



College Panhellenic Peer Accountability Process Guide

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College Panhellenic Peer Accountability Process Overview

The College Panhellenic peer accountability process is set in motion when a College Panhellenic Alleged Infraction Report is filed for an alleged infraction of:

- National Panhellenic Conference (NPC) Unanimous Agreements or NPC policies.
- College Panhellenic bylaws and/or other governing documents.
- College Panhellenic membership recruitment rules/guidelines.
- College Panhellenic code of ethics.
- College Panhellenic standing rules.

A College Panhellenic Alleged Infraction Report can only be filed against a chapter and not against any individuals.

1. Timing and documentation

- The **College Panhellenic Alleged Infraction Report** must be completed and presented to the peer accountability officer (or president of the College Panhellenic if there is no peer accountability officer due to the small size of the College Panhellenic) within 30 calendar days from the date of the alleged infraction (including university/college breaks).
- If the peer accountability officer is unavailable or the alleged infraction is against her sorority, the report must be presented to the fraternity/sorority advisor.
- All documentation for each alleged infraction, including all reports/forms completed as part of the College Panhellenic peer accountability process, must be retained for three years by the College Panhellenic and/or the fraternity/sorority advisor and be available upon request from NPC. This can be stored electronically and should be destroyed after three years.

2. Proper reporting authority

Alleged infractions, excluding recruitment infractions, may only be reported and submitted 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.

Alleged recruitment infractions may only be reported and submitted by one of these people:

- Chapter president on behalf of her chapter.
- College Panhellenic officer in charge of recruitment or a recruitment counselor.
- Potential new member.



- Fraternity/sorority advisor.
3. Receipt of **College Panhellenic Alleged Infraction Report**
- The peer accountability officer and fraternity/sorority advisor must review the **College Panhellenic Alleged Infraction Report** to ensure that it has been completed correctly, including indicating the rule/guideline allegedly violated and confirming that the alleged infraction falls within the scope of what the College Panhellenic can resolve. Details such as specific section numbers of the NPC Manual of Information (MOI), College Panhellenic bylaws, recruitment rules, standing rules, etc., should be included.
 - An incomplete report must be returned to the reporting party for completion before proceeding. Corrections must be made within the 30-calendar day window from the alleged infraction to proceed in the process.
 - The peer accountability officer or fraternity/sorority advisor must send a copy of the report with all documentation of the alleged infraction to the parties designated on the form within seven calendar days. This includes the NPC College Panhellenic area advisor.
4. Chapter notification
- The peer accountability officer must notify the chapter in question by delivering the **College Panhellenic Alleged Infraction Resolution Meeting Notice** to that chapter president within 14 calendar days of receiving the **College Panhellenic Alleged Infraction Report** indicating all alleged infractions.
 - The delivery record must be documented on the notice.
 - A copy of the notice must be given to the fraternity/sorority advisor and sent to the NPC area advisor within the same time period.
5. Response to receipt of the **College Panhellenic Alleged Infraction Resolution Meeting Notice**
- Upon receipt of the **College Panhellenic Alleged Infraction Resolution Meeting Notice**, the chapter in question must contact the peer accountability officer within seven calendar days to schedule either an informal accountability resolution meeting or a formal accountability resolution meeting.
 - An informal accountability resolution meeting must be held if the chapter in question is willing to accept responsibility for all alleged infractions and wishes to collaboratively determine educational outcomes for the infractions.



- A formal accountability resolution meeting must be held if the chapter in question wishes to dispute any alleged infractions.
- Either the informal or formal accountability resolution meeting must be held within 21 calendar days of the receipt of the notice.
- Meetings should be scheduled so the chapter in question can have all needed parties (e.g., chapter president, recruitment chair, accused member or advisor) attend.
- If there is a college/university break during the timeframes specified for the resolution meeting, it may be scheduled after classes resume or held during the break if all parties are available. If held after classes resume, the time frame may be extended by the number of days of the break.
- If the chapter does not respond within the allotted time, then the organization's chief panhellenic officer must be notified, and a Formal Accountability Resolution Meeting will take place as scheduled.

Informal Accountability Resolution Meeting

The purpose of an informal accountability resolution meeting is for the chapter in question to accept responsibility for all alleged infractions and to collaboratively determine educational outcomes addressing and correcting the accepted infraction behaviors. A script for this meeting is included in this guide. The following elements of the informal accountability resolution meeting must be followed:

- The meeting must be closed to the public.
- All participants in the meeting must keep strict confidentiality.
- No more than three participants (including a chapter advisor) must represent the chapter in question at the meeting.
- Nonstudent attendees such as chapter advisors, headquarters professionals or other advisors must be silent partners during the meeting. The conversation will be among the students. The nonstudent attendee(s) can provide advice or support to the student attendee(s) but will not engage in the discussion. If representatives of the chapter in question need a moment to confer with nonstudent attendees, space and brief time will be provided for such a request. Failure to comply with the expectation that the students will lead the meeting will result in the fraternity/sorority advisor removing the nonstudent attendee(s) from the meeting.
- The peer accountability officer must serve as the informal accountability resolution meeting leader.
- The fraternity/sorority advisor must serve as an unbiased ex-officio member in the meeting and will ensure that the conversations are respectful and collaborative. The fraternity/sorority advisor may step in at any point to ensure that the meeting's purpose is



achieved. For example, if the chapter in question wishes to dispute alleged infractions, the meeting must stop, and a formal accountability resolution meeting will be scheduled.

- The chapter in question will have a collaborative role along with the meeting leader in establishing educational outcomes, which must be agreed upon by both parties without objection.
- If an agreement on educational outcomes is not reached, the meeting will stop, and a formal accountability resolution meeting must be held within 14 calendar days. All parties should still sign the **College Panhellenic Informal Accountability Resolution Meeting Summary Report** and denote that agreement was not reached and the parties will proceed to a formal accountability resolution meeting
- All parties must complete and sign the **College Panhellenic Informal Accountability Resolution Meeting Summary Report**, which indicates the acceptance of infraction(s) and any agreed upon educational outcome(s)..
- Within 24 hours of the meeting's completion, the peer accountability officer must send a copy of the **College Panhellenic Informal Accountability Resolution Meeting Summary Report** to the parties designated on the form. A copy of the report must be retained by the College Panhellenic and fraternity/sorority advisor for three years.

Formal Accountability Resolution Meeting

Each College Panhellenic Association must establish a Peer Accountability Board for the limited purpose of meeting with the chapter in question during a formal accountability resolution meeting. **The Peer Accountability Board must include the peer accountability officer as the presiding officer, two members of the College Panhellenic Executive Board selected at random and rotated between accountability resolution meetings, and the fraternity/sorority advisor as an ex-officio non voting member.** A script for this meeting is included in this guide on [Page 14](#). The following elements of the formal accountability resolution meeting must be followed:

- The meeting must be closed to the public.
- All participants must keep strict confidentiality.
- No more than three participants (including a chapter advisor) must represent the chapter in question at the meeting.
- Nonstudent attendees such as chapter advisors, headquarters professionals or other advisors must be silent partners during the meeting. The conversation will be among the students. The nonstudent attendee(s) can provide advice or support to the student attendee(s) but will not engage in the discussion. If representatives of the chapter in question need a moment to confer with nonstudent attendees, space and brief time will be provided for such a request. Failure to comply with the expectation that the students




will lead the meeting will result in the fraternity/sorority advisor removing the nonstudent attendee(s) from the meeting.

- In cases of infractions for which a College Panhellenic officer or another individual has information regarding the infraction but did not file the infraction, the officer/individual must attend only for the purpose of presenting the information, after which that individual must be excused from the meeting. In addition, this officer/individual may not serve as a member of the Peer Accountability Board.
- During the meeting, a member of the Peer Accountability Board takes minutes on the **College Panhellenic Formal Accountability Resolution Meeting Minutes** form.
- During the meeting, recommendations for educational outcomes may be discussed by the chapter in question, but the final decision of infraction responsibility and educational outcomes is solely at the discretion of the Peer Accountability Board.
- While deliberating, the Panhellenic Accountability Board will prepare the College Panhellenic Formal Accountability Resolution Meeting Summary Report.
- All parties must sign the **College Panhellenic Formal Accountability Resolution Meeting Summary Report** indicating the outcome of the meeting. Within 24 hours of the meeting's completion, the peer accountability officer must send a copy of the **College Panhellenic Formal Accountability Resolution Meeting Summary Report** to the parties designated on the form. A copy of the report must be retained by the College Panhellenic and fraternity/sorority advisor for three years.
- On campuses where the small size of the College Panhellenic makes an accountability resolution meeting ineffective because of conflicts of interest, the situation may be referred directly to the NPC Panhellenic Accountability Committee.

Appropriate Educational Outcomes

Each College Panhellenic will strive to achieve a fair and reasonable resolution for infractions. Educational outcomes should fit the nature and degree of the infractions. An “Educational Outcomes Guide” is included in this guide.

- A root-cause analysis ([Page 17](#)) should be completed (by the peer accountability officer and chapter in question in an informal meeting and by the peer accountability board in a formal meeting) to ensure that the educational outcomes help change the behavior that caused the chapter to be found responsible for the infraction.
- Monetary fines are acceptable only for measurable infractions listed in the College Panhellenic's governing documents or stated membership recruitment rules (via a vote of the College Panhellenic Council). For guidance on how to assess fines appropriately, see [Page 21](#).

- 
- Educational outcomes must 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.
 - Exceed one calendar year from the date the decision is final

Appeals

The decision of the Peer Accountability Board may be appealed by any involved party to the NPC Panhellenic Accountability Committee.

- An appeal must be filed with the peer accountability officer, using the **College Panhellenic Appeal Notice**, within seven calendar days of the formal accountability resolution decision.
- The NPC Panhellenic Accountability Committee must reverse or uphold the decision of the Peer Accountability Board.
- The NPC Panhellenic Accountability Committee may also dismiss or modify educational outcomes as the committee deems appropriate.
- Any educational outcomes begin only after all properly filed appeal decisions have been rendered. If a sorority that has been found responsible wants to fulfill all or part of the educational outcomes pending the result of a filed appeal, the sorority has that option.
- If the NPC Panhellenic Accountability Committee is unable to resolve the appeal, the file will be transferred to the NPC Board of Directors for final resolution. The decision of the board is final.

College Panhellenic Peer Accountability Procedure



1. College Panhellenic Alleged Infraction Report.

- Filed within 30 days of the alleged infraction.
- Reviewed by peer accountability officer and fraternity/sorority advisor.



2. Alleged Infraction Resolution Meeting Notice is distributed.



The chapter in question decides if they would like to proceed with an informal or formal resolution meeting.



3. Informal accountability resolution meeting.

- **GOAL:** to find educational outcomes that address and correct the accepted infraction behaviors.
- Selected **ONLY** if chapter in question accepts responsibility for all alleged infractions.
- Collaboration with the College Panhellenic to design educational outcomes.
- Must be held within 21 days of meeting notice.

NOTE:

- Peer accountability officer leads meeting.
- The fraternity/sorority advisor ensures conversations are respectful and collaborative.



4. Formal accountability resolution meeting.

- **GOAL:** to determine what, if any, infractions occurred.
- Selected if the chapter in question does not accept responsibility for all alleged infractions.
- Must be held within 21 days of meeting notice.

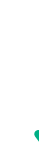
NOTE:

- Peer accountability board = two members of the College Panhellenic executive board plus the peer accountability officer who leads the meeting.
- The fraternity/sorority advisor serves as an ex-officio, non-voting member.

5. Educational outcomes.

(Part of the informal meeting or determined based on the responsibility of the formal meeting)

- Develop by using the root cause analysis resource.
- Should fit the nature and degree of the offense. There can only be monetary fines when predetermined in governing documents for a measurable offense.
- Cannot exceed one calendar year.



6. Informal or Formal Accountability Resolution Meeting Summary Report completed.



7. Appeals

- This can only occur if a formal accountability resolution meeting takes place
- College Panhellenic Appeal Notice must be filed within seven days of the formal accountability resolution meeting.
- Can be filed by any party involved in the meeting.
- Can reverse or uphold the peer accountability board decision.





Forms Needed for the NPC Peer Accountability Process

There are several forms you need to be aware of as a peer accountability officer for your College Panhellenic. Form names are bolded throughout the course of this document, but a short description of each of those forms and their purposes can also be found below. Fillable PDF versions of these forms are always available on the NPC website under Resources/College Panhellenics/Panhellenic Operations/Peer Accountability.

College Panhellenic Alleged Infraction Report

- Submitted when a violation of National Panhellenic Conference (NPC) Unanimous Agreements or NPC policies or College Panhellenic governing documents occurs.
- Can only be filed by a select group of responsible individuals (listed on [Page 2](#)) and only filed against a chapter, not an individual.
- Must be submitted within 30 calendar days of the alleged infraction.

College Panhellenic Alleged Infraction Resolution Meeting Notice

- Sent to the chapter in question with the Alleged Infraction Report within 14 days of receiving the initial report.
- The chapter in question must respond back to schedule an informal or formal meeting within seven days.

College Panhellenic Informal Accountability Resolution Meeting Summary Report

- This is where a peer accountability officer would denote meeting outcomes from an informal accountability resolution meeting. Chapter representatives are required to sign this document.
- The peer accountability officer should take care to denote the root cause of the infraction and be detailed in notes on educational outcomes agreed upon in this meeting.

College Panhellenic Formal Accountability Resolution Meeting Summary Report

- This is where a peer accountability board would denote meeting outcomes from a formal accountability resolution meeting. Chapter representatives are required to sign this document.
- The peer accountability board should take care to denote the root cause of the infraction, how the chapter was found responsible and be detailed in notes on educational outcomes decided upon in this meeting.



College Panhellenic Formal Accountability Resolution Meeting Minutes

- Add detailed minutes of what transpired in the formal accountability resolution meeting here.

College Panhellenic Appeal Notice

- This form is to be used should any party wish to appeal the decision or outcomes of a formal accountability resolution meeting.
- Please follow the instructions and appeal procedures denoted on the form and ensure that all documentation is sent to the NPC office to ensure timely processing of the appeal.



Outline for Accountability Resolution Meetings

Prior to an informal or formal accountability resolution meeting, the peer accountability officer and other College Panhellenic Executive Board members must review this document and understand the process and philosophical approach to take during these meetings.

Overall philosophy

Remember: These women are your peers, friends and Panhellenic sisters. Do not treat the chapter representatives as bad, wrong or troublesome humans. The Peer Accountability Board is expected to assume positive intent and reach a resolution. That does not mean that group members, who might come in defensive and upset, shouldn't be allowed to have those emotions, but it is the charge of the officer or board to eliminate that as much as possible while acknowledging those initial reactions.

No chapter is perfect, and all chapters experience challenges and difficulties; therefore, the officer or board must set the personality and chapter aside and focus on identifying and addressing the behavior in a restorative manner. These moments do not have to define a chapter's legacy, and grace must be given kindly and empathetically.

Premeeting:

- Ensure that the chapter representatives receive a reminder of the meeting date, time and location. If they cannot attend, work collectively to reschedule.
- Consider all accessibility needs, and select a location that is accessible for all members and representatives to attend without issue.
- Set up the room for a dialogue rather than a "hearing" or any formalized interview-like situation. Consider placing chairs in a circle or sitting on couches. The setup should not require the officer or board to be on one side and chapter representatives on the other; instead, consider intermingling and working from the beginning to establish collaboration and resolution.
- Upon entry of the chapter representatives, greet them with a welcoming attitude and acknowledge their feelings to ensure that your first interaction is positive. Before you begin, make sure they feel at ease. Offer a drink such as water or coffee, and make sure they have settled in comfortably for the resolution conversation to begin.



Informal Accountability Resolution Meeting Script

Please follow this script closely.

1. Welcome the representatives and facilitate introductions.
 - Hello all, my name is _____, and I serve as the College Panhellenic Council peer accountability officer. I am studying _____, and my favorite part of serving on the College Panhellenic Executive Board is _____. I would love to hear from each of you. Please share your name, role in the chapter and what you love about being a Panhellenic woman. [Let them introduce themselves; write down each person's name to remember it, and reference them by name.] Thank you for sharing!
2. Review the process.
 - Thank you so much for attending this informal accountability resolution meeting and representing your chapter. Your dedication is seen and appreciated. In addition, I want you to know that I am here to work collaboratively with you. I will assume positive intent and recognize that mistakes happen. To grow and learn, we must provide care and love for one another. We are proud to have your chapter in our College Panhellenic, and we are ready to move forward and continue to support your success and growth as a chapter in our community.
 - The goal of this meeting is two-fold: 1. To have your chapter accept responsibility for all alleged infractions, and 2. To work together to determine educational outcomes. The informal resolution process requires your chapter to accept responsibility for all alleged infractions. If you wish to refute any infraction, then we will end this meeting and schedule a formal accountability resolution meeting. The decision is entirely up to you as the representatives.
3. Review the alleged infraction(s).
 - Upon receiving the College Panhellenic Alleged Infraction Report, the fraternity/sorority advisor and I reviewed the information to ensure that it was completed correctly and provided enough information for us to move the process forward. We will now review the alleged infraction(s). *[Read and list the alleged infraction(s).]*
 - As I previously mentioned, the informal accountability resolution meeting is designed for your chapter to accept responsibility for the alleged infractions. We are fully aware that these alleged infractions might be the result of one member or a small group of members in your chapter and expect you will follow your chapter processes to hold members accountable. Does your chapter accept responsibility for these alleged infractions? *[If yes, move to the next section. If not, use the script below.]*



I respect and understand you do not wish to accept responsibility for the alleged infractions as presented, so we will now schedule a formal accountability resolution meeting. That formal meeting will consist of me as the presiding officer and two randomly selected College Panhellenic Executive Board members who will compose the Peer Accountability Board. According to our process, we need to schedule the formal accountability resolution meeting within 14 calendar days of this meeting. Let's find a date that works. The date of our formal resolution accountability meeting will be _____. I look forward to seeing you all again at that time.

4. Determining educational outcomes.

- Let's now work together to determine educational outcomes. We like to use a root cause analysis to ensure the educational outcomes are designed to amend the behaviors and do not feel punitive or without purpose. I have a guide for root cause analysis we can use as a part of this discussion. (Discuss educational outcomes via the Root Cause Analysis Guide on [Page 17](#) and work to find common ground and agreement).
- Thank you for that discussion. This plan feels purposeful and educational.

5. Complete the **College Panhellenic Informal Accountability Resolution Meeting Summary Report**.

- Per our procedure, I will now complete the **College Panhellenic Informal Accountability Resolution Meeting Summary Report** and ask for a representative signature. Please review this document and make sure I did not accidentally miss anything. *[Let them read the summary and have a representative sign the document.]*
- Thank you for your collaborative work on this. As an FYI, this will also be sent to the accusing party, our fraternity/sorority advisor and our NPC College Panhellenic area advisor. Our area advisor may also share this with your organization's chief panhellenic officer.
- Thank you for attending. Do you have any final questions I can answer today?



Formal Accountability Resolution Meeting Script

Please follow this script closely.

1. Welcome the representatives and facilitate introductions.
 - Hello all, my name is _____, and I serve as the College Panhellenic Council peer accountability officer. I am studying _____, and my favorite part of serving on the College Panhellenic Executive Board is _____. I would love to hear from each of you. Please share your name, role in the chapter and what you love about being a Panhellenic woman. [Let them introduce themselves; write down each person's name to remember it, and reference them by name.] Thank you for sharing!

2. Review the process.
 - Thank you so much for attending this formal accountability resolution meeting and representing your chapter. Your dedication is seen and appreciated. In addition, I want you to know that we are here to work collaboratively with you. We will assume positive intent and recognize that mistakes happen. To grow and learn, we must provide care and love for one another. We are proud to have your chapter in our College Panhellenic, and we are ready to move forward and continue to support your success and growth as a chapter in our community.
 - The goals of this meeting are: 1. To review the alleged infractions.. 2. To hear from individuals about the allegations and your organization's response to those allegations.. 3. To seek clarity and further information about these allegations to determine responsibility.. 4. To discuss ideas to consider for educational outcomes, if your chapter is found responsible for any alleged infractions. Next, we will review the alleged infraction(s) and ask you whether you accept responsibility. Before we proceed, do you have any questions?

3. Review the alleged infraction(s) and discuss possible outcomes.
 - Upon receiving the College Panhellenic Alleged Infraction Report, the fraternity/sorority advisor and I reviewed the information to ensure that it was completed correctly and provided enough information for us to move the process forward. We will now review the alleged infraction(s). *[[Read and list alleged infraction(s).]]*
 - Now, we will discuss each infraction individually and listen to information shared from the accusing party, as well as any witnesses, if necessary. Then, we will hear a response from your chapter. We are all working together here and respect



everyone's commitment to kindness, understanding and grace. During this process, the Peer Accountability Board might seek further clarity or understanding. If you need us to restate the question or ask it differently, please let us know. We will only ask questions about the alleged infraction(s), not about any personal information other than inquiring whether individual accountability within your chapter has occurred, but details need not be provided. *[Go through each infraction and once questioning is done, move to the next until all have been discussed.]*

- Thank you for that conversation. Before we discuss ideas for potential educational outcomes, I want to take a second to check in on you all as representatives. How are you feeling? Do you need a break? Can we do anything to make you feel more comfortable?
 - During this meeting, educational outcomes are ultimately determined by the Peer Accountability Board; however, we welcome ideas about potential educational outcomes from your chapter, assuming it is found responsible for the alleged infraction(s). We like to use a root-cause analysis to ensure that the educational outcomes are designed to amend the behaviors and do not feel punitive or without purpose. I have a guide for root-cause analysis we can use as
 - part of this discussion. *[Discuss educational outcomes, but remember: nothing should be committed to.]*
4. Break for Peer Accountability Board discussion, findings of responsibility and educational outcomes.
- Thank you for this discussion. We will now ask you all to step out while the Peer Accountability Board discusses and finalizes next steps. Do you have any questions before we break?
 - *[The board should discuss and determine findings and educational outcomes, if necessary, keeping the root-cause analysis in mind.]*
5. Reconvene the meeting with chapter representatives and share findings.
- Thank you for allowing us time to meet. We have discussed the information presented today and will now share our findings with you. *[Review each alleged infraction and state whether the chapter has been found responsible or not responsible. Then, if found responsible, share the educational outcomes determined and why those outcomes were identified.]*

If applicable, share: We know that being found responsible for something you believe your chapter did not do is difficult, and we hope you understand how we reached our decision. We understand you may disagree with that decision and respect that but we appreciate your civility.



Your chapter is entitled to appeal this decision to the NPC Panhellenic Accountability Committee. You do that by working with me directly. An appeal needs to be sent to the NPC office within seven calendar days of today. Do you have any questions about the appeal process?

6. Complete the **College Panhellenic Formal Accountability Resolution Meeting Summary Report** and **Meeting Minutes**.
 - According to our procedure, I will now complete the **College Panhellenic Formal Accountability Resolution Meeting Summary Report** and ask for a representative signature. Please review this document and make sure that I did not accidentally miss anything. *[Let the representatives read the summary and have one member sign the document].*
 - Thank you for your collaborative work on this. As an FYI, this will be sent to the accusing party, our fraternity/sorority advisor and our NPC College Panhellenic area advisor. Our area advisor may also share this with your organization's chief panhellenic officer.
 - Do you have any final questions that I can answer today? *If not, thank you for attending.*



Root-Cause Analysis: Designing Educational Outcomes for a Purpose

As you think about selecting educational outcomes for your peer accountability process, consider what the root cause is of an incident so you can create outcomes that result in fixing and addressing actual concerns. For example, an incident occurs where a chapter hosts a prerecruitment event and only invites its "top PNMs." Chapter members share with PNMs that they cannot wait for those students to become members. The root cause is that the chapter members believe they must do this to get ahead of the other chapters prior to recruitment, because their chapter is not traditionally a strong recruiter during primary recruitment. It would be more valuable to work with the chapter to find alternatives to bid promising than levying a fine, because an activity or exercise could lead to long-lasting and fruitful change in a way a fine would not.

Steps for root-cause analysis

1. Identify all the factors that affected the event such as materials, methods, measurements, machines, environment and personnel.
2. Step by step, walk back the entire incident, and rank which dynamics most affected it. For example, an overzealous recruitment team member having access to PNM contact information may have led to the event, but the culture of that community might be what's fostering that behavior.
3. Ask questions that address "why" and "what" affected the incident most.
 - a. What is the culture of the chapter? Of the community?
 - b. What behavior do chapter members tolerate?
 - c. What does accountability look like?
 - d. Why do the members think this happened?
 - e. Why do the advisors think this happened?
 - f. Why do outsiders think this happened?
4. Once you have the answer to those questions and have identified common themes, state the root cause. The Peer Accountability Board should gather consensus for the root cause before designing educational outcomes.
5. Ask chapter members what would be helpful in addressing the identified root cause. Do they agree with the root cause? Why or why not?
 - a. If not, do they need education to get in agreement? Do you need to reconsider the root cause?
 - b. If so, what do they believe they need? Do you agree? Why or why not?
6. Consult the "Educational Outcome Guide" (Page 19) for ideas.
 - a. Is there an educational outcome on the list that's appropriate? Write a rationale for how that fits.



- b. If there isn't an educational outcome that's appropriate, can one be created? If so, who do you need help from when creating an educational outcome? Are there other root causes that led to this infraction?
7. Determine educational outcomes; accordingly, provide timelines and points of contact, in addition to a rationale, for each one. When writing a rationale for each educational outcome, include intended learning and behavior outcomes for the recommendation and what the identified root cause was.
8. Create a follow-up plan for tracking and documenting educational outcomes and a followup plan for incomplete educational outcomes and missed deadlines.



Educational Outcomes Guide

Educational outcomes are the most important part of the peer accountability process. For reasonable and fair resolution to occur, root-cause analysis and a detailed process of addressing behavior through correction must occur. Use this to support those efforts.

Consider

- Training on a topic to prevent action from occurring in the future. Training can be at an individual/officer level if it addresses incorrect procedures or for the entire chapter if the issue was behavioral or affected an outside community.
- Policy changes to help ensure understanding of the root cause (if it comes from outdated policy) and putting thought into why changes need to occur. This also helps ensure changes will be sustained.
- Reading statements and policies aloud to the entire chapter to prompt conversation on action and how to improve as a chapter. This eliminates one or a few chapter officers from completing educational outcomes without chapter knowledge that an infraction occurred.
- Attendance at a future event to show corrected behavior and practice improvements.
- A root-cause analysis workshop to help the chapter identify underlying trends and focus on issues within that may lead to additional concerns. This allows the chapter to identify why policies are in place and the impacts of violating a policy.

Examples:

Infraction	Possible educational outcomes
Chapter behavior in violation of positive panhellenic relations	<ul style="list-style-type: none"> ● The chapter writes an apology statement to the affected community. The Chapter presents the letter to other chapters and sends a copy to the College Panhellenic president. ● The chapter invites a campus department leader to host a training on a specific topic. ● The chapter hosts an event for the community to repair relations damaged due to its conduct. ● The chapter hosts a decision-making workshop. ● The chapter presents the findings of the root-cause analysis to the entire chapter.
Recruitment infractions	<ul style="list-style-type: none"> ● The chapter creates a transition document outlining correct procedures or an improved chapter plan to help ensure that the incident does not occur during the next recruitment period. The chapter sends a copy of the document with the signatures of



Infraction	Possible educational outcomes
	<p>outgoing and incoming officers to the College Panhellenic.</p> <ul style="list-style-type: none"> • The chapter writes an apology statement to the affected community (chapter recruitment officers, Panhellenic recruitment officers, RFM specialist, other chapter officers, etc.). The chapter sends a copy to the College Panhellenic. • The chapter hosts a recruitment wrap-up meeting to process what changes need to be made to recruitment, providing a space for engagement with the fraternity/sorority advisor. • The chapter hosts a College Panhellenic meeting prior to recruitment for the recruitment rules to be read aloud. Hosting can include making logistical arrangements, promoting the meeting, sending invitations, and securing facilitators and presenters but not necessarily leading the workshop or presentation. • The chapter hosts a College Panhellenic program on values-based recruitment. • The chapter hosts a Panhellenic-wide training about recruitment. A chapter with serious infractions is often charged with presenting the part of the training that covers the Unanimous Agreement (UA) or recruitment rules it violated. For example, if the XYZ chapter had men assisting with recruitment, it would have to present on UA IX and educate the collective group. • The chapter presents the findings of the root-cause analysis to the entire chapter.
<p>Noncompliance of attendance expectations</p>	<ul style="list-style-type: none"> • The chapter hosts or funds an event on a similar topic. • The chapter hosts an appreciation dinner or announcement for members who did attend/participate. For example, if the chapter did not have enough members apply for a position, it would host a thank-you dinner for those who did apply. • The chapter increases the attendance requirement at the next event. • The chapter hosts a debrief or review of the event the remaining members must attend. • The chapter representative presents the findings of the root cause analysis to the entire chapter.



How to Assess Fines Appropriately: Using Fines Fairly and Equitably

One outcome you might want to use as a result of a formal or an informal accountability resolution meeting is assessing a fine to the chapter. If a College Panhellenic wants to use a fine as an outcome, it must use the following guidelines:

Is the incident/policy infraction measurable? For example, is there a specific amount needed to cover the cost of damage, trash left at an event, number of members not attending a required program?

- Yes: Your College Panhellenic may assess a fine (see more below).
- No: Your College Panhellenic cannot assess a fine. Determine or use a different outcome.

If a fine is appropriate, the Panhellenic should set a reasonable dollar amount per measurable offense. The Panhellenic can fine per member; for example, if it costs \$2,500 to host a speaker and there were 250 community members required to attend, the cost would be \$10 per member.

Another example is fining a chapter a certain dollar amount each hour a recruitment list is submitted late.

Fines should be used only when the policy infraction has already occurred and cannot be addressed in the moment (for example, a chapter having decor that is beyond the recruitment rules). If this is noted prior to the start of recruitment, then the chapter should be asked to remove items. Giving chapters the option to "take the fine" allows for a rule/policy to be "bought out." Therefore, a fine would not be a reasonable sanction. However, if a chapter submits its invitation list late, the list must be accepted even if it is late. Therefore, a fine can be a reasonable sanction.

If fines are used as a sanction, how that money is used should be agreed upon by the College Panhellenic and indicated in the budget passed each year. Suggestions for how this money can be used include recruitment registration waivers or funding for educational programs and events.