of ethics.
 - College Panhellenic standing rules.
- A. The composition and duties of the judicial board must be defined in the College Panhellenic bylaws.
- B. A College Panhellenic, through its officers, shall select and train a workable judicial board based on the needs of the campus.
- C. The duties and responsibilities of the judicial board must be consistent with this and all other NPC Unanimous Agreements.
- D. All NPC judicial forms shall be used to ensure proper documentation and adherence to the NPC Unanimous Agreements. Judicial forms are available on the NPC website.
- E. Documentation of all judicial proceedings shall be retained by the fraternity/sorority advisor for three years.

2. Judicial Process Overview

- A. Fraternities are encouraged to resolve alleged infractions as soon as possible through informal discussion with the involved parties before an infraction is filed.
- B. Should the informal discussions be unsuccessful, the judicial process will be set in motion by the filing of a violation report form for an alleged infraction. An infraction can only be filed against a chapter and not against any individual(s). Violations must be reported in the following manner on the College Panhellenic Violation Report available on the NPC website or from the campus Panhellenic:
- C. Timing
- The College Panhellenic Violation Report shall be completed and presented to the president of the College Panhellenic Association in a timely manner, but not more than 30 calendar days from the date of the alleged infraction (including university/college breaks).
 - If the College Panhellenic president is unavailable or the violation is against her fraternity, the report shall be presented to the fraternity/sorority advisor.
 - The College Panhellenic president and fraternity/sorority advisor shall review the College Panhellenic Violation Report to ensure it has been filled out completely, including proper signatures and indication of rule(s)/guideline(s) violated. An incomplete report shall be returned to the reporting party for completion prior to proceeding.
- D. Proper Reporting Authority
- i. Infractions, excluding recruitment infractions, may only be reported and signed by one of the following:
- The president of a chapter on behalf of her chapter
 - Executive officer/board member of a chapter
 - College Panhellenic officer
 - Fraternity/sorority advisor

ii. Recruitment infractions may only be reported and signed by one of the following:

- The president of a chapter on behalf of her chapter
- College Panhellenic officer in charge of recruitment or a recruitment counselor
- Potential new member
- Fraternity/sorority advisor

E. Receipt of Infraction

The following steps should be taken to make certain an infraction is properly received by the College Panhellenic:

- The College Panhellenic Violation Report is retained by the College Panhellenic president or fraternity/sorority advisor and is available upon request by the accused fraternity.
- The College Panhellenic president or fraternity/sorority advisor shall send a copy of the College Panhellenic Violation Report to the NPC area advisor within seven days.

F. Notification of Chapter

- The College Panhellenic president shall notify the accused fraternity in writing by delivering the College Panhellenic Notice of Infraction to that chapter president within seven days of receiving the College Panhellenic Violation Report.
- If the president of the accused fraternity is unavailable, delivery may be made to another appropriate chapter fraternity officer or advisor. The record of delivery shall be documented on the report.
- A copy of the College Panhellenic Notice of Infraction shall be given to the fraternity/sorority advisor and sent to the NPC area advisor within the same time period.

G. Response to Receipt of Infraction

- Upon receipt of the College Panhellenic Notice of Infraction, the accused fraternity shall contact the College Panhellenic president within seven days to schedule mediation. Mediation shall be held unless the accused fraternity chooses to proceed directly to a judicial hearing.
- If the College Panhellenic Notice of Infraction is delivered during a college/university break, the mediation/judicial hearing may be scheduled after classes resume or held during the break if all parties are available.

3. Mediation

The purpose of mediation is to find a solution satisfactory to both the party who filed the infraction and the accused fraternity, in accordance with the following documents:

- NPC Unanimous Agreements
- College Panhellenic bylaws
- College Panhellenic membership recruitment rules/guidelines
- College Panhellenic code of ethics
- College Panhellenic standing rules

The following elements of mediation shall be followed:

- Mediation shall be closed to the public.
- All participants in the mediation shall keep strict confidentiality.
- No more than three participants (including a chapter advisor) shall represent either party and/or each fraternity involved at mediation.
- In cases of infractions for which a College Panhellenic officer or another individual has information regarding the infraction and did not file the infraction, then the person shall attend only for the purpose of presenting the information, after which he/she shall be excused from the mediation.

Mediator guidelines:

- The College Panhellenic president, in agreement with the fraternity/sorority advisor, shall appoint a neutral party to serve as the mediator.
- Though it is preferable that the fraternity/sorority advisor for Panhellenic not serve as the mediator, the advisor can serve if he/she did not file the infraction or has not been involved with the reported incident.
- The mediator shall not be an undergraduate student.
- All parties must sign a summary of the mediation proceedings on the College Panhellenic Mediation Summary Report indicating the outcome of the mediation and their acceptance of the sanctions. The forms are available on the NPC website. A copy of the report shall be retained by the fraternity/sorority advisor for three years.
- Within 24 hours of the completion of the mediation, the College Panhellenic president shall send a copy of the College Panhellenic Mediation Summary Report to the parties designated on the form.

4. Judicial Board Hearing

- If an agreement is not reached during the mediation process, a judicial board hearing shall be held.
- The accused party may choose to go directly to a judicial hearing instead of mediation.
- The College Panhellenic shall follow procedures for judicial board hearings as already established by its College Panhellenic Association bylaws.
- Hearings shall be closed to the public.
- No more than three participants (including a chapter advisor) shall represent either party and/or each fraternity involved at a hearing.
- In cases of infractions for which a College Panhellenic officer or another individual has information regarding the infraction and did not file the infraction, then the person shall attend only for the purpose of presenting the information, after which he/she shall be excused from the judicial hearing.
- All parties must sign a summary of the hearing proceedings on the College Panhellenic Judicial Board Hearing Summary Report indicating the outcome of the hearing. Forms are available on the NPC website. A copy of the report should be retained by the fraternity/sorority advisor for three years.
- Within 24 hours of the completion of the judicial hearing, the College Panhellenic officer responsible for the judicial process shall send a copy of the College Panhellenic Judicial Board Hearing Summary Report to the parties designated on the form.
- On those campuses where the small size of the College Panhellenic makes a judicial hearing ineffective because of conflicts of interest and mediation has proven to be ineffective, the case may be referred directly to the NPC College Panhellenics Judicial Appeals Committee.

5. Sanctions

A. Appropriate Sanctions

Each College Panhellenic shall strive to achieve a fair and reasonable resolution for infractions. Sanctions should fit the nature and degree of the offense.

- Monetary fines shall be acceptable only for a measurable offense of the Panhellenic's governing documents or stated membership recruitment rules.
- The amounts of monetary fines shall be predetermined by a vote of the College Panhellenic Council and stated in the Panhellenic standing rules and/or membership recruitment rules prior to the beginning of recruitment.
- Examples of reasons for monetary fines may be limited to the following:
 - Late recruitment event invitation lists
 - Recruitment events that exceed designated event times

- o Prohibited postings on social media outlets
- o Required chapter attendance at Panhellenic-sponsored events

Sanctions shall not:

- Forbid formal or informal recruitment activities or the observance of an inter/national fraternity event such as an educational program, ritual ceremony or historical celebration.
- Affect a fraternity chapter's quota or total.
- Affect the time of new member acceptance and/or initiation.
- Forbid the right of an NPC fraternity to vote in College Panhellenic meetings.
- Include removal from the College Panhellenic

B. Duration of Sanctions

The duration of any penalty imposed shall not exceed one calendar year from the time the decision is final.

C. NPC Notification of Sanctions

Within 24 hours of the completion of mediation or the judicial board hearing, the College Panhellenic president or the College Panhellenic officer responsible for the judicial process shall send a copy of the College Panhellenic Mediation Summary Report or College Panhellenic Judicial Board Hearing Summary Report (not including the minutes) to parties indicated on the report form.

6. Appeals

A. The decision of the College Panhellenic Association judicial board may be appealed by any involved party to the NPC College Panhellenics Judicial Appeals Committee.

- An appeal shall be filed with the College Panhellenic president, using the process referenced in the judicial resource section in the Manual of Information and on the appeal form, within seven days of the decision.
- The NPC Judicial Appeals Committee shall reverse or uphold the decision of the College Panhellenic Association judicial board. The NPC Judicial Appeals Committee may also dismiss or modify sanctions as the committee deems appropriate.
- Any penalty shall begin only after all properly filed appeal(s) decisions have been rendered. If a sanctioned fraternity wants to fulfill all or part of the sanctions pending the outcome of a filed appeal(s), the fraternity shall have that option.

B. If the NPC College Panhellenics Judicial Appeals Committee is unable to resolve the appeal, the Judicial Appeals Committee chairman shall be responsible for the further conduct of the case. All data regarding the appeal shall be submitted in the following order, as needed, until resolution can be determined:

- Inter/national presidents of the fraternity(s) involved
- NPC Executive Committee
- National Panhellenic Conference Board of Directors. The decision of the board of directors shall be final.

INFORMAL DISCUSSION

All member groups are encouraged to resolve alleged infractions as soon as possible through informal discussion with the involved parties before an infraction is filed. If the accusing chapter representative is comfortable confronting the representative(s) of the accused chapter, NPC encourages informal discussion between the disputing chapters. Often a mutual understanding can be reached and the situation is resolved between the two parties without further action needed.

HOW TO FILE AN INFRACTION

Should the informal discussion be unsuccessful, the judicial process will be set in motion by filing of a violation report form for the alleged infraction by one of the designated individuals allowed to file infractions. All report forms are available on the NPC website or from the College Panhellenic. The College Panhellenic Violation Report must be completed and presented in a timely manner but not more than 30 days from the date of the alleged infraction. The accused chapter shall be notified in writing within seven days of receipt of the infraction violation report form using the College Panhellenic Notice of Infraction form.

There are six forms involved in this process:

- College Panhellenic Violation Report
- College Panhellenic Notice of Infraction
- College Panhellenic Mediation Summary Report
- College Panhellenic Judicial Board Hearing Summary Report
- College Panhellenic Judicial Board Hearing Minutes
- College Panhellenic Notice of Appeal

The proper reporting authority to file any infraction, other than a recruitment infraction, is:

- The president of a chapter on behalf of her chapter.
- An executive officer/board member of a chapter.
- The College Panhellenic officer.
- The fraternity/sorority advisor.

The proper reporting authority to file a recruitment infraction is:

- The president of a chapter on behalf of her chapter.
- The College Panhellenic officer in charge of recruitment or a recruitment counselor.
- A potential new member.
- The fraternity/sorority advisor.

Upon receipt of the College Panhellenic Notice of Infraction, the accused sorority shall contact the College Panhellenic president within seven days to schedule mediation. Mediation shall be held unless the accused group chooses to proceed directly to a judicial hearing.

PANHELLENIC MEDIATION PROCESS

The purpose of mediation is to find a solution satisfactory to both the party who filed the infraction and the accused sorority. Mediation is an off-the-record attempt to settle a dispute. In essence, it is a facilitated negotiation. Mediation shall be closed to the public, and all participants in the mediation process shall keep strict confidentiality. An important component of mediation is confidentiality that also extends to the results. Proper documentation and forms (available on the NPC website) must be signed and completed indicating the outcome of the mediation session and distributed as indicated on the form.

Mediator

The mediator is a neutral person with a clear understanding of the process of mediation. It should not be an undergraduate student. Though it is preferable that the fraternity/sorority advisor not serve as the mediator, the advisor can serve if he/she did not file the infraction or has not been involved with the reported incident. The mediator is not a decision maker but must be in control of the process. This is a matter that the parties need to agree to prior to the onset of mediation. The mediator sets the tone of the mediation: somewhat informal but structured. The mediator can assist the parties in understanding the issues and in reaching a satisfactory resolution – or in deciding that the matter cannot be resolved without further action. The mediator must not have a vested interest in the outcome of the case.

Parties Involved

Each party, both the accused (defendant) and the accuser (complainant), must be willing to be open and candid. All records pertaining to the action should be available for both parties to review. The parties must be willing to work toward an agreement.

Who May Attend

The person(s) attending (representing each chapter) must be the decision maker for the groups involved. The likely person is the chapter president and in the case of a recruitment infraction, the recruitment chairman. Depending on who filed the infraction, the complainant or her group should send an equal number of participants. No more than three participants (including a chapter advisor) shall represent either party and/or each sorority at mediation. The chapter advisor has the benefit of knowledge and experience beyond the undergraduate members and could be a benefit to both parties.

There may be some instances when more than one group files an infraction on another group. If there are multiple accusing parties, the accusing parties should choose no more than three people to represent all accusing parties filing infractions (including a chapter advisor).

In cases of infractions for which a College Panhellenic officer or another individual has information and did not file the infraction, then the person shall attend the mediation only for the purpose of presenting the information, after which he/she shall be excused from the mediation.

Mediation is most effective if the parties involved tell their versions of the event, and the chapter advisor acts as an advisor. In other words, the college women representing their respective groups need to do the talking but should have the benefit of conferring with their chapter advisor when they feel it is necessary.

Setting

It is most important that both parties believe that the mediation is held in a neutral place. An oval or rectangular table with the parties facing one another and the mediator at the head of the table gives reassurance that this is a serious forum.

Process

The mediator begins by setting the ground rules regarding the behavior of all involved in the mediation. Each side should be allowed to tell its version of the events in an uninterrupted, civil manner. Each party is encouraged to take notes so that if questions arise that need answers, they can ask those questions later after each side has had the opportunity to give information. The parties should be advised that it might be necessary for the mediator to meet with the parties individually to reach an agreement. In the caucuses (individual meetings), the parties may give the mediator information that she/he cannot divulge to the other party without specific clearance. The mediator may need to meet with the parties separately more than once and may spend different amounts of time with each side.

Mediation Conclusion

At the conclusion of the mediation, the mediator meets with the parties and their chapter advisor to complete the College Panhellenic Mediation Summary Report indicating the outcome of the mediation and the acceptance of any sanctions.

Minutes will not be taken at the mediation. On the College Panhellenic Mediation Summary Report, the mediator will summarize the conclusion of the mediation, which will be signed by all parties. A copy of the report should be retained by the fraternity/sorority advisor for three years. Within 24 hours of the completion of the mediation, the College Panhellenic president shall send a copy of the College Panhellenic Mediation Summary Report to all parties designated on the form.

Mediation Checklist

Setting:

- Is a neutral place.
- Has an oval or rectangular table with:
 - Mediator at head of table.
 - Each party's participants to her right or left facing one another.

Mediator:

- Is neutral and will maintain confidentiality.
- Has a clear understanding of the mediation process.
- Has no vested interest in an outcome.
- Sets the tone – somewhat informal but structured.
- May meet with each side separately.
- May meet with each side more than once.
- Will complete the College Panhellenic Mediation Summary Report giving copies as indicated on the form.

Each party involved:

- Must be willing to maintain confidentiality.
- Must be willing to be open and candid.
- Must be willing to work toward an agreement.
- Must have a chapter's decision maker present.
- Will have an undergraduate spokeswoman.
- Will have a spokeswoman explain her chapter's version of events – uninterrupted.
- May take notes for a question-and-answer opportunity.
- May have an advisor present for consultation.
- May not have "observers" present.
- Will sign a confidential agreement or a list of issues that remain unresolved.

Main points of mediation

- Confidentiality is a necessity.
- Mediator is a neutral person.
- Mediator must have no interest in the outcome of the case.
- All parties must be willing to be open and candid.
- All records pertaining to the case should be available for both parties.
- All parties must be willing to work toward an agreement.

- Person attending must be decision maker for the chapter.
- No “observers” should attend.
- Each party may have an advisor present.
- Mediation is held in a neutral place.
- Mediator sets ground rules.
- Each side is allowed to tell her version – uninterrupted.
- Mediator may meet with both sides separately – more than once.
- Both parties sign an agreement if one is reached; otherwise, both parties sign a list of issues.
- Minutes should summarize the proceedings and not divulge any conversations in detail.

COLLEGE PANHELLENIC JUDICIAL BOARD

Organization and Function

Any judicial board organization and plan for operation selected or developed by the College Panhellenic must be used in conjunction with the NPC Unanimous Agreement VII, the College Panhellenic bylaws and other governing documents, the Panhellenic code of ethics, membership recruitment rules/guidelines and the College Panhellenic standing rules.

The goal is to create a document that fits the needs of your College Panhellenic Association and your campus. Below is a sample that includes several suggestions and options. Choose those that are appropriate for your College Panhellenic, and add other items if needed. However, there are certain items that are required by the NPC Unanimous Agreements that must be included. Those items are noted.

Sample Document for Establishing a College Panhellenic Judicial Board

College Panhellenic Judicial Board Membership

In accordance with the College Panhellenic Association bylaws, the Judicial Board is composed of _____* collegiate members and the fraternity/sorority advisor (nonvoting ex-officio member).

*Select the number that is appropriate for the size of your College Panhellenic.

Members include:

- Chairman (may be elected or appointed); votes.
- Vice chairman (may be elected or appointed); votes.
- _____ members representing fraternities holding regular or associate (if provided for in the College Panhellenic bylaws, Article III) membership in the College Panhellenic Association; votes.
- The fraternity/sorority advisor (ex-officio member); does not vote.
- Methods for choosing judicial board members could include but are not limited to:
 - o A member from each sorority for smaller Panhellenics.
 - o A number (one-half or one-third) selected each year for larger Panhellenics, rotating the chapter selection for the following year.
 - o A member selected from each sorority, rotating the seating for judicial board hearings.

The Panhellenic executive board appoints, through application and interview process, all collegiate members to the Panhellenic judicial board.

A Panhellenic judicial board member must be an initiated, undergraduate member in good standing (according to the definition of her respective chapter) at the time of appointment and throughout her term.

The judicial board members shall participate in training to be educated about the purpose of the board, the rules and regulations the judicial board will monitor, the procedures to be followed, proper questioning techniques, the rights of the charged organizations, evaluating evidence and deliberations and sanctioning.

The fraternity/sorority advisor shall serve as a nonvoting ex-officio member of the judicial board. If the fraternity/sorority advisor is unable to attend a meeting, a noncollegiate representative will be chosen by a majority vote of the judicial board.

The vice chairman will assume the duties and responsibilities of the chairman in cases where the chairman must be recused because of a conflict of interest. In cases where both the chairman and vice chairman must be recused, the remaining members of the judicial board will select a member to serve as chairman. A member of the judicial board will serve as secretary and take minutes of hearings. This responsibility may rotate among the members of the judicial board.

Duties of the College Panhellenic Judicial Board

The Panhellenic judicial board shall:

- Handle all alleged violations of NPC Unanimous Agreements and the College Panhellenic constitution, bylaws, code of ethics, membership recruitment rules/guidelines and standing rules (required by the NPC Unanimous Agreements) that are not settled in the mediation process.
- Educate member fraternities about the Panhellenic judicial procedure.
- Participate in training designed to educate judicial board members about the purpose of the board, the rules and regulations the judicial board will monitor, the procedures to be followed, proper questioning techniques, the rights of the charged organizations, evaluating evidence, and deliberations and sanctioning.
- Conduct a fair hearing with impartial judicial board members following the NPC UA VII, College Panhellenic Association Judicial Procedure.
- Maintain confidentiality throughout and upon completion of the judicial process. (UA VII)
- Create and maintain proper documentation. Documentation should be retained by the vice president of judicial affairs or chairman and the fraternity/sorority advisor for three years. (UA VII)

Duties of the Judicial Board Chairman

The Panhellenic judicial board chairman shall:

- Coordinate the training of the judicial board members with the fraternity/sorority advisor.
- Implement the NPC UA VII, the College Panhellenic Association Judicial Procedure.
- Determine whether any collegiate judicial board members need to be excused (recused) from serving because of a conflict of interest.
- Provide involved chapter(s) with a copy of the "College Panhellenic Judicial Board Guidelines and Procedure" (this document).
- Preside at judicial hearings.

JUDICIAL BOARD HEARING

The purpose of a judicial board hearing is to resolve an alleged violation of the rules of the “parent organization,” in this case, the National Panhellenic Conference. Specifically, the rules are the NPC Unanimous Agreements, the College Panhellenic bylaws and governing documents, membership recruitment rules/guidelines, Panhellenic code of ethics, and the College Panhellenic standing rules. In all cases, the primary goal is to reach a fair and equitable decision based on a peer review.

A judicial board hearing should be conducted in a manner that adheres to certain guidelines and achieves the goal of reaching a fair and equitable decision. Guidelines established in the NPC Unanimous Agreements that shall be followed include:

- Judicial board hearings shall be closed to the public. (UA VII)
- The participants in the judicial board hearing shall be representatives from each fraternity involved. No more than three people (including a chapter advisor) shall represent either party and/or each fraternity involved at a hearing.
- There may be some instances when more than one group files an infraction on another group. If there are multiple accusing parties, the accusing parties should choose no more than three people to represent all accusing parties filing infractions (including chapter advisor).
- In cases of infractions for which a College Panhellenic officer or another individual has information regarding the infraction and did not file the infraction, then the person shall attend the hearing only for the purpose of presenting the information, after which he/she shall be excused from the hearing.
- Written minutes must be taken at the time of the judicial board hearing. (UA VII)
- Penalties/sanctions should be assessed to fit the nature and degree of the offense. (UA VII)
- Information on the appeals process shall be presented at the close of the judicial board hearing. (UA VII)
- All parties must sign a summary of the hearing proceedings on the College Panhellenic Judicial Board Hearing Summary Report indicating the outcome of the hearing. Forms are available on the NPC website. A copy of the report should be retained by the fraternity/sorority advisor for three years. Within 24 hours of the completion of the mediation, the College Panhellenic officer responsible for the judicial process shall send a copy of the College Panhellenic Judicial Board Hearing Summary Report to the parties designated on the form.
- The proper notification and reporting forms must be used. (UA VII)
- All documents associated with an investigation or judicial board hearing shall be kept by the vice president of judicial affairs (or chairman in charge of judicial procedure) in a locked file cabinet in the Panhellenic office for three years. The fraternity/sorority advisor will also keep a copy of the hearing minutes and the decision in the Panhellenic files in his or her office. (UA VII)
- On campuses where the small size of the College Panhellenic makes a judicial hearing ineffective because of conflicts of interest and mediation has proved to be ineffective, the case may be referred directly to the NPC College Panhellenics Judicial Appeals Committee.

Suggested guidelines may include:

- The chairman of the judicial board will serve as the hearing officer unless she has been recused. In such an event, the vice chairman will serve as the hearing officer.
- The chapter president or her designee and one alumna chapter advisor shall represent each chapter involved.
- Chapters involved in a hearing have the right to consult with a representative from their inter/national organization.
- Witnesses will be called one at a time and may remain in the hearing room only during their testimony.
- Following the completion of the hearing, the judicial board members hearing the case and the fraternity/sorority advisor will go into executive session for deliberations.

- Deliberations are confidential, and comments are not to be reported outside of the room, with the exception of the official written decision recorded on the College Panhellenic Mediation Summary Report or College Panhellenic Judicial Board Hearing Summary Report and the official oral statement given by the chairman to the parties.

JUDICIAL BOARD HEARING — ORDER OF EVENTS

1. Call to order by the chairman
2. Introductions
3. Charges read by chairman
4. Opening statement by complaining party (may limit time)
5. Opening statement by accused party (may limit time; this statement, at the option of the accused, may be deferred until the complaining party completes the presentation of witnesses)
6. Complaining party calls witnesses one at a time; accused may cross-examine any witness.
7. Accused calls witnesses one at a time; complaining party may cross-examine any witness.
8. Judicial board members may, at any time, ask questions of the witnesses.
9. Closing statement by the complaining party (may limit time)
10. Closing statement by the accused (may limit time)
11. Judicial board members enter executive session for deliberation (only members of the judicial board hearing the case and the fraternity/sorority advisor remain in the hearing room).
12. Chairman restates charges.
13. The chairman puts the motion before the board members as follows: "The motion before the members is: Is [organization name] guilty of the charge of violating [state the rule that was violated]?" If there is more than one rule alleged to be violated, each violation is handled in a separate motion, and each motion is processed separately. Each specification and then the charge is read, opened to debate and voted on separately.
14. Chairman requests motion(s) from members of the judicial board [items 12, 13 and 14 are to be handled one motion at a time if there is more than one incident being presented].
15. Discussion of motion(s)
16. Vote on motion(s). The members of the judicial board vote "yes" or "no."
17. A guilty verdict requires a majority of the judicial board members.
18. If a chapter is found guilty of the charges, the judicial board must then determine the appropriate sanctions following the guidelines established in the College Panhellenic judicial procedure. If the documents or policies do not provide guidance as to sanctions, the judicial board may determine sanctions appropriate to the severity of the violation. A member of the judicial board makes a motion for a sanction(s) that she feels is appropriate. This motion is debatable and amendable. A majority vote is required to adopt the motion concerning sanctions.
19. The hearing is reconvened, and the decision of the judicial board is then read to the complaining and accused parties. Witnesses are not in attendance at this time.
20. The verdict and/or sanctions must be put in writing on the College Panhellenic Judicial Board Hearing Summary Report and signed by the parties listed on the report.
21. Information regarding the appeals process must be provided using the College Panhellenic Notice of Appeal at the time the decision is read.

APPEALS PROCESS

An appeal of the judicial board decision may be made by following the appeals procedure as outlined in the NPC Unanimous Agreements VII, College Panhellenic Judicial Procedure.

ETHICAL DECISION MAKING

1. Collect accurate information.
2. Ask questions.
3. Identify the issues.
4. Identify the content of the problem to be resolved (approach a complex problem by dividing it into sections and addressing each section).
5. Prepare and implement a solution, with consideration for:
 - A. Maintaining an impartial view.
 - B. Being consistent in considerations; do not change the rules arbitrarily.
 - C. Use concern for the methods, attitudes and processes as well as the short- and long-term consequences of the decision.
 - D. Respect the viewpoints of others; seek to educate by providing people the means they need to make reasoned decisions.
 - E. Consult your conscience; thoughtful reflection on the solution you are considering will generally reveal right from wrong.
6. Evaluate the solution implemented.
 - A. Did the solution achieve the desired result?
 - B. How could the situation have been avoided?

Adapted from “Coming to Grips With Ethics in Business” — Richard A. Wussie

COLLEGE PANHELLENIC VIOLATION REPORT

To be filled out and submitted to the College Panhellenic within 30 calendar days from the date of the alleged infraction (including university/college breaks).

University/college: _____

Against [name of fraternity]: _____

For violating: _____
(List specific rule, code of ethics, NPC Unanimous Agreement, etc.)

Recruitment violation reported by (reports may be filed by only one of the people listed below):

- Chapter president Panhellenic officer in charge of recruitment
 Recruitment counselor Potential new member Fraternity/sorority advisor

Violation reported by (reports may be filed by only one of the people listed below):

- Chapter president Executive officer/board member of a chapter
 College Panhellenic officer Fraternity/sorority advisor

Date/time/location of alleged infraction: _____

Witness(es) to the incident [include affiliation/Panhellenic office and phone numbers]: _____

Description of the incident [use additional sheets if necessary]: _____

Names and affiliation of cited individual(s) and fraternity involved: _____

Names, addresses and phone numbers of individual(s)/fraternity reporting incident: _____

Signed by: _____

Name and position	Date
<i>To be completed by the College Panhellenic president or fraternity/sorority advisor</i>	
Date submitted: _____	
Report properly submitted? <input type="checkbox"/> Yes <input type="checkbox"/> No If no, briefly explain: _____	

College Panhellenic Violation Report sent to:	<input type="checkbox"/> Accused fraternity Date: _____
	<input type="checkbox"/> Fraternity/sorority advisor Date: _____
	<input type="checkbox"/> NPC area advisor Date: _____

COLLEGE PANHELLENIC NOTICE OF INFRACTION

This is to be completed by the Panhellenic president or fraternity/sorority advisor after a College Panhellenic Violation Report has been properly filed. This must be given to the accused fraternity president (or designated representative) within seven days of receipt of the College Panhellenic Violation Report. A copy is also distributed to the fraternity/sorority advisor and the NPC area advisor within the same time period. (The seven-day timeline applies even during college/university breaks.)

University/college: _____

Accused fraternity: _____ Date of notification: _____

Notification sent via email to (list email address and name): _____

Alleged violation(s): *(List specific rule, Unanimous Agreement, etc., and brief description.)*

Date(s) of alleged violation(s): _____

**Violations must be reported within 30 days of the alleged infraction.*

Infraction filed by: _____ Date infraction filed: _____

Rights and obligations of accused fraternity:

The accused fraternity has the right to have the alleged infraction resolved through the use of mediation and/or a judicial board hearing. The accused fraternity is responsible for contacting the College Panhellenic within seven days of receiving this notice of infraction to schedule a mediation. Mediation shall be held unless the accused fraternity chooses to proceed directly to a judicial hearing. The mediation or the judicial board hearing does not have to take place within the seven-day period; it must be scheduled as soon as possible at a time convenient for the parties involved. If the notice of infraction is received during a college/university break, the mediation or judicial board hearing can be deferred until classes resume.

To schedule a mediation or judicial board hearing, contact the person below by _____ [date].

Name: _____ Phone number: _____

RECORD OF DELIVERY

The accused fraternity receives the original of this report. The College Panhellenic keeps a copy of this completed report as part of the documentation. Copies of this report are given to the fraternity/sorority advisor and the NPC area advisor.

Delivered to accused fraternity

Signature of chapter president or designee _____

Copy to fraternity/sorority advisor

Copy to NPC area advisor

Date: _____

COLLEGE PANHELLENIC MEDIATION SUMMARY REPORT

This form is to be completed by the mediator, and then given to the fraternity/sorority advisor for delivery as outlined in the Record of Delivery.

University/college: _____

Date of mediation: _____

Name of mediator: _____

Location of mediation: _____

Names and titles of all representatives present: _____

Outcome(s) of mediation and sanctions, if any, agreed to: _____

The signatures verify that mediation was held and outcomes were determined and agreed to.

Accused fraternity signee [print name]: _____

Accused fraternity signature: _____ Date: _____

Mediator [print name]: _____

Mediator signature: _____ Date: _____

RECORD OF DELIVERY

The accused fraternity receives the original of this report. The College Panhellenic keeps a copy of this completed report as part of the documentation. Copies of this report are given to the fraternity/sorority advisor and the NPC area advisor.

- Delivered to accused fraternity
 - Signature of chapter president or designee _____
 - Copy to fraternity/sorority advisor
 - Copy to NPC area advisor
- Date: _____



COLLEGE PANHELLENIC JUDICIAL BOARD HEARING SUMMARY REPORT

This form serves as Page 1 of the College Panhellenic Judicial Board Hearing Summary Report. One representative of the College Panhellenic judicial board will take the minutes on the College Panhellenic Judicial Board Hearing Minutes form and attach the minutes to this document.

University/college: _____ Was mediation held? Yes No

Accused fraternity: _____ Date of meeting: _____

Location of meeting: _____ Start time: _____ End time: _____

Name of recorder: _____

Number of additional pages of minutes* _____

**Attach the signed College Panhellenic Judicial Board Hearing Minutes form to this page.*

Names and titles of all representatives present: _____

Alleged violation(s): [List specific rule, Unanimous Agreement, etc., and brief description.] _____

Summary of decision/sanction: [Give a brief description of hearing results. Attach the detailed College Panhellenic Judicial Board Hearing Minutes form.] _____

College Panhellenic Notice of Appeal form given to chapter president/designee (if applicable)

Signatures: The signatures verify that the minutes have been read by those present.

Accused fraternity designee (print name) _____

Signature _____ Date _____

Panhellenic representative (print name) _____

Signature _____ Date _____

RECORD OF DELIVERY

The College Panhellenic maintains the original form and minutes. The accused fraternity will receive copies of this form and minutes. Copies of this form are sent to the parties listed below [do not include the minutes page].

Delivered to accused fraternity chapter president/designee

Copy to NPC delegate

Copy to inter/national president

Copy to fraternity/sorority advisor

Copy to NPC area advisor

Date: _____

COLLEGE PANHELLENIC JUDICIAL BOARD HEARING MINUTES

This form serves as Page 2 of the College Panhellenic Judicial Board Hearing Summary Report and is used by one representative of the College Panhellenic judicial board to record the minutes. Use as many copies of this form as needed. Attach the completed minutes to the College Panhellenic Judicial Board Hearing Summary Report. Sign and number each page.

University/college: _____ Was mediation held? Yes No

Accused fraternity: _____ Date of meeting: _____

Minutes: (or attach a copy) _____

The signatures verify that the minutes have been read by those present at the conclusion of the mediation/judicial board hearing.

Accused fraternity designee [print name] _____

Signature _____ Date _____

Panhellenic judicial board representative [print name] _____

Signature _____ Date _____

Page # _____ of _____



COLLEGE PANHELLENIC NOTICE OF APPEAL

This form is to be submitted to the Panhellenic president or fraternity/sorority advisor within seven days of the judicial hearing decision if an involved party wishes to appeal the decision to the NPC College Panhellenics Judicial Appeals Committee.

University/college: _____

Appealing party: _____ Date of decision: _____

Name, address, phone number and email of appealing party representative and chapter president:

Name, address, phone number and email of the College Panhellenic president and the fraternity/sorority advisor:

Reason for appeal of rendered decision: [Additional pages may be attached.]

Signature of appealing party _____

APPEAL PROCEDURES:

- The NPC Judicial Appeals Committee shall uphold or reverse the decision of the College Panhellenic Association judicial board. It may also dismiss or modify sanctions as the committee deems appropriate.
- The College Panhellenic president is responsible for sending the complete record in a timely manner upon receipt of the Notice of Appeal (no longer than 14 days).
- A copy of the completed record must be sent to the NPC Judicial Appeals Committee chairman. The appeal can be mailed to the NPC office (sent certified mail, return receipt requested) or emailed to nicki@npcwomen.org.
- Include a copy of the College Panhellenic bylaws, judicial procedures and applicable rule(s) in the mailing.

To be completed by the College Panhellenic president or fraternity/sorority advisor.

Date appeal submitted: _____ Within seven days of decision? Yes No

Date sent to NPC Judicial Appeals Committee chairman _____
(email or certified mail/return receipt requested)

Copy of College Panhellenic Notice of Appeal sent to:

Fraternity/sorority advisor Date _____

NPC area advisor Date _____



COLLEGE PANHELLENIC MEMBERSHIP RECRUITMENT

Membership recruitment is one of the most visible, rewarding and important activities coordinated by the College Panhellenic. Successful membership recruitment requires a huge organizational effort. It is helpful for the College Panhellenic to separate the recruitment operation into segments or processes. Careful and collaborative planning of each recruitment process will increase the ultimate success of the Panhellenic's effort.

This section is designed to address those recruitment processes in chronological order. While determining the best recruitment style for a particular campus is necessary, other processes listed are equally if not more important to a successful recruitment.

COLLEGE PANHELLENIC MEMBERSHIP RECRUITMENT

DETERMINING RECRUITMENT STYLES

The College Panhellenic Council, as part of its annual review and in consultation with the fraternity/sorority advisor, chapter advisors and the NPC area advisor, should evaluate:

- Recruitment patterns.
- Marketing of Panhellenic to potential new members.
- Recruitment statistics for the past three years.
- Changes in past and current enrollment of female students and future projections.
- Interest in women's fraternal life.

There are indicators and/or red flags that suggest changes are necessary in the recruitment program. These red flags include:

- Panhellenic lost a greater percentage of potential new members between registration and the Open House event than in previous years.
- More women dropped out between the Open House event and Preference events.
- Quota has decreased during the past three years.
- Panhellenic has lost chapters on campus, although recruitment numbers are stable or increasing.
- Two or more chapters matched less than half of quota even with recruitment numbers stable or increasing.

The assessment in this section will help a Panhellenic determine the needs of its recruitment program. The responses will help determine if the Panhellenic should consider a specific recruitment style or change other processes. NPC supports four recruitment styles that the College Panhellenic can use to recruit potential new members. No one style is best, but it is important to select the recruitment style that is most appropriate for the College Panhellenic community and campus.

The Panhellenic should review the assessment and ask each delegate to review the results with her chapter's NPC delegate.

ASSESSMENT FOR DETERMINING RECRUITMENT STYLES

Note: Certain responses encourage consideration of a specific recruitment style.

- Is there an overall interest in your Panhellenic system?
- What percentage of the undergraduate student body belongs to a women's fraternity?
- Is the number of on-campus incoming freshmen women increasing?
- If so, by how much?

If 10 percent or more of the undergraduate student body are members, fully structured recruitment is recommended.

If 9 percent or less of the undergraduate student body are members, partially structured recruitment, minimally structured recruitment or continuous recruitment is recommended.



- How many NPC chapters are on campus?
- How many chapters are new to your campus within the past three years?
- How many chapters have left your campus within the past three years?

If the number of NPC chapters has increased within the past three years, fully structured recruitment is recommended.

If the number of NPC chapters has decreased within the past three years, partially structured recruitment, minimally structured recruitment or continuous recruitment may be recommended.

- Are there local sororities on your campus?
- Are they part of your College Panhellenic?
- Do they participate in the College Panhellenic recruitment process?

If several local sororities participate, partially structured recruitment, minimally structured recruitment or continuous recruitment is recommended.

- How do you market women's fraternities to potential new members?
- Do you have a year-round marketing program?

All recruitment styles should include a year-round marketing plan created by the College Panhellenic. This would include an Open House, Philanthropy and Preference events, a small budget, minimal decorations and limited refreshments.

- Is continuous open bidding (COB) used following your recruitment process?
- Are almost as many women participating in COB as are participating in structured recruitment?

If almost as many women participate in COB as structured recruitment, either minimally structured recruitment or continuous recruitment is recommended.

Best Practice (2003), If the results of the recruitment assessment for a College Panhellenic indicate that a change in recruitment style is warranted, the College Panhellenic may, upon consultation with the fraternity/sorority advisor and the approval of the NPC area advisor, vote to adopt the appropriate recruitment style for its campus.

TOTAL

Total is the allowable chapter size as determined by the College Panhellenic, and it includes both new members and initiated members. The Panhellenic must review total each year, immediately following the primary recruitment period, to ensure that the existing total reflects current campus conditions and the Panhellenic goal of growth and parity. Total should be reviewed immediately following recruitment when chapters are at their largest.

The purpose of total is to provide opportunities for growth of the Panhellenic community and parity among the chapters and to allow the maximum number of women to participate in the fraternity experience.

When total is too low, the Panhellenic community is unable to grow because of lack of sufficient spaces to accommodate women interested in membership. When total is too low, the smaller chapters are unable to close the size disparity with the larger chapters.



When total is too high, parity is also difficult to achieve. Potential new members have incentives to withdraw from a structured recruitment process and join during continuous open bidding when they do not receive an invitation from one of the perceived “popular” chapters on campus. This trend can suppress quota as well and create wide gaps in size among the larger and smaller chapters.

Policy (2003), College Panhellenics will review total annually; and
Policy (2009), The procedure for determining total states:

Total is the allowable chapter size as determined by the College Panhellenic and includes both new members and initiated members. Any member who is away from campus for the entire academic year is not counted in total. Members away for one academic term are counted in total. The Panhellenic reviews total each year to ensure that total reflects current campus conditions and the Panhellenic goal of parity.

Policy (2013), To allow groups to achieve parity as quickly as possible at the conclusion of primary recruitment, total will be **automatically adjusted** no later than 72 hours following bid distribution. The adjustment will be to average chapter size unless the College Panhellenic adopts an acceptable formula according to the NPC Manual of Information.

Policy (2009), College Panhellenics will review total following primary recruitment when chapters are at their largest. If it is determined that total should be revised, after consultation with the NPC area advisor and their respective inter/national organizations, total may be determined by:

1. The average chapter size, rounded down to the nearest whole number.
2. The median chapter size (for example, the size of the fifth-largest chapter in a system with nine NPC groups).
3. The size of the largest chapter(s).

Total may also be determined by any one of the above, combined with a formula that reflects the best adjustment to total to ensure continued growth opportunities, parity, housing obligations, availability of campus facility and vitality of the College Panhellenic community.

Panhellenics can also consider special situations that impact the best number for total that most accurately reflects parity for a system. Examples that may affect the most reasonable number include:

- A chapter that is significantly smaller or larger than others
- Poor new member retention
- A significant midyear graduation rate

It may be appropriate to apply a differential or alternative formula to the suggested total number to account for these circumstances. For example, when determining total on a campus with one chapter that is significantly (30 or more) members below total, a Panhellenic may still want to set total using ACS but remove that chapter’s number from its calculation.



Chapter Membership Roll

To determine a chapter's official membership roll for College Panhellenic reporting purposes, NPC has passed the following policies pertaining to this subject.

Policy (1955), For all Panhellenic purposes:

1. Every regularly enrolled undergraduate woman who is a new member and/or initiated member of a chapter on that particular campus shall be counted as a member of the college chapter on this campus.
2. Every regularly affiliated undergraduate transfer shall be counted as a member of the college chapter on that campus, affiliation to be defined as meeting the requirements of the individual member group.
3. Any member who is away from campus for the entire academic year is not counted in total. Members away for one academic term are counted in total.

Inactive Status

When the regulations or policies of an individual national fraternity provide for granting inactive status for undergraduate members, the following requirements shall be observed:

- The inactive status extends over the period of the entire academic year during which inactivity is granted.
- That inactive members may not participate in membership recruitment and shall not be counted on membership selection process.
- That grades of inactive members shall not be counted in comparative scholastic ratings.
- That inactive members shall have limited social privileges.
- When any national fraternity grants inactive status to any member on a given campus, that chapter shall place a copy of that permission on file with the local College Panhellenic and the fraternity/sorority advisor's office.
- The inactive member is not included in chapter total for the academic year.

Vacancies in Total Chapter Size

Vacancies in the chapter membership roll can be filled only if the chapter is below total. A chapter may exceed total as a result of its participation in a Panhellenic recruitment when quota/total and a preferential bidding system are used. If at any time during the academic year a chapter falls below total, the chapter is eligible to COB to reach total again.

For members who are not present on campus for one academic term (i.e. participating in a study abroad program, student teaching, internship, etc.) they are to be included in chapter total calculations unless inactive member status has been granted for the entire academic year.

Policy (2002), Vacancies in chapter total are not created by the granting of inactive status or alumnae status to a member who has less than a full college year remaining before graduation where there is no other compelling reason or personal circumstance/emergency for granting a change in status.

Policy (1978), Vacancies in chapter total are not created by the granting of alumnae status to undergraduate members except when a member group is recolonizing.

Policy (1977), A new member who has fulfilled the requirements for initiation before the expiration of the one-year new member academic year, but who has not yet been initiated, is not included in the year's new quota but is counted in the chapter's total.

Policy (1977), If a chapter is at total and wishes to affiliate a transfer member, it may do so even though the addition of that member will put it over total.



Two-Tier Total (For Deferred Recruitment Campuses)

Deferred recruitment campuses may consult with their NPC area advisor to determine if a separate fall total, or two-tier total, would be appropriate/advantageous for their campus.

Policy (2009), College Panhellenics on campuses with deferred recruitment may review total in the fall to allow for a fall recruitment that will assist in establishing parity. This review does not replace the review that should be completed after deferred primary recruitment. This would be a two-tier total. If, after consultation with the NPC area advisor and their respective inter/national organizations, it is agreed that implementation of a fall total is advantageous, fall total can be determined by one of the following:

- Using current data, determine average chapter size and allow chapters below that number to recruit upperclass members.
- Using current data, determine the median chapter size and allow chapters below that number to recruit upperclass members.
- Panhellenics should determine in the prior spring if a two-tier total should be implemented for the following fall term and vote to do so. The adjustment to a new fall total should be done as soon as possible at the beginning of the fall academic term.

SELECTION OF A COMPUTER PROGRAM

Recruitment management programs should be purchased with much care. The feature set for each product differs, and one option may provide a better fit for a College Panhellenic's needs than another.

When choosing among options available, a College Panhellenic's leaders and/or advisors should develop a list of criteria, in priority order, that are important for their recruitment processes and then evaluate each option based on how well its features meet the criteria. References from similar campuses can be helpful in the evaluation process.

Things to Consider in Evaluating Programs

1. **Ease of use:** How intuitive is the computer program for all the people who will be entering and retrieving data?
2. **Availability of customer support:** Will the vendor be available to answer questions and resolve technical problems during the hours when the Panhellenic needs support?
3. **Quality of customer support:** Does the vendor have a strong track record in answering questions and resolving problems in a timely manner?
4. **Privacy:** Does the recruitment management program sufficiently protect the privacy of all parties who will use it, including the potential new members, chapters, Panhellenic officers and advisors? Passwords should be protected and be extremely limited in distribution.
5. **NPC compatibility:** Does the product faithfully incorporate the recruitment policies and procedures of the National Panhellenic Conference?
6. **Training and documentation:** Does the vendor's training options for the administrators and users meet the needs of the College Panhellenic both in terms of quality and cost? How effective is the documentation that accompanies the computer program?
7. **Data entry:** Where and how is data entered? What are the pros and cons of the options available? What safeguards are in place to ensure that selections made by potential new members and chapters throughout the recruitment process are read accurately and cannot be refuted?
8. **Data processing:** Where and how is the data processed? What are the pros and cons of the options available? What safeguards are available if the equipment has technical failure when the processing is conducted?

9. **Data storage:** Where and how is the data stored? What are the pros and cons of the options available? What safeguards are available if there is technical failure on the equipment where the data is stored?
10. **Data retrieval:** Where and how is the data retrieved? What are the pros and cons of the options available?
11. **Reports:** Does the computer program have standard reports that meet the needs of our process? If not, is it possible to create custom reports or otherwise access statistics that the Panhellenic will need for its process? Is it possible for potential new members and chapters to access and print lists and reports appropriate for their needs?
12. **Equipment requirements:** Are there specific memory or other requirements for the computers that are used for central management? Will the computer program require the rental or purchase of additional personal computers?
13. **Compatibility with counseling:** Is the method of invitation acceptance or prioritization compatible with the level of counseling the Panhellenic wishes to provide to potential new members? Is the method used to indicate membership recruitment acceptance binding agreement (MRABA) preferences compatible with the level of counseling the Panhellenic wishes to provide, and is it used consistently?
14. **Registration:** Does the computer program facilitate registration of potential new members in the manner desired? Can the program be integrated with Banner or other databases used by universities?
15. **Invitation management:** Is the computer program sufficiently flexible with regard to invitation management? For example, does the program offer features such as “regret with interest” and “re-invites” if desired? Does the program permit the setting of a maximum invite parameter to facilitate the Release Figure Method?
16. **Event scheduling:** Does the computer program balance the number of attendees for each event in a round among those potential new members accepting invitations to a women’s fraternity in a given round? Can an event in a round for a given women’s fraternity be removed if desired? What safeguards are available to ensure that the women scheduled for a women’s fraternity’s events in a given round are the correct attendees?
17. **Bid matching:** Does the program resolve the gridlock condition, when it occurs, according to NPC guidelines? Is it possible to conduct the remainder of bid matching by hand if gridlock occurs? Does the program offer the ability to execute the quota range process? Does the program quickly identify which potential new members are ineligible for quota additions because they did not maximize their options on the MRABA?
18. **Administrator’s rights:** Does the fraternity/sorority advisor have the ability to override processes when necessary? In what circumstance is this possible?
19. Please note that these guidelines are not comprehensive. Your campus may have additional and even unique needs and requirements in a recruitment software program and/or vendor that should be discussed ahead of time and made clear to the vendors from whom you solicit proposals. **NPC does not endorse any computer program vendor.**

MARKETING

Marketing Goals

The purpose of a College Panhellenic marketing program is to promote all aspects of Panhellenic life, including scholarship, service and leadership, with all audiences. An effective College Panhellenic marketing plan has many benefits. An assessment of the current image of women’s fraternities on campus initiates the marketing plan. A marketing plan to reach all audiences is important to developing a positive image of women’s fraternity life, one that is most necessary for the recruitment program. The best time to develop a marketing plan is immediately after the Panhellenic officers are installed.

Steps in Developing a College Panhellenic Marketing Plan

- Assess the current image of women’s fraternity life on campus.
- Identify the audience and how that market receives messages.
- Develop a message highlighting the positive aspects of membership, including scholarship, service and leadership.
- Use the plan for the entire year.

- Deliver the message to your audience.
- Evaluate the message and its delivery.

Using a College Panhellenic Marketing Committee

- Establish a committee to develop and deliver a positive message.
- Ensure that each chapter on campus is represented, as well as the College Panhellenic Executive Committee and chapter advisors.
- Conduct an annual College Panhellenic marketing assessment.
- Develop an action plan to address the findings of the annual assessment.

Sample College Panhellenic Marketing Assessment

Who are we?

- Define the university inter/fraternal community.
- List the positive benefits of membership.
- What opportunities are provided by membership in a women's fraternity?
- How can women's fraternity life appeal to nonmembers?
- What are the weaknesses of the College Panhellenic community?
- What is the current image of the College Panhellenic life on campus?
- What is the message of the College Panhellenic? What do current marketing/public relations materials "say" about women's fraternal life?
- List the goals of establishing a College Panhellenic marketing plan.

Who are they?

- Who is the target audience? (List all audiences including current members, administration, faculty, community, fraternities, potential new members, parents, etc.)
- What is each target audience's current image of women's fraternity life?
- What are the needs of each target audience?
- How does each audience receive messages most effectively? (Types of media, Internet, email, websites, orientation, events, etc.)

What is our message?

- What is the ideal message of the College Panhellenic?
- What should public relations/marketing materials "say" about women's fraternity life?
- What can be done to meet the needs of each target audience?

Get the word out.

- What is the best way to reach each target audience?
- In what ways can the plan be used all year long?

How was the message received?

- Evaluate the effectiveness and delivery of the message to each target audience.
- Gather feedback from each audience. Did the message meet the needs of each audience?
- Adjust this plan to carry out the mission of promoting women's fraternity life.



Assessment Results

The results of the assessment will provide information necessary to develop a plan to reach target audiences.

- Include written materials, social media, and planned events to deliver the message.
- Create excitement with current College Panhellenic women.
- Plan events and programs to develop and enhance Panhellenic spirit and inform members of the mission and plan to positively promote women's fraternity life.
- Strengthen relationships and understanding among Panhellenic women, administration and faculty, unaffiliated students and incoming students.
- Encourage participation in constructive campus programs as members of the Panhellenic and as individual NPC chapters.
- Increase campus interest and knowledge of Greek-letter organizations through informative and positive coverage in the campus media.
- Appeal to each target audience annually.

Recruitment Marketing Plan

A carefully planned and executed recruitment marketing plan is vital to the success of a College Panhellenic. The goal of a marketing plan is to attract outstanding female students to the Panhellenic recruitment process by highlighting all the positive aspects of membership, including scholarship, service and leadership, in all pre-recruitment materials and activities.

Using the findings of the marketing assessment, the College Panhellenic should plan the marketing efforts for membership recruitment. Because each campus environment is different, each College Panhellenic should develop its own marketing plan tailored to its particular campus conditions.

Any College Panhellenic can use the following activities by adapting them to fit its needs:

- Use printed and social media communications directed toward incoming female students. They may include direct mailings, postcards, fliers posted on campus, informative brochures, Facebook posts, websites and tweets. Publications and messages should focus on the benefits of membership and promote participation in women's fraternity life. Individual chapters are not the focus of printed communications.
- Create a single website for women's fraternity recruitment information. College Panhellenic websites should include information on women's fraternity life and recruitment and should highlight scholarship, service and leadership. The website should be coordinated with the printed communications materials and be linked to the university's website as well as the College Panhellenic recruitment site.
- Use campus media including newspapers, radio and television stations, billboard/mobile billboards, the Panhellenic website and promotional banners placed on chapter houses and/or residence halls.
- Participate in new-student orientation activities as members of College Panhellenic and as campus leaders.
- Arrange a College Panhellenic informational event each term to highlight the benefits of membership and to generate interest in the recruitment process.
- Enlist current chapter members to wear recruitment-themed shirts and/or buttons and to promote positive Panhellenic contact at all times.

Summer Information Plan

Informational events are encouraged for incoming college women, and they should highlight the benefits of fraternity life, including scholarship, service and leadership. To increase interest in the women's fraternal communities, it is necessary that fraternity members promote general membership in women's fraternities and not specifically one chapter or inter/national organization.

Whenever possible, Alumnae Panhellenics and College Panhellenics are encouraged to host joint events that promote interest in Panhellenic membership. In areas where there is no Alumnae Panhellenic, alumnae of two or more NPC groups may host informational events in conjunction with the College Panhellenic. However, these events should focus on providing information regarding positive aspects of Panhellenic membership rather than promoting individual NPC member groups.

Personal and informative panhellenic spirit contact does not mean having summer events in a chapter house or in an individual fraternity member's home representing one NPC organization. It does mean being friendly and responding to questions the potential new member might ask of Panhellenic members. It means encouraging women in your home communities to search out and participate in the recruitment process.

Positive Panhellenic Contact

To help increase the number of potential new members, it is necessary that fraternity women promote general fraternity membership. It is also important that the various publics understand the high scholastic attainment, dynamic leadership opportunities, philanthropic contributions and immediate campus-based circle of lifelong friendships that membership in women's fraternities offers.

Because of these factors, positive Panhellenic contact should be the goal of all College Panhellenics. Positive contact is intended to promote interest in the women's fraternal community and bring more women to the recruitment process. Too often fraternity women turn away potential new members. Development of a Panhellenic code of ethics and adherence by all groups is essential to the success of every College Panhellenic.

Are your silence rules outdated? Silence is intended for the short period of time, not more than 24 hours, from the signing of the MRABA until bid acceptance.

Additional silence rules are not desirable because they can suppress participation in recruitment and stunt growth in our Panhellenic communities. Panhellenics are encouraged to eliminate all silence and no contact statements from their recruitment rules except for the strict silence required during the short time between preference and issuance of bids. Personal and informative Panhellenic spirit contact does not mean creating an unfair advantage for a particular NPC member group. It does mean being friendly and responding to questions the potential new members might ask of Panhellenic members. It does mean promoting women's fraternity membership in general, not a particular fraternity.

Policy (2003), All College Panhellenics and Alumnae Panhellenics will promote personal and informative panhellenic-spirited contact with potential members at all times, year round.

Policy (1995), Strict silence is observed only between the end of preference parties and the bid distribution, as stated in the NPC Manual of Information, and normal friendly contact shall be advocated at all other times.

Membership Recruitment Guide

A membership recruitment guide created by the College Panhellenic can assist in providing useful information for those interested in the recruitment process. It can also be a useful tool to encourage women to consider participating.

Consider using the following when creating a guide:

- Develop a format that is easy to read, provides basic information and highlights the positive aspects of membership.
- Develop content with the needs of potential new members in mind.
- Use photos to highlight the many aspects of fraternity membership, including scholarship, leadership, social events, sisterhood and campus wide/individual chapter philanthropic events.

Suggested content includes:

- Panhellenic Creed
- Benefits of women's fraternity membership
- Welcome letters from the Panhellenic president, fraternity/sorority advisor, vice president of student affairs and the college/university president
- Definition of Panhellenic and recruitment terms
- What to expect during membership recruitment
- Guidelines for participants (include fees if applicable)
- Schedule of membership recruitment events and locations
- Tips and reminders
- Financial obligation information
- Scholastic information for joining
- General information about each chapter
- Recruitment counselors and their function
- Appropriate dress
- Information about the MRABA form and signing

What Every Potential New Member Needs to Know About Recruitment

- The College Panhellenic has information available that tells you what to expect during recruitment (schedule, what to wear, etc.).
- It is permissible to ask questions when you do not understand.
- Some events will have more potential new members in attendance than others, and this is no reflection on a chapter.
- You must attend all events for which you receive an invitation.
- Failure to attend an event may jeopardize your ability to receive invitations.
- Being a legacy of a group does not ensure membership in that group.
- Accurate financial information regarding membership is given by Panhellenic in a cost range unless the individual groups provide specific chapter information to you.
- Good scholarship is important to all groups within Panhellenic. To emphasize the importance of academics, Panhellenic may publicize typical GPA expectations in its recruitment handbook and orientation for potential new members. The following sample language may be used:

Panhellenic sororities recognize the importance of scholarship. The Panhellenic Association does not require a specific grade-point average to participate in recruitment as each group makes its own membership decisions. However, each sorority has a minimum grade requirement to be considered for membership and initiation. The average grade requirement to join is around [fill in appropriate GPA]. It is important to understand that if your GPA is lower than the average chapter requirements, your opportunities for joining decrease.

- All NPC groups have policies against hazing.
- No chapter member may promise or imply the promise of a bid.
- You are expected to act politely and respectfully when attending an event.
- You should expect to be treated politely and with respect.
- Every woman attending a preference event must appear on that fraternity's bid list, but this does not ensure an invitation to join that particular fraternity, because recruitment is a mutual selection process.
- You must be certain you understand the MRABA that you will be expected to sign immediately after attending the last preference event.
- You may choose not to join a group and therefore not sign the MRABA, but you must notify the fraternity/sorority advisor of this decision in writing.
- You may choose to limit or list only one choice on your MRABA or may list all the groups where you attended preference events.
- You must understand that if you list a group on your MRABA, are matched to that group and receive an invitation to membership, you are bound to that group for one calendar year.
- Men and alcohol are not permitted during recruitment or Bid Day activities.

RECRUITMENT ORIENTATION

Orientation Goals

Recruitment orientation is a continuing process that gives a potential new member an opportunity to learn, feel comfortable with her surroundings and remain in the recruitment process. The goals of orientation are to:

1. Provide the potential new member with an opportunity to see an appealing and realistic picture of women's fraternal life.
2. Provide a comfortable environment for the potential new member so she feels at ease with the process.
3. Create various activities that encourage the potential new member to complete the process and join an NPC chapter on that campus.

A successful orientation program includes:

- Sessions that sell women's fraternal life to the potential new members.
- A setting that provides a continuing process to provide information which enables potential new members to make informed decisions about choosing a women's fraternity.
- An opportunity to bring more women into the system, and to nurture and retain them.
- A forum for sharing and demonstrating the inherent values of membership.

Orientation should emphasize Panhellenic solidarity and the similarity of basic values within all fraternal groups. Each chapter may indicate the membership benefits it offers after the Panhellenic spirit has been established.

Panhellenic orientation will continue during the recruitment period in a manner that is appropriate for the recruitment style selected for each campus.

Orientation Process Design

Each College Panhellenic should design an ongoing orientation process that serves the needs of its campus and the recruitment style that has been chosen. Orientation is more than one meeting with potential new members. Parents are encouraged to attend orientation sessions when possible. Parent participation can be accomplished when they are attending campus orientation programs.



Suggested Format for Orientation Meetings

1. Provide a welcome by a university official, Panhellenic officer, faculty or fraternity/sorority advisor.
2. Provide an informational talk by Panhellenic officers.
3. Review the potential new member bill of rights (See the College Panhellenic Resource Information chapter).
 - a. Discuss the chapters' responsibilities to potential new members and all members. Include information on alcohol and hazing policies.
 - b. Discuss potential new members' responsibilities to their chapters. Include grade and time requirements. If housed, provide those requirements.
4. Describe availability of scholastic assistance and support.
5. Discuss the ethics of recruitment including the Panhellenic Code of Ethics.
6. Outline opportunities for development of chapter and campus leadership skills.
7. Outline the average cost of fraternity membership.
8. Ask alumnae and collegiate members to talk about their experiences and how they live the qualities expressed in their founding principles (friendship, sisterhood, development of individual potential, networking as alumnae and organization assistance).
9. Include an informal social event in which the potential new members may interact with Panhellenic Council members.
10. Review membership recruitment guidelines that apply to the potential new members.
11. Close the meeting with a talk by the Panhellenic president.

Preparing Panhellenic Officers and Recruitment Counselors

Panhellenic officers, along with recruitment counselors involved in the orientation process, will feel more comfortable if they are familiar with talking points that may be used to encourage fraternity membership during orientation. These talking points include but are not limited to:

- A good democratic social experience.
- Academic support and achievement.
- Life-long friendships.
- Campus involvement.
- Networking.
- Accountability.
- Participation in programs that NPC and individual fraternal organizations have available to educate their members on making safe choices.
- Value beyond college years.
- Development of a woman's potential through leadership opportunities and group support.

Each point can be developed to provide informative conversations with potential new members.

Scheduling Orientation Activities

The orientation process should be seen as a time to make new friends and learn about the Panhellenic system. A variety of activities may provide a comfortable, convenient and informative experience for the potential new members.

Suggested activities include:

- An opening Panhellenic event featuring an inviting, relevant picture of Panhellenic life (regardless of recruitment style).
- An Open House event set in a central location to provide an opportunity for each individual group to present its chapter in a Panhellenic atmosphere.
- Small group sessions facilitated by recruitment counselors that are offered throughout the recruitment process.

(Orientation information relating to specific recruitment styles is found under Recruitment Styles.)

RECRUITMENT COUNSELORS

Recruitment Counseling Program Goals

One of the most effective aids to increase fraternity membership growth is a well-implemented recruitment-counseling program. Recruitment counseling is a positive step toward making the recruitment process better understood by the participants. It is one-on-one guidance by an experienced fraternity woman who is committed to offering her talents and service to the potential new members.

Enthusiasm and sincere interest in the welfare of the potential new members by well-trained impartial recruitment counselors enhance the Panhellenic community and the entire fraternal community.

The goals of the recruitment counseling program are to:

- Provide support, friendship and personal guidance to women participating in the recruitment process by women's fraternity members who are educated to represent Panhellenic attitudes and ideals.
- Provide objective and impartial counselors.
- Promote an understanding and explanation of the mutual selection process.
- Promote an understanding of the benefits of fraternity affiliation and emphasize the similarities in ideals and goals of all women's fraternities.
- Provide encouragement to the potential new members to accept the maximum number of invitations possible during each round of recruitment and through completion of the recruitment process.
- Promote membership recruitment retention and pledging by communicating realistic expectations of the recruitment process.

Qualifications and Selection

The style of recruitment being used on the campus affects the selection and use of recruitment counselors. The number of potential new members and the structure and schedules of recruitment should determine the number of recruitment counselors. (See Recruitment Styles, Implementation of Processes.)

Recruitment counselors are undergraduate chapter members in good standing who:

- Are members from women's fraternities holding regular membership in the College Panhellenic Association.
- Are dependable, responsible and available to the potential new members.
- Are enthusiastic and have a positive attitude toward fraternity experiences.
- Are objective and impartial in opinions.
- Have good listening skills and the ability and willingness to keep confidences.
- Are sensitive and perceptive to another's feelings while remaining objective.
- Are representative of the best qualities of a Panhellenic woman.

- Are willing to refrain from contacting or having contact with their own chapter members to reveal confidential information obtained from potential new members and/or the Panhellenic office.
- Are willing to refrain from the use of alcohol throughout the recruitment period.

The Panhellenic recruitment team may handle selection of the recruitment counseling team with assistance from the fraternity/sorority advisor. Personal interviews and applications from interested candidates are part of the selection process. Representation from each NPC chapter is desirable and should be considered along with the qualifications of the candidate.

Selection is completed in the term preceding recruitment so that training can be conducted well ahead of the recruitment period. It is important to:

- Develop a positive Panhellenic feeling among the team.
- Impart comprehensive knowledge about all of the NPC chapters on campus.
- Engender a thorough understanding of the rules, policies and procedures that affect recruitment.

Selection and training of enthusiastic, dedicated recruitment counselors are most important steps in preparing for a successful Panhellenic recruitment program.

Policy (1993), Because collegiate membership recruitment counselors function as a committee of the local College Panhellenic during membership recruitment, they shall be in good standing in their member groups, be active participants in the collegiate chapter and shall be enrolled in the institution where the chapter is located.

Recruitment Counselor Training

Following selection, the counseling team is trained during several workshops on general Panhellenic topics:

1. Conduct team-building exercises followed by identification of each fraternity's badge, philanthropy, name of magazine, etc. This develops an awareness of the parallel structure among the chapters. It also tends to dispel certain biases acquired from campus experiences. Each chapter's strength varies from campus to campus as does size, local status, etc. Positive Panhellenic feelings and spirit are fostered through better understanding of each group's programs and history.
2. Discuss the Unanimous Agreements including the Panhellenic Compact, Potential New Member's Bill of Rights and policies pertaining to the recruitment procedures. All information used in recruitment must be in accordance with the procedures cited by NPC. Information on bid matching (if appropriate), policies and the NPC Manual of Information should be made available to the recruitment counselors. The NPC area advisor also could present a recruitment counselor workshop.
3. Discuss the ethics of recruitment, including the Panhellenic Code of Ethics, philosophy of recruitment and the process of mutual selection.
4. Present ethical principles and scenarios relating to:
 - Appropriate or inappropriate actions.
 - Potential New Member Bill of Rights.
 - The importance of confidentiality and objectivity.
5. Develop a Recruitment Counselor Code of Ethics for the recruitment process. Also, the recruitment counselors may find developing a Potential New Member Code of Ethics helpful and informative.
6. Include role-playing with potential new members and recruitment counselors in typical situations. Role-playing helps develop confidence to handle difficulties during future recruitment situations.
7. Hold a counseling-techniques training session conducted by campus resource representatives from student personnel, guidance and counseling departments.



8. Provide a Recruitment Counselor Handbook with all facets of the Panhellenic recruitment process. All necessary information concerning important dates, recruitment schedules, recruitment rules, MRABA form, counseling tips, etc., should be included in this packet.
9. Conduct a recruitment counselor ceremony. (See NPC Recruitment Counselor Guide for examples.)

Recruitment Counselor Program Implementation

While the use of recruitment counselors will vary among the four recruitment styles, there are some common factors that apply to recruitment counselors on any campus, regardless of style.

1. Recruitment counselors maintain principles of Panhellenic ethics; therefore, they:
 - Are entrusted with privileged information to be kept confidential.
 - Must remain objective and impartial at all times.
 - Must be disassociated from their own chapter's recruitment process.
 - Must refrain from the use of alcohol during the recruitment process.
 - May escort women to the events but not attend recruitment events.

Policy (1989), NPC disapproves of the presence of membership recruitment counselors and other designated Panhellenic personnel at membership recruitment events, with the exception of the fraternity/sorority advisor and official NPC recruitment observers.

Policy (2010), Recruitment counselors shall not be involved with any PNMs in the process of completing and signing the MRABA.

2. Recruitment counselors should be available to potential new members at all times, and therefore, they will:
 - List times available for counseling at the Panhellenic office.
 - List phone numbers where they can be reached.
 - Schedule counseling group meetings.
 - Respond to calls in a timely manner.
 - Use email only to arrange meetings or send other clerical messages.
3. The recruitment counselor should set the agenda for regular meetings with her assigned potential new member group, where they should:
 - Conduct get-acquainted activities.
 - Explain the membership recruitment schedule, rules and procedures.
 - Answer all questions thoroughly.
 - Schedule time for future meetings.
4. The recruitment counselors and Panhellenic officers are required to abstain from alcohol use prior to and throughout the recruitment process. Exact dates should be a part of the College Panhellenic Recruitment Guidelines.

Best Practice (1995), The wearing of badges and insignia shall be encouraged at all times, except for membership recruitment counselors and Panhellenic officers during the recruitment process.



Recruitment Counselor Program Evaluation

Panhellenic should create a short evaluation questionnaire through which recruitment counselors, potential new members, Panhellenic officers and chapter recruitment officers can provide feedback on the quality and effectiveness of the recruitment counselor program. Questions on the evaluation should be specific to each of these constituencies.

The orientation program as well as all facets of the implementation and mechanics of the counseling program should be evaluated. The evaluation results become an important part of the overall Panhellenic recruitment process evaluation held after recruitment is completed.

Sample Recruitment Counseling Program Evaluation

Rate your responses to the following questions, according to the scale:

1 No factor 2 Slightly Important 3 Important 4 Very Important 5 Extremely Important

1 2 3 4 5 It was a rewarding experience. Comments:

1 2 3 4 5 The recruitment counseling training prepared me for questions and situations I encountered with the potential new members. Comments and suggestions:

1 2 3 4 5 Orientation was a positive kick-off for recruitment and promoted good Panhellenic relations. Comments:

1 2 3 4 5 Potential new members were treated fairly and with respect when accepting invitations. Comments:

1 2 3 4 5 I felt prepared to deal with potential new members who were confused and upset with the recruitment process. Comments:

1 2 3 4 5 Potential new members understood the MRABA and the impact of signing of it. Comments:

1 2 3 4 5 I understood the computer system and bid-matching system. Comments:

1 2 3 4 5 All recruitment counselors displayed the utmost integrity during recruitment. Comments:



1 2 3 4 5 Bid Day was a positive end to recruitment and promoted good Panhellenic relations. Comments:

Suggestions for the next recruitment counseling program:

RECRUITMENT POLICIES, RULES AND GUIDELINES

All membership recruitment programs are planned to provide opportunities for the greatest number of women to become part of the women's fraternal experience while protecting the rights and privileges of individuals, NPC chapters and member groups. A membership recruitment schedule of events and activities should complement the university's orientation programs and/or academic schedule and not conflict with them.

NPC Policies and Unanimous Agreements

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| 1. A College Panhellenic may not require a scholastic grade point average as a condition for a woman's participation in the membership recruitment process. | Unanimous Agreements |
|---|-----------------------------|
2. A membership recruitment period should be held in the fall, as close as possible to the start of the academic year, and be conducted in as short a period of time as possible. NPC does recognize that changes have occurred with many academic calendars, and summer employment needs of chapter members and collegiate travel abroad schedules must be considered. However, a fall recruitment has more advantages than any other recruitment time period.
 3. NPC recommends College Panhellenics sponsor no more than one structured recruitment per academic year.
 4. In the spirit of no-frills recruitment, all decorations, both inside and out, should be kept at a minimum for recruitment events. Use of elaborate costuming and the purchase of special recruitment outfits should be discouraged.
 5. The use of the quota-total system along with the Release Figure Method (RFM) results in the overall growth of fraternity chapters. Success of the quota-total system is dependent on continuous open bidding (COB).
 6. College Panhellenics using the preferential bidding system are to adopt the NPC Release Figure Method.
 7. If a potential new member maximizes her options throughout recruitment, signs the MRABA, and is not matched in the regular bid-matching process, she is eligible to be placed as a quota addition.

Policy (2007), The quota addition procedure shall never include a woman who has failed to accept or attend any membership recruitment event for which there was room in her membership recruitment schedule (with a fully structured or partially structured recruitment), or has failed to list on her membership recruitment acceptance binding agreement (MRABA) all fraternity chapters appearing on her Preference schedule.

8. Chapters receiving quota additions must count those women in total. If a woman declines her bid and/or a chapter does not pledge a woman and received quota additions, they are ineligible to fill any vacancy that occurs unless the chapter has space in quota and/or total.
9. Snap bidding is allowed only for those chapters that did not match to quota in the bid-matching process. Women who participated in at least the first round of recruitment are eligible for snap bidding. Snap bids can be extended, coordinated through the Panhellenic, prior to the start of Bid Day activities or when bids are distributed.
10. If the preferential bidding system is used, women who indicate an intentional single preference and do not receive an invitation to membership are eligible for snap bidding and COB, but they are not eligible to be a quota addition.

Policy (1995), A potential new member who withdraws from the fully structured recruitment process before the signing of her membership acceptance shall be eligible for snap bidding and COB.

11. A chapter matching to quota, but has spots left to fill in total, may COB to reach to total, but only after bids are issued/distributed in the recruitment process.
12. COB begins immediately after bids are issued/distributed in the designated fully structured, partially structured or minimally structured recruitment period, and is open to any unaffiliated female students on campus without any requirement of prior participation in a designated recruitment period. Neither NPC chapters nor potential new members should be required to register for COB.
13. On campuses where there is a significant number of upperclass women interested in participating in recruitment they may choose to use a freshman quota and an upperclass quota to maximize placement of interested women. These are two different quotas, and chapters are eligible to pledge to quota in both classifications. Chapters can only fill those vacancies with a woman from the same classification (i.e., upperclass quota must be filled by an upperclass student).
14. Recruitment events should be held in chapter houses, lodges and chapter suites in Panhellenic buildings or campus rooms whenever possible.
15. A reasonable and agreed on limitation should be placed on all chapter membership recruitment expenses.
16. A woman may be charged a reasonable membership recruitment registration fee to defray only the cost of Panhellenic recruitment expenses. No additional fees to cover social events or philanthropic donations should be part of recruitment registration fees.

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| 17. Each College Panhellenic Association shall prohibit the use of alcoholic beverages in membership recruitment and Bid Day activities. | Unanimous
Agreements |
| 18. Each College Panhellenic Association shall prohibit the participation of men in membership recruitment and Bid Day activities. | |

19. Recruitment counselors, like Panhellenic officers, should be completely “disassociated” from their respective NPC chapters for the period immediately preceding recruitment (not to exceed 30 days) and during recruitment to ensure that their actions and decisions support the welfare and best interests of the Panhellenic community.

Policy (2003), Panhellenic officers shall be completely “disassociated” from their respective NPC chapters for the period immediately preceding recruitment (not to exceed 30 days) and during recruitment so that their actions and decisions support the welfare and best interest of the Panhellenic community.

20. Recruitment counselors should play no part in the signing process of the MRABA, because they form special bonds with many of the PNMs assigned to their recruitment groups. This makes it difficult for the counselors to remain objective and unbiased. PNMs have the right to make their own decisions regarding the MRABA.

Policy (2010), recruitment counselors shall not be involved with any PNMs in the process of completing and signing the MRABA.

21. Local alumnae and collegiate members from other chapters may only be involved in recruitment as allowed by the Panhellenic recruitment rules. Their participation/assistance should be reserved as a behind the scenes role to assist and never to actively participate in the recruitment process and have PNM contact with the exception of designated inter/national member group staff, volunteers and traveling leadership consultants.

Fall Membership Recruitment

The National Panhellenic Conference considers early fall to be the optimum time to implement a membership recruitment program, especially a fully-structured recruitment, for these reasons:

1. Women’s fraternities seek to emphasize the academic, social, cultural and service components of the college experience. The earlier in one’s college career a student has an opportunity to participate in these programs, the more beneficial the programs will be for the student.



2. Fall recruitment represents an earlier opportunity to assist new students with their adjustment to campus life.
3. Students have the opportunity to adjust sooner to serious academic work through participation in a chapter's scholarship program, with the opportunity to learn and develop sound study habits from the beginning.
4. Support and mentoring offered by chapter members and alumnae advisors facilitate opportunities for successful adjustment to the college experience.
5. Fall recruitment helps to eliminate challenges of predetermined opinions about chapters on campus.
6. Potential new members have earlier opportunities to assume leadership positions within the chapter.

Other recruitment styles that depend on a flexible time period and may use the chapters' scheduled events as part of their recruitment program may use a delayed fall recruitment or opt for continuous recruitment during the academic year.

In some situations, the university mandates that a structured recruitment be held after the first term for entering students. In this case, during the fall term concentration should be on marketing the Panhellenic community to freshmen women and providing opportunities for upperclass women and transfer students to join women's fraternities, allowing them to have the maximum time possible to benefit from their membership.

Recruitment Rules for College Panhellenics

Certain rules governing membership recruitment are necessary to ensure orderly procedures. Recruitment rules should be simple, fair and few. Long lists of specific rules are not necessary and sometimes create distrust among chapters and members. The spirit of Panhellenic unity is so important, especially during the membership recruitment process.

Rules will vary depending on the recruitment style the Panhellenic chooses. However, the Unanimous Agreements and some rules are applicable to all styles of recruitment. When a Panhellenic has developed a code of ethics, there is less need for a long recruitment rule list.

Sample Recruitment Rules

Below are sample rules, some of which could apply to all styles of recruitment. Please note that rules are identified as appropriate for CR (continuous recruitment), MSR (minimally structured recruitment), PSR (partially structured recruitment), FSR (fully structured recruitment) or all styles. A recruitment rules template is also provided in the Resource Information section of this manual.

All styles:

- All NPC Unanimous Agreements shall be upheld.
- A woman must not be simultaneously enrolled in high school and attending college.
- A woman must be a regularly matriculated student in the institution to be eligible to participate in membership recruitment
- Each College Panhellenic Association shall prohibit the use of alcoholic beverages in membership recruitment and Bid Day activities.
- Each College Panhellenic Associations shall prohibit the participation of men in membership recruitment and Bid Day activities.
- All members, including alumnae and new members, are responsible for understanding and observing the membership recruitment rules as well as the Panhellenic code of ethics.
- No favors or gifts may be given to women by the fraternity and/or individual members.
- Continuous open bidding acceptance binding agreements should be signed as soon as a woman accepts a bid.

**Unanimous
Agreements**

- There will be no promising of bids directly or indirectly by any member, new member or alumna of a fraternity.
- Initiated collegiate members, new members and national fraternity representatives may assist the chapter with membership recruitment activities. Alumnae of a fraternity may participate in recruitment if it is so indicated in the Panhellenic recruitment rules.
- A membership recruitment budget will be established by the College Panhellenic for membership recruitment purposes.

FSR, PSR, MSR:

- A woman shall attend orientation and membership recruitment events to which she has accepted invitations. In case of illness or an emergency, the woman shall notify the Panhellenic and/or her recruitment counselor. The Panhellenic and/or the recruitment counselor will then notify the chapters involved.
- Fraternity members may not buy anything for a potential new member (e.g., a meal, soft drink, etc.).
- No fraternity members, including new members and alumnae, may visit a potential new member in her place of residence during membership recruitment.
- Strict silence is the period of time from the end of the woman’s last event until the issuance of bids. Strict silence is defined as verbal, written, printed or text message communication between the potential new members and fraternity members, new members or alumnae.
- A factual sheet including a list of fees to be incurred by members during collegiate membership, grade requirements and housing obligations will be provided to each potential new member during membership recruitment by each chapter. The College Panhellenic may provide a range of fees as general information.
- The MRABA script must be used prior to signing the MRABA to ensure that the potential new members understand this binding agreement.

FSR, PSR:

- Membership recruitment events are to be held in the women’s fraternity house or a facility specified by the College Panhellenic.
- MRABAs will be signed immediately after the last event the woman attends.

CR: The MRABA script must also be used prior to signing the COB acceptance binding agreement, but it should be altered to reflect proper COB wording.

Recruitment Guidelines for Potential New Members

The College Panhellenic should provide guidelines to potential new members so they have a clearer understanding of the recruitment process. The recruitment counselors may use this guide for talking points with their counseling groups.

Sample Recruitment Guidelines for Potential New Members

All styles:

- A woman is eligible to participate in membership recruitment if she is not simultaneously enrolled in high school and attending college.
- A woman is eligible to participate in membership recruitment if she is a regularly matriculated student on campus.
- A woman shall not be, or have ever been, an initiated member of an NPC group and join another NPC group.
- Any woman who signs an MRABA and receives a bid at the end of the membership recruitment will be bound by the until the next primary membership recruitment period at the same college or university.

**Unanimous
Agreements**



- Strict silence is the time during which there is no conversation or contact between women's fraternity members and potential new members. This includes all references to fraternities, verbal, written, typed or printed. Strict silence is the period from the end of the woman's last event until she reports to the fraternity from which she accepts a bid.
- A list of all membership financial responsibilities will be given to each potential new member by Panhellenic or each member fraternity during membership recruitment. Panhellenic may give a range of fees as general information.

FSR, PSR, MSR:

- A woman shall provide her own transportation or use transportation provided by Panhellenic to and from membership recruitment events.
- A woman must contact her recruitment counselor and/or College Panhellenic if she desires to withdraw from the membership recruitment process and complete a withdrawal evaluation.
- From the beginning of orientation through the end of membership recruitment, no potential new member may visit a women's fraternity chapter except to attend invitational or open recruitment events.
- No women's fraternity member may buy anything for a potential new member.
- A woman shall not give a promise, either verbal or written, to join a certain fraternity before bids are issued through Panhellenic.
- A woman will complete the MRABA after the last event she attends. It is a binding contract and once this has been signed, no changes may be made.

FSR, PSR:

- A woman shall register for membership recruitment and pay a registration fee.
- A woman shall attend orientation and all parties to which she has accepted invitations. In the event of illness or emergency, she should notify Panhellenic and/or her recruitment counselor if she cannot attend.

FSR: Panhellenic names tags will be provided to the potential new members.

NO FRILLS RECRUITMENT

A "no frills" format is appropriate regardless of recruitment style chosen. College Panhellenics as well as individual chapters remain responsible for ensuring that recruitment events are values-based and reflective of the women's fraternal experience. Prior to making a final decision regarding recruitment style, the College Panhellenic should review the philosophy of no-frills recruitment and plan to incorporate it into its style selection.

Policy (2003), The concept of "no frills" recruitment should be used in any form, model or style of recruitment.

Policy (1991), All College Panhellenics and their member chapters shall incorporate the following into their recruitment programs as soon as possible:

- Establish guidelines for recruitment budgets and set a cap on recruitment expenses including the value of all donated goods and services in the cap figure.
- Inside decorations should be kept to a minimum for all recruitment events
- Eliminate all outside decorations.
- Confine all recruitment entertainment within the chapter house or other recruitment facility.
- Evaluate all recruitment skits as to length and content.
- Discourage the use of recruitment skits at the first round of events.
- Discourage elaborate costuming and purchase of special outfits.
- Eliminate all gifts, favors, preference letters or notes for potential new members until they have accepted bids.

- Eliminate specific or the same clothing to be worn by chapter members during each round of recruitment.
- Develop conversation and interviewing skills.
- Follow NPC recommendations for release figures

RECRUITMENT STYLES AND IMPLEMENTATION

All membership recruitment programs are planned to provide opportunities for the greatest possible number of women to become fraternity members while protecting the rights and privileges of both the individuals and the chapters. Membership recruitment has many processes. Determining and implementing the appropriate recruitment style for a campus requires careful planning.

The National Panhellenic Conference supports four recruitment styles:

- Continuous recruitment (CR)
- Minimally structured recruitment (MSR)
- Partially structured recruitment (PSR)
- Fully structured recruitment (FSR)

Policy (2003), If the results of the recruitment assessment for a College Panhellenic indicate that a change in recruitment style is warranted, the College Panhellenic may, in consultation with the fraternity/sorority advisor and the approval of the NPC area advisor, vote to adopt the appropriate recruitment style for its campus.

The Panhellenic Council, in consultation with the fraternity/sorority advisor and NPC area advisor, assesses its recruitment to determine the style that is best suited for the campus. The Panhellenic completes the assessment following its evaluation of the previous membership recruitment process. (See Membership Recruitment Evaluation and Assessment.) In determining the style, the recruitment assessment and your Panhellenic community characteristics listed on the next pages should be considered.

Policy (2003), Bid matching is not always applicable to partially structured recruitment, minimally structured recruitment and continuous recruitment, and in such situations need not be used.

Continuous Recruitment

Panhellenic Community's Characteristics

- NPC chapters on a campus number from one to three.
- Quota is from two to nine (when fully structured recruitment was used).
- Chapters recruit almost as many or more women through COB as during fully structured recruitment.
- Continuous open bidding has been the preferred style of recruitment.

Campus Characteristics

- Most women exhibit little interest in or have no plans to affiliate.
- Potential new members are not interested in participating in a centrally planned recruitment process.

Implementation of Recruitment Style Elements

- **Marketing:** Emphasis is on one-on-one marketing, developing relationships and making friends. Panhellenic works together to market all year long, especially in summer or fall prior to recruitment.
- **Registration:** There is a simple registration process, but it is not required. A one-on-one process is emphasized. Cards are provided to each chapter to obtain the name, phone number and email address of potential new members.

- **Orientation:** This process is designed to meet needs of potential new members via email, small-group informational events and sessions with recruitment counselors to provide contact with the women's fraternal experience. Visits with students in their residence halls, the student union and other areas on the campus should be used for contacting the potential new members and meeting with them. (Most registrations, if used by College Panhellenic, will occur as a result of the orientation.)
- **Recruitment counselors:** While recruitment counselors are not required with continuous recruitment, they can be most helpful to assist with marketing the Panhellenic experience and represent Panhellenic by encouraging women to participate in this experience.
- **Recruitment schedule:** There is no structured schedule. Panhellenic does not set dates for recruitment or offering of bids. Chapters may incorporate recruitment events into their established chapter programs. Those accepting bids sign a COB acceptance binding agreement or an MRABA as determined by Panhellenic.
- **Release figures:** Not used.
- **Quota:** Not used; chapters match to total.
- **Bid matching:** No bid matching is necessary with this style.
- **Bid Day:** There is no formal Bid Day. However, a reception, picnic or other social event may be scheduled at an appropriate and convenient time to honor potential new members. This event must be in accordance with NPC Unanimous Agreements. The potential new member signs a COB acceptance binding agreement if she has not already done so.
- **Total:** It is not needed for this community until it grows. Total should be set high enough to ensure the maximum growth for each chapter.

Minimally Structured Recruitment

Panhellenic Community's Characteristics

- NPC chapters number from two to five.
- Quota is no more than 10-12 (when fully structured recruitment is used).
- Chapters need to engage in COB to build their chapters and communities.
- Panhellenic marketing is helpful in stimulating interest.

Campus Characteristics

- The pool of interested potential new members is quite small, but Panhellenic marketing is helpful in stimulating interest.
- A centrally planned process such as partially structured recruitment or fully structured recruitment presents barriers in converting the interested women into members because of time restraints.

Implementation of Recruitment Style Elements

- **Marketing:** Marketing is conducted year round. The College Panhellenic focuses on how to approach potential new members. It uses one-on-one sales and relationship building to attract members. Panhellenic works on marketing and promoting events.
- **Registration:** There is a rolling registration, kept simple to promote retention. Registration only includes name, email, address and phone number. This encourages registrants to bring friends and make it easy.
- **Orientation:** Panhellenic may hold multiple orientation events or open houses in various locations that are appropriate to the campus to stimulate interest and provide information to the potential new members. These events should be held prior to a minimally structured recruitment.



- **Recruitment counselors:** Recruitment counselors are instrumental in maintaining contact and providing support and continuity. They may staff a central email contact to provide information and sustain interest.
- **Recruitment schedule:** Chapters collaborate through Panhellenic to ensure there are no schedule conflicts with their planned events. Potential new members are free to explore the available options at their discretion and are not required to visit all chapters.
- **Release figures:** Not used.
- **Quota:** Not used; chapters pledge to total.
- **Bid matching:** There is no bid matching, because potential new members are not required to visit all chapters.
- **Total:** Chapters pledge to total.
- **Bid Day:** There is no structured Bid Day. Potential new members sign a COB acceptance binding agreement after they accept a bid. A short event that is specific to the campus traditions and situation may be planned by the College Panhellenic to welcome all new members. Written welcomes and congratulations may be distributed as well as submitting a notice to appear in the campus newspaper.

Sample Minimally Structured Recruitment Schedule

Schedule for campus with three NPC chapters

Week 1

- Friday evening and Saturday morning – Orientation meetings (The Panhellenic may determine that concentration be on a series of orientation events and have only one event per chapter prior to a final or Preference event.)
- Saturday afternoon – Only potential new members who are interested attend events. 45-minute event (Chapter 1)
- Sunday afternoon – 45-minute event (Chapter 2)
- Sunday evening – 45-minute event (Chapter 3)
- Thursday evening – 45-minute event (Chapter 1)
- Friday evening – 45-minute event (Chapter 2)
- Saturday evening – 45-minute event (Chapter 3)

Week 2

- Sunday afternoon – 1-hour final event (Chapter 1)
- Sunday evening – 1-hour final event (Chapter 2)
- Monday evening – 1-hour final event (Chapter 3)
- Tuesday afternoon – Bids are distributed at a time set by Panhellenic. Bids are given by individual chapters or by Panhellenic. An MRABA or a COB acceptance binding agreement is signed. A script is read to potential new members before signing either of these agreements.

Partially Structured Recruitment

Panhellenic Community's Characteristics

- NPC chapters number from three to nine.
- Quota is 15-20 (if fully structured recruitment process is used).
- Community may be losing chapters or has lost them.



Campus Characteristics

- Pool of potential new members initially interested in women's fraternal life is large enough for a central planning process.
- Fully structured recruitment presents a barrier in converting the interested women into members (large withdrawal rates).

Implementation of Recruitment Style Elements

- **Marketing:** It is extremely important to market using a professional approach. Complete the marketing assessment to understand why the system is no longer drawing interest as it once did. Panhellenic should seek to attract those who might be interested in joining. "Silence" should be eliminated if it exists in the recruitment rules.
- **Registration:** Simplify registration, and keep it open as long as possible beyond the Open House round. Encourage registrants to bring friends.
- **Orientation:** Panhellenic implements multiple events in different locations to stimulate interest. Make these events much more than providing rules and schedules.
- **Recruitment counselors:** Panhellenic should train recruitment counselors to sustain contact with potential new members, retain their interest in recruitment and improve retention.
- **Recruitment schedule:** The timing of recruitment is determined by Panhellenic. Recruitment events are scheduled with flexibility in mind so potential new members will not withdraw because of the scheduling format. Hold initial events in neutral on-campus locations with representatives from all NPC groups, if possible. Consider values-based themes that will persuade "maybe joiners" to remain in recruitment and ultimately affiliate. Potential new members are required to attend at least one event for each women's fraternity. Events are scheduled so potential new members can attend several events. Panhellenic sets the date for distribution of bids. (See sample schedule.)
- **Release figures:** If traditional rounds are used, the NPC Release Figure Method is implemented. If traditional rounds are not used, then a custom approach managed by an RFM specialist is advisable.
- **Quota:** It is the number of potential new members (determined at the end of recruitment) that each chapter is allowed to take regardless of a chapter's total membership number. Every chapter is entitled to bid the same quota number.
- **Quota Additions:** A procedure used to help potential new members who maximized their options during recruitment receive an invitation to membership.
- **Quota range:** When using the RFM, a quota range is given as an indication of where the actual quota number will ultimately be determined. During bid matching, each of these numbers is processed on the computer so the RFM specialist and fraternity/sorority advisor may determine the most appropriate number for the Panhellenic.
- **Bid matching:** Bid matching is done with most implementations of PSR. If the number of chapters is small and there is a limited number of potential new members, then the structure would be adjusted so it would not be necessary to match bids.
- **Total:** The ideal number of members for a particular Panhellenic is determined after research and discussion. Total is evaluated after recruitment, and each chapter's NPC delegate should be consulted before voting takes place.
- **Bid Day:** It is a short Panhellenic event to welcome new members. Locations and timing are determined by local campus needs and situations. Parents may be invited to this event.

Sample Partially Structured Recruitment Schedule

Schedule for campus with seven NPC chapters (This schedule culminates in bid matching.)

- Event I – Panhellenic Fair event. The College Panhellenic hosts an open event or simultaneous events on campus in centrally located areas. Greeters are College Panhellenic officers, recruitment counselors and a selected group from each chapter. Displays, discussions and a schedule of events offered by the chapters are available.
- Event II – Open House tours available to all potential new members.
- Recruitment counselors may escort or greet potential new members at the chapter site.
- Potential new members sign in at each event so that a record of attendance is kept.
- Event III – Chapters have events during the week, with events of their choice (two to three events).
- Events are scheduled for potential new members' convenience (after classes, weekends and evenings).
- Event IV – Invitational Preference events are scheduled.
- Chapters call or give invitations to their guests.
- Guests may attend a specified number of events determined by Panhellenic.
- At the conclusion of preference events, all potential new members are given the opportunity to sign an MRABA form with their choices in order and submit it to the College Panhellenic.
- Bid matching takes place.
- Event V – Bid Day.
- The College Panhellenic determines the time and place for giving bids.

Fully Structured Recruitment

Panhellenic Community's Characteristics

- NPC chapters number from four to 26.
- Quota is 20 or more.
- More than 10 percent of female students usually affiliate.

Campus Characteristics

The number of potential new members is relatively large, and registration for recruitment remains high.

Implementation of Recruitment Style Elements

- **Marketing:** With this style, the marketing program should sell the value of Panhellenic friendship and emphasize the opportunity to gain information about all groups. Recruitment should be formatted and marketed in a way that projects a positive image of NPC membership, with emphasis on marketing to parents.
- **Orientation:** Alumnae/university representation provides a lifetime visual. Sell the value of Panhellenic friendship in addition to providing information on recruitment logistics, with special emphasis on the needs and interests of the potential new members.
- **Recruitment counselors:** Use recruitment counselors. Improve and enhance selection criteria, improve training and minimize duration of the disaffiliation.
- **Registration:** Detailed registration information is requested to assist groups with the strongest returns to make informed releases earlier without violating the privacy rights of potential new members.
- **Recruitment schedule:** Use "no frills" recruitment by minimizing costs, time and investment. Use meaningful values-based themes. Panhellenic determines the time and number of events and rounds. Potential new members participate in the mutual selection process. Panhellenic determines the time bids are issued.
- **Release figures:** The NPC Release Figure Method is used.

- **Quota range:** When using the RFM, a quota range is given as an indication of where the actual quota number will ultimately be determined. During bid matching, each of these numbers is processed on the computer so the RFM specialist and the fraternity/sorority advisor may determine what is the most appropriate number for that Panhellenic.
- **Bid Matching:** Bid matching is always done. The preferential bidding system is used, and an MRABA is always signed.
- **Snap bidding:** It is used to help chapters that did not reach quota.
- **Bid Day:** Panhellenic issues bids and may provide a short welcome event for new members. Location and timing is determined by local campus needs and situations. Parents may be invited to this event.
- **Continuous open bidding:** Encourage chapters to reach quota/total through COB.

Sample Schedules for Fully Structured Recruitment

Schedule for campus with six NPC chapters

- Round I – First day
 - Orientation meeting
 - Women are divided into six groups
 - Six Open Houses, 30 minutes each
- Round II – Second day
 - Five Invitational events, 30 minutes each
- Round III – Third day
 - Four Invitational events, 45 minutes each
- Round IV – Fourth day
 - Two Preference events, one hour each
 - Women sign MRABA immediately after last event.

Schedule for campus with 10 NPC chapters

This schedule can be used when membership recruitment is held after the beginning of classes and is conducted on two consecutive weekends.

First weekend

- Round I – Friday
 - Orientation meeting
- Round I – Saturday
 - 10 Open Houses, 20 minutes each
- Round II – Sunday
 - Eight Invitational events, 30 minutes each

Second weekend

- Round III – Friday
 - Five Invitational events, 30 minutes each
- Round IV – Saturday
 - Two Preference events, 1 hour each
 - Women sign MRABA immediately after last event.

Schedule for campus with 16 NPC chapters

- Round I – First day
 - Orientation meeting
 - Women are divided into 16 groups
 - Eight Open Houses, 30 minutes each
- Round I – Second day
 - Eight Open Houses, 30 minutes each
- Round II – Third day
 - Six Invitational events, 30 minutes each
- Round II – Fourth day
 - Six or more Invitational events, 30 minutes each
- Round III – Fifth day
 - Eight Invitational events, 45 minutes each
- Round IV – Sixth day
 - Three Preference events, 1 hour each
 - Women sign MRABA immediately after last event.

Quota Additions and Snap Bidding Timeline

Quota additions occur immediately following bid matching. The unmatched potential new members who completed the formal recruitment process and maximized their options throughout recruitment, are matched to chapters that have already filled quota and the potential new members must be listed on the chapter's preference list.

Additional requirements:

Potential new member eligibility for quota additions

- For College Panhellenics with two preference events: This procedure shall never include a potential new member who lists only one chapter on her MRABA if she attends two preference events.
- For College Panhellenics with three preference events: This procedure shall never include a potential new member who lists only one or two chapters on her MRABA if she attends three preference events.
- The potential new member must have participated in all possible events each round to which she received an invitation and accepted.
- The potential new member must have listed the chapter on her MRABA.

Chapter eligibility for quota additions:

- Chapter must have followed RFM recommendations throughout recruitment.
- Chapter must have already filled quota.
- Chapter must have the potential new member listed on the chapter's bid list or the snap bid list.



Policy (2007), That quota additions shall be placed by the Release Figure specialist in collaboration with the fraternity/sorority advisor in a manner that is optimal for the system, and the potential new members;

That in placing quota additions, the Release Figure specialist and the fraternity/sorority advisor shall consider and balance preference for chapters with smaller total membership, for placing potential new members with chapters with lower relative recruiting strength, for potential new members' first choice, for even distribution of potential new members, and for potential new member position on a chapter's bid list;

That this quota addition procedure shall never include a woman who has failed to accept or attend any membership recruitment event for which there was room in her membership recruitment schedule (with a fully structured or partially structured recruitment), or has failed to list on her membership recruitment acceptance binding agreement (MRABA) all fraternity chapters appearing on her Preference schedule; and

The goal of quota additions is to achieve as much parity as possible while matching the remaining potential new members who completed the membership recruitment process in good faith. For campuses not using the Release Figure Method, careful consideration should be given in placing quota additions.

If a chapter has received quota additions and some of the potential new members do not accept their bids and do not participate in the formal pledging process, the chapter may only bid and pledge additional women to the established quota. They cannot bid or pledge additional women to fill open spaces received as quota additions.

If it was determined that the Panhellenic would use quota additions, then snap bidding follows the completion of quota additions. If quota additions are not used, then snap bidding immediately follows bid matching.

Snap bidding is an option only for chapters that did not match to quota.

- Chapters should have a prepared list of women they would bid should they not be matched during the regular bid-matching process.
- The recruitment chairman or the recruitment advisor of chapters not matching to quota will be notified to bring their list to the fraternity/sorority advisor.
- The procedure is used only to fill quota spaces not matched and not open spaces in total.
- All potential new members who attended at least one event during formal recruitment are eligible for snap bidding.
- Women listing intentional single preferences on their MRABA are eligible for snap bidding.

The College Panhellenic recruitment chairman or the fraternity/sorority advisor works with the chapters not matching to quota, and either the fraternity/sorority advisor or the Panhellenic president contacts the potential new members to extend these invitations.

- A potential new member may be offered more than one snap bid at a time, and for this reason it is advisable for the fraternity/sorority advisor or the Panhellenic president to be the person to contact the potential new member.
- It is important for the potential new member to understand that she is receiving more than one opportunity to pledge if that should be the case.
- During this time the Panhellenic recruitment chairman monitors who has accepted the snap bids and presents the MRABA for the potential new member to sign.
- Careful attention must be given to insure that there are not more snap bids offered than places available in quota. It is also suggested when contacting a potential new member about accepting a snap bid that a time limit or deadline is given when the potential new member must respond to accept or decline a snap bid offer.



Once snap bidding is over, bids are distributed and Bid Day activities may begin. COB begins as soon as the bids are distributed or at a previously agreed upon and designated time.

QUOTA

Quota/Total

Quota/total is an orderly procedure that maximizes the opportunity for potential new members and chapters to successfully complete a fully structured recruitment.

The goals of quota/total are to:

- Give each woman the maximum opportunity to pledge.
- Provide the fraternity experience to as many women as possible.
- Maintain adequate strength in all fraternity chapters.

Quota is the number of women each fraternity may pledge during a fully structured recruitment process. Quota was developed to provide for the management of potential new members. It is used with fully structured recruitment and may be used with partially structured recruitment.

Quota/total, in combination with the preferential bidding system and continuous open bidding, adjusts to changes in campus situations and safeguards the rights and needs of all the chapters.

All chapters are eligible to pledge up to quota either through the designated recruitment periods or in COB. Once they have pledged to quota, and are at or above campus total, they may not fill open spaces until their membership size drops below campus total. If a campus utilizes an upperclass quota during formal recruitment, they may pledge up to quota with candidates from this classification only.

If a chapter falls below total at any point in the given academic year, even if they pledged to quota, they are eligible to pledge additional women to reach total. A chapter may not participate in COB unless they fall below campus total and/or did not pledge to quota

Each NPC fraternity chapter has the right to COB to reach quota or its total allowable chapter size during the regular school year as defined by the school calendar.

**Unanimous
Agreements**

Quota Range and Setting Quota

To optimize the number of potential new members matched and to achieve parity, where possible, quota range is used prior to setting quota. Quota is not set until the final or preference round has been completed and the results are factored into the equation.

On campuses where the Release Figure Method (RFM) process is utilized, quota range is a planning tool given to chapters during the recruitment process for their information to estimate a range in which quota may be set. Quota range is communicated to chapters by the fraternity/sorority advisor (FSA).

During the bid matching process, quota is run at different numbers by the FSA and RFM specialist within the projected quota range to determine a quota that is in the best interest of the system and maximizes the number of potential new members placed without seriously harming one or more chapters.



Policy, Quota shall be set after the final round of formal recruitment.

Each NPC fraternity chapter has the right to continuous open bid to reach quota or its total allowable size during the regular school year as defined by the school calendar.

**Unanimous
Agreements**

Vacancies in Quota

A vacancy in quota occurs in one of the following:

- When a woman negates her signed membership recruitment acceptance binding agreement,
- When a woman refuses to accept her matched bid at the conclusion of membership recruitment
- When a woman does not participate in a ribbon or formal new member pledging ceremony and/or does not sign documentation or agreements with the member organization indicating her intent to pledge the group

A chapter may immediately bid and pledge another woman, even if the chapter is over total. If a chapter has received quota additions, the chapter may only bid and pledge additional women to the established quota. They cannot bid or pledge additional women to fill open spaces received as quota additions. For example, if quota was 25 and a chapter matches to quota (25) plus received two quota additions (total of 27 new members), the chapter may not fill any openings from declined bids until they drop below 25.

However, if a chapter matches to quota and is above total, and all potential new members go through the formal pledging ceremony (quota), the chapter is unable to fill any vacancies until the chapter drops below total should a new member break her pledge.

Questions Every Panhellenic Should be Able to Answer

Statistical Information and Recruiting Strength

- What statistical information must each chapter submit in order to use the RFM?
- Did you know that this statistical information ultimately determines “recruiting strength” when the information is entered into the computer?
- Does everyone understand that the “recruiting strength” of each chapter should be known only to that chapter and is relative to each Panhellenic system?
- Did you know that if the Panhellenic requests (determined by vote of the Panhellenic), the top and median recruiting strength figures may be given to all groups without revealing which chapters? Did you know that this enables each group to determine in what general position it recruits?

Release Figure Method Specialist

- Who is the RFM specialist for your Panhellenic? Who is the “point person” for your Panhellenic?
- How and when does the RFM specialist communicate with Panhellenic?
- Will the chapters have any preliminary figures given to them prior to recruitment?
- When will each chapter be told its release figures for each round?

Format

Is the Panhellenic using the optimal recruitment format (i.e., 6-4-2 or 10-8-6-3) to maximize the number of invitations and improve overall retention for PNMs in the recruitment process? A College Panhellenic should follow the recommended format suggested by its RFM specialist. Formats should be adjusted as chapters are lost or added.



Flex List

Does every chapter and advisor understand the flex list and its advantages?

Invitations

Does every chapter and advisor understand the importance of inviting the maximum number of potential new members allowed for each round?

Preference Event Attendees

Does each chapter and its members understand that they must be willing to take as a member each woman invited to their preference event(s)?

Quota Range

- Does every chapter and chapter advisor understand quota range? Who determines quota range? When?
- Does every chapter member, chapter advisor and fraternity/sorority life staff member realize that when using the RFM, a specific quota will no longer be voted on by Panhellenic or the recruitment chairmen?

Membership Recruitment Acceptance Binding Agreement (MRABA)

- Does every chapter member, Panhellenic officer and recruitment counselor understand the MRABA and further understand that a potential new member may choose to list no group, one group or as many groups with which she attended preference events, and that she must not be forced to list any group to which she is not willing to accept membership?
- Does every chapter member, Panhellenic officer and recruitment counselor understand that the MRABA is a Unanimous Agreement of NPC?
- Is each potential new member aware of this Unanimous Agreement? Does she understand that if she lists a chapter on her MRABA and receives a bid, then ultimately refuses the bid, she may not pledge another group until the next primary membership recruitment period?

Recruitment Counselors

- Are all recruitment counselors well-trained?
- Are the recruitment counselors prepared to properly counsel potential new members who either receive no invitations or do not receive the invitations they would like to receive, decide to drop out of recruitment or do not match after bid matching?
- Do the recruitment counselors know they are prohibited from consuming alcohol prior to and during the recruitment period?

Recruitment Rules

Are the recruitment rules reasonable? Are they understandable?

Code of Ethics

- Has the Panhellenic developed a code of ethics?
- Does every chapter and its members understand ethical behavior, and are they committed to following the code of ethics?

RFM Specifics

Are Panhellenic and the fraternity/sorority life staff aware that for the RFM to work properly, specifics must be followed?



RELEASE FIGURES

On campuses using fully structured recruitment and on many campuses using partially structured recruitment, College Panhellenics use release figures to manage the number of invitations issued by each participating chapter.

The purpose behind the use of release figures is threefold:

1. To enable each women's fraternity to invite a sufficient number of potential new members to each event to attain quota at the conclusion of recruitment.
2. To allow each potential new member to methodically investigate realistic options and ultimately match with a women's fraternity for which she has a preference among those options.
3. To maximize the number of potential new members who ultimately affiliate with a women's fraternity through recruitment.

Prior to 2003, a formula now referred to as the law of averages (LOA) was used in most instances to determine the number of invitations issued by each chapter on a given campus. There were initial benefits to the widespread implementation of this formula. However, over time the LOA premise proved to be flawed for the use of release figures. Under this approach, many Panhellenics lost chapters because the use of the formula made it impossible for the chapter with the lowest recruitment returns to achieve comparable size. Also, many potential new members were statistically eliminated from recruitment as chapters with the highest recruitment returns carried many more women than necessary to attain quota, often leaving a high number of potential new members unmatched after the bid-matching process.

In 2003, NPC adopted Release Figures Methodology that has proved to do a better job in achieving parity and optimizing potential new member matching on most campuses that have implemented the process.

The management of release figures differs from the formerly used approach, because it does not involve a simple formula. Instead, the release figures methodology, or RFM, involves a multiple-step process. With this method, the chapters with the highest return percentages invite fewer potential new members than under the LOA approach. This enables the statistically weaker recruiting chapters to have sufficient numbers of potential new members to match a greater number toward quota.

Comprehensive step-by-step instructions are beyond the scope of this manual. NPC Release Figure specialists, who are specifically trained in the area, are available to assist campuses with the implementation of RFM. No Panhellenic should attempt to implement the RFM without NPC assistance. (Please note that the math modeling behind the RFM, as well as the software used to implement it, are proprietary and cannot be reproduced.) Also note that the software for the RFM does not interact or change while using any of the computer programs for invitations and bid matching.

Each campus is assigned an RFM specialist who works with the Panhellenic during recruitment. It must be noted that it is important for all chapters to follow the recommendations given to invite the maximum number of potential new members allowed for each round in order for the RFM to properly work.

Chapters will be asked to prepare a flex list for each round. This will be fully explained by the fraternity/sorority advisor, who will receive direction from the RFM specialist.



MEMBERSHIP RECRUITMENT ACCEPTANCE BINDING AGREEMENT (MRABA)

The members of the National Panhellenic Conference (NPC) want every potential new member (PNM) to be informed about her options for joining a sorority or women's fraternity. At the completion of the formal recruitment period, all women are given the option to sign a membership recruitment acceptance binding agreement (MRABA). In order to receive a bid from a sorority on campus, the MRABA must be signed. The MRABA form is used on every campus that has a College Panhellenic.

All PNMs are given instruction by a member of the fraternity and sorority life staff and/or the fraternity/sorority advisor (FSA) about the MRABA form and what they are agreeing to abide by.

The MRABA consists of nine sections. The first six sections are initialed by the PNM as acknowledgement that she has read and understands each point. The following is an explanation of these six sections:

- 1. I am willing to accept an invitation to membership from any sorority or women's fraternity that I list on this agreement.**
PNMs should only list the chapters they are willing to join.
- 2. I may limit my choices to just one OR list any sorority/women's fraternity whose preference-round (last) event I attended, and from which I am willing to accept membership. I realize that by not listing the maximum number of events I attended, I may be limiting my potential to join any other NPC group during primary recruitment should I not be placed with my choice(s).**
A PNM can only rank chapters whose final (preference) events she attended (if she went to A and B, C isn't an option). She doesn't have to rank all the chapters she attended, but we encourage her to maximize her options, because it gives her a better chance of being matched to a group.
- 3. Once I submit this agreement to the College Panhellenic Association, I cannot change the order of my preferences or add or delete a preference.**
Once the form is signed and submitted, selections and the order of the chapters listed cannot be altered.
- 4. If I do not receive an invitation to membership from a group listed, I am eligible for continuous open bidding.**
If a PNM doesn't receive a bid from a group listed on her MRABA, she can join any chapter through continuous open bidding (COB) or informal recruitment. This is only available to groups that have open spots in their chapter.
- 5. I have the option of not submitting an agreement at this time.**
A PNM does not have to submit an MRABA, which results in her being removed from the recruitment process.
- 6. Once I submit this agreement, I am bound by the National Panhellenic Conference Unanimous Agreements, which state that if I receive an invitation to membership from a group that I have listed and then do not accept it, I am ineligible to be pledged until the beginning of the next primary membership recruitment period on the same campus.**
If a PNM receives a bid from a group she lists and then later chooses not to be initiated, she cannot join another NPC group on that campus until the next primary recruitment. If she is not initiated and transfers schools, she can participate in recruitment at the first opportunity on the new campus.

The PNM must then sign and date the form as a final acceptance of the points she initialed. The signature line states, **“By signing this form you are agreeing to accept a bid from any of the sororities or women’s fraternities you list below and if offered, you are bound to that bid until the beginning of the next primary membership recruitment period.”**

The next section of the MRABA is the listing of the sororities or women’s fraternities that the PNM has chosen. She may list sororities or women’s fraternities that she is willing to accept a bid from, whose preference event she attended. Again, once she submits the form the order cannot be altered. The form states, **“I agree to the terms stated above, and I am willing to accept an invitation to membership from any of the following sororities or women’s fraternities whose preference event I attended (listed in order of preference).”**

Last, the PNM must sign and date the form again acknowledging the order of her preferences.

The College Panhellenic provides the printed Membership Recruitment Acceptance Binding Agreement and the continuous open bidding acceptance binding agreement forms. The MRABA must be used at the conclusion of fully structured recruitment. It may also be used in partially structured recruitment and minimally structured recruitment. A COB acceptance binding agreement is used for continuous recruitment and continuous open bidding.

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Policy (2010), recruitment counselors shall not be involved with any PNMs in the process of completing and signing the MRABA.

Beyond the simple signing of the MRABA, there are other things to consider for those assisting with processing of the MRABA forms:

- Nothing should be worn to indicate affiliation – no insignia, badge, colors, etc.
- Only speak panhellenically. Individuals are volunteering to help the Panhellenic and not representing any particular group.
- There should be minimal conversation (if any) with the PNM when she is making her selections. No coaching or directing of questions should be made to help her make a decision. Conversation should be reserved to procedural questions/answers only.
- If questions should arise, the FSA should provide the proper answers.
- Some MRABAs are signed on paper, and on some campuses selections are then entered into the computer; others are directly submitted electronically. It is critical that when a PNM indicates she has completed her selections that she is informed that once the MRABA is submitted, changes cannot be made to her selections or the order of her preferences.
- A PNM might complete her MRABA quickly; others will take time to deliberate their decisions.
- Panhellenics should discuss the recruitment process and MRABA signing throughout recruitment to prepare/ educate PNMs for this step of the process.
- Although it is recommended a PNM maximize her options and rank all chapters she visited during preference events, it is not required and she should only list those chapters she is willing to accept a bid from
- Recruitment counselors should not be present with the PNM at the time the MRABA is being signed



Script for Potential New members signing MRABA

Script to be used immediately before potential new member signs Membership Recruitment Acceptance Binding Agreement (MRABA)

Explanation for Potential New Members

Signing the MRABA

The members of the National Panhellenic Conference want every potential new member to be informed about her options for joining a women's fraternity/sorority. To be certain that each woman has this information, this script must be used immediately prior to signing the MRABA. The script may be used for either a two- or three-preference event schedule.

Good evening. You have just completed some of the busiest days of your college career. Now you have the opportunity to make a decision that will broaden your college and alumnae experience and introduce you to a nationwide network of friends.

Please carefully consider the following points as you complete your membership recruitment acceptance binding agreement, also known as your MRABA.

1. Your options when considering your agreement are:
 - You may choose not to complete an agreement at this time.
 - You may choose to list any women's fraternity/sorority whose preference (last) event you attended and from which you are willing to accept an invitation to membership (a bid).
 - You may choose to limit your choices to just one or list any women's fraternity/sorority whose preference round (last) event you attended and are willing to accept membership. Please note that by not listing the maximum number of events you attended you may be limiting your potential to join any other NPC group during this recruitment should you not be placed with your choice(s).
2. When you sign this binding agreement, you are agreeing to accept an invitation to membership from any NPC fraternity/sorority that you have listed.
3. Once the acceptance agreement has been turned in to the representative of the College Panhellenic Association, it cannot be altered or changed.
4. If you receive an invitation to membership (a bid) from any NPC group that you listed and do not accept it, you will be ineligible to be pledged by any other NPC women's fraternity/sorority on the campus until the beginning of the next primary membership recruitment period. [Read and explain the Unanimous Agreements III. 4. Panhellenic Compact from the NPC Manual of Information 19th Edition.]
5. If you do not receive an invitation to membership (a bid) from any NPC group you have listed, you will be eligible for continuous open bidding if/when space allows. You must understand that not all NPC groups will have available spaces for new members for the academic year.

MEMBERSHIP RECRUITMENT ACCEPTANCE BINDING AGREEMENT*

Name _____
Campus address _____
Campus phone number _____

I have participated in the membership recruitment period at _____
[name of college or university].

By signing this acceptance agreement, I understand and agree to the following terms. Please read and initial each of the following:

- _____ I am willing to accept an invitation to membership from any women's sorority (fraternity) that I list on this agreement.
- _____ I may limit my choices to just one OR list any women's sorority (fraternity) whose preference-round (last) event I attended, and from which I am willing to accept membership. I realize that by not listing the maximum number of events I attended, I may be limiting my potential to join any other NPC group during formal recruitment should I not be placed with my choice(s).
- _____ Once I submit this agreement to the College Panhellenic Association, I cannot change the order of my preferences or add or delete a preference.
- _____ If I do not receive an invitation to membership from a group that I have listed, I am eligible for continuous open bidding.
- _____ I have the option of not submitting an agreement at this time.
- _____ Once I submit this agreement, I am bound by the National Panhellenic Conference Unanimous Agreements, which state that if I receive an invitation to membership from a group that I have listed and then do not accept it, I am ineligible to be pledged until the beginning of the next primary membership recruitment period on the same campus.

Signature _____

By signing this form you are agreeing to accept a bid if it is offered from any of the women's sororities you list below, you are bound to that bid until the beginning of the next primary membership recruitment period.

Date _____

I agree to the terms stated above, and I am willing to accept an invitation to membership from any of the following women's sororities (fraternities) whose preference event I attended (listed in order of preference):

1st preference _____

2nd preference _____

3rd preference (if attended 3 events) _____

Signature _____ Date _____

The form is to be completed by the potential new member.

1. Immediately following her final Preference event, the potential new member goes to the Panhellenic designated place to receive her printed MRABA to be signed in privacy.



2. The potential new member is encouraged to list on this card any women's sorority (fraternity) whose preference (last) event she attended and from which she is willing to accept a bid to membership.

3. A signed Membership Recruitment Acceptance or Continuous Open Bidding (COB) Acceptance is binding.

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CONTINUOUS OPEN BIDDING MEMBERSHIP ACCEPTANCE BINDING AGREEMENT

Name _____
Campus address _____
Campus phone number _____ E-mail _____

I have participated in the COB recruitment at _____
[name of college or university]

By signing the acceptance agreement, I understand and agree to the following terms:
Please read and initial each of the following.

_____ I accept the invitation of _____ to pledge its chapter at _____.
[name of NPC member organization] [name of school]

_____ Once I sign this acceptance agreement, I am ineligible to be pledged to another NPC fraternity on this campus until the beginning of the next primary membership recruitment period.

_____ I understand that my invitation to membership is pending and contingent upon verification of grade point average, enrollment status, and confirmation of invitation eligibility from the Panhellenic and institution. I also understand that my invitation to membership may be revoked if I do not meet the requirements set forth by the Panhellenic and this institution.

Signature _____ Date _____

Attest _____
Signature of witness

This agreement must be filed in the Panhellenic office within one (1) business day of the above date.



COLONIZATION MEMBERSHIP ACCEPTANCE BINDING AGREEMENT

Name _____
Campus address _____
Campus phone number _____ Email _____

I have participated in the colonization recruitment at _____ .
[name of college or university]

By signing this acceptance agreement, I understand and agree to the following terms. Please read and initial each of the following:

_____ I am willing to accept the invitation of _____ to pledge its colony at the campus listed above. [name of NPC fraternity/sorority]

_____ Should I accept a bid for membership from the colonizing fraternity/sorority, per the NPC Unanimous Agreements, I am ineligible to be pledged to another NPC fraternity/sorority on this campus until the beginning of the next primary membership recruitment period.

_____ If I do not receive an invitation to membership from the group that I have listed, I am eligible for continuous open bidding.

_____ I have the option of not submitting an agreement at this time.

Signature _____ Date _____

Signature of witness _____ Date _____

This agreement must be filed in the Panhellenic office within one (1) business day of the above date.



MRABA Appeal Process

Exceptions to the MRABA are considered in cases of documented illegal use of alcohol and/or drugs and in cases of hazing or in situations where documented errors in the communication to or violation of procedures involving a prospective new member have substantially prejudiced the prospective member.

Request for an appeal regarding Unanimous Agreements (regarding MRABA, Recruitment Compact, etc.) is made to the area advisor or to the NPC office by fraternity/sorority advisor.

Request for an appeal regarding Unanimous Agreements (regarding MRABA, Recruitment Compact, etc.) is to be sent to NPC office by the potential new member via certified mail or other form of delivery requiring a signature (i.e., UPS or FedEx). In addition, the potential new member may send her completed appeal form and supporting documents via fax or email, so that the Panhellenics Committee chairman and executive director may move forward in the process. However, an appeal will not be considered official until the certified copy is received.

The MRABA appeal should be completed and presented to the NPC office in a timely manner, but not more than 30-calendar days from the date of the alleged infraction or grievance (including university/college breaks).

The Panhellenics Committee chairman notifies, via electronic letter and/or letter via US Mail, the Executive Committee's decision with copies to NPC Executive Committee, area advisor, fraternity/sorority advisor and other parties involved in situation.

BID MATCHING

- To ensure that bid matching is a successful procedure, the following factors are necessary:
- A woman must be willing to accept a bid from any fraternity that she lists on her MRABA.
- A fraternity should be willing to issue an invitation to membership to any woman who is invited and attends its preference event. The name of every woman whom the fraternity invites to attend and who attends that fraternity's Preference event should appear on the fraternity's bid list.
- A period of silence exists from immediately following the final Preference event to the time when women pick up their invitations to membership. Twenty-four hours of silence should be the maximum time allowed for bid matching and distribution of invitations to membership. A shorter time discourages unethical pressures.
- Confidentiality is important. All participating personnel must comply.
- Undergraduate members never participate in the bid-matching process.
- If bid matching is not computerized, each chapter is entitled to and expected to have one or more alumna representatives present to handle their chapter's bid list. The integrity of the recruitment program is destroyed when all personnel do not keep strict confidentiality.
- There are no Panhellenic regulations covering legacies. Legacy regulations are chapter and member group specific. Panhellenic recruiting regulations apply to all women equally.
- Fraternity members remain in their own chapter houses or rooms to receive their new members if there is no Panhellenic welcome event.
- The day during which bids are accepted is considered the final day of the membership recruitment program, and all membership recruitment rules and NPC Unanimous Agreements prohibiting the use of alcoholic beverages and participation of men in membership recruitment are in effect.

Policy (2003), Bid matching is not always applicable to partially structured recruitment, minimally structured recruitment and continuous recruitment, and in such situations need not be used.

New Member Lists

Whether bid matching by computer or by hand, each chapter's recruitment chairman is responsible for checking the list of new members on her list to establish that all names were women who attended that chapter's preference events and were listed on that chapter's bid list.

Policy (2005), NPC reaffirms that a fraternity should be willing to issue an invitation to membership to any woman who is invited and attends its preference event.

Policy (2005), NPC reaffirms that the name of every woman whom a fraternity invites to attend and who attends that fraternity's Preference event should appear on the fraternity's bid list.

Bid Lists

1. At a specified time, each fraternity turns in the list of women it wishes to invite to membership.
 - A. For bid matching by hand, lists are prepared in duplicate; one copy is for use in bid matching, to be retained in a confidential file, and the other is to be returned to the alumna representative of the chapter when bid matching is completed.
 - B. For bid matching by hand the fraternity bid lists are typed on paper ruled in three columns:
 - i. Left column: A preferential list of the chapter's first choices numbered up to the limit of quota.
 - ii. Right column: A list in preferential order of the chapter's additional choices, which may number as many as the chapter wishes.
 - iii. Center column: A blank list numbered to the quota limit. This column is where matched bids will be entered.
 - C. Whether bid matching by computer or by hand, each chapter's recruitment chairman is responsible for checking the list of new members on her list to establish that all names were women who attended that chapter's preference events and all who attended are listed on that chapter's bid list.
2. With its bid lists, each fraternity provides the Panhellenic with enough formal invitations to membership in envelopes for each potential new member expected to be pledged. These invitations are addressed after bid matching is completed.

Sample Bid List

Fraternity
Recruitment chairman
Phone

FIRST BID LIST (Order of preference)	NEW MEMBER LIST	SECOND LIST (Order of preference)
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.

Bid Matching by Hand

1. People attending bid matching include the reader, the tabulator and at least one alumna to handle the bid list for each fraternity.
2. Before bid matching begins, names of all women who chose not to sign an MRABA shall be crossed off all preference lists and lists adjusted to fill the vacancies.
3. After alphabetizing the MRABAs, the reader calls the woman's name and her first choice. If the fraternity of the woman's choice has placed her name on its first bid list, it is a matched bid and all others cross her name from their lists. Her name is then entered in the center column of the fraternity list of the group to which she is being matched. If the woman's name is not on the fraternity's first bid list, her MRABA is placed on hold for the next read-through. The number of read-throughs, always considering the woman's first choice, can be unlimited.
4. Names of women who list only one preference and are unmatched at the first reading are crossed off all other bid lists and their cards placed on hold for the next read-through.
5. Each time a name is crossed off a fraternity's first bid list, if there are still openings in the fraternity's pledge quota, a name from the fraternity's second bid list is moved, in the listed order, to the bottom of the unmatched names remaining on the first list. The number of unmatched names on the adjusted first bid list and the number of those pledged must always equal quota (unless a chapter has run out of names to add from its second bid list).
6. A fraternity's listed order of preference will be strictly observed at all times during the bid-matching process. At no time will the fraternity's list be matched with a name that is out of its specified order of sequence for membership selection.
7. The MRABAs placed on hold in Steps 3 and 4 are read according to the first choice of the woman. The process is repeated as long as there is a possibility of the potential new member receiving a bid from the fraternity of her first choice.
8. A woman shall never be matched with her second-choice fraternity unless her first-choice fraternity has filled its quota prior to reaching her name on its bid list. (The same principle applies to second, third or subsequent choices.)
9. When the bid-matching process is complete, the tabulator reads the results, and all bid lists are reviewed and certified for complete accuracy.

Blocked or Gridlock Condition

Occasionally during bid matching, a blocked or gridlock condition may occur. Gridlock occurs when, after several readings of the preferences listed on MRABAs that have been placed on hold, it is no longer possible to match women's preferences to a fraternity's bid list.

The following procedure will break this blocked or gridlock condition, allowing normal bid matching to resume.

1. Using the bid list of the woman's first-choice fraternity, determine the number of the fraternity's confirmed matches at that point (i.e., the number of names listed in the center column of that fraternity's bid list). Add that number to the total number of unmatched names that precede the name of the woman under consideration. Add only the preceding names that also have named this same fraternity as their first choice.
2. If the sum equals or is greater than quota, it is apparent that the fraternity will be matched to its quota before the name of the woman in question can be read. At this point the reader calls the woman's second choice fraternity and bid matching can continue.
3. If the woman's second choice is not matched at this reading, her MRABA is placed again in the hold category, and bid matching is resumed.

If the quota selected involves a gridlock each potential new member who has been "tagged" by the computer would have her preferences reviewed to determine how she is involved in the gridlock and how best to resolve that gridlock based on the PNM's first choice and where the PNM falls on each chapter's bid list.

Bid Matching by Computer

NPC does not endorse or ascribe to any specific computer bid-matching system. If a computer bid-matching program is contracted for and used by a College Panhellenic, NPC cannot be held responsible for any discrepancies or results of that program. (See Selecting a Computer Program.)

1. The selection of a system that incorporates the “hold and release” concept is recommended, because this method maximizes the number of women matched to their first preference.
2. Computer operators should be fully trained and understand the bid-matching procedure.
3. Adequate instructions and equipment for marking of MRABAs and chapter bid list cards will avoid unnecessary problems. (Light or extraneous marks on a card can nullify it.)
4. Enough time must be allotted to double check the information on a woman’s computer MRABA with the computer printout by the fraternity/sorority advisor or alumna representative.
5. Chapter computer bid lists are verified for accuracy by each alumna representative.
6. The master list contains a record of withdrawals and when they occur. It is important to make a distinction between withdrawals, no preference, no options and intentional single preferences on the master list to avoid errors.
7. Error tracking or an audit trail is essential to the success of computer bid matching, and time must be allowed for this process to take place.
8. Hand bid matching alternatives should be available in the event of computer malfunction or gridlock.

Quota Additions

The following procedures should be followed if women whose bids did not match in the normal course of bid matching must be placed in fraternity chapters that have already reached quota.

No College Panhellenic may adopt this quota addition procedure unless there is compliance with the NPC Release Figure Method for release figures.

The woman will be matched to the fraternity chapter she has listed on her membership recruitment acceptance binding agreement and she is listed on the fraternity’s bid list.

This procedure shall never include a woman who limits the number of chapters on her MRABA and/or who lists an intentional single preference on her MRABA or one who has failed to accept or attend any membership recruitment event for which there was room in her membership recruitment schedule (with a fully structured or partially structured recruitment).

Quota additions do not raise or increase the quota number, and this process is used only during the bid-matching process itself. Quota additions do not create quota vacancies under any circumstances. Quota additions are never involved in continuous open bidding.

In the quota addition assignment process at the conclusion of regular bid matching, fraternity/sorority advisors are encouraged to distribute quota additions as evenly as possible among the chapters. The goal is to achieve as much parity as possible among the new member classes while matching the remaining potential new members who completed the process in good faith.

If a chapter has received quota additions, and a potential new member does not accept her bid and/or participate in the formal pledging ceremony, the chapter may only bid and pledge additional women to the established quota. They cannot bid or pledge additional women to fill open spaces received as quota additions.



SNAP BIDDING (UNFILLED QUOTAS)

If a fraternity has not filled its quota through bid matching in membership recruitment, the College Panhellenic Membership Committee may immediately ask if the fraternity wishes to extend a bid to anyone not originally on its bid list.

Snap bidding is an option available to chapters that did not match all quota spaces in bid matching, whether matching by hand or by computer. Snap bidding is done before bids are distributed. Snap bidding is not intended to fill spaces in the chapter total. Any chapter may prepare a separate snap bid list that can be used at the proper time for determining snap bids. Snap bidding is open to any woman who participated in at least one round of the designated membership recruitment process.

If none of the woman's preferences have matched a fraternity's bid list, the Panhellenic Membership Recruitment Committee may contact the woman and ask if she will accept a bid from a fraternity not previously listed among her choices, provided the fraternity has notified the Panhellenic of its desire to offer her a bid.

Snap bidding is under the direction of the College Panhellenic Membership Recruitment Committee, working with the chapters that have quota vacancies. A signed MRABA shall be filed with the College Panhellenic before a woman who has accepted a snap bid may be pledged. Snap bidding shall begin immediately after bid matching and end with the distribution of bids, at which time continuous open bidding will begin.

Panhellenics should keep on file for two calendar years all records used in bid matching and COB. Because of their confidential nature, these records should be carefully protected until destroyed.

CONTINUOUS OPEN BIDDING

Each NPC fraternity chapter has the right to COB to reach quota or its total allowable chapter size during the regular school year as defined by the school calendar.	Unanimous Agreements
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To accommodate the colonization of a chapter or to allow a chapter to build its membership, the College Panhellenic may vote to suspend COB for a period not to exceed three weeks.

The purpose of COB is to enable those chapters that did not pledge quota, or pledged quota but did not reach total, to take additional new members immediately following the designated membership recruitment period. The intent of COB is to provide maximum opportunities for membership to the greatest number of chapters possible. For campuses that are doing COB activities to pledge upperclass women in the fall – freshmen should not be attending these recruitment events.

COB is not intended to precede or take the place of the regular membership recruitment period, nor is it intended that COB begin prior to fall membership recruitment.

On campuses with deferred (second term) membership recruitment, any COB prior to the scheduled membership recruitment period shall be limited to upperclass and transfer women. Freshmen women should not be attending recruitment functions. COB would not apply to freshmen until after the designated membership recruitment period, as provided for in the Unanimous Agreement III, Panhellenic Compact.



REPLEDGING

Every eligible woman should be allowed to participate in the primary recruitment period because this is the one time of year all chapters are open to membership.

- If a woman has accepted a bid during the previous primary recruitment period but did not get initiated into that NPC member group, she is eligible to participate in the next year's primary membership recruitment period.
- If through the primary membership recruitment process, a potential member receives a bid and declines it, then she is ineligible to be pledged to another NPC fraternity on the same campus until the beginning of the next year's primary membership recruitment period.
- At a later date but before the next primary membership recruitment period, if the potential member who declined her bid expresses interest in being pledged to the chapter with which she originally matched, she may do so only if the chapter extends another bid to her and has quota or total spaces to fill.
- If a potential member does not receive a bid at the end of the primary membership recruitment period, she is eligible immediately to participate in continuous open bidding (COB).
- If through the primary recruitment process a potential member accepts a bid and then has her pledge broken by an NPC fraternity or breaks her pledge, then she is ineligible to be pledged to another NPC fraternity on the same campus until the beginning of the next year's primary membership recruitment period.
- A COB acceptance is a binding agreement. If a potential member accepts a bid, signs a COB acceptance and then has her pledge broken by an NPC fraternity or breaks her pledge, then she is ineligible to be pledged to another NPC fraternity on that campus until the beginning of the next year's primary membership recruitment period.
- A woman who has accepted a bid either through primary or COB recruitment and who has had her pledge broken by an NPC fraternity or has broken her pledge, may be repledged by the same NPC fraternity chapter on the campus at any time before the beginning of the next year's primary membership recruitment period, even if the chapter is over total.

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BID DAY

Bid Day is the culmination of the recruitment process. All College Panhellenics, regardless of the recruitment style used on campus, should use Bid Day as an opportunity to welcome new members to the fraternity/sorority community. Although each fraternity will plan individual activities for its new members, Bid Day is an opportunity for College Panhellenics to build Panhellenic spirit and unity that will affect the new members as they continue through the college years and beyond. The type of Bid Day event should be determined by the individual campus and recruitment style. (See Implementation of Recruitment Style for Bid Day activities for specific styles.)

- Each College Panhellenic shall establish a Bid Day to conclude the fully structured membership recruitment period. A Bid Day is the scheduled time when invitations to membership are issued.
- Each College Panhellenic shall prohibit the use of alcoholic beverages in membership recruitment and Bid Day activities.
- Each College Panhellenic shall prohibit the participation of men in membership recruitment and Bid Day activities.

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MEMBERSHIP RECRUITMENT EVALUATION AND ASSESSMENT

Goal of Recruitment Annual Review

The goal is to evaluate, assess and determine the needs of the Panhellenic’s recruitment program through a step-by-step process. The information is necessary for planning the next recruitment.

The College Panhellenic Council evaluates all aspects of the membership recruitment program immediately after its conclusion. Input from chapter officers, advisors and new members from the recently completed recruitment is reviewed and discussed. Also, it is important to determine reasons women withdraw from a fully or partially structured recruitment. An evaluation for those women who withdraw from the recruitment process is also included in this section. In order to encourage those women to complete the evaluation, some College Panhellenics have offered a full or partial refund of the recruitment fee paid.

The following pages show samples of evaluations that may be expanded to fit a particular College Panhellenic’s recruitment. Valuable insight will be gained from studying the results of the evaluations.

Sample Recruitment Evaluations: Women Withdrawing From Recruitment

Please circle how important each statement was in your decision to withdraw from membership recruitment, according to the following scale:

1 No factor 2 Slightly important 3 Important 4 Very important 5 Extremely important

1	2	3	4	5	Didn’t intend to join – just wanted to see what it was about
1	2	3	4	5	Concerned about financial obligations of membership
1	2	3	4	5	Felt pressure from nonfraternity/sorority friends
1	2	3	4	5	Felt pressure from male friends
1	2	3	4	5	Influenced by family
1	2	3	4	5	Wasn’t asked back to chapter of choice
1	2	3	4	5	Felt lost in the shuffle
1	2	3	4	5	Decided fraternity membership would take too much time
1	2	3	4	5	Didn’t understand what recruitment was all about
1	2	3	4	5	Needed more time to make decision
1	2	3	4	5	Didn’t care for the actual recruitment process
1	2	3	4	5	Didn’t understand the selection process
1	2	3	4	5	Felt too much tension and strain in recruitment schedule
1	2	3	4	5	Don’t care for fraternity/sorority image
1	2	3	4	5	Other _____

Please answer the following:

1. What could Panhellenic have done to make women’s fraternity membership more appealing to you?
2. How could membership recruitment be improved?
3. How did you learn about recruitment?



Sample Membership Recruitment Evaluation: New Members

Did you receive information on recruitment from the College Panhellenic prior to arrival on campus?

Yes _____ No _____

Rate your responses to the following questions, according to the scale:

1 No factor 2 Slightly important 3 Important 4 Very important 5 Extremely important

1 2 3 4 5 The material was helpful.

1 2 3 4 5 I was given enough information, so I felt knowledgeable about recruitment.

If you registered for recruitment after arrival on campus, how did you find out about recruitment?

1 2 3 4 5 Information was easily available.

1 2 3 4 5 Sign-up table was in good location.

1 2 3 4 5 I registered on the website. It was easy to use.

1 2 3 4 5 Orientation meeting(s) provided me with enough information that I felt comfortable.

How would you improve the content and format of the information?

1 2 3 4 5 The recruitment schedule was workable with my class schedule.

Did you miss class? Yes _____ No _____

1 2 3 4 5 Panhellenic representatives were helpful and knowledgeable.

1 2 3 4 5 Explanations of personal and financial responsibilities of membership were adequate and understandable.

Would you have liked additional membership recruitment events to meet more members? Yes _____ No _____

1 2 3 4 5 Recruitment should be longer with more events.

What did you like best about membership recruitment?

Could something have been done to make membership recruitment more enjoyable for you?

Sample Membership Recruitment Evaluation: Chapter Members and Advisors

Obtaining chapter member feedback about the membership recruitment process is another important step in the evaluation process. Feedback can be gathered in any or all of the following ways:

1. Distribute a brief written survey to each chapter member.
2. Have chapter membership recruitment officers or Panhellenic delegates lead discussions with their chapters. Provide a brief written summary to Panhellenic.
3. Hold a discussion/evaluation session with chapter membership recruitment officers and their alumnae membership recruitment advisors.
4. Discuss recruitment in focus groups with random samples of chapter members and provide a brief written summary to Panhellenic.

Sample Panhellenic Recruitment Evaluation: Chapter Officers and Members

The Panhellenic Council works to coordinate recruitment activities. Please take a few minutes in a chapter officers' meeting or chapter meeting to evaluate the current recruitment processes. Your comments and recommendations will be considered in planning for the next recruitment cycle. Circle the appropriate number, according to the following scale:

1 No factor 2 Slightly important 3 Important 4 Very important 5 Extremely important

Panhellenic total _____ [insert total number]

1 2 3 4 5 Good size for a chapter on our campus. Comments:

Code of Ethics

1 2 3 4 5 Ethical conduct throughout recruitment. Comments

:

Marketing

1 2 3 4 5 Overall marketing of women's fraternities

1 2 3 4 5 Recruitment marketing to new students

1 2 3 4 5 Recruitment marketing to returning students

1 2 3 4 5 Orientation

Suggestions:

Recruitment Counselors

1 2 3 4 5 Well-trained and represented all women's fraternities. Comments:

Recruitment Schedule

1 2 3 4 5 Dates worked well. Comments:

1 2 3 4 5 Schedule was adequate

Recruitment Orientation

1 2 3 4 5 Good explanation of recruitment and women's fraternal life. Comments:

Bid Day

1 2 3 4 5 Good welcome to women's fraternal life. Comments:

1 2 3 4 5 Overall evaluation

Recommendations:

PANHELLENIC CODE OF ETHICS

Trust among chapters and their members in the College Panhellenic is essential to creating a spirit of cooperation and a celebration of the friendship shared by the member groups on a campus. As early as 1891, representatives of women's fraternities came together for the purpose of discussing interfraternity courtesy, developing a broader and kinder fraternity spirit and addressing issues relevant to that time.

In 1995, NPC adopted a resolution that encouraged each College Panhellenic to develop a code of ethics for the recruitment process based on the principles of ethics submitted by each women's fraternity on the campus.

Best Practice (1995), Prior to recruitment each member group of a College Panhellenic shall be encouraged to develop a code of ethics for the recruitment process for the academic year; and

Policy (1995), Each College Panhellenic will adopt a code of ethics for the recruitment process for the academic year based on the principles of ethics submitted by each group. The code of ethics should be displayed in the Panhellenic office and distributed to each chapter.

The Panhellenic code of ethics supports ethical decision making by the College Panhellenic and applies to day-to-day activities as well. It is an expectation of integrity and honesty. A Panhellenic code of ethics represents Panhellenic life at its best.

Goals of a Code of Ethics

- A code of ethics for NPC women's fraternities should:
- List the values and goals of the Panhellenic community.
- Reflect the mission and motto of Panhellenic life.
- Describe the high standards of the Panhellenic community.
- Define membership opportunities for women on the campus.

Writing a Code of Ethics

The code of ethics represents every woman in the College Panhellenic, so each member should be involved in its creation.

The individual chapters should understand that a College Panhellenic works together to promote and facilitate educational programs, fundraising efforts, philanthropic endeavors and the recruitment process. Working together promotes positive competition and builds healthy relationships within the Panhellenic community. The code of ethics is to be used year round to incorporate the Panhellenic ideals, promote whole-hearted cooperation, eliminate negative competition and support the National Panhellenic Conference Unanimous Agreements.

Steps When Writing a Code of Ethics

1. Each chapter composes a list of ideals and statements to be included in the Panhellenic code of ethics.
2. The College Panhellenic meets to compile the suggestions from each chapter to compose the code.
3. The draft of the code is presented to each chapter for a vote.
4. The Panhellenic Council then votes to approve the code of ethics.
5. The code is displayed in the Panhellenic office and is distributed to each chapter.

Code of Ethics for Potential New Members and Recruitment Counselors

A worthwhile exercise for recruitment counselors is to write a code of ethics for potential new members and share it with them. In addition, it is a good idea for the recruitment counselors to write a code of ethics for their position during the training period.

A code of ethics template is available in the Resource Information section of this manual.



GLOSSARY

College Panhellenic delegate – The representative for each chapter on a College Panhellenic. The College Panhellenic delegate should vote on all decisions made by the College Panhellenic. Proposed changes to recruitment and other system wide decisions should be reported back to the chapter with sufficient time for each chapter to consult with its NPC delegate before the vote is taken.

Continuous open bidding (COB) – An opportunity for chapters that do not reach quota during a recruitment process to bid to quota and/or total.

College Panhellenic – The College Panhellenic or Intersorority Council on a campus.

Continuous recruitment (CR) – An NPC-recognized recruitment style for a campus.

Fully structured recruitment (FSR) – An NPC-recognized recruitment style for a campus.

Membership recruitment acceptance binding agreement (MRABA)– A one-year binding agreement signed by a potential new member.

Minimally structured recruitment (MSR) – An NPC-recognized recruitment style for a campus.

“No frills” recruitment – An effort to eliminate high cost and time demands for decorating and entertainment. Recruitment focuses on quality communication with potential new members.

NPC – National Panhellenic Conference

NPC area advisor – The NPC volunteer with direct advising responsibility for the College Panhellenics in a specific geographic region. She contacts all NPC delegates for the chapters on the campus when important issues arise. College Panhellenic presidents should keep the NPC area advisor informed on all Panhellenic issues. Minutes of each College Panhellenic meeting should be provided to the area advisor. A list of NPC area advisors is at npcwomen.org.

NPC delegate – An inter/national officer/representative of a specific women’s fraternity who is the liaison between NPC and her organization.

NPC policy – A formal course of action voted on and approved by the National Panhellenic Conference. Each College Panhellenic (or equivalent organization) and Alumnae Panhellenic should incorporate all NPC policies into its procedures and methods of operation.

Parity – Being equal or equivalent.

PNM – Potential new member

Partially structured recruitment (PSR) – An NPC-recognized recruitment style for a campus.

Preferential bidding – A mutual selection system for chapters and potential new members.

Quota – The number of potential new members each NPC women’s fraternity may pledge on a campus during a fully structured recruitment, partially structured recruitment or minimally structured recruitment.



Quota Addition – A woman who was not matched during initial bid matching, but is added to a chapter’s bid list after. A potential new member is only eligible to be a quota addition if she maximized her options throughout recruitment.

Snap bidding – An option available to chapters that did not fill quota. Chapters may offer bids to potential new members whose preferences were not matched. This process takes place before bids are distributed. Snap bidding is not intended to fill spaces in the chapter total and is limited to any woman who participated in the designated recruitment.

Total – The allowable chapter size, as determined by the College Panhellenic, which includes both new members and initiated members.

Unanimous Agreements (UAs) – Agreements to which the member groups of the National Panhellenic Conference have unanimously agreed and that lead to orderly and equitable conduct of their mutual functions. These Unanimous Agreements are binding on all NPC member fraternities. Each College Panhellenic (or the equivalent organization) and Alumnae Panhellenic must incorporate the NPC Unanimous Agreements into its governing documents.





COLLEGE PANHELLENIC PROGRAMS

College Panhellenics provide a wealth of programming for their member groups as well as the campus and community in general. Proper program planning and a well-balanced year-round program calendar are two important components of educational efforts. This section provides planning information as well as numerous ideas for programs.

COLLEGE PANHELLENIC PROGRAMS

OVERVIEW

Varied and purposeful programming is vital to accomplish the goal of building a strong, effective College Panhellenic. Well-organized procedures for membership selection are important, but the growth of chapters and the welfare of the fraternity system depend on a broader base than a week of membership selection.

Best Practice (1994), That College Panhellenics and fraternity/sorority advisors be encouraged to establish procedures for balanced calendars, recognizing programming requirements of member groups, and to establish reasonable award criteria.

How to Select Programs

- Define the goals, purposes and objectives of the College Panhellenic.
- Adopt a philosophy of cooperation, not competition.
- Adopt a programming budget.
- Make the Executive Board or the programming chairman responsible for the planning and the council responsible for approval and adoption of the program.
- Establish a one-year calendar:
 - Develop plans for membership recruitment follow-up, execution and evaluation.
 - Plan program topics to coordinate with chapters' required programming.
- Determine programs for meetings:
 - Council
 - Association
- Involve College Panhellenic members:
 - Delegate authority and responsibility.
 - Use a committee structure.
 - Recognize programming contributions by College Panhellenic members annually.

Program Ideas

- Individual chapter program plans
- Interfraternal (e.g., Junior Panhellenic, fraternity/sorority newsletter and Greek Weekend)
- Panhellenic (e.g., academic excellence, values, women's issues, officer transition, delegate transition and officer workshops)
- Educational or informational (e.g., "Something of Value," and "Something to Talk About: Confrontation")
- Service and philanthropy (e.g., recycling)
- Campus and community involvement (e.g., hostess for visitors and service to community)
- Public relations (e.g., outreach program)

JUNIOR PANHELLENIC

Purpose: To promote interfraternity friendship. To provide preparatory education for participation in College Panhellenic.

Composition: New members and new initiates of women's fraternities during their first year of membership.

Bylaws: Junior Panhellenic functions under the guidance of the College Panhellenic.

Structure:

- Delegates: two new members and/or new initiates from each chapter.
- Officers: president, vice president, secretary and treasurer, chosen by rotation or alphabetically (not to coincide with the rotation in College Panhellenic).
- Advisors: A chapter fraternity/sorority advisor, a representative from an alumnae group and a representative from College Panhellenic.

Meetings: Regularly scheduled in chapter house, room or suite or campus meeting space. A special meeting may be called by the president when necessary and shall be called by her upon the written request of any member delegate. Attendance is the responsibility of each new member class. If a representative is unable to attend meetings, another member should serve as an alternate during this time.

Program: Should contribute to fundamental knowledge and understanding the purpose, ideals and goals of Panhellenic. Programs could be a 15-30 minute discussion on a specific topic. Planning and scheduling of events should be coordinated with the College Panhellenic.

Suggested Discussion Group Topics

- Panhellenic: orientation
- Fraternity values: leadership, standards, scholarship, etc.
- NPC Unanimous Agreements, policies and procedures
- Building Panhellenic spirit
- Public relations: alumnae, faculty, campus and community
- Booklets, brochures, etc., promoting Panhellenic and the value of fraternity membership
- Panhellenic programs and projects
- Membership recruitment events and scheduling
- Membership recruitment rules and how to simplify
- Continuous open bidding
- Potential new member orientation
- Membership recruitment counseling
- Membership recruitment violations and penalties
- Campus issues
- Diversity awareness
- Crisis management
- Risk management

OFFICERS WORKSHOP

Time and place: Availability of resource people may determine the time of various kinds of workshops. New member education is best discussed in the spring when next year's new member education chairmen have been selected. In general, workshops scheduled early in the officers' terms are best, although scholarship may benefit from emphasis in the fall. A convenient campus location away from distractions is ideal.

Participants: Chapter officers, chapter advisors, Panhellenic officers, delegates and advisors, resource consultants and group leaders

Agenda: Include keynote speaker, small-group discussion, wrap-up session and evaluation.

Displays: Materials contributed by each chapter.

Subjects: New member education, academic excellence, member involvement, leadership training, commitment to ideals and values, health, safety and security, public relations, Panhellenic membership recruitment rules, service and philanthropy.

It is possible to restrict a workshop to a single subject, and this may be necessary because of the size of the campus fraternity system. But there are many advantages in having several different subjects and officers present. Chapter programming is an overlapping of separate subjects, and much can be gained from sharing. For example, scholarship is an important part of new member education, as is building commitment.

Before a College Panhellenic retreat or workshop for incoming Panhellenic officers, a study list could be prepared for those who will attend. The resource list would include the NPC Manual of Information.

At the first large-group meeting, a multiple choice or fill-in sheet should be given to each participant. Her "test" remains hers so she can assess her Panhellenic IQ and use the sheet to see what she needs to learn. Group discussions that follow can be geared to the questions least likely to be answered, e.g., Unanimous Agreements, judicial procedure, Panhellenic authority, etc.

In the evaluation at the end of the officer's retreat, it is suggested that participants be asked on what subjects they would like more information. These topics can be covered throughout the year in several ways: Consult your NPC area advisor, fraternity/sorority advisor, chapter advisors and dean of students as resources. Experienced group leaders are often available.

The College Panhellenic Council decides on the subjects to be discussed based on the recommendations of the executive committee.



GREEK WEEKENDS

NPC recommends that fraternity/sorority celebrations be held on a single weekend. The purpose is to emphasize the constructive and inspirational aspects of fraternity life. A carefully planned program can be the basis for year-long cooperation between Greek-letter organizations, the college campus and the community.

Greek Weekend should be the symbol and the manifestation of the cooperation of fraternity women and men with each other, with the campus and with the community. It may take many different forms, depending on the needs and the resources of each campus. It should always be a positive program, providing education about the values, the purposes and the ideals of all fraternities. The program should be a demonstration of responsible citizenship.

Such a program is two-fold:

1. Within the Greek-letter organizations:
 - Re-examine values, purposes and ideals.
 - Emphasize values, purposes and ideals in the public relations program.
 - Seek solutions to problems within the fraternity/sorority community, between fraternities and the college or university and between fraternities and the community.
 - Plan social activities (e.g., open houses, awards/recognition banquets, dances).
2. Within the college and the community:
 - Plan campus and community service projects.
 - Develop social activities (receptions and open houses for faculty members and community residents).
 - Write special news stories for campus and local newspapers.
 - Establish recognition awards or dinners for outstanding contributions to fraternity/sorority life by community members, faculty and alumni.

Planning the Program

Through the planning, committees should remember to keep all expenses moderate so that they will not be a burden on participating chapters and will not give an impression of extravagance to the campus and the community.

- Develop the purpose and objectives and then seek to develop a program to support the purpose and achieve objectives.
- Plan a worthwhile Greek Weekend well in advance.

Suggested Outline:

Greek Weekends need the approval and coordination of Greek-letter-affiliated councils at least six months in advance.

- All committees should be appointed four to six months in advance.
- If off-campus participants and speakers are to be included, they should be invited initially four to six months in advance. Topics for speakers should be agreed on early. Reminders should be mailed a month ahead of time (this may be in the form of a program).
- As soon as possible after organizational work is completed, committees should meet with the appropriate college administrators, community officials and the local press to inform them of the plans and to request cooperation and suggestions.
- Detailed plans should be drafted by each committee and submitted to the supervising group.
- Meeting place, banquet rooms, etc., should be secured as soon as plans have been approved.
- Letters of explanation and instruction and programs should be mailed to guest participants and local chapters several weeks in advance. All NPC and NIC chapters should participate in Greek Weekend.

- The supervising committee should meet frequently (weekly during the month preceding Greek Weekend) with both a women's fraternity advisor and a men's fraternity advisor present.
- Guest invitations to banquets, receptions, etc., should be checked carefully to be sure that addresses and spelling of names are correct.
- If community projects are to be conducted, careful attention must be given to securing the correct number of projects for the manpower available. A liaison should be appointed to interact with each organization for which work is being done. Proper and necessary tools and supplies should be obtained and the actual work should be supervised to see that the commitment has been fulfilled.
- Discussion sessions or workshops should be planned to facilitate a free exchange of ideas. A fraternity/sorority leader might give a short talk preceding the discussion and also might serve as a resource person. Leaders should lead, rather than direct, and an agenda should be prepared to guide participants. Discussions and workshops should tie in with the theme of the program.
- If social functions such as a dance or a banquet are a part of the program, they should not be the principle event of Greek Weekend.
- After Greek Weekend, letters of appreciation should be sent to administration, faculty, townspeople and guests who helped plan or participated in the programs.
- A careful evaluation of the programs should be made by all committees and submitted in writing to the supervising committee. This could prove invaluable in the planning for another year.

Suggested Discussion Topics for Greek Weekend

If possible, the Greek Weekend schedule should allow time for joint council discussions and for separate discussions for each council. A new member workshop would be worthwhile.

College Panhellenic panels and/or discussions should follow the suggestions in this chapter.

Joint fraternity/sorority council discussions might be on these topics:

- Importance of maintaining women's and men's fraternity values and high scholastic standards
- Relationship between fraternities and the college or university
- Importance of positive public relations
- Fraternity role in creating school spirit and exerting leadership
- Fraternity values
- Suggested activities for Greek Weekend
- Open houses
- Academic excellence banquet
- Greek Weekend banquet
- Workshops or panel discussions
- Alumni programs
- All-fraternity/sorority assembly with a guest speaker
- Newspaper articles
- Recognition of outstanding fraternity women and men
- Recognition of community members, faculty and alumni for outstanding contribution to Greek-letter organizations.
- Service projects.

The logo for NPC (National Panhellenic Conference) features the letters 'NPC' in a stylized, bold font. The 'N' is dark green, the 'P' is teal, and the 'C' is yellow. Below the letters is a yellow wave-like graphic. Below the logo, the word 'EXTENSION' is written in a teal, serif font.

NPC

EXTENSION

Adding another NPC fraternity to a college or university campus is an exciting process. The College Panhellenic, the college or university, the NPC fraternities, interest groups and local sororities interested in NPC affiliation have important roles to play to ensure successful extension occurs. This section describes those roles in detail.

Extension packets are available for download at npcwomen.org. Included there are the following reference documents which supplement the information found in this manual:

- Explanation of NPC
- Step-by-Step Outline
- College Panhellenic Steps 1-4
- College/University Administration Steps 1-3
- Local Sorority/Interest Group Steps 1-3
- Best Practices for Extension
- Exhibit A: Timeline
- Exhibit B: Local Sorority Information Form
- Exhibit C: Presentations
- Exhibit D: Supportive Efforts for Colonies
- Exhibit E: Sample Resolution to Approve Proposal for Recolonization
- Exhibit F: Sample Stacking Agreement Letter
- Exhibit G: Sample Extension Presentation Evaluation

It is recommended that the College Panhellenic consult with the Extension Committee chairman and the NPC area advisor early in the process.

EXTENSION

OVERVIEW

Extension is the addition of National Panhellenic Conference chapters to the Panhellenic community on a college or university campus, or the establishment of a fraternity community on a campus where previously none had existed.

NPC Extension Committee

The Extension Committee serves as a clearinghouse for colleges and universities, Panhellenics and individual fraternities in the field of extension. The chairman of the Extension Committee is always available to advise and assist.

AGREEMENT ON EXTENSION

I. Agreement on Extension

1. National Panhellenic Conference believes that it is unethical for an NPC fraternity to contact an institution and/or its students concerning the establishment of a chapter where the institution fails to meet the NPC requirements for a host institution; i.e., the institution must be a senior college or university that is authorized to confer a bachelor's degree and that has received a satisfactory rating by the pertinent recognized regional association of colleges and secondary schools.
2. The proper authority shall be defined as follows:
 - A. Where there are two or more NPC fraternities present on campus, then a vote of those NPC fraternities as evidenced in written minutes of the College Panhellenic Council (if organized) shall constitute the proper authority, or if there is no College Panhellenic Council, then a separate vote of the NPC chapters present on campus shall constitute the proper authority.
 - B. On campuses where there is one or no NPC fraternity, and where the administration is willing to recognize women's fraternities, a letter from a senior-level student affairs administrator shall constitute the proper authority.
 - C. The NPC Extension Committee is the proper authority on campuses where there is one or no NPC fraternity and the college administration does not grant recognition to women's fraternities but does not discipline students for joining.
3. Contact regarding extension by NPC fraternities, volunteers, staff, collegiate and alumnae members shall include the following:
 - A. NPC fraternities may contact the administration of any college or university that meets the criteria listed in Unanimous Agreement V, No. 1, and serves as the proper authority.
 - B. When a campus has two or more NPC fraternities and is open for extension, NPC fraternities can communicate with a student(s), an interest group or a local sorority only with prior permission of the proper authority.
 - C. NPC fraternities that are contacted by student(s), local sororities or interest groups from campuses with two or more NPC fraternities must refer the student(s), local sorority or interest group to the proper authority.
 - D. NPC fraternities should not be in contact with students of any college or university concerning membership where the administration disciplines students for joining women's fraternities.
 - E. When a local sorority or interest group is in discussions with an NPC fraternity regarding affiliation after approval by the proper authority, no other group shall be in communication with that local sorority or interest group.

**Unanimous
Agreements**

4. Any colony of an NPC fraternity shall become a provisional member of the College Panhellenic Association and shall conform to the association's established rules, regulations and policies.
5. When an NPC fraternity has installed a chapter, that chapter shall become a regular member of the College Panhellenic Association.

Proper Authority

Policy (2007), When issuing an invitation to an NPC member group to colonize on a campus for the purpose of allowing NPC affiliation for a local sorority or interest group, the proper authority shall make the final determination as to which NPC member group is invited to colonize, giving due consideration to the preference of the local sorority or interest group.

Policy (2003), An NPC member group pursuing an extension opportunity on a campus where there are no NPC groups or there is only one group, shall obtain written documentation from the proper authority that the campus is open for extension.

On campuses where the Administration is considered the Proper Authority (i.e., campus with one or no NPC member groups), the Proper Authority sends a letter to the NPC Extension Committee indicating the approval of the extension process or addition of an NPC member group for their campus.

On a campus with two or more chapters of NPC fraternities, extension selection is the responsibility of the College Panhellenic.

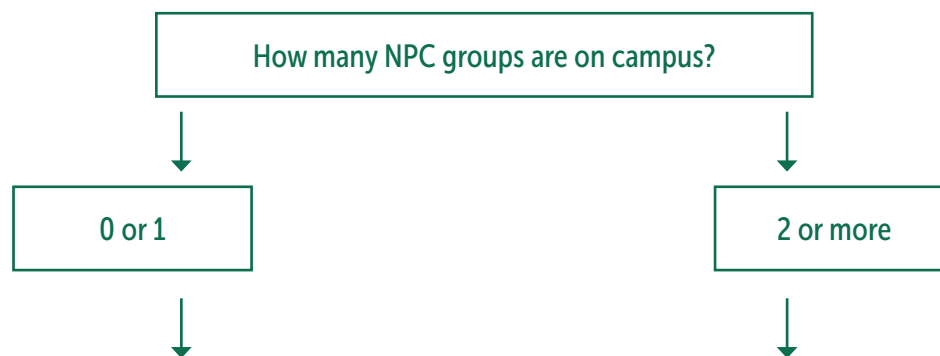
Policy (2003), Once the NPC Extension Committee has established that the proper authority on a campus has opened the campus for extension, the committee will verify whether NPC groups not represented on the campus may conduct exploratory visits before presentations are made.

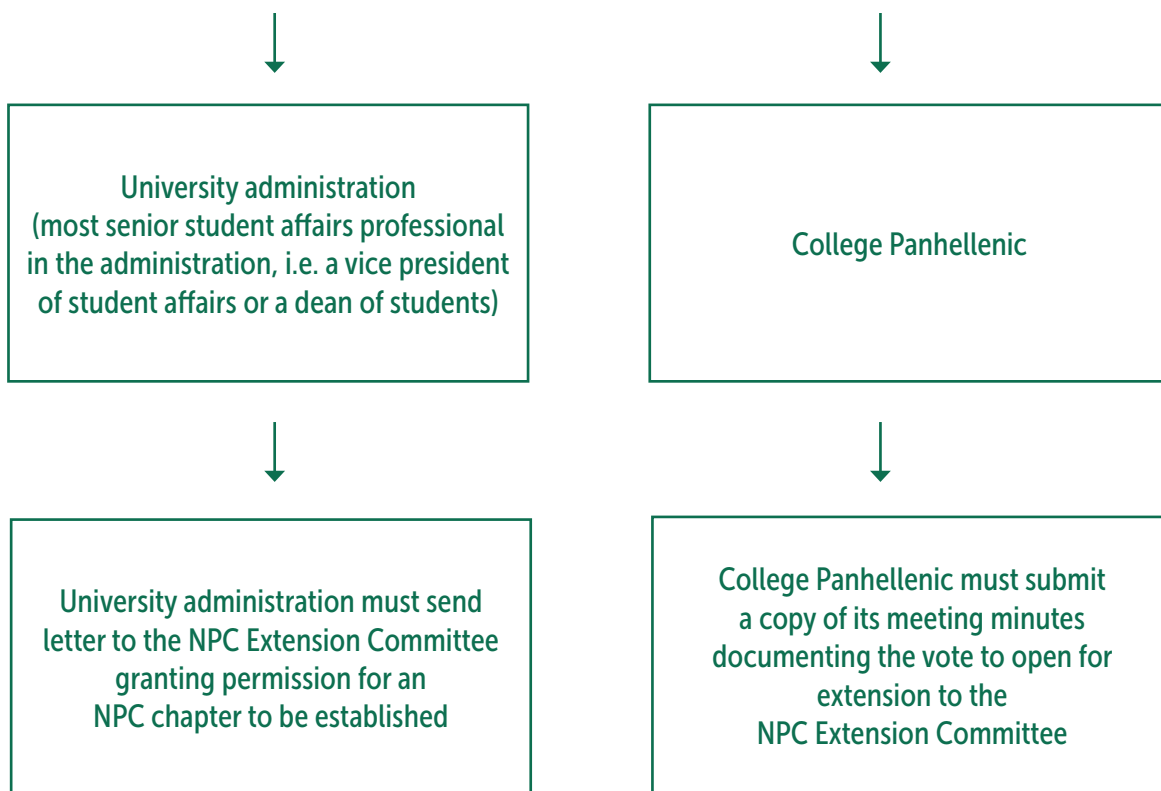
Exploratory visits must be held prior to the deadline for submission of extension materials.

Policy (2003), NPC member groups receiving an independent notice of extension directly from a campus will contact the NPC Extension Committee, which will verify whether exploratory visits are authorized.

Policy (1991), On campuses where the administration assumes sole authority for expansion decisions, thereby denying the College Panhellenic a vote on extension, the College Panhellenic, in consultation with the National Panhellenic Conference Extension Committee, shall initiate dialogue with the administration to promote better understanding of the need for mutual effort in the extension process.

Determining the Proper Authority on a Campus to Open for Extension





EXTENSION PROCEDURES

When a number of female students are unable to affiliate with the existing chapters, the College Panhellenic may wish to (a) raise chapter total or (b) add another NPC group. The College Panhellenic should consult with the NPC area advisor and the NPC Extension Committee chairman regarding the options. Whether the College Panhellenic decides to raise total or add another chapter may depend on the desire of the existing chapters to remain at a manageable size and the requirements for chapter housing. An extension research/exploration committee should be formed to recommend to the Panhellenic whether extension should or should not be considered. The Panhellenic Council should vote on a motion to form an extension exploratory committee.

If the College Panhellenic makes the decision to research adding a chapter to the campus, the following steps should be taken:

1. Form an exploratory committee comprised of College Panhellenic officers, delegates, alumnae advisors and faculty or administration.
2. The committee should analyze statistics with regard to enrollment and recruitment and assess the needs of the campus. It is helpful to look at trends and statistics over a five year period.
3. The Exploratory Committee consults the administration regarding the addition of another NPC fraternity. If the administration supports the decision, the committee should compile an official report and include a recommendation as to whether to extend or not extend at this time. The report should be submitted to the College Panhellenic Council for review prior to the vote on extension.
4. The Exploratory Committee makes a motion to the College Panhellenic to open the campus for extension and appoints an Extension Committee.
5. The College Panhellenic contacts the NPC area advisor and the NPC Extension Committee chairman with the decision.

6. Consideration should be given to NPC fraternities that:
 - A. Previously have had a chapter on the campus.
 - B. Have letters of interest on file with the administration and/or Panhellenic.
 - C. Have been suggested by a local sorority if applicable. (See Local Sororities.)
7. Panhellenic asks the chairman of the Extension Committee to notify all NPC fraternities of the extension opportunity and/or send a letter of introduction to NPC fraternities to solicit interest in extension. The letter should include:
 - A. University information.
 - i. Campus statistics for the past five years: undergraduate enrollment, number of female students, percentage living on campus, percentage commuting and percentage of in-state and out-of-state students
 - ii. University regulations regarding recognition of student groups
 - B. Panhellenic information.
 - i. Reasons for desiring additional group(s)
 - ii. List of chapters on campus, with dates of establishment and current size of each
 - iii. Membership recruitment data: total, quota, dates of membership recruitment, statistics for past five years, current membership recruitment regulations and the release figure procedure used
 - iv. List of chapters that have left the campus, with dates
 - C. Housing information.
 - i. Current housing arrangement:
 - a. Ownership – university, fraternity, private
 - b. Capacity of existing houses
 - c. Current cost estimates for comparable housing
 - ii. Housing required of new group and time limit for providing it
 - iii. Provision for temporary housing of new group
 - iv. Copy of NPC Housing Agreement, if one exists
 - D. Information requested from NPC fraternity. (Refer to Interested Fraternities.)
 - E. An extension timeline including dates of each phase of the extension process.
8. The College Panhellenic Extension Committee should be formed with the approval of Panhellenic and should include a representative sample of the Panhellenic community including collegians, alumnae members/advisors and administrators. Each NPC group on campus should be represented on the committee, if feasible, by either a collegiate or alumna member. The College Panhellenic Extension Committee selects groups to make presentations from those NPC fraternities returning requested information and/or that have a letter of interest on file.
9. Arrangements are made with each selected group for a campus presentation. Presentations are scheduled for separate days.
10. Those groups not selected to present are notified.
11. After all presentations have been made, the College Panhellenic Extension Committee makes a recommendation to the College Panhellenic regarding which group meets the needs of the campus. The College Panhellenic votes on the recommendation and issues an invitation. The College Panhellenic notifies the other groups making presentations of the selection and thanks them for their participation.
12. The College Panhellenic immediately begins work with the selected fraternity to prepare a schedule for colonization.

Policy (2013), Any campus with two or more chapters that is opening for extension must either be using RFM with priority format or have voted affirmatively to implement RFM with priority format as part of the primary recruitment process before voting to open for extension.

For a flow chart showing the extension procedures, please see the Resource Information section of this manual.

Stacking Procedures

Stacking NPC groups in an extension process may be a consideration if the system intends to or believes there will be enough interest to continue to grow the Panhellenic system in the next two (2) to four (4) years. Stacking must be approved through a vote of the College Panhellenic Council with the following suggested language:

(Name of Organization) will be invited to colonize no sooner than (date) and no later than (date), and upon the review and vote of the College Panhellenic Council confirming that it is in the position to add another group at that time.

The first group to colonize should have participated in at least two primary recruitments to stabilize before the stacked group is allowed to colonize. It is not recommended that a stacking agreement be extended out further than four (4) years and it is not recommended to stack more than one (1) group.

Procedure:

- The campus extension committee determines the need to stack either initially when the vote for extension takes place or after the campus has seen their on-campus presentations.
- The Panhellenic Council votes to implement a stacking agreement, using the language provided above. The vote must be reflected in the Panhellenic minutes and sent to the NPC Extension Committee.
- In addition, the stacking agreement is sent by the Panhellenic to the stacked NPC organization with copy to the NPC Extension Committee chairman.
- The Panhellenic must annually review total immediately following primary recruitment to effectively manage growth in preparation for the second colonization.
- When the time comes for the Panhellenic to act upon the stacking agreement, another vote by the Panhellenic Council must take place to confirm the campus is in a position to have the stacked group colonize or to decide that the stacking agreement may need to be extended for review at a future date.
- It is recommended that the NPC organization that is stacked have, at a minimum, annual contact with the College Panhellenic and/or FSA to determine interest and to assess the direction of growth the system is headed and the readiness of the campus for extension.

Exploratory Visits

A College Panhellenic may decide to allow optional exploratory visits by member groups to its campus prior to the submission of extension materials. If the College Panhellenic decides to allow these, the optional visits by member groups are for information-gathering purposes only. Exploratory visits are not to include contact with any students, including Panhellenic officers. Participation in an exploratory visit should not be a factor or consideration in determining which member groups to invite to campus to make an extension presentation; therefore, members of the College Panhellenic Extension Committee should not be informed about which groups do and do not make an exploratory visit.

Policy (2003), That the Extension Committee will inform the NPC member groups whether exploratory visits will be permitted and will encourage the proper authority to include that information in any correspondence announcing the extension opportunity.

Policy (2003), That any exploratory visits conducted by NPC member groups would involve only campus administrators with no student contact.



Campus Presentations

Extension presentations given on a campus are an opportunity for an NPC member group to showcase their organization and to further explain organizational philosophy, values, programming, leadership opportunities, policies, and colonization practices. A campus may choose to limit the number of organizational presenters or representatives attending the formal extension presentation. Organizational representatives may include inter/national staff members and volunteers, alumnae, and collegiate members.

Inter/national and regional officers/volunteers, current NPC delegation members and headquarters staff members (including traveling staff members/consultants) from other NPC member groups shall not be invited to nor attend another member groups' presentation.

Electronic videotaping, recording and sharing of presentations should not be allowed.

Participation on a campus extension committee by an inter/national or regional volunteer or NPC delegation member is discouraged, and if desired, should be approved in advance by the NPC Extension committee.

INTERESTED FRATERNITIES

Policy (1998), Only fraternity informational material will be presented during the extension process to the College Panhellenic Association or to the local/interest group. All gifts and favors shall be eliminated until an NPC member fraternity has been invited to colonize. There shall also be no promising of future gifts, grants or scholarships as part of the presentations made during the extension process.

Extension presentations given on a campus are an opportunity for an NPC member group to showcase their organization and to further explain organizational philosophy, values, programming, leadership opportunities, policies, and colonization practices. A campus may choose to limit the number of organizational presenters or representatives attending the formal extension presentation. Organizational representatives may include inter/national staff members and volunteers, alumnae, and collegiate members.

Inter/national and regional officers/volunteers, current NPC Delegation members, and Headquarters staff members (including traveling staff members/consultants) from other NPC member groups shall not be invited to nor attend another member groups' presentation. Electronic videotaping, recording and sharing of presentations should not be allowed.

Participation on an extension committee by an inter/national or regional volunteer or NPC delegation member is discouraged, and if desired, should be approved in advance by the NPC Extension Committee

Local Sororities

- *Policy (2007)*, When issuing an invitation to an NPC member group to colonize on a campus for the purpose of allowing NPC affiliation for a local sorority or interest group, the proper authority shall make the final determination as to which NPC member group is invited to colonize, giving due consideration to the preference of the local sorority or interest group.
- *Policy (2003)*, NPC member groups must inform interest groups, local groups or individuals that formal permission to pursue extension must be obtained from the proper authority as defined in the Unanimous Agreements, Agreement on Extension, and that until such permission has been granted, members of NPC fraternities may have no further contact with the interest group, local group or individuals.

- Each College Panhellenic should have established criteria to be attained in order for a local sorority to become a member of Panhellenic and have the criteria in the Panhellenic bylaws.
- At such time as the local sorority has qualified for membership, the Panhellenic may consider opening the campus for extension.
- *Policy* (1994), That no NPC member group or individual member of an NPC member group may initiate contact with the members of a local sorority or interest group involved in the affiliation process.

PANHELLENIC ASSISTANCE TO A COLONIZING GROUP

The College Panhellenic will need to supply positive support for the colonization and furnish ongoing assistance to the colony (new chapter) until it is at, or very near, total. In addition to the following, the College Panhellenic may contact the NPC Extension chairman or the NPC area advisor for further suggestions.

Membership

- Promote campus interest in the new group's colonization through posters, fliers, distribution of promotional materials furnished by the inter/national fraternity, newspaper announcements, discussions in residence halls and notification in the membership recruitment brochure of the pending colonization.
- Give the colonizing group a list of the Panhellenic rules, a student handbook and access to campus phones.
- Provide the new group with a list of names, addresses and telephone numbers of unaffiliated women, particularly those who registered for membership recruitment but did not affiliate.
- Sponsor an open house for interested female students to meet the representatives of the colonizing fraternity and to register for the colony membership recruitment.
- Exempt all women registering for colony membership recruitment from paying a membership recruitment fee.
- Provide sign-up tables for colony membership recruitment in strategic campus locations.
- Allow the colonizing group to use college members from another campus to perform membership recruitment events and activities.
- Provide the colonizing group with copies of the Colonization Membership Acceptance Binding agreement for all those it invites to membership.

Facilities

- Provide the colonizing fraternity with work space on campus for use during the day and evening, with a desk, phone and Internet access.
- Help secure sites for membership recruitment events and new member ceremonies, such as the student center, fraternity or sorority houses and alumnae homes.
- Work with the administration to secure a meeting place for the new colony members and to arrange for members of the colony to be housed together in a residence hall or similar facility.
- Help find temporary lodging for collegians from other campuses who are present to help with colony membership recruitment and new member events.
- Provide a colony bulletin board in the Panhellenic office as a central location for colony news.



Special Courtesies

1. Allow the colonizing group to recruit to average chapter size.
2. To accommodate the colonization of a chapter or to allow a chapter to build its membership, the College Panhellenic Council may vote to suspend COB for a period not to exceed three weeks. **Unanimous Agreements**
3. Furnish the colony with a complete dues and fees schedule for existing chapters, copies of recruitment rules and an official school calendar.
4. Consider delaying further extension for a specified period to allow the colony (new chapter) to stabilize.

Panhellenic Membership

Until it is officially installed as a chapter, the colony is a nonvoting member of the College Panhellenic. After it has been chartered by its national organization, the new chapter becomes a voting member of the College Panhellenic.

Policy (2003), The National Panhellenic Conference member groups notify the Extension Committee promptly of those instances in which a defined plan for re-establishment or recolonization is submitted to and if required, approved by the College Panhellenic or campus.

Policy (1992), The approval of the College Panhellenic is required for the recolonization of a chapter, regardless of the length of time a charter has been dormant.

Establishing a New College Panhellenic

The chapter first installed on a campus shall take the initiative in organizing the College Panhellenic Association with the participation and involvement of other existing NPC fraternity chapters on that campus. (Refer to Establishing a Recognized College Panhellenic in the chapter on College Panhellenic Organization.)



ALUMNAE PANHELLENICS

Alumnae Panhellenics are a vital resource that can significantly contribute to the success of the College Panhellenics and the women's fraternity community. This section outlines the roles and responsibilities of Alumnae Panhellenics and the various resources and services NPC makes available to them.

ALUMNAE PANHELLENICS

PURPOSE AND NPC RELATIONSHIP

Alumnae Panhellenic Association

An Alumnae Panhellenic is a community-based organization, affiliated with the National Panhellenic Conference. Membership is composed of representative alumnae from NPC member group fraternities.

The purpose of Alumnae Panhellenics is to:

- Inform fraternity women of current trends
- Promote the fraternity system
- Improve the Panhellenic image
- Stimulate a continuing interest in Panhellenic affairs

Relationship Between NPC member groups and Alumnae Panhellenics

Alumnae Panhellenics have an important function to perform in informing fraternity members and the public about matters of vital concern to the fraternity world.

This function can be best carried out when all alumnae of NPC member fraternities are represented in Alumnae Panhellenic groups. Any alumna of an NPC member fraternity is eligible to represent her fraternity according to its rules.

Alumnae Panhellenics have developed through the years as purposeful organizations of dedicated capable alumnae. NPC recognizes their stabilizing force and appreciates the prestige of their excellent and varied contributions both to local communities and the purpose of women's national fraternities.

1. The administrative body of an Alumnae Panhellenic Association is an Alumnae Panhellenic Council.
2. Alumnae Panhellenic Councils shall be composed of delegates selected by their organized alumnae groups; an individual may represent her fraternity where there is no alumnae group.
3. One vote shall be granted to each NPC member fraternity represented in the Alumnae Panhellenic Association, regardless of the number of alumnae associations of a particular NPC group participating in the Alumnae Panhellenic.
4. Alumnae Panhellenic Associations shall not expel a member group of any NPC fraternity from its membership in the Alumnae Panhellenic Association.
5. A re-established alumnae group shall take its place in rotation in the Alumnae Panhellenic Association according to the date of its re-establishment.

**Unanimous
Agreements**

An Alumnae Panhellenic shall:

- Provide a current copy of its bylaws to the NPC office annually.
- Submit the NPC Alumnae Panhellenic annual report and officer roster by the date established by the Alumnae Panhellenics Committee.
- Comply with all NPC Unanimous Agreements.

NPC AFFILIATION

Affiliation with NPC entitles a local interfraternity group of alumnae to use the name of Panhellenic and to benefit from NPC recognition and participation.

NPC affiliation provides Alumnae Panhellenics continuing contact with fraternity affairs; information on current developments of importance to all fraternity members; data on problems and ways for resolving them; suggestions for programs; guidance in fraternity education; and a means of exchanging ideas on matters of common interest to all Alumnae Panhellenics. Based on NPC policies, Alumnae Panhellenics establish their own organizations and carry out programs in line with their special interest or situations. If located in a college community, an Alumnae Panhellenic can give valuable support to a College Panhellenic and be willing to cooperate in any possible way upon request.

Fostered by NPC, well-informed Alumnae Panhellenics enhance the fraternity system through scholarship awards, annual educational informational functions for prospective college freshmen, philanthropic projects, community participation and civic leadership.

NPC POLICIES

1. Membership

- A. Membership in affiliated Alumnae Panhellenics is open to alumnae representatives of all NPC member groups.
- B. If an organized NPC fraternity alumnae chapter or club exists, membership in the Alumnae Panhellenic is usually limited to a set number of representatives.
- C. Representatives of NPC member fraternities not having organized alumnae chapters or clubs may not be excluded from membership. In this case an individual alumna of that fraternity may join the Alumnae Panhellenic to represent her fraternity with membership privileges as provided in the bylaws of the respective Alumnae Panhellenic. She retains membership with individual delegate status only until an alumnae organization of her fraternity is formed. No unreasonable financial responsibilities should be placed on any individual member.
- D. Fraternities not represented on certain college campuses or in any prescribed area may not be excluded from membership.
- E. Membership may not be denied as a penalty for infraction of any rules of the Alumnae Panhellenic.

2. Internal operations

- A. Delegates: Delegate appointments are made according to the individual fraternity's own regulations and is a basic right upon which the Alumnae Panhellenic may not infringe. Therefore:
 - i. Official delegates of the member fraternities shall not be required to have previous experience in the Alumnae Panhellenics to qualify for office.
 - ii. Qualifications for holding office shall not include representing a specified number of members in the area.
 - iii. A delegate's term of service may not be limited.
- B. Fundraising: Fundraising for scholarship awards is encouraged. One fundraiser should be held annually. Support for these events should be related to the size of the participating membership of each fraternity's local alumnae chapter or club.
- C. Tax Issues:
 - i. The IRS 990-N e-file must be filed as required by the Internal Revenue Service.

- ii. An Employer Identification Number (EIN) must be obtained from the Internal Revenue Service if required. The NPC EIN may not be used for this purpose.
 - iii. The tax-exempt status of NPC of the NPC Foundation may not be used. The Alumnae Panhellenic must apply to the state in which it is located for its own tax-exempt number, if desired.
- 3. College Panhellenic Relationship
 - A. Representatives to College Panhellenic meetings are sent only at the invitation of the College Panhellenic.
 - B. All College Panhellenic rules must be followed when engaged in joint activities or those that involve extension or Panhellenic support.
 - C. The College Panhellenic has the right to make rules concerning its membership recruitment process. An Alumnae Panhellenic may not abridge these rights nor interfere with the effective implementation of these rules.
 - D. When asked by the College Panhellenic, an Alumnae Panhellenic is encouraged to provide assistance with workshops and other College Panhellenic activities. An Alumnae Panhellenic does not take the initiative to set up workshops for College Panhellenics.
 - E. Participation in the extension process of a College Panhellenics cannot occur. All questions or comments on extension should be referred to the NPC Alumnae Panhellenics Committee chairman.
 - F. All questions or comments regarding a College Panhellenic or a campus situation shall be directed to the NPC Alumnae area coordinator or the chairman of the NPC Alumnae Panhellenics Committee.
- 4. Activities & Programming
 - A. The NPC policy of cooperative summer recruiting is supported by Alumnae Panhellenics. To this end, Alumnae Panhellenics sponsor joint fraternity education programs or informational events for prospective members that promote the fraternity membership experience.
 - B. Alumnae Panhellenics may engage in service projects, philanthropic programs, fundraising for scholarship awards and public relations efforts that promote NPC values.
- 5. Dissolution
 - A. *Policy (1999)*, Written notice of a proposal to dissolve the association shall be mailed to all members of record;
 - B. *Policy (1999)*, A motion should be prepared providing for the dissolution of the association by a certain date; and
 - C. *Policy (1999)*, If this motion is adopted a second motion shall be prepared and adopted that states certain administrative details including the disposition of all association assets, which shall be used in a charitable or educational manner, giving first priority to the National Panhellenic Conference or National Panhellenic Conference Foundation.
 - D. Copies of all records of said dissolution should be mailed to the National Panhellenic Conference office, the NPC Alumnae Panhellenics Committee chairman and its respective Alumnae Panhellenic area coordinator.

NPC RESOURCES

Alumnae Panhellenics Committee

The NPC Alumnae Panhellenics Committee is a standing committee composed of NPC delegates and alternate delegates of the member groups.

It is responsible for directing the organization of Alumnae Panhellenics and for providing guidance in program and fraternity education. From the members of this committee, the NPC Executive Committee designates a chairman and area coordinators to supervise Alumnae Panhellenics in specified geographical areas.

Area Coordinator

The area coordinator is an NPC delegate or alternate delegate. In most cases, she has had years of experience working with her own group and with NPC. As a member of the NPC Alumnae Panhellenics Committee, she attends the meetings of NPC and gathers new ideas to support Alumnae Panhellenics. The area coordinator corresponds with her assigned Alumnae Panhellenics and sends information of special interest regarding campus trends, College Panhellenics' activities, changes in College Panhellenic and Alumnae Panhellenic procedures and ideas for programming.

The area coordinator receives the Alumnae Panhellenic's annual reports, officer rosters and any dissolution requests with supporting documentation.

Panhellenic Support Coordinator

The Panhellenic support coordinator is a full-time paid staff member working for the Conference to serve the NPC Alumnae Panhellenics Committee volunteers and provide ongoing, consistent support to Alumnae Panhellenics and their volunteers. The Panhellenic support coordinator can answer questions, assist with completion of reports and share the variety of resources available to all Alumnae Panhellenics.

NPC SERVICES

NPC Services for Affiliated Alumnae Panhellenics

1. The guidance of an area coordinator
2. The assistance of the Panhellenic support coordinator at the NPC office
3. Publications to keep the Alumnae Panhellenics better informed about Alumnae Panhellenics, the National Panhellenic Conference, College Panhellenics and the world of higher education
 - A. The Manual of Information: the all-inclusive manual for NPC delegates and alternates, inter/national officers of member fraternities, College Panhellenics, Alumnae Panhellenics and fraternity/sorority advisors
 - B. Handbook for Alumnae Panhellenics: a basic organizational guide for Alumnae Panhellenics containing specific information about the operation of an Alumnae Panhellenic
 - C. Alumnae Panhellenics Connections: a newsletter dedicated exclusively to Alumnae Panhellenics. It can be found on npcwomen.org.
 - D. College Panhellenic News: an online publication produced by the College Panhellenics Committee as a service to College Panhellenics. It can be found on the NPC website.
 - E. Handbooks, brochures and pamphlets appropriate for potential new member informational events, Alumnae Panhellenic workshops and special programs, available for purchase or download from NPC
4. Report forms provided through the area coordinator and the NPC office and automatically sent to Alumnae Panhellenics at the appropriate time
5. Assistance with workshops and fraternity education programs through the Alumnae Panhellenics Committee
6. Specially designed jewelry for NPC-affiliated Alumnae Panhellenics available for purchase through the NPC office
7. Assistance with the organization and affiliation of new Alumnae Panhellenics through the Panhellenic support coordinator and a handbook for prospective Alumnae Panhellenics.

SUGGESTED SERVICE PROGRAMS

Scholarships

Many Alumnae Panhellenics award scholarships to deserving female high school graduates. Many Alumnae Panhellenics have fundraising activities for scholarships, but it is wise to consult an attorney to be sure that all legal stipulations are followed. Participating in formal or informal membership recruitment, pledging or initiation into an NPC member group cannot be a stipulation in the selection criteria.

Grant Awards

Alumnae Panhellenics may give annual scholarship grants to outstanding seniors and/or collegiate members of NPC fraternities. Some have funds to assist deserving students with college expenses. Others support awards for mature students returning to college.

Assistance to College Panhellenics

When a College Panhellenic requests help, an Alumnae Panhellenic may provide personnel to do bid-matching or support during the signing of the MRABA, supply a fraternity/sorority advisor when needed, assist with Panhellenic workshops or underwrite the costs of College Panhellenic programs. Any of these things shall be done only when requested.

Philanthropic Projects

Although each of the 26 NPC fraternities has its own philanthropy, an Alumnae Panhellenic may take on projects of its own. Perhaps the community has some special need that an Alumnae Panhellenic can support. Many Alumnae Panhellenics unite in supporting the philanthropic efforts of each of the member groups.

Participation in civic and philanthropic activities provides community service and at the same time presents a favorable fraternity image. There is no better way to garner public approval than through philanthropic projects and scholarship programs. With public approval, two of the purposes of Alumnae Panhellenics – to promote the fraternity system and to improve the Panhellenic image – become realities.

HANDBOOK FOR ALUMNAE PANHELLENICS

Every dues-paying Alumnae Panhellenic receives the handbook, which contains specific information and procedural details regarding the operation of an Alumnae Panhellenic. The handbook includes the following:

- Model bylaws, including officer duties
- A calendar of dates for NPC reports and dues
- An installation service for officers
- Guidelines for the master file and recruitment information events
- Sample membership recruitment information form and sample letter to high school graduates
- Information on dues, assessments and fundraising
- Effective fraternity education programs
- Guidelines for Alumnae Panhellenic newsletters
- College and Alumnae Panhellenics working together
- Guidelines for Alumnae Panhellenic workshops
- Guidelines for giving scholarships
- All available resources can be found in the alumnae section of npcwomen.org

RECRUITMENT INFORMATION EVENTS

Alumnae Panhellenics may host recruitment information events for potential new members. Alumnae Panhellenics and individual alumnae are bound by all College Panhellenic membership recruitment rules. NPC procedures require that College Panhellenics engage only in cooperative Panhellenic membership recruitment events during the summer months. These events replace individual fraternity entertainment and are to emphasize information on all 26 NPC fraternities, with invitations extended to all female students planning to attend a four-year college or university.

Alumnae Panhellenics can sponsor these Panhellenic events and solicit the help of undergraduate fraternity members who are at home for the summer.

The event format may include samples of fraternity magazines and displays of NPC member group badges, flowers, colors and philanthropic projects. All items must represent all 26 NPC member groups. NPC brochures on fraternity membership, information about area College Panhellenic recruitment schedules and an NPC video promoting NPC membership are all program possibilities.

An Alumnae Panhellenic recruitment information form may be used to collect and disseminate basic information about potential new members. This information comprises the Alumnae Panhellenic master file to be available to all 26 NPC member groups.

Best Practice (1993), The membership recruitment information form may include only the following:

- Name
- Home and school addresses
- High school and college attended
- GPA (high school and college)
- Date of birth
- Parents' names
- Interests, activities and honors
- Signed and dated permission to release the information

If held during the school year, Alumnae Panhellenics can sponsor Panhellenic information programs as part of orientation for high school students. Information would be general in nature, promoting NPC fraternity membership and encouraging the young women to consider fraternity membership when making college plans.

Policy (1993), When there is an Alumnae Panhellenic in the area, the Alumnae Panhellenic is responsible for organizing membership recruitment information events. When there is no Alumnae Panhellenic in an area, membership recruitment information events may be organized by representatives from a minimum of two NPC groups, with all efforts being made to include as many NPC groups as possible.

These events must represent all 26 NPC member groups.

No fees shall be charged or gifts encouraged for potential new members to attend a membership recruitment information event or to submit information for a recruitment information form. It shall not be necessary to attend a membership recruitment information event or to register with an Alumnae Panhellenic to participate in membership recruitment on a college campus.

NPC ALUMNAE PANHELLENIC AWARDS

Alumnae Panhellenics must meet the criteria for all active groups to be eligible for Alumnae Panhellenic awards given biennially. These include basic functions such as paying dues on time, submitting reports by the deadlines and ensuring that bylaws and other official documents are on file with both the area coordinator and the NPC office. Eligible Alumnae Panhellenics also actively communicate with their area coordinators.

Outstanding Alumnae Panhellenic Award

The Outstanding Alumnae Panhellenic Award is a biennial award established in 1993 and is sponsored by Delta Phi Epsilon International Sorority. This award recognizes excellence in programming, College Panhellenic relations, community service, public relations and other established criteria. Winners of this award will receive registration, travel and meal expenses to attend the NPC annual meeting. An Alumnae Panhellenic may apply for this award or the area coordinator may nominate one or more outstanding Alumnae Panhellenics in her area.

Citations of Merit and Programming Excellence Awards

In some categories, special awards will recognize Alumnae Panhellenic achievement in specific functions. These fall under areas such as programming, College Panhellenic relations and recruitment information events. Area coordinators submit these nominations for her area, which are evaluated based on the group's award application (if submitted) and/or the information provided by the area coordinator. Information for these nominations also comes from the submitted annual report.

New Alumnae Panhellenic Excellence Award

To recognize recently chartered Alumnae Panhellenics, NPC gives an award to outstanding new groups. New Alumnae Panhellenics would constitute groups that have chartered within the last four years. New Alumnae Panhellenics may self-nominate by submitting an awards application, or area coordinators may submit nominations with some input from the Panhellenic support coordinator based on interactions with these groups through the chartering process.

The Carol Coordt Circle of Excellence Award

Named in honor of Carol Coordt's outstanding service and dedication to the NPC Alumnae Panhellenics Committee, the Circle of Excellence was established in 2013 to recognize those Alumnae Panhellenics who have received the Outstanding Alumnae Panhellenic Award sponsored by Delta Phi Epsilon and exhibited an extraordinary level of achievement in the alumnae world. Their name will be acknowledged on an engraved plaque which will hang in the NPC office. As a member of the Circle, they will serve as mentors, role models and resources to the Conference and for other Alumnae Panhellenics. Their status in the Circle will cover two bienniums so they will be eligible to reapply for the Outstanding Alumnae Panhellenic Award in the third biennium following their inclusion in the Circle.





RESOURCE INFORMATION

This section highlights general resource information on a variety of topics including: awards for College Panhellenics, the College Panhellenics Committee, housing policies and procedures, Panhellenic officer and new Panhellenic installation ceremonies, interfraternal organizations, NPC Committees, a fraternity/sorority glossary and the Greek alphabet.

RESOURCE INFORMATION

NPC COLLEGE PANHELLENICS COMMITTEE

The NPC College Panhellenics Committee was created to advise and assist College Panhellenic Associations. The committee is composed of delegates from the member groups of NPC.

College Panhellenic Associations throughout the country are grouped geographically, with one member of the College Panhellenics Committee appointed as advisor to each area. The area advisor offers information and assistance to College Panhellenic Association officers and advisors. She is responsible to the chairman of the committee and serves as a liaison between the National Panhellenic Conference, the College Panhellenic Association and the inter/national officers and NPC delegates of the women's fraternities represented on that campus.

A College Panhellenic Association may invite an area advisor to visit a campus for consultation or a workshop. It is helpful if the College Panhellenic Association can offer a choice of dates with as much advance notice as possible, and the area advisor will try to accommodate the request. Because NPC does not have funds for such visits, the College Panhellenic is responsible for paying for the area advisor's travel, food and lodging expenses. If there are no funds available and the need for the area advisor's "on the spot" counsel is great, sometimes the inter/national organizations represented on a campus will agree to share expenses of her visit.

The area advisor should be consulted when revisions to the College Panhellenic constitution and bylaws, changes in the recruitment style and evaluation of campus total are being considered.

I. Jurisdiction of Panhellenic Associations

Panhellenic associations are based on democratic principles and organized to afford cooperation among the women's fraternities. Panhellenic members shall respect and obey the letter and spirit of all NPC Unanimous Agreements. Panhellenic associations' constitutions and bylaws shall conform to all NPC Unanimous Agreements. A College Panhellenic Council shall take no action that infringes on the sovereignty, rights or privileges of the individual NPC fraternities.

**Unanimous
Agreements**

An important responsibility of the College Panhellenics Committee is to clarify NPC procedures and interpret policies. These policies and procedures are included in this publication. As interpretations are clarified, they will be sent by the area advisor to all fraternity/sorority advisors and College Panhellenic presidents. College Panhellenic Associations are urged to make maximum use of the assistance offered by the College Panhellenics Committee through the area advisors.

COLLEGE PANHELLENIC MEMBERSHIP STATUSES

The National Panhellenic Conference adopted the College Panhellenic membership statuses in 2003. The policy outlines the three classes of membership within College Panhellenics: regular, provisional and associate, each defined as follows:

The **regular** membership of the [name of institution] Panhellenic Association shall be composed of all chapter members in good standing of National Panhellenic Conference fraternities at [name of institution].

The **provisional** membership of the [name of institution] Panhellenic Association shall be composed of all chapter members in good standing of National Panhellenic Conference colonies and pledged chapters at [name of institution].

The **associate** membership of the [name of institution] Panhellenic Association shall be composed of all members in good standing of local sororities or interest groups, or national or regional non-National Panhellenic Conference member groups that have met the requirements for membership in the [name of institution] Panhellenic Association.

Each College Panhellenic shall determine the criteria required to be met in determining associate member status at its campus and shall incorporate those criteria into its College Panhellenic Association bylaws, taking into account each of the following:

- The minimum membership size requirements of the prospective associate member group, with a stated requirement that women in the prospective associate member group must not be members of any other group currently in the Panhellenic Association
- The requirements as to how long a group must be in existence before applying for associate member status
- The internal governance policies the applying group must have before being granted associate member status, with a stated requirement that the applying group's policies and practices with respect to risk management (including policies on alcohol, social functions and hazing) comply with the requirements of the College Panhellenic Association's and host institution's policies and with applicable laws
- The vote necessary for the College Panhellenic to approve applications for associate member status (i.e., simple majority, two-thirds vote, etc.)
- The process by which applications for associate membership will be received and considered
- Any other matter deemed pertinent to associate member status by the College Panhellenic

Each College Panhellenic shall also determine what privileges and responsibilities associate members will have once admitted to the College Panhellenic Association, taking into account each of the following:

1. The level and type of participation required and/or permitted in College Panhellenic Association affairs, with a stated requirement that all associate members must abide by all NPC Unanimous Agreements and be subject to the [name of institution] Panhellenic Association bylaws and governing documents, recruitment rules and risk-management policies
2. Members from women's fraternities holding associate membership in the Panhellenic shall be eligible to serve as an officer except president or the officer in charge of recruitment.
3. Whether associate members will:
 - A. Have voice and one vote in all matters except those that are extension related. If not participating in the primary recruitment process, they shall not have a vote on recruitment rules and establishment or modification of Panhellenic total. .
 - B. Pay full or partial dues.
 - C. Be allowed or required to participate in any or all Panhellenic and fraternity/sorority programming such as Greek Week, honoraries, awards programs, etc.
 - D. Be subject to judiciary proceedings.
 - E. Be allowed or required to participate in organized recruitment and, if not, any restrictions on the timing and/or manner of associate member recruitment.
 - F. May be expelled for cause by a majority vote of the Panhellenic Council. An associate member shall not be entitled to vote on the question of its expulsion.



4. That associate membership in a College Panhellenic Association cannot and does not confer or imply any guarantee that an associate member will be permitted to affiliate with an NPC group, such authorization being conveyed only on a separate extension vote of the regular members of the College Panhellenic when campus numbers warrant a vote to open for extension
5. How the College Panhellenic will monitor associate members' adherence to the requirements for their continued status
6. Any other matter deemed pertinent to associate-member status by the College Panhellenic

MEMBERSHIP GROWTH PLAN

The National Panhellenic Conference adopted the membership growth plan in 1998. Three different approaches are available.

Reorganization is an inter/national membership management technique by which the inter/national organization develops a recruitment plan for a chapter and:

- Provides special assistance for the chapter recruitment process.
- May solicit Panhellenic support, cooperation and possible involvement.
- A vote of the College Panhellenic is not required.

Re-establishment is a procedure by which an inter/national organization rebuilds a chapter within a specific time frame and:

- Provides a development strategy for a chapter.
- Shares the development strategy with the College Panhellenic.
- May solicit Panhellenic support, cooperation and possible involvement.
- Establishes a definite timeline for implementing the strategy of the plan.
- Reviews progress of the plan, which, if not met, allows the College Panhellenic to consider extension.
- Completes the plan within 12 months.
- Meets the institution's membership requirements for a recognized student organization.
- Determines the status of chapter members.
- A vote of the College Panhellenic is not required.

Recolonization is a clearly defined plan developed between the inter/national organization and College Panhellenic. At maximum, the plan should be formulated no more than four weeks after the chapter closes and:

- The chapter should be closed at least 12 months before recolonization is implemented.
- Approval of the plan requires a vote of the College Panhellenic.
- The inter/national organization may solicit Panhellenic support, cooperation and possible involvement.
- At the time of the annual discussion, both parties shall decide whether the recolonization plan is renewed, revised or no longer valid.

College Panhellenic will allow for a reasonable period of time, not to exceed two years, to establish stability for an inter/national organization that has reorganized, re-established or recolonized its chapter before extension is considered.



INSTALLATION OF NEW COLLEGE PANHELLENIC

Installing officer:

We are gathered here today for the purpose of officially recognizing and installing the Panhellenic Association of [college/university]. The National Panhellenic Conference fraternities chartered at [college/university], having met all the requirements established by the National Panhellenic Conference, have fully qualified to become a recognized College Panhellenic Association. They have written and approved a constitution and bylaws, a membership recruitment program and rules governing membership recruitment, all of which are in accordance with the NPC Unanimous Agreements.

The operations of the National Panhellenic Conference and its College Panhellenic Associations are based on a spirit of unity and friendship. National Panhellenic Conference fraternities were founded on ideals that dedicate their members to learning, service, honor and uprightness in all relationships, and a belief that deep friendships and high endeavors are fostered most effectively through the cooperation of all member groups.

In this installation service, it is fitting that we read the Panhellenic Creed and that each fraternity woman present silently dedicate herself to the fulfillment of this creed. In unison, please repeat the Panhellenic Creed after me:

We, as Undergraduate Members of women's fraternities, stand for good scholarship, for the guarding of good health, for maintenance of fine standards, and for serving, to the best of our ability, our college community. Cooperation for furthering fraternity life, in harmony with its best possibilities, is the ideal that shall guide our fraternity activities.

Unanimous
Agreements

We, as Fraternity Women, stand for service through the development of character inspired by the close contact and deep friendship of individual fraternity and Panhellenic life. The opportunity for wide and wise human service, through mutual respect and helpfulness, is the tenet by which we strive to live.

Installing officer:

It is now my privilege and pleasure as the installing officer to present to [president's name], the first president of the College Panhellenic Association of [college/university], this letter from the chairman of the National Panhellenic Conference [NPC chairman's name], officially chartering the College Panhellenic Association of [college/university] as a recognized College Panhellenic Association. [Present letter.] Next, I would like to present you with the National Panhellenic Conference certificate of recognition. [Present certificate.]

I now declare the College Panhellenic Association of [college/university] duly recognized and installed with all the accompanying rights, privileges and responsibilities.

[Installing officer congratulates the chartering fraternity and their members and wishes them success and prosperity in the years ahead.]



INSTALLATION CEREMONY FOR COLLEGE PANHELLENIC OFFICERS

[The installing officer is usually the retiring president.]

Installing officer:

Will the retiring officers please stand? To you, we say thank you for the many contributions that you have made during your term of office. You can enjoy the satisfaction of knowing you fulfilled your responsibilities well and, by doing so, won the respect and esteem of all. We bid you Godspeed and ask your continued interest and support of the [college/ university] College Panhellenic Association and its activities.

Will the newly elected and appointed officers please come forward and stand to my left and right? [Call the names of president, vice president(s), secretary, treasurer and recruitment chairman and indicate they should stand to the right. Call the names of the other officers and indicate they should stand to the left.] [May insert officer titles adopted by the College Panhellenic Association in its constitution and bylaws.]

Installing officer to all:

You have been chosen by the College Panhellenic Association of [college/ university] to lead the Panhellenic on your campus during the next year. This is an honor and a privilege granted to you because of your outstanding qualifications and your loyalty to your fraternity and the concept of Panhellenic. During the coming year, it will be yours to serve willingly, to lead with sensitivity, to judge fairly and to work in harmony with your fellow officers and with the elected chapter delegates in a spirit of cooperation and friendship. Be sensitive to the wishes and needs of the Panhellenic members. Set goals and priorities by which you can achieve your objectives.

Installing officer to president:

Do you, [name of new president], promise, on your honor, to carry out to the best of your ability the duties of the president, to hold the welfare of the [college/ university] College Panhellenic Association as your goal at all times and to work in harmony with your fellow officers? [Pause for her response.] As president of a recognized NPC College Panhellenic Association, you are charged with knowing and abiding by the Unanimous Agreements of the National Panhellenic Conference. Do you accept this charge? [President responds.]

Installing officer to vice president(s) or appropriate title:

Do you, [name of new vice president], accept willingly the office of vice president of [title], to serve as an assistant to the president and in her absence assume her duties, and do you agree to fulfill other duties that may be assigned to you during your term of office? [Vice president(s) responds.]

Installing officer to secretary or appropriate title:

The secretary [or appropriate title] is the link between the Panhellenic Association and its friends — the chapters on your campus, the fraternity/sorority advisor and the National Panhellenic Conference area advisor. It is the duty of the secretary [or appropriate title] to keep minutes in an orderly and concise manner and to distribute them as required. Do you pledge yourself to perform these duties to the best of your ability? [Secretary responds.]

Installing officer to treasurer or appropriate title:

Timely and accurate performance of duty is the responsibility of the treasurer [or appropriate title]. The reputation of your Panhellenic in the community depends on responsible financial management. Do you promise to fulfill the duties of treasurer [or appropriate title] to the best of your ability? [Treasurer responds.]



Installing officer to membership recruitment chairman:

The position of membership recruitment chairman is one of the most important in the Panhellenic officer complement. Your management of the membership recruitment program will in large part determine the growth and development of your College Panhellenic Association. It is your responsibility to act with fairness toward all member groups at all times to ensure confidentiality within the membership recruitment process. Do you promise to discharge the duties of this office to the best of your ability? [Membership recruitment chairman responds.]

Installing officer turns to the left and addresses the remaining officers [name all officers by title]:

By selecting you for positions of leadership, your College Panhellenic sisters have shown their confidence in you. To ensure the continuing progress of your Panhellenic Association, you are expected to develop and coordinate all Panhellenic programs for the coming year. Are you willing to accept these responsibilities? [Remaining officers respond.]

Installing officer to entire group:

Those of you who are the elected delegates and alternate delegates of the member groups of this College Panhellenic Association bear an important responsibility: that of fulfilling your own obligations as representatives of your chapters. You are expected to participate in and support Panhellenic activities, communicate needed information to your chapter sisters and serve on committees and in appointed offices as required. Keep uppermost in your minds the tenets of the Panhellenic Creed as you strive together to further the interests of the College Panhellenic Association on your campus and in the college community. To pledge our support of these newly elected officers, let us together recite the Panhellenic Creed. [Lead the group in the creed, reading phrases and allowing the group to repeat them until the Creed is completed.]

I now declare the College Panhellenic Association officers duly installed. With mutual respect and cooperation among all delegates, may this College Panhellenic Association continue to give loyal service to the chapters, [name of college/university] and community.

POTENTIAL NEW MEMBER'S BILL OF RIGHTS

Best Practice (1989), Fraternity is a social experience based on the fundamental right of a free people to form voluntary associations, and fraternity membership is a social experience arrived at by mutual choice and selection. The mutual selection choice is only as effective as is factual information available; therefore, all College Panhellenics shall be encouraged to adopt the Potential New Member's Bill of Rights.

Potential New Member's Bill of Rights

- The right to be treated as an individual
- The right to be fully informed about the recruitment process
- The right to ask questions and receive true and objective answers from recruitment counselors and members
- The right to be treated with respect
- The right to be treated as a capable and mature person without being patronized
- The right to ask how and why and receive straight answers
- The right to have and express opinions to recruitment counselors
- The right to have inviolable confidentiality when sharing information with recruitment counselors
- The right to make informed choices without undue pressure from others
- The right to be fully informed about the binding agreements implicit in the membership acceptance signing
- The right to make one's own choice and decision and accept full responsibility for the results of that decision
- The right to have a positive, safe and enriching recruitment and new member experience

AWARDS FOR COLLEGE PANHellenICS

NPC awards for College Panhellenics are granted annually. Each year, the Conference recognizes outstanding College Panhellenics that meet the criteria outlined below. Awards are the Excellence Award for College Panhellenics that meet all seven criteria and the Achievement Award for College Panhellenics that meet five or six out of seven criteria.

The criteria are listed below with success indicators. The success indicators are intended to guide the College Panhellenic when submitting the award application and will allow the award judges to determine how well the College Panhellenic meets the overall criteria in these areas.

Participation in the awards process is limited to campuses that have achieved the Panhellenic core competencies listed below. College Panhellenics that do not meet the core competencies are not eligible.

Panhellenic core competencies:

- The College Panhellenic adheres to the NPC Unanimous Agreements.
- The College Panhellenic pays NPC annual dues by Oct. 1.
- The College Panhellenic submits its annual report by April 15.
- The College Panhellenic provides a current copy of its bylaws to the NPC area advisor or the NPC office to post on the Panhellenic's dashboard on the NPC website.
- The College Panhellenic works with the NPC area advisor to review total and adjust it, as necessary, immediately following primary recruitment.

College Panhellenic award criteria:

1. Recruitment

- The College Panhellenic evaluates recruitment, including the potential new member experience.
- The College Panhellenic has a recruitment counselor training program.
- The College Panhellenic promotes and markets the primary recruitment process.
- The College Panhellenic collects recruitment statistics throughout recruitment, and the Panhellenic community sees stabilization and/or growth.
- The College Panhellenic follows NPC recruitment policies and incorporates the recommended best practices.
- The College Panhellenic has clearly written and communicated recruitment rules.

2. Panhellenic Structure

- The College Panhellenic executive committee or officer structure is functioning and appropriate for the campus.
- The College Panhellenic holds regular meetings, successfully uses a committee structure and distributes minutes.
- The College Panhellenic bylaws are reviewed by the College Panhellenic annually.
- The College Panhellenic conducts officer transitions.
- The Panhellenic Council approves the College Panhellenic budget annually.
- The College Panhellenic participates in a regional fraternity/sorority leadership conference, such as Central Fraternal Leadership Conference, West Fraternal Leadership Conference, Northeast Greek Leadership Conference or Southeastern Panhellenic Association Conference, if budget allows.

3. Communication with NPC area advisor
 - The College Panhellenic communicates regularly with the NPC area advisor, including sending meeting minutes and Panhellenic activities.
 - The College Panhellenic consults the NPC area advisor on Panhellenic-related issues as needed, such as total, extension and revising Panhellenic governing documents.
4. Judicial procedures
 - The College Panhellenic has a Panhellenic judicial board and follows the process outlined in the NPC Unanimous Agreements when handling member group infractions.
 - The College Panhellenic has a training program for the judicial board.
5. Panhellenic programming
 - The College Panhellenic evaluates the type(s), participation and effectiveness of Panhellenic programming offered and avoids over-programming.
 - The College Panhellenic participates in NPC-provided programming, such as “Something of Value,” consulting team visits, Advance Panhellenic!, downloadable NPC programs and NPC-sponsored webinars, as applicable.
6. Academics
 - The College Panhellenic provides and promotes academic resources to all Panhellenic women.
 - The all-sorority average (ASA) is above the all-women’s average (AWA), or a majority of the NPC groups exceed the AWA.
 - The College Panhellenic promotes and conducts Month of the Scholar activities.
 - The College Panhellenic recognizes chapters and individuals for academic achievement.
 - The College Panhellenic submits NPC academic reports each term.
7. Panhellenic community impact and relations
 - The College Panhellenic coordinates efforts to build and foster sorority unity.
 - The College Panhellenic coordinates efforts to build and foster community with other councils (fraternal and non-fraternal) as well as the university community.

NO FRILLS RECRUITMENT POLICY*

The aim of the nine-point “rush” policy passed by the National Panhellenic Conference in 1991 was to re-focus recruitment on its purpose as a process “for potential new members and members to get to know one another.” The policy was adopted unanimously and was accompanied by the signatures of the 26 inter/national presidents and NPC delegates as a means of reinforcing its importance. The de-escalation of recruitment costs, and elaborate event plans where applicable, were deemed important to the re-focusing of the recruitment process. No timeframe was specified, but it was expected that College Panhellenics would begin implementing the policy as soon as possible.

The following guidelines are offered to help College Panhellenics as they continue to implement the 1991 recruitment policy.



General Considerations

Discuss your recruitment in terms of these four topics before examining the specific points of the policy.

- **Purpose.** The purpose of recruitment is for the potential new member and chapter to get to know each other well enough for both to make an important lifetime choice. Does your recruitment focus on this purpose?
- **Image.** The negative stereotypes of women's fraternity life can be reinforced by a process that appears to center on superficialities and be directed to a narrow spectrum of the student population. Does your recruitment accurately portray the values and benefits of fraternity life? Does it have a broad appeal?
- **Cost.** The cost of recruitment to all parties involved is a major concern – one that is heightened by the decline in recruitment numbers and the current economic climate. What can your Panhellenic do to make recruitment more cost-effective for Panhellenic, the chapters and the potential new members?
- **Addressing change.** The nine points in the resolution were included because they were found to be the most frequent considerations in recruitment situations throughout the country. The members of your Panhellenic association must evaluate your recruitment, understand the reason for change and support any needed change if it is to succeed.

Procedural Considerations

Follow the proper process for adopting changes in your recruitment program.

- **Timeline.** Plans for implementation should now be in effect, or a timeline should be in place for full implementation.
- **Chapter input.** Recommendations for implementing the policy, made by the Panhellenic Council, executive board, Recruitment Committee or others, must not only be discussed by the Panhellenic Council but also by each chapter. As part of the process, chapters should be encouraged to contact their NPC delegates or other inter/national representatives for their input. It is also recommended that the Panhellenic Council consult with the NPC area advisor.
- **Vote.** The vote on the implementation process shall be taken only after each Panhellenic Council delegate has been properly instructed by her chapter. Implementation is never mandated by the fraternity/sorority advisor, Panhellenic Council, Panhellenic executive board or Recruitment Committee.

Point-by-Point Guidelines

Use these suggestions as you discuss ways to implement the specific points of the policy that apply to your recruitment situation.

1. "Follow NPC recommendations for release figure." The concept of proper release figures has been accepted by all NPC groups. It depends on "Chapters that regularly have higher rates of retention throughout the entire recruitment period, releasing potential new members at the earliest stages of recruitment so that all potential new members have the opportunity to explore the many options of sorority membership."
2. "Eliminate all inside and outside decorations." Intent: To control the expense and time involved in putting up elaborate theme decorations on the inside and outside of the chapter house or other recruitment facility.
 - A. If needed, simple banners may be used to identify the recruitment facility.
 - B. Permanent landscaping and permanent exterior home accessories are permitted.
3. "Confine all recruitment entertainment within the chapter house or other recruitment facility." Intent: To create a positive image of the fraternity/sorority system; to eliminate any activity that has the potential for creating a public spectacle; to provide more time for interaction with potential new members.
 - A. Outside entertainment (e.g., singing, dancing and skits) should not be in full view of the public.
 - B. Special consideration should be given to chapters whose houses cannot accommodate a recruitment event.

4. "Evaluate all recruitment skits as to length and content." Intent: To provide sufficient conversation time during recruitment events; to promote skits and entertainment that exhibit good taste at all levels.
 - A. Skit evaluation is an internal chapter matter and should not involve Panhellenic. It should be done by the individual groups, with local and inter/national advisors approving content.
 - B. The College Panhellenic may:
 - Define "skit."
 - Suggest the length of a skit relative to the length of the event.
 - Decide during which event rounds skits should be presented.

5. "Discourage the use of recruitment skits at the first round of events." Intent: To provide maximum time for potential new members and chapter members to meet and converse during the first round of recruitment.
 - A. The first round is interpreted as being the first day of formal recruitment. These events are often non-invitational open houses.
 - B. The definition of "skit" must be understood. Webster's dictionary says it is a "brief sketch" that includes a plot and dialogue.

6. "Discourage elaborate costuming and purchase of special recruitment outfits." Intent: To control recruitment costs and superficial event image.
 - A. Define special recruitment outfits and costumes as used by your Panhellenic.
 - B. If costumes and uniform recruitment outfits are traditional on your campus, discuss the following points:
 - i. The financial impact on individual members or chapters that must purchase or make special recruitment outfits that are not used for anything else.
 - ii. The impressions made by a group of college women who all dress alike. (Does this promote the concept of unity and group identity? Does it detract from the concept of individuality and diversity in chapter membership?)
 - iii. The negative impression that elaborate (costly appearing) decorations and costuming sometimes has on potential new members.
 - C. Agree on general guidelines appropriate to your recruitment situation, such as:
 - i. Limiting special costumes to skit participants.
 - ii. Using certain colors or types of outfits (i.e., blue shorts and white blouses or pastel dresses) to create an impression of uniformity rather than using specially made or purchased outfits.

7. "Eliminate all gifts, favors, preference letters or notes for potential new members until they have accepted bids." Intent: To reduce recruitment costs and avoid inappropriate actions that could be misinterpreted by potential new members. Note: The importance of this point is reinforced by a separate resolution that addresses the inappropriateness of preference gifts and letters.
 - A. Giving anything to a potential new member or doing anything that could be construed as promising a bid violates recommended NPC recruitment procedures.
 - B. Poems or letters given to potential new members during preference can easily be interpreted as promises of a bid; therefore, they shall not be used.
 - C. Symbolic items used as part of a preference ceremony (i.e., a pearl or flower) are not considered gifts and are not to be taken from the recruitment event.
 - D. The distribution of chapter financial information is permissible.

8. "Develop conversation skills." Intent: To emphasize that conversation between members and potential new members is a basic function of recruitment.
 - A. Responsibility for developing these skills rests primarily with the individual groups in their recruitment preparation and social development programs.
 - B. Panhellenic may conduct communications skills workshops by using campus speakers and resources. The workshops would focus on conversation and help members learn how to become acquainted with potential new members.

9. "Establish guidelines for recruitment budgets and set a cap on recruitment expenses, including the value of all donated goods and services in the cap figure." Intent: To control the overall cost of recruitment.
 - A. Each chapter should review for its own information and consideration:
 - i. The total cost of its most recent recruitment, including:
 - a. Food, flowers, decorations, costumes, special equipment, rentals and any other event expenses.
 - b. Items funded out of chapter funds and those funded or donated by individual chapter members, alumnae, parents or others.
 - ii. The cost of recruitment by asking chapters to figure:
 - a. The percentage of the chapter budget spent on recruitment.
 - b. The amount spent on each potential new member (divide the total recruitment expense by the number of women pledged).
 - c. The amount chapter members spent to purchase special recruitment outfits or furnishings and/or decorations for their rooms.
 - iii. The recruitment budget, which should reflect savings through proposed cuts in decorations, entertainment and costumes, as well as other changes made by the chapter.
 - B. The chapter should submit these adjusted budgets to Panhellenic. (Budgets may be submitted anonymously.)
 - C. Panhellenic should appoint a committee to review these budgets and recommend an amount for Panhellenic to consider as an appropriate cap on recruitment expenses.
 - D. Once a cap has been adopted by the vote of Panhellenic, each chapter should have the freedom to allocate its own funds within the parameters of the Panhellenic recruitment rules. If a chapter wants to spend the entire amount on flowers or the costumes for one skit, that should be its prerogative. The important thing is to stay at or below the adopted cap.

Consult your NPC area advisor for assistance.

*This content reflects terminology changes made in 1998.

SUGGESTED INTERFRATERNAL PROGRAMS

Fraternity/Sorority Council

A fraternity/sorority council should be a forum for discussion and communication among all Greek-letter groups. Such a council may be practical, especially on a large campus with many sororities and fraternities. It could be used to coordinate joint activities such as Greek Weekend, a philanthropic or service project or publication of a fraternity/sorority newspaper or newsletter.

A fraternity/sorority council should be a separate organization. Separate College Panhellenic Associations and Interfraternity Councils are recommended by both the National Panhellenic Conference and the North-American Interfraternity Conference. The organization and procedures differ enough to make a College Panhellenic and an Interfraternity Council function more efficiently when operated independently.

- Purpose: A fraternity/sorority council should foster cooperation of fraternity women and men in carrying out a specific project or reaching a particular goal. Any activity selected should reflect the ideals, values and standards of all Greek-letter organizations.
- Organization: It should include representatives from the College Panhellenic, the National Pan-Hellenic Council, National Association of Latino Fraternal Organizations and the Interfraternity Council. Selection and size of the representation depends on the size of the campus' fraternity/sorority system. However, each organization represented should have one vote.
- Authority: Responsibilities should be restricted to those necessary to accomplish the fraternity/sorority council's function. Membership recruitment programming and judicial committees are not proper functions of a fraternity/sorority council; however, working with the university administration to give fraternities and sororities a place in summer orientation of new students is a proper function.
- Meetings: They should be held when needed to achieve the purpose of the council. Rotation of meeting places among chapters is suggested if there is no convenient central meeting place.

Fraternity/Sorority Websites

Many College Panhellenic Associations have created fraternity/sorority websites to share information about Panhellenic programs and activities. It is an effective vehicle for providing promotional information about Panhellenic efforts as well as membership recruitment information for prospective members.

Like a newspaper, the website needs to have relevant content provided in a clear and attractive format. Regular updating of the information is one of the most critical components of an effective website.

In addition, the site should contain links to chapter home pages and websites for NPC member organizations represented on the campus, as well as NPC itself. The Panhellenic or fraternity/sorority site should be listed as a link on the university website to encourage students to browse its information.

All content on the website needs to be tasteful and appropriate for the intended audience (students, parents, university family and the community).

HOUSING POLICIES AND PROCEDURES

NPC seeks to cooperate with college and university administrators in developing a housing plan for fraternity chapters.

The NPC is interested in the establishment of:

- A specific housing plan.
- Housing that will contribute to a useful, healthy and happy living experience for the fraternity chapters.
- Some degree of similarity and equality to eliminate competition on a material basis.



Housing Policies

1. NPC member fraternities are to confer with the NPC office in these instances:
 - A. Campuses that are opening for the first time to NPC member groups.
 - B. Campuses that have no established housing program but which contemplate adopting one.
 - C. Campuses that have a simple program which should be retained.
 - D. Campuses that have a program which is deemed advisable to change.
2. Any NPC member group contemplating action in regard to housing on any campus falling in one of the above categories is to notify the other groups involved and the NPC office. The NPC office will then act as a clearing agency to formulate a satisfactory plan.

Housing Procedures on Campuses Newly Opened to NPC Fraternities

The first NPC fraternity planning to charter a chapter on a campus should consult with college administrators regarding existing and/or planned housing policies. The NPC delegate of the first group will then notify the NPC office, who acknowledges the information and publishes it in the next general housing bulletin.

As soon as a second NPC fraternity has chartered a chapter, the NPC delegate of the first installing fraternity becomes responsible for contacting the NPC delegate of the second fraternity. Together, with the cooperation of the NPC office, by correspondence or at a meeting, they develop a housing agreement pertinent to the campus situation.

When a new campus is opened to NPC fraternities and several chapters are installed on the same date, the first fraternity chapter in alphabetical sequence is responsible for initiating a housing agreement pertinent to the campus, in consultation with the NPC office.

General Procedures for Housing Agreements

A housing agreement is passed and amended by a majority affirmative vote of all the NPC fraternities with chapters on that campus, and all of the NPC fraternities on campus are ethically bound by this agreement. However, should a housing agreement be passed by less than a unanimous vote, the agreement is limited to two consecutive bienniums.

A housing agreement is drawn for the current or ensuing NPC biennium, with action to be taken at the close of the biennium to amend or terminate the agreement.

Housing agreements are signed either by the NPC delegate or inter/national president or both, and they are witnessed by the NPC office staff.

The NPC office sends copies of the agreement to the NPC delegates of the fraternities involved and to the proper college authority on housing. Copies of housing agreements are also sent to the NPC Executive Committee members. Where an agreement already exists, any additional fraternity chartering a chapter on the campus shall abide by the agreement for the current NPC biennium.

Housing agreements may be opened for review during the biennium at the request of any NPC fraternity on that campus. Implementation of all housing agreements is carried out under the direction of the NPC office. Any action by the fraternities concerned is official only when cleared through the NPC office.

Unless the NPC office is notified that a signatory desires a review of a specific housing agreement at least three months preceding the opening date of an NPC annual meeting, such housing agreement will be renewed automatically and be in force at the conclusion of such NPC meeting.

UNIVERSITY DOCUMENT REVIEW PROCESS

The National Panhellenic Conference has a University Document Review Committee, which has been in existence since 2004 and has reviewed documents from hundreds of universities.

What's the purpose?

This committee reviews university documents such as standards, expectations, relationship statements, assessments, accreditations and award applications, and makes recommendations about the document to the inter/national presidents of the sororities on that campus.

How does the committee get a document?

The committee receives documents for review in various ways:

1. A university fraternity/sorority advisor sends the document to the committee at the final draft stage for input before the document is finalized. This is a great opportunity for collaborating to make the assessment document something that both the university administrators and inter/national organizations can agree on.
2. The university sends the document to the headquarters of the member groups, and the document is forwarded to the inter/national presidents, who send it to the NPC University Document Review Committee.
3. A chapter's alumna advisor or national officer discovers a document as part of a campus visit, or a chapter president sends it to the headquarters. At this point, the document has probably been in existence for a while, but it is still sent to the inter/national presidents, who forward it to the committee for review in hopes that if any changes are needed, they can be implemented for the future.

When is the university notified of a review?

Once the decision is made to have the committee review a document, the chairman of the committee contacts the NPC area advisor, and she informs the fraternity/sorority advisor that feedback will be forthcoming from the inter/national presidents. The inter/national president with the same affiliation as the College Panhellenic president serves as the liaison with the university.

What is the committee looking for?

The committee checks for items that are not consistent with NPC Unanimous Agreements or policies, as well as things that might infringe on the rights and privileges of sororities as private organizations. The committee questions items that seem unclear or excessive.

What happens next?

Each of the six committee members independently reviews the document, and their collective feedback is summarized by the chairman in a letter to the inter/national presidents of the chapters on campus. The presidents review the committee's feedback and reach a consensus about how to respond to the university fraternity/sorority advisor.

Who is on the NPC University Document Review Committee?

The committee is composed of volunteer sorority leaders who have served their organizations and the National Panhellenic Conference for many years. All current members of the committee have served as inter/national presidents and members of their NPC delegations. Several past NPC chairmen are actively involved in this committee and bring many years of experience working with our partner universities.

For more information on this process, contact the NPC executive director.



FRATERNITY/SORORITY GLOSSARY

Alumna (feminine): A women's fraternity or sorority member who is no longer a member of a collegiate chapter.

Alumnae (feminine): The plural of alumna.

Alumnae Panhellenic Association: A community-based organization whose membership is composed of representative alumnae from NPC member group fraternities or sororities.

Alumnus (masculine): A fraternity member who is no longer a member of a collegiate chapter.

Alumni (masculine): The plural of alumnus, the customary plural term when men and women are addressed.

Bid: An invitation to join a women's or men's fraternity.

Chapter: A membership unit of an inter/national women's or men's fraternity.

College Panhellenic Association: The cooperative campus organization of collegiate members of NPC fraternities.

Continuous open bidding (COB): An informal membership recruitment process during which bids may be extended and accepted at any time during the school year other than during minimally structured, partially structured and/or fully structured recruitment.

Fraternity: A Greek-letter sisterhood or brotherhood.

Fraternity housing: A chapter room or suite; **social center and meeting place for members;** **lodge:** small house used as a meeting place that may or may not have limited living accommodations; **residence:** living accommodations for members and house director

Initiation: A ritualistic ceremony during which new members receive lifelong membership privileges.

Intentional single preference: When a woman lists only one fraternity on her membership recruitment acceptance binding agreement.

Interfraternity Council: The male counterpart of the College Panhellenic Association.

Junior Panhellenic: An organization of new members and new initiates of women's fraternities that helps develop their responsibilities, unites new member classes and coordinates activities.

Local: A men's or women's fraternity without guidance from or affiliation with any national organization.

Membership Recruitment Acceptance Binding Agreement: At the completion of the formal recruitment period, all women are given the option to sign a membership recruitment acceptance binding agreement (MRABA). In order to receive a bid from a sorority on campus, the MRABA must be signed. The MRABA form is used on every campus that has a College Panhellenic.

New member: A woman or man who has accepted a fraternity bid but is not yet an initiated member.

Pledge: A promise made by a new member. No longer used to mean "new member."

Potential new member: Any woman interested in becoming a fraternity member who is matriculated and eligible according to College Panhellenic Association requirements.

Preferential bidding: A system used at the conclusion of recruitment to match fraternity and potential new member preferences.

Quota: The number of potential new members going through membership recruitment divided by the number of women's fraternities on the campus.

Quota additions: A procedure used to help potential new members who maximized their options during recruitment receive an invitation to membership.

Quota range: A procedure to determine the best number to use when setting quota.

Recruitment: A period of time during the school year in which events are held by each fraternity for the purpose of selecting new members. The recruitment period is organized and implemented by the College Panhellenic. No longer referred to as "rush."

Recruitment counselor: A Panhellenic representative who has no contact with her own chapter during membership recruitment and is available to guide women through the recruitment process and answer questions.

Release Figure Method (RFM): A process by which women's fraternities determine the number of potential new members to invite to events.

Silence: The period of time after the close of membership recruitment events and prior to the distribution of bids when there is no communication between potential new members and women's fraternity members.

Snap bidding: A procedure used at the close of bid matching to help chapters reach quota prior to the time bids are distributed.

Sorority: A Greek-letter sisterhood.

Total chapter size: The most desirable chapter size for a campus, as determined by the College Panhellenic.

INTERFRATERNAL ORGANIZATIONS

Following the establishment of NPC in 1902 and North-American Interfraternity Conference in 1909, other interfraternity organizations were formed, including those serving collegiate professional and honorary Greek-letter fraternities. In addition to the National Panhellenic Conference, well-known organizations serving fraternities of college students include:

Association of Fraternity/Sorority Advisors: AFA is an organization of student personnel professionals working with fraternities to offer service to campuses and individuals.

Center for the Study of the College Fraternity: CSCF promotes research related to women's and men's fraternities and maintains records and files of relevant research. It is housed at Indiana University.

Executive Directors Association: EDA is composed of the office executives of the member groups of NPC and provides a channel for the exchange of ideas and information pertinent to all executive directors, fostering interfraternity cooperation.

Fraternity Communications Association (formerly the College Fraternity Editors Association): FCA is composed of fraternities and sororities committed to communicating the highest ideals of the fraternity system and its achievements.

Fraternity Executives Association: FEA is an organization composed of the chief administrative officers of the member groups of NIC, NPHC and NPC. Its purpose is to promote, support and encourage the free discussion and exchange of ideas relating to college and university fraternal organizations.

Gamma Sigma Alpha: $\Gamma\Sigma\text{A}$ is an organization committed to leadership, academic achievement and excellence of fraternity members.

National Asian Pacific Islander American Panhellenic Association: NAPA is an umbrella organization for nine traditionally Asian fraternities and sororities that serves to advocate the needs of its member organizations and provides a forum to share ideas and resources within its members.

National Association of Latino Fraternal Organizations Inc.: NALFO is an umbrella organization for Latino Greek-letter organizations.

National Association of Student Personnel Administrators: NASPA is one of the major professional associations for individuals working in student affairs at colleges and universities. Its membership consists primarily of upper-level administrators.

National Multicultural Greek Council Inc.: NMGC is an umbrella council for a coalition of Multicultural Greek-letter organizations (MGLOs) established in 1998. The purpose of NMGC is to provide a forum that allows for the free exchange of ideas, programs, and services between its constituent fraternities and sororities; to promote the awareness of multicultural diversity within collegiate institutions, their surrounding communities, and the greater community-at-large, and to support and promote the works of its member organizations.

National Panhellenic Communicators Conference: NPCC (formerly NPEC) is composed of the editors of the magazines and communications staff of NPC member groups who meet annually to exchange information and ideas to further fraternity/sorority journalism.

The National Panhellenic Conference Foundation: The NPC Foundation provides support for the educational programming of the National Panhellenic Conference.

National Pan-Hellenic Council Inc.: NPHC was organized in May 1930 at Howard University, Washington, D.C. It is composed of nine sororities and fraternities: Alpha Kappa Alpha Sorority, Inc.; Alpha Phi Alpha Fraternity, Inc.; Delta Sigma Theta Sorority, Inc.; Iota Phi Theta Fraternity, Inc.; Kappa Alpha Psi Fraternity, Inc.; Omega Psi Phi Fraternity, Inc.; Phi Beta Sigma Fraternity, Inc.; Sigma Gamma Rho Sorority, Inc.; and Zeta Phi Beta Sorority, Inc. Life-long community service is a commitment of all the members of NPHC. This goal is promoted through national conventions, forums, meetings and other vehicles for the exchange of information and engagement in cooperative programs and other supportive activities.

North-American Interfraternity Conference: NIC is the men's counterpart to the National Panhellenic Conference. Established in 1909 with 27 charter members, it has grown greatly through the years and now represents more than 65 general college social fraternities for men with chapters on more than 800 campuses and a membership of more than 4.5 million. Its purpose is similar to that of NPC – the exchange of information and experience and the discussion of common problems. Founded as an advisory body, NIC retains that character, although since the 1960s it has functioned as a service organization for its members.



Order of Omega: Order of Omega recognizes fraternity men and women who have attained a high standard of leadership in interfraternal activities.

Professional Fraternity Association: PFA, organized in 1977, is the result of the consolidation of the Professional Panhellenic Association and the Professional Interfraternity Conference. Membership includes 35 member fraternities representing 17 professional disciplines. The purposes of PFA include the encouragement of scholarship, professional and interfraternity ethics, and cooperation among member fraternities. Local professional interfraternity councils are encouraged on campuses of recognized colleges, universities and professional schools. PFA meets annually in convention, and business is conducted by a board of directors.

Rho Lambda: PΛ is a national sorority leadership recognition society that honors Panhellenic women who have exhibited the highest qualities of leadership in Panhellenic and their fraternities.

GREEK ALPHABET

Greek letters have both a Greek and an English pronunciation. Today's fraternities and sororities do not adhere strictly to the pure Greek or the accepted English but often combine the two forms in the same name for the final sound effect rather than phonetic correctness.

		(Greek)	(English)
A	Alpha	Alpha	Alpha
B	Beta	Bayta	Beeta
Γ	Gamma	Gahmma	Gamma
Δ	Delta	Delta	Delta
E	Epsilon	Epsilon	Epsilon
Z	Zeta	Zayta	Zeeta
H	Eta	Ayta	Eeta
Θ	Theta	Thayta	Theeta
I	Iota	Iota	Iota
K	Kappa	Kahppa	Kappa
Λ	Lambda	Lambda	Lambda
M	Mu	Mew	Mew
N	Nu	New	New
Ξ	Xi	Zee	Zi(eye)
O	Omicron	Omicron	Omicron
Π	Pi	Pee	Pi(eye)
P	Rho	Rho	Rho
Σ	Sigma	Sigma	Sigma
T	Tau	Tow (as in ow)	Tawe
Υ	Upsilon	Oopsilon	Upsilon
Φ	Phi	Phee	Phi(eye)
X	Chi	Chee	Chi(eye)
Ψ	Psi	Psee	Psi(eye)
Ω	Omega	Omayga	Omeega

COLLEGE PANHELLENIC MINUTES TEMPLATE

Minutes of (Panhellenic Name of Institution Name)
(Month/Day/Year)

The (regular/special/annual) meeting was called to order by President (president's name) at (time and place). The roll was called by Secretary (secretary's name). A quorum was present [NOTE: Include this sentence if announced by the presiding officer, otherwise delete this sentence].

ROLL CALL: [NOTE: List groups in Panhellenic, i.e., AXΩ (N); ΔΔΔ (Y); KAΘ (Y); ΘΦΑ (Y)]

GUESTS: The following guests were present:

PREVIOUS MINUTES: The minutes of the (date) meeting were approved as (read, distributed, corrected).

TREASURER'S REPORT: The Treasurer reported as follows:

Beginning balance (date)		\$_____
Revenue	\$_____	
Expenses	\$_____	
Ending balance (date)		\$_____

The following bills were approved for payment:

OFFICER REPORTS

The (title of officer) reported (record a brief summary of informational items). [NOTE: Use a separate paragraph for each officer's report.]

REPORTS OF STANDING COMMITTEES

The (name of committee) report was presented by (name, title). [NOTE: Record a brief summary of informational items. If the report includes action items, the motion should be recorded as: The motion offered by (name) passed/passed as amended/failed as follows: (record the exact wording of the motion as voted upon). Voting in the affirmative: (list each group). Voting in the negative: (list each group).]

REPORTS OF SPECIAL COMMITTEES

The (name of committee) report was presented by (name, title). [NOTE: Record a brief summary of informational items. If the report includes action items, the motion should be recorded as: The motion offered by (name) passed/passed as amended/failed as follows: (record the exact wording of the motion as stated by the presiding officer before the vote was taken). Voting in the affirmative: (list each group). Voting in the negative: (list each group). Since special committees cease to exist when their work is complete, record if this is an interim or final report of the committee.]



UNFINISHED BUSINESS

[NOTE: Unfinished business includes any motion postponed from the last meeting or any motion pending when the last meeting adjourned. Below is wording to record unfinished business. If there is no unfinished business, just record 'None' under the heading of Unfinished Business.]

The motion to (record the exact wording of the motion as stated by the presiding officer before the vote was taken), which was postponed from the last meeting, was taken up. The motion (passed/passed as amended/failed). Voting in the affirmative: (list each group). Voting in the negative: (list each group).

[Note: Use a separate paragraph for each main motion.]

NEW BUSINESS

The motion offered by (name) (passed/passed as amended/failed) as follows: (record the exact wording of the motion as voted upon). Voting in the affirmative: (list each group) Voting in the negative: (list each group),

[NOTE: Use a separate paragraph for each main motion.]

[NOTE: When new Panhellenic officers are elected and/or assume their rotation, include the following: office, officer's name, officer's affiliation.]

ANNOUNCEMENTS

The following announcements were made:

Chapter news: (list sororities and what they share).

The next meeting will be (date, time and location).

ADJOURNMENT

The meeting adjourned at (time).

(secretary's name), Secretary

Approval: (date these minutes are approved)

COLLEGE PANHELLENIC SAMPLE BUDGET

This sample budget is a guide to provide the basic areas to use when budgeting. The numbers are not meant to reflect any campus's specific budgetary needs, but rather as an example of some costs that may be incurred. Implementing a structure that uses specifically the expected, actual and difference sections is important. This allows for better budgeting in the following year by analyzing what you expected to spend versus what was actually spent.

Income:	Expected	Actual	Difference
Total chapter dues	\$ 3,300.00		
Recruitment Fee	\$ 5,500.00		
Total Income	\$ 8,800.00		
Expenses			
*National Panhellenic Conference dues (due Oct. 1)	\$ 200.00		
Recruitment Fall 2012	\$ 2,700.00		
Advertising	\$ 150.00		
Pizza	\$ 400.00		
T-shirts	\$ 1,800.00		
Other	\$ 350.00		
Philanthropy			
Parent's Night Out	\$ 1,200.00		
Decorations	\$ 200.00		
Food	\$ 500.00		
Games	\$ 200.00		
Allocation for Sororities	\$ 300.00		
Mr. Colgate	\$ 175.00		
Pizza	\$ 100.00		
Other	\$ 75.00		
All Sorority T-shirt (Need exact number of women)	\$ 3,000.00		
Finals Week Study Session	\$ 300.00		
Retreat	\$ 100.00		
Other	\$ 300.00		
Total Expenses	\$ 7,975.00		

Dues Structure Implemented 2012-2013

- Campuses with 2-5 chapters, \$40 per chapter
- Campuses with 6-10 chapters, \$45 per chapter
- Campuses with 11+ chapters, \$50 per chapter

CODE OF ETHICS TEMPLATE

(Name of Institution) COLLEGE PANHELLENIC ASSOCIATION RECRUITMENT CODE OF ETHICS

We, the members of women’s fraternities at _____(name of institution)_____, agree to promote honesty, respect, sisterhood and cooperation within the College Panhellenic and our respective chapters and in our daily lives. This code of ethics is designed to inspire our members, reinforce exemplary conduct and values-based leadership, and perpetuate lifelong membership to enrich the sorority and Panhellenic experience.

We, as Panhellenic women of _____(name of institution)_____, agree on and commit to:

Uphold and demonstrate the panhellenic spirit in thought, word and action through our chapters as well as individual members.

- Demonstrate ethical behavior and conduct ourselves in a manner consistent with the mission and values of the College Panhellenic, each inter/national organization and our university.
- Respectfully adhere to the Unanimous Agreements and all policies established by the National Panhellenic Conference.
- Avoid disparaging remarks about any fraternity or collegiate woman and refrain from discussing Panhellenic matters with nonmembers, in accordance with the dignity and good manners of fraternity women.
- Recognize friendly relations with all collegiate women, both fraternity members and nonmembers, realizing the importance of creating and building friendships.
- Plan recruitment events that provide opportunities for the greatest possible number of women to become fraternity members while protecting the rights and privileges of individuals and the chapters.
- Provide a safe, positive and enriching recruitment experience, understanding that membership is a social experience arrived at by mutual selection.
- Strive to be truthful, honorable, open and friendly to all potential new members during all recruitment events.
- Be respectful of the rights of every potential new member to make her own choices, including the right not to join the women’s fraternity community.
- Refrain from limiting a potential new member’s chances of becoming a member of the Panhellenic community by encouraging her to make a single intentional preference or to limit her choices.

We, as Panhellenic women of _____(name of institution)_____, also agree on and commit to:
[Include campus-specific items here.]

- Respectfully adhere to the bylaws and recruitment rules of the _(name of institution)___ Panhellenic Council.
- Abide by all local and federal laws and NPC inter/national member group bylaws.
- Hold one another accountable to these standards, remembering at all times that we represent not only our individual chapters but also the Panhellenic community as a whole.
- [Insert campus specific item here – if none, omit bullet point]
- [Insert campus specific item here – if none, omit bullet point]

As Panhellenic women of _____(name of institution)_____, these are the tenets by which we strive to live.

Adopted: _____



RECRUITMENT RULES TEMPLATE

Recruitment Rules of [name of institution] Panhellenic Association

The code of ethics from your campus is the suggested introduction to the recruitment rules template.

Attach recruitment dates/party schedule and list of fines as separate documents to be updated/voted on yearly.

I. Statement of Positive Panhellenic Contact

All College Panhellenics should promote and encourage personal and informative panhellenic-spirited contact with potential new members at all times, year round. Silence is intended for a short time period – not more than 24 hours – from signing the membership recruitment acceptance binding agreement (MRABA) until bid distribution. Additional silence rules are not desirable, because they can suppress participation in recruitment and stunt growth in your Panhellenic community. Panhellenics are encouraged to eliminate all silence and no-contact statements from their recruitment rules, except for the strict silence required during the short time period between preference and bid issuance. All member groups are expected to display ethical behavior at all times. Ethical behavior means adhering to local Panhellenic rules as well as NPC policies. It means holding yourself and others accountable to make good choices in your actions. Ethical conduct promotes parity for all member groups by fair play.

SAMPLE: We, the women of [campus name], will promote panhellenic-spirited contact with all potential new members throughout the year. Strict silence will begin at [time of MRABA signing] and last until bid distribution [time of Bid Day]. No sorority member, including alumnae and new members, may communicate or live with potential new members during this period. Strict silence is defined as verbal, nonverbal, written, printed, text message and electronic communication or communicating through a third party. If potential new members live in a residence hall with a sorority member, only casual greetings and contact are permitted.

II. Statement of Adherence to NPC Unanimous Agreements and Policies Regarding Recruitment

SAMPLE: All NPC member organizations represented at [campus name] believe in strictly adhering to NPC Unanimous Agreements and policies. These valued and non-negotiable policies will be followed by all groups during the recruitment process.

III. Statement of “No Frills Recruitment”

NPC has a policy on no-frills recruitment and encourages Panhellenics to incorporate this concept into all recruitment styles. Nonessential features should be removed from the process, and the focus of membership recruitment should be on the values of each organization and the conversation with potential new members.

SAMPLE: Recruitment parties of [campus] shall consist of maximum conversation time, tables with displays pertaining to the event and water for potential new members. Skits, videos, food or costumes should not be included in recruitment.

IV. Statement of Membership Recruitment Acceptance Binding Agreement

NPC member groups want every potential new member to be informed about her options for joining a women's fraternity. To be certain that each woman has this information, Panhellenics must use the MRABA script immediately prior to a potential new member's signing the MRABA.

SAMPLE: The [campus name] Panhellenic will uphold and use the MRABA for each potential new member interested in joining a women's fraternity, whether during formal or informal recruitment. We agree to all policies/steps pertaining to the MRABA.

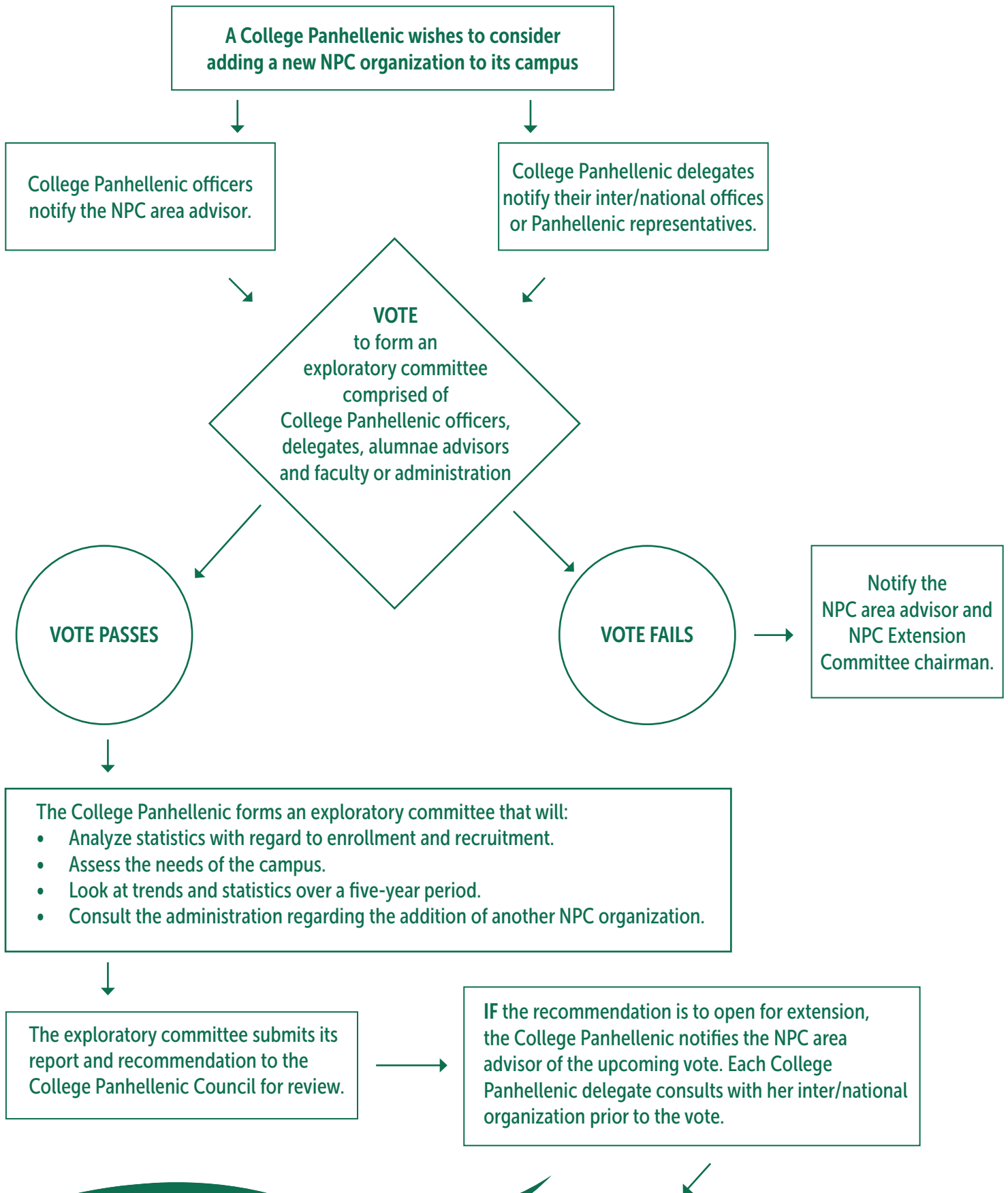
V. Statement of Values-Based Recruitment

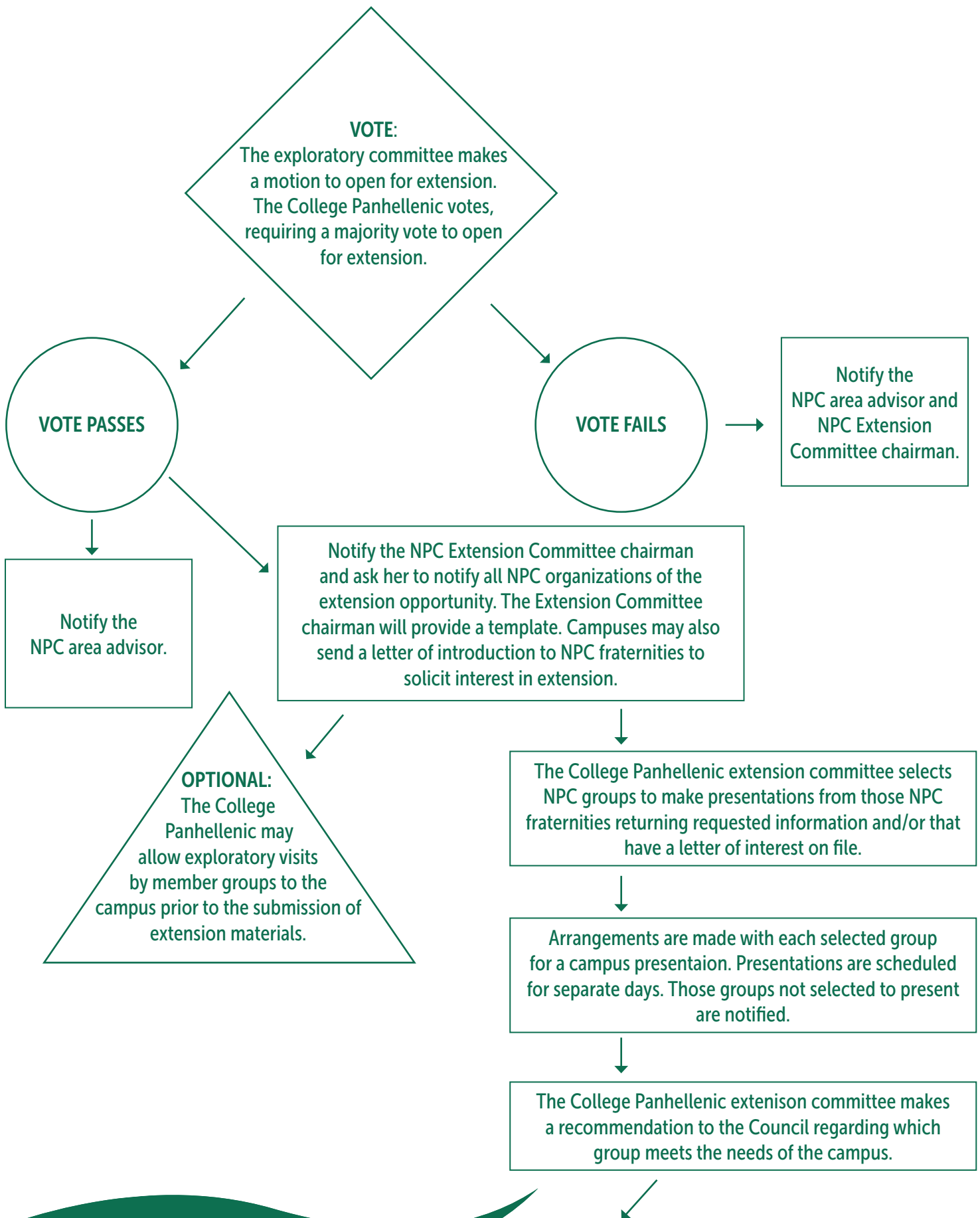
The purpose of values-based recruitment is to focus on the core goal of the recruitment process. The goal is to have meaningful conversations with potential new members and recruit/pledge women who will have a positive impact on their chapter and the Panhellenic community.

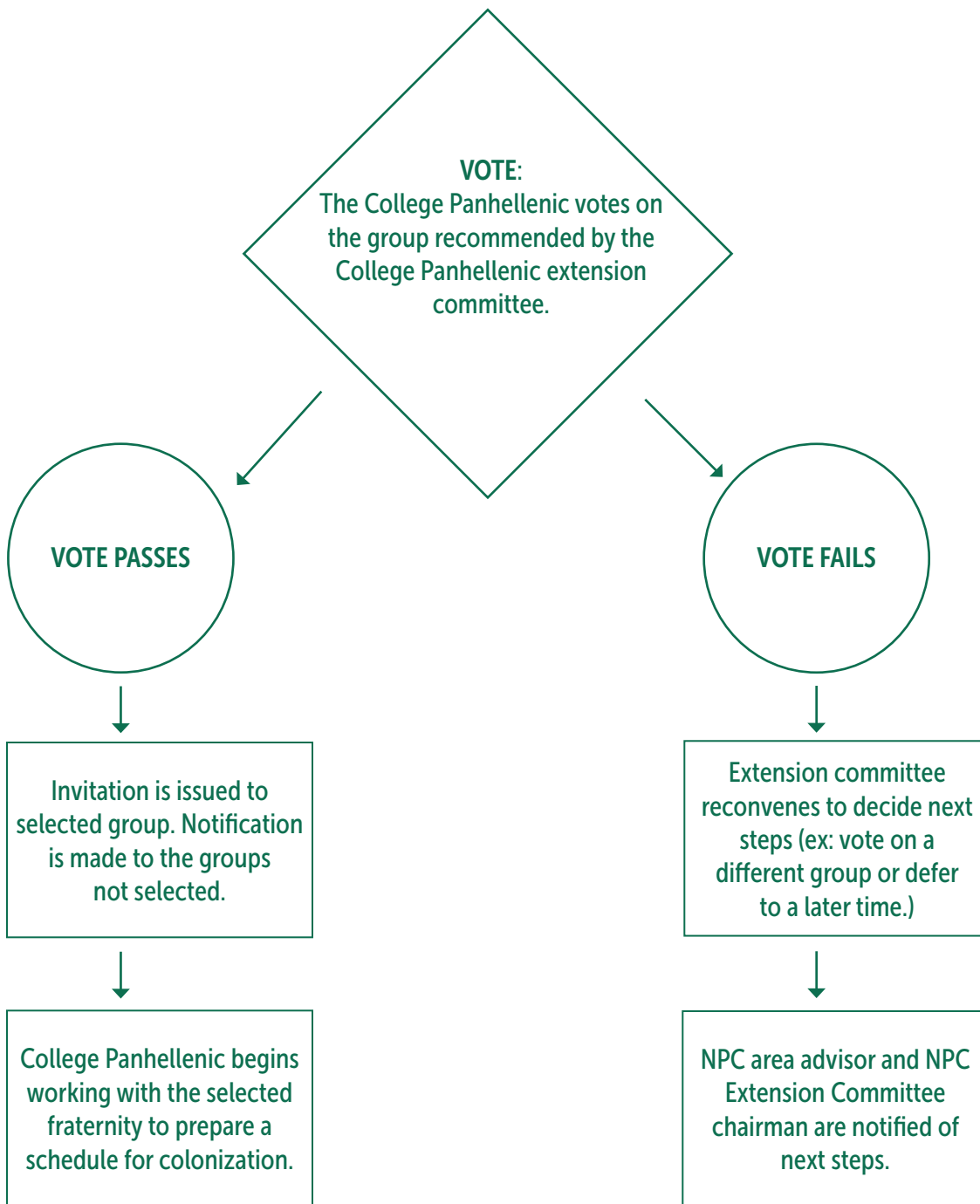
SAMPLE: We, the members of [campus name] Panhellenic, pledge to promote the following practices during membership recruitment:

1. Consider values-based conversations.
2. Choose recruitment activities and behaviors that reflect the core values of our organizations.
3. Engage in conversations that include topics related to our core values.
4. Make informed choices about potential new members.
5. Educate potential new members about the chapter's values, and connect to these values.

EXTENSION PROCEDURES FLOW CHART









POSITION STATEMENTS

NPC position statements are developed to reflect the collective position of the 26 member groups for overarching topics that come up frequently. They are voted upon, and approved by the Board of Directors. Information inquiries and requests are received from media, industry partners, members and member groups requiring NPC to be the advocacy voice for the 26 member groups. Having a clearly stated position statement, allows for accurate and consistent dissemination of information.

ALL-GREEK COUNCILS

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the umbrella group for 26 national and international sororities. Through its governance documents known as Unanimous Agreements, NPC supports the creation of a College Panhellenic Association in Unanimous Agreement VI, which states that a College Panhellenic Association must be established where two or more NPC sororities have installed undergraduate chapters on campus. These female student-led governing bodies should be a distinct and defined operating unit with their own governing documents (bylaws/standing rules/ethics) that also adhere to NPC Unanimous Agreements adopted by the member groups. Student leaders are selected by either election or rotation to serve as association officers.

In addition, NPC promotes self-governance through Unanimous Agreement VII, which establishes judicial boards to review member group infractions of NPC Unanimous Agreements, the College Panhellenic bylaws, membership recruitment rules and guidelines, the College Panhellenic Association code of ethics and College Panhellenic standing rules. This extensive judicial process outlined in Unanimous Agreement VII establishes notice and record-keeping requirements, provides for mediation, assesses sanctions and sets up an appeals process.

The only recognized official campus organization representing NPC and its member women's fraternities and sororities is the College Panhellenic Association registered with NPC. All-Greek councils, which can include a variety of groups on campus that represent both men and women's groups – many of which do not have inter/national supporting organizations or established standards – may not adhere to the same expectations or requirements as those set forth by NPC member groups. All-Greek councils are not recognized by NPC or its member groups as official campus groups, particularly as it pertains to maintaining NPC's single-sex status as a women's-only organization.

DISCRIMINATION

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the umbrella group for 26 national and international sororities. Federal law recognizes the right of college fraternities and sororities to maintain their single-sex membership policies. Consistent with that right, the 26 NPC women's fraternities and sororities are organizations of women. NPC member groups do not discriminate in membership selection on any basis prohibited by law.

PRIMARY RECRUITMENT

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the umbrella group for 26 national and international sororities. NPC endorses primary recruitment occurring in the fall academic term as it best accomplishes the following:

- Retention: Engages women quickly as first-year students so they continue in college.
- Acclimation: Provides women an early opportunity to adapt to the demands of campus life, including academic, social, cultural and service components, by quickly affiliating with a supportive subset of female students.
- Academic success: Encourages women to engage in chapter academic study and scholarship groups immediately.
- Mentoring: Provides female mentoring for women via chapter members and alumnae.
- Objectivity: Allows all participants the best opportunity to be considered objectively and to make their choices clearly without the subjective influences of detractors.

- Time management: Provides optimum experience without distractions from recruitment activities throughout the fall academic term.
- Scheduling: Offers fewer disruptions caused by inclement weather conditions.
- Fairness: Deferred recruitment is an inequitable application of student policy because other student organizations – such as intercollegiate athletics, school-sanctioned clubs and others are free to recruit, select and enroll new members at any time.

Sorority programming and expectations follow the missions of higher education institutions by fostering a spirit of sisterhood, which serves as a safety net for young women as they acclimate to a university environment.

Studies indicate that student retention is enhanced by membership in a sorority, where mutually supportive members sharing common interests and values leads to greater college-experience satisfaction. NPC believes that there is no substitute for the enrichment that sororities offer young women as part of the college experience, and this enrichment is most beneficial early in the academic year. With the aim of providing freshmen women a sound base for educational success throughout college, NPC asserts that deferred recruitment, or second academic term recruitment, is not in the best interests for the health and welfare of a sound sorority community and its members

HAZING

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the umbrella group for 26 national and international sororities. NPC supports efforts to eliminate hazing. NPC has adopted Unanimous Agreement IX, which condemns hazing and hazing-related behaviors. Hazing and hazing-related activities contradict all expectations of the proper behavior expected of the undergraduate and alumnae members of NPC member groups as set forth in Unanimous Agreement IV, Standards of Ethical Conduct.

Each NPC member group has its own set of bylaws, policies and rules condemning hazing and governing the investigation and discipline involving hazing allegations, as is the case with each individual college or university whether public or private.

A strong majority of states have adopted legislation that makes hazing a crime which can be punished by fines and/ or imprisonment as a misdemeanor or felony. Any allegation of sorority hazing is taken seriously. NPC offers its members education about risk-based behaviors through its "Something of Value" programming and supports nationally recognized HazingPrevention.org. Several of its 26 member women's fraternities and sororities also support a national anti-hazing hotline: 1-888-NOT-HAZE or 1-888-668-4293.

MEMBERSHIP SELECTION

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the umbrella group for 26 national and international sororities. NPC supports the individual rights of its 26 member groups to select their own members.

NPC does not dictate nor determine prospective membership policies. NPC member women's fraternities and sororities are single-sex organizations as recognized under Title IX of the Education Act Amendments of 1972. Each member group must follow its own membership selection policies, procedures and all applicable state and federal laws that pertain to single-sex organizations.



RIGHT OF ASSOCIATION AS WOMEN’S-ONLY ORGANIZATIONS

The National Panhellenic Conference (NPC), one of the world’s largest organizations advocating for women, is the umbrella group for 26 national and international sororities. NPC supports the right of association through its governance documents known as Unanimous Agreements. Unanimous Agreement IX reinforces the right to associate.

NPC’s 26 member sororities exist, and have existed throughout their history, as women’s-only private social organizations.

NPC values its ability to remain an independent voice for women. Through recruiting, educating and initiating female fraternity and sorority members, women are supported as they uphold both the ideals stated in the NPC Panhellenic Creed and the ideals of their individual member groups.

The U.S. Congress recognized in Title IX of the Education Act Amendments of 1972 that social fraternities and sororities are exempt from the prohibition against gender discrimination in education programs or related activities.

The U.S. Supreme Court also has affirmed that the “right to freedom of association is a right enjoyed by religious and secular groups alike.”

In addition, according to Unanimous Agreement X, each College Panhellenic Association shall denounce participation of undergraduate Panhellenic women in auxiliary groups to men’s fraternities and in men’s primary recruitment activities.

STANDARDS OF CONDUCT

The National Panhellenic Conference (NPC), one of the world’s largest organizations advocating for women, is the umbrella group for 26 national and international sororities. NPC encourages its members to engage in positive discourse about members and member groups. Through its governing documents known as Unanimous Agreements, Unanimous Agreement IV, Standards of Ethical Conduct, states that members should avoid disparaging remarks about any women’s fraternity/sorority or college woman.

NPC reminds all Panhellenic women to follow our standards of ethical conduct in their daily lives and as they increasingly engage in online chats, forums and social media networks. The NPC Panhellenic Creed also emphasizes mutual respect:

“We, as Fraternity Women, stand for service through the development of character inspired by the close contact and deep friendship of individual fraternity and Panhellenic life. The opportunity for wide and wise human service, through mutual respect and helpfulness, is the tenet by which we strive to live.”



RIGHT TO ASSEMBLE

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the umbrella group for 26 national and international sororities. NPC affirms the rights of students to associate with an organization on such terms and conditions as the student and the organization exclusively agree as granted by the U.S. Constitution.

NPC acknowledges that colleges and universities have the right to establish fair and reasonable rules and regulations applicable to all student organizations seeking to receive and maintain institutional recognition as listed in their college student handbooks. However, in the absence of due process, colleges and universities do not have the right to restrict and interrupt regular chapter operations, nor infringe on a private organization's right to:

- Assemble.
- Recruit members.
- Educate or initiate members.

No infringement shall occur without due process and notice provided to the inter/national organizations. NPC supports the right of association through its governance documents known as Unanimous Agreements. Unanimous Agreement IX reinforces the right to assemble.



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