



**GUIDE TO LOCAL CHAPTER  
ACCOUNTABILITY**

## TABLE OF CONTENTS

Introduction to <i>Guide to Local Chapter Accountability</i> .....	1
<b>Judicial Board Resources</b> .....	
General Information.....	2
Sample Structure and Bylaws.....	5
Sample Application.....	8
Hearing Minutes Template.....	10
Hearing Notification Template.....	12
<b>Annual Brother Review Resources</b> .....	
General Information.....	13
Pledge to Brotherhood.....	14
Fraternity Core Values .....	15
Fraternity Core Values Assessment .....	16
<b>Character Committee</b> .....	17
<b>Member-to-Member Accountability Resources</b> .....	18
<b>Appendix</b> .....	
Sentinel Position Description.....	20
References and Resources.....	21

## **INTRODUCTION TO *GUIDE TO LOCAL CHAPTER ACCOUNTABILITY***

Phi Sigma Kappa and Phi Sigma Epsilon were founded on values that all members agree to uphold upon associating themselves with the Fraternity we know today as Phi Sigma Kappa. Fraternities have evolved since their founding, both in positive and negative ways. The need to hold members accountable is greater than ever before, as the wellbeing of our brothers is at the forefront of everything we do and is crucial to our continued existence.

### **Why is accountability important?**

First and foremost, it is to promote healthy behavior from our members and to protect the local chapter and the Fraternity from potential liabilities. Secondly, research informs us that a high level of accountability among fraternity chapters improves their overall brotherhood. If members understand the expectations given to them, and are held to those expectations, the level of commitment and connection to the organization increases.

### **What is the purpose of this guide?**

The *Guide to Local Chapter Accountability* is a resource for chapter officers, advisers, and members that provides tools to hold members accountable. These tools include Judicial Board training and resources, Annual Brother Review guidelines, and additional ideas chapters may want to implement to improve their chapter's brotherhood experience.

### **Who is responsible for holding members accountable?**

While Sentinels, Judicial Board members, and Chapter Presidents are primarily seen as the leaders in local chapters who hold members accountable, it is the responsibility of ALL members to hold each other accountable. As you read through this guide, you will see strategies and resources to help develop a stronger culture of peer-to-peer accountability.

### **Does my chapter have to do everything in this guide?**

Some aspects of this guide, such as Judicial Board, are required for chapters to incorporate to promote safety and well-being of members and their community. The Annual Brother Review is also something that chapters will be expected to incorporate, however, it will be left up to individual chapters to decide how best to implement the process at a local level. Chapters should add their process of the Annual Brother Review into their local chapter's bylaws. The goal of this guide is to provide chapters with several different tools and ideas to help them find what works best for them.

## **JUDICIAL BOARD GENERAL INFORMATION**

### **Introduction**

The purpose of the Judicial Board is to hear and respond to any allegations of violations of the bylaws and/or policies of the local and Grand Chapter, as well as applicable policies of the host college/university. Specific areas include, but are not limited to: academics, risk management, participation/attendance, non-fulfillment of contracts, non-payment of dues and fees, vandalism of any Fraternity property or general conduct unbecoming of a brother.

All local chapters should have a Judicial Board as part of their chapter's structure. Depending on chapter size, the structure of the Judicial Board could look different. However, this guide provides some ideas on how to best incorporate Judicial Board into your chapter's primary functions. The ideal structure of the Judicial Board should be the following members. These members can be elected as part of the chapter's election process or selected through an application process.

- Sentinel (acts as chairman and only votes in the event of a tie)
- Sophomore member
- Junior member
- Two members-at-large (for smaller chapters, the members-at-large may be omitted)
- Adviser (optional, but strongly encouraged)

Judicial Boards should meet **weekly**, even if they are not reviewing a case. If there are no cases to be reviewed, the board can review chapter bylaws and membership standards, as well as discuss the morale of the chapter. They should also discuss prior cases, check in on members, and consistently review potential educational sanctions.

### **Resources Available for Judicial Boards in this Guide**

- Sample bylaws and hearing process (page 4)
- Application for interested Judicial Board members (page 7)
- Scenarios for Judicial Boards (included in sample application, but can be used separately)
- Template hearing minutes (page 9)
- Template hearing notification (page 11)

### **How to Use Resources in this Guide**

The resources listed above are best practices and guidelines. It is up to the chapter to determine how these resources can best be incorporated.

- **Bylaws/hearing process**
  - These bylaws can be copied and pasted into the local chapter's bylaws but can also be edited to fit the chapter's needs.
  - Sections 3-13 are the Fraternity's endorsed Judicial Board process that chapters should follow as closely as possible.
- **Applications for interested Judicial Board members**
  - Click [HERE](#) to access this document as its own PDF.
  - If the chapter chooses to select Judicial Board members based on an application process, they can utilize this tool.

- If conducting an application process, as quickly as possible after being elected, the Sentinel should:
  - distribute these applications to chapter members.
  - allow about two weeks for members to submit their applications.
  - bring completed applications to an Executive Board meeting to select the Judicial Board members.
- Alternatively, Judicial Board members can be elected by the chapter during the normal officer election process, or shortly afterwards.
- **Scenarios for Judicial Boards**
  - These scenarios can be utilized in a number of ways:
    - As part of the Judicial Board application process, where interested members discuss, in writing, how they would handle that scenario. They are included in the application for this reason.
    - Train new Judicial Board members on potential scenarios they may deal with as a board.
    - Educate the chapter on how the Judicial Board process works, so that all members are aware of the potential to be held accountable and what their role in the hearing process is.
- **Template Hearing Minutes**
  - Click [HERE](#) to access this document as its own PDF.
  - Use the fillable PDF to take minutes in each Judicial Board hearing.
  - Save this document to all files related to the hearing.
- **Template Hearing Notification**
  - Click [HERE](#) to access this document as its own PDF.
  - Use the fillable PDF to send as an attachment in an email, sent to any member being brought before Judicial Board.
    - Use the subject line provided in the template notification, as the subject of the email.
    - In the body of the email, you may write something simple directing the member to see the attachment.
  - Save this document to all files related to the hearing.

### Possible Sanctions given by Judicial Board

Sanctions should be in line with the specific offense and given fairly. If possible, an educational or developmental sanction is preferable to a punitive sanction, though in some situations, a combination of educational and punitive sanctions would be effective. Below you will see a range of ideas for potential sanctions and outcomes. The chapter is also encouraged to reach out to their Chapter Adviser, campus fraternity and sorority adviser, and/or IHQ professional staff for further assistance in developing effective sanctions.

- Warning
  - Warnings should be given for smaller, or first-time violations.
  - Second offenses and/or repeat behavior will result in further sanctions.
- Penalty
  - This should be a specific action step the member needs to take or task they need to complete. Possible penalties include but are not limited to:
    - Monetary fine
    - Educational presentation created for chapter officer to deliver, to maintain confidentiality of member
    - Planning a speaker/workshop for chapter

- Writing a reflection essay/letter about behavior
  - Helping an officer or committee chairman plan an existing event (brotherhood event, scholarship dinner, ritual, etc.)
  - Unable to attend a specific number of social events
- Probation
  - Probation includes the loss of any or all of these benefits: unable to vote, unable to attend social events, unable to hold an officer position. Members should still be required to attend required chapter meetings and non-social events.
  - Probation should be given for a definite amount of time (i.e. 30 days, upon completion of specified task, etc.).
- Suspension
  - Suspension is different than probation, in that the member is unable to attend any chapter activities whatsoever.
  - Suspension can be given for an indefinite amount of time, pending an investigation or chapter or campus' judicial process.
  - Suspension can also be used for members who are behind on dues payment; suspension can and should be lifted upon payment.
- Expulsion
  - Expulsion is usually used for extreme circumstances, or after several incidents with the same member.
  - Upon deciding expulsion as a sanction, officers should begin process of expulsion in Officer Portal immediately.
  - Members can appeal expulsion through the Fraternity's expulsion process, outlined in the information they receive from IHQ after the expulsion has been processed.

### Additional Best Practices

- Chapter's Judicial Board processes should be included in the chapter's local bylaws. The sample bylaws found in this guide provide ideas of what should be included.
- It is the responsibility of the Sentinel to educate all chapter members on the Judicial Board process, so members have prior knowledge before being called into a hearing. This should be reviewed on a regular basis, either once per year or per term, and incorporated into the associate member process in one of their first few meetings.
- Judicial Board documents should be confidentially stored in a Google Drive or Dropbox folder that only pertinent members should have access to.
  - Share any blank templates (such as those in this Guide) and any other process documents you think would be helpful for future Judicial Boards, while making sure to delete any member-specific documents to maintain confidentiality.
  - When transitioning a new Sentinel or Judicial Board, only outstanding cases should be shared, and any past cases should be kept confidential.
- All members (Judicial Board members and members who are called in for a hearing) should keep any information shared in the hearing confidential. If confidentiality is broken, that should result in another hearing.
- It is suggested that an adviser sits on Judicial Board to help provide an outside perspective on situations brought before the board.
- Some chapters may choose to have Executive Board approve recommended sanctions from the Judicial Board, as a system of checks and balances.

## **JUDICIAL BOARD SAMPLE STRUCTURE AND BYLAWS**

### **Article I: Judicial Board**

#### *Section 1 – Membership*

This board shall consist of five members, including the Sentinel. The other four members should be the following: a sophomore member, a junior member, and two members-at-large. The four members will be appointed by the Sentinel after completing an application process that demonstrates his ability to serve on the Judicial Board faithfully and impartially.

The Sentinel shall act as Chairman and vote only in the case of a tie vote. One of the remaining members will act as the recorder and take accurate minutes of the hearing.

#### *Section 2 – Function*

It will be the primary function of this board to hear and respond to any allegations of violations of the bylaws and/or policies of the local and Grand Chapter, as well as applicable policies of the college/university. Specific areas include, but are not limited to: academics, risk management, participation/attendance, non-fulfillment of contracts, non-payment of dues and fees, vandalism of any Fraternity property or general conduct unbecoming of a brother.

In addition, this board will be responsible for reinforcing members' good behavior through recognition programs.

#### *Section 3 – Frequency of Meetings*

The board should meet weekly, as determined by the Sentinel. If there are no cases to be reviewed, the board shall review chapter bylaws and membership standards and offer clarification and/or suggestions to the membership, as well as discuss the morale of the chapter. They should also discuss prior cases, check in on members, and consistently review potential educational sanctions.

It is the fiduciary responsibility for any member to call for another member to be called before the committee. The request must be submitted in writing (can be via email) to the Sentinel within one week of alleged incident or violation. Anything outside of that time period must be approved by the Executive Board. The request must include the following:

- Name of person
- Date of violation
- Location of violation
- Detailed description of accounts/violation
- Specific policy broken in bylaws, policy of the local or Grand Chapter or college/university policy

#### *Section 4 – Conflict of Interest*

If any member of the committee is called before for a hearing, he shall not be considered a committee member for that hearing.

### *Section 5 – Timing of Hearings*

Within 72 hours, the Judicial Board should decide if the case will be brought to a hearing. If a hearing is agreed to by the board, the hearing should take place as soon as reasonably possible for all involved. Violations should be addressed in a timely manner.

### *Section 6 – Notice*

The Sentinel will give a minimum of 72 hours notice of the hearing to the brother whom the hearing concerns. The notice should include alleged violations. If the person or persons are not able to be present at stated time, they must notify the Sentinel to arrange an alternative meeting time.

### *Section 7 – Rights of the Accused*

The accused shall bring any evidence or character witness to his defense to the hearing.

### *Section 8 – Consequence for Failure to Appear or Submit Evidence*

Failure to submit any evidence or failure to appear to a hearing as a witness may result in the brother being brought on Judicial Board charges.

### *Section 9 – Hearing Process*

- A. The Judicial Board must have at least three of five members present at hearing.
  - a) Each board member will get one vote.
  - b) In the event of a tie, Sentinel shall cast vote.
- B. The person or persons brought before the board may bring any character witnesses.
  - a) Character witness shall be defined as a person who testifies on behalf of a person, to that person's good ethical qualities and morality both by the personal knowledge of the witness and the person's reputation in the organization. Such testimony is relevant when the party's honesty or morality is an issue.
- C. The Sentinel calls the meeting to order.
- D. Attendance is taken.
- E. The Sentinel reads said charges and why person has been brought before the board.
- F. Person brought before the board states his case and offers any character witnesses or person brought on his behalf.
- G. The board has the opportunity to ask questions to person and/or witnesses.
- H. The person brought before the board gives a closing statement and steps out of the room.
- I. The board goes into discussion of whether the member is responsible or not responsible on said charges and a vote is taken. In the event of a tie, the Sentinel is tie-breaking vote.
  - a) If person is found responsible and in violation, the board also discusses sanctions to be given.
  - b) If person is found not responsible, the board will prepare statement on reasons why.
- J. Person brought before Judicial Board is asked to return to the room. Judicial Board shares the decision and any applicable sanctions.

*Section 10 – Report of Findings*

- A. All matters discussed during the Judicial Board hearing are confidential. No member may be permitted to discuss the findings or subject matter with anyone outside of the hearing.

*Section 11 – Authority to Dispense Discipline*

The Judicial Board has the authority to determine the nature of sanction, the terms of such status, and any fines associated with it. Possible sanctions include a warning, penalty, probation, suspension, or expulsion.

*Section 12 – Appeal Rights*

- A. The member has 48 hours to submit written appeal to the Executive Board.
- B. Until reviewed, the person must abide by any sanctions handed down by the Board.
- C. Appeals will go before Executive Board for final decision with counsel from the Sentinel serving as representative on behalf of the Judicial Board.
- D. The Executive Board has the right to remove any member from the board for non-fulfillment of commitments, academics or behavior, approved by majority vote. The Sentinel will then conduct an application and/or selection process to fill the vacancy.

## JUDICIAL BOARD APPLICATION

Name: \_\_\_\_\_

Year in School: \_\_\_\_\_

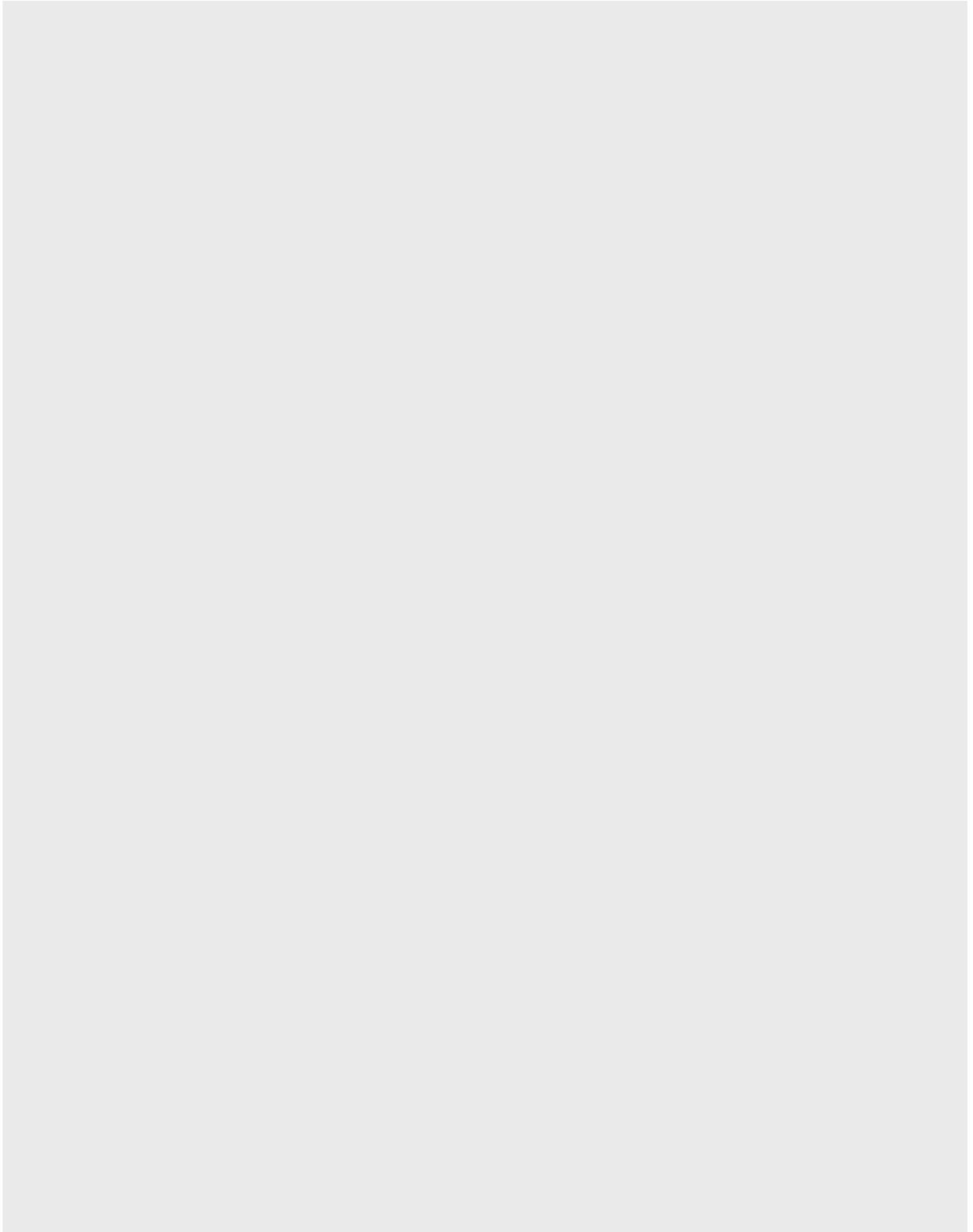
Why do you want to serve on the Judicial Board?

Chapter Judicial Boards are often presented with a variety of scenarios and cases to review. Please review the following scenarios and determine:

1. Whether the individual has not fulfilled a Fraternity commitment, has violated any local or Grand Chapter bylaw or any of the [Phi Sigma Kappa Risk Management Policies](#).
  - a. If so, what did they neglect to fulfill or violate, and why is it important for the member to fulfill the commitment and follow policy?
2. What type of action (if any) should be taken in order to remedy the situation?

- 
- A. A member graduated with \$700 owed to the chapter. He now lives out of the state, has a well-paying job, and apparently has the means to repay his delinquent amount. Three letters from the Chapter Treasurer asking for payment have gone unanswered.
  - B. An individual was initiated, and shortly thereafter, disaffiliated because of lack of interest in the chapter.
  - C. While intoxicated, Brother A physically assaulted Brother B. Two other members present at the time stated that Brother B was verbally taunting and insulting Brother A.
  - D. The Chapter Secretary is responsible for handling correspondence for all chapter events. It has become evident that he is not fulfilling his obligations and does not seem interested in doing so. He has a full semester remaining in his officer term.
  - E. After an audit of the chapter's finances, it becomes clear that the Chapter Treasurer has been using chapter funds for his own use. After being confronted, the Treasurer claims that he needs the money badly and would pay it back.
  - F. A brother has recently become apathetic to his schoolwork and is rarely attending classes. At the end of the academic year, he was dismissed from school for poor grades.
  - G. After agreeing to volunteer with the chapter at a Special Olympics event, a brother instead chooses to join a group of friends in a spur of the moment social outing.
  - H. Two brothers engaged in physically and verbally harassing two associate members (without the chapter's knowledge or consent), causing the two associate members to disassociate from the chapter.

**Scenario Answers and Determinations:**



## JUDICIAL BOARD HEARING MINUTES

### CHAPTER OF PHI SIGMA KAPPA

Date: \_\_\_\_\_

Time: Begin: \_\_\_\_\_

Adjourn: \_\_\_\_\_

#### Members Present:

- Sentinel: \_\_\_\_\_
- Junior member: \_\_\_\_\_
- Sophomore member: \_\_\_\_\_
- Member at large: \_\_\_\_\_
- Member at large: \_\_\_\_\_
- Adviser: \_\_\_\_\_

#### Opening Statement:

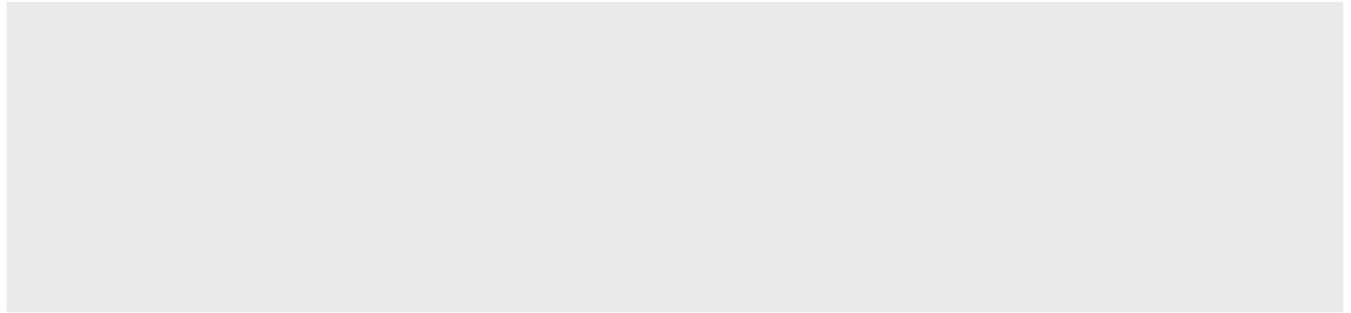
This is the \_\_\_\_\_ Chapter of Phi Sigma Kappa Judicial Board hearing for \_\_\_\_\_ (*member/associate member's name*). The Judicial Board has asked for you to come to this hearing in order to discuss the following allegations:

Everything discussed in this hearing is confidential. You may not discuss these proceedings outside of this meeting. The board will be discussing this proceeding only with the necessary officers and advisers for direction and assistance. \_\_\_\_\_ (*member/associate member's name*), do you verify you received the information regarding your rights to bring evidence and to appeal? \_\_\_\_\_ (*type "yes" upon member's verification*). Do you have any evidence to provide the board?

#### Discussion with member/associate member:

**Deliberation by Judicial Board:**

Following discussion, Sentinel asks member/associate member to depart the hearing at \_\_\_\_\_ time for Judicial Board to deliberate and vote on a sanction.



**Vote by Judicial Board:**

\_\_\_\_\_ (input how many voted for sanction; example: 4/6)

Following the vote, Sentinel invites the member/associate member to return to the hearing at \_\_\_\_\_ (time).

**Closing Statement to be read by Sentinel:**

Based on our discussion and evidence presented here, the Judicial Board has voted to implement \_\_\_\_\_ as a sanction(s).

You have 48 hours to submit a written appeal to the Executive Board. During this appeal process, the sanction remains in place. Please note that the confidentiality of this process still applies, and as previously stated, you may not discuss these proceedings with anyone outside this meeting. Sharing the outcome of these proceedings with anyone (including but not limited to: family members, friends, members of the chapter, members of the press, attorneys, campus officials, or an audience on social media) could result in additional sanctions up to and including expulsion from the Grand Chapter.

Do you, \_\_\_\_\_ (member/new member's name), understand the sanction and appeal process, and upholding the confidentiality policy? \_\_\_\_\_ (type "yes" upon member's verification)

Respectfully submitted,

\_\_\_\_\_  
*Electronic signature of minute taker*

Hearing minutes endorsed by:

\_\_\_\_\_  
*Sentinel*

\_\_\_\_\_  
*Adviser present*

**JUDICIAL BOARD HEARING NOTIFICATION**

**CHAPTER OF PHI SIGMA KAPPA**

Date: \_\_\_\_\_

Member/Associate Member Name: \_\_\_\_\_

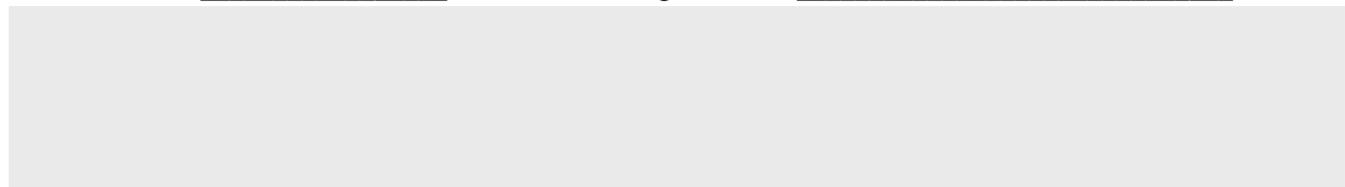
**Subject: Judicial Board Hearing Notification – Confidential**

Dear: \_\_\_\_\_ (*member/associate member first name*).

The Judicial Board of \_\_\_\_\_ (*chapter*) of Phi Sigma Kappa

Fraternity requires you to attend the Judicial Board hearing on the date of \_\_\_\_\_

at the time of \_\_\_\_\_ at the following location \_\_\_\_\_,



This information is confidential and should not be shown to or discussed with anyone.

You may at the time of the meeting present any information to the allegations during the hearing. You have the right to know the name(s) of the witnesses to the alleged violation. No Judicial Board member may discuss these proceedings prior to the hearing. A Judicial Board member will take minutes throughout the hearing.

If you cannot attend, you must contact \_\_\_\_\_, Chapter Sentinel, no later than 48 hours before the scheduled hearing time with two alternative dates and times. This rescheduled meeting must take place within five days of the originally scheduled hearing, unless extenuating circumstances apply. If you do not notify the Sentinel within the required time, or if you fail to attend the Judicial Board hearing, the review will proceed in your absence and Judicial Board may impose sanctions without your involvement.

After the hearing, you will have 48 hours to appeal the applicable imposed sanctions to the Executive Board.

You have the right to ask any questions of the Sentinel and/or applicable advisers regarding the Judicial Board process prior to the hearing, however you may not discuss the alleged violations until the hearing.

For the Judicial Board,

\_\_\_\_\_

*Sentinel*

CC: \_\_\_\_\_

*Applicable adviser*

## **ANNUAL BROTHER REVIEW GENERAL INFORMATION**

### **Purpose**

The intention for the Annual Brother Review is to provide local chapters an opportunity to have a regular check-in with each member. This can be used to address potentially concerning behaviors with individual members that may not have come up through other means, and/or to highlight areas members can improve upon to further benefit the chapter. Members are also able to share about their experience in the chapter and provide feedback to chapter leaders to improve the brotherhood. This should be a constructive experience for both parties and members who are not living up to the expectations of the chapter should leave the experience with action steps to help them better meet these expectations.

### **Who**

- Sentinel, and/or Judicial Board, or
- Character Committee/Chairman, and/or
- Chapter Adviser or designated Alumni Advisory Board (AAB) member

### **Tools**

The Fraternity has developed two tools that chapters can use as a framework for the Annual Brother Review process. Both of these tools are described in detail in the following pages, and chapters are free to adapt them to better fit their needs. These two tools include:

- Pledge to Brotherhood (page 14)
- Fraternity Core Values (page 15-16)

### **Review Meeting Process**

- Decide which person(s) will be conducting the reviews; ideas are listed above.
- Invite chapter members to sign up for a scheduled time with the group who is holding the review meetings.
  - This can be done via Google Doc or email.
  - The meetings should be scheduled for about 30 minutes each, to allow proper time for discussion.
- Ensure the entire committee or board who are holding the review meetings are available during that time.
  - The board or committee should consider blocking out a Sunday afternoon (or other large chunk of time) to hold several meetings in a row.
  - It is suggested these meetings be held at the end of the spring term, but chapters can choose a time that makes the most sense for their chapter.
- Consider inviting your Chapter Adviser or an AAB member to these meetings.
- At the beginning of each meeting, be sure to share that everything in the meeting is confidential and the purpose is to provide two-way feedback.
- Review the chosen method (Fraternity Core Values or Pledge to Brotherhood) and ask the Guiding Questions provided for each method.
- Allow the member to ask questions and provide feedback, just as the committee or board should be doing as well.
- At the end of the meeting, thank the member for their contributions and ensure he leaves the meeting with tangible action steps.

## ANNUAL BROTHER REVIEW PLEDGE TO BROTHERHOOD

### Benefits of Reviewing the Pledge to Brotherhood

- This activity is designed to provide an annual opportunity for members to reflect on their Pledge to Brotherhood that they developed during their associate member process.
- This reflection opportunity is meant to help individual members assess how well they feel they have lived up to their own Pledge to Brotherhood and identify ways to improve.
- By using the member's own Pledge to Brotherhood, the chapter can have an individual conversation with each member and hold them accountable to their own personal commitments to the chapter.
  - For example: If in their Pledge to Brotherhood the member stated that they would maintain a high academic performance and be involved in a committee, these are two things that the chapter could focus on during the review.

### Process

- Associate members should have three opportunities to write and revise their Pledge to Brotherhood, to ensure they develop a robust and specific Pledge. This process is clearly outlined in the *Brotherhood in Phi Sigma Kappa* program, the first phase in Cardinal Journey.
  - The concept is first introduced during the *Founding in Phi Sigma Kappa* meeting, after associate members learn the history of the Fraternity.
  - Associate members have the opportunity to revise it during the *Solidarity in Phi Sigma Kappa* meeting, which should be the last meeting held prior to the Ritual for the Initiation of New Members.
  - Associate members revise it for the final time during the initiation ritual.
- Chapters should be using the Pledge to Brotherhood official notepad for the ritual ceremony. If your chapter does not have this notepad, please contact International Headquarters to order more supplies.
- Develop a system to hold onto and access members' Pledge to Brotherhood documents.
  - Keep physical Pledges to Brotherhood locked in a secure space in the chapter facility.
  - Scan or take pictures of Pledges to Brotherhood and keep them electronically; a Google Drive or Dropbox account could make this easy to transfer year after year as the chapter leadership changes.

### Guiding Questions

- How are you living up to your Pledge to Brotherhood? Where do you think you are most living up to your Pledge, and least?
- What are one to three action items that you can work on to better meet your Pledge to Brotherhood?
- How would you like to adjust or update for Pledge to Brotherhood for next year?
- Is there anything we can be doing to help you better accomplish your goals?
- What kind of progress was made from last year's review? (if applicable)

## ANNUAL BROTHER REVIEW FRATERNITY CORE VALUES

### Benefits of Reviewing the Core Values

- This activity is designed to provide an annual opportunity for members to reflect on the Fraternity's Core Values, aligned with the Cardinal Principles.
- This reflection opportunity is meant to help individual members assess how well they are upholding the values and Cardinal Principles of the Fraternity.
- This is a good option if the chapter has not yet developed a good system to keep associate members' Pledges to Brotherhood, or if the associate members' Pledges are not specific enough to be reviewed on, or if the chapter sees more benefit incorporating these values into the chapter's culture.

### Process

- Using the fillable PDF assessment below, have the person(s) reviewing brothers complete the assessment for each member.
  - Click [HERE](#) to access this document as its own PDF.
- Members should also fill it out about themselves, so they have the opportunity to self-reflect on how they embody these values.
- After the assessment form is completed, the person(s) reviewing should schedule meetings with the member to discuss the assessment, using a process similar to the one described on the General Information page earlier in this guide.

### Guiding Questions

- What values does the member embody the most?
- What values does the member embody the least?
- What differences exist between the member's assessment of themselves, and the reviewing person(s)?
- What action steps can the member do to improve in the area?
- How can the chapter help them accomplish their goals?
- What kind of progress was made from last year's review? (*if applicable*)

## ANNUAL BROTHER REVIEW: FRATERNITY CORE VALUES

Use this rubric to assess individual members on an annual basis and help them identify how they are upholding the Cardinal Principles of Phi Sigma Kappa and contributing to your local chapter. Each Core Value is aligned with one of the three Cardinal Principles and are identified by the color of the text: **BROTHERHOOD**, **SCHOLARSHIP**, **CHARACTER**. This assessment should be completed by the Judicial Board, Character Committee, or designated officer and should be used for all initiated members with the purpose of helping identify where brothers can further develop as a member of Phi Sigma Kappa.

CORE VALUE	RARELY	SOMETIMES	FREQUENTLY	SUPPORTING FACTS
<b>LOVE:</b> This member treats others with dignity and respect and cares for all brothers.				
<b>LEADERSHIP:</b> This member leads with purpose, achieving individual and organizational excellence.				
<b>TEAMWORK:</b> This member strives to work with others to advance the principles and objectives of the Fraternity.				
<b>SELF-AWARENESS:</b> This member is aware of his own strengths and is invested in improving himself.				
<b>LIFELONG LEARNING:</b> This member is intellectually curious and wants to acquire and apply knowledge.				
<b>GRIT:</b> This member is courageous and resilient in pursuing their individual and organizational goals.				
<b>SELFLESSNESS:</b> This member puts others' needs before his own and has a desire to serve his community.				
<b>INTEGRITY:</b> This member focuses on doing the right thing, even when it is not easy or popular.				
<b>INCLUSION:</b> This member is open to diverse perspectives and actively works towards empowering others.				

## CHARACTER COMMITTEE

### Purpose

The purpose of the Character Committee is two-fold: to address character concerns within the chapter that may not be to the level of a Judicial Board hearing throughout the year, and to recognize brothers within the chapter who exhibit good character. Chapters may also choose for the Character Committee to conduct Annual Brother Reviews, instead of the Judicial Board. Overall, the goal of the Character Committee is to provide a positive experience for members, boost chapter morale, and improve member retention.

### Logistics

- The members of the Character Committee can be appointed during the same process as other committees within the chapter.
- The Chairman of the committee can be appointed or elected within the chapter's existing committee chairman selection process and overseen by the Vice President.
- The Character Committee may be as small as just two or three members, or larger, depending on chapter size.
- The committee should meet on a regular basis.

### Recognition Ideas by the Committee

- Senior Send-Off
- Brother of the Week/Month
- End of Term/Year Superlatives or Recognitions
- Chapter member awards, presented at formal or Founders' Day celebration
- "Thank you" gifts for committee chairmen, Executive Board members, advisers, campus fraternity and sorority adviser, or other supporters of the chapter

### Sample Process for Brother of the Month

The Brother of the Month program is designed to select a member monthly throughout the school year who is doing exemplary work both in and out of the chapter.

- A brother will be selected monthly by the Judicial Board or Character Committee based on nominations from brothers.
- Brother of the Month is someone who exemplifies and lives the Cardinal Principles and Fraternity Core Values. He is someone who works hard both in and out of the classroom and represents Phi Sigma Kappa well in the community.
- Nominees may be submitted to the Sentinel or Character Committee Chairman by the 15<sup>th</sup> of each month. Please include the name of nominee and reason for nomination.
- Brother of the Month will be announced and recognized at the last chapter meeting of each month.

## MEMBER-TO-MEMBER ACCOUNTABILITY

### Introduction

Judicial Board processes, Annual Brother Review, and other formal methods of accountability are important for local chapters to hold members to the agreed upon standards and values of Phi Sigma Kappa. However, peer accountability is just as important for a healthy brotherhood. Below are a few resources to help your members hold each other accountable, so that Judicial Board isn't the only method.

### Steps to Healthy Confrontation

Included in the *Accountability in Phi Sigma Kappa* meeting guide, which is provided in the *Brotherhood in Phi Sigma Kappa* associate member program, these steps to healthy confrontation can be a helpful tool for anyone to use. Consider teaching them in a chapter meeting or using them in Judicial Board to mediate conflict between members.

1. Don't wait too long; grudges can lead to unhealthy relationships. However, don't confront the other person when you're angry either.
  - When is the next time you can be alone with this individual?
  - Do you need to set any expectations prior to the conversation?
2. Recognize why you are upset.
  - What is the emotion you are feeling? Jealous? Angry? Sad?
  - What do you need from the other person that they are not giving you?
3. Plan out what you are going to say.
  - How can you be clear and concise?
  - Are your points filled with emotion or are they results-oriented?
4. Frame the conversation around what you need from the other person.
  - What solution are you looking for?
  - What changes would you like to see for future challenges with this individual?
5. Follow up if necessary.
  - Were your needs met? If not, what are your next steps?
  - What do you need to do to contribute to the solution?

### Brotherhood Circles – Accountability

Another tool introduced in the *Accountability in Phi Sigma Kappa* meeting guide, is a Brotherhood Circle focused on accountability. Brotherhood Circles occur at the end of each associate member meeting and are designed to allow associate members to bond; this same concept can easily apply to all members. Accountability-focused Brotherhood Circles provide tools to help members hold each other accountable. Use the following guide below to lead chapter members through the Brotherhood Circle – Accountability activity. *Tip: Use this activity in addition to reviewing the Healthy Steps to Confrontation above.*

- *Share instructions:*
  - Today we're going to have a Brotherhood Circle focused on holding each other accountable. As Phi Sigs, we agreed to uphold the Cardinal Principles, as well as the policies and bylaws of our chapter and the Fraternity.

- Grab a piece of scratch paper, or jot down a note on your phone, answering the following two questions:
  - Think about a time when you've seen one of your brothers do something consistent with the Creed, Cardinal Principles, or general values or expectations of Phi Sigma Kappa.
  - Think about a time when you've seen one of your brothers do something inconsistent with the Creed, Cardinal Principles, or general values or expectations of Phi Sigma Kappa.
- **Facilitator tip:** *Don't inform them they're going to share with the entire group before having them write it down to encourage them to be more honest.*
- Give members a few minutes to write and/or think.
- Then invite members to share with that member what they have written down, using the following guidelines:
  - Recognize what emotions you have tied to this action, plan what you are going to say, and indicate what you need from that person.
  - Don't attack the person; explain the behavior you saw.
  - Provide specific examples when confronting so that your brother knows what exactly he needs to modify in the future.
  - If confronted, try not to get defensive, but listen to your brother and put yourself in his shoes.
  - You are simply holding each other accountable to what we all agreed to do as brothers. As humans, we all make mistakes, and we may not always realize it. This is an exercise for all of us to improve and become better Phi Sigs and have a stronger brotherhood.
- **Facilitator tip:** *If there is not much discussion with members, share past examples of where brothers have held each other accountable and it turned into a positive experience for all.*
- After the activity has concluded, debrief with the following questions:
  - How did it feel to confront your brother(s)?
  - Where do you think you were successful in handling the conflict, and where do you think you could have done better?
  - How can you utilize what you learned in the future?
  - Why is this important for our brotherhood?



## SENTINEL POSITION DESCRIPTION

### PURPOSE

The Sentinel acts as a role model of the ideals and values of Phi Sigma Kappa. Sentinels hold local chapter members accountable for their actions and provide instruction when expectations are not met. Sentinels set the stage for all chapter meetings by creating the desired atmosphere of professionalism. A working knowledge of all relevant rituals is of key importance for Sentinels, ensuring these important ceremonies are performed accurately and with dignity, and instilling the importance of our rituals into the chapter.

### DUTIES

- Serve as a member of the chapter's Executive Board
- Safeguards the local chapter's meeting space, ensuring that all persons in attendance are qualified to be there
- Oversee Judicial Board process and serves as Judicial Board Chairman, with the goal of holding members accountable for policy violations and incongruence of the values and ritual of Phi Sigma Kappa, and ensure that all probations/penalties are followed by members
- Ensures ritual equipment is in proper, working condition at all times
- Serve as sergeant-at-arms and maintain order during chapter meetings and rituals
- Coordinate with ritual teams and oversee practice sessions, ensuring all team members knows their roles and speaking parts
- Manage a brother recognition process that highlights members' good work
- Conducts the Annual Brother Review for all members, if part of the Judicial Board's responsibility

### SKILLS/COMPETENCIES

Motivating others  
Conflict management  
Collaboration

Integrity  
Presence  
Credibility

Accountability  
Decision quality  
Influence

### RESOURCES AVAILABLE

- Phi Sigma Kappa Ritual Book
- Ritual Inventory List
- Officer Portal
  - Document Library
  - Forms
- Phi Sigma Kappa Website
  - "Undergrads" tab
  - "About" tab > Resources
- **First point of contact:** appointed Chapter Adviser or Alumni Advisory Board member
- **Second point of contact:** Chapter Consultant, can direct to another International Headquarters professional staff member, if needed
- **Campus-based questions/challenges:** campus fraternity and sorority life advisor

## REFERENCES AND RESOURCES

### References

Character Committee. (August 2020). *Beta Deuteron Chapter of Phi Sigma Kappa at the University of Minnesota*.

Honor Board Formal Hearing Letter. (June 2020). *Delta Gamma Fraternity*. Retrieved October 2020 from [www.deltagamma.org](http://www.deltagamma.org).

Honor Board Formal Hearing Minutes Template. (June 2020). *Delta Gamma Fraternity*. Retrieved October 2020 from [www.deltagamma.org](http://www.deltagamma.org).

Judicial Board Bylaws. (November 2011). *Alpha Deuteron Chapter of Phi Sigma Kappa at the University of Illinois*. Retrieved September 2014 from Phi Sigma Kappa Alpha Deuteron Chapter Bylaws.

Values into Action. *Theta Xi Fraternity*. Retrieved September 2019 from [www.thetaxi.org](http://www.thetaxi.org).

### Additional Resources

- [Phi Sigma Kappa Risk Management Policy](#)
- Phi Sigma Kappa Risk Management Policy presentation as part of Member Safety Program (hosted on [Officer Portal](#), under Document Library)
- [Accountability in Phi Sigma Kappa Facilitator Guide](#) (from the *Brotherhood in Phi Sigma Kappa* program)
- [Accountability in Phi Sigma Kappa worksheet](#)
- [Confrontation Styles Assessment](#) (can be used separately, but is a part of *Accountability in Phi Sigma Kappa*)