

Peer Accountability Procedure Guide



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College Panhellenic Peer Accountability Process

Overview

The College Panhellenic peer accountability process will be set in motion by the filing of a College Panhellenic Alleged Infraction Report 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) in a timely manner, but not more than 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, need to be retained for three years by the College Panhellenic and the fraternity/sorority advisor and be available upon request from NPC.

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 it has been filled out completely, including indication of the rule/guideline allegedly violated and confirming the alleged infraction falls within the scope of what the College Panhellenic can resolve.
- An incomplete report must be returned to the reporting party for completion before proceeding. Response must take place within the 30-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 College Panhellenic Alleged Infraction Report to the parties designated on the form within seven days.

4. Notification of Chapter

- 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 days of receiving the College Panhellenic Alleged Infraction Report indicating all alleged infractions.
- The record of delivery must be documented on the notice.
- A copy of the College Panhellenic Alleged Infraction Resolution Meeting 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 Infraction Notice

- Upon receipt of the College Panhellenic Alleged Infraction Resolution Meeting Notice, the chapter in question must contact the peer accountability officer within seven days to schedule either an informal accountability resolution meeting or 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 days of the receipt of the College Panhellenic Alleged Infraction Resolution Meeting Notice.
 - 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 timeframe may be extended by the number of days of the break.

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.
 - Non-student attendees such as chapter advisors, headquarters professionals or other advisors must be silent partners during the meeting. The conversation will be between the students. The non-student attendee(s) can provide advice or support to the student attendee(s) but will not engage in the discussion. Should the chapter in question need a moment to chat with non-student attendees, space and brief time will be provided for such a request. Failure to comply with this expectation will result in the fraternity/sorority advisor removing the non-student 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 ex-officio member in the meeting and will ensure the conversations are respectful and collaborative. The fraternity/sorority advisor may step in at any point to ensure 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 lead in establishing educational outcomes, which must be agreed upon by both parties without objection.
- If agreement is not reached on educational outcomes, the meeting will stop, and a formal accountability resolution meeting must be held within 14 days.
- All parties must sign and complete the College Panhellenic Informal Accountability Resolution Meeting Summary Report which indicates the acceptance of infraction(s) and the agreed upon educational outcome(s).
 - Within 24 hours of the completion of the meeting, 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. 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.
 - Non-student attendees such as chapter advisors, headquarters professionals or other advisors must be silent partners during the meeting. The conversation will be between the students. The non-student attendee(s) can provide advice or support to the student attendee(s) but will not engage in the discussion. Should the chapter in question need a moment to chat with non-student attendees, space and brief time will be provided for such a request. Failure to comply with this expectation will result in the fraternity/sorority advisor removing the non-student attendee(s) from the meeting.
- In cases of infractions for which a College Panhellenic officer or another individual has information regarding the infraction and 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. Additionally, 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 Resolutions 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.
- All parties must sign the College Panhellenic Formal Accountability Resolution Meeting Summary Report indicating the outcome of the meeting.
 - Within 24 hours of the completion of the meeting, 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 is retained by the College Panhellenic and fraternity/sorority advisor for three years.
- On those 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.

Educational Outcomes

Appropriate Education 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.
- A root cause analysis (see Page 14 of this guide) should be completed to ensure the educational outcomes correct the behavior the chapter is being found responsible to have violated.
- Monetary fines will be acceptable only for measurable infractions of the College Panhellenic’s governing documents or stated membership recruitment rules. For guidance on how to assess fines appropriately, see Page 19 of this guide.
 - The amounts of monetary fines must be predetermined by a vote of the College Panhellenic Council and stated in the College Panhellenic standing rules and/or membership recruitment rules/guidelines prior to the beginning of recruitment.
- 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.
- The duration of any education outcomes imposed must not exceed one calendar year from the time the decision is final. A Recommended Educational Outcome Guide is included in this guide.

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 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 outcome shall 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 outcome 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.



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 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 get to resolution. That does not mean the group, who might come in defensive and upset, shouldn't be allowed to have those emotions, but it is the work 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.

Pre-Meeting:

- Ensure the chapter representatives receive a reminder of the meeting date, time and location. If they cannot attend, work to reschedule collectively.
- 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 set up 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 your first interaction is positive. Before you begin, make sure they feel comfortable, 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 names, roles in the chapter and what you love about being a Panhellenic woman. *(Let them introduce one another and write down the names of each person to remember them 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. Additionally, 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 each other. 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 it was completed correctly and provided enough information for us to move our process forward. We will now review the alleged infraction(s). *(Read out 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 or a small group of members in your chapter and expect you will follow your own chapter processes to hold any members accountable. Does your chapter accept responsibility for these alleged infractions? *If yes, move forward to the next section. If no, 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 myself as the presiding officer, and two randomly selected College Panhellenic Executive Board members who will make up the Peer Accountability Board. Per our process, we will need to schedule the formal accountability resolution meeting within 14 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 part of this discussion. (*Discuss educational outcomes 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 that I did not accidentally miss anything. (*Let them read the summary and have the 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.
- Thank you for attending. Do you have any final questions that 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 names, roles in the chapter and what you love about being a Panhellenic woman. *(Let them introduce one another and write down the names of each person to remember them 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. Additionally, I want you to know that we are here to work collaboratively with you. We will assume positive intent and recognize that mistakes happen. In order to grow and learn we must provide care and love for each other. 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 include: 1. To review the alleged infractions, 2. To hear from any 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 and, 4. To discuss some ideas for consideration for educational outcomes, if the 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 it was completed correctly and provided enough information for us to move our process forward. We will now review the alleged infraction(s). *(Read out 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 witness if necessary, and then we will take time to 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 outside of inquiring if 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 discussion. Before we discuss ideas for potential educational outcomes, I want to take a second and 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 the chapter is found in violation of the alleged infraction(s). 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 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 shared today and will now share our findings with you. *(Review each alleged infraction and state if 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 appreciate your civility. Your chapter is entitled to appeal this decision to the NPC Panhellenic Accountability Committee. You would do that by working with me directly. Any appeal needs to be shared with the NPC office within seven days of today. Do you have any questions about the appeal process?*
6. Complete the College Panhellenic Formal Accountability Resolution Meeting Summary Report.
- Per 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 them read the summary and have the representative 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.



- 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, you should consider what the root cause of an incident is so you can create educational outcomes in a way that results in fixing and addressing actual concerns. For example, an incident occurs where a chapter hosts a pre-recruitment event and only invites their “top PNMs” - sharing with PNMs that they cannot wait for those students to become members, and the root cause is the chapter believes they must do this to get ahead of the other chapters prior to recruitment as they are not traditionally a strong recruiting chapter during primary recruitment. It would be more valuable to work with the chapter to find alternatives to bid promising than levying a fine as some activity or exercise may lead to long-lasting and fruitful change in a way a fine may not.

Steps for Root Cause Analysis

1. Identify all the factors that impacted the event such as materials, methods, measurements, machines, environment and personnel.
2. Walk the entire incident backward and rank which dynamics most impacted the incident. For example, an overzealous recruitment team member having access to PNM contact info may have led to the event, but the culture of that community may be what’s fostering that behavior.
3. Ask questions that address “why” and “what” impacted the incident most.
 - a. What is the culture of the chapter? Of the community?
 - b. What behavior do they 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 things, state the root cause. The Peer Accountability Board should gather consensus for the root cause before designing educational outcomes.
5. Ask the chapter what would be helpful in addressing the identified root cause.
 - a. Do they agree with the root cause? Why or why not?
 - i. If not, do they need education to get in agreement? Do you need to reconsider the root cause?
 - ii. If so, what do they believe they need? Do you agree? Why or why not?
6. Consult the Recommended Educational Outcome Guide beginning on Page 16 for ideas.
 - a. Is there an educational outcome on the list that’s appropriate? Write a rationale for how those 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 there is an educational outcome for?
7. Determine educational outcomes; accordingly, provide timelines and points of contact, in addition to a rationale, for each educational outcome. When writing a rationale for each educational outcome, include intended learning and behavior outcomes for the recommendation and what the root cause identified was.
8. Create a follow-up plan for tracking and documenting educational outcomes and a follow-up 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 included incorrect procedures or for the entire chapter if it was behavioral or impacted an outside community.
- Policy changes to ensure understanding of root cause (if it comes from outdated policy) and thought being put into why changes need to occur. This also helps ensure changes will be sustained.
- Statements and policies read 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.
- Root cause analysis workshop to help the chapter identify underlying trends and focus on issues within the chapter that may lead to additional issues. 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 impacted community. Chapter presents letter to chapters and sends a copy to the College Panhellenic president. • The chapter invites a campus department to host a training on specific topic. • The chapter hosts an event for community to repair relations damaged due to 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 transition document outlining correct procedures or improved chapter plan to ensure incident does not occur during the next recruitment period. Send a copy of the document with the signatures of outgoing and incoming officers to the College Panhellenic. • The chapter writes an apology statement to the impacted



	<p>community (chapter recruitment officers, Panhellenic recruitment officers, RFM specialist, other chapter officers, etc.) The chapter sends a copy to the College Panhellenic.</p> <ul style="list-style-type: none"> • 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 responsibilities such as making logistical arrangements, promoting the meeting, sharing invitations and securing facilitators and presenters, but does not need to be 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. Chapters with serious infractions are often charged with presenting the part of the training covering the Unanimous Agreement (UA) or recruitment rules they violated. For example, if 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 event or funds event on similar topic. • The chapter hosts an appreciation dinner or announcement for members that did attend/participate (i.e., if chapter did not have enough members apply for a position, thank you dinner for those that did apply). • Increased attendance requirement at next event.



	<ul style="list-style-type: none">• The chapter hosts debrief or review of events for remaining members to attend.• The chapter presents the findings of the root cause analysis to the entire chapter.
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How to Assess Fines Appropriately: Using Fines Fairly and Equitably

One of the outcomes you may want to use as for the result of a formal or informal accountability resolution meeting is assessing a fine to the chapter.

Should a College Panhellenic want to use a fine as an outcome, it must use the following guidelines:

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

- Yes: Fine (see more below)
- No: No fine. Determine an educational sanction.

If a fine is appropriate, the Panhellenic should set a reasonable dollar amount per measurable offence. You 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 certain dollar amount each hour a recruitment list is submitted late.

You should only use fines when the policy infraction has already occurred and cannot be addressed in the moment (for example, a chapter having décor 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 this money can be used include scholarships, recruitment registration waivers or funding for educational programs and events.