



MANUAL OF INFORMATION
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TABLE OF CONTENTS

INTRODUCTION	8
The National Panhellenic Conference	9
Member Organizations (A-Z)	9
Mission, Vision and Values of NPC	9
Functions of NPC	10
Authority of NPC	10
History of NPC	10
Order of Rotation	12
The Panhellenic Creed	13
This We Believe	13
NPC Insignia	14
NPC Jewelry	15
NPC Logos and Brand	16
UNANIMOUS AGREEMENTS	18
I. THE PANHELLENIC CREED	18
II. JURISDICTION OF PANHELLENIC ASSOCIATIONS	18
III. THE PANHELLENIC COMPACT	19
IV. STANDARDS OF ETHICAL CONDUCT	20
V. AGREEMENT ON EXTENSION	21
VI. COLLEGE PANHELLENIC MEMBERSHIP RECRUITMENT	22
VII. COLLEGE PANHELLENIC ASSOCIATION JUDICIAL PROCEDURE	22
VIII. NPC DECLARATION OF FREEDOM	26
IX. PROTECTING THE RIGHT OF NPC MEMBERS TO REMAIN WOMEN'S-ONLY ORGANIZATIONS	26
POLICIES AND BEST PRACTICES	29
Alumnae Panhellenics	29
Membership	31
College Panhellenics	31
Academic Excellence	31
Alcohol	32
College Panhellenic Programming	33
Extension	33
General College Panhellenic Policies and Procedures	37
Membership Recruitment	40
Potential New Member's Bill of Rights	43
Total	44
POSITION STATEMENTS	47
Against Discrimination	47
Against Hazing	47
Against Sexual Assault	47
Alcohol and Controlled Substances	48

All-Greek Councils	49
Citizen, Service and Philanthropic Events	49
Commitment to Offering Equitable and Accessible Membership Opportunities	50
Fraternity/Sorority User Fees	50
Independent College Panhellenics	51
Opposing Reporting Requirement for Member Organization Personnel	52
Primary Recruitment	53
Right to Assemble	54
Right of Association as Women's-Only Organizations	55
Role of College Panhellenics in Safety and Risk Management	55
Standards of Conduct	56
Transparency in the Joining Process	57
COLLEGE PANHELLENIC ORGANIZATION	59
Purpose	59
Objectives	59
Membership	59
Representatives	62
Rights of Sorority Chapters	62
Ethics	62
Organization and Management	62
Panhellenic Office	62
Panhellenic Files	62
Officer Selection	63
Delegate and Officer Orientation	64
Panhellenic Council Officer Notebook (Suggested Contents)	64
Fraternity/Sorority Advisor	65
Relationship of Advisor to a College Panhellenic	65
Fraternity/Sorority Advisor Files	65
Panhellenic Alumnae Advisory Council	66
NPC Area Advisor	66
Panhellenic Support Specialist	67
Junior Panhellenic	67
All-Greek Council	67
COLLEGE PANHELLENIC JUDICIAL PROCEDURE	69
Informal Discussion	69
Basic Steps to an Informal Discussion	69
How to File an Infraction	69
Panhellenic Mediation Process	70
College Panhellenic Judicial Board	73
Sample Document for Establishing a College Panhellenic Judicial Board	73
College Panhellenic Judicial Board Duties	74
Judicial Board Chair Duties	74

Judicial Board Hearing	74
Judicial Board Hearing — Order of Events	75
Appeals Process	76
Ethical Decision-Making	77
COLLEGE PANHELLENIC MEMBERSHIP RECRUITMENT	79
Values-Based Recruitment	79
Recruitment Styles	80
Primary membership recruitment has three styles. Determining and implementing the appropriate recruitment style for a primary recruitment process requires careful planning.	80
Assessment for Determining Recruitment Styles	80
Identifying Recruitment Styles	81
Continuous recruitment (CR)	81
Partially structured recruitment (PSR)	82
Fully structured recruitment (FSR)	83
Recruitment Unanimous Agreements, Policies and Guidelines	85
Optimal Timing for Primary Recruitment	85
Recruitment Rules for College Panhellenics	86
Panhellenic Code of Ethics	86
Goals of a Code of Ethics	87
Writing a Code of Ethics	87
Total	87
Vacancies in Total Chapter Size	88
Chapter Membership Roll	89
Inactive Status	89
Quota	90
Setting Quota	90
Upperclass Quota	91
Setting Quota for Primary Recruitment when Hand Bid Matching	91
Vacancies in Quota	91
Continuous Open Bidding	92
Marketing	92
Steps in developing a College Panhellenic Marketing Plan	93
Using a College Panhellenic Marketing Committee	93
Using the Marketing Assessment	93
Recruitment Marketing Plan	93
Summer Information Plan	94
Membership Recruitment Guide	94
Panhellenic Websites and Social Media	96
Positive Panhellenic Contact and Promotion of the Sorority Experience	97
Potential New Member’s Bill of Rights	97
Selection of a Software Program	98
Recruitment Orientation	98

Preparing Panhellenic Officers and Recruitment Counselors	99
Scheduling Orientation Activities	99
Recruitment Counselors	100
Release Figure Methodology	103
Invitations	104
Flex Lists	105
Recruitment Format	105
RFM Communication, Roles and Responsibilities	105
Membership Recruitment Acceptance Binding Agreement	106
Persons Assisting with MRABA Signing	107
MRABA Appeal Process	107
Bid Matching	108
Bid Lists	108
Sample Bid List for Hand Match Campuses	109
Hand Bid Matching Process	109
Bid Matching by Software Program	110
Quota Additions	111
Snap Bidding	112
Bid Day	112
Repledging	113
Membership Recruitment Evaluation and Assessment	113
COLLEGE PANHELLENIC PROGRAMS	115
Be Bold	115
Chapter Officer Workshops	116
College Panhellenic Academy	116
Consulting Team Visit	116
Greek Weekend	116
Junior Panhellenic	118
Potential New Member Orientation	119
Recruitment Counselor Training Online	119
Resolved to Educate	120
EXTENSION	122
NPC Panhellenic Extension Committee	122
Proper Authority	123
Determining the Proper Authority on a Campus to Open an Extension	124
Extension Procedures Flow Chart	126
Stacking Policy	128
Exploratory Visits	128
Campus Presentations	128
Use of Social Media in Extension	129
Local Sororities	129
Panhellenic Assistance to Establishing Chapters	130

Panhellenic membership	131
Re-establishment	131
Re-establishment Best Practices and Procedures	132
Reorganization	134
ALUMNAE PANHELLENIC ORGANIZATION	136
Purpose	136
NPC Affiliation	137
Membership	137
Organization	138
Ethics	138
Starting an Alumnae Panhellenic	138
Alumnae Panhellenic Officers	138
Standing and special committees	140
NPC Alumnae Panhellenics Committee	140
Alumnae Panhellenic Programs	140
Sorority Recruitment Information Events	141
Assistance to College Panhellenics and Fraternity/Sorority Advisors	142
Alumnae Panhellenic Scholarship Programs	143
Merit-based Versus Need-based Scholarships	143
RESOURCE INFORMATION	146
Installation Ceremony for a New College Panhellenic	146
Installation Ceremony for College Panhellenic Officers	147
Campus Concerns Review Process	148
Housing Policies and Procedures	150
MRABA Script	151
MEMBERSHIP RECRUITMENT ACCEPTANCE BINDING AGREEMENT (MRABA)	155
Continuous Open Bidding MRABA	157
Newly Establishing Chapters MRABA	158
College Panhellenic Violation Report	159
College Panhellenic Infraction Notice	161
College Panhellenic Mediation Summary Report	162
College Panhellenic Judicial Board Hearing Summary Report	163
College Panhellenic Judicial Board Hearing Minutes	165
College Panhellenic Appeal Notice	166
GLOSSARY	168

INTRODUCTION

INTRODUCTION

Above any other document or manual, the National Panhellenic Conference Manual of Information is the primary resource for College and Alumnae Panhellenic Associations.

This section offers an introduction to the National Panhellenic Conference (NPC), its philosophy and spirit, and the member organizations that comprise it. The section concludes with an overview of agreements, policies and practices that govern NPC activities.

Note #1: NPC member organizations are formally named as fraternities, sororities or societies. The choice of name has no relation to organizations' character as a women's-only organizations. Except when referring to a specific member organization's formal name, NPC typically refers to all member organizations as sororities.

Note #2: In 2022, NPC adopted the use of "chair" for leadership positions. Historical references may still use "chairman" if that was the term in use at the time.

The National Panhellenic Conference

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

Member Organizations (A-Z)

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

You are invited to learn more about each member organization and its history by visiting <https://npcwomen.org/about/our-member-organizations/>.

Mission, Vision and Values of NPC

The purpose of the National Panhellenic Conference is to promote and advance the common interest of women's-only sororities. The Conference achieves this through interfraternal cooperation and strong partnerships with college and university representatives to support high academic and social standards for women. (paraphrased from the NPC Articles of Incorporation and adopted 2019)

Mission statement of NPC

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

Vision statement of NPC

Advancing the Sorority Experience Together. (adopted 2011)

Values of NPC

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. (adopted 2011)

Functions of NPC

On July 1, 2019, NPC implemented a new governance and organizational structure that includes a seven-member Board of Directors composed of five members elected by the Council of Delegates and two directors appointed by their member organization (on a rotational basis). The NPC chair also is elected by the Council of Delegates from the seven board members.

The Board of Directors leads NPC and has the authority and responsibility for overseeing the affairs of NPC. They establish corporate policy, set the strategic direction, oversee and secure resources and monitor organizational performance.

The Council of Delegates consists of one representative from each NPC member organization and has primary responsibility for Conference membership and Panhellenic policies. Each delegate is empowered to act and vote on behalf of her member organization. The NPC staff is responsible for the day-to-day management of the Corporation and works alongside the organization's volunteers.

Authority of NPC

The National Panhellenic Conference is a conference body that adopts policies to govern its own internal operation. Through such policies have come the Unanimous Agreements. For a policy to become a Unanimous Agreement, each delegate on the Council of Delegates must vote in the affirmative.

All NPC member organizations must follow the Unanimous Agreements 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 organizations except as provided in the Unanimous Agreements.

NPC formulates policies on matters of mutual interest and concern and studies changing educational outlooks. Through peer group meetings and large group discussions at the NPC Annual Conference, NPC contributes to interfraternal understanding and friendship.

NPC collects annual dues from its member organizations, College Panhellenics and Alumnae Panhellenics. NPC also assesses an undergraduate per capita fee that is to be collected by each member organization on behalf of its initiated members and paid to NPC.

History of NPC

The National Panhellenic Conference (NPC) evolved gradually through a cooperative spirit among women's fraternities (sororities). As early as 1891, Kappa Kappa Gamma invited all Greek-letter women's collegiate fraternities (sororities) — there were seven at the time — to a meeting in Boston on April 16 and 17. The groups discussed interfraternity courtesy, fraternity (sorority) 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 (sororities) contain accounts of "rushing and pledging agreements" or "compacts" among fraternities (sororities) on various campuses and many stories of cooperation and mutual assistance. However, no actual Panhellenic organization existed and no uniform practices were observed. By 1902, it was obvious 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. Women could be pledged to organizations before enrolling in college and even belong to more than one organization.

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 organizations 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 area coordinators for Alumnae Panhellenics. In 1988, the 26 member organizations affirmed the concept that the National Panhellenic Conference continues to operate as a conference.

That meant each NPC member organization was equally represented by a delegate and up to three alternate delegates. Each member organization was allowed one vote cast by the delegate. The delegate also served as a member of the NPC Board of Directors and was the liaison between her sorority and the other NPC organizations. The delegate body met biannually in person to conduct business. The delegates functioned year-round as members of NPC committees. This model was in effect until 2019.

Leadership

In 1910, the organization defined the officer-rotation plan, based on the date of admission to NPC, that remained in effect until 2019. The next year, it authorized what for almost 100 years was the composition of the NPC Executive Committee: a president (i.e., chairman), secretary and treasurer.

In 2012, as the NPC Executive Committee composition expanded and the officers of NPC (chairman and vice chairman) were considered members of the delegate body. They served in an established order of sorority rotation — first as vice chairman, then as chairman — and each position was a two-year term. The Advocacy chairman, Panhellenics chairman and Finance chairman were appointed by the NPC chairman and approved by the Board of Directors. These five officers served as members of the Executive Committee with voting privileges.

In October 2018, the NPC Board of Directors voted to change the governance and organizational structure of NPC to take effect on July 1, 2019.

Meetings

NPC met annually until 1914, when it voted to hold biennial sessions beginning in 1915. While some interim sessions had been held prior to 1971, a provision in the constitution was made at that time for the necessary

sessions. NPC voted in 1993 to have an interim session in even-numbered years. In 2008, NPC voted to change the terminology of biennial and interim sessions to annual meetings. In 2018, NPC voted to move to an Annual Membership Meeting and add the NPC Annual Conference, beginning with the 2019-20 fiscal year.

Requirements for Membership

A women's sorority must have been established in its inter/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. It must also have at least 14 chapters that have been established for a minimum of two years.

AES merger with NPC

In 1947, the six member organizations of the Association of Education Sororities, organized in 1915, affiliated with NPC, thus merging two national Panhellenics serving women's fraternities/sororities. 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 sororities have been admitted to NPC as they met the requirements for membership. Through the years, additional women's sororities, now merged with other organizations, have been members of NPC.

Order of Rotation

Member Organization Name	NPC Entrance Date	Next Rotation Years
Pi Beta Phi	1902	2033-35
Kappa Alpha Theta	1902	2033-35
Kappa Kappa Gamma	1902	2035-37
Alpha Phi	1902	2035-37
Delta Gamma	1902	2037-39
Gamma Phi Beta	1902	2037-39
Alpha Chi Omega	1903	2039-41
Delta Delta Delta	1902	2039-41
Alpha Xi Delta	1904	2041-43
Chi Omega	1903	2041-43
Sigma Kappa	1905	2043-45
Alpha Omicron Pi	1905	2043-45
Zeta Tau Alpha*	1909	2045-47
Alpha Gamma Delta*	1909	2045-47
Alpha Delta Pi	1909	2047-49

Delta Zeta	1910	2047-49
Phi Mu	1911	2023-25
Kappa Delta	1912	2023-25
Sigma Sigma Sigma	1951	2025-27
Alpha Sigma Tau	1951	2025-27
Alpha Sigma Alpha	1951	2027-29
Alpha Epsilon Phi	1951	2027-29
Theta Phi Alpha	1951	2029-31
Phi Sigma Sigma	1951	2029-31
Delta Phi Epsilon	1951	2031-33
Sigma Delta Tau	1951	2031-33

*Beginning of rotation under governance structure enacted in July 2019.

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

Sorority

Sorority is a social experience based on the fundamental right of a free people to form voluntary associations. It enriches university/college life.

Mutual choice

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

Sororities exist because they:

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

Sororities continue because:

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

NPC Insignia

In the NPC insignia (i.e., the coat of arms):

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, it symbolizes, too, penalty of obligation, also bravery, achievement and discipline.

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

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

(Adopted at the 1957 Biennial Session)

Registered Trademarks

The National Panhellenic Conference is the exclusive owner of its trademarks. To safeguard the appropriate use of our federally registered trademarks and guarantee quality products, NPC is one of many organizations that has 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 the NPC store (npcstore.org) or view our entire list of licensed vendors at greeklicensing.com. Here you can access a national network of vendors and request multiple quotes for your custom order needs.



- If you are shopping for products, look for the "Affinity Licensed Product" logo (pictured right).

- 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.

NPC Jewelry

The National Panhellenic Conference (NPC) partners with Herff Jones – Greek Division to be our official jeweler.



Herff Jones provides Panhellenic-branded jewelry, including pins, guards, officer danglers and graduation honor cords and stoles. They also offer Panhellenic and fraternal accessory jewelry and gift items such as rings, lavalieres, pendants, charms, bracelets and other accessories that symbolize and celebrate a lifetime of meaningful membership.



Many College and Alumnae Panhellenic Association officers find wearing Panhellenic jewelry is a way to visibly display their Panhellenic pride and spirit, as well as show their support for the sorority experience. Sorority members are encouraged to refer to inter/national organization policies regarding how to wear Panhellenic jewelry with the membership badge.

To shop for products, visit the Herff Jones website at <https://www.hjgreek.com/products/showCategories/OrganizationID/643>.

NPC Logos and Brand

The visual identity of the National Panhellenic Conference is more than just a logo. While it's the most easily identifiable thing about our brand, a visual identity requires a more holistic approach. It's an entire graphic experience that resonates with NPC. When done well, our visual identity helps convey our mission, vision and values to everyone involved.

The current NPC logo and brand elements, introduced at the 2017 NPC annual meeting, showcase a new, fresh design that pays homage to the past.

The NPC logo consists of two elements, the wordmark and the logomark. The logo incorporates NPC's Greek-influenced laurel leaf and familiar Kelly green and adds new colors: plum, rose and pumpkin. Its design symbolizes unity, as the lively colors represent member organizations working together.

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.

Alumnae and College Panhellenics may download their customized logo files from the NPC website under "Resources."

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





Since 1902, the National Panhellenic Conference member organizations have unanimously agreed to pursue certain procedures and ethics that lead to the orderly and equitable conduct of their mutual Functions.

Unanimous Agreements are the principles, procedures and behavioral expectations considered so fundamental to ethical and harmonious intersorority life that they are binding on every NPC member organization. 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 Unanimous Agreements are statements setting forth the rights of sororities as private, voluntary social Organizations.

The Unanimous Agreements are adopted by a unanimous vote of the NPC voting body (the NPC Council of Delegates). The delegate's vote is equal to her sorority's pledge that every collegiate and alumna member will abide by and honor the NPC Unanimous Agreements. They can be amended by a five-sixths vote of the Council of Delegates.

Each College Panhellenic (or Inter-Sorority Council or equivalent organization) and Alumnae Panhellenic must incorporate the NPC Unanimous Agreements into its procedures and operating methods (bylaws, standing rules, membership recruitment rules and other governing documents). Language that contradicts a Unanimous Agreement must be removed immediately; no vote is necessary.

NPC member organizations are formally named fraternities, sororities or societies. For the purpose of the Unanimous Agreements, policies and best practices, NPC refers to all member organizations as Sororities.

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 are organized to afford cooperation among the women's sororities. All chapters involved in the Panhellenic association, regardless of their membership class, must be women's-only organizations. Panhellenic members must respect and obey the letter and spirit of all National Panhellenic Conference Unanimous Agreements. Panhellenic associations' governing documents must conform to all Unanimous Agreements.

1. College Panhellenic Associations

- a. A College Panhellenic Association must be established where two or more NPC sororities have installed undergraduate chapters.
- b. Each installed NPC sorority chapter is a regular member of the College Panhellenic Association. Each chapter has one vote.
- c. A College Panhellenic Association cannot expel a chapter of any NPC sorority from its membership.
- d. An NPC sorority chapter does not have the right to withdraw from its College Panhellenic Association.
- e. The administrative body of a College Panhellenic Association is a College Panhellenic Council. The Council conducts business by holding meetings or taking action by vote.
- f. A College Panhellenic Council must be composed of delegates selected by chapters of NPC sororities and any women's-only non-NPC sorority that is a member of the College Panhellenic Association.
- g. A College Panhellenic Council will take no action that infringes on the sovereignty, rights or privileges of the individual NPC sororities. Infringements include the following:
 - i. Requiring sorority 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 process¹ or as a qualification for pledging or initiation.
 - iv. Requiring sorority chapters to maintain a minimum number of members.
 - v. 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.
 - vi. Lowering a chapter's quota as a sanction.
 - vii. Requiring a chapter's Panhellenic delegate to be a specific chapter officer.
 - h. A College Panhellenic Council cannot include in its governing documents any language that infringes on the sovereignty, rights or privileges of the individual NPC sororities or that contradicts an NPC Unanimous Agreement or NPC policy. Such language must be removed immediately; no vote is necessary.
 - i. Except in routine matters, a College Panhellenic Council and its officers must act only upon a vote of the delegate body after referral to the member sorority chapters.
2. Alumnae Panhellenic Associations
- a. The administrative body of an Alumnae Panhellenic Association is an Alumnae Panhellenic Council.
 - b. Alumnae Panhellenic Councils must be composed of delegates selected by their organized alumnae groups. Delegate appointments are made according to the individual sorority's policy and are a basic right on which Alumnae Panhellenics may not infringe. When there is no alumnae group as determined by the member organization, an individual in good standing may represent her sorority on the council.
 - c. One vote must be granted to each NPC member sorority represented in the Alumnae Panhellenic Association.
 - d. Alumnae Panhellenic Associations cannot expel a member organization of any NPC sorority from its membership in the Alumnae Panhellenic Association.
 - e. A re-established alumnae group must 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 sorority is not eligible for membership in another NPC sorority.
- 2. To be eligible to participate in Panhellenic recruitment and pledge an NPC sorority as a collegiate member, a woman must:
 - a. Not be simultaneously enrolled in high school and attending college.
 - b. Be an undergraduate regularly matriculated according to the definition of matriculation established by that institution.
- 3. An undergraduate woman may pledge an NPC sorority only during a regular academic term and not during any school recess or summer academic term except during a primary membership recruitment period and the ensuing continuous open bidding (COB) process when held immediately before an academic term.

¹ College Panhellenics that wish to highlight the importance of academics by communicating GPA standards for women participating in recruitment must do so through educating potential new members, not through setting a minimum GPA.

4. Regardless of recruitment style, a potential new member must sign the membership recruitment acceptance binding agreement (MRABA). All signed MRABAs must be kept by the College Panhellenic until the next primary recruitment.
 - a. During COB, the proof of a woman's membership acceptance must be a dated continuous open bidding MRABA signed by the woman.
5. If through the membership recruitment process, including COB, a potential new member signs a membership recruitment acceptance binding agreement, receives a bid and then declines it or accepts a bid and then breaks her pledge, she is ineligible to be pledged to another NPC sorority on the same campus until the beginning of the next primary membership recruitment period.
 - a. Exceptions to an individual's ineligibility to be pledged may be granted by the NPC Board of Directors in the following cases:
 - i. documented illegal conduct by the chapter offering the bid, or
 - ii. documented violation of National Panhellenic Conference membership recruitment policies, or
 - iii. documented clerical or administrative errors made by campus or Panhellenic
 - iv. personnel during the Panhellenic membership recruitment process.
6. At a later date but before the next primary membership recruitment period, if the potential new 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 new member does not receive a bid at the end of the primary membership recruitment period, she is eligible immediately to participate in COB.
8. A woman who has accepted a bid either through primary or COB membership recruitment and who has had her pledge broken by an NPC sorority or has broken her pledge, may be repledged by the same NPC sorority 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.
9. 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 sorority on the transfer campus at the earliest opportunity.
10. Women who have been pledged but not yet initiated into a chapter whose charter has been rescinded or relinquished or women of a newly establishing chapter that has been dissolved are eligible to pledge another NPC sorority immediately following the official release by the NPC sorority.

IV. STANDARDS OF ETHICAL CONDUCT

NPC encourages all Panhellenic women to:

1. Uphold and demonstrate the Panhellenic Creed in thought, word and action.
2. Conduct themselves in a manner consistent with the mission and values of NPC and the College Panhellenic.
3. Create friendly relations between sorority and nonsorority women, including promoting informative contact about the Panhellenic sorority experience with potential new members at all times, year-round.
4. Be respectful of the rights of every potential new member to make a personal choice during recruitment, including but not limited to: not joining the sorority community, intentional single preferencing or preferencing all sorority chapters available.

5. Avoid disparaging remarks about any sorority or college/university woman.
6. Promote honesty, respect, sisterhood and cooperation within the College Panhellenic and its chapters.

In case of Panhellenic difficulties, all chapters involved must do their utmost to restore harmony and to prevent negative publicity, both on the campus and in the community.

V. AGREEMENT ON EXTENSION

1. NPC believes that it is unethical for an NPC sorority 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 sororities present on campus, then a vote of those NPC sororities 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 sorority and where the administration is willing to recognize women's sororities, a letter from a senior-level student affairs administrator shall constitute the proper authority.
 - c. The NPC Panhellenic Extension Committee is the proper authority on campuses where there is one or no NPC sorority and the college/university administration does not grant recognition to women's sororities but does not discipline students for joining.
3. Contact regarding extension by NPC sororities, volunteers, staff, collegiate and alumnae members shall include the following:
 - a. NPC sororities 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 sororities and is open for extension, NPC sororities can communicate with a student(s), an interest group or a local sorority only with prior permission of the proper authority.
 - c. NPC sororities that are contacted by a student, local sorority or interest group from campuses with two or more NPC sororities must refer the student, local sorority or interest group to the proper authority.
 - d. NPC sororities should not be in contact with students of any college or university concerning membership where the administration disciplines students for joining women's sororities.
 - e. When a local sorority or interest group is in discussions with an NPC sorority regarding affiliation after approval by the proper authority, no other group shall be in communication with that local sorority or interest group.
4. Any newly establishing chapter of an NPC sorority shall become a provisional member of the College Panhellenic Association and shall conform to the association's established rules, regulations and policies.

VI. COLLEGE PANHELLENIC MEMBERSHIP RECRUITMENT

1. Each College Panhellenic Council must establish rules governing membership recruitment activities.
2. All members, including alumnae and new members, are bound by College Panhellenic Association rules governing membership recruitment.
3. 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.
4. Each NPC sorority chapter has the right to use continuous open bidding (COB) to reach quota or its total allowable chapter size during the regular school year as defined by the school calendar. COB begins on Bid Day for chapters who did not achieve quota or as soon as the College Panhellenic has determined total. To accommodate a newly establishing 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. The start and end dates for the COB moratorium must be set by a vote of the College Panhellenic, preferably during the academic term prior to implementing the moratorium. The College Panhellenic should consider the need for chapters not at quota or total to have up to one week to fill vacant spaces through COB before the moratorium begins.
5. Each College Panhellenic Association must prohibit the use of alcoholic beverages in membership recruitment and Bid Day activities.
6. Each College Panhellenic Association must prohibit the participation of men in membership recruitment and Bid Day activities.

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 organization 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. All members of the judicial board must be collegians from the College Panhellenics' member organizations.
 - b. NPC recognizes only a judicial board that is composed solely of members of the College Panhellenic.
 - c. A College Panhellenic, through its officers, shall select and train a workable judicial board based on campus needs.
 - d. The duties and responsibilities of the judicial board must be consistent with this and all other NPC Unanimous Agreements.
 - e. 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.
 - f. Documentation of all judicial proceedings shall be retained by the fraternity/sorority advisor for three years.

2. Judicial Process Overview

- a. Sororities are encouraged to resolve alleged infractions as soon as possible through informal discussion with the involved parties before a College Panhellenic Violation Report form 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 individuals. Violations must be reported in the following manner on the College Panhellenic Violation Report available on the NPC website or from the College Panhellenic.
- c. Timing
 - i. 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).
 - ii. If the College Panhellenic president is unavailable or the violation is against her sorority, the report shall be presented to the fraternity/sorority advisor.
 - iii. The College Panhellenic president and fraternity/sorority advisor shall review the College Panhellenic Violation Report to ensure that it has been filled out completely, including proper signatures and indication of rules/guidelines 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 these people:
 - Chapter president on behalf of her chapter
 - Chapter executive officer/board member on behalf of her chapter
 - College Panhellenic officer
 - Fraternity/sorority advisor
 - ii. Recruitment infractions may only be reported and signed by one of these people:
 - 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:

 - i. The College Panhellenic Violation Report is retained by the College Panhellenic president or fraternity/sorority advisor and is available upon request by the accused sorority.
 - ii. 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
 - i. The College Panhellenic president shall notify the accused sorority in writing by delivering the College Panhellenic Infraction Notice to that chapter president within seven days of receiving the College Panhellenic Violation Report.
 - ii. If the president of the accused sorority is unavailable, delivery may be made to another appropriate chapter sorority officer or advisor. The record of delivery shall be documented on the report.
 - iii. A copy of the College Panhellenic Infraction Notice 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

- i. Upon receipt of the College Panhellenic Infraction Notice, the accused sorority shall contact the College Panhellenic president within seven days to schedule mediation.
- ii. Mediation shall be held unless the accused sorority chooses to proceed directly to a judicial hearing. Either mediation or the judicial hearing must be held within 21 days of the receipt of the College Panhellenic Infraction Notice.
- iii. If an agreement is not reached during the mediation process, a judicial board hearing shall be held within 14 days of the failed mediation.
- iv. If there is a college/university class break during the timeframes specified for the mediation/judicial hearing, the mediation/judicial hearing may be scheduled after classes resume or held during the break if all parties are available. If held after classes resume, the timeframe may be extended by the number of days of the class break.

3. Mediation

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

- i. NPC Unanimous Agreements
- ii. College Panhellenic bylaws
- iii. College Panhellenic membership recruitment rules/guidelines
- iv. College Panhellenic code of ethics
- v. College Panhellenic standing rules

b. The following elements of mediation shall be followed:

- i. Mediation shall be closed to the public.
- ii. All participants in the mediation shall keep strict confidentiality.
- iii. No more than three participants (including a chapter advisor) shall represent either party and/or each sorority involved at mediation.
- iv. 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.

c. Mediator Guidelines:

- i. The College Panhellenic president, in agreement with the fraternity/sorority advisor, shall appoint a neutral party to serve as the mediator.
- ii. Though it is preferable that the fraternity/sorority advisor 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.
- iii. The mediator shall not be an undergraduate student.
- iv. 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 form is available on the NPC website. A copy of the report shall be retained by the fraternity/sorority advisor for a period of three years.
- v. 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

- i. The College Panhellenic shall follow procedures for judicial board hearings as already established by its College Panhellenic Association bylaws.
- ii. Hearings shall be closed to the public.
- iii. No more than three participants (including a chapter advisor) shall represent either party and/or each sorority involved at a hearing.
- iv. 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.
- v. 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. The form is available on the NPC website. A copy of the report should be retained by the fraternity/sorority advisor for three years.
- vi. 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.
- vii. On those campuses where the small size of the College Panhellenic makes a judicial board hearing ineffective because of conflicts of interest, and mediation has proved ineffective, the case may be referred directly to the NPC Panhellenic Judicial Appeals Committee.

5. Sanctions

a. Appropriate Sanctions

- i. 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:
 - Late recruitment event invitation lists
 - Recruitment events that exceed designated event times
 - Prohibited postings on social media outlets
 - Lack of required chapter attendance at Panhellenic-sponsored events
 - Sanctions shall not:
 - Forbid primary recruitment or continuous open bidding activities or the observance of an inter/national sorority event such as an educational program, ritual ceremony or historical celebration.
 - Affect a sorority chapter's quota or total.
 - Affect the time of new member acceptance and/or initiation.
 - Forbid the right of an NPC sorority to vote in College Panhellenic meetings.
 - Include removal from the College Panhellenic.

- b. Duration of Sanctions
 - i. The duration of any sanction imposed shall not exceed one calendar year from the time the decision is final.
 - c. NPC Notification of Sanctions
 - i. Within 24 hours of the completion of mediation or the judicial board hearing, the College
 - ii. 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 Panhellenic Judicial Appeals Committee.
 - i. An appeal shall be filed with the College Panhellenic president, using the process referenced in the judicial procedure section in the NPC Manual of Information and on the appeal form, within seven days of the decision.
 - ii. The NPC Panhellenic Judicial Appeals Committee shall reverse or uphold the decision of the College Panhellenic Association judicial board. The NPC Panhellenic Judicial Appeals Committee may also dismiss or modify sanctions as the committee deems appropriate.
 - iii. Any sanction shall begin only after all properly filed appeal decisions have been rendered. If a sanctioned sorority wants to fulfill all or part of the sanctions pending the outcome of a filed appeal, the sorority shall have that option.
 - b. If the NPC Panhellenic Judicial Appeals Committee is unable to resolve the appeal, the file should be transferred to the NPC office for final resolution by the NPC Board of Directors. The decision of the board shall be final.

VIII. NPC DECLARATION OF FREEDOM

Knowledge is essential to preserving the 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.

IX. PROTECTING THE RIGHT OF NPC MEMBERS TO REMAIN WOMEN'S-ONLY ORGANIZATIONS

NPC member organizations exist as women's-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 the membership practices of social fraternities and sororities are excepted from the prohibition contained in Title IX 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 sororities 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.

Note: Certain Unanimous Agreements that pertain to College Panhellenics are further outlined and explained in the "Resolved to Educate" resource documents provided on the NPC website in the "Resources" section.



The National Panhellenic Conference 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 College and Alumnae Panhellenics face. The policies must be followed because they reflect the combined knowledge and experience of the 26 autonomous member organizations. Alumnae and College Panhellenic operational policies are adopted and amended by the Council of Delegates.

Best practices are procedures formulated to help College and Alumnae 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 NPC committees, task forces or staff.

The following pages contain brief statements of NPC policies and best practices pertaining to Alumnae and College Panhellenics.

An efficient, effective Alumnae or College Panhellenic should adopt and implement NPC policies and best practices.

NPC member organizations are formally named as fraternities, sororities or societies. For the purpose of the Unanimous Agreements, policies and best practices, NPC refers to all member organizations as sororities.

POLICIES AND BEST PRACTICES

Alumnae Panhellenics

Delegates – POLICY

Delegate appointments are made according to the individual sorority's regulations and are a basic right on which the Alumnae Panhellenic may not infringe.

Dissolution (2014, 2021) – POLICY

When the active members of an Alumnae Panhellenic Association have reached a decision to no longer maintain the association's active status with the National Panhellenic Conference, they shall send a notification and motion to dissolve the association by either email or letter to all Alumnae Panhellenic members remaining on record and the assigned Alumnae Panhellenics area coordinator.

- a. The notification shall include the time, date, location and/or method for how the Alumnae Panhellenic Association members will vote on dissolution. The recommended notification time should be at least two weeks prior to the date of the vote. If a meeting is not held, members may vote by email or letter.
- b. The motion of dissolution shall include but not be limited to the name of the association, the dissolution date and that all remaining assets shall be distributed to the National Panhellenic Conference Foundation.
- c. Copies of all records of the dissolution shall be sent to the NPC office, the assigned Alumnae Panhellenics area coordinator and the Alumnae Panhellenics Committee chair.

Extension (1975) – POLICY

Alumnae Panhellenics should avoid participation in the extension process of selecting a new chapter on a college/university campus.

IRS Employee Identification Number (EIN) – POLICY

An Alumnae Panhellenic must obtain an EIN from the IRS and file a form 990-N e-postcard as required by the IRS.

Letters of Recommendation (1992, 2009, 2020, 2021) – POLICY

Any membership recruitment information distributed by College and/or Alumnae Panhellenics must not include reference to letters of recommendation as a requirement to participate in recruitment. Member organizations that accept/request letters of recommendation have the responsibility to educate members and potential new members about their policies. Additionally, member organizations that do accept/request letters of recommendation must clarify that letters will not be accepted that are procured by a potential new member or her family in exchange for any type of compensation.

Positive Panhellenic Contact (2003) – POLICY

All College Panhellenics and Alumnae Panhellenics will promote personal and informative Panhellenic-spirited contact with potential new members at all times, year-round.

Scholarship Awards (2021) – POLICY

Alumnae Panhellenics awarding scholarships shall disburse the funds directly to the institution of higher education and not to the student.

Scholarship Requirements (2018) – POLICY

Alumnae Panhellenics must not ask scholarship applicants for personal/family financial information.

Scholarships (1989) – POLICY

A condition of awarding scholarship monies to graduating high school women cannot be that they participate in recruitment, pledging and subsequent initiation into an NPC member sorority.

Summer Recruitment (1995, 2020) – POLICY

Alumnae Panhellenics must follow the NPC and College Panhellenic rules regarding cooperative summer recruitment events. All joint sorority education programs or informational events for potential new members must promote the sorority experience.

Outreach and education materials to potential new members and caregivers should reflect the Positive Panhellenic Contact (2003) – POLICY and share accurate information about the current state of sorority on campuses.

Tax Exempt Status – POLICY

Alumnae Panhellenics must apply to the state in which it is located for its own tax-exempt number if they choose to seek an exemption in that state.

Assistance – BEST PRACTICE

NPC encourages Alumnae Panhellenics to provide assistance with workshops and other activities at the request of the College Panhellenic.

Fundraising – BEST PRACTICE

NPC encourages fundraising for scholarship awards annually.

Need-Based Scholarships (2018) – BEST PRACTICE

Alumnae Panhellenics offering need-based scholarships should use the Expected Family Contribution (EFC) calculated by the U.S. Department of Education's Office of Federal Student Aid when determining student need for need-based scholarships. Alumnae Panhellenics should ask scholarship applicants to submit a copy of the current year's Student Aid Report from the Department of Education.

Potential New Member Contact (1988) – BEST PRACTICE

Sorority women representing their own sorority must not contact potential new members or their parents for information unless they know them personally.

Recruitment Information Events (1993, 2018) – BEST PRACTICE

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 organizations, with all efforts being made to include as many NPC organizations as possible.

- These events must represent all 26 NPC member organizations.
- Alumnae Panhellenics must not charge a fee, encourage providing gifts or require submitting information forms in order for participants to attend an event.

- It is not necessary to attend a sorority recruitment information event or register with an Alumnae Panhellenic to participate in membership recruitment on campus.
- These events are to promote the benefits of joining a sorority and messaging should be values-based.

Recruitment Information Form (1993, 2021) – BEST PRACTICE

The membership recruitment information form may include only the following:

- Name
- Hometown
- Personal email address
- Cell phone
- High school and college attended
- GPA (high school and college)
- Names of parent(s)/caregiver(s)
- Interests, activities and honors
- Signed and dated permission to release the information

Scholarship Awards Attendance (2018) – BEST PRACTICE

A condition of awarding scholarship monies to women should not be attendance at an Alumnae Panhellenic function.

Membership

Alumnae Chapters in Alumnae Panhellenics – POLICY

If an organization of NPC sorority alumnae chapter or club exists, membership in the Alumnae Panhellenic is usually to a set number of representatives.

Participation (1993) – POLICY

The delegate to an Alumnae Panhellenic may be either a representative of an alumnae group or an individual member if no alumnae group exists. In either case, the delegate has one vote and the right to hold office.

Right to Membership (1961) – POLICY

Alumnae Panhellenics do not have the right to deny membership in the Alumnae Panhellenic to any sorority as a penalty for infraction of any of the rules of Alumnae Panhellenics.

College Panhellenics

Academic Excellence

Academic Excellence (1989, 1995) – BEST PRACTICE

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.) – BEST PRACTICE

Emphasis should be on sorority education during the new member period, and there should be a reduction of pressure toward over-participation in campus activities and attendance at social affairs to ensure the best possible adjustment on the part of the new member.

Scholarship (8th Ed.) – BEST PRACTICE

Assistance should be given to new members in their academic adjustment, and all members are encouraged to strive for high scholastic achievement. NPC sororities accept the responsibility to aid individual members in attaining high scholarly achievement.

Alcohol

Alcohol-Free College Panhellenic Events (2020) – POLICY

College Panhellenic-planned or -sponsored events shall be alcohol-free.

Alcohol Funding (2020) – POLICY

College Panhellenics shall not spend Panhellenic funds to purchase alcoholic beverages for any purpose.

Alcohol Accountability (2009) – BEST PRACTICE

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

Alcohol Acknowledgment of Chapter Rights (2009) – BEST PRACTICE

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

Alcohol Awareness (2009) – BEST PRACTICE

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

Alcohol Dialogue (2009) – BEST PRACTICE

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 organizations.

Alcohol Education (2009) – BEST PRACTICE

NPC member organizations 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) – BEST PRACTICE

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

Alcohol Initiatives (2009) – BEST PRACTICE

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

College Panhellenic Support of Alcohol-Free Chapter Events (2001, 2009) – BEST PRACTICE

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

College Panhellenic Support of Alcohol-Free Fraternities (1997, 2009) – BEST PRACTICE

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

Product Identification (1991, 2009) – BEST PRACTICE

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

Accessibility for Panhellenic Programs and Events (2021) – BEST PRACTICE

College Panhellenics should provide meaningful accessibility options during all sponsored programs and events, including recruitment, whenever possible. Accessibility options should be clearly and broadly communicated in all marketing materials.

Advisor Appreciation Month (2008) – BEST PRACTICE

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

Greek Weekend (1967) – BEST PRACTICE

It is recommended to limit 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 and sorority life in accordance with the objectives of NPC and the North American Interfraternity Conference (NIC).

Month of the Scholar (2000, 2010) – BEST PRACTICE

This important NPC initiative promotes academic excellence and achievement in February.

Extension

Administrative Authority (1991) – POLICY

On campuses where the administration assumes sole authority for extension decisions, thereby denying the College Panhellenic a vote on extension, the College Panhellenic, in consultation with the NPC Panhellenic Extension Committee, shall initiate dialogue with the administration to promote better understanding of the need for mutual effort in the extension process.

Campus Presentations (2012, 2022) – POLICY

Inter/national and regional officers/volunteers and headquarters staff members (including traveling staff members/consultants) from other NPC member organizations shall not be invited to nor attend another member organizations' presentations. Recording and sharing of presentations is prohibited.

Contact With Local Sororities/Interest Groups Regarding Extension Education (2003) – POLICY

NPC member organizations must inform interest groups, local groups or individuals that formal permission to pursue extension must be obtained from the proper authority as defined in Unanimous Agreement V. Agreement on Extension, and that until such permission has been granted, members of NPC sororities may have no further contact with the interest groups, local groups or individuals.

Exploratory Visits (2003) – POLICY

Once the NPC Panhellenic Extension Committee has established that the proper authority has opened the campus for extension, the committee will verify whether NPC organizations not represented on the campus may conduct exploratory visits before presentations are made.

NPC member organizations receiving an independent notice of extension directly from a campus will contact the NPC Panhellenic Extension Committee, which will verify whether exploratory visits are Authorized.

The NPC Panhellenic Extension Committee will inform the NPC member organizations whether exploratory visits will be permitted and will encourage the proper authority to include that information in any correspondence announcing the extension opportunity.

Any exploratory visits conducted by NPC member organizations will involve only campus administrators with no student contact.

Interested Sororities (1993, 2020) – POLICY

Only sorority 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 organization has been invited to establish. There shall be no promising of future gifts, grants or scholarships as part of the presentations made during the extension process.

Local Sororities or Interest Groups (1994) – POLICY

No NPC member organization or individual member of an NPC member organization may initiate contact with the members of a local sorority or interest group involved in the affiliation process without documentation from the proper authority that the campus is open for extension.

Proper Authority Documentation Requirement (2003, 2022) – POLICY

An NPC member organization pursuing an extension opportunity on a campus where there are no NPC organizations or there is only one organization must obtain written documentation from the proper authority that the campus is open for extension. A copy of this approval should be sent to the NPC Panhellenic Extension Committee for record-keeping purposes.

Proper Authority Role in Local Sorority/Interest Group Affiliation (2007, 2020, 2022) – POLICY

When issuing an invitation to an NPC member organization to establish a new chapter with the intent to affiliate members of a local sorority or interest group, the proper authority must make the final determination as to which NPC member organization is invited. In making its decision, the proper authority shall give due consideration to the preference of the local sorority or interest group.

Re-establishment (1992, 2017, 2020) – POLICY

Re-establishment is the process by which an NPC member organization returns to a host institution where it previously had an installed chapter. The invitation to re-establish comes from the College Panhellenic Council or the host institution. The approval of the College Panhellenic Council or host institution is required for the re-establishment of a chapter, regardless of the length of time a charter has been dormant.

Re-establishment Notification (2003, 2017, 2020) – POLICY

NPC member organizations will notify the NPC Panhellenic Extension Committee promptly when a defined plan for re-establishment is submitted to and approved by the College Panhellenic or host institution.

Stacking (2012, 2014, 2015, 2017, 2020) – POLICY

NPC member organizations will not enter into stacking agreements with College Panhellenic Councils or host institutions. Stacking agreements have been used to invite two or more NPC member organizations to establish or re-establish a chapter on a campus over a defined time period during a single extension process.

Use of Social Media (2014, 2020) – POLICY

NPC member organizations, collegiate and alumnae members of NPC sororities, and friends and supporters of NPC member organizations are prohibited from campaigning on behalf of an NPC organization(s) during exploratory visits, the extension application and the on-campus presentation process. Campaigning would include, but is not limited to, use of social media outlets. Therefore, asking members to lobby/leverage their alumnae or friends and/or flood the campus with social media communication supporting the selection of a specific sorority is inappropriate. It is appropriate to thank a campus/College Panhellenic but not further your own organization's interest.

Once an NPC organization is selected to establish or re-establish a chapter, the inter/national organization, collegiate and alumnae members of NPC organizations, and friends and supporters of NPC member organizations are encouraged to support the establishment or re-establishment of the NPC member organization on social media in a tasteful manner.

Chapter Re-Establishment (2022) – BEST PRACTICE

Chapter re-establishment is the process by which an NPC member organization returns to a host institution where it previously had an installed chapter. The invitation to re-establish a chapter comes from the College Panhellenic Council or the host institution.

The re-establishment process is guided by a written agreement, plus annual communication between the College Panhellenic or host institution and the member organization throughout the length of the agreement. Often, the fraternity/sorority advisor will support the College Panhellenic by serving as the point of contact for the agreement.

If a chapter is closed by the NPC member organization, the following items apply

- Written agreement. The member organization should develop a written re-establishment proposal. The proposal should include a timeline and conditions for the re-establishment. (See Sample Resolution to Approve Proposal for Re-establishment on the NPC website.)
- Timeline. The chapter must be closed for at least 12 months before the re-establishment is implemented.
- Submission. The proposal should be submitted to the College Panhellenic within 90 days after the chapter closes. (If a break in the academic year occurs within 90 days, the timeframe may be extended by the length of the break.) The member organization shall also send a copy of the re-establishment proposal to the NPC Panhellenic Extension Committee.
- Approval. The College Panhellenic will share the re-establishment proposal with the College

Panhellenic Council for review and discussion. The re-establishment proposal must be approved by a majority vote of the College Panhellenic Council. The vote must be properly recorded in the minutes and a copy of the minutes must be sent to the NPC Panhellenic Extension Committee.

- Annual discussion. The NPC member organization and the College Panhellenic (typically Panhellenic leadership and the fraternity/sorority advisor) or host institution (if there is no established Panhellenic) shall participate in an annual discussion about the status of the re-establishment agreement.
 - The annual discussion should be scheduled in advance with a mutual agreement on the date, time and whether it will take place in person or virtual means.
 - The discussion should result in a mutual determination to renew (continue the agreement under existing terms and timeline), edit (alter the terms and timeline), terminate (end the agreement) or implement (start the process of the NPC member organization's return to campus according to the timeline) the agreement.
 - The College Panhellenic Council must document the outcome of the annual discussion in the College Panhellenic Council meeting minutes and a copy of the minutes must be sent to the NPC Panhellenic Extension Committee.
- Expected communication prior to re-establishment implementation. At least one academic term prior to the proposed return date, the NPC member organization may offer to provide an update to the College Panhellenic Council on its re-establishment plan. If the College Panhellenic invites the member organization to provide such an update, it may be in person or virtual as mutually determined.

If the host institution closes a chapter, the following items apply

- Written agreement. The member organization and/or the host institution should develop a written re-establishment proposal. The proposal should outline the terms and sanctions required by the host institution as well as a timeline for the chapter to return. The written agreement should be signed by both parties.
- Timeline. The chapter must be closed for at least 12 months before the re-establishment is implemented.
- Submission. The agreement should be submitted to the NPC Panhellenic Extension Committee within 90 days after the chapter closes. (If a break in the academic year occurs within 90 days, the timeframe may be extended by the length of the break.) The member organization shall also send a copy of the re-establishment agreement to the College Panhellenic Council if there is a College Panhellenic.
- Ongoing discussion. NPC recommends the NPC member organization maintain regular contact with the host institution to discuss the status of the re-establishment agreement.
- Expected communication prior to re-establishment implementation.
 - At least one academic term prior to the proposed return date, the NPC member organization may offer to provide an update to the host institution on its re-establishment plan. If the host institution invites the member organization to provide such an update, it may be in person or virtual as mutually determined.
 - At least one academic term prior to the proposed return date, if there is a College Panhellenic Council on the campus, the NPC member organization should inform the College Panhellenic Council about its re-establishment plan and return date.
 - The NPC member organization should confirm with the NPC Panhellenic Extension Committee that it has coordinated with the College Panhellenic Council (as applicable) and informed the Council of the re-establishment plan and return date.

Chapter Reorganization (2022) — BEST PRACTICE

Chapter reorganization is a process by which an NPC member organization rebuilds a chapter at a host institution without closing the chapter. This process does not require a vote of the College Panhellenic. Chapter reorganization should follow these guidelines:

- The member organization should develop a chapter reorganization plan that includes a timeline with a start date that is fully implemented within 12 months.
- The member organization should share the reorganization plan with the College Panhellenic.
- The plan may include requests for College Panhellenic support, cooperation and possible involvement.
- The plan's objectives and strategies should meet the host institution's membership requirements for a recognized student organization.
- The plan should determine the status of chapter members.
- The member organization may periodically review the progress of the plan with the College Panhellenic.
- At the conclusion of the plan's timeline, the member organization and the College Panhellenic should meet. If the plan has not been fully implemented, the College Panhellenic should be allowed to consider extension.

Extension Timing (2022) — BEST PRACTICE

The College Panhellenic Council and the host institution will allow a reasonable period of time (generally a minimum of two primary recruitment periods) for a newly re-established or reorganized chapter to achieve stability before extension is considered.

General College Panhellenic Policies and Procedures

Business Meetings (2022) – POLICY

A College Panhellenic Association should conduct business — as defined by holding a College Panhellenic council meeting or taking action by vote — only during the regular academic year and primary recruitment if held outside of the regular academic term. For unforeseen circumstances that cannot wait until that time, a College Panhellenic Association may meet and take action by vote. Conducting business outside of the regular academic year and primary recruitment, if held outside of the regular academic term, must not be the normal course of business for a College Panhellenic Association.

College Panhellenic Membership Statuses (2020) – POLICY

There can be three types of membership within College Panhellenics: regular, provisional and associate as defined by the National Panhellenic Conference.

Events With Fraternities and Other Student Organizations (2013, 2019, 2020) – POLICY

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

1. Men's fraternity chapters or newly established chapters recognized and in good standing with both their inter/national organization and the college/university; or
2. Men's fraternity chapters or newly established chapters recognized and in good standing with their inter/national organization but which have voluntarily withdrawn from recognition by the college/university with no disciplinary action pending or have had recognition denied or rescinded by the college/university for reasons other than organizational misconduct; or
3. Men's fraternity chapters or newly established chapters recognized and in good standing with

their inter/national organization, but where the entire Interfraternity Council community lacks recognition from the college/university; or

4. Local fraternities and other student organizations recognized and in good standing with the college/university.

NPC member organizations agree to advise their collegiate chapters that the planning and execution of any event with a men's fraternity or other student organization shall:

- Reflect positively on the sorority experience and support NPC's shared values; and
- Be conducted with men's fraternities and student organizations whose members respect the dignity and safety of the Panhellenic community and its individual members.

Panhellenic Leadership (1993, 2018, 2022) – POLICY

All College Panhellenic delegates, officers, recruitment counselors and committee members must be initiated members in good standing with their member organizations, be active participants in their collegiate chapter and be enrolled in the institution where the chapter is located.

Participation in Men's Organizations' Activities (2023) – POLICY

Undergraduate Panhellenic women will not participate in men's fraternity events when or where the primary purpose is recruitment. Additionally, undergraduate Panhellenic women will not participate in auxiliary groups to men's fraternities, such as Little Sister programs.

Promotion of the Sorority Experience (2020) – POLICY

All sorority women, including collegians, alumnae, College Panhellenics, Alumnae Panhellenics, inter/national organizations and the National Panhellenic Conference should actively promote the overall sorority experience and membership opportunities in organizations. This should be done through all forms of communication (e.g., print, digital, in person) in the spirit of Panhellenic unity and desire to reach out to all women to share the opportunity for sorority membership. College and Alumnae Panhellenic rules should not infringe on the rights of individuals, chapters and/or organizations in the content or forms of communication to promote the sorority experience.

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

A College Panhellenic Association shall be established where two or more NPC sororities have installed undergraduate chapters. NPC supports a separate College 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, education, programming and communication among all fraternities and sororities.

Call for Values Congruence (2003) – BEST PRACTICE

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

Discussion of Panhellenic Matters with Nonmembers (8th Ed., 2020) – BEST PRACTICE

The proper authority of discussion of Panhellenic matters is the College Panhellenic Council (chapter delegates).

Insignia of NPC (1987) – BEST PRACTICE

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

Officer Qualifications (2021) – BEST PRACTICE

The Panhellenic president and recruitment officer should have a minimum of one year of College Panhellenic experience prior to serving.

Officer Vacancy in Rotation (1978, 2020) – BEST PRACTICE

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

Over Programming (1994) – BEST PRACTICE

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

Overnight Socials (1979, 2020) – BEST PRACTICE

NPC encourages its member sororities to hold socials in the college/university community area, where overnight accommodations would not be involved.

Positive Interaction (1988) – BEST PRACTICE

NPC is dedicated to the promotion of programming and activities that support human dignity, fraternal values and constructive interaction and the elimination of 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) – BEST PRACTICE

Panhellenics are encouraged to have positive publicity concerning Panhellenic events during the year.

Recognition (1965) – BEST PRACTICE

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 sororities.

Respect for Diversity of Religious and Cultural Holidays (2007, 2021) – BEST PRACTICE

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

Response to Institutions (1997) – BEST PRACTICE

NPC member organizations are encouraged to acknowledge information from institutions, to conduct a timely investigation, to take prompt action if the situation warrants and to respond accordingly.

Social Conduct (8th Ed.) – BEST PRACTICE

NPC sororities and their members maintain high ethical, social and cultural values through recommended programs, daily examples 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 sororities in a complex college/university Community.

Social Event/Peer Monitoring System (1996) – BEST PRACTICE

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

Student Government (8th Ed.) – BEST PRACTICE

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.

Support of Fraternal Councils (1972, 1973) – BEST PRACTICE

NPC recognizes and commends the cooperation of the College Panhellenic Associations and other campus Greek-letter organization councils, including but not limited to IFC, NPHC, NALFO, NAPA and MGC, in areas of common concern, including community service projects, campus activities and programs of scholarship, but stresses that College Panhellenic Associations and other Greek-letter organization councils limit their combined activities to these areas, retaining private identities as College Panhellenic Associations and individual councils.

Voluntary Association (8th Ed., 9th Ed.) – BEST PRACTICE

Affirmation of the rights and freedoms basic to the formation and continuation of voluntary associations as guaranteed in the First Amendment to 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) – BEST PRACTICE

Presentation of a united front of solid support for any College Panhellenic member chapter that is being attacked for attempting to exercise its freedom of association.

Membership Recruitment

Chapter Recruitment Events (1989, 2022) – POLICY

Membership recruitment counselors and other designated Panhellenic personnel must not be present at chapter membership recruitment events held in either physical or virtual spaces. The exception to this is the permitted presence of fraternity/sorority advisors and official NPC recruitment observers.

Continuous Open Bidding (2022, 2023) – POLICY

Continuous open bidding (COB) is not intended to precede or take the place of the primary membership recruitment period, nor should there be a COB process prior to the start of fall primary membership recruitment. Likewise, no COB process should occur during the period at the start of the term until total is determined and announced.

The purpose of COB is to enable those chapters that did not pledge to quota or pledged quota but did not reach total to pledge additional new members immediately following the primary membership recruitment period. The intent of COB is to provide maximum opportunities for membership to the greatest number of chapters possible and the greatest number of women who are eligible to join a sorority. The College Panhellenic, therefore, will not place restrictions on the COB process, which may include (but is not limited to)

designated COB dates, schedules and bid distribution. The chapters will work with their inter/national organizations to determine the best timing and method for recruitment of potential new members in a COB process.

On campuses with deferred (spring primary) membership recruitment, any COB prior to the scheduled primary membership recruitment period should be limited to upperclass and transfer women. First-year women should not attend these recruitment functions. COB would not be open to first-year women until after the primary membership recruitment period.

Continuous Open Bidding (COB) and Snap Bidding Eligibility (1995) – POLICY

A potential new member who withdraws from the primary recruitment process before the signing of her membership recruitment acceptance binding agreement (MRABA) shall be eligible for snap bidding and COB.

Counselors (2010) – POLICY

Recruitment counselors shall not be involved with any potential new members (PNMs) in the process of completing and signing the membership recruitment acceptance binding agreement (MRABA).

Financial Transparency (1963, 2017, 2018, 2020) – POLICY

All chapters will share detailed financial information (member dues, chapter fees and assessments, etc.) with potential new members prior to extending a bid. The College Panhellenic will specify the round of recruitment in which the financial information will be shared if fully structured recruitment is utilized. See the NPC website for implementation guidelines.

Invitations for Membership (2005) – POLICY

NPC reaffirms that a sorority should be willing to issue an invitation to membership to any woman who is invited and attends its preference event. NPC reaffirms that the name of every woman whom a sorority invites to attend and who attends that sorority's preference event should appear on the sorority's bid list.

Letters of Recommendation (2020, 2021) – POLICY

Any membership recruitment information distributed by College and/or Alumnae Panhellenics must not include reference to letters of recommendation as a requirement to participate in recruitment. Member organizations that accept/request letters of recommendation have the responsibility to educate members and potential new members about their policies. Additionally, member organizations that do accept/request letters of recommendation must clarify that letters will not be accepted that are procured by a potential new member or her family in exchange for any type of compensation.

Panhellenic Recruitment Eligibility (2020) – POLICY

For the purpose of participation in Panhellenic recruitment, woman is defined as an individual who consistently lives and self-identifies as a woman. Each women's-only NPC member organization determines its own membership selection policies and procedures.

Positive Panhellenic Contact (2003) – POLICY

All College Panhellenics and Alumnae Panhellenics will promote personal and informative Panhellenic-spirited contact with potential new members at all times, year-round.

Quota Addition Procedures (2007, 2017) – POLICY

Quota additions shall be placed by the Release Figure Methodology (RFM) specialist in collaboration with the fraternity/sorority advisor in a manner that is optimal for the community and the Potential New Members (PNMs).

In placing quota additions, the RFM specialist and the fraternity/sorority advisor shall consider and balance preference for chapters with smaller total membership, for placing PNMs with chapters with lower relative recruiting strength, for PNMs' first choice, for even distribution of PNMs and for PNM position on a chapter's bid list. College Panhellenics that do not use RFM should consult with the area advisor when placing quota additions.

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 sorority chapters appearing on her preference schedule.

Recruitment Style (2003, 2023) – POLICY

Should a change in recruitment style be determined by a College Panhellenic, the implementation of the new style shall go into effect for the next regularly scheduled primary recruitment period, or a future primary recruitment period as voted upon by the College Panhellenic.

Strict Silence (1995) – POLICY

Strict silence is observed only between the end of preference events and bid distribution. Positive Panhellenic contact shall be advocated at all other times.

Tiered Recruitment Registration Fees (2021) – POLICY

College Panhellenics will not use tiered or "early bird" recruitment registration fee pricing nor will they institute a late fee.

Values-Based Recruitment (1989, 1991, 1997, 2003, 2015, 2019, 2022) – POLICY

All College Panhellenics and their member chapters must incorporate the following policies into their membership recruitment programs:

- Focus on conversations between chapter members and potential new members about organizational values and member organizations.
- Establish guidelines for membership recruitment budgets and set a cap on membership recruitment expenses, including the value of all donated goods and services.
- Keep decorations to a minimum and confined to the interior space used for recruitment rounds.
- Eliminate the required purchasing of recruitment event attire for chapter members.
- Eliminate gifts, favors, letters and notes for potential new members.
- Eliminate all forms of bid promising, oral or written, to join a certain sorority before bids are distributed by Panhellenic.
- Eliminate extraneous and costly performances. This includes but is not limited to, recruitment skits and door stacks.

Badges and Insignia (1971, 1995) – BEST PRACTICE

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

Chapter Code of Ethics (1995) – BEST PRACTICE

Prior to recruitment each member chapter of a College Panhellenic shall be encouraged to develop a code of ethics for the recruitment process for the academic year.

Fall Recruitment (1983) – BEST PRACTICE

NPC reaffirms the recommendation for a fall primary membership recruitment period.

Fees (1967, 2021) – BEST PRACTICE

The membership recruitment registration fee should be limited to a minimum administrative fee to cover only essential costs. The fee should not include costs for meals, lodging or attire that may be necessary for potential new members or Panhellenic members.

Officer Selection (2022) – BEST PRACTICE

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 organizations. College Panhellenics with four or fewer chapters are encouraged to use the practice of rotation.

Potential New Member's Bill of Rights (1989) – BEST PRACTICE

Sorority is a social experience based on the fundamental right of a free people to form voluntary associations, and sorority 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 NPC Unanimous Agreements implicit in the membership recruitment acceptance binding agreement (MRABA) signing process
- 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

Primary Recruitment Scheduling (2021) – BEST PRACTICE

NPC encourages wherever possible that primary recruitment occur following the start of classes. Where this is not possible, the College Panhellenic will make every effort to limit additional costs and to market to all audiences the sorority experience.

Rules (1963) – BEST PRACTICE

NPC recommends the evaluation and simplification of membership recruitment rules, eliminating those impossible to enforce or that may bring criticism and misunderstanding of the sorority Community.

Virtual Open House Round (2021) – BEST PRACTICE

In an effort to reduce costs and provide a more authentic recruitment experience, College Panhellenics should host the open house round of recruitment virtually.

Total

Adjusting Total (2013, 2015, 2016, 2019, 2021, 2023) – POLICY

A College Panhellenic should evaluate total every term. In the academic term that primary recruitment is held, total is determined and announced following bid matching and before the start of bid distribution.

In the academic term(s) in which primary recruitment does not take place, the revised total must be determined and then announced within 24 hours of the start of the academic term. For fall primary recruiting campuses, total cannot be set to less than 95% of the total that resulted from the adjustment in the most recent academic term in which primary recruitment was held.

Calculating Total (1955, 2009, 2015) – POLICY

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 term to ensure that existing total reflects current campus conditions and the Panhellenic goal of growth and parity, and to allow the maximum number of women to participate in the sorority experience.

Chapter Membership Roll (1955, 2018) – POLICY

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.
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 organization.

Graduating Seniors in Chapter Total (2002) – POLICY

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.

New Member (1981) – POLICY

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

Options in Determining Total (2009, 2015, 2019, 2020, 2022, 2023) – POLICY

Total for a College Panhellenic community is set using one of the following methods:

1. Average or median chapter size (whichever is larger).
2. Midpoint between median and largest chapter size.
3. Largest Chapter Size (LCS).
4. LCS plus up to 20 women.

When a campus experiences greater than a 2% decrease in the open house pool over the previous year, total must be set at midpoint or higher.

For College Panhellenics with only two chapters: when selecting a method among the four options, total will be set at the number yielded by the calculation or 40, whichever is higher.

For College Panhellenics with housing: if half or more chapters are not meeting housing obligations, total will be set using method 4. Total will automatically be reset to LCS plus one unless this policy requires a total setting method that will set total at a higher number. Housing obligation shall be defined as the revenue from chapter membership necessary to support housing/facility expenses. Each NPC inter/national organization will report to NPC on behalf of its local chapters by June 30 of each year, whether its chapters are meeting their housing obligation.

Transfer Member (1977) – POLICY

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 the chapter over total.

Vacancies (1978) – POLICY

Vacancies in chapter total are not created by granting alumnae status to undergraduate members except when a member organization is re-establishing.

Note: Certain College Panhellenic policies and best practices are further explained in the Resolved to Educate documents provided on the NPC website in the "Resources" section.



The National Panhellenic Conference position statements reflect the collective stance of the 26 NPC member organizations on certain critical topics. Approved by a vote of the NPC Board of Directors, they ensure accurate and consistent dissemination of information to media, industry partners, member organizations and members.

POSITION STATEMENTS

Against Discrimination

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only 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 sororities are organizations of women. NPC member organizations do not discriminate in membership selection on any basis prohibited by law.

Against Hazing

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. Since 1943, with the creation of our first Anti-Hazing Committee, NPC has taken a public stand against hazing. Additionally, each NPC member organization has its own set of policies condemning hazing.

NPC actively supports both state and federal legislation that requires increased anti-hazing efforts by institutions of higher education, national organizations and local campus organizations. We endorse a three-tiered approach to eliminating hazing:

- **Education:** Increased anti-hazing, anti-bullying and bystander intervention education for secondary school and undergraduate students. Additionally, college/university faculty and staff should participate in annual anti-hazing education.
- **Transparency:** Increased requirements for publicly reporting acts of hazing adjudicated on campus, including names of student organizations found responsible for threatening the wellbeing of others.
- **Accountability:** Increased criminal penalties, both misdemeanor and felony, for individuals and organizations found guilty of hazing.

NPC is a proud founding member of the Anti-Hazing Coalition (AHC). The AHC is a collaboration between NPC, the North American Interfraternity Conference (NIC) and several parents of college students who lost their lives to hazing. This coalition has worked together to advocate for the passage of anti-hazing legislation and to educate hundreds of thousands of undergraduate students on the need to eliminate hazing.

NPC and several of its 26 member organizations also support a national anti-hazing hotline: 1-888-NOT-HAZE (1-888-668-4293).

Against Sexual Assault

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. NPC deplores the act of sexual assault. We support the rights of not only our members, but all women who are survivors of sexual assault. A woman's right to report and seek a fair, supportive and timely due process will remain a priority for NPC. We support the collective efforts of our sorority organizations and those men, women, colleges and university officials who seek substantive change to prevent such conduct and eradicate violence against women. NPC commits to partnering with institutions of higher education to make our campuses safe for all who attend.

Alcohol and Controlled Substances

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. These 26 member organizations were founded—and remain today—to create safe spaces for women on college/university campuses and support good citizenship, scholarship, leadership and engagement on campus. NPC and its member organizations take great care to promote the health and safety of members. This includes NPC and member organizations developing and enforcing expectations, policies and procedures regarding the use of alcohol and other controlled substances, particularly during events and in chapter facilities.

NPC Member Organization Policies

As part of good citizenship, NPC and its member organizations expect members to uphold all local, state and national laws, including those related to the approved and/or prohibited use of alcohol and controlled substances.

Moreover, each NPC member organization is a private member organization that has its own expectations, policies and procedures for its organization and members. Those policies and practices are aligned with the best interests of the organization's members and are monitored and enforced by the individual member organization with and by its members. That includes any expectations, policies and procedures regarding the use of alcohol and other controlled substances by collegiate members.

Specifically, NPC member organizations:

- Develop and enforce policies on social event planning/guidelines where alcohol is present, such as requiring a third-party vendor—a best practice that mirrors countless college/university policies in place.
- Provide ongoing education regarding alcohol and substance use to their members.
- Encourage alcohol-free social activities.

NPC member organizations also have the right to set the expectations, policies and procedures for alcohol and controlled substance use in their facilities. Furthermore, it is important to note the vast majority of sorority chapter facility residents are under the legal drinking age in the United States, and member organizations take that into account as they develop and enforce their policies and procedures.

College and Alumnae Panhellenic Policies & Expectations

Per NPC policy, College Panhellenic-planned or -sponsored events shall be alcohol-free. Moreover, College Panhellenics shall not spend Panhellenic funds to purchase alcoholic beverages for any purpose.

Attendees at Alumnae Panhellenic events with alcohol present are expected to demonstrate good citizenship and model responsible drinking behaviors.

Partnerships With Institutions of Higher Education

NPC and its member organizations also seek to be good partners with institutions of higher education regarding the health and safety of our members and their students. We recognize those institutions may have specific policies for students and student organizations regarding alcohol and substance use. Members, chapters and College Panhellenics are expected to uphold these campus policies and student conduct codes, and violations by individuals and organizations shall be adjudicated by the appropriate college/university entity.

All-Greek Councils

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. Through its governance documents known as Unanimous Agreements, NPC supports the creation of a College Panhellenic Association in Unanimous Agreement II, 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 organizations. 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 organization 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 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's 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 organizations. All-Greek councils are not recognized by NPC or its member organizations as official campus groups, particularly as it pertains to maintaining NPC's single-sex status as a women's-only organization.

Citizen, Service and Philanthropic Events

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. A College Panhellenic is composed of the chapters of NPC sororities and any women's-only local, inter/national or regional non-NPC member organizations on a college/university campus. A College Panhellenic's purpose, in part, is to instill the value of good citizenship and give service to the community and campus in which it is located.

NPC encourages College Panhellenics to foster opportunities for all sorority women to be active citizens by serving their campuses and communities. Caring for others, respecting the law and improving communities through volunteering are important components of sorority membership.

College Panhellenics are encouraged to focus on efforts that can help sorority women engage with the campus and local community to help develop relationships, create meaningful partnerships and provide for transformational shared experiences. Rather than simply fundraising, College Panhellenics should focus on service events/activities.

Philanthropic, community service or fundraising events/activities hosted by College Panhellenic chapters and/or other organizations that include participation by sorority women must be devoid of destructive, divisive or abusive actions as those are directly contrary to good citizenship. All College Panhellenic chapters are expected

to follow their own alcohol, drug and risk management policies and college/university policies before, during and after these events.

NPC considers it unacceptable to promote:

- Negative images of women and the sorority community.
- Demeaning actions toward others, including incivilities, cultural insensitivity and sexual harassment.
- Any actions that negatively affect public perception of the sorority community.

Such activities directly violate our time-honored organizational values, risk management policies and the highest standards of human dignity. These are the foundation of the sorority experience, and anything to the contrary must not be part of our culture.

Commitment to Offering Equitable and Accessible Membership Opportunities

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women and the trade association for 26 inter/national women's-only sororities, believes in the continued value of women's-only sororities to empower collegiate and alumnae women and provide networks of support for them.

NPC expressly condemns all forms of discrimination and is committed to welcoming all women, regardless of their age, ethnicity, race, religious beliefs, socioeconomic status, body type, sexual orientation and abilities, within the Panhellenic sisterhood. We pledge to create equitable and accessible opportunities for all women to participate as members and leaders within this community. Additionally, NPC is committed to engaging in discussion with and delivering education to Panhellenic women regarding ongoing work related to providing these opportunities.

While NPC does not dictate nor determine membership policies of its member organizations, we encourage each organization to foster a culture where diversity is valued and the contributions of women of all backgrounds are celebrated. These organizations, consistent with federal law, do maintain single-sex membership policies.²

Fraternity/Sorority User Fees

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. NPC and its member organizations continue to advocate for college affordability for today's students. The promotion of college affordability is a pillar of the NPC Government Relations Platform as NPC regularly engages with policymakers and leaders across higher education to affirm the value of women's-only organizations as a means to empower today's collegiate women.

Our organizations provide an added value and a transformative experience for undergraduate women, which, we acknowledge, comes at an expense to our members. We do all we can to limit those expenses. Additional expenses like those that are levied by an institution of higher education to sorority members are discouraged by NPC.

² The term "single-sex" is used in reference to our organizations that are women's only. We understand that many members may prefer the term "single-gender" and that there is a difference between the two words; however, "single-sex" is used within Title IX and Unanimous Agreement IX. For consistency with those documents, we have chosen to use "single-sex" here.

If an institution of higher education determines a need for a fraternity/sorority user fee, NPC encourages critical assessment to determine an appropriate fee for a campus and the size of the Panhellenic community. This assessment should consider the programming already offered to sorority members and the current fees assessed by the College Panhellenic and sorority chapters. The aim should be to avoid overlapping or redundant purposes and expenses wherever possible.

In partnership, NPC requests that institutions engage College Panhellenic officers, chapter leaders and alumnae advisors in a dialogue as soon as a fee begins to be considered. College students are responsible consumers and expect transparency in the collection and use of their money and NPC encourages sorority members to make financial decisions responsibly.

In an effort to create checks and balances between institutions of higher education and sorority members, NPC has created a list of recommendations, including

- Policies and procedures established do not infringe on the rights of sororities as private member organizations.
- Clear documentation of the policies, procedures and restriction of these fees to be used only for the sorority community.
- Annual reporting and analysis of the fees assessed and the specific use.
- The establishment of an advisory board made up of students and alumnae to participate in the annual analysis of the services provided by the fee.
- The institution collects these fees from each student at the same time and in the same manner that tuition and other fees are collected. (Fees should not be collected by chapters or the College Panhellenic.)

Independent College Panhellenics

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. There are a handful of College Panhellenic Associations that do not participate in the host institution's student organization recognition process, and NPC refers to these associations as independent College Panhellenic Associations. Though independent College Panhellenics function separately from the host institution, they are fully recognized by NPC and their member chapters' participating inter/national organizations.

Independent College Panhellenics are not typical, but there are various reasons for forgoing recognition, including that the institution does not offer recognition. Becoming an independent College Panhellenic is not a decision taken lightly or without the assistance of NPC and inter/national organizations.

The functionality of independent College Panhellenics is no different from College Panhellenics that are recognized by their institutions, except the Panhellenic community receives all of its guidance and coaching directly from NPC and the participating inter/national organizations. They are expected to uphold the same expectations and requirements as other College Panhellenics, including NPC Unanimous Agreements and policies. They also abide by the policies and procedures of their inter/ national organizations across all areas of chapter operations, including risk management.

These College Panhellenics and their member chapters operate with the goal of continuing to provide a valuable sorority experience on their campuses. NPC and member organizations take the lead in supplying them with the resources needed for success.

NPC currently supports the following independent College Panhellenic Associations:

U.S.

- Bloomsburg (Bloomsburg University).
- Cambridge (Harvard University).
- Durham (Duke University).
- Georgetown University.
- Kansas State University.
- Princeton University.
- Santa Clara University.
- University of Chicago.
- Yale University.

Canada

- Carleton University.
- McGill University.
- University of British Columbia.
- University of Manitoba.
- University of Toronto.
- University of Waterloo.
- Western University.

Opposing Reporting Requirement for Member Organization Personnel

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. Within each organization's structure, a team of elected and/or appointed personnel (e.g., chapter leaders, volunteer advisors, organization staff including traveling consultants, and facility directors) support collegiate chapters operating on campuses across the United States and Canada. The relationships built between these women—collegiate and alumnae—are one of the hallmarks of the collegiate experience for many sorority members. Those relationships extend past discussions of chapter operations and develop into opportunities for personal support and professional mentoring that may not be found elsewhere in the member's life.

In the past several years, two federal laws regarding campus crime reporting and the designation of individuals as reporters have begun to be interpreted by Institutions of Higher Education (IHE) as applying to member organization personnel:

1. Title IX of the Education Amendments of 1972 requires certain categories of individuals (employees and others) to be "mandatory reporters" with an obligation to report incidents of sexual discrimination and/or violence on a college campus to the institution's Title IX office; and
2. The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) requires certain university officials with significant responsibilities for students, determined by the IHE, to be "campus security authorities" (CSAs) with an obligation to report acts of criminal activity on a college campus to the institution's police department.

NPC supports and applauds the efforts of IHEs to provide education and information regarding campus support resources and the process of reporting to whom, however; our member organizations oppose the designation of member organization personnel as mandatory reporters and/or campus security authorities. In these roles—elected or appointed organization personnel do not represent the institution, nor are they empowered by the institution to take any action on its behalf. Due to this lack of connection, there is no reason for the institution to extend its reporting duties to these individuals. The only exception to this position is when these individuals

are also employed by the IHE and have this designation based on their duties and responsibilities outlined by the institution.

Classifying member organization personnel as mandatory reporters/CSAs significantly changes the dynamics of the relationship between the women within the organization. It reduces the likelihood that a collegian might confide in a chapter sister with a leadership position, a volunteer advisor or an organization staff member and may thereby prevent the collegian from getting the help she needs. NPC applauds the 2017 decision of the University of Oregon to allow "student-directed employees" to provide care and support to students while also allowing the student to make the decision on when/ where/how to report. This designation applies to most faculty, student employees and officers of the administration.

The strength of the sorority community depends on the inter-generational friendships and genuine connections fostered through sisterhood. Requiring mandatory reporting under any type of regulation, be it Title IX or the Clery Act, may affect NPC member organizations' ability to support survivors, recruit and retain critical volunteers and sorority employees, and impede the ultimate goal of the regulations.

NPC member organizations believe in empowering witnesses and survivors of all campus crime by providing campus-specific support resources and referring individuals to either private or confidential counseling centers, advocates or law enforcement, depending on the choices of the impacted individual. However, NPC sororities are united in our obligation to chapter leaders, volunteer advisors and organization staff and cannot support any attempts to designate them as mandatory reporters under Title IX or Campus Security Authorities under the Clery Act.

Primary Recruitment

The Supreme Court of the United States has granted individual students and student organizations the freedom to associate without restrictions [Healy v. James, 408 U.S. 169 (1972)]. The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, supports the right of association through its governance documents known as Unanimous Agreements. Unanimous Agreement VIII reinforces the right to associate. NPC believes the freedom to associate extends to the timing of recruitment.

Endorsement of Fall Primary Recruitment

NPC defines primary recruitment as the period of time during the academic year when events are held by each NPC sorority on a campus for the purpose of selecting new members. NPC endorses primary recruitment occurring at the beginning of the fall academic term for these reasons:

- *Freedom of association:* NPC organizations should be free to recruit, select and enroll new members at any time that other student organizations – such as intercollegiate athletics, musical ensembles and other recognized student organizations – may do so to uphold students' rights to freely associate and to ensure a fair and equitable application of student policy.
- *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 women students.
- *Retention:* Engages women quickly as first-year students so they continue toward degree completion.
- *Mentoring:* Provides woman-to-woman mentoring opportunities via collegiate chapter members and alumnae.

- *Academic support:* Encourages women to engage in chapter academic study and scholarship groups immediately.
- *Time management:* Provides optimum experience without distractions from recruitment activities throughout the fall academic term.
- *Scheduling:* Offers fewer disruptions caused by inclement weather conditions.

Additionally, 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 college/university environment. Sorority programming and services also provide first-year women a sound base for educational success throughout college.

Moreover, studies indicate student retention is enhanced by membership in a sorority, where sharing common interests and values with mutually supportive members leads to greater collegiate satisfaction.

NPC believes there is no substitute for the enrichment sororities offer young women as part of the college/university experience, and this enrichment is most beneficial early in the academic year. NPC asserts deferred recruitment is not in the best interests for the health and welfare of a sound sorority community and its members.

Setting the Time for Recruitment

When campuses mandate deferred recruitment, also referred to as second academic term recruitment, they are taking inappropriate control of our membership processes as part of our right to associate.

NPC has established in Unanimous Agreement VI. College Panhellenic Membership Recruitment that the College Panhellenic Council is the authority to establish and regulate membership recruitment rules and activities for a campus. Those activities include organizing and implementing the primary recruitment period, including determining the timing of recruitment.

NPC believes all decisions regarding the timing of recruitment, including any changes to timing, should be made by an informed decision of the members of the College Panhellenic, in consultation with their respective NPC member organizations, the NPC office, the NPC area advisor and the campus-based professionals at the institution.

Right to Assemble

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only 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/university 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 VIII. reinforces the right to assemble.

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 trade association for 26 inter/national women's-only 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 sorority members, women are supported as they uphold both the ideals stated in the NPC Panhellenic Creed and the ideals of their individual member organizations.

The U.S. Congress recognized in Title IX of the Education Act Amendments of 1972 that the membership practices of social fraternities and sororities are excepted from the prohibition contained in Title IX against sex-based 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 IX, each College Panhellenic Association shall denounce the participation of undergraduate Panhellenic women in auxiliary groups to men's fraternities and in men's primary recruitment activities.

Role of College Panhellenics in Safety and Risk Management

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. NPC supports the formation of College Panhellenic Associations through its governance documents known as Unanimous Agreements. Unanimous Agreement II directs that a College Panhellenic Association must be established where two or more NPC sororities have installed undergraduate chapters on campus.

The purpose of a College Panhellenic is to:

- Promote the growth of individual chapters and the sorority community.
- Organize and sponsor a women's-only membership recruitment program.
- Encourage the highest possible academic, social and moral standards.
- Coordinate activities, establish orderly procedures and provide for programming in addition to recruitment.

- Actively support the mission of its host institution.
- Promote good public relations.
- Give service to the community and campus.
- Sponsor Junior Panhellenic, if appropriate, for specialized programming efforts.
- Promote friendship, harmony and unity among members, chapters, faculty, administrators and campus groups.

Each NPC member organization sets, monitors and enforces its own expectations, policies and procedures for its members; therefore, it is not the place of a College Panhellenic to enforce them. Nor, based on its stated purpose, should the College Panhellenic develop new policies or add additional requirements to sorority members or chapters of the College Panhellenic community regarding safety/risk management or social policies. Safety/risk management or social policy concerns related to the behaviors of individuals and/or chapters should be referred back to the chapter and/or inter/national member organization. More importantly, the College Panhellenic should not attempt to adjudicate any violation of safety/risk management or social policies. The College Panhellenic only adjudicates matters found in the governing documents of the association, namely the College Panhellenic Association bylaws, standing rules and recruitment rules.

In the event College Panhellenic officers and/or the fraternity/sorority advisor are concerned about safety/risk management of the entire community, they should gather the chapter leaders together to discuss the issues and potential action items. Results of those conversations should not be the creation of policies to be adjudicated by the College Panhellenic. Instead, each chapter must work with its respective member organization to create desired change.

NPC and its member organizations recognize that institutions of higher education may have safety/risk management or social policies required of all student organizations, such as event registration procedures. Violations of campus policies or student conduct codes by individuals and organizations shall be adjudicated by the appropriate college/university entity.

Standards of Conduct

The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. All NPC member organizations have a common set of values, including friendship, service and support. In upholding these values, NPC and our member organizations expect all Panhellenic women to maintain high standards of conduct.

NPC Unanimous Agreement I. The Panhellenic Creed sets an expectation for Panhellenic women that emphasizes mutual respect for others:

"... 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."

Unanimous Agreement IV. Standards of Ethical Conduct further outlines how sorority members are to act in accordance with dignity and good manners. Specifically, they are expected to:

- Conduct themselves in a manner consistent with the mission and values of NPC and the College Panhellenic.
- Create friendly relations between sorority and nonsorority women.
- Avoid disparaging remarks about any sorority or college/university woman.

NPC member organizations also set minimum expectations for collegiate sorority chapters and their members regarding respecting human dignity, wellness and student safety, and member organizations have programming that can deepen members' learning and development in these areas.

NPC member organizations have conduct processes to address situations in which chapters or members do not meet expectations for maintaining high standards.

NPC encourages all Panhellenic women to take personal responsibility for their actions and uphold these expectations in accordance with the Unanimous Agreements and NPC member organization policies, procedures and principles.

Transparency in the Joining Process

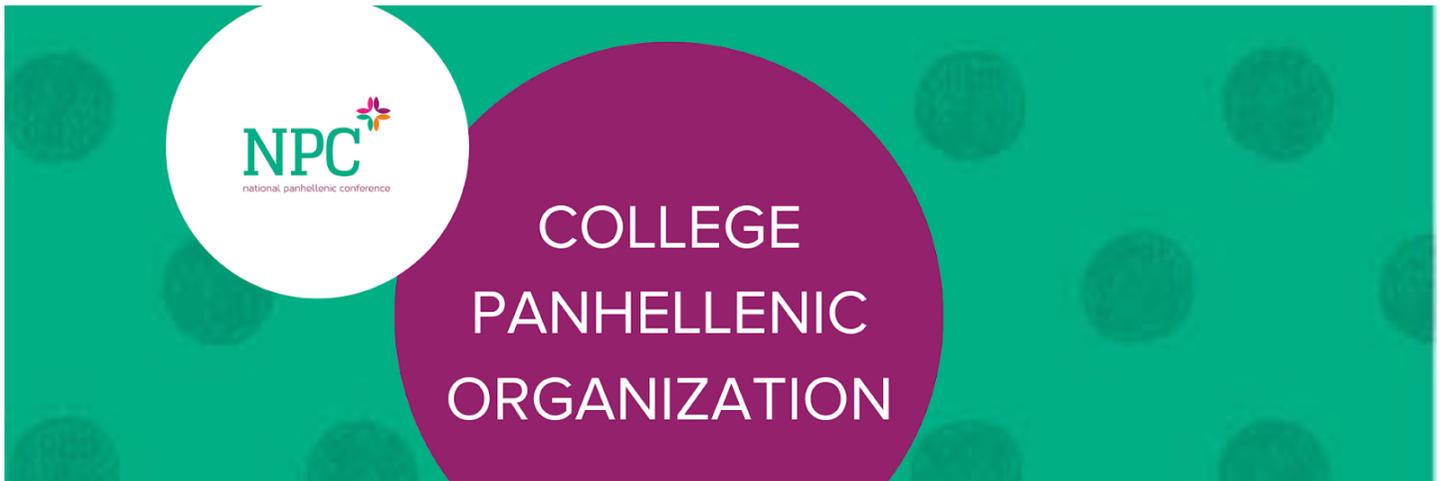
The National Panhellenic Conference (NPC), one of the world's largest organizations advocating for women, is the trade association for 26 inter/national women's-only sororities. NPC is committed to reducing barriers within the sorority joining process and providing Potential New Members (PNMs) with an experience based on the transparent sharing of factual information. (This has been at the front of the Conference's efforts since the original adoption of the Potential New Member's Bill of Rights in 1989.)

PNMs deserve to be fully informed about the recruitment process and to have the opportunity to ask questions/receive objective answers in a positive and respectful environment free from undue pressure or influence. NPC shares information about the Panhellenic recruitment process and preparing for recruitment at no cost to encourage any PNMs who may be interested in joining to feel equipped and empowered to fully participate. NPC does not believe paid recruitment consultants or coaches are a necessary component of recruitment, nor are they advised.

There are no secrets about the Panhellenic joining process. PNMs and their families can find all the information they need about preparing for and participating in recruitment in several places, including through:

- Visiting [TheSororityLife.com](https://www.TheSororityLife.com), NPC's website for potential new members and their caregivers.
- Calling the NPC office directly.
- Calling the fraternity and sorority life office on the campus where the PNM is enrolled as a student.
- Connecting with the more than 5 million sorority alumnae across the globe who are neighbors, teachers, former high school classmates, etc. who want to share their sorority experience with more women.

Additionally, most College Panhellenic Associations provide recruitment counselors to help guide and coach PNMs prior to and during the recruitment process. Recruitment counselors are current collegiate sorority members. They are committed to providing sound and neutral guidance throughout the process—everything from explaining terminology to ensuring the PNM is in the right place at the right time.



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

Unanimous Agreements: Jurisdiction of Panhellenic Associations

Panhellenic associations are based on democratic principles and are organized to afford cooperation among the women's sororities. All chapters involved in the Panhellenic association, regardless of their membership class, must be women's-only organizations. Panhellenic members must respect and obey the letter and spirit of all National Panhellenic Conference Unanimous Agreements. Panhellenic associations' governing documents must conform to all Unanimous Agreements.

Purpose

- Conduct the business of the College Panhellenic during the academic year.
- Promote the growth of individual chapters and the sorority community.
- Organize and sponsor a women's-only membership recruitment program.
- Encourage the highest possible academic, social and moral standards.
- Coordinate activities, establish orderly procedures and provide for programming in addition to recruitment.
- Adjudicate all matters related to the NPC Unanimous Agreements, College Panhellenic bylaws and/or other governing documents, College Panhellenic membership recruitment rules, College Panhellenic code of ethics and College Panhellenic standing rules.
- Actively support the mission of its host institution.
- Promote good public relations.
- Give service to the community and campus.
- Sponsor Junior Panhellenic, if appropriate, for specialized programming efforts.
- Promote friendship, harmony and unity among members, chapters, faculty, administrators and campus groups.

Objectives

NPC women have a responsibility to promote Panhellenic ideals on campus. As expressed in The Panhellenic Creed, sorority women are dedicated to upholding good scholarship and high standards of ethical conduct and to working in harmony and understanding with one another to further sorority ideals. High moral and ethical principles are basic to all NPC member organizations.

Membership

"Panhellenic" is sometimes mistakenly thought to be the officers of the organization or even the administrators who work with fraternity/sorority life. In fact, a College Panhellenic Association is a chartered affiliate of the National Panhellenic Conference (NPC) and a democratic entity composed of all members of the NPC sororities on a campus.

A College Panhellenic Council is the association's governing body and is composed of one delegate and one alternate from each regular, provisional and associate member chapter at the institution. The College Panhellenic Council is responsible for local Panhellenic operations in accordance with NPC Unanimous Agreements, policies, best practices and procedures.

Panhellenic Leadership Policy (1993, 2018, 2022): All College Panhellenic delegates, officers, recruitment counselors and committee members must be initiated members in good standing with their member organizations, be active participants in their collegiate chapter and be enrolled in the institution where the chapter is located.

Membership Statuses

College Panhellenic Membership Statuses Best Practice (2003): There can be three types of membership within College Panhellenics: regular, provisional and associate. The College Panhellenic determines the criteria for the associate member status.

The membership statuses are defined as

- The regular membership of the [name of institution] College Panhellenic Association shall be composed of all installed chapters of NPC sororities at [name of institution]. Regular members of the College Panhellenic Association shall pay dues as determined by the Panhellenic Council
- The provisional membership of the [name of institution] College Panhellenic Association shall be composed of all newly established chapters of NPC sororities at [name of institution]. Provisional members shall pay no dues and shall have a 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 sorority.
- The associate membership of the [name of institution] College Panhellenic Association shall be composed of women's-only local sororities or inter/national or regional non-NPC member organizations. 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 Panhellenic Council. An associate member shall have a voice and one vote on all matters except extension-related matters. If they do not participate in the primary recruitment process, they shall not have a vote on recruitment rules and the establishment or the 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.

Each College Panhellenic will contact the NPC office by email or phone when a women's-only sorority requests to become an associate member of the College Panhellenic Association. The College Panhellenic Council will determine the additional criteria required to be met in determining associate member status at its campus and incorporate those criteria into its College Panhellenic Association bylaws, taking into account each of the following:

- All chapters involved in the College Panhellenic Association, regardless of their membership class, must be women's-only organizations.
- The minimum membership size requirements of the prospective associate member organization,
- with a stated requirement that women in the prospective associate member organization must not be members of any other organizations currently in the College Panhellenic Association.
- The length of time 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 risk management policies and practices (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 requirement necessary for the College Panhellenic to approve applications for associate member status (e.g., a simple majority, two-thirds vote).
- 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 also will determine the privileges and responsibilities of associate members 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] College Panhellenic Association bylaws and governing documents (excluding recruitment rules unless they participate in the primary recruitment process) and risk management policies.
2. Members of sororities holding associate membership in the Panhellenic will be eligible to serve as officers but should not serve as president or the officer in charge of recruitment.
3. Whether associate members will:
 - a. Have a voice and one vote in all matters except those that are extension related. If not participating in the primary recruitment process, they will 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 Weekend, honoraries, awards programs, etc.
 - d. Be subject to judicial 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 organization, 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.

Organization

Each College Panhellenic establishes its own bylaws, code of ethics and recruitment regulation within the framework provided by the NPC Manual of Information. The Unanimous Agreements must be honored as part of these governing documents. An effective College Panhellenic also adopts regulations that carry out NPC policies and procedures. Annual dues-paying College Panhellenic receives services and resources from NPC.

A College Panhellenic is a forum and voting body. Its effectiveness depends on the respect it earns from its member organizations and the rest of the campus community. To be influential, it must operate with professionalism and integrity. A College Panhellenic Council functions most effectively when the delegates of its

member organizations know proper Panhellenic procedures and are dedicated to working together in harmony and cooperation.

Representatives

Individual chapters and the Panhellenic community as a whole benefit when each chapter selects its best-qualified members as delegate and alternate delegate to the College Panhellenic. To represent the chapter effectively, these representatives must be informed, knowledgeable about proper Panhellenic procedures and willing to act on chapter opinion rather than individual conviction.

Rights of Sorority Chapters

The College Panhellenic Council and its advisors must bear in mind the member chapters give the Panhellenic its authority. The council and advisors guide; they do not decide. A College Panhellenic Council cannot deny a member chapter the right to operate according to its own policies and procedures, including rights such as initiating a woman when she has met the requirements of her sorority.

Ethics

Sorority women working together serve as role models. They encourage their members to be law-abiding citizens, mindful of others' rights and dedicated to representing and upholding the principles espoused by every member organization.

Organization and Management

Panhellenic delegate responsibilities

- Must attend all Panhellenic meetings.
- Must support NPC Unanimous Agreements, policies and procedures.
- Must understand local Panhellenic policies and procedures.
- Should know when to consult her sorority's chief panhellenic officer for assistance and advice regarding Panhellenic concerns.
- Should present regular Panhellenic reports at chapter meetings.

Panhellenic Office

If space is available, the College Panhellenic should establish an office. Permanent records are to be kept in a central location accessible to Panhellenic officers.

Panhellenic Files

Careful record-keeping is important. NPC recommends the retiring Panhellenic president check the files (both current and historical, both printed and electronic) with her successor during officer transition to ensure they are complete. The following materials are valuable for reference:

- College Panhellenic bylaws: Keep an up-to-date copy in the current file.
- NPC Manual of Information: Keep up-to-date copy in current file.
- Meeting minutes: Keep in the current file for four years and then transfer to historical files.
- Financial records, reports and budgets: Keep in current file for seven years.
- Membership recruitment statistics: Keep in the current file for five years and then transfer to historical files.
- Membership recruitment materials — recruitment rules, pamphlets, programs, bulletins, evaluations, event schedules, etc.: Keep in current file for five years.

- Name, address and contact information of current NPC area advisor: Keep in current file.
- Reports and project evaluations: Keep in the current file for five years.
- Correspondence of permanent interest.
- Records of Judicial Board action: Keep in a locked file for three years.
- Procedure notebooks: Refer to Panhellenic Council officer notebook information in this section.
- Historical files: NPC recommends backing up electronic files and storing them safely in a location protected from fire.

Officer Selection

Officer Selection (2022) – BEST PRACTICE

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 organizations. College Panhellenics with four or fewer chapters are encouraged to use the practice of rotation.

NPC encourages the practice of rotation of Panhellenic offices, especially for campuses with four or fewer member organizations. Rotation provides each sorority the opportunity and responsibility for Panhellenic service. Chapters need to be aware of the terms their representatives are expected to serve and are responsible for selecting the best-qualified members to be Panhellenic leaders.

1. The rotation order is based on the date the chapter was installed on campus (oldest first), and the order should be noted in the Panhellenic bylaws.
2. If a representative from the sorority in turn for rotation is not prepared to serve as an officer, the Panhellenic Council determines how the office is filled.
3. If an officer is unable to complete her term and her sorority is unable to provide a qualified replacement, the sorority next in rotation order assumes the office. A sorority filling an unexpired term does not relinquish its regular order. Example: Alpha's officer leaves office midterm. Alpha has no qualified replacement, so Beta fills the remainder of the unexpired term. Beta then serves its regular term in that office.
4. If the College Panhellenic wishes, it may allow members of associate-member organizations to hold office, but they should not serve as the president or the officer in charge of recruitment.

On campuses with many NPC chapters, College Panhellenics select officers by a combined rotation-election plan or a straight election plan.

When using a rotation-election plan, a certain number of chapters (depending on the number of chapters and the number of Panhellenic offices) rotate into eligibility for the designated offices each year. Officers are selected from those eligible representatives. The remaining officer positions are filled by election.

While most College Panhellenics choose to have officers serve for a calendar year, depending on campus characteristics (e.g., where many Panhellenic women hold internships or co-ops or study abroad), the College Panhellenic may decide officers should serve for an academic year.

Panhellenic bylaws would state one of the following options:

- The offices of president, vice president, secretary and treasurer [list specific additional officers, if applicable] of the [name of institution] College Panhellenic Association shall be held in rotation by each eligible woman's sorority chapter in order of its installation at [name of institution]. If a

member from the women's sorority, in order of rotation, is not prepared to serve as a designated officer, the College Panhellenic Council shall determine how the office shall be filled.

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

Note: For more information, see the College Panhellenic Officer Election Resources on the NPC website.

Delegate and Officer Orientation

Hold a meeting or retreat for incoming and outgoing officers and delegates, allowing time for both general education and one-on-one training. Before the retreat or workshop, the current Panhellenic Council could prepare a resource list for attendees. The resource list should include the NPC Manual of Information, Panhellenic bylaws and other governing documents. During this time, individual officers should explain their responsibilities and share procedural notebooks, reference material, evaluations and suggestions. Delegates should share their information-gathering and presentation techniques to their chapter and parliamentary procedures for discussion, motion-making and voting (refer to Panhellenic files).

New officers and delegates should be presented with available resources such as

- Publications and websites: NPC Manual of Information, College Panhellenic Newsletter and npcwomen.org.
- Human resources: NPC area advisor, chief panhellenic officer information, fraternity/sorority advisor and NPC office staff.

The officers should set council and individual goals and priorities for their term of office. These goals should be shared and discussed with the Panhellenic Council as a whole.

Panhellenic Council Officer Notebook (Suggested Contents)

I. Resources and rosters

1. NPC area advisor information
2. Campus fraternity/sorority advisor
3. Panhellenic Executive Board directory
4. Panhellenic Council directory
5. Chapter presidents directory
6. Junior Panhellenic Council directory (if applicable)
7. Contact information for other peer governing councils (e.g., IFC, NPHC)
8. Local Alumnae Panhellenic president information

II. Meeting minutes, agendas and committee reports

III. Calendars

1. Panhellenic calendar
2. College/university calendar
3. Community activity calendar

IV. Position descriptions

V. Panhellenic governing documents

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 resources

1. NPC Manual of Information; the current edition is available online at npcwomen.org
2. NPC store information; prices and ordering, including custom orders, are available online at npcstore.org

VIII. Correspondence

IX. Statistical information

X. Pertinent college/university information and policies

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 an alumna of an NPC sorority hired by the College Panhellenic or serving as a volunteer.

Qualifications for a fraternity/sorority advisor should include:

- Knowledge and an understanding of NPC policies, Unanimous Agreements and procedures.
- An interest in and understanding of the ideals and goals of sororities.
- An understanding of the relationship among NPC, its member sororities 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.
- Membership in an NPC sorority, if possible.

Relationship of Advisor to a College Panhellenic

The role of an advisor is to provide guidance, counsel and support, helping the College Panhellenic function effectively per NPC and college/university policy.

Fraternity/Sorority Advisor Files

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

- 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 and

- continuous open bidding acceptance binding agreements in a confidential file for three calendar years.
- Proceedings from Panhellenic judicial board hearings in a confidential file for three 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 sororities. They are organized to provide support for the activities and programs of the College Panhellenic and to serve as a liaison between the college/university and sorority alumnae in the community. The Panhellenic Alumnae Advisory Council should not be confused with the local Alumnae Panhellenic Association.

NPC Area Advisor

As one of its services, NPC provides every College Panhellenic with an area advisor. She is well-versed in Panhellenic policies and practices. She provides assistance if needed and advice backed by practical experience. Because the area advisor is a volunteer, she must plan to fulfill any requests by the College Panhellenic for any potential campus visits, meeting attendance and/or workshops well in advance.

Area Advisor Responsibilities

The area advisor:

- Interprets and clarifies what is in the NPC Manual of Information, including the Unanimous Agreements, policies and best practices.
- Serves as a liaison between NPC, NPC's member organizations, the fraternity/sorority advisor and the College Panhellenic officers.
- Keeps the College Panhellenic advised of the latest NPC policies and procedures.
- Reviews the College Panhellenic's working documents (e.g., bylaws, standing rules, recruitment guidelines, code of ethics) and suggests changes when needed.
- Offers new ideas for membership recruitment schedules, procedures and workshops and for Panhellenic programming and officer training.
- Provides advice on how to market recruitment and the sorority experience to potential new members and build positive perceptions of sorority life on campus and in the community.
- Is available to assist the College Panhellenic with problem-solving.
- Works closely with the College Panhellenic to help resolve issues/concerns.
- Welcomes the opportunity to observe, learn and work with a College Panhellenic.

College Panhellenic Responsibilities to Area Advisor

- Keeps her informed when changes in bylaws, membership recruitment rules and procedures are being considered and during discussions of total and extension.
- Submits Panhellenic governing documents annually or when the Panhellenic Council has approved changes.
- Tells her about problems before they become critical.
- Sends new ideas for officer training, programs and projects for her to share with others.
- Keeps communication open.
- Submits Panhellenic meeting minutes for both the Council and Executive Board (if applicable).

Panhellenic Support Specialist

Panhellenic support specialists are full-time, paid NPC staff members. They serve NPC College Panhellenics, providing ongoing, consistent support to College Panhellenics and their volunteers. The Panhellenic support specialists can answer questions, assist with completing reports and share the resources available to all College Panhellenics.

Junior Panhellenic

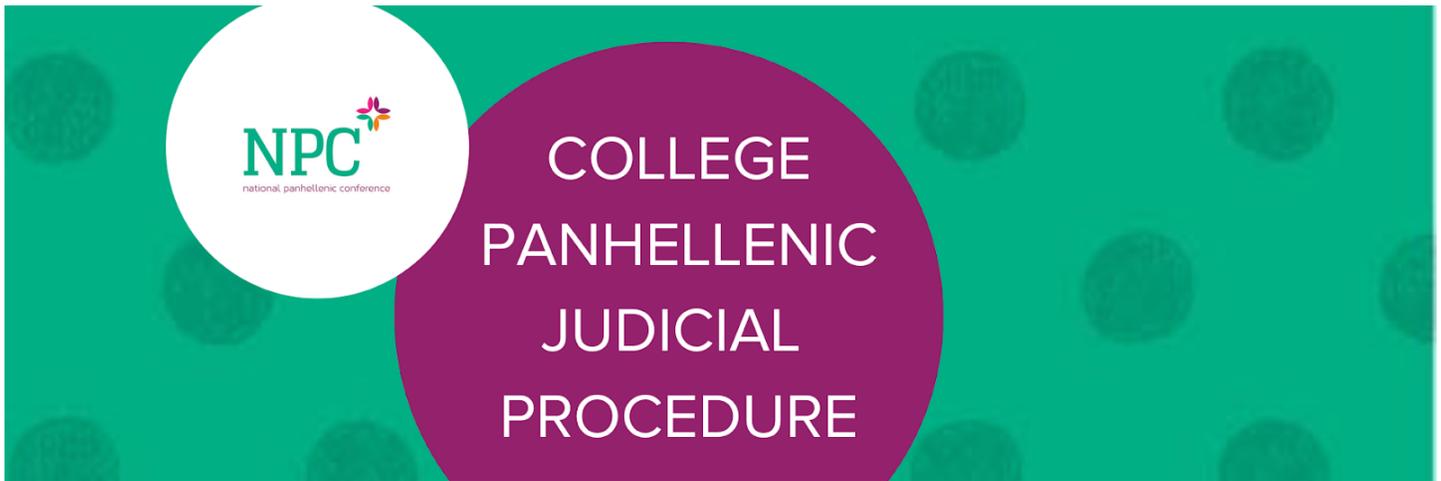
A Junior Panhellenic is an educational and service program sponsored by and modeled on the College Panhellenic. It is composed of representatives who are new members and newly initiated members from all College Panhellenic member chapters on campus. It encourages the special responsibilities and good campus citizenship that sorority membership entails, and it fosters intersorority relationships. Refer to the section on College Panhellenic Programs in this manual.

All-Greek Council

An All-Greek council can provide 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 can coordinate joint activities such as educational programming, Greek Weekend, a philanthropic or service project or fraternity/sorority newspapers, newsletters and electronic communications that promote fraternity and sorority life.

An All-Greek council should be a separate organization, and NPC has a position statement explaining this expectation. 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: An All-Greek council should foster cooperation of sorority women and fraternity men in carrying out a specific project or reaching a particular goal. All activities should reflect the ideals, values and standards of all fraternal organizations.
- Organization: It should include representatives from the College Panhellenic, the National Pan-Hellenic Council, Multicultural Greek Council (MGC), the Interfraternity Council (IFC) or other fraternity/sorority councils on your campus. Selection and size of the representation depend on the size of the campus fraternity/sorority community. However, each organization represented should have one vote.
- Authority: Responsibilities should be restricted to those necessary to accomplish the All-Greek Council's goals and function. Membership recruitment programming and judicial committees are not proper functions of an All-Greek council. Working with the college/university administration to give fraternities and sororities a place in summer orientation for new students is a proper function.
- Meetings: Should be held when needed to achieve the council's purpose. Rotation of meeting places among chapters is suggested if there is no convenient central meeting place.



College Panhellenic Associations are based on democratic principles and are organized to promote cooperation among sororities on college/university campuses. College Panhellenic Associations embody self-governance to maintain high 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 the College Panhellenic governing documents.

This section outlines College Panhellenic judicial procedures.

COLLEGE PANHELLENIC JUDICIAL PROCEDURE

Prologue

College Panhellenics are based on democratic principles and organized to afford cooperation among the sororities on campus. College Panhellenic Associations embody self-governance to maintain fine standards and ethical conduct. As such, 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 Unanimous Agreement VII, which establishes judicial boards to review member organization infractions of NPC Unanimous Agreements and the College Panhellenic's bylaws, membership recruitment rules, code of ethics, standing rules and any other governing documents.

[Note: Please refer to Unanimous Agreement VII. COLLEGE PANHELLENIC ASSOCIATION JUDICIAL PROCEDURE on page 23 of this document.](#)

Informal Discussion

All parties are encouraged to resolve alleged infractions as soon as possible through informal discussion before filing an infraction. If the accusing party is comfortable discussing the incident leading to the infraction with representatives of the accused chapter, NPC encourages informal discussion between the disputing parties. Often the two parties can reach a mutual understanding and resolve the situation without further action needed.

Basic Steps to an Informal Discussion

- Reach out to the chapter president or other executive officer to request an informal discussion.
- Be prepared to point out the observable facts of the incident(s) under discussion.
- Inquire about the meaning of the behavior.
- If the behavior impacted you or your chapter adversely, share how it affected you.
- Make a request or ask a question.
- Seek to reach a resolution for the incident(s) and/or an agreement on how to address behaviors moving forward.
- If helpful, notify the College Panhellenic president and/or the fraternity/sorority advisor about the conversation and outcome.

How to File an Infraction

If the informal discussion is unsuccessful, the judicial process will be set in motion when one of the designated individuals allowed to file infractions files a College Panhellenic Violation Report for the alleged infraction. Complete and present the College Panhellenic Violation Report in a timely manner but not more than 30 days from the date of the alleged infraction. Notify the accused chapter in writing within seven days of receiving the violation report form by using the College Panhellenic Infraction Notice.

There are six forms involved in this process:

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

These forms are available in the Resource Information section of this manual.

An individual member, potential new member or chapter may contact any of the designated individuals to start the process of filing an infraction.

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

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

The proper reporting authority to file a recruitment infraction is

- The chapter president 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 receiving the College Panhellenic Infraction Notice, the accused sorority contacts the College Panhellenic president within seven days to schedule mediation. Hold a mediation unless the accused chapter chooses to proceed directly to a judicial hearing.

Panhellenic Mediation Process

The purpose of mediation is to find a solution satisfactory to 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 is closed to the public, and all participants in the mediation process must keep strict confidentiality — including the outcomes. Complete and sign the proper documentation and forms indicating the outcomes of the mediation session, and distribute them as indicated on the forms. (Note: Electronic signatures are acceptable.)

Mediator

The mediator is a neutral person with a clear understanding of the mediation process. The mediator is not a decision-maker but must control the process. The parties need to agree to this prior to starting mediation. The mediator sets the tone: somewhat informal but structured. The mediator can assist the parties in understanding the issues and in reaching a satisfactory resolution — or in deciding the matter cannot be resolved without further action. The mediator must not have a vested interest in the outcome of the case.

The College Panhellenic should have a pool of mediator applicants who have successfully completed a mediator training program to be called upon as needed. Although it is preferable 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. Suggested mediators include other campus-based professionals, such as staff members from residence life, counseling center staff, professionals trained in conflict resolution or graduate assistants. The mediator should not be an undergraduate student.

Parties Involved

Both the accused and the accuser 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 persons attending representing each chapter must be able to make decisions for their organization. Likely attendees are the chapter president and in the case of a recruitment infraction, the recruitment chair. No more than three participants (including a chapter advisor) shall represent either party and/or each sorority at a 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 chapter files an infraction on another chapter. If there are multiple accusing parties, the accusing parties can 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 attends 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 chapters need to do the talking but should have the benefit of conferring with their chapter advisor when they believe it is necessary.

Setting

Most importantly, both parties should believe the mediation is held in a neutral place, either in person or via videoconference. If in-person, an oval or rectangular table with the parties facing one another and the mediator at the head of the table gives reassurance this is a serious forum.

Process

Mediation outcomes should not be determined in advance by the Panhellenic. 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 if questions arise that need answers, those questions can be asked later after each side has had the opportunity to give information. The parties should be advised it might be necessary for the mediator to meet with the parties individually to reach an agreement. In individual meetings, also called caucuses, 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 mediation's conclusion, the mediator meets with the parties and their chapter advisors to complete the College Panhellenic Mediation Summary Report indicating the outcome and the acceptance of any agreed-upon follow-up action or sanctions.

Minutes are not taken at the mediation, and the mediation should not be recorded. In the College Panhellenic Mediation Summary Report, the mediator summarizes the conclusion of the mediation, which all parties sign (wet or electronic signatures are acceptable). The fraternity/sorority advisor retains a copy of the report for three

years. Within 24 hours of completing the mediation, the College Panhellenic president sends a copy of the College Panhellenic Mediation Summary Report to all parties designated on the form.

Mediation Checklist

Setting:

- Is a neutral place, either in person or via videoconference.
- If in person, the space has an oval or rectangular table with
 - Mediator at the head of the table.
 - Each party's participants to their right or left facing one another.

Mediator:

- Is neutral and will maintain confidentiality.
- Has a clear understanding of the mediation process and has completed a training program.
- 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.

Other points of mediation:

- All records pertaining to the case must be available for both parties.
- Mediator sets ground rules.
- Both parties sign an agreement if one is reached; otherwise, both parties sign a list of issues.
- The summary report should provide an overview of the proceedings and not divulge any conversations in detail. Wet or electronic signatures are acceptable.

College Panhellenic Judicial Board

Organization and Function

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

The goal is to create a document that fits the needs of the College Panhellenic Association and the 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 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 and the NPC Unanimous Agreements, the judicial board is composed of _____ collegians from the College Panhellenic member organizations and the fraternity/sorority advisor as a non-voting ex-officio member.

NOTE: A judicial board should be representative in size of the College Panhellenic. No less than three members and no more than nine members. You can rotate participation in judicial board hearings based on your number of trained board members and the number of cases to be heard each year. Judicial board members should recuse themselves or not participate in a hearing if it involves a conflict of interest.

Members include:

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

The Panhellenic Executive Board, or Council if the Executive Board does not exist, appoints, through an 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 chapter at the time of appointment and throughout her term.

After selection and prior to the first hearing, judicial board members participate in training about the purpose of the board, the rules and regulations the judicial board monitors, the procedures to follow, proper questioning techniques, the rights of the charged organizations, evaluating evidence, and deliberations and sanctioning.

The fraternity/sorority advisor serves as a non-voting ex-officio member of the judicial board. If the fraternity/sorority advisor can't attend a meeting, he/she will appoint a non-collegiate institution representative to attend in his/her place.

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

College Panhellenic Judicial Board Duties

The Panhellenic judicial board:

- Handles all alleged violations of NPC Unanimous Agreements and the College Panhellenic bylaws, code of ethics, membership recruitment rules/guidelines, standing rules and any other governing documents that are not settled in the mediation process.
- Educates member sororities about the Panhellenic judicial procedure.
- Participates in training designed to educate judicial board members about the purpose of the board, the rules and regulations the judicial board monitors, the procedures to follow, proper questioning techniques, the rights of the charged organizations, evaluating evidence, and deliberations and sanctioning.
- Conducts a fair hearing with impartial judicial board members following Unanimous Agreement VII. College Panhellenic Association Judicial Procedure.
- Maintains confidentiality throughout the judicial process.
- Creates and maintains proper documentation. The fraternity/sorority advisor retains documentation for three years.

Judicial Board Chair Duties

The Panhellenic judicial board chair:

- Coordinates the training of the judicial board members with the fraternity/sorority advisor.
- Implements Unanimous Agreement VII. College Panhellenic Association Judicial Procedure.
- Determines whether any collegiate judicial board members need to be excused or rescued from serving because of a conflict of interest.
- Provides involved chapters with a copy of Unanimous Agreement VII. College Panhellenic Judicial Procedure.
- Presides at judicial hearings.

Judicial Board Hearing

The purpose of a judicial board hearing is to resolve an alleged violation of the NPC Unanimous Agreements, the College Panhellenic bylaws, membership recruitment rules/guidelines, code of ethics, standing rules and any other College Panhellenic governing documents. In all cases, the primary goal is to reach a fair and equitable decision based on a peer review.

Follow these guidelines as established in Unanimous Agreement VII:

- Judicial board hearings are closed to the public.

- Participants in the judicial board hearing are representatives from each sorority involved. No more than three people, including a chapter advisor, represent either party and/or each sorority involved at a hearing.
- There may be some instances when more than one chapter files an infraction on another chapter. 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 advisors.
- In cases of infractions for which a College Panhellenic officer or another individual has information regarding the infraction and did not file it, then the person attends the hearing only for the purpose of presenting the information, after which he/she is excused from the hearing.
- Take written minutes during the judicial board hearing.
- Assess penalties/sanctions to fit the nature and degree of the offense.
- Present information on the appeals process at the close of the judicial board 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. The fraternity/sorority advisor retains a copy of the report for three years. Within 24 hours of completing the hearing, the College Panhellenic officer responsible for the judicial process sends a copy of the College Panhellenic Judicial Board Hearing Summary Report to the parties designated on the form.
- Use proper notification and reporting forms.
- All documents associated with an investigation or judicial board hearing shall be kept in a confidential location for three years by the fraternity/sorority advisor.
- On campuses where the small size of the College Panhellenic makes a judicial hearing ineffective because of conflicts of interest and mediation has proved ineffective, the case may be referred directly to the NPC Panhellenic Judicial Appeals Committee.

Additional guidelines may include:

- The judicial board chair serves as the hearing officer unless she has been recused. In that case, the vice chair serves as the hearing officer.
- Chapters involved in a hearing have the right to consult with a representative from their inter/national organization.
- Witnesses are called one at a time and may remain in the hearing room only during their testimony.
- After the hearing, the judicial board members hearing the case and the fraternity/sorority advisor go into an executive session for deliberations.
- Deliberations are confidential, and comments are not to be reported outside the room, with the exception of the official written decision recorded on the College Panhellenic Judicial Board Hearing Summary Report and the official oral statement given by the chair to the parties.

Judicial Board Hearing — Order of Events

1. Call to order by the chair.
2. Introductions.
3. Charges read by the chair.
4. Opening statement by accuser (may limit time).

5. Opening statement by accused (may limit time; this statement, at the option of the accused, may be deferred until the accuser completes the presentation of witnesses).
6. Accuser calls witnesses one at a time; the accused may question any witness.
7. Accused calls witnesses one at a time; the accuser may question any witness.
8. Judicial board members may, at any time, ask questions of the witnesses.
9. Closing statement by the accuser (may limit time).
10. Closing statement by the accused (may limit time).
11. Judicial board members enter the executive session for deliberation. Only judicial board members hearing the case and the fraternity/sorority advisor remain in the hearing room.
12. Chair restates charges.
13. Chair puts the motion before the board members as follows: "The motion before the members is: Is [organization name] responsible for the charge of violating [state the rule that was violated]?" If there is more than one rule alleged to have been violated, handle each violation in a separate motion and process each motion separately. Read each specification and then the charge, open it to debate and vote on it separately.
14. Chair requests motions from the judicial board members. Handle items 12, 13 and 14 one motion at a time if more than one incident is being presented.
15. Discuss motions.
16. Vote on motions. Judicial board members verbally vote "yes" or "no" on each motion and the vote is recorded in the minutes.
17. If a majority of the judicial board members vote in favor of the motion, the motion is adopted and the judicial board moves to sanctions. If the motion is not adopted, the process is complete at this step.
18. If a chapter is found responsible for the charges, the judicial board must then determine the appropriate sanctions following the guidelines established in Unanimous Agreement VII. College Panhellenic Association 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 judicial board member makes a motion for a sanction she believes is appropriate. This motion is debatable and amendable. A majority vote is required to adopt the motion concerning sanctions.
19. Reconvene the hearing and read the judicial board's decision to the complaining and accused parties. Witnesses are not in attendance at this time.
20. Record the finding and/or sanctions in writing on the College Panhellenic Judicial Board Hearing Summary Report, which is signed by the parties listed on the report.
21. When the decision is read, provide information regarding the appeals process using the College Panhellenic Appeal Notice.

Appeals Process

The judicial board decision may be appealed by following the appeals procedure.

- The College Panhellenic president sends the complete record to the attention of the NPC Panhellenic Judicial Appeals Committee chair within seven days of receiving the College Panhellenic Appeal Notice.
- The record is sent to the NPC office via certified mail, return receipt requested or email to npccentral@npcwomen.org.
- A copy of the College Panhellenic bylaws, judicial procedure and applicable rules is included in the record.

The NPC Panhellenic Judicial Appeals Committee may uphold or reverse the decision of the College Panhellenic Association judicial board. The committee may also dismiss or modify sanctions as it deems appropriate.

Ethical Decision-Making

Making good decisions around complex issues is hard work requiring a balanced assessment of values and goals. This doesn't mean that we should always agree, but we should be mindful that when we use decision-making shortcuts, we may fall into decision-making "traps" or biases that short-change our values. Good decision-making, therefore, requires that we work to reveal those values and expressly think through the trade-offs between them.

Values are enduring beliefs about a preferred "end state," and ALL decisions should be values-based. Decision makers fall into biases or traps when they fail to evaluate decisions in a comprehensive way that focuses on values trade-offs. A socially just decision-making process can help ensure a comprehensive evaluation.

1. Begin with specifying the choice options (preferred and non-preferred outcomes).
2. Identify the short-term consequences of the decision and its positive and negative impact (pros and cons) for both the preferred and non-preferred outcomes.
3. Identify long-term outcomes of the consequences of the decision and its positive and negative impact (pros and cons) for both the preferred and non-preferred outcomes.
4. Identify the goals/values of the desired solution for both your preferred and non-preferred outcomes.
5. Make an appropriate decision based on the facts and merits of the situation:
 - a. Compare the pros of your preferred outcome against the pros of your non-preferred outcome.
 - b. Compare the cons of your preferred outcome against the cons of your non-preferred outcome.
6. Use these comparisons to make a more balanced decision that considers both the positive (pro) and negative (con) impact of each values-based solution.

Adapted from "Social Justice and Good Decision Making" by Dr. Joan M. Phillips



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 College Panhellenic's effort.

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

COLLEGE PANHELLENIC MEMBERSHIP RECRUITMENT

Values-Based Recruitment

The National Panhellenic Conference (NPC) is composed of values-based organizations. The 26 NPC member organizations are bound together through the shared values expressed in the Panhellenic Creed. Since NPC expects member organizations and their members to uphold shared values, those values should be displayed through the activities of College Panhellenics and individual chapters. College Panhellenics and individual chapters are responsible for ensuring recruitment events are values-based and reflective of the NPC sorority experience. A values-based approach should be used with all recruitment styles.

Values-Based Recruitment Policy (1989, 1991, 1997, 2003, 2015, 2019, 2022): All College Panhellenics and their member chapters must incorporate the following policies into their membership recruitment programs:

- Focus on conversations between chapter members and potential new members about organizational values and member organizations.
- Establish guidelines for membership recruitment budgets and set a cap on membership recruitment expenses, including the value of all donated goods and services.
- Keep decorations to a minimum and confined to the interior space used for recruitment rounds.
- Eliminate the required purchasing of recruitment event attire for chapter members.
- Eliminate gifts, favors, letters and notes for potential new members.
- Eliminate all forms of bid promising, oral or written, to join a certain sorority before bids are distributed by Panhellenic.
- Eliminate extraneous and costly performances. This includes but is not limited to, recruitment skits and door stacks.

Consider the following when implementing values-based recruitment:

- The purpose of recruitment is for potential new members and chapter members to get to know each other well enough for both to take the first step toward an important life choice.
 - » By eliminating costuming and matching outfits, chapter members display their individuality and authentic selves to potential new members.
 - » By eliminating skits and other staged performances or songs, there is more time for conversation during recruitment events.
- Recruitment events should accurately portray the values, benefits and obligations of sorority membership.
 - » By focusing on conversations, chapter members will have more time to share the benefits they experience from sorority membership. This includes conversations about the requirements of membership, such as attendance at events and financial obligations.
 - » By eliminating skits and other staged performances or songs, the chance of performances that do not portray the values of the organization, chapter and NPC as a whole is removed.
- Recruitment should not create a financial burden for the College Panhellenic, the chapters, individual chapter members or potential new members.
 - » By keeping decorations to a minimum for recruitment events, the financial burden for chapters is less.
 - » By eliminating costuming and matching outfits, the financial burden for individual members is less. Members also now have the opportunity to express themselves through outfits they already own and bring their authentic selves to the recruitment process.

- » By setting budgets for chapters, the chapter financial burden is less and chapters can evaluate their budgets to fit the needs of members rather than for recruitment.
- » By including donated goods in the budgets, the financial burden to individual members and alumnae is less.

Recruitment Styles

Primary membership recruitment has three styles. Determining and implementing the appropriate recruitment style for a primary recruitment process requires careful planning.

NPC supports three recruitment styles for the primary recruitment process:

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

The College Panhellenic, in consultation with the fraternity/sorority advisor and NPC area advisor, should complete the Recruitment Style Assessment to determine the style that is best suited for the campus. The College Panhellenic should complete the assessment after evaluating the previous membership recruitment process and may wish to seek input from the NPC Release Figure Methodology (RFM) specialist. (See Membership Recruitment Evaluation and Assessment.)

Assessment for Determining Recruitment Styles

The Recruitment Style Assessment will help determine if the Panhellenic should consider a specific recruitment style or change for the primary recruitment process. No style is best, but selecting the recruitment style most appropriate for the College Panhellenic community and campus is important.

The Panhellenic should review the Recruitment Style Assessment (available on the NPC website) and ask each delegate to review the results with her member organization's chief panhellenic officer.

The Recruitment Style Assessment includes the steps for assessing the campus and College Panhellenic community.

- Quota evaluation. This step determines whether or not RFM is needed for primary recruitment.
- Recruitment statistics evaluation. This step looks at the specifics of the Panhellenic community related to the average open house pool, quota and total matched from the past three years and the number of chapters on campus.
- Assessment results. The final step assists College Panhellenics in translating this information into the recommended style of primary recruitment and the overall characteristics that work best for the style.

After the Recruitment Style Assessment is complete, the College Panhellenic, in consultation with the fraternity/sorority advisor, chapter advisors and the NPC area advisor, should evaluate:

- Recommended format based on the Recruitment Style Assessment Recruitment trends.
- Marketing to potential new members.
- Changes in past and current enrollment of women on campus and future projections.
- Interest in sorority life.

These indicators suggest changes are necessary for the primary recruitment style executed:

- Panhellenic lost more PNMs between registration and the open house round than in previous years.
- More women withdrew from the process between the open house round and preference round.
- The Panhellenic community lost chapters on campus, although recruitment numbers are stable or increasing.
- Chapter(s) matched less than half of quota even with recruitment numbers stable or increasing.
- All chapters are consistently recruiting to total and there is still a surplus of interested women who are not participating in the current primary recruitment because of its structure/style.

Identifying Recruitment Styles

Below, you will find the common characteristics of the NPC-recommended recruitment styles and the implementation elements for the specific style. College Panhellenics should consider both Panhellenic and campus characteristics when evaluating recruitment styles. Note: Sample schedules for all styles can be found on the NPC website.

Continuous recruitment (CR)

Campus characteristics

- Most women on campus exhibit little interest in joining a sorority.
- PNMs are interested in a flexible approach to joining a sorority.
- There is a low percentage of undergraduate women who belong to a sorority.

Panhellenic characteristics

- Chapters recruit almost as many or more women through continuous open bidding (COB) as during fully structured or partially structured recruitment.
- Quota historically ranges from one to nine.
- The community may be losing chapters.

Implementation of CR style elements

- **Marketing:** The Panhellenic community should market the sorority experience year-round and promote membership benefits. The College Panhellenic and chapters should interact with all unaffiliated women on campus to help them become interested in the sorority experience in alignment with the Positive Panhellenic Contact – POLICY and Promotion of the Sorority Experience – POLICY. These communications should be informative about the overall sorority experience and opportunities to join and answer questions from PNMs and parents/caregivers. During recruitment, the College Panhellenic should highlight the characteristics of each chapter in the Panhellenic community and provide information about all opportunities to join. Chapters and members may be more direct in developing relationships with PNMs through individual outreach. Each chapter should have a specific marketing plan for membership recruitment.
- **Primary recruitment:** The College Panhellenic adopts one academic term for primary recruitment (the earliest allowable time a woman may join a sorority on campus).
- **Registration:** A registration process is not required. The College Panhellenic can assist in collecting a list of names and contact information to provide to chapters. Chapters are responsible for the one-on-one connection with PNMs and collecting PNM contact information.
- **Orientation:** The purpose of orientation is to provide the opportunity for PNMs to be introduced to, learn more about and understand the opportunities for membership in the sorority chapters on campus.

Orientation can have many styles to fit the needs of your campus, such as virtually through an email introduction, to a tabling session open for PNMs to visit, to small group gatherings, to a more structured orientation if desired. An orientation should result in more contact information gathered from PNMs interested in the sorority experience or PNMs registering for recruitment.

- Recruitment counselors: Recruitment counselors are not required but may be used as ambassadors to the sorority experience. They may assist in marketing the sorority experience, provide information about joining opportunities to PNMs, and answer questions from PNMs and parents/caregivers. College Panhellenic officers may serve as recruitment counselors.
- Recruitment schedule: The College Panhellenic does not set a recruitment schedule or restrict chapter events. Chapters determine recruitment events and logistics.
- Financial transparency: Each chapter should work with its inter/national organization to determine this execution. Chapters are responsible for sharing the financial obligations of membership before extending a bid.
- Release Figure Methodology (RFM): RFM is not used.
- Quota: Not used; chapters bid to total. However, the anticipated number of PNMs that each chapter will recruit can be used to calculate total.
- Membership Recruitment Acceptance Binding Agreement (MRABA): PNMs accepting a bid must sign the COB MRABA.
- Bid matching: No bid matching is necessary with this style.
- Bid Day: There is no formal or collective bid distribution. Bid Day for continuous recruitment can simply be a date identified and set so that the College Panhellenic and chapters complete primary recruitment for that academic year. COB would begin immediately following Bid Day. The College Panhellenic should experience a seamless transition from CR to COB. Should the College Panhellenic wish to celebrate the chapters' new members, a social event may be scheduled at an appropriate and convenient time to honor new members.
- Total: In the primary recruitment term, total will be set before chapters begin recruitment. In the nonprimary recruitment term, total is set within 24 hours of the start of the academic term.

Partially structured recruitment (PSR)

Campus characteristics

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

Panhellenic characteristics

- Quota has historically ranged from 10-24 PNMs.
- Open house pool has historically ranged from 1-99 PNMs.
- There are less than eight NPC chapters on campus.
- The community needs more flexibility in scheduling and implementing recruitment events (considering the size of the commuter population).
- The community may be losing chapters.

Implementation of PSR style elements:

- **Marketing:** The Panhellenic community should market the sorority experience year-round and promote membership benefits. The College Panhellenic and chapters should interact with all unaffiliated women to help them become interested in the sorority experience in alignment with the Positive Panhellenic Contact – POLICY and Promotion of the Sorority Experience – POLICY. These communications should be informative about the overall sorority experience and opportunities to join and answer questions from PNMs and parents/caregivers. During recruitment, the College Panhellenic should highlight the characteristics of each chapter in the Panhellenic community and provide information about all opportunities to join. Chapter communication should be informative about the chapter/organization and direct PNMs to the College Panhellenic's resources regarding recruitment information.
- **Registration:** A simplified registration is suggested. College Panhellenics should keep a centralized registration open as long as possible, even beyond the start of recruitment. The College Panhellenic should eliminate all barriers to recruitment to allow PNMs to participate in recruitment at any point.
- **Orientation:** The purpose of orientation is to provide the opportunity for PNMs to be introduced to, learn more about and understand the opportunities for membership in the sorority chapters on campus. Orientation can have many styles to fit the needs of your campus, such as virtually through an email introduction to a tabling session open for PNMs to a more structured orientation if desired. An orientation should result in more recruitment registrations from PNMs interested in the sorority experience.
- **Recruitment counselors:** Recruitment counselors should be used as ambassadors to the sorority experience. They should be selected and trained to assist in marketing the sorority experience, communicate directly with PNMs to facilitate continued interest and retention in the recruitment process and answer questions from PNMs and parents/caregivers.
- **Recruitment schedule:** The College Panhellenic adopts one academic term for primary recruitment (the earliest allowable time a woman may join a sorority on campus). The College Panhellenic sets the timing of recruitment and the date for the distribution of bids. The schedule of recruitment events should provide flexibility so that a PNM can attend multiple events.
- **Financial transparency:** All chapters will share detailed financial information (member dues, chapter fees and assessments, etc.) with potential new members. See the NPC website for implementation guidelines.
- **RFM:** RFM is used, and the College Panhellenic must use a recommended RFM format.
- **Quota:** Is used. Every chapter is entitled to bid to quota.
- **Membership Recruitment Acceptance Binding Agreement (MRABA):** PNMs must sign the MRABA after preference round to receive a bid for membership through the primary recruitment process.
- **Bid matching:** Bid matching is used.
- **Bid Day:** The College Panhellenic schedules the date of bid distribution. Local campus needs and situations determine location and timing. Every effort should be made to avoid conflicts with religious or cultural holidays.
- **Total:** Total is set at bid matching and communicated to chapters before Bid Day.

Fully structured recruitment (FSR)

Campus characteristics

- The number of PNMs is relatively large, and recruitment registration remains high.

Panhellenic characteristics

- Quota has historically been 25 PNMs or more.
- Open house pool have historically been 100 PNMs or more.

- There are 8 to 26 NPC chapters on campus.
- At a minimum, 80 women are being matched through the recruitment process.

Implementation of FSR style elements

- **Marketing:** The Panhellenic community should market the sorority experience year-round and promote membership benefits. The College Panhellenic and chapters should interact with all unaffiliated women to help them become interested in the sorority experience in alignment with the Positive Panhellenic Contact – POLICY and Promotion of the Sorority Experience – POLICY. These communications should be informative about the overall sorority experience and opportunities to join and answer questions from PNMs and parents/caregivers. During recruitment, the College Panhellenic should highlight the characteristics of each chapter in the Panhellenic community and provide information about all opportunities to join. Chapter communication should be informative about the chapter/organization and direct PNMs to College Panhellenic resources regarding recruitment information.
- **Registration:** Detailed registration information is requested. The registration should include contact information and the opportunity for PNMs to submit optional data about themselves as an introduction to the chapters.
- **Orientation:** The purpose of orientation is to provide the opportunity for PNMs to be introduced to, learn more about and understand the opportunities for membership in the sorority chapters on campus. Orientation may be a more formal event where College Panhellenic officers and alumnae can promote the values of the lifelong sorority membership experience. In addition to providing information about each chapter, this session may also provide information about recruitment logistics to support the PNM through the recruitment process.
- **Recruitment counselors:** Recruitment counselors should be used as ambassadors to the sorority experience. They should be selected and trained to assist in marketing the sorority experience, communicate directly with PNMs to facilitate continued interest and retention in the recruitment process and answer questions from PNMs and parents/caregivers.
- **Recruitment schedule:** The College Panhellenic adopts one academic term for primary recruitment (the earliest allowable time a woman may join a sorority on campus). The College Panhellenic sets the timing of recruitment and the date for the distribution of bids following the appropriate RFM format. PNMs are provided with a set schedule of events to visit each chapter.
- **Financial transparency:** All chapters will share detailed financial information (member dues, chapter fees and assessments, etc.) with potential new members. The College Panhellenic will specify the round of recruitment in which the financial information will be shared. See the NPC website for implementation guidelines.
- **RFM:** RFM is used, and the College Panhellenic must use a recommended RFM format.
- **Quota:** Is used. Every chapter is entitled to bid to quota.
- **Membership Recruitment Acceptance Binding Agreement (MRABA):** PNMs must sign the MRABA after preference round to receive a bid for membership through the primary recruitment process.
- **Bid matching:** Bid matching is always done.
- **Snap bidding:** Used as necessary to assist chapters that did not match to quota.
- **Bid Day:** The College Panhellenic schedules the date of bid distribution. Local campus needs and situations determine location and timing. Every effort should be made to avoid conflicts with religious or cultural holidays.
- **Total:** Total is set at bid matching and communicated to chapters before Bid Day.

Recruitment Unanimous Agreements, Policies and Guidelines

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

- A College Panhellenic must follow all Unanimous Agreements and policies found in the Unanimous Agreements and Policies and Best Practices sections found earlier in this manual.
- A membership recruitment period should be held in the fall, as close as possible to the start of the academic year, and be completed as quickly as possible.
- College Panhellenics may choose to use first-year and upperclass quotas to maximize the placement of interested women. These are two different quotas, and chapters can pledge to quota in both classifications. Chapters can only fill quota vacancies with a woman from the same quota classification (e.g., upperclass quota is filled only by an upperclass student).
- College Panhellenics and individual chapters ensure recruitment events are values-based and reflect the sorority experience. Review the following policies: Positive Panhellenic Contact (2003) – POLICY, Promotion of the Sorority Experience (2020) – POLICY and Values-Based Recruitment (1989, 1991, 1997, 2003, 2015, 2019, 2022) – POLICY.
- The College Panhellenic recruitment rules must include a budget and reasonable, limited expenses.
- Limit recruitment registration fees to a minimum administrative fee to cover only essential costs. No additional fees to cover social events or philanthropic donations should be part of recruitment registration.
- If a potential new member maximizes her options throughout recruitment, signs the membership recruitment acceptance binding agreement (MRABA) and is not matched in the regular bid matching process, she can be a quota addition.
- Chapters receiving quota additions must count those women in total. Suppose a woman declines her bid who was a quota addition. In that case, the chapter is only eligible to fill any vacancy that occurs if the chapter has space remaining in total.
- 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. A woman doesn't need submitted preferences to be eligible for snap bidding. Snap bids should be coordinated and extended through the College Panhellenic before the distribution of bids and the start of Bid Day activities.
- A chapter matching to quota, but with spots left to fill in total, may COB to reach to total, once total has been set.
- COB begins immediately after the total has been determined and announced and is open to all unaffiliated women on campus without any requirement of prior participation in a primary recruitment period. Neither NPC chapters nor potential new members should be required to register for COB.
- Local alumnae and collegiate members from other chapters may only be involved in recruitment as the Panhellenic recruitment rules allow. Their participation or assistance should be a behind-the-scenes role, and they should never actively participate in the recruitment process, except designated inter/national member organization staff, volunteers, organizational visitors and traveling leadership consultants.

Optimal Timing for Primary Recruitment

NPC considers early fall to be the optimum time to implement the primary membership recruitment process, especially a fully structured recruitment, for these reasons:

- Freedom of association: NPC organizations should be free to recruit, select and enroll new members at any time that other student organizations – such as intercollegiate athletics, musical ensembles and other recognized student organizations – may do so to uphold students' rights to associate freely and to ensure a fair and equitable application of student policy.
- 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 women students.
- Retention: Engages women quickly as first-year students so they continue toward degree completion.
- Mentoring: Provides woman-to-woman mentoring opportunities via collegiate chapter members and alumnae.
- Academic support: Encourages women to engage in chapter academic study and scholarship groups immediately.
- Time management: Provides optimum experience without distractions from recruitment activities throughout the fall academic term.
- Scheduling: Offers fewer disruptions caused by inclement weather conditions.

In some situations, the college/university mandates primary recruitment be held after the first academic term or further delayed in the first academic term for entering students. In these cases, during the fall term, the Panhellenic community should concentrate on marketing the sorority experience to first-year women and provide opportunities for upperclass women and transfer students to join sororities, allowing them the maximum time possible to benefit from 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.

Recruitment rules should not be part of the College Panhellenic bylaws. They are to be included in the standing rules.

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. A Panhellenic should develop a code of ethics, so there is less need for a long recruitment rule list.

Note: A recruitment rules template and code of ethics template are available on the NPC website.

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 organizations on a campus. As early as 1891, representatives of sororities came together for the purpose of discussing intersorority courtesy, developing a broader and kinder interfraternal spirit and addressing issues relevant to that time.

Since 1995, the National Panhellenic Conference has asked each College Panhellenic to develop a code of ethics for the recruitment process based on the principles of ethics submitted by each women's-only sorority on the campus.

Chapter Code of Ethics Best Practice (1995): Prior to recruitment, each chapter of a College Panhellenic shall be encouraged to develop a code of ethics for the recruitment process for the academic year.

Today's Panhellenic code of ethics should support ethical decision-making by the College Panhellenic and apply to both the day-to-day activities as well as recruitment activities of a Panhellenic and its chapters.

Goals of a Code of Ethics

- 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 campus.
- Reflect an environment of fairness, respectfulness and authenticity in the Panhellenic community.

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 how 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 NPC 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.

Total

Total is the allowable chapter size and includes both new and initiated members. The purpose of total is to provide opportunities for the growth of the Panhellenic community and parity among the chapters and to allow the maximum number of women to participate in the sorority experience.

When total is too low:

- The Panhellenic community is unable to grow because of the lack of sufficient spaces to accommodate women interested in sorority membership.
- The smaller chapters are unable to close the size disparity with the larger chapters in the Community.

When total is too high:

- Potential new members have incentives to withdraw from the recruitment process and join chapters during continuous open bidding (COB) when they do not receive an invitation to return to the chapter of their choice.
- Larger chapters participate in COB, interfering with the effectiveness of smaller chapters' Recruitment.

Calculating Total Policy (1955, 2009, 2015): 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 term to ensure that the existing total reflects current campus conditions and the Panhellenic goal of growth and parity and to allow the maximum number of women to participate in the sorority Experience.

Adjusting Total Policy (2013, 2015, 2016, 2019, 2021, 2023): A College Panhellenic should evaluate total every term. In the academic term that primary recruitment is held, total is determined and announced following bid matching and before the start of bid distribution.

In the academic term(s) in which primary recruitment does not take place, the revised total must be determined and then announced within 24 hours of the start of the academic term. For fall primary recruiting campuses, total cannot be set to less than 95% of the total that resulted from the adjustment in the most recent academic term in which primary recruitment was held.

Options in Determining Total Policy (2009, 2015, 2019, 2020, 2022, 2023): Total for a College Panhellenic community is set using one of the following methods:

1. Average or median chapter size (whichever is larger).
2. Midpoint between median and largest chapter size.
3. Largest chapter size (LCS).
4. LCS plus up to 20 women.

When a campus experiences greater than a 2% decrease in the open house pool over the previous year, total must be set at midpoint or higher.

For College Panhellenics with only two chapters: when selecting a method among the four options, total will be set at the number yielded by the calculation or 40, whichever is higher.

For College Panhellenics with housing: if half or more of chapters are not meeting housing obligations, total will be set using method 4. Total will automatically be reset to LCS plus one unless this policy requires a total setting method that will set total at a higher number. Housing obligation shall be defined as the revenue from chapter membership necessary to support housing/facility expenses. Each NPC inter/national organization will report to NPC on behalf of its local chapters, by June 30 of each year whether its chapters are meeting their housing obligations.

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 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.

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

Graduating Senior in Chapter Total 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.

Vacancies Policy (1978): Vacancies in chapter total are not created by granting alumnae status to undergraduate members except when a member organization is re-establishing.

New Member Policy (1981): A woman who has fulfilled the requirements for initiation before the expiration of her one-year pledge or new member term and who has not yet been initiated is not counted in the primary recruitment's new quota but she is included in the chapter's total.

Transfer Member 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 the chapter over total.

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.

Chapter Membership Roll Policy (1955, 2018):

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.
2. Every regularly affiliated undergraduate transfer shall be counted as a member of the college chapter on that campus, with affiliation to be defined as meeting the requirements of the individual member organization.

Inactive Status

When the regulations or policies of an individual inter/national sorority 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.
- The inactive members may not participate in membership recruitment.
- The grades of inactive members shall not be counted in comparative scholastic ratings.
- Inactive members shall have limited or no social privileges.
- When any inter/national sorority grants inactive status to any member on a given campus, that chapter shall place a copy of that action on file with the fraternity/sorority advisor.
- The inactive member is not included in chapter total for the academic year.

Quota

Quota is a procedure that maximizes the opportunity for potential new members and chapters to complete recruitment successfully.

The goals of quota-total are to:

- Give each woman the maximum opportunity to pledge.
- Provide the sorority experience to as many women as possible.
- Assist sorority chapters in achieving parity.

Quota is the number of women each sorority may pledge during a primary recruitment process. It is used with fully structured recruitment and may be used with partially structured recruitment.

Chapters are eligible to pledge up to quota either through the primary recruitment period or in COB. Once a chapter has pledged to quota and is at or above campus total, it may not fill spaces until its membership size drops below campus total.

If a campus uses an upperclass quota during primary recruitment, a chapter can only fill quota vacancies with a woman from the same quota classification (i.e., upperclass quota must be filled by an upperclass student).

If a chapter falls below total at any point in the given academic year, even if the chapter pledged to quota, it is 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.

Unanimous Agreements: Each NPC sorority chapter has the right to use continuous open bidding (COB) to reach quota or its total allowable chapter size during the regular school year as defined by the school calendar. COB begins on Bid Day for chapters that did not achieve quota or as soon as the College Panhellenic has determined total. To accommodate a newly establishing 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. The start and end dates for the COB moratorium must be set by a vote of the College Panhellenic, preferably during the academic term prior to implementing the moratorium. The College Panhellenic should consider the need for chapters not at quota or total to have up to one week to fill vacant spaces through COB before the moratorium begins.

Setting Quota

Quota is not set until the final or preference round has been completed and the bid matching results are factored into the equation. To optimize the number of potential new members matched and to achieve parity, quota is run at different numbers by the fraternity/sorority advisor and RFM specialist within the projected quota range to determine a quota that is in the best interest of the community and maximizes the number of potential new members placed without jeopardizing the overall results. On campuses where Release Figure Methodology (RFM) is used, a quota range is given to chapters during the recruitment process as a planning tool to estimate a range in which quota may be set.

Quota range is communicated to chapters by the fraternity/sorority advisor.

Upperclass Quota

Some campuses find the use of an upperclass quota valuable in situations when there is a significant number of upperclassmen who are interested in recruitment, and/or the campus historically matches a low percentage of upperclass potential new members in the recruitment process. The determination to implement an upperclass quota must be made by the College Panhellenic, before recruitment begins and in consultation with the RFM specialist and the NPC area advisor. Upperclass quota is not the answer for every campus but rather in circumstances that will help place upperclass women who have traditionally not been placed.

Once a Panhellenic votes to establish an upperclass quota, individual chapters may not opt out of accepting those women without consulting their inter/national organization, the fraternity/sorority advisor and the RFM specialist before recruitment begins.

Setting Quota for Primary Recruitment when Hand Bid Matching

Quota is set after the MRABAs are signed. Chapter bid lists should be entered in rank order only and include the names of all PNMs that attended the chapter's preference round events.

Determining quota

Number of MRABAs signed \div Number of chapters = X (round down)

Every attempt should be made by the fraternity/sorority advisor and the area advisor to find a quota number that maximizes PNM placement. Sometimes quota may need to be run using a range that will determine optimal placement.

Low end of range

(Number of MRABAs signed \div Number of chapters) - 3 (round down)

High end of range

(Number of MRABAs signed) \div Number of chapters) + 2 (round down)

Example range:

75 MRABAs signed, four chapters on campus

$(75 \div 4) - 3 = 15.75 = 15$

$(75 \div 4) + 2 = 20.75 = 20$

Quota range is 15-20

Vacancies in Quota

A vacancy in quota occurs in the following situations:

- When a woman declines her matched bid at the conclusion of membership recruitment.
- When a woman does not participate in an organization's new member ceremony and/or does not sign documentation or agreements with the member organization indicating her intent to become a new member.

A chapter may immediately extend a bid to another woman in these situations, even if the chapter is over total. However, if a chapter has received quota additions, the chapter may only pledge additional women to the established quota. They cannot offer bids to or pledge additional women to fill vacancies in 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 new members.

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.

Continuous Open Bidding

Continuous Open Bidding Policy (2022, 2023): Continuous open bidding (COB) is not intended to precede or take the place of the primary membership recruitment period, nor should there be a COB process prior to the start of fall primary membership recruitment. Likewise, no COB process should occur during the period at the start of the term until the total is determined and announced.

The purpose of COB is to enable those chapters that did not pledge to quota or pledged quota but did not reach total, to pledge additional new members immediately following the primary membership recruitment period. The intent of COB is to provide maximum opportunities for membership to the greatest number of chapters possible and the greatest number of women who are eligible to join a sorority. The College Panhellenic, therefore, will not place restrictions on the COB process, which may include (but is not limited to) designated COB dates, schedules and bid distribution. The chapters will work with their inter/national organizations to determine the best timing and method for the recruitment of potential new members in a COB process.

On campuses with deferred (spring primary) membership recruitment, any COB prior to the scheduled primary membership recruitment period should be limited to upperclass and transfer women. First-year women should not attend these recruitment functions. COB would not be open to first-year women until after the primary membership recruitment period.

During COB, some chapters will want to meet many women and will have events anyone can attend. If requested by the host chapter, the College Panhellenic should help get the word out by sharing the host chapter's event information on the College Panhellenic's marketing channels.

Marketing

The purpose of a College Panhellenic marketing plan is to promote all aspects of the sorority experience, including scholarship, campus and community service and leadership, with all audiences. Developing a positive image of sorority life on your campus with potential new members and their parents/caregivers is important to the success of your recruitment program. All recruitment styles should include a year-round marketing plan created by the College Panhellenic.

The best time to develop a marketing plan is immediately after College Panhellenic officers are installed. The College Panhellenic Marketing Toolkit is a resource found on the NPC website. It contains education and tools to help College Panhellenics develop their plan and assess their efforts. When developing the plan and messaging, be mindful that while the College Panhellenic promotes the Panhellenic sorority experience, it is likely not the only sorority experience on campus. The College Panhellenic should also work to foster relationships with other fraternity/sorority councils to market the overall sorority experience on campus.

Steps in developing a College Panhellenic Marketing Plan

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

Using the Marketing Assessment

The Marketing Assessment can be found in the College Panhellenic Marketing Toolkit. The assessment results will provide information 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 the Panhellenic spirit and inform members of the mission and plan to promote sorority life positively.
- 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 sororities by initiating informative and positive coverage in the campus media.
- Appeal to each target audience annually.

Recruitment Marketing Plan

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. In addition, the College Panhellenic should ensure promotional materials reflect the diversity of the Panhellenic community on campus in an authentic way that avoids tokenization.

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

- Direct communications toward incoming women as well as their parents/caregivers in their preferred primary language(s). These communications may include websites and social

media posts as well as direct mailings, postcards, flyers posted on campus and informative brochures. Publications and messages should focus on the benefits of membership and promote participation in sorority life. Individual chapters are not the focus of communications.

- Create a single website for sorority recruitment information. The College Panhellenic recruitment website should include information on sorority membership and recruitment and should highlight scholarship, service and leadership. The website should be coordinated with printed and digital communications materials and be linked to the college/university's website as well as the College Panhellenic site.
- Use campus media, including newspapers, radio and television stations, billboard/mobile billboards, the Panhellenic website, Panhellenic social media channels and promotional banners placed on chapter houses and/or residence halls.
- Participate in new-student orientation activities as Panhellenic members 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.
- Consider joint marketing efforts with other councils on campus.

Summer Information Plan

Informational events are encouraged for incoming collegiate women, and they should highlight the benefits of sorority membership, including scholarship, service, leadership and women's empowerment. To increase interest in sorority communities, members are to promote general membership in women's sororities 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 organizations may host informational events in conjunction with a College Panhellenic. However, these events should focus on providing information regarding positive aspects of Panhellenic membership rather than promoting individual NPC member organizations.

Positive Panhellenic contact does not mean having summer events in a chapter house or in an individual sorority 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 once they reach campus.

Parents/caregivers are encouraged to attend Panhellenic information sessions when possible, including during campus orientation.

When scheduling informational events, keep in mind the goal of maximizing attendance by potential new members and their parents/caregivers, giving consideration to the time of day, day of the week, location accessibility, etc.

Membership Recruitment Guide

A membership recruitment guide created by the College Panhellenic is both an informational and marketing tool regarding the recruitment process. It can provide valuable information to those already interested in the

recruitment process and serve as a useful tool to encourage women to consider participating. The guide may be distributed in print or electronically.

Consider using the following when creating a guide:

- An easy-to-read format provides basic information and highlights the positive aspects of membership.
- Content highlighting the needs of potential new members.
- Photos highlighting the many aspects of sorority membership, including scholarship, leadership, social events, sisterhood and campus-wide/individual chapter philanthropic events.

Suggested content includes

- The Panhellenic Creed.
- The Potential New Member Bill of Rights.
- Benefits of sorority 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.
- Financial and housing information that follows the NPC financial transparency program.
- Tips and reminders.
- Scholastic information for joining.
- General information about each Panhellenic chapter.
- Information that explains and showcases sororities in other councils on campus, as applicable.
- Recruitment counselors and their function.
- Appropriate attire.
- Information about the membership recruitment acceptance binding agreement (MRABA) and Signing.
- What every potential new member needs to know about recruitment:
 - The College Panhellenic has information available regarding what to expect during recruitment (schedule, what to wear, etc.).
 - You should 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.
 - Failure to attend an event(s) that you receive an invitation to may jeopardize your continued participation in recruitment.
 - Being a legacy of an organization does not ensure membership in that chapter.
 - The individual organizations must provide you with specific chapter information about the financial obligations of membership. If you have questions about finances, you should ask the chapter at the next event you attend.

- o Panhellenic sororities recognize the importance of scholarship. The College Panhellenic Association does not require a specific grade-point average to participate in recruitment as each organization 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]. Recognize if your GPA is lower than the average chapter requirements, your opportunities for joining decrease.
- o All NPC organizations have policies against hazing.
- o No chapter member may promise or imply the promise of a bid.
- o You are expected to act politely and respectfully when attending recruitment events.
- o You should expect to be treated politely and with respect.
- o Every woman attending a preference event must appear on a sorority's bid list, but this does not ensure an invitation to join that particular sorority because recruitment is a mutual selection process.
- o You must be certain you understand the membership recruitment acceptance binding agreement (MRABA) that you will be expected to sign immediately after attending the last preference event.
- o You may choose not to join an organization and, therefore, not sign the MRABA, but you must notify the fraternity/sorority advisor of this decision in writing.
- o You may choose to limit or list only one choice on your MRABA or may list all the chapters where you attended preference events.
- o You must understand that if you list an organization on your MRABA, are matched to that chapter and receive an invitation to membership, you are bound to that organization until the beginning of the next primary membership recruitment period.
- o Men and alcohol are not permitted during recruitment or Bid Day activities.

Panhellenic Websites and Social Media

Many College Panhellenics are using websites and social media channels (e.g., Instagram, Twitter, Facebook) to share information about Panhellenic programs and activities. These are effective vehicles for promoting the benefits of the sorority experience, highlighting Panhellenic efforts and providing membership recruitment information to potential new members.

The website must present relevant content in a clear and attractive format. Regularly updating the information is one of the most critical components of an effective website.

In addition, the site should contain links to chapter homepages and websites for NPC member organizations represented on the campus, as well as links to the NPC website and The Sorority Life website. Likewise, the Panhellenic website should be listed as a link on the college/university website to encourage students to browse its information.

Regularly posting relevant, engaging content on social media also is critically important to the success of the Panhellenic's outreach efforts on these channels. All content, whether on the website or social media, must be tasteful and appropriate for the intended audience (e.g., students, parents, campus community and alumnae).

Positive Panhellenic Contact and Promotion of the Sorority Experience

The 26 member organizations of the National Panhellenic Conference (NPC) believe the best way to market the sorority experience comes from the conversations and outreach of our collegiate and alumnae members to potential new members (PNMs). As a Panhellenic community and as individual organizations, we must communicate the value of the sorority experience, highlighting the continued relevance and power of sorority. As such, all NPC organizations continue to promote the Positive Panhellenic Contact – POLICY and Promotion of the Sorority Experience – POLICY.

These two policies outline the appropriate communication that can take place between a PNM, her parents/caregivers and members of NPC sororities. All current and alumnae members must be educated that this opportunity is to promote the overall sorority experience.

NPC policy supersedes all College or Alumnae Panhellenic Association restrictions. As such, Panhellenic Associations must remove all excessive restrictions on communication with potential new members from governing documents (i.e., bylaws, standing rules and recruitment rules). NPC member organizations will be advising their chapters to follow these less restrictive NPC policies and start outreach to PNM's to garner interest in signing up for Panhellenic recruitment.

The focus of the College Panhellenic should not be the policing of interactions between members and potential new members. Instead, the focus should be on positive PR and marketing the sorority experience to all women on campus. Should concerns arise, the College Panhellenic Council should have informal discussions to address these behaviors and concerns, as outlined by the first step of the College Panhellenic judicial procedure.

Positive Panhellenic contact and promotion of the sorority experience do not mean creating an unfair advantage for a particular NPC member organization. It does mean being friendly and responding to questions potential new members might ask of Panhellenic members. It does mean promoting sorority membership in general, not a particular organization. It also means current and alumnae members do not have to hide their sorority affiliation or be forced to delete social media accounts, cover up their association or be penalized for talking about their association.

Potential New Member's Bill of Rights

Potential New Member's Bill of Rights Best Practice (1989): Sorority is a social experience based on the fundamental right of a free people to form voluntary associations, and sorority 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 NPC Unanimous Agreements implicit in the membership recruitment acceptance binding agreement (MRABA) signing process.
- 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.

Selection of a Software Program

Recruitment management software should be purchased with much care. The features for each product differ, 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.

NPC does not endorse a computer software vendor.

Recruitment Orientation

Recruitment orientation is more than one meeting with potential new members. It should continue throughout the recruitment period in a manner appropriate for the recruitment style selected for each campus. Each College Panhellenic should design an ongoing orientation process that serves the needs of its campus and its recruitment style.

Orientation sessions may be held in person, via videoconference or via a campus learning management system.

Orientation goals

1. Provide the PNM with an opportunity to see a welcoming, realistic picture of sorority membership.
2. Provide a comfortable environment for the PNM so she feels at ease with the process.
3. Create various activities that encourage the PNM to complete the process and join a Panhellenic sorority chapter on that campus.

A successful orientation program includes

- Sessions that promote sorority membership to the PNMs.
- A setting that provides information that enables PNMs to make informed decisions about choosing a sorority.
- An opportunity to bring more women into the community and to nurture and retain them.
- A forum for sharing and demonstrating the inherent values of membership.
- Content that emphasizes Panhellenic spirit and the similarity of basic values of all sororities.

Suggested Format for Orientation Meetings

1. Provide a welcome by a college/university official, College Panhellenic officer, faculty member or fraternity/sorority advisor. Sorority representatives from other councils also should be invited to share a welcome.
2. Provide an informational talk by College Panhellenic officers.
3. Review the Potential New Member Bill of Rights.
 - 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 in the recruitment process.
 - c. Discuss potential new members' responsibilities if they become members. Include grade and time requirements for membership. If housed, provide those requirements.
4. Describe the availability of scholastic assistance and support.
5. Discuss the ethics of recruitment, including the Panhellenic code of ethics.
6. Outline opportunities for the development of chapter and campus leadership skills.
7. Outline the average cost of sorority membership and explain that specific financial information will be shared during a specified round of recruitment.
8. Ask alumnae and collegiate members to talk about their experiences and how they live the values expressed in their founding principles (friendship, sisterhood, development of individual potential, networking as alumnae and organization assistance).
9. Include an informal social event at which the potential new members may interact with College Panhellenic Council members and recruitment counselors.
10. Review membership recruitment guidelines that apply to potential new members.
11. Discuss mutual selection and the culmination of recruitment (i.e., understanding and signing the MRABA).
12. Close the meeting with a talk by the College Panhellenic president.

Preparing Panhellenic Officers and Recruitment Counselors

College Panhellenic officers and recruitment counselors involved in the orientation process will feel more comfortable if they are familiar with talking points that may be used to encourage sorority 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 NPC and individual member organizations offer to educate members on making safe choices
- Value of membership 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 PNMs.

Scheduling Orientation Activities

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

Suggested activities include:

- An opening College Panhellenic event featuring an inviting, relevant picture of College Panhellenic life (regardless of recruitment style).
- An open house event set in a central location to provide an opportunity for each individual organization 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" in this section of the manual.

When scheduling orientation activities, keep in mind the goal of maximizing attendance, giving consideration to the time of day, day of the week, location accessibility, etc.

Recruitment Counselors

NPC provides a Recruitment Counselor Guide that includes all recommendations and administration for a successful recruitment counselor program. NPC also provides Recruitment Counselor Training Online (RCTO). Find the Recruitment Counselor Guide and RCTO information on the NPC website.

Recruitment Counseling Program Goals

A well-implemented recruitment counselor program is one of the most effective aids to increase sorority membership growth. This positive step can help participants better understand the recruitment process. It is one-on-one guidance by an experienced sorority woman who is committed to offering her talents and service to potential new members.

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

The goals of a recruitment counselor program are to:

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

Recruitment Counselor Affiliation

Knowing a recruitment counselor's affiliation is ideal for campuses that have issues with attracting strong candidates to fill the recruitment counselor role, have numerous recruitment infractions filed regarding disassociation, spend too much time and energy hiding or masking recruitment counselor affiliation prior to recruitment, or have deferred or sophomore recruitment.

There are several desired outcomes of a recruitment counselor maintaining affiliation:

- Chapters will take steps to ensure their most qualified members are nominated for consideration as recruitment counselors.
- Recruiting violations or the influence of a recruitment counselor on a PNM is easier to track. It might also reduce the number of judicial infractions filed related to a recruitment counselor's affiliation.
- It can promote and model appropriate Panhellenic behavior and positive Panhellenic contact on a campus.
- It will eliminate the considerable energy and time spent hiding or masking recruitment counselor affiliation on social networking sites as well as on campus and within the chapters.
- It will remove the desire of PNMs to exert significant effort to determine their recruitment counselor's affiliation.

Because affiliation might look different on each campus, the College Panhellenic should establish an agreement outlining the parameters and expectations for its community. The recruitment counselor is responsible for working for the greater good of the College Panhellenic by being impartial and fair in her dealings with PNMs. There should be no special information shared or implications given to a PNM about one's chapter or its membership selection process and decisions. If a recruitment counselor is asked about her sorority affiliation, she can acknowledge it; however, her role is to be Panhellenic and supportive of all chapters on campus, not to encourage or promote her affiliation. Specific questions about a chapter should be directed to the chapter or to a disassociated Panhellenic officer. The recruitment counselor training program should include discussion and role-playing scenarios for how to handle situations and questions that might arise from PNMs.

Suggested items to include in the agreement:

- Statement of what affiliation will look like, such as a list of chapter and campus activities that recruitment counselors can or cannot participate in prior to and during recruitment
- Behavioral expectations of recruitment counselors
- Guidelines on using social media accounts and specified dates when the outlined use is in place
- Recommendations on recruitment counselor contact with their chapter members, including housing, meals, etc.
- Protocols for using and displaying sorority letters and membership identifiers, such as clothing, jewelry and accessories

In all cases, each recruitment counselor is expected to continue to execute her role with a Panhellenic mindset to carry out her duties.

Qualifications and Selection

Recruiting and selecting the best recruitment counselors is one of the most important parts of recruitment preparation. Please refer to the Recruitment Counselor Guide for specific information.

Recruitment counselors are undergraduate chapter members in good standing who:

- Are members from sororities holding regular membership in the College Panhellenic Association.
- Are dependable, responsible and available to potential new members.
- Are enthusiastic and have a positive attitude toward sorority experiences.

- Are objective and impartial.
- Have good listening skills and the ability and willingness to keep confidence.
- Are sensitive and perceptive to others' feelings while remaining objective.
- Are representative of the best qualities of Panhellenic women.
- Are willing to refrain from contacting or having contact with their own chapter members.
- Are willing to refrain from the use of alcohol throughout the recruitment period.

Panhellenic Leadership Policy (1993, 2018, 2022): All College Panhellenic delegates, officers, recruitment counselors and committee members must be initiated members in good standing with their member organizations, be active participants in their college chapter and be enrolled in the institution where the chapter is located.

The Panhellenic recruitment team may handle the 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 training can be conducted well ahead of the recruitment period. It is important to:

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

Recruitment Counselor Program Implementation

There are some common factors that apply to recruitment counselors on any campus.

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 refrain from the use of alcohol during the recruitment process.
- May escort women to the events but not attend recruitment events.

Chapter Recruitment Events Policy (1989, 2022): Membership recruitment counselors and other designated Panhellenic personnel must not be present at chapter membership recruitment events held in either physical or virtual spaces. The exception to this is the permitted presence of fraternity/sorority advisors and official NPC recruitment observers.

Counselors Policy (2010): Recruitment counselors shall not be involved with any potential new members (PNMs) in the process of completing and signing the membership recruitment acceptance binding agreement (MRABA).

2. Recruitment counselors should be available to PNMs at all times, and therefore, they will:

- List times available for coaching at the Panhellenic office.
- List phone numbers where they can be reached.

- Schedule coaching group meetings.
- Respond to calls in a timely manner.
- Use email, texts and social media only to arrange meetings or send other clerical messages.

3. The recruitment counselor should plan for regular meetings with her assigned potential new member group.

Agendas should cover:

- Get-acquainted activities.
- Explanation of the membership recruitment schedule, rules, procedures and the membership recruitment acceptance binding agreement (MRABA).
- Thorough responses to all questions asked.
- Scheduling of 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 part of the College Panhellenic recruitment guidelines.

Recruitment Counselor Program Evaluation

The 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.

Evaluate the orientation program as well as all facets of the implementation and mechanics of the counseling program. The results become an important part of the overall Panhellenic recruitment process evaluation held after recruitment is completed. A sample evaluation form is available in the Recruitment Counselor Guide.

Release Figure Methodology

On campuses using fully structured recruitment, as well as on many campuses using partially structured recruitment, College Panhellenics use the Release Figure Methodology (RFM) to manage the number of invitations issued by each participating chapter.

Background

RFM began in 2003 with ten pilot campuses. The methodology is based on a mathematical model to determine the number of invitations issued by each participating chapter in the recruitment process.

The purpose behind the use of RFM is threefold:

1. To enable each sorority 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 investigate realistic options methodically and ultimately match with a sorority for which she has a preference.

3. To maximize the number of potential new members who ultimately affiliate with a sorority through recruitment.

Today, the objectives for RFM are to:

- Optimize the percentage of the open house pool that is matched.
- Provide each chapter with the appropriate number of potential new members needed during the preference round to match to quota.
- Set quota at the optimum level for the Panhellenic community.

Campuses and chapters that use RFM see these benefits:

- A higher percentage of chapters pledge quota.
- Potential new members who complete recruitment in good faith and maximize their options are matched.
- Campuses achieve parity, which equals a stronger Panhellenic community.
- Potential new members can focus on chapters where they have a real opportunity to pledge.
- Chapters can focus on potential new members they are interested in pledging.

Each campus is assigned an RFM specialist who is trained to work with the Panhellenic during recruitment. No Panhellenic should attempt to implement RFM without NPC assistance.

RFM works best when the individual chapters follow the invitational and flex recommendations given to them. However, there may be times when a chapter and its inter/national organization may decide to make intentional membership selection decisions and may choose not to follow the exact carry figures given. These exceptions must be made and communicated in advance to the RFM specialist for her to accommodate the RFM projections for a campus.

Note: The math modeling behind RFM, as well as the software used to implement it, are proprietary and cannot be reproduced. The software used for RFM modeling does not interact with any of the computer software used by campuses for invitations and bid matching. Campuses using RFM must use a computer software program for bid matching.

Invitations

It is important for all chapters to follow the recommendations given to invite the maximum number of potential new members allowed for each round for RFM to work properly. Inviting fewer women than the carry figure issued, or "underinviting," is discouraged. Doing so jeopardizes a chapter's chances of matching to quota, and pervasive underinviting in the community will jeopardize overall retention.

If a chapter underinvites by a significant amount, the RFM specialist will notify that chapter's inter/national organization. It is, however, within the rights of each chapter to determine its own criteria for membership, and no chapter should be forced to invite women it does not wish to affiliate with, nor should the chapter be penalized by the Panhellenic for doing so. As soon as any chapter knows a potential new member will not be offered a bid, the chapter should discontinue inviting her to recruitment events, even if this puts the number invited below the chapter's carry figure. It's unfair for any potential new member to be invited to events at a chapter that has already decided to release her.

Flex Lists

Flex lists are used only on campuses that use the priority system. Chapters will be asked to prepare flex lists for each round. A flex list is actually two lists of potential new members — a plus list and a minus list. These lists are used to help optimize the invitations issued by all sororities. Flex lists are powerful tools that enable the RFM specialist to ensure the number of potential new members returning to each chapter's events most closely approximates the return number being targeted for that chapter, based on the number of potential new members a chapter needs to have for a successful recruitment conclusion.

The RFM specialist draws from a plus list if a chapter does not perform as well as expected. Similarly, the RFM specialist draws from the minus list if a chapter's performance exceeds projected expectations. Chapters that receive a minus list request from the RFM specialist are required to submit a minus list.

Plus lists cannot be mandatory because in no case can a chapter be required to invite women it does not wish to affiliate. The Panhellenic cannot fine or penalize a chapter for not submitting a positive flex list. Chapters that underinvite and/or do not provide plus flex lists risk not matching to quota.

Chapters need to be aware that placing legacies on either flex list could present problems for a chapter and its legacy policy if its legacy is either added or released during the flex process.

Recruitment Format

Campuses should use only the approved recommended RFM formats. Using the proper RFM format — the maximum number of events a potential new member can attend each round — is vital to the success of RFM on any campus. In order for the RFM carry figures to work effectively, there should be an even — or close to even — release structure throughout the recruitment process. Format changes do not need to be voted on by the Panhellenic Council.

Note: See the NPC website for the list of recommended formats.

The smallest release should happen after the first round. For example, on a campus with six chapters, an event format of 6-4-2 allows for a decrease of two events in each round. If the difference cannot be even, the first release should be the smallest. Using the correct format is especially critical for chapters with mid and high relative recruiting strength factors that need to release many more potential new members in the first invitational round. For example, on a campus with seven chapters, an event format should be 7-5-2. In addition, unnecessary rounds in recruitment are discouraged (such as 4-4-3-2 or 3-3-2).

If a campus has extension or loses a chapter between primary recruitments, a format change is required and should be determined in consultation with the RFM specialist and NPC area advisor.

RFM Communication, Roles and Responsibilities

RFM Specialist

- Works with the fraternity/sorority advisor on RFM-related matters throughout the RFM process.
- Recommends to the Panhellenic and fraternity/sorority advisor necessary format (event progression) changes as needed and directed by the RFM model.
- Copies the NPC area advisor on initial RFM correspondence with the campus.
- Follows up with the NPC area advisor at the conclusion of recruitment as needed to report overall

recruitment results and issues that need to be addressed.

- Prepares and distributes the total summary report to the fraternity/sorority advisor and area advisor immediately following bid matching.
- Shares any general concerns/issues with the area advisor that may have been discussed with or raised by the fraternity/sorority advisor during the recruitment process.
- Communicates with a member organization's RFM contact and/or chief panhellenic officer if experiencing an issue with a chapter not following suggested invite numbers, flex numbers and/ or sudden change or concern in recruitment performance.

NPC College Panhellenic Area Advisor

- Has regular communication with the Panhellenic and the fraternity/sorority advisor on Panhellenic operations, answers questions and advises on-campus situations.
- Responds to action required regarding the results of primary recruitment (e.g., vote for extension).
- Receives the total summary report immediately after the completion of bid matching and counsels the fraternity/sorority advisor and Panhellenic on the required changes with the reset of total, per the method(s) established in the Panhellenic's recruitment rules and alignment with NPC policies.
- Advises on all judicial-related matters.

Chief Panhellenic Officer (CPO) or Member Organization's RFM Contact

- Communicates with the RFM specialist if her organization's chapter will incorporate any special recruitment strategies that would impact the number of women invited to rounds of recruitment.
- Ensures her organizational contacts respond in a timely fashion to requests/issues raised by the RFM specialist during recruitment.

Membership Recruitment Acceptance Binding Agreement

NPC member organizations want every PNM to be informed about her options for joining a sorority. At the completion of the primary 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, an MRABA must be signed. The MRABA is used on every campus that has NPC member organizations.

A College Panhellenic should review the MRABA with PNMs throughout the recruitment process so PNMs are familiar with the MRABA content before the time of signing. MRABA forms can be signed on paper, signed on paper, then inputted electronically into a software system or directly submitted electronically. It is critical 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 listed or the order of her preference.

The College Panhellenic also should provide the MRABA, the continuous open bidding (COB) MRABA and the MRABA for newly establishing chapters to PNMs. The MRABA must be used at the conclusion of fully structured and partially structured recruitment. A COB MRABA is used for continuous recruitment and continuous open bidding. An MRABA for newly establishing chapters should be used only during times of extension on a campus.

All PNMs participating in a fully structured or partially structured recruitment should be given final instruction via the MRABA script during the time of signing.

Persons Assisting with MRABA Signing

A College Panhellenic can enlist campus staff or alumnae volunteers to assist in the MRABA signing on campus since recruitment counselors should not be involved in the MRABA signing process. Counselors Policy (2010): Recruitment counselors shall not be involved with any potential new members (PNMs) in the process of completing and signing the membership recruitment acceptance binding agreement (MRABA).

Below are guidelines for those assisting with the signing of the MRABA:

- Those assisting should be Panhellenic brand ambassadors. They should only speak Panhellenically, not representing any particular organization and not indicating any affiliation (e.g., displaying or speaking about insignia, badge, colors).
- There should be minimal conversation (if any) with the PNM when she is making her selections. The PNM should come to the MRABA signing ready to finalize her selection. Those assisting with the MRABA signing should not coach or question the PNM to help her make a decision. The conversation should be reserved for procedural questions/answers regarding the MRABA only.
- If questions should arise or a PNM needs more guidance, the fraternity/sorority advisor should provide the proper support.
- A PNM might complete her MRABA quickly; others will take time to deliberate their decisions.
- Although it is recommended a PNM maximizes her options by listing all sororities she visited during preference events so she is guaranteed to receive a bid through the recruitment process, it is not required. A PNM should only list those sororities from which she is willing to accept a bid. She should not be forced to list all sororities she visited during preference events.

Note: The MRABA script and forms are available in the Resource Information section of this manual.

MRABA Appeal Process

If, through the membership recruitment process, a potential new member signs a membership recruitment acceptance binding agreement, receives a bid and then declines it, she is ineligible to be pledged to another NPC sorority on the same campus until the beginning of the next primary membership recruitment period. In limited circumstances, a PNM may appeal this ineligibility. Exceptions to an individual's ineligibility to be pledged may be granted by the NPC Board of Directors in the following cases:

- Documented illegal conduct by the chapter offering the bid, or
- Documented violations of National Panhellenic Conference membership recruitment policies, or
- Documented clerical or administrative errors made by campus or Panhellenic personnel during the Panhellenic membership recruitment process.

A PNM may request an MRABA appeal from her fraternity/sorority advisor, who should contact the NPC area advisor or NPC office. The form contains instructions for completion and outlines the supporting documentation that must be received by the NPC office for the appeal packet to be considered complete. All items must be received no later than 30 calendar days from the date of the alleged infraction or grievance (including college/university breaks). If the MRABA appeal does not meet one of the three exception criteria, if any piece of the appeal packet is missing and/or the submission of all materials exceeds 30 calendar days, the appeal will not be processed.

Upon receipt of all materials in the timeframe granted, the NPC office will open an investigation.

Upon completion of the investigation, the NPC office notifies the student of the decision to grant or not grant the appeal. A copy is sent to the NPC area advisor, fraternity/sorority advisor and other parties involved. If an appeal is granted, it means the PNM is released from the binding agreement to that organization. It does not mean the PNM will be placed into a new organization. It means she will not be bound to wait until the next year's primary membership recruitment period to join another NPC sorority on campus. Decisions are final.

Bid Matching

To ensure bid matching is a successful procedure, the following factors are necessary:

- A woman must be willing to accept a bid from any sorority that she lists on her membership recruitment acceptance binding agreement (MRABA).
- A sorority 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 who the sorority invites and who attends that sorority's preference event should appear on the sorority's bid list.
- A period of strict silence exists from immediately following the final preference event to the time when bids are distributed. Twenty-four hours of silence should be the maximum time allowed for bid matching and distribution of bids. A shorter time discourages unethical pressures.
- Confidentiality is important for all parties.
- Undergraduate members never participate in the bid-matching process.
- If the bid-matching process is not computerized, each chapter is entitled to and expected to have one or more alumna representatives present for the bid-matching process.
- There are no Panhellenic regulations regarding the placement of legacies. Legacy regulations and placement on the chapter's bid list are specific to each chapter and member organization.
- Panhellenic recruitment regulations apply to all women equally.
- Sorority members remain in their chapter houses or designated rooms to receive their new members if there is no Panhellenic welcome event.
- The day bids are distributed is considered the final day of the primary membership recruitment period, 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.

Bid Lists

1. At a specified time, each sorority 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 sorority bid lists are typed on paper and ruled in three columns:
 - i. Left column: A preferential list of the chapter's first choices numbered up to the set 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 set quota. This column is where matched bids will be entered.
2. Whether bid matching by hand or computer, each chapter is responsible for checking the submitted bid list for accuracy and ensuring all names included are women who attended the chapter's preference events.
3. Along with its bid list submission, each sorority provides the Panhellenic with enough formal

invitations to membership in envelopes for each potential new member expected to be offered bids. These invitations are addressed after the bid-matching process is completed.

Invitations for Membership Policy (2005): NPC reaffirms that a sorority should be willing to issue an invitation to membership to any woman who is invited and attends its preference event. NP reaffirms that the name of every woman whom a sorority invites to attend and who attends the sorority's preference event should appear on the sorority's bid list.

Sample Bid List for Hand Match Campuses

Chapter name
Recruitment chair
Phone
Email

FIRST BID LIST (order of preference)	NEW MEMBER LIST (number set to quota)	SECOND LIST (order of preference)
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.

Hand Bid Matching Process

People attending bid matching include the reader, the tabulator and at least one alumna to handle the bid list for each sorority.

1. Before bid matching begins, names of all women who chose not to sign a membership recruitment acceptance binding agreement (MRABA) are crossed off all preference lists and lists are adjusted to fill the vacancies.
2. After alphabetizing the MRABAs, the reader calls the potential new member's name and her first choice. If the sorority of the woman's choice has placed her name on its first bid list, it is a matched bid and all other chapters cross her name from their bid lists. The potential new member's name is then entered in the center column of the chapter's list to which she is being matched. If the woman's name is not on any sorority'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.
3. Names of women who list only one preference and are unmatched to the preferred chapter at the first reading are crossed off all other organization's bid lists and their cards are placed on hold for the next read-through.
4. Each time a name is crossed off a sorority's first bid list, if there are still openings in the sorority's quota, a name from the sorority's second bid list is moved up 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 in the new member column must always equal quota (unless a chapter has run out of names to add from its second bid list).

5. A sorority's listed order of preference will be strictly observed at all times during the bid-matching process. At no time will the sorority's list be matched with a name that is out of its specified order of sequence for membership selection.
6. 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 sorority of her first choice.
7. A woman shall never be matched with her second-choice sorority unless her first-choice sorority has filled its quota prior to reaching her name on its bid list. The same principle applies to second, third or subsequent choices.
8. When the bid-matching process is complete, the tabulator reads the results, and all bid lists are reviewed and certified for complete accuracy.

Occasionally during hand 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 sorority'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 sorority, determine the number of the sorority's confirmed matches at that point (i.e., the number of names listed in the center column of that sorority'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 sorority as their first choice.
2. If the sum equals or is greater than quota, it is apparent that the sorority 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 sorority 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.

Bid Matching by Software Program

NPC does not endorse or ascribe to any specific software bid-matching program. If a software program is contracted for and used by a College Panhellenic, NPC cannot be held responsible for any discrepancies or results of that 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. Software operators should be fully trained and understand the bid-matching procedure.
3. 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.
4. Chapter computer bid lists are verified for accuracy by each chapter.
5. 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.

6. Error tracking or an audit trail is essential to the success of bid matching via software, and time must be allowed for this process to take place.
7. Hand bid matching alternatives should be available in the event of a software malfunction or gridlock.

Quota Additions

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

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 Methodology, 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 offer bids to and pledge additional women to the established quota. They cannot pledge additional women to fill open spaces received as quota additions.

Quota Addition Procedures Policy (2007, 2017): Quota additions shall be placed by the RFM specialist in collaboration with the fraternity/sorority advisor in a manner that is optimal for the community and the potential new members (PNMs).

In placing quota additions, the RFM specialist and the fraternity/sorority advisor shall consider and balance preference for chapters with smaller total membership for PNMs' first choice, for even distribution of PNMs and for PNM position on a chapter's bid list. College Panhellenics that do not use RFM should consult with the area advisor when placing quota additions.

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 sorority chapters appearing on her preference schedule.

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 matched to quota.

- Chapter must have the potential new member listed on the chapter's bid list or the snap bid list. If quota additions are not used, then snap bidding immediately follows bid matching.

Snap Bidding

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 to quota during bid matching.
- The recruitment chair or the recruitment advisor of each chapter not matching to quota will be notified to submit their snap bid list to the fraternity/sorority advisor.
- The procedure is used only to fill quota spaces.
- All potential new members who attended at least one event during primary recruitment are eligible for snap bidding.
- Women listing intentional single preferences on their membership recruitment acceptance binding agreement (MRABA) are eligible for snap bidding.
- The fraternity/sorority advisor works with the chapters not matching to quota, and either the fraternity/sorority advisor or a Panhellenic officer contacts the potential new members to extend snap bid invitations.
- A potential new member may be offered more than one snap bid. For this reason it is advisable for the fraternity/sorority advisor or a Panhellenic officer to contact the potential new member, and it is important for the potential new member to understand she is receiving more than one opportunity to pledge if that should be the case.
- During this time the Panhellenic monitors who has accepted the snap bids and presents the MRABA for the potential new member to sign.
- Careful attention must be given to ensure there are not more snap bids offered than places available in quota.
- When contacting a potential new member about accepting a snap bid, provide a time limit or deadline for when the potential new member must respond to accept or decline the snap bid offer.

Snap bidding ends when bids are distributed. Continuous open bidding (COB) begins as soon as Bid Day begins.

Bid Day

Bid Day is the culmination of the primary recruitment process. All College Panhellenics, regardless of the campus recruitment style, should use Bid Day as an opportunity to welcome new members to the fraternity/sorority community.

Although each sorority will plan individual activities for its new members, Bid Day is an opportunity for College Panhellenics to build Panhellenic spirit and unity. The type of Bid Day event should be determined by the individual campus and recruitment style and should be accessible for all new and current members.

Unanimous Agreements:

- 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.
- Each College Panhellenic Association shall prohibit the use of alcoholic beverages in membership recruitment and Bid Day activities.

- Each College Panhellenic Association shall prohibit the participation of men in membership recruitment and Bid Day activities.

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.

Unanimous Agreements:

- If through the membership recruitment process, including COB, a potential new member signs a membership recruitment acceptance binding agreement, receives a bid and then declines it, or accepts a bid and then breaks her pledge, she is ineligible to be pledged to another NPC sorority on the same campus until the beginning of the next primary membership recruitment period.
- At a later date but before the next primary membership recruitment period, if the potential new 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 new member does not receive a bid at the end of the primary membership recruitment period, she is eligible immediately to participate in COB.
- A woman who has accepted a bid either through primary or COB recruitment and who has had her pledge broken by an NPC sorority or has broken her pledge, may be repledged by the same NPC sorority 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.

Membership Recruitment Evaluation and Assessment

The goal of the membership recruitment annual review 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 it concludes. Input from chapter officers, advisors and new members from the recently completed recruitment is reviewed and discussed. Determining reasons women withdraw from a fully or partially structured recruitment is also important. An evaluation for those women who withdraw from the recruitment process is also advised. To encourage those women to complete the evaluation, some College Panhellenics have offered a full or partial refund of the recruitment fee. Sample evaluations may be found on the NPC website.



College Panhellenics provide a wealth of programming for their members as well as the campus and community. Proper program planning and a well-balanced, year-round program calendar are two important components of educational efforts.

This section provides planning information and ideas for programs.

COLLEGE PANHELLENIC PROGRAMS

Overview

Varied and thoughtfully planned Panhellenic programming contributes to individual and community-wide excellence. The sorority community has a responsibility to provide its members with opportunities and education to complement its values and maintain its relevance.

Over Programming Best Practice (1994): College Panhellenics and fraternity/sorority advisors are encouraged to have balanced calendars and to establish reasonable award criteria. NPC member organizations shall express concern to campus administrators about time commitments required for compliance with relationship statements and annual audit requirements.

How to select programs

- Define the goals, purposes and objectives of the College Panhellenic.
- Adopt a philosophy of cooperation, not competition.
- Avoid over-programming. Be realistic about members' time constraints.
- Adopt a programming budget.
- Make the Executive Board or programming chair responsible for planning and the council responsible for program approval and adoption.
- Establish a one-year calendar:
 - Develop plans for membership recruitment follow-up, execution and evaluation.
 - Plan topics to coordinate with chapters' required programming.
- 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 College Panhellenic Academy)
- Service and philanthropy
- Campus and community involvement (e.g., hosting university visitors and service projects)
- Public relations (e.g., outreach program)

The following section contains overviews of specific NPC and Panhellenic programs.

Be Bold

The Be Bold educational program is an interactive video series from NPC that offers women the opportunity to explore critical topics affecting their lives and empowers them to be their best, most authentic selves.

Note: The facilitator guide, participant guide and videos are on the NPC website..

Chapter Officer Workshops

Time and place: In general, workshops scheduled early in the chapter officers' terms are best.

The availability of resources may also affect the timing of workshops. A convenient campus location away from distractions is ideal.

Participants: Chapter officers, chapter advisors, Panhellenic officers, delegates and advisors

Agenda: Keynote speaker or facilitators, small-group discussion, wrap-up and evaluation

Potential topics: New member education, academic excellence, member involvement, leadership, commitment to ideals and values, health, safety and security, public relations, Panhellenic membership recruitment rules, service and philanthropy

It may be necessary to limit a workshop to a single subject because of the size of the sorority community, but there are many advantages to grouping topics. Chapter programs overlap, and much can be gained from sharing ideas and information. For example, scholarship and building commitment are important parts of new member education.

College Panhellenic Academy

College Panhellenic Academy is NPC's flagship program that equips College Panhellenic officers and fraternity/sorority advisors with the most up-to-date Panhellenic knowledge, helping ensure the success of College Panhellenics throughout the U.S. and Canada. This day-and-a-half-long academy provides the opportunity for hands-on training with NPC representatives, allowing attendees to refocus their commitment to NPC values and shape their sorority communities. For more information, visit the NPC website.

Consulting Team Visit

The Consulting Team Visit program is in the process of being revamped. If you have questions about the program during this time, please visit the NPC website or contact the NPC office.

Greek Weekend

NPC recommends fraternity/sorority communities hold these celebrations on a single weekend versus staging a time-consuming "Greek Week." The purpose is to emphasize the constructive and inspirational aspects of fraternity and sorority life. A carefully planned program can be the basis for year-long cooperation among Greek-letter organizations, the college/university campus and the community. All members of the campus fraternal community should be encouraged to participate. Greek Weekend should highlight responsible citizenship and the cooperation of sorority and fraternity members with one another. It may take many different forms, depending on the needs and resources of the campus and community. It should always be a positive program, providing education about the values, purposes and ideals of fraternities and sororities. Competitions and activities that appear frivolous do not further these objectives.

A successful program is two-fold:

1. Within the fraternity/sorority organizations, it:
 - Re-examines values, purposes and ideals.
 - Emphasizes values, purposes and ideals in the public relations program.

- Seeks solutions to problems within the fraternity/sorority community, between fraternities/sororities and the college or university and between fraternities/sororities and the local community.
- Plans social activities (e.g., open houses, awards/recognition banquets, receptions).

2. Within the college and the community, it:

- Plans campus and community service projects.
- Develops social activities such as receptions and open houses for faculty members and community residents.
- Produces positive news stories for campus and local newspapers.
- Establishes recognition awards or dinners for outstanding contributions to fraternity and sorority life by community members, faculty and alumni.

Planning the program

Greek Weekend needs the approval and coordination of fraternity/sorority councils at least six months in advance.

Decide the purpose and objectives, and develop a program that supports them. Keep expenses moderate to avoid burdening the chapters and giving an impression of extravagance to the campus and community.

Identify a supervising group and then:

- Appoint all committees four to six months in advance.
- Invite any off-campus participants and speakers four to six months in advance. Determine topics early. Send reminders a month ahead of time (this may be in the form of a program).
- Have each committee draft detailed plans and submit them to the supervising group.
- As soon as possible after organizational work is completed, have committees meet with the appropriate campus administrators, community officials and local press to inform them of the plans and to request support and suggestions.
- Reserve all meeting spaces as soon as plans have been approved.
- Send information and the program to guest participants and chapters several weeks in advance.
- Have the supervising committee meet frequently (weekly during the month preceding Greek Weekend) with the fraternity/sorority advisor.
- If community projects are to be conducted, select a realistic number of projects for the resources available. Appoint a liaison to interact with each organization for which work is being done. Obtain needed tools and supplies. Supervise the actual work to see the commitment has been fulfilled.
- Plan discussion sessions or workshops to facilitate a free exchange of ideas. A fraternity/sorority leader might give a short talk preceding the discussion and also serve as a resource person. Leaders should lead rather than direct. Prepare an agenda to guide participants. Discussions and workshops should tie in with the program theme.
- If social functions such as receptions or a banquet are part of the program, they should not be the principal event of Greek Weekend.
- After Greek Weekend, send appreciation letters to administration, faculty, residents and guests who helped plan or participated in the programs.
- Have all committees conduct a careful evaluation of the programs to submit in writing to the supervising committee.

Suggested Discussion Topics and Activities for Greek Weekend

If possible, the Greek Weekend schedule should allow time for conversations between all fraternity and sorority councils. A new member workshop would be worthwhile. Other suggested discussion topics include:

- Fraternal values, including high scholastic standards
- Importance of ritual
- Relationship among fraternities, sororities and the college or university
- Importance of positive public relations
- Fraternities/sororities role in creating school spirit and exercising leadership

Suggested activities for Greek Weekend (Note: Please review the College Panhellenic insurance coverage provided by MJ Insurance prior to determining activities for Greek Weekend. For example, bounce houses, eating contests, etc. are not covered.)

- 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 sorority and fraternity members
- Recognition of community members, faculty and alumni for outstanding contributions to fraternity/sorority organizations
- Service projects

Junior Panhellenic

Purpose: To promote intersorority friendship and provide education for effective participation in the sorority community

Composition: New members and new initiates of sororities during their first year of membership

Bylaws: A 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 the College Panhellenic)
- Advisors: A sorority chapter advisor, a representative from an alumnae group and a representative from the College Panhellenic

Meetings: Regularly scheduled in a chapter house, room or suite, or campus meeting space. The president may call a special meeting when necessary on the written request of any delegate. Attendance is the responsibility of each chapter. If a representative is unable to attend a meeting, another member should serve as an alternate.

Program: Should contribute to fundamental knowledge and understanding of the purpose, ideals and goals of Panhellenic. Programs could be 15-30 minute discussions on specific topics. Coordinate event planning and scheduling with the College Panhellenic.

Suggested group discussion topics:

- Panhellenic orientation
- Sorority values such as leadership, standards and scholarship
- NPC Unanimous Agreements, policies and procedures
- Building Panhellenic spirit
- Public relations for alumnae, faculty, campus and community
- Publications that promote Panhellenic and the value of sorority membership
- Panhellenic programs and projects
- Continuous open bidding
- Potential new member orientation
- Campus issues
- Sexual assault awareness
- Diversity and inclusion
- Crisis management
- Risk management

The post-workshop evaluation should ask what subjects participants would like more information on. These additional topics can be covered throughout the year in several ways. Consult your NPC area advisor, fraternity/sorority advisor, chapter advisors and other campus officials as resources.

The College Panhellenic Council decides on the subjects to be discussed based on the recommendations of the Executive Board.

The NPC Panhellenic Extension Committee is also a resource for NPC member organizations, College Panhellenics and campus administrations for guidance on policies, procedures and best practices for the re-establishment of NPC chapters on campuses.

Potential New Member Orientation

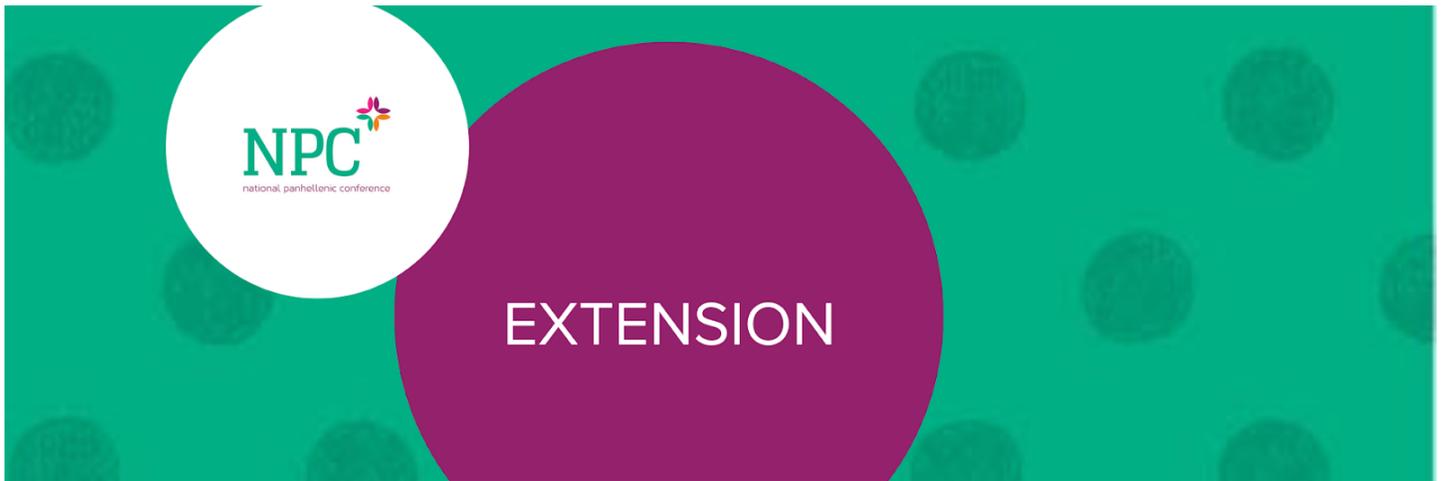
In partnership with LaunchPoint, NPC offers Potential New Member Education (PNMO) to help improve a potential new member's experience with joining a sorority. This online, self-paced educational tool covers many topics, including an overview of fraternity and sorority life, terms and definitions, an explanation of Panhellenic recruitment, benefits of membership and the sorority experience and more. For more information, visit the NPC website.

Recruitment Counselor Training Online

In partnership with LaunchPoint, Recruitment Counselor Training Online (RCTO) is a self-guided, online training program, with supplemental activities for the recruitment team to facilitate as part of their recruitment counselor training. RCTO topics include the exploration of personal values and how those values develop an approach to leadership, recruitment counselor's roles and responsibilities, NPC Unanimous Agreements, procedures and the primary recruitment process, recruitment rules, Release Figure Methodology, coaching skills, MRABA signing and guiding potential new members through a values-based recruitment experience. For more information, visit the NPC website.

Resolved to Educate

Resolved to Educate is a set of resources from NPC to help fraternity/sorority advisors better understand NPC Unanimous Agreements, policies and best practices and explain these items to students. Resolved to Educate materials can be found under "Resources" on the NPC website.



Adding another NPC women's sorority to a campus is an exciting process. The College Panhellenic, the campus administration, the NPC member organizations, interest groups and local sororities interested in NPC affiliation play important roles in ensuring a successful extension occurs. This section describes those roles in detail.

The College Panhellenic should consult with the NPC Panhellenic Extension Committee chair and its NPC College Panhellenic area advisor early in the process.

NPC also has developed many supplemental extension resources for use by the College Panhellenic, campus administration, NPC member organizations, interest groups and local sororities. Those resources can be downloaded from the NPC website under Resources > College Panhellenics > Extension.

Note: NPC refers to new chapters as "newly established chapters." NPC member organizations may choose to use other terminology to refer to new chapters.

EXTENSION

Extension is the addition of National Panhellenic Conference member organization chapters to the Panhellenic community on a college or university campus, or the establishment of a sorority community on a campus where previously none had existed.

NPC Panhellenic Extension Committee

The NPC Panhellenic Extension Committee serves as a clearinghouse for colleges and universities, Panhellenics and individual sororities in the area of extension. The Panhellenic Extension Committee chair is available to advise and assist.

The NPC Extension Committee is also a resource for NPC member organizations, College Panhellenics and campus administrations for guidance on policies, procedures and best practices for the re-establishment of NPC chapter on campus.

UNANIMOUS AGREEMENT V. AGREEMENT ON EXTENSION

1. NPC believes that it is unethical for an NPC sorority 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 sororities present on campus, then a vote of those NPC sororities, 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 sorority and where the administration is willing to recognize women's sororities, a letter from a senior-level student affairs administrator shall constitute the proper authority.
 - c. The NPC Panhellenic Extension Committee is the proper authority on campuses where there is one or no NPC sorority and the college administration does not grant recognition to women's sororities but does not discipline students for joining.
3. Contact regarding extension by NPC sororities, volunteers, staff, collegiate and alumnae members shall include the following:
 - a. NPC sororities 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 sororities and is open for extension, NPC sororities can communicate with a student(s), an interest group or a local sorority only with prior permission of the proper authority.
 - c. NPC sororities that are contacted by student(s), local sororities or interest groups from campuses with two or more NPC sororities must refer the student(s), local sorority or interest group to the proper authority.
 - d. NPC sororities should not be in contact with students of any college or university concerning membership where the administration disciplines students for joining

- e. When a local sorority or interest group is in discussions with an NPC sorority regarding affiliation after approval by the proper authority, no other group shall be in communication with that local sorority or interest group.
4. Any newly established chapter of an NPC sorority shall become a provisional member of the College Panhellenic Association and shall conform to the association's established rules, regulations and policies.

Proper Authority

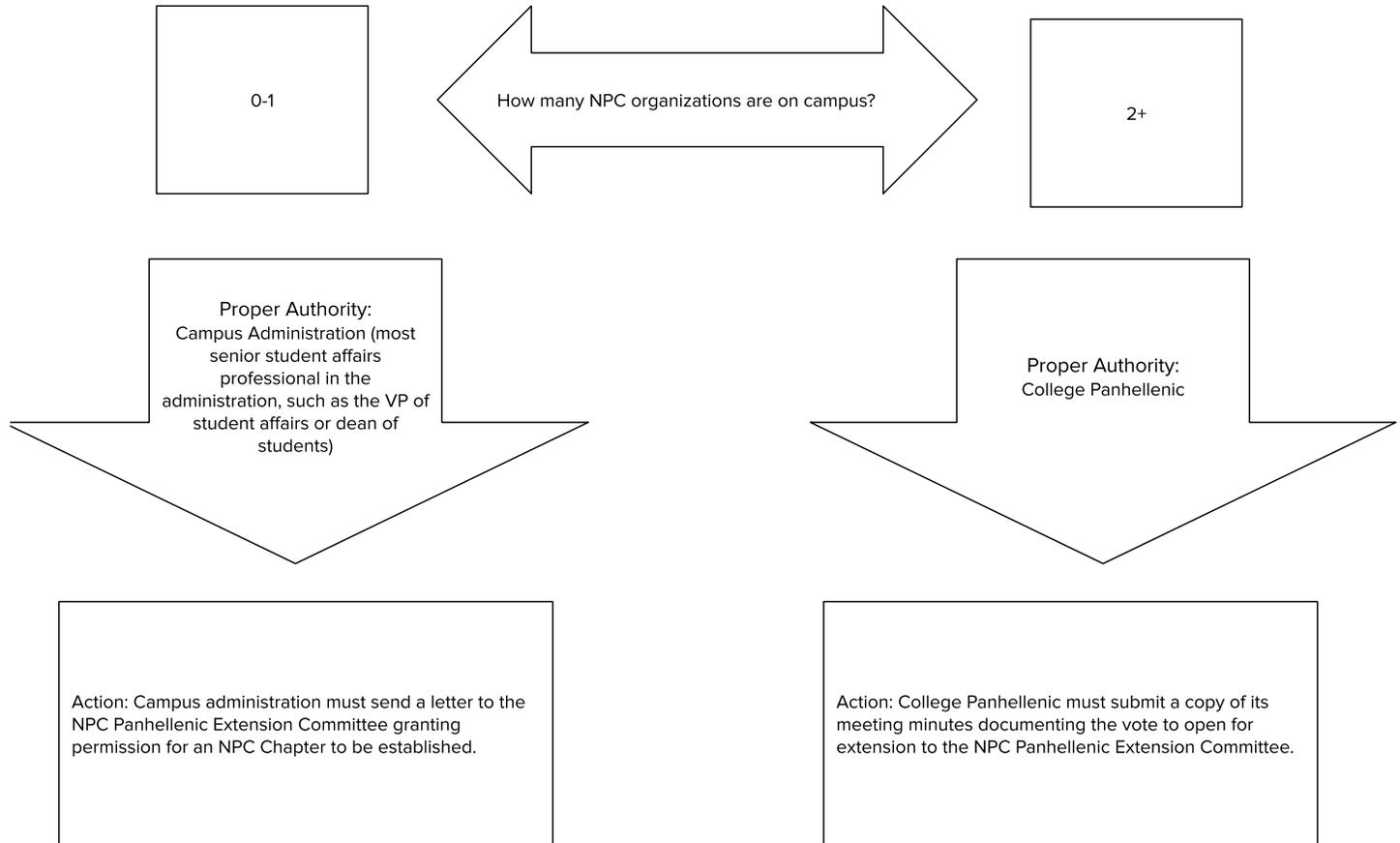
Proper Authority Documentation Requirement Policy (2003, 2022): An NPC member organization pursuing an extension opportunity on a campus where there are no NPC organizations or there is only one organization must obtain written documentation from the proper authority that the campus is open for extension. A copy of this approval should be sent to the NPC Panhellenic Extension Committee for record-keeping purposes.

Proper Authority Role in Local Sorority/Interest Group Affiliation Policy (2007, 2020, 2022): When issuing an invitation to an NPC member organization to establish a new chapter with the intent to affiliate members of a local sorority or interest group, the proper authority must make the final determination as to which NPC member organization is invited. In making its decision, the proper authority shall give due consideration to the preference of the local sorority or interest group.

Administrative Authority Policy (1991): On campuses where the administration assumes sole authority for extension decisions, thereby denying the College Panhellenic a vote on extension, the College Panhellenic, in consultation with the NPC Panhellenic Extension Committee, shall initiate dialogue with the administration to promote a better understanding of the need for mutual effort in the extension process.

Determining the Proper Authority on a Campus to Open an Extension

When a significant number of undergraduate women are unable to affiliate with the existing chapters, the College Panhellenic may wish to add another NPC organization. The College Panhellenic should consult with its NPC area advisor and the NPC Panhellenic Extension Committee chair regarding Options.



If the College Panhellenic wants to make the decision to consider adding a chapter to the campus, the following steps should be taken:

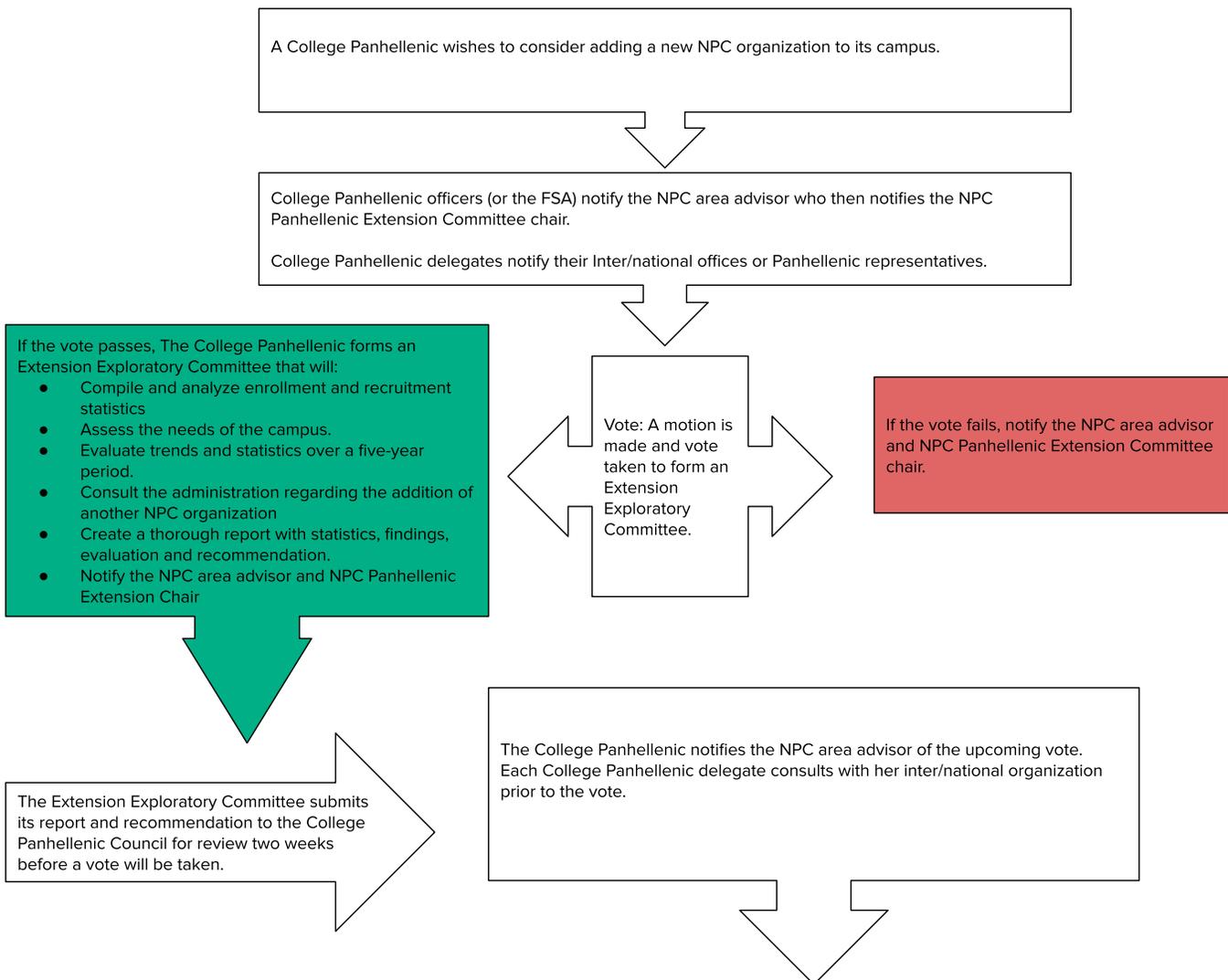
1. College Panhellenic officers or the fraternity/sorority advisor notify the NPC area advisor, who then notifies the NPC Panhellenic Extension Committee chair. College Panhellenic delegates notify their inter/national offices or Panhellenic representatives.
2. The Panhellenic Council should put forth a motion to form an Extension Exploratory Committee.
3. If the motion passes, form an Extension Exploratory Committee composed of College Panhellenic officers, chapter delegates, alumnae advisors and faculty or administration.
4. The committee should analyze statistics with regard to enrollment and recruitment, and assess the needs of the Panhellenic community and gauge other extension readiness factors. NPC recommends looking at trends and statistics over a five-year period as well as other factors relevant to the campus and the success of a new chapter.
5. The Extension Exploratory Committee consults the administration regarding the addition

- of another NPC sorority. The committee should compile an official report and include a recommendation as to whether to extend or not at this time.
6. The Extension Exploratory Committee should compile an official report which includes a recommendation as to whether to extend or not at this time. The report should be submitted to the College Panhellenic Council along with a motion reflecting the recommendation. Two weeks should be allowed for the report to be reviewed prior to the vote on extension.
 - a. If the Extension Exploratory Committee's report and motion recommends opening and the vote passes, it must be documented in the minutes (state the motion, list each chapter with their vote and the outcome). The College Panhellenic contacts the NPC area advisor and the NPC Panhellenic Extension Committee chair with the decision and sends the minutes.
 - b. If the Extension Exploratory Committee's report and motion do not recommend opening, the recommendation must be documented in the minutes. The College Panhellenic also contacts the NPC area advisor and the NPC Panhellenic Extension Committee chair with the decision and sends the minutes.
 7. After the vote to open for an extension has passed, the Panhellenic Council appoints a College Panhellenic Extension Committee composed of a representative sample of the Panhellenic community, including Panhellenic chapter members, alumnae members/advisors and administrators. Each NPC organization on campus should be represented on the committee, if feasible, by either a collegiate or alumna member.
 8. The College Panhellenic works with the NPC Panhellenic Extension Committee chair to notify the NPC sororities of the extension opportunity through
 - a. NPC Extension Bulletin: The College Panhellenic should provide information based on the current template provided by the NPC Extension Committee (which will include facts about the college/university, the Panhellenic community, housing, the timeline for extension and other relevant details). The College Panhellenic also outlines the information it requests from NPC sororities.
 - b. Direct contact method: The College Panhellenic will work with the NPC Extension chair to notify selected NPC member organizations and follow best practices.
 9. The College Panhellenic Extension Committee reviews responses from NPC sororities and selects organizations to make presentations. Consideration should be given to NPC sororities that:
 - a. Previously have had a chapter on the campus.
 - b. Have letters of interest on file with the administration and/or College Panhellenic.
 - c. Have been suggested by a local sorority if applicable. (Refer to the section Local Sororities.)
 10. Arrangements are made with each selected organization for a campus presentation.
 11. NPC sororities not selected to present are notified.
 12. Presentations are to be scheduled for separate days and follow all current best practices. Representatives of the Panhellenic and campus community should be invited to attend the presentations and provide feedback. The College Panhellenic Extension Committee uses the feedback and its criteria to evaluate the presentations.
 13. After all presentations have been made and evaluated, the College Panhellenic Extension Committee makes a recommendation to the College Panhellenic Council regarding which organization meets the needs of the campus. The council votes on the recommendation. The vote must be documented in the minutes (state the motion, list each chapter with their vote and the outcome). The College Panhellenic

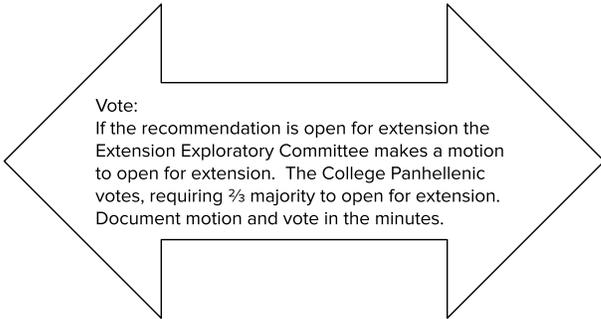
also contacts the NPC area advisor and the NPC Panhellenic Extension Committee chair with the decision and sends the minutes.

14. The College Panhellenic issues an invitation to the selected sorority and notifies the other organization(s) that made a presentation of the selection and thanks them for their participation.
15. The College Panhellenic immediately begins work with the selected sorority to prepare a schedule for new chapter establishment

Extension Procedures Flow Chart



If the vote passes,
Notify the area advisor.
The College Panhellenic works with the NPC Panhellenic Extension Committee chair to notify the NPC sororities of the extension opportunity through the NPC Extension Bulletin or direct contact.

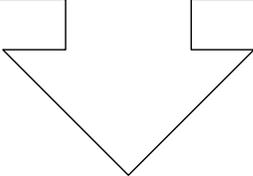


If the vote fails, notify the NPC area advisor and NPC Panhellenic Extension Committee Chair

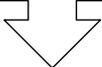
The College Panhellenic Extension Committee, using the criteria they developed, selects NPC organizations to make presentations from those NPC sororities that submit requested information.

Following all NPC policies and guidelines, arrangements are made with each selected organization for a campus presentation. Those organizations not selected to present are notified.

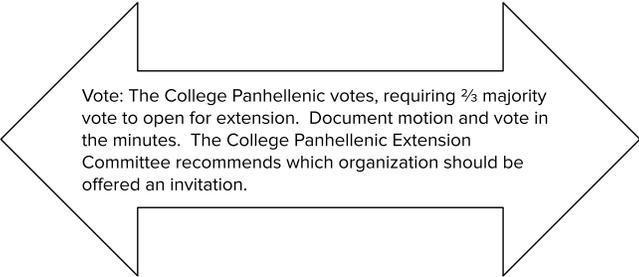
Invite representatives of the Panhellenic and campus community to attend presentations and provide feedback. The College Panhellenic Extension Committee uses the feedback and their criteria to evaluate the presentations.



The College Panhellenic Extension Committee makes a recommendation to the Council regarding which organization meets the needs of the campus.



If the vote passes, notify the NPC area advisor and the NPC Panhellenic Extension Committee chair.



If the vote fails, notify the NPC area advisor and NPC Panhellenic Extension Committee chair.

Invitation is issued to the selected organization. Notification is made to the organizations not selected.

College Panhellenic begins working with the selected sorority to prepare a schedule for new chapter establishment.

Stacking Policy

Stacking Policy (2012, 2014, 2015, 2017, 2020): NPC member organizations will not enter into stacking agreements with College Panhellenic Councils or host institutions. Stacking agreements have been used to invite two or more NPC member organizations to establish or re-establish a chapter on a campus over a defined time period during a single extension process.

Exploratory Visits

A College Panhellenic may decide to allow optional exploratory visits to campus by member organizations prior to the deadline for submission of extension materials. If the College Panhellenic decides to allow these visits, they are optional and for information-gathering purposes only. Exploratory visits will only involve campus administrators and should not include contact with any students, including Panhellenic officers or members of the College Panhellenic Extension Committee (other than campus administrators). Participation in an exploratory visit should not be a factor or consideration in determining which member organizations are invited to campus to make an extension presentation; therefore, members of the College Panhellenic Extension Committee should not be informed about which organizations did and did not make an exploratory visit.

Exploratory Visits Policy (2003): Once the NPC Panhellenic Extension Committee has established that the proper authority has opened the campus for extension, the committee will verify whether NPC organizations not represented on the campus may conduct exploratory visits before presentations are made.

NPC member organizations receiving an independent notice of extension directly from a campus will contact the NPC Panhellenic Extension Committee, which will verify whether exploratory visits are authorized.

The NPC Panhellenic Extension Committee will inform the NPC member organizations whether exploratory visits will be permitted and will encourage the proper authority to include that information in any correspondence announcing the extension opportunity.

Campus Presentations

An extension presentation is an opportunity for an NPC member organization to showcase its sorority and to explain further organizational philosophy, values, programming, leadership opportunities, policies and new chapter establishment 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.

Interested Sororities Policy (1993, 2020): Only sorority informational material will be presented during the extension process to the College Panhellenic Association or to the local/interest group. All gifts and favors will be eliminated until an NPC member organization has been invited to establish. There shall also be no promise of future gifts, grants or scholarships as part of the presentations made during the extension process.

Campus Presentations Policy (2012, 2022): Inter/national and regional officers/volunteers and headquarters staff members (including traveling staff members/consultants) from other NPC member organizations shall not be invited to nor attend other member organizations' presentations.

Recording and sharing of presentations is prohibited.

Participation on a College Panhellenic Extension Committee by an inter/national or regional volunteer or an NPC volunteer is discouraged. If desired, this should be approved in advance by the NPC Panhellenic Extension Committee.

Use of Social Media in Extension

Use of Social Media Policy (2014, 2020): NPC member organizations, collegiate and alumnae members of NPC sororities, and friends and supporters of NPC member organizations are prohibited from campaigning on behalf of an NPC organization(s) during exploratory visits, the extension application and the on-campus presentation process. Campaigning would include, but is not limited to, the use of social media outlets. Therefore, asking members to lobby/leverage their alumnae or friends and/or flood the campus with social media communication supporting the selection of a specific sorority is inappropriate. It is appropriate to thank a campus/College Panhellenic but not further your own organization's interest.

Once an NPC organization is selected to establish or re-establish a chapter, the inter/national organization, collegiate and alumnae members of NPC organizations, and friends and supporters of NPC member organizations are encouraged to support the establishment or re-establishment of the NPC member organization on social media in a tasteful manner.

Examples of Inappropriate Communication

Example A: [Name of NPC organization] is presenting at [name of college/university] today to hopefully establish a new chapter there. Visit the Fraternity and Sorority Life Facebook page and let them know how wonderful [name of organization] is!

Example B: Had a wonderful presentation at [name of college/university]. Visit the [name of college/university] Facebook page and let them know how much you love [name of NPC organization].

Examples of Appropriate Communication

It would be appropriate to use social media during exploratory visits, the extension application and the on-campus presentation process to thank the College Panhellenic Council:

Example A: Had a wonderful presentation at [name of college/university].

Example B: Thank you to the [name of college/university] College Panhellenic Council for a wonderful visit/presentation.

Local Sororities

Proper Authority Role in Local Sorority/Interest Group Affiliation Policy (2007, 2020, 2022): When issuing an invitation to an NPC member organization to establish a new chapter with the intent to affiliate members of a local sorority or interest group, the proper authority must make the final determination as to which NPC member organization is invited. In making its decision, the proper authority shall give due consideration to the preference of the local sorority or interest group.

Contact With Local Sororities/Interest Groups Regarding Extension Education Policy (2003): NPC member organizations must inform interest groups, local groups or individuals that formal permission to pursue extension must be obtained from the proper authority as defined in Unanimous Agreement V. Agreement on Extension, and that until such permission has been granted, members of NPC sororities may have no further contact with the interest groups, local groups or individuals.

Each College Panhellenic should have established criteria for a local sorority to become a member of Panhellenic and shall include 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.

Local Sororities or Interest Groups Policy (1994): No NPC member organization or individual member of an NPC member organization may initiate contact with the members of a local sorority or interest group involved in the affiliation process without documentation from the proper authority that the campus is open for extension.

Panhellenic Assistance to Establishing Chapters

The College Panhellenic will need to furnish consistent, ongoing, positive support for the establishing chapter until it is at, or very near, total. In addition to the following, the College Panhellenic may contact the NPC Panhellenic Extension Committee chair or the NPC area advisor for further suggestions for providing support.

Membership

- Promote campus interest in the new organization's new chapter establishment through Panhellenic social media posts, the Panhellenic website, posters, flyers and notification in the membership recruitment brochure of the upcoming new chapter establishment.
- Distribute promotional materials furnished by the inter/national sorority and assist them with newspaper announcements, websites, social media, discussions in residence halls and other campus-specific PR opportunities.
- Give the establishing organization copies of the Panhellenic governing documents/rules, including recruitment rules, a complete dues and fees schedule for existing chapters, an official campus calendar and other campus/student organization materials needed for success.
- Provide the new organization with a list of names, addresses, telephone numbers and emails of unaffiliated women, particularly those who registered for membership recruitment but did not affiliate.
- Sponsor an open house for interested undergraduate women to meet the representatives of the establishing organization and to register for its membership recruitment.
- Exempt all women registering for the new organization's membership recruitment process from paying a recruitment fee.
- Provide sign-up tables for the establishing chapter's membership recruitment in strategic campus locations.
- Allow the establishing chapter to invite collegiate members from another campus to perform membership recruitment events and activities.
- Provide the establishing chapter with sufficient copies of the MRABA for newly establishing chapters. The agreement is in the Resource Information section of this manual.

Facilities

- Provide the establishing chapter with a workspace on campus for use during the day and evening, with a desk and Internet access.
- Help identify and secure sites for membership recruitment events and new member ceremonies, such as the student center, fraternity or sorority houses, other campus facilities and private homes.
- Coordinate with the administration to help secure a meeting place for the newly established chapter members and for the members 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 the establishing chapter's membership recruitment and new member events.
- Provide the establishing organization with any materials/organizational privileges that current chapters have on campus.

Special Courtesies

1. Allow the establishing organization to recruit to total.

2. Unanimous Agreements:

- Each NPC sorority chapter has the right to use continuous open bidding (COB) to reach quota or its total allowable chapter size during the regular school year as defined by the school calendar. COB begins on Bid Day for chapters who did not achieve quota or reach total.
- To accommodate a newly establishing 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. The start and end dates for the COB moratorium must be set by a vote of the College Panhellenic, preferably during the academic term prior to implementing the moratorium. The College Panhellenic should consider the need for chapters not at quota or total to have up to one week to fill vacant spaces through COB before the moratorium begins.
- Delay further extension for a specified period, generally two primary recruitment periods, to allow the newly established chapter to stabilize.

Panhellenic membership

Prior to being officially installed as a chapter, a newly established chapter is a provisional and nonvoting member of the College Panhellenic. After it has been chartered by its inter/national organization, the new chapter becomes a regular voting member of the College Panhellenic.

Re-establishment

Chapter re-establishment is the process by which an NPC member organization returns to a host institution where it previously had an installed chapter.

Re-establishment agreements provide an opportunity for the College Panhellenic (or host institution) and member organization to come to a mutual understanding on a potential chapter return and to ensure that the relationship between the College Panhellenic and NPC member organization is not severed with the closure of the collegiate chapter. Re-establishment agreements benefit all parties by setting expectations and keeping lines of communication open.

Re-establishment Policy (1992, 2017, 2020): Re-establishment is the process by which an NPC member organization returns to a host institution where it previously had an installed chapter. The invitation to re-establish comes from the College Panhellenic Council or the host institution. The approval of the College

Panhellenic Council or host institution is required for the re-establishment of a chapter, regardless of the length of time a charter has been dormant.

College Panhellenics or inter/national organizations working on a chapter re-establishment plan should reach out to the NPC Panhellenic Extension Committee chair for assistance in following the Reestablishment Notification policy as well as interpreting and implementing all re-establishment policies and best practices.

Re-establishment Best Practices and Procedures

Re-establishment Notification Policy (2003, 2017, 2020): NPC member organizations will notify the NPC Panhellenic Extension Committee promptly when a defined plan for re-establishment is submitted to and approved by the College Panhellenic or host institution.

Chapter Re-establishment Best Practice (2022): Chapter re-establishment is the process by which an NPC member organization returns to a host institution where it previously had an installed chapter. The invitation to re-establish a chapter comes from the College Panhellenic Council or the host institution. The re-establishment process is guided by a written agreement, plus annual communication between the College Panhellenic or host institution and the member organization throughout the length of the agreement. Often, the fraternity/sorority advisor will support the College Panhellenic by serving as the point of contact for the agreement.

If a chapter is closed by the NPC member organization, the following items apply:

- Written agreement. The member organization should develop a written re-establishment proposal. The proposal should include a timeline and conditions for the re-establishment. (See Sample Resolution for Re-establishment on the NPC website.).
- Timeline. The chapter must be closed for at least 12 months before the re-establishment is implemented.
- Submission. The proposal should be submitted to the College Panhellenic within 90 days after the chapter closes. (If a break in the academic year occurs within the 90 days, the timeframe may be extended by the length of the break.) The member organization shall also send a copy of the reestablishment proposal to the NPC Panhellenic Extension Committee chair.
- Approval. The College Panhellenic will share the re-establishment proposal with the College Panhellenic Council for review and discussion as soon as possible. The re-establishment proposal must be approved by a majority vote of the College Panhellenic Council. The vote must be properly recorded in the minutes (listing each chapter and their vote with the outcome) and a copy of the minutes must be sent to the NPC Panhellenic area advisor and the NPC Extension Committee chair.
- Annual discussion. The NPC member organization and the College Panhellenic (typically Panhellenic leadership and the fraternity/sorority advisor) or host institution (if there is no established Panhellenic) shall participate in an annual discussion about the status of the reestablishment agreement.
 - The annual discussion should be scheduled in advance with a mutual agreement on the date, time and whether it will take place in person or virtual means.
 - The discussion should result in a mutual determination to renew (continue the agreement under existing terms and timeline), edit (alter the terms and timeline), terminate (end the agreement) or implement (start the process of the NPC member organization's return to campus according to the timeline) the agreement.

- o The College Panhellenic Council must document the outcome of the annual discussion in the College Panhellenic Council meeting minutes and a copy of the minutes must be sent to the NPC area advisor and NPC Panhellenic Extension Committee chair.
- o If the annual discussion results in a decision to implement the re-establishment, a vote of the College Panhellenic should be taken to affirm the decision.
 - Inform the NPC Extension Committee chair and area advisor of the upcoming vote, follow all proper procedures for voting, notification and recording the motion in the minutes.
 - Inform the NPC Extension Committee chair and area advisor of the outcome of the vote, follow all proper procedures for voting and record the vote/outcome in the minutes.
- Expected communication prior to re-establishment implementation. At least one academic term prior to the proposed return date, the NPC member organization may offer to provide an update to the College Panhellenic Council on its re-establishment plan. If the College Panhellenic invites the member organization to provide such an update, it may be in person or virtual as mutually determined.

If the host institution closes a chapter, the following items apply

- Written agreement. The member organization and/or the host institution should develop a written re-establishment proposal. The proposal should outline the terms and sanctions required by the host institution as well as a timeline for the chapter to return. The written agreement should be signed by both parties.
- Timeline. The chapter must be closed for at least 12 months before the re-establishment is implemented.
- Submission. The agreement should be submitted to the NPC Panhellenic Extension Committee within 90 days after the chapter closes. (If a break in the academic year occurs within 90 days, the timeframe may be extended by the length of the break.) The member organization shall also send a copy of the re-establishment agreement to the College Panhellenic Council if there is a College Panhellenic.
- Ongoing discussion. NPC recommends the NPC member organization maintain regular contact with the host institution to discuss the status of the re-establishment agreement.
- When the outcome of the discussion is to implement the re-establishment,
 - o A vote of the College Panhellenic should be taken to affirm the decision.
 - o The College Panhellenic and/or the fraternity/sorority advisor should Inform the NPC Extension Committee chair and area advisor of the outcome of the vote and provide minutes.
- Expected communication prior to re-establishment implementation.
 - o At least one academic term prior to the proposed return date, the NPC member organization may offer to provide an update to the host institution on its re-establishment plan. If the host institution invites the member organization to provide such an update, it may be in person or virtual as mutually determined.
 - o At least one academic term prior to the proposed return date, if there is a College Panhellenic Council on the campus, the NPC member organization should inform the College Panhellenic Council about its re-establishment plan and return date.
- The NPC member organization should confirm with the NPC Panhellenic Extension Committee chair that it has coordinated with the College Panhellenic Council (as applicable) and informed the Council of the re-establishment plan and return date.

Extension Timing Best Practice (2022): The College Panhellenic Council and the host institution will allow a reasonable period of time (generally a minimum of two primary recruitment periods) for a newly re-established or reorganized chapter to achieve stability before extension is considered.

Note: Refer to supplemental resources on the re-establishment process found on the NPC website under Resources > College Panhellenics > Extension.

Reorganization

Chapter Reorganization Best Practice (2022): Chapter reorganization is a process by which an NPC member organization rebuilds a chapter at a host institution without closing the chapter. This process does not require a vote of the College Panhellenic. Chapter reorganization should follow these guidelines:

- The member organization should develop a chapter reorganization plan that includes a timeline with a start date that is fully implemented within 12 months.
- The member organization should share the reorganization plan with the College Panhellenic.
- The plan may include requests for College Panhellenic support, cooperation and possible involvement.
- The plan's objectives and strategies should meet the host institution's membership requirements for a recognized student organization.
- The plan should determine the membership status of chapter members.
- The member organization may periodically review the progress of the plan with the College Panhellenic.
- At the conclusion of the plan's timeline, the member organization and the College Panhellenic should meet. If the plan has not been fully implemented, the College Panhellenic should be allowed to consider extension.



A successful Alumnae 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 Alumnae Panhellenics including how to establish and operate an Alumnae Panhellenic.

ALUMNAE PANHELLENIC ORGANIZATION

Overview

1. Unanimous Agreements: Jurisdiction of Panhellenic Associations

Panhellenic associations are based on democratic principles and organized to afford cooperation among the women's sororities. All chapters involved in the Panhellenic association, regardless of their membership class, must be women's-only organizations. Panhellenic members must respect and obey the letter and spirit of all NPC Unanimous Agreements. Panhellenic associations' governing documents must conform to all NPC Unanimous Agreements.

- A. The administrative body of an Alumnae Panhellenic Association is an Alumnae Panhellenic Council.
- B. Alumnae Panhellenic Councils must be composed of delegates selected by their organized alumnae groups. Delegate appointments are made according to the individual sorority's policy and are a basic right on which Alumnae Panhellenics may not infringe. When there is no alumnae group as determined by the member organization, an individual in good standing may represent her sorority on the council.
- C. One vote must be granted to each NPC member sorority represented in the Alumnae Panhellenic Association.
- D. Alumnae Panhellenic Associations cannot expel a member organization of any NPC sorority from its membership in the Alumnae Panhellenic Association.
- E. A re-established alumnae group must take its place in rotation in the Alumnae Panhellenic Association according to the date of its reestablishment.

Purpose

An Alumnae Panhellenic is a community-based organization affiliated with the National Panhellenic Conference, whose membership is composed of representative alumnae from NPC member organizations.

Alumnae Panhellenics exist to:

- Inform sorority women of current trends.
- Promote the sorority experience.
- Improve the Panhellenic image.
- Stimulate a continuing interest in Panhellenic involvement.

Objectives

Alumnae Panhellenics have an important function in informing the public about the value of the sorority experience and updating members on matters of interest. This function is best carried out when alumnae of all NPC member organizations are represented in an Alumnae Panhellenic. Any alumna of an NPC sorority is eligible to represent her organization if she meets its qualifications. NPC recognizes the stabilizing force of Alumnae Panhellenics and appreciates their excellent and varied contributions to local communities and the purpose of NPC member organizations.

Alumnae Panhellenics set up their own organizations and carry out programs in line with the needs and interests of their community. Fostered by NPC, well-informed Alumnae Panhellenics enhance the sorority community through scholarship awards, annual educational and informational events for potential new members, philanthropic projects, community service and civic leadership. If located in a college or university community, an Alumnae Panhellenic can give valuable support to a College Panhellenic when asked. Alumnae Panhellenics

range from a group of Panhellenic alumnae meeting regularly for social gatherings to fully structured organizations that promote annual scholarships, participate in fundraising and perform community service and philanthropic activities.

NPC Affiliation

Affiliation with NPC entitles a local group of NPC sorority alumnae to use the name "Panhellenic" and benefit from NPC recognition and participation.

NPC affiliation provides Alumnae Panhellenics continuing contact with sorority affairs, information on current developments of importance to all sorority members, data on problems and ways for resolving them, suggestions for programs, guidance in sorority education and a means of exchanging ideas on matters of common interest. Based on NPC policies, Alumnae Panhellenics establish their own organizations and carry out programs in line with their special interests or situations. If located near a campus community, an Alumnae Panhellenic can give valuable support to a College Panhellenic if asked and should be willing to do so.

Minimum requirements

NPC recognizes Alumnae Panhellenics vary greatly in size and activity level. These are the minimum requirements. An Alumnae Panhellenic shall:

- Provide a current copy of its bylaws to the NPC office and NPC area coordinator.
- Submit the NPC Alumnae Panhellenic annual report and officer roster by the due date.*
- Submit annual dues to the NPC office.
- Comply with all NPC Unanimous Agreements.
- Hold at least two meetings each year for all Alumnae Panhellenic association members, with an Executive Committee conducting necessary business meetings at other times.

*Note: Alumnae Panhellenic reports, officer rosters and other documents, such as meeting minutes, can be submitted to NPC via FS Central.

Membership

Alumnae Panhellenic membership varies based on the purpose of the association. Some Alumnae Panhellenics only have members with the Executive Board and delegates of alumnae from NPC member organizations. Other Alumnae Panhellenics have the governing structure but open membership to any sorority woman for participation in Alumnae Panhellenic functions such as fundraising, luncheons and community service. As such, the number of members in Alumnae Panhellenics is dependent on the membership as outlined in their individual governing documents.

Alumnae Chapters in Alumnae Panhellenics – POLICY

If an organization of NPC sorority alumnae chapter or club exists, membership in the Alumnae Panhellenic is usually to a set number of representatives.

Participation (1993) – POLICY

The delegate to an Alumnae Panhellenic may be either a representative of an alumnae group or an individual member if no alumnae group exists. In either case, the delegate has one vote and the right to hold office.

Right to Membership (1961) – POLICY

Alumnae Panhellenics do not have the right to deny membership in the Alumnae Panhellenic to any sorority as a penalty for infraction of any of the rules of Alumnae Panhellenics.

Organization

Each Alumnae Panhellenic establishes its own bylaws and standing rules within the framework provided by the NPC Manual of Information. The Unanimous Agreements must be honored as part of these governing documents. An effective Alumnae Panhellenic also adopts regulations that carry out NPC policies and procedures. Annual dues-paying Alumnae Panhellenics receive services and resources from NPC.

An Alumnae Panhellenic is a forum and voting body. To be influential, it must operate with professionalism and integrity. An Alumnae Panhellenic Council functions most effectively when the delegates of its member organizations know proper Panhellenic procedures and are dedicated to working together in harmony and cooperation.

Representatives

Individual alumnae chapters and the Panhellenic community as a whole benefit when each chapter selects its best-qualified members as delegates to the Alumnae Panhellenic.

Ethics

Sorority women working together serve as role models. They encourage their members to be law-abiding citizens, mindful of others' rights and dedicated to representing and upholding the principles espoused by every member organization.

Starting an Alumnae Panhellenic

To be recognized by NPC as an affiliated Alumnae Panhellenic, these steps are necessary:

- Contact the NPC office who, will gather contact information to give to the Alumnae Panhellenics Committee chair.
- Alumnae Panhellenics Committee will work with the proposed Alumnae Panhellenic to draft governing documents, conduct a search for local alumnae through NPC member organizations in the proposed Alumnae Panhellenic area, and help the Alumnae Panhellenic establish financial procedures like applying for an IRS Employer Identification Number (EIN).
- Upon approval of bylaws and a vote to affiliate with the National Panhellenic Conference, the prospective Alumnae Panhellenic sends the NPC office a copy of the bylaws, a copy of the official application for affiliation and payment for NPC annual dues.
- The NPC office sends the new Alumnae Panhellenic the Alumnae Panhellenic charter and provides information about the NPC website and how to log in to FS Central.

Alumnae Panhellenic Officers

NPC recommends Alumnae Panhellenics have four officers: president, vice president, secretary and treasurer. One year is the recommended term of office. However, the number of officers and the term may be decided by each Alumnae Panhellenic and documented in the local bylaws. Officers should be elected or rotated in the spring for more efficient program planning.

NPC strongly recommends an Alumnae Panhellenic rotate officers on a regular basis to avoid control by any one member organization. The rotation order is stated in the bylaws. If an Alumnae Panhellenic decides to elect officers, provisions for a Nominating Committee must be included in the Bylaws.

Officer duties

Officer duties are those usually performed by such officers, plus:

The president shall:

- Preside at all meetings of the Alumnae Panhellenic Association.
- Preside at all meetings of the Executive Board, if one exists.
- Serve as an ex-officio member of all Alumnae Panhellenic Association committees, except for the Nominating Committee, if one exists.
- Appoint all committees subject to the approval of the Executive Board, if one exists, except where otherwise provided in these bylaws. (If the Executive Board does not exist, then replace with "approval of the voting body.")
- Establish a job description for each officer.
- Maintain the official files of the association.
- Review the bylaws.
- Submit all reports, updated bylaws, meeting minutes and officer rosters to the NPC office and the NPC area coordinator.
- Maintain consistent communication with the NPC area coordinator.

The vice president shall:

- Perform the duties of the president in the event of the president's absence or inability to act.
- Serve as an ex-officio member of all committees except the Nominating Committee, if one exists.
- Perform all other duties as assigned.

The secretary shall:

- Keep an accurate roll of the members of the Alumnae Panhellenic Association.
- Record minutes of all association and Executive Board meetings if an Executive Board exists.
- Arrange for proper notice of all meetings.
- Prepare a directory for the succeeding administration and send a copy to the NPC area coordinator.
- Send a copy of any proposed amendment to the bylaws to the NPC area coordinator for her review and comment prior to a vote.
- Send copies of minutes to the NPC area coordinator and upload them to FS Central.
- Perform all other duties as assigned.

The treasurer shall:

- Supervise the finances of the Alumnae Panhellenic Association.
- Prepare the annual budget.
- Receive all payments due to the Alumnae Panhellenic Association, collect all dues and give receipts.
- Maintain current financial records, and give a financial report at each regular meeting of the association and an annual report at the close of her term of office.
- Submit dues as invoiced by the NPC office.
- Perform all other duties as assigned.

Standing and special committees

The standing committees of the Alumnae Panhellenic Association shall be listed in the bylaws. Standing committees will vary based on needs of the association; the number of committees required depends on the size of the Alumnae Panhellenic. Some standing committees are helpful to Alumnae Panhellenics are bylaws, membership, philanthropy/community service, programming, publicity and scholarship. The standing committees shall serve for a term of one year, which shall coincide with the terms of the officers.

The president or Executive Board, as defined in the Alumnae Panhellenic bylaws, shall appoint members and chairs of all standing and special committees, except as provided otherwise in the bylaws, and in making these appointments, recognize fair representation from all member sororities as much as possible. The president and vice president shall be ex-officio members of all committees except the Nominating Committee.

Only delegates of sororities with regular or individual membership in the Alumnae Panhellenic Association may serve as chairs of standing or special committees. Delegates and alternates of sororities holding regular, associate, provisional or individual members may serve on committees. Each appointed officer and/or standing committee chair should have documents that contain the job description and suggestions for implementing her duties, together with copies of reports and resolutions adopted by NPC relating to her office. Each officer should include suggestions for her successor. Frequent meetings with the Executive Board will help appointed officers be more knowledgeable and efficient.

NPC Alumnae Panhellenics Committee

The NPC Alumnae Panhellenics Committee is a standing committee composed of NPC volunteers and consisting of a chair and area coordinators divided into geographical regions to guide Alumnae Panhellenics. This committee directs the organization of Alumnae Panhellenics and provides guidance in programming and sorority education.

Area Coordinator

The area coordinator corresponds with her assigned Alumnae Panhellenics and sends information of special interest regarding campus trends, College Panhellenic activities, changes in College Panhellenic and Alumnae Panhellenic procedures and ideas for programming. The area coordinator receives the Alumnae Panhellenics' annual reports, officer rosters and any dissolution requests with supporting documentation.

Panhellenic Support Specialist

Panhellenic support specialists are full-time paid NPC staff members. One of these specialists serves the NPC Alumnae Panhellenics Committee and provides ongoing, consistent support to Alumnae Panhellenics and their volunteers. The Panhellenic support specialist can answer questions, assist with completing reports and share the variety of resources available to all Alumnae Panhellenics.

Alumnae Panhellenic Programs

Alumnae Panhellenics provide a wealth of programming for their member organizations as well as the community in general. Proper program planning and a well-balanced year-round program calendar are two important components of educational efforts. This section provides information on NPC-suggested programming.

Sorority 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 requires Alumnae and College Panhellenics engage only in cooperative Panhellenic membership recruitment events during the summer months. These events replace individual sorority-hosted events and are to emphasize information on all 26 NPC member organizations, with invitations extended to all female students planning to attend a four-year college or university.

Note: Please refer to the Sorority Recruitment Information Events – Event Guide and accompanying tools available on the NPC website when planning a sorority recruitment information event.

Alumnae Panhellenics can sponsor these Panhellenic events and solicit the help of undergraduate sorority members who are at home for the summer.

The event format may include samples of sorority magazines and displays of NPC member organizations' badges, flowers, colors and philanthropic projects. All items must represent all 26 NPC member organizations. NPC brochures on sorority 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 organizations.

Recruitment Information Form (1993) – Best Practice

- The membership recruitment information form may include only the following information:
- Name
- Hometown
- Personal email address
- Cell phone
- High school and college attended
- GPA (high school and college)
- Names of parent(s)/caregiver(s)
- 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 is general in nature, promoting NPC sorority membership and encouraging young women to consider sorority membership when making higher education plans.

Recruitment Information Events (1993) – Best Practice

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 organizations, with all efforts being made to include as many NPC sororities as possible.

- These events must represent all 26 NPC member organizations.
- Alumnae Panhellenics must not charge a fee, encourage providing gifts or require submitting information forms in order for participants to attend an event.
- It is not necessary to attend a sorority recruitment information event or register with an Alumnae Panhellenic to participate in membership recruitment on campus.
- These events are to promote the benefits of joining a sorority and messaging should be values-based.

An Alumnae Panhellenic must not charge a potential new member a fee or encourage her to provide gifts to attend a membership recruitment information event or to submit information for a recruitment information form. Further, it is not necessary for a potential new member to attend a membership recruitment information event or to register with an Alumnae Panhellenic to participate in membership recruitment on campus.

Assistance to College Panhellenics and Fraternity/Sorority Advisors

An Alumnae Panhellenic can be a vital resource for College Panhellenic communities as another example of lifelong sorority membership. While Alumnae Panhellenics does not directly network with College Panhellenics, there can be opportunities for interaction. Any invitation to support College Panhellenic recruitment or speak to the undergraduate sorority community is at their invitation.

Below are ways to foster a relationship with local College Panhellenics and create a culture of support.

Get to know the fraternity/sorority advisors from campuses in your area:

- Invite the fraternity/sorority advisor to your meeting to speak about the College Panhellenic campus trends/recruitment/collegiate women today.
- Honor him or her with a certificate of appreciation.
- Use him or her as an educational resource for your group.
- Offer your services for membership recruitment, special events, etc., and help identify advisors for chapters from your member organizations.
- Consider sending the College Panhellenic and fraternity/sorority advisor periodic updates about your Alumnae Panhellenic, such as a newsletter.

Get to know the College Panhellenic:

- Invite the College Panhellenic Executive Board to an Alumnae Panhellenic meeting.
- Ask College Panhellenic Executive Board members to speak about the College Panhellenic calendar for the year so your members know what the collegians are doing on campus and if there are opportunities to be supportive.
- Offer support in the areas of recruitment, community projects, advisors and mentoring (if requested).
- Provide financial support:
- Sponsor Panhellenic members and/or the fraternity/sorority advisor to attend the NPC College Panhellenic Academy or a regional fraternity/sorority leadership conference.
- Provide an Alumnae Panhellenic scholarship and promote this scholarship to the College Panhellenic and the campus Panhellenic community.

Alumnae Panhellenic Scholarship Programs

Many Alumnae Panhellenics award scholarships to deserving female high school graduates, undergraduate members of NPC sororities and/or alumnae returning to graduate school. As the costs of a college education continue to increase, NPC encourages Alumnae Panhellenics to put an emphasis on scholarship in their annual programming efforts.

Alumnae Panhellenics undertake fundraising activities for scholarship programs that pull together Panhellenic women in support of education. Before starting an Alumnae Panhellenic scholarship program, it is wise to consult with an attorney to be sure that all legal stipulations are followed.

Criteria to consider for Alumnae Panhellenic scholarship applicants:

- Student academic levels — decide if the award will be for high school seniors, undergraduate and/ or graduate students
- Location — decide if applicants should be limited to primary residence in the Alumnae Panhellenic area or if applicants should be attending specific campuses
- Scholastic achievement — determine the scholastic requirements of applicants, such as grade point average, extracurricular activities, etc.

Scholarship Awards (2021) – POLICY

Alumnae Panhellenics awarding scholarships shall disburse the funds directly to the institution of higher education and not to the student.

Scholarships (1989) – POLICY

A condition of awarding scholarship monies to graduating high school women cannot be that they participate in recruitment, pledging and subsequent initiation into an NPC member sorority.

Scholarship Awards Attendance (2018) – BEST PRACTICE

A condition of awarding scholarship monies to women should not be attendance at an Alumnae Panhellenic function.

Merit-based Versus Need-based Scholarships

NPC encourages Alumnae Panhellenics to provide merit-based scholarships as opposed to need-based ones, as NPC cannot guarantee all Alumnae Panhellenics take the proper precautions to safeguard private and confidential tax information. If the Alumnae Panhellenic offers a need-based scholarship, the following policy must be followed:

Scholarship Requirements (2018) – POLICY

Alumnae Panhellenics must not ask scholarship applicants for personal/family financial information.

In addition, NPC recommends the following best practice for Alumnae Panhellenics to determine financial need:

Need-Based Scholarships (2018) – BEST PRACTICE

Alumnae Panhellenics offering need-based scholarships should use the Expected Family Contribution (EFC) calculated by the U.S. Department of Education's Office of Federal Student Aid when determining student need

for need-based scholarships. Alumnae Panhellenics should ask scholarship applicants to submit a copy of the current year's Student Aid Report from the Department of Education.

Transcript Submission Requirement

With consideration to the rising cost of education, NPC is mindful of the extra financial burden students may take on in applying for scholarships, including the costs associated with providing official high school and college/university transcripts. As such, applicants should have the option of providing unofficial transcripts as part of their application. Once selected as a scholarship winner, an applicant can then provide an official transcript if necessary. Submitting unofficial transcripts can also expedite the completion of application packets that are not dependent on mailing official transcripts to the Alumnae Panhellenic.

Alumnae Panhellenics should also be mindful to safeguard any private and confidential student information that may be printed on an academic transcript.

Presenting Scholarships

Scholarships and fundraising come with legal stipulations and tax concerns. Scholarship award fund payments should be sent directly to the campus and credited to the student's tuition account. This will save the student from having to claim the scholarship award as income to the IRS, which she will have to do if she is awarded the funds directly. A certificate or mock check can be presented to the award winner during a recognition event as applicable.

Suggestions for enhancing your Panhellenic scholarship program:

- Make the application form simple and easily accessible.
- Set up an email account specifically for the scholarship to which applications can be submitted.
- Send information on the undergraduate/graduate scholarship(s) to the fraternity/sorority advisors on campuses within the area of the Alumnae Panhellenic.
- If offering scholarships to high school seniors, provide information to the appropriate high school staff (e.g., high school counselors, principals).
- Send a news release to local media about your scholarship and the recipient(s).
- Provide a venue for presenting the scholarship. If your Alumnae Panhellenic cannot host an event, consider presenting the award at an Alumnae Panhellenic meeting, a campus awards program, a chapter's scholarship dinner, or a high school honors program.



This section highlights general resources and information on a variety of topics for College and Alumnae Panhellenics.

In addition, a number of forms and templates for College and Alumnae Panhellenics are available on the NPC website in the Resources section.

RESOURCE INFORMATION

Installation Ceremony for a New College Panhellenic

When a new College Panhellenic is formed and meets all criteria necessary to be officially recognized by NPC, the following script can be used in a ceremony celebrating this accomplishment. Recommended attendees include all members of the new College Panhellenic, sorority advisors, leaders from other fraternity/sorority life councils, faculty and administration.

For the recitation of the Panhellenic Creed, you will want to have a printed program or project the Creed so everyone can read it aloud.

Installing officer:

We are gathered here today for the purpose of officially recognizing and installing the [name of institution] College Panhellenic Association. The National Panhellenic Conference member organizations chartered at [name of institution] have met all the requirements established by the National Panhellenic Conference and have fully qualified to become a recognized College Panhellenic Association. They have written and approved 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 member organizations were founded on ideals that dedicate their members to learning, service, honor and respectability in all relationships, and a belief that deep friendships and high endeavors are fostered most effectively through the cooperation of all member sororities.

In this installation service, it is fitting that we read the Panhellenic Creed and that each sorority woman silently dedicates herself to the fulfillment of it. In unison, please repeat the Panhellenic Creed with me:

[not said] **Unanimous Agreement I. The Panhellenic Creed**

[said in unison] 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.

Installing officer continues:

It is now my privilege and pleasure as the installing officer to present to [president's name], the first president of the [name of institution] College Panhellenic Association, this letter from [College Panhellenics Committee chair's name] the College Panhellenics Committee chair of the National Panhellenic Conference, officially chartering the [name of institution] College Panhellenic Association 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 [name of institution] College Panhellenic Association duly recognized and installed with all the accompanying rights, privileges and responsibilities.

Installation Ceremony for College Panhellenic Officers

When new officers are selected for the College Panhellenic, the following script can be used for their Installation.

[The installing officer is usually the outgoing president.]

Installing officer:

Will the outgoing 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 our respect and esteem. We wish you all the best and ask for your continued interest and support of the [name of institution] 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 membership recruitment chair and indicate they should stand to the right. Call the names of the other officers, if applicable, and indicate they should stand to the left.] [May insert officer titles adopted by the College Panhellenic Association in its bylaws.]

Installing officer to all:

You have been chosen by the College Panhellenic Association of [name of institution] to lead the Panhellenic on our 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 sorority 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 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 [name of institution] 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 main communicator between the College Panhellenic Association and chapters on our 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 our College Panhellenic Association 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 chair:

The position of membership recruitment chair is one of the most important offices in the College Panhellenic Association. Your management of the membership recruitment program will in large part determine the growth and development of our Panhellenic community. It is your responsibility to act with fairness toward all member organizations at all times and 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 chair 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 our 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 organizations 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 information to your chapter sisters and serve on committees and in appointed offices as required. Remember the ideals of the Panhellenic Creed as you strive together to further the interests of the College Panhellenic Association on our campus and in our 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 continue to give loyal service to the chapters of [name of institution] and the community.

Campus Concerns Review Process

As part of the role of the National Panhellenic Conference (NPC) to promote and advocate for the sorority experience, NPC reviews documents, policies and actions taken by institutions of higher education that infringe upon the rights of private member organizations. These actions may include the campus creating new documents such as standards, expectations, relationship agreements, assessments, accreditations, etc. It may also include actions and policies taken by the institution to limit or stop the association of students with each other or NPC member organizations.

If applicable, the NPC staff works with campus administrators to discuss such documents/policies/activities and to effect change based on NPC position statements, policies and best practices. As part of this work, the NPC staff will liaise with NPC member organizations with chapters on the campus to provide updates and gather feedback.

Below are examples of actions that infringe upon the rights of our private member organizations.

1. Prohibition on membership in single-sex organizations

Title IX of the Education Amendments of 1972 prohibits institutions of higher education from discriminating on the basis of sex; however, it does provide an exception for the membership practices of social fraternities and sororities. Campuses should not enact policies or practices that force our member organizations to become co-ed and/or take adverse actions against students who want to be members of women's-only organizations.

2. Required non-discrimination language

In an effort to create cohesive communities, campuses have been requiring student organizations to include non-discrimination policy language in registered student organization governing documents. NPC member organizations do not discriminate in membership selection on any basis prohibited by law. However, non-discrimination statements, if required, should include a carve-out in language about the exception institutions of higher education are given for social fraternal organizations to discriminate on sex as allowed by Title IX of the Education Amendments of 1972.

3. Organizational due process

Mass suspension of fraternity/sorority communities on a variety of campuses is another trend that limits the rights of students to associate freely. Institutions have used allegations of crime or misconduct against an individual member or a group of members of a student organization as a rationale to suspend activities for the entire organization/community in which the accused student or group of students is a member. The operation of fraternity and sorority communities should not be restricted in instances when a member or members of one organization violated the rules. Conversely, institutions do not suspend all sports teams when one football player violates a law, team rule or NCAA rule. These types of actions also disincentivize the following of policies since responsible students are treated just like bad actors. It further undermines efforts for students to self-report problems since doing so could negatively affect a broad group of students not related to the misconduct.

4. Time, place and manner restrictions on recruitment

Campuses should not seek to impose punitive measures against fraternities and sororities or restrict the rights of student members to recruit new members when they do not impose the same limitations on other student organizations or athletic teams. In particular, NPC is concerned about the growing trend among institutions to limit the ability of sororities to recruit first-term or first-year students. This is particularly troubling given that campuses do not set similar limits on the recruitment timelines of other organizations on campus.

5. Naming volunteers as campus security authorities (CSAs) or mandated reporters (MRs)

NPC member organizations oppose the designation of sorority alumnae volunteers and sorority employees as CSAs and/or MRs. Classifying sorority alumnae volunteers as CSAs/MRs significantly changes the dynamics of the relationship between them and collegiate members.

6. Request for internal chapter documents

Campuses are increasingly requiring that chapters share internal chapter programs for administrator approval (e.g., new member education plans) or internal chapter conduct records for administrator review based on claims of concern for campus safety. As private organizations, these types of documents—conduct records, in particular—are protected. Additionally, campus administrators should not serve as appellate reviewers of our internal processes.

7. Other policy overreach

When notified by member organizations, NPC will also engage on behalf of the Panhellenic community when college/university administrators engage in other types of overreach that infringes on the sovereign rights of private organizations.

8. Insurance concerns (to be communicated with NPC insurance provider and the NPC office)

In partnership with the NPC insurance provider, documents such as contracts, campus relationship/recognition agreements and housing concerns will be reviewed for details such as contractual risk transfer mechanisms and coverage requirements. These include hold harmless statements, indemnification and other insurance requirements for chapter and housing concerns.

9. Public statements made by Panhellenic community leaders

The issuance of public statements by leaders of College Panhellenic communities—whether it be by chapter presidents, the College Panhellenic Council (delegates) or College Panhellenic officers—commenting on-campus events is becoming a relatively common occurrence. At the request of member organizations, NPC provides guidance and professional support, including from our external public relations firm, whenever leaders of the Panhellenic community wish to publicly comment on campus events and topics of concern. This guidance is meant to help leaders make meaningful contributions to the campus dialogue and protect themselves from potential allegations of libel or defamation. Anytime a public statement is being discussed by leaders of a Panhellenic community the NPC panhellenic support specialist for the region should be notified.

Note: An educational resource regarding Panhellenic statements is provided on the NPC website in the "Resources" section.

Housing Policies and Procedures

When college/university administrators begin discussions about the development of new housing plans for sorority chapters, the National Panhellenic Conference (NPC) serves as an information conduit between NPC member organizations and campus administrators. This applies to brand-new housing, major housing renovations or changes in existing sorority housing. NPC and its member organizations are interested in the establishment of:

- A specific housing plan.
- Housing that will contribute to a useful, healthy and happy living experience for the sorority chapters.
- Some degree of similarity and equality in housing to eliminate competition on a material basis.

NPC member organizations desire to work together to support college/university initiatives that meet the above criteria. If colleges/universities begin to develop plans for new sorority housing communities or renovations to an existing plan that would require financial investments from inter/national organizations, the campus should

reach out to the NPC (housing@npcwomen.org) to provide an overview of the proposed project with timeline, initial financial expectations and other relevant communication. NPC staff will then serve as a communication liaison between the campus and the inter/national member organizations until such a time that individual conversations regarding dedicated space are needed.

NPC member organizations no longer sign housing agreements for specific campuses, but they are committed to collaboration and transparency in housing decisions.

MRABA Script

About the Script

The National Panhellenic Conference (NPC) wants every PNM to be informed about her options for joining a sorority. This script is to be used immediately before a PNM completes the MRABA during fully structured and partially structured recruitment. It should be read aloud to a PNM and be unaltered. A PNM should only sign the MRABA when she fully understands the contract she is signing. She should have the opportunity to have all her questions answered. Signing this document is her acknowledgment that she understands the terms and conditions.

Campuses using printed MRABA forms should instruct PNMs to complete the form and initial each statement as appropriate. For campuses not using a paper copy of the MRABA, PNMs should review the language of the MRABA found on their screen while the script is read aloud. By submitting the MRABA, the PNM acknowledges and understands the terms of the MRABA.

The campus should provide additional directions as needed regarding any electronic submission. These instructions should give specific directions, telling PNMs how to select and submit preference(s). No one other than the PNM should complete/sign the MRABA. These instructions should be provided to the PNM only after the MRABA script has been read aloud, the PNM has had an opportunity to have any remaining questions clarified and she is ready to submit her final preference(s).

The printed MRABA paired with the read-aloud script allows for visual, auditory, reading/writing and kinesthetic learners to interact with the policies that affect their membership opportunities. It is important PNMs are offered the appropriate time, space, environment and expectations as they would be provided in any classroom or academic setting. NPC encourages College Panhellenics to work with appropriate campus departments and partners to discuss appropriate accommodations and settings for MRABA submission.

IMPORTANT:

PNM recruitment eligibility should have been made clear at the time of registration; however, it could be possible a PNM registered and participated in Panhellenic recruitment in violation of NPC Unanimous Agreement III: The Panhellenic Compact, which in part states:

1. A woman who is or who has ever been an initiated member of an existing NPC sorority shall not be eligible for membership in another NPC sorority.

Any woman previously initiated to a NPC member organization must be removed from recruitment as she is not eligible for membership in another NPC sorority.

REMINDER: Recruitment counselors cannot be involved with any PNM during MRABA signing. The individuals assisting with the MRABA signing should not be coaching, giving advice or questioning a PNM in her sorority selection. Should a PNM have further questions or need clarification, a fraternity/sorority advisor should provide the appropriate support.

MRABA Script

Begin reading the script for the Membership Recruitment Acceptance Binding Agreement (MRABA):

Congratulations! You have just completed the College Panhellenic primary recruitment process on this campus.

At this time, you will be reading, initialing, signing and submitting a completed membership recruitment acceptance binding agreement (MRABA) necessary to receive an invitation of membership (a bid) from a Panhellenic sorority.

Please listen carefully as we review this agreement together and consider the following points before you complete the MRABA. I am here to explain the MRABA and the steps for submitting the agreement. I cannot assist you in your sorority selection. If you need more time or advice, your fraternity/sorority advisor will provide support.

Please read the MRABA along with me as we review it.

First, the introduction where you agree to the binding contract:

This is a binding contract with the National Panhellenic Conference (NPC). You are choosing to complete this form because you participated in the primary membership recruitment process referred to throughout this MRABA simply as "Recruitment."

[If an electronic form is being used, please read the following: In signing this contract electronically, you agree this MRABA is valid, enforceable and binding under the Electronic Signatures and Global and National Commerce Act ("E-Sign") and the Uniform Electronic Transactions Act ("UETA").]

Next, Part 1, withdrawing or continuing in recruitment:

In this section, you may choose to withdraw from recruitment at this time or continue in recruitment.

If you choose to withdraw, this means you will not join a sorority now, but you could join a sorority in the future by participating in the continuous open bidding (COB) process. These future opportunities are not guaranteed and may not be available for all of the sororities on campus. If you would like to withdraw from recruitment at this time, please initial on the line and move directly to Part 5 and sign.

If you choose to continue to participate in recruitment, you will initial the selection and move to Part 2.

Part 2, understanding of the ranking process:

In this section, you agree that each of the following statements is true:

- You are willing to accept a bid from any sorority you list on the agreement (in Part 4).
- You will rank each sorority in order of your preference for receiving a bid, putting your first choice first. By writing down the name of a sorority at this time, you are agreeing to receive a bid from that sorority. This means you agree that if one of the sororities on your list (regardless of first or second preference) extends you a bid, you are willing to accept it. Writing down a second preference (if applicable) does not increase your likelihood of membership into your first preference.
- If you attended a sorority's preference event, and you will not accept a bid from that sorority, you do not have to rank that sorority. You do not have to list all the sororities that are your remaining choices. If you are certain you will not accept a bid from any of your remaining choices, you may choose to limit your choices.
- Limiting your choices will neither increase nor decrease your chances of receiving a bid to your first ranked selection.
- You understand if you choose to rank fewer sororities, you might not receive a bid through recruitment.

Part 3, understanding the effect of submitting the MRABA:

- After submitting this form, you cannot change your rankings. You cannot add or delete any sororities to your rankings.
- If you do not receive a bid from any sorority you ranked, you understand you are eligible to join a sorority later through the COB process. You understand that not all sororities will recruit through COB.
- If you do receive a bid from a sorority you ranked, but you choose not to accept that bid, you understand that you are NOT eligible to join any other sorority on this campus until the start of the next primary membership recruitment process. You will not be eligible to participate in COB if this opportunity is available.

Part 4, ranking your preferences:

In this section, please rank each sorority you are willing to receive a bid from in preference order.

- You only have the ability to rank a sorority whose preference event you attended.
- You should only rank a sorority you are willing to join.
- If you will not accept a bid from a sorority, you should not rank/write that sorority.

Part 5, signing the contract:

In this section, you agree that you have read and understood the MRABA. By signing or submitting this MRABA, you agree to be bound by its terms.

[If an electronic form is being used please read the following: You agree that completing this form electronically has the same legal effect of completing a paper version.]

You have never been initiated into an NPC sorority. You understand that if you join an NPC sorority and choose to become an initiated member of that sorority, you cannot join another NPC member organization, regardless of the circumstances.

Before you submit this binding agreement, please stop and ask any questions that you may still have.

You should not sign this binding contract if you have questions or need further explanations on any of the items listed. You are agreeing to a binding contract. Once signed, you are agreeing that you understand each item listed.

If you have any questions or need further support regarding your sorority selection, please ask questions of the fraternity/sorority advisor. This form is a binding agreement and cannot be changed once submitted.

MEMBERSHIP RECRUITMENT ACCEPTANCE BINDING AGREEMENT (MRABA)

This MRABA must be filed with the College Panhellenic within one (1) business day of the date it was signed.

REVISED: January 2021 | 3873120

Name:	
Campus Name:	
Campus Address:	
Phone Number/Email:	

Introduction: Agree to binding electronic contract and electronic signature.

Initial each statement.

___ This form is called the Membership Recruitment Acceptance Binding Agreement or "MRABA." I understand that it is a contract with the National Panhellenic Conference ("NPC") and both parties will have access to the signed agreement. I choose to complete this MRABA because I participated in the primary membership recruitment process ("Recruitment") at _____.
(Campus Name)

ELECTRONIC SIGNATURE ONLY

___ I consent to this electronic contract. I agree to electronically sign the MRABA. These terms are defined by the Electronic Signatures and Global and National Commerce Act ("E-Sign) and the Uniform Electronic Transactions Act ("UETA")

___ I agree that this MRABA and my electronic signature is valid, enforceable and binding under E-Sign and UETA.

Next Step: Continue to Part 1.

Part 1: Withdrawing or Continuing in Recruitment.

Initial one of the following options:

___ I want to withdraw from Recruitment.

I will not join a sorority now. I could join a sorority in the future by participating in the continuous open bidding ("COB") process. I will not complete this contract.

___ I am continuing in Recruitment.

Next Step: Continue to Part 2.

Part 2: Show that you understand the ranking process.

Initial each statement.

By signing the MRABA, I understand and agree that each of these statements is true:

___ I am willing to accept an invitation to membership ("bid") from any sorority I list in Part 4.

___ I will rank each sorority in the order of my preference for receiving a bid.

___ If I attended a sorority's preference event, and I would not accept a bid from that sorority, I do not have to rank that sorority.

___ I understand that if I choose to rank fewer sororities, I might not receive a bid through Recruitment.

Part 3: Show that you understand the effect of submitting the MRABA.

Initial each statement below.

By signing the MRABA, I understand and agree that each of these statements is true:

___ After I submit this form, I cannot change my rankings. I cannot add or delete any sororities to my rankings.

___ If I do not receive a bid from any sorority I ranked, I understand I am eligible to join any sorority later, through the COB process. I understand that not all sororities will recruit through COB.

___ If I do receive a bid from a sorority I ranked, but I choose not to accept that bid, I understand that I am not eligible to join any other sorority on this campus until the start of the next primary Recruitment.

Part 4: Rank your preferences.

Rank in order of your preference for receiving a bid.

1st Preference: _____

2nd Preference (if applicable): _____

3rd Preference (if applicable): _____

Part 5: Sign the Contract

I have read and understand this MRABA. By signing or submitting this MRABA, I agree to be bound by its terms. I agree that completing this form electronically has the same legal effect of completing a paper version.

I have never been initiated into an NPC sorority. I understand that if I join an NPC sorority and choose to become an initiated member of that sorority, I cannot join another NPC member organization, regardless of any circumstances.

Signature: _____ Date: _____

Continuous Open Bidding MRABA

Name:	
Campus Name:	
Campus Address:	
Phone Number/Email:	

The _____(Chapter Name) of _____(Organization Name, by itself or by its agents, extends this invitation of membership ("bid") to you.

This form is called the Membership Recruitment Acceptance Binding Agreement ("MRABA"). It is a contract with the National Panhellenic Conference ("NPC") and both parties will have access to the signed agreement.

By signing the MRABA, I understand and agree that each of these statements is true:

Initial each statement.

___ I am willing to accept a bid from the sorority named above.

___ My bid is pending. The College Panhellenic Association and my institution must confirm that I am eligible to join.

___ If I am not eligible to join, this bid may be revoked.

___ After signing this MRABA, I cannot accept any other bid until the beginning of the next primary recruitment process on this campus.

___ I have never been initiated into an NPC sorority. I understand that if I join an NPC sorority and choose to become an initiated member of that sorority, I cannot join another NPC member organization, regardless of any circumstance.

I have read and understand this MRABA. I agree to its terms and I am bound by its terms.

Signature: _____

Date: _____

This MRABA must be filed with the College Panhellenic within one (1) business day of the date it was signed.

REVISED: January 2021 | 3873120

Newly Establishing Chapters MRABA

Name:	
Campus Name:	
Campus Address:	
Phone Number/Email:	

The _____(Chapter Name) of _____(Organization Name, by itself or by its agents, extends this invitation of membership ("bid") to you.

This form is called the Membership Recruitment Acceptance Binding Agreement ("MRABA"). It is a contract with the National Panhellenic Conference ("NPC") and both parties will have access to the signed agreement.

By signing the MRABA, I understand and agree that each of these statements is true:

Initial each statement.

___ I am willing to accept a bid from the sorority named above.

___My bid is pending. The College Panhellenic Association and my institution must confirm that I am eligible to join.

___If I am not eligible to join, this bid may be revoked.

___After signing this MRABA, I cannot accept any other bid until the beginning of of the next primary recruitment process on this campus.

___I have never been initiated into an NPC sorority. I understand that if I join an NPC sorority and choose to become an initiated member of that sorority, I cannot join another NPC member organization, regardless of any circumstance.

I have read and understand this MRABA. I agree to its terms and I am bound by its terms.

Signature: _____

Date: _____

This MRABA must be filed with the College Panhellenic within one (1) business day of the date it was signed.

REVISED: January 2021 | 3873120

College Panhellenic Violation Report

Complete and submit to the College Panhellenic president or fraternity/sorority advisor within 30 calendar days from the date of the alleged infraction (including college/university breaks). Incomplete reports should be addressed within 72 hours and must be addressed within 30 calendar days from the date of the alleged infraction, to move forward.

College/University: _____

Against [name of sorority]: _____

For violating: _____

List specific NPC Unanimous Agreements, NPC policy, College Panhellenic bylaws, code of ethics, recruitment rules, etc.

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

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

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

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

Date/time/location of alleged infraction: _____

Witness(es) to the incident; include affiliation/Panhellenic officer title and phone numbers: _____

Description of the incident; use additional sheets if necessary: _____

Names and affiliations of cited individuals and sorority involved: _____

Names, email addresses and phone numbers of individuals/sorority reporting incident: _____

Signed by: _____

Name and Position

Date

DELIVERY RECORD (Completed by the College Panhellenic president or fraternity/sorority advisor)

Date submitted: _____

Report property submitted?

Yes

No. If not, briefly explain _____

College Panhellenic Violation Report sent to:

Accused sorority Date: _____

Fraternity/sorority advisor Date: _____

NPC area advisor Date: _____

College Panhellenic Infraction Notice

This is completed by the College Panhellenic president or fraternity/sorority advisor after a College Panhellenic Violation Report has been properly filed. This must be given to the accused sorority president or designated representative within seven days of receiving the College Panhellenic Violation Report. Distribute a copy 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.

College/university: _____

Accused sorority: _____ Date of notification: _____

Notification emailed to (list names and email addresses): _____

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

Date/time/location of alleged infraction: _____

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

Infraction filed by: _____ Date infraction filed: _____

Rights and obligations of accused sorority:

The accused sorority has the right to resolve the alleged infraction through mediation and/or a judicial board hearing. The accused sorority is responsible for contacting the College Panhellenic president within seven days of receiving this infraction notice to schedule a mediation or a judicial board hearing. Mediation is held unless the accused sorority chooses to proceed directly to a judicial board hearing. The mediation or judicial board hearing does not have to occur within the seven-day period; it must be scheduled as soon as possible at a time convenient for the parties involved. If the infraction notice 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: _____

DELIVERY RECORD (Completed by the College Panhellenic president or fraternity/sorority advisor)

Date submitted: _____

Report property submitted?

Yes

No. If not, briefly explain _____

College Panhellenic Violation Report sent to:

Accused sorority Date: _____

Fraternity/sorority advisor Date: _____

NPC area advisor Date: _____

College Panhellenic Mediation Summary Report

The mediator completes this form and then gives it to the fraternity/sorority advisor for delivery as outlined in the Delivery Record.

College/university: _____

Date of mediation: _____ Printed Name of Mediator: _____

Location of mediation: _____

Names and titles of all representatives present: _____

Outcome(s) of mediation and sanctions that are specific, measurable, attainable, relevant and timely, if any, agreed to: _____

If any above sanctions are not complete by _____(date), this will automatically be sent to the judicial board for review.

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

Accused sorority designee printed name: _____

Accused sorority designee signature: _____ Date: _____

Accusing party designee printed name: _____

Accusing party designee signature: _____ Date: _____

Mediator signature: _____ Date: _____

DELIVERY RECORD (Completed by the College Panhellenic president or fraternity/sorority advisor)

Date submitted: _____

Report property submitted?

Yes

No. If not, briefly explain _____

College Panhellenic Violation Report sent to:

Accused sorority Date: _____

Fraternity/sorority advisor Date: _____

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 takes the minutes on the College Panhellenic Judicial Board Hearing Minutes form and attaches the minutes to this document.

College/university: _____ Was mediation held? Yes / No

Accused sorority: _____ Date of meeting: _____

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

Name of recorder: _____

*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 Appeal Notice form given to chapter president/designee (if applicable)

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

Accused sorority designee printed name: _____

Accused sorority designee signature: _____ Date: _____

Panhellenic representative printed name and title: _____

Panhellenic representative signature: _____ Date: _____

DELIVERY RECORD (Completed by the College Panhellenic president or fraternity/sorority advisor)

Date submitted: _____

Report property submitted?

Yes

No. If not, briefly explain _____

College Panhellenic Violation Report sent to:

Accused sorority Date: _____

Fraternity/sorority advisor Date: _____

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.

College/university: _____ Was mediation held? Yes / No

Accused sorority: _____ 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 judicial board hearing.

Accused sorority designee printed name: _____

Accused sorority designee signature: _____ Date: _____

Panhellenic judicial board representative printed name and title: _____

Panhellenic judicial board representative signature: _____ Date: _____

Page # _____ of _____

College Panhellenic Appeal Notice

This form should be used if an involved party wants to appeal the decision of the College Panhellenic Judicial Board to the NPC Panhellenic Judicial Appeals Committee.

APPEAL PROCEDURES:

- Submit the Appeal Notice to the College Panhellenic president or fraternity/sorority advisor within seven days of the judicial board hearing decision.
- The College Panhellenic president sends the complete record in a timely manner upon receiving the Appeal Notice but no longer than seven days to the NPC Panhellenic Judicial Appeals Committee chair by emailing it to npccentral@npcwomen.org.
- Include a copy of the College Panhellenic bylaws, judicial procedure and applicable rules in the email.
- The NPC Panhellenic Judicial Appeals Committee upholds or reverses the decision of the College Panhellenic Association Judicial Board. It may also dismiss or modify sanctions as the committee deems appropriate.

College/university: _____

Appealing party: _____ Date of decision: _____

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

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

Reason for appeal of rendered decision; attach additional pages if necessary:

Appealing party signature: _____

Delivery Record
(Completed by the College Panhellenic president or fraternity/sorority advisor)

Date appeal submitted: _____ Within seven days of decision? Y/N

Date sent to the NPC Panhellenic Judicial Appeals Committee chair: _____
Email or certified mail/return receipt requested.

Copy of College Panhellenic Appeal Notice sent to

- Fraternity/sorority advisor Date: _____
- NPC area advisor Date: _____



GLOSSARY

GLOSSARY

Alumna (feminine): A 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 organizations.

Alumni (masculine): The plural of alumnus, the customary plural term when men and women are addressed.

Alumnus (masculine): A male who is no longer a member of a collegiate fraternity chapter.

Area advisor: The NPC volunteer with direct advising responsibility for College Panhellenics. She contacts all chief panhellenic officers 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.

Area advisor coordinator: The NPC volunteer who works directly with the College Panhellenics Committee chair to coordinate and provide guidance to the NPC area advisors in one of the six identified regions: Mid-America North, Mid-America South, Mid-Atlantic, Northeast, Southeast and West. If an area advisor is unavailable for any reason, she is the next point of contact for College Panhellenics in the region.

Area coordinator: The NPC volunteer with direct advising responsibility for Alumnae Panhellenics in a designated area. She works with member organizations to provide assistance in recruiting members, provides programming guidance and support and relays news from NPC to the Alumnae Panhellenic she works with.

Badge: An insignia of fraternity or sorority membership worn by initiated members. Each NPC member sorority has its own badge.

Bid: An invitation to join a sorority.

Bid Day: The last day of recruitment when potential new members receive invitations (bids) to join chapters. The Unanimous Agreements state there is to be no alcohol use or men associated with Bid Day.

Chapter: A membership unit of an inter/national sorority.

Chief panhellenic officer (CPO): An inter/national officer/representative of a specific sorority who is the liaison and primary contact for NPC and other member organizations on all College and Alumnae Panhellenic matters.

College Panhellenic Association: The cooperative campus organization of all collegiate members of NPC member organizations and associate members on the campus.

Panhellenic Council: The governing body of a campus College Panhellenic Association. Each member chapter of the College Panhellenic Association chooses a delegate to sit on the College Panhellenic Council.

College Panhellenic delegate: The representative for each chapter on a College Panhellenic Council who votes on all decisions made by the College Panhellenic. Proposed changes to recruitment and other community-wide decisions should be reported back to the chapter with sufficient time for each chapter to consult with its chief panhellenic officer and/or headquarters staff before the vote is taken.

College Panhellenic Executive Board: The officers of a College Panhellenic Association, responsible for running the day-to-day business of the College Panhellenic Association.

Continuous open bidding (COB): An opportunity for chapters that do not reach quota during primary recruitment to bid to quota and/or for chapters that are not at total to bid to total. The COB process is not structured by the College Panhellenic, and only chapters with available spaces in quota/total are eligible to participate in COB.

Continuous recruitment (CR): An NPC-recognized primary recruitment style for a campus.

Council of Delegates: This council is composed of one delegate from each NPC member organization with full authority to act and vote on behalf of her organization.

Delegate: One woman from each member organization who sits on the Council of Delegates and has full authority to act and vote on behalf of her organization.

FS Central: NPC's contacts and information database.

Fully structured recruitment (FSR): An NPC-recognized primary recruitment style for a campus.

Fraternity: A Greek-letter sisterhood or brotherhood. NPC member organizations may be formally named as fraternities, but are referred to by NPC as sororities.

Fraternity/sorority housing:

- 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 ritual ceremony that brings new members into full membership of a sorority including its lifelong benefits. Once a woman is initiated into an NPC sorority, she is ineligible for membership in any other NPC sorority.

Intentional single preference: When a woman who attended more than one preference event lists only one chapter on her membership recruitment acceptance binding agreement following preference round.

Junior Panhellenic: An organization of new members and new initiates of sororities that helps develop an early understanding of Panhellenic spirit, unites new member classes and coordinates Activities.

Legacy: A daughter, sister or granddaughter of an initiated member of a sorority. Each NPC member organization has its own definition of and invitation policies regarding legacies.

Local: A men's or women's Greek-letter organization without guidance from or affiliation with any inter/national organization.

Membership recruitment acceptance binding agreement (MRABA): The binding agreement signed by a potential new member (PNM) following the final preference event she attends during fully structured or partially structured recruitment. A PNM agrees to accept a bid from any chapter she lists on her MRABA. If she receives a bid to a chapter she lists and declines it, she is ineligible to join another organization on that campus until the beginning of the next primary membership recruitment period. If she does not receive a bid to membership, she is eligible for continuous open bidding. The MRABA also is used for continuous open bidding and new chapter establishment bids.

New member: a woman who accepted a bid from a sorority but is not yet an active member of the chapter. As a new member, she receives education about the organization's values and history to prepare her for initiation.

National Panhellenic Conference (NPC): The umbrella organization for 26 inter/national sororities.

NPC best practice: Procedures formulated to help College and Alumnae Panhellenics and their member chapters achieve the greatest success. Adherence to these practices is not required but is strongly recommended.

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.

Panhellenic Support Specialist: A Panhellenic support specialist is a full-time, paid NPC staff member. The Panhellenic support specialist can answer questions, assist with completing reports and share the variety of resources available to all College and Alumnae Panhellenics.

Parity: Being equal or equivalent.

Pledge: A promise made by a new member. It is a verb and should not be used as a noun to describe a new member.

Potential new member (PNM): Any woman who is eligible to participate in recruitment.

Partially structured recruitment (PSR): An NPC-recognized primary recruitment style for a campus.

Preferential bidding: A mutual selection process for chapters and potential new members.

Primary recruitment: A period of time during the academic year when events are held by each sorority for the purpose of selecting new members. The primary recruitment period is organized and implemented by the College Panhellenic. Should the College Panhellenic not host a primary recruitment, then primary recruitment will default to the earliest opportunity a student is permitted to join. NPC endorses primary recruitment held in the fall academic term. NPC also advocates women be able to join a sorority during their first academic term on campus.

Quota: The number of potential new members to which each chapter can offer bids during primary recruitment. This is determined with a formula involving the number of chapters and the number of women participating in bid matching.

Quota addition: A woman who was not matched during initial bid matching, but is added to a chapter's bid list after bid matching. A potential new member is only eligible to be a quota addition if she listed all available options on her MRABA.

Quota range: A procedure to determine the best number to use when setting quota.

Recommendation: A form completed by a member of a sorority, recommending a potential new member for membership. It may also be referred to as sponsorship or reference.

Recruitment counselor: A Panhellenic representative who is available to guide women through the recruitment process and answer questions.

Release Figure Methodology (RFM): A process used to determine the number of potential new members each chapter is able to invite to events. The process is implemented on campuses by trained NPC volunteers known as RFM specialists.

Snap bidding: An option available to chapters that did not match to quota during bid matching. This process takes place before bids are distributed. Snap bidding is not intended to fill spaces in the chapter total and is limited to potential new members who withdrew from primary recruitment before signing the MRABA and/or were not matched in the bid-matching process.

Sorority: A Greek-letter sisterhood. NPC refers to all its member organizations, regardless of formal title, as sororities.

Strict silence: The period of time after the close of preference events and prior to the distribution of bids when there is no communication between potential new members and sorority women.

Total: The allowable chapter size on a campus, as determined by the College Panhellenic that includes both new and initiated members. Chapters that fall under total are allowed to participate in continuous open bidding (COB) until they reach total.

Unanimous Agreements (UAs): Agreements between the NPC member organizations that provide for fairness and equality among the organizations. The UAs are passed unanimously, ratified by each member organization's inter/national president and binding on all NPC member organizations and their

members. Each College Panhellenic (or the equivalent organization) and Alumnae Panhellenic must incorporate the NPC Unanimous Agreements into its governing documents.

Values-based recruitment: Recruitment that focuses on conversations between chapter members and potential new members about organizational values and member organizations.

This document is intended to be viewed electronically. To find information quickly, use the Table of Contents or the Find (Ctrl+F) feature within Adobe PDF Reader.

