



RECRUITMENT COUNSELOR GUIDE





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The Panhellenic Creed

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

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

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Introduction

Primary recruitment is one of the most important and rewarding activities coordinated by a College Panhellenic. A successful recruitment requires all members of Panhellenic to work together to coordinate an experience where potential new members (PNMs) are educated about the values of joining the sorority community and choose to join based on that experience.

A critical part of the Panhellenic team during recruitment is the recruitment counselors. Enthusiasm and sincere interest in the welfare of the PNMs by well-trained, impartial recruitment counselors enhance the Panhellenic community. Because of their importance, an effective recruitment counselor program is critical to the success of recruitment.

Note: We know that recruitment counselors are called many things on many different campuses: Rho Gammas, Pi Chis, Sigma Rho Gammas and so on. This guide uses the generic term recruitment counselors. Use of the name Rho Chi is not permitted as it is the nickname for the pharmaceutical academic honor organization the Rho Chi Society.

Purpose

This guide will help your Panhellenic implement a year-round recruitment counselor program by focusing on recruiting, selecting, training and evaluating recruitment counselors. It will help build a values-based leadership experience for recruitment counselors, with the aim of leading PNMs successfully through recruitment. In this process, your Panhellenic members will learn to personally develop **both** recruitment counselors and PNMs.

Goals

The goals of a recruitment counselor program are to:

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

What Do We Mean By Values-Based?

Sororities are values-based organizations. This means that their purposes and missions are rooted in a set of core values. The Josephson Institute for Ethics says **values** are the core beliefs or desires that guide or motivate attitudes and actions. Values are central beliefs that determine how we will behave in certain situations. For the recruitment counselor program to be values-based, it means that the counselors will explore their personal and panhellenic values while teaching PNMs to do the same. PNMs should make recruitment choices based on these values.

Recruitment Counselor Responsibilities

Every Panhellenic has a team of women responsible for carrying out recruitment. This group, known as the recruitment team, helps ensure that recruitment is well-planned and implemented. The recruitment team also attracts, interviews and selects recruitment counselors.

Recruitment counselor

Recruitment counselors model the way for PNMs. They serve as a confidant and sounding board as PNMs search for organizations that meet their needs and match their values.

Responsibilities to PNMs:

- Provide thorough knowledge of the Panhellenic community.
- Promote the positive benefits of sorority membership and the impact the Panhellenic community has on campus.
- Engage them in discussions of their personal values and how those values will better inform their decision-making.
- Advise them through the recruitment process by finding effective ways to help them reason how their values connect with each chapter.
- Encourage them to keep an open mind throughout the process and to approach each chapter as a group that could develop them personally.
- Stay in contact with each PNM to provide support and guidance that will contribute to her retention throughout the recruitment process.
- Serve as a positive contact and sorority role model during and after recruitment.

Responsibilities to the director of recruitment counselors:

- Be present during all training sessions by actively participating in activities and providing insightful comments.
- Act with dignity and pride as a representative of the entire Panhellenic community.
- Be a team player and enthusiastic volunteer to assist with recruitment promotion and implementation tasks.
- Complete all logistical duties required, which could include assisting PNMs as they travel between recruitment locations, explaining recruitment procedures, assisting with data entry, contacting PNMs who do not arrive on time and so on.

Responsibilities to the Panhellenic community:

- Model the way by providing the PNMs the utmost customer service.
- Become an advocate for the entire sorority community by upholding the values of the Panhellenic Creed and the College Panhellenic code of ethics.

Which Recruitment Styles Need Recruitment Counselors?

Recruitment counselors are required when the campus recruitment style is structured, although they may not have the same functions, depending on the recruitment style. Below are key points about recruitment counselors as they relate to recruitment styles. Recruitment counselors:

- Should only be used in a “primary” recruitment period. Primary recruitment refers to the structured recruitment that a College Panhellenic facilitates once per academic year. College Panhellenics should not sponsor more than one structured/primary recruitment per academic year.
- Are crucial to have in both partially and fully structured styles.
- May have different/minimal responsibilities in a minimally structured recruitment style.
- Are not necessary in a continuous recruitment style.

Not sure what we mean by recruitment styles? They are defined in the “Tools” section on Pages 58-59.

Director of recruitment counselors

The director of recruitment counselors teaches recruitment counselors the ins and outs of not only recruitment but also the sorority community as a whole. Along with the support of the recruitment team, the director of recruitment counselors takes the recruitment counselors through a journey to become well-prepared role models for PNMs and leaders in the community.

Responsibilities in relation to recruitment counselors:

- Lead the selection process, including generating interest, creating and disseminating applications and interviewing.
- Develop a training program and obtain a location (or multiple locations) to teach the roles and responsibilities through “classes”/meetings or retreats.
- Produce objective liaisons to guide and advise PNMs through the recruitment process.
- Provide opportunities and activities for the recruitment staff to be well-informed about the Panhellenic community and its individual chapters.

Vice president of recruitment

The vice president of recruitment leads the recruitment process. The main focus for the vice president of recruitment is to ensure that each component of recruitment is being executed appropriately by the recruitment team.

Responsibilities in relation to recruitment counselors:

- Train them on the procedures they need to implement a values-based recruitment.
- Serve as a role model.

Fraternity/Sorority advisor

The fraternity/sorority advisor role is an integral part of the recruitment process. The recruitment team should use the fraternity/sorority advisor to give advice and to challenge the process when necessary. Depending on the institution, the fraternity/sorority advisor will be able to provide the history behind recruitment and the changes it has been through in the most recent years.

Responsibilities in relation to recruitment counselors:

- Be a mentor and contact, allowing them to approach you with questions and concerns.
- Help select recruitment counselors.
- Review plans for training and help facilitate workshops as necessary.

The descriptions above are not just a list of responsibilities but should be used to create a fun, energetic and successful recruitment.

Note: A more formal recruitment counselor position description is in the “Tools” section on Pages 60-61.

Scaling Up/Scaling Down

College Panhellenics that are smaller or larger in size should consider regularly evaluating the needs of the community concerning the structure/makeup of the recruitment team. For example, on a smaller campus, there may only be a need for a vice president of recruitment, recruitment counselors and the fraternity/sorority advisor. On a larger campus, perhaps there is a need for a vice president of recruitment, multiple recruitment counselor directors, recruitment counselors and the fraternity/sorority advisor. A regular evaluation of officer responsibilities and work load will enhance the functionality and success of any recruitment team.

Recruitment Counselor Implementation Timeline

The most successful recruitments are planned far in advance, and the recruitment counselor program is a big aspect of the overall recruitment preparation. Every campus is unique, but the following timeline should help give the recruitment team a general idea of how to create a successful recruitment counselor experience.

Eight months before primary recruitment

- Communicate with all chapters about the role of recruitment counselors; include the position description, expectations and selection information.
- Hold a recruitment counselor interest meeting to review the position description, expectations and selection information with potential recruitment counselors.
- Distribute recruitment counselor applications to panhellenic delegates and chapter presidents to disseminate as well as to individuals who have expressed interest. Also, post the application on the College Panhellenic website and promote the opening for applicants through social media.

Seven months before primary recruitment

- Make recruitment counselor applications due.
- Hold interviews (including reviewing the time commitments and important dates with all candidates) and select recruitment counselors.

Ideas for Recruitment Counselor Participation in Recruitment Promotion

- Work with the campus orientation department to be a part of its summer programming to share positive information about sorority life and how to participate in recruitment.
- Send a mailing to first-year and transfer women encouraging them to register for recruitment.
- As women register for recruitment, send them a follow-up email introducing them to sorority life and offering to answer any questions. Highlight "faces of sorority life," that is, recruitment counselors who have gained great benefit from their involvement.
- Assign recruitment counselors to place a personal phone call to each PNM who registers to answer any questions or discuss any concerns she may have before recruitment. Highlight several benefits of sorority life for the recruitment counselor to review.
- Host events during move-in and student welcome activities to promote sorority life and positive Panhellenic interaction.
- Coordinate with the residential life office to put advertisements in the halls or in individual rooms about upcoming recruitment events and how to register for recruitment.
- Hold visible and fun events leading up to recruitment where recruitment counselors and sorority women can meet PNMs.

Six months before primary recruitment

- Set up a secure/private group on Facebook, Google or other online tool to maintain open communication with recruitment counselors.
- Select training topics necessary to prepare recruitment counselors.
- Create a recruitment counselor meeting and training schedule.
- Build agendas for recruitment counselor meetings that create purposeful conversation and cover training items. Remember, training should develop the recruitment counselors personally by building skills and abilities as well as review the logistical tasks and procedures necessary for a successful recruitment.
- Contact any outside speakers needed for training.

Five months before primary recruitment

- Begin meeting weekly or biweekly with recruitment counselors; incorporate training into every meeting.
- Work with chapter recruitment chairmen and recruitment counselors to create a public relations plan to promote recruitment. Involve the recruitment team in implementing the PR plan and promoting recruitment registration.

Four months before primary recruitment

- Receive training on any software or technology that will be used for membership selection and/or bid matching.
- Order any recruitment team or counselor apparel.

Three months before primary recruitment

- Book the location and plan details for a recruitment counselor retreat.
- Implement heavy recruitment promotion with assistance from the entire recruitment team, including recruitment counselors.

Two months before primary recruitment

- Finalize the recruitment counselor retreat details and agenda.
- Finalize any training materials to be used before or during recruitment.
- Continue to implement heavy recruitment promotion.

One month before primary recruitment

- Set up a specific time to train chapter recruitment chairmen, chapter recruitment advisors and recruitment counselors on any technology or computer program that will be used for bid matching.
- Develop a PNM exit survey and post-recruitment evaluation tools.
- Put the PNMs into recruitment counselor groups.
- Have recruitment counselors meet with and get to know their PNM groups, focusing on positive Panhellenic conversations and PNM retention throughout the recruitment process.
- If you are asking recruitment counselors to disassociate, do not do so for more than 30 days prior to recruitment beginning. This is an NPC policy, found in the "College Panhellenic Membership Recruitment" section of the Manual of Information.



During primary recruitment

- Communicate constantly with the recruitment counselor team about PNM logistics, retention concerns and successes.
- Ensure that recruitment counselors:
 - » Communicate and guide PNMs throughout the process.
 - » Assist PNMs with logistics such as traveling from event to event and entering data on selections.
 - » Retain PNMs by having critical, values-based conversations about the benefits of sorority life and the chapters they are visiting.
 - » End communication with the PNMs when the final round events conclude until after they've signed their MRABAs because NPC policy states, "recruitment counselors shall not be involved with any PNMs in the process of completing and signing the MRABA."

Within the month after primary recruitment

- Send the PNM exit survey to those who withdrew from the process; encourage recruitment counselors to follow up with those women in their groups to complete the survey.
- Send the new members who joined chapters on Bid Day a recruitment evaluation; encourage recruitment counselors to follow up with those women in their groups to complete the evaluation.
- Hold a recap/evaluation meeting with recruitment counselors.

Two to three months after primary recruitment

Review the recruitment counselor application and share any feedback as necessary with successors.

Recruiting and Selecting Recruitment Counselors

Recruiting and selecting the best recruitment counselors is one of the most important parts of recruitment preparation. This section outlines how to determine necessary recruitment counselor characteristics and skills as well as how to create a selection process that will help identify the best women to serve as role models and mentors to the women participating in recruitment.

Note that it is important to create a timeline for the recruitment counselor selection process. The previous section provides an ideal timeline for the entire recruitment counselor process. Please consider using that as a basis for a campus-specific timeline. It is also important to remember that selecting and training recruitment counselors can be time-consuming, so it is critical to give the recruitment team enough time to recruit, interview, select and train recruitment counselors before recruitment.

Identifying important characteristics and skills

The recruitment team descriptions listed on Pages 6-8 include the responsibilities of the recruitment counselor. Prior to the recruitment and selection process, the recruitment team should consider the “role” of the recruitment counselor, meaning the qualities a woman should exhibit to be able to fulfill the role. The recruitment team should brainstorm a list of characteristics and use that list to create the recruitment counselor application as well as identify interview questions as part of the selection process. A few resources that the team can use as a jumping off point for the brainstorming session are the Panhellenic Creed and each sorority’s mission statement or open motto/creed. Select a few words that apply to the role of the recruitment counselor and identify behaviors that exhibit those roles.

Examples of Connecting Behaviors to Values in the Selection Process

- “Stand for good scholarship” (from the Panhellenic Creed)
 - » Is in good academic standing
 - » Articulates how she manages/balances her time
 - » Describes how she has sought knowledge through other experiences (internships, leadership roles and so on)
- “Maintenance of fine standards” (from the Panhellenic Creed)
 - » Has not had judicial misconduct occurrences
 - » Can define the values of her sorority and how they relate to her own behavior
 - » Describes a time when she held a peer accountable
- “Service through the development of character inspired by the close contact and deep friendship of individual fraternity and Panhellenic life” (from the Panhellenic Creed)
 - » Can articulate the value of Panhellenic relations
 - » Has the desire to advance/develop the Panhellenic community
 - » Describes interactions she has had with the entire Panhellenic community, not just within her chapter

In addition to characteristics and qualities, it is important to discuss which skills recruitment counselors should have. Although you can always teach skills through workshops, certain skills may come more easily for some Panhellenic women than others. The recruitment team should develop a list of skills necessary for recruitment counselors and then categorize them, identifying which skills are most important and which are less important.

Creating an application

Creating an application for the recruitment counselor selection process should be easy once the recruitment team has identified what it is looking for in recruitment counselors. The application should be separate from the list of interview questions and should include information that will help determine whether each woman applying is a good candidate for the role. Remember, the application is the applicant's first impression.

Here are a few questions to consider during this process:

- What is important to know about each applicant?
- What questions can help the recruitment team learn about the applicant's perspective on her sorority experience, the College Panhellenic and her chapter?
- What questions will help determine whether the applicant can commit to this role?
- What questions will help determine whether the applicant has the characteristics, skills and attitude the recruitment team is seeking?

At minimum, the application should:

- Tell the applicant the qualities that the recruitment team is seeking.
- Introduce the values-based approach.
- Ask open-ended questions to identify whether the applicant has the qualities and skills that have been identified.
- Introduce the applicant to recruitment scenarios to learn how she will deal with issues recruitment counselors commonly face.

Tip: "Signing Off"

Consider asking the chapter president or advisor to sign the application as part of the process. By doing so, the president or advisor verifies that the applicant is in good standing with her chapter academically, financially and socially.

Ideas to Get the Team Started

- Think back to your recruitment counselor or to someone who has mentored you. What about that person made her or him a good mentor? (For example, someone who is empathetic and understanding)
- What skills are necessary for recruitment counselors to be most effective? (For example, being a good listener)

Note: A sample recruitment counselor application, including a recommendation form, is in the "Tools" section on Pages 62-65.

Make sure to disseminate recruitment counselor applications at least **three weeks** before they're due. This allows enough time to promote the opportunity, for women to complete the application and to have an appropriate person complete the recommendation form.

What to Include in the Application Packet

- Introductory letter with position description and outline of the selection process, including a timeline for selection
- Application that captures contact information and answers to open-ended, values-based questions that allow the opportunity to get to know the candidate and her interest in the position
- Recommendation form, which is submitted to the director of recruitment counselors to ensure honest opinions. The team may want to define who can submit this form on the candidate's behalf.

Marketing and recruitment

Not all campuses experience the same level of recruitment counselor interest. Some College Panhellenics receive a wealth of applications each year, while others scramble to get women interested in the role. Most College Panhellenics are likely somewhere in between, but no matter the interest, it's important to market and recruit skilled women to be recruitment counselors.

Recruitment teams can do this in numerous ways, including using a list of past fraternity/sorority leadership retreat participants, asking chapter presidents to nominate women for the role and then contacting them individually, or holding a recruitment counselor interest meeting. Consider ways to connect with women who have the characteristics and skills identified for the recruitment counselor program and seek them out; ask them to apply and interview for the position.

When marketing the recruitment counselor role, it is important to provide expectations. Transparency is key. This includes everything from time demands to behavioral expectations, such as being values-based leaders and unbiased counselors. Setting expectations from the beginning will help limit the number of disingenuous applicants who are interested because they "want to get out of their chapter recruitment" rather than the women who apply for the right reasons.

It is also important to communicate expectations with chapter presidents and advisors who might be promoting the opportunity within their chapters. They must understand the role and duties of a recruitment counselor as well as how important it is for the overall recruitment process to have skilled mentors in this position.

Tip: Representation

It is ideal to have at least one recruitment counselor from each Panhellenic sorority represented on your campus. Some campuses may institute a policy that requires a certain number of applicants from each chapter or a certain number of recruitment counselors from each chapter. If your College Panhellenic has either policy, it is crucial to encourage each chapter to provide Panhellenic with qualified candidates, balancing the needs of the chapter with the needs of the Panhellenic.

The Selection Process

Who does the selection?

The recruitment counselor selection committee usually includes members of the College Panhellenic executive committee and the fraternity/sorority advisor. A committee of three to five members is sufficient.

The committee should meet prior to interviews being conducted to make sure everyone is on the same page regarding the selection process and how to evaluate each candidate's application and interview. Creating a selection matrix is recommended. You can find more information about how to do that in this section.

In addition, as part of this process, the committee should identify how many recruitment counselors are needed. This number should be based on the recruitment style used and how many PNMs typically go through the process. For example, a recruitment counselor should have between 10 and 12 PNMs in her group to ensure that she can provide adequate one-on-one attention to each PNM when possible. There should never be more than 18 PNMs per recruitment counselor, no matter how large the campus.

Selection matrix

As mentioned above, using a selection matrix to review applications and recommendation forms and conduct interviews will help the selection committee during the process.

To create a selection matrix, divide the matrix into sections that flesh out each characteristic and skill identified by the selection team. This allows the committee to evaluate each recruitment counselor candidate consistently and fairly.

Here is a sample selection matrix section:

	1	2	3	4	5
Understands personal and panhellenic values	Candidate is unable to articulate her personal values or the values of Panhellenic	Candidate can articulate basic personal values but not the values of Panhellenic	Candidate can articulate basic personal and panhellenic values	Candidate can articulate personal and panhellenic values in a comprehensive way	Candidate can articulate personal and panhellenic values in a comprehensive way and relate those values to the role of a recruitment counselor

Remember, the selection team should consider a candidate's application, recommendation form and interview when evaluating where on the matrix her characteristic or skill level falls. In addition, be sure to include space for comments/notes on the matrix.

Scores based on the selection matrix help identify the top candidates. It is important to review both the numbers and comments/notes, because individuals tend to score information differently.



Tip: Scheduling Interviews

If candidates submit hard copies of their applications, they can sign up for an interview at that time. If they submit their applications electronically, they can sign up online via an electronic survey or Google document — whatever is best for the selection committee.

Interviews

As candidates submit their completed applications, schedule interviews so that the selection team can meet the potential recruitment counselors face to face. It is important that the team sees how these women interact when they are in new situations as well as when they are asked questions. PNM's are a curious group with a lot of questions, so the interview will not be too far from the real experience.

During interview scheduling, make sure to communicate the logistics, including when and where each interview will be located and how the candidates will be contacted during the selection process. It's best to schedule 20 to 30 minutes for each candidate interview.

Next, create a list of questions to ask during the interview. Each selection committee member should have specific questions for candidates based on their applications. Having a generic list of questions is also helpful. Asking scenario-based questions that require a recruitment counselor candidate to use mentoring skills is important to gauge her natural abilities in this area.

Sample Interview Questions

General Interview Questions

- What interests you about this position?
- How would you describe the ideal recruitment counselor?
- What does it mean to be "panhellenic"?
- Which of your chapter's values best apply to the role of the recruitment counselor and why?
- What do you believe is a recruitment counselor's role as it relates to helping PNM's through the recruitment process?
- What importance do values play in recruitment?
- What qualities and characteristics do you have that make you a good fit for the recruitment counselor position?

Scenario-Based Interview Questions

- What would you say to encourage a PNM to sign up for recruitment when she's on the fence about whether or not she wants to participate in recruitment?
- How would you counsel a PNM who has been released by several sororities or by her initial chapter of choice?
- How would you help women realize the importance of making their own decisions regarding the sororities they will return to, rather than doing what their friends are doing?
- One of your chapter sisters asks for information about a PNM. What do you do?
- How would you deal with chapter stereotypes a PNM might articulate?
- How would you counsel a PNM who is afraid that she will not be matched to a sorority in recruitment?

When creating interview questions, it is also important to determine the types of ideal answers a candidate can provide to each question. For example, if a candidate states that she is interested in being a recruitment counselor so that she can get out of her chapter's recruitment or because she doesn't like to talk to PNMs during recruitment, then that is an obvious red flag. However, if the candidate describes the ideal recruitment counselor as someone who has most of the characteristics and skills identified by the recruitment team, then she may have hit the mark.

Don't forget that during the interview it is important to have not only the recruitment counselor candidate but also the interviewers introduce themselves and their roles as it relates to recruitment.

Communicating with candidates

Finally, it is important to keep the candidate pool informed throughout each stage of the selection process.

Once the committee makes its selections, it must communicate with those who were selected **and** those who were not. For those who were chosen to be recruitment counselors, be sure to outline next steps — such as training and expectations. For those who were not selected, thank them for their enthusiasm to get involved in the Panhellenic side of recruitment and encourage them to help their chapter leadership implement values-based recruitment practices.

Training Recruitment Counselors

Hosting and facilitating engaging, thought-provoking training is vital to recruitment counselor success. This training should help ensure that recruitment counselors fully understand their responsibilities to the College Panhellenic and to the PNMs. Equally as important, training should promote enthusiasm among recruitment counselors and provide time to enhance leadership, facilitation, mentoring and interpersonal skills. When the training program is complete, the recruitment counselors should feel comfortable and confident in their new role.

Planning training programs

Planning a training program is much like coordinating the details of any important event. Take the time and make the effort to prepare the agenda and logistics to ensure that the training program is well-organized and properly focused.

One of the first questions to ask is, what needs to be accomplished during each training session? By the time recruitment registration begins, what does each recruitment counselor need to know? What about by the time recruitment begins? What is the best method of teaching all this information? When and in what order should this information be taught? Think about the progression of the training; just as teachers start with the basics and progress to more difficult or specific concepts, so should those who train recruitment counselors.

After reflecting on the questions above, make a list. As a recruitment team, write down all the topics that need to be covered during the training period. Review that list with the fraternity/sorority advisor before creating training agendas. It is important to cover the topics outlined in this guide, using the provided discussions and activities, while integrating information unique to your campus, including logistical details.

Train the Trainer

- This section teaches how to train recruitment counselors.
- Recruitment counselors can use these same exercises and activities to build community and educate their PNM groups.
- The vice president of recruitment can facilitate some exercises and activities with chapter recruitment officers to illustrate the importance of values-based conversation by chapter members during recruitment.

Recruitment Counselor Training Progression

1. Leadership topics
2. Communication topics
3. Ethical topics
4. Values-based topics
5. Coaching topics
6. Recruitment logistics

These topics are broken down into detail in the next sections.

For each training session, keep things interesting by varying the topics. For example, feel free to use the leadership team-building activities sporadically throughout the discussions of operating topics to keep the recruitment counselors engaged.

What's on the agenda?

Whether a training session lasts two hours or a full day, and no matter what the topics are, plan accordingly for the following elements:

- **Variety of presenters:** If one person presents all the information at each session, no matter how dynamic that person is, the recruitment counselors will get tired of seeing only one face and hearing only one voice. Mix things up by asking other Panhellenic leaders, advisors and campus staff members to present on different topics.
- **Learning styles:** Each recruitment counselor may have a different preferred learning style, so it is important to incorporate each style into the training: visual, auditory and kinesthetic. Visual learners process information best when they see it; think flip chart paper, handouts, movie clips and pictures. Auditory learners process information best when they hear it; think music, reading content out loud, movie clips and pair and share exercises. Kinesthetic learners process information best when they can physically interact; think role-playing, get-up-and-move activities and having items on the table for them to “play” with when sitting in a classroom setting.
- **Breaks:** There will be many topics to cover and not a lot of time to cover them; however, it is critical throughout training that the recruitment counselors get ample breaks. Plan snack breaks and a little bit of downtime when recruitment counselors can hang out casually for a few minutes every few hours. It will recharge them for continued preparation and help build a solid team.
- **Fun:** Don't forget this important part of Panhellenic sisterhood. If recruitment counselors are not enjoying the experience, it will show in the way they interact with PNMs. By planning team builders and morale boosters throughout the training sessions, recruitment counselors can get to know one another better and have fun in the process.
- **Location is everything:** If possible, hold one or more of the training sessions in a unique location, outside a typical meeting space. Doing so could invite new enthusiasm among the recruitment counselors. In a new setting, they are less likely to get caught up in what they could or might be doing if they were not in training. Be sure to line up locations in advance.

Planning Checklist

- Date, time and location:** Review this at least a month in advance with the recruitment counselor team. Get it on their calendars early.
- Transportation** (if not held on campus): Organize a carpool.
- Food:** If the session is during a typical meal time or lasts all day, feed the participants. No one wants hungry recruitment counselors! Making snacks and beverages available at all times is also a good idea.
- Agenda:** Print a detailed agenda for all presenters. Provide each recruitment counselor with an abbreviated agenda with the topics that will be addressed.
- Speakers and presenters:** Ask leaders to present at least one month in advance, provide them with adequate information and ensure that each presenter is comfortable with his or her part of the training session.
- Handouts:** Provide each participant with a binder or folder that contains important handouts, tip sheets and other materials. This will help them work with their PNM groups.
For more on handouts and recruitment counselor resources, see the section beginning on Page 53.
- Materials:** Make a list of the materials or props necessary to complete each training session, such as flip chart paper, markers and other supplies.
- Audio/visual needs:** Bring a projector, laptop, DVD player and sound system as needed.

Building an agenda

Use this chart as an agenda builder for each training session:

Time needed	Topic & description	Presenter(s)	Materials or visuals needed
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At the beginning or end of recruitment counselor training, consider hosting a recruitment counselor ceremony. Two sample ceremonies appear in the "Tools" section on Pages 66-70.



Training Concept: Leadership

A strong recruitment counselor training program should begin by providing participants the opportunity to explore and develop their leadership skills. Throughout the training, recruitment counselors should discover their own leadership voice as a result. This section provides many resources that you can use to train recruitment counselors in the area of leadership. In turn, recruitment counselors can use many of these activities with their PNM groups.

To begin, choose several icebreakers and team-building activities that allow the recruitment counselor team members to get to know themselves and one another better. Finish the leadership-based training with the components: “Developing Your Leadership Voice” and “Leading a Small Group.”

Icebreakers

Icebreakers are some of the best ways to find out more about people, especially when you are working to create a new team. These activities should be fun but also provide an opportunity to learn more about one another. If your team consists of many people who haven't met before, it is important to start with some sort of name game to help team members begin to memorize one another's names.

Included are four examples of icebreakers. For more activity ideas, consult your fraternity/sorority advisor or your leadership office on campus.

Best or worst

Materials

- Pens/pencils (enough for each participant)
- Quarter sheets of paper (enough for each participant)
- Bowl, size of a salad bowl

Instructions

- Break into small groups of 10 or fewer participants.
- Have each participant write one “worst question” and one “best question” that she wants to know about the group on her quarter sheet of paper. (Examples: What is the worst food you have ever eaten? What is the worst injury you have ever had? What is the worst present you have ever received? What is the best trip you've ever been on? What is the best text message you have ever received? What is your best sorority memory?) Remind the group that these questions will be answered aloud, so questions should be appropriate. Once a participant is finished writing both questions, have her fold her paper in half and drop it into the bowl.
- Once all papers are in the bowl, each participant selects one paper and then answers the questions on the sheet she's picked, including sharing brief stories as applicable. If a participant draws her own sheet that is fine — she simply gets to answer those questions.

How Do I Facilitate a Good Icebreaker?

- **Be prepared:** Rehearse your icebreakers more than once, considering time constraints; have all the necessary materials; have multiple ice breakers ready to implement depending on the group's needs.
- **Have a good attitude:** Be enthusiastic. If you are not having fun, neither will participants. Begin the ice breaker by being willing to go first to model the activity.
- **Be aware of the setting/audience:** Ask yourself: Is this ice breaker appropriate for this group? Is everyone in the group capable of completing this activity? Is there enough space to complete this activity?
- **Work with the group:** If the group seems restless, do an activity that requires people to move. If participants are tired, do an activity that requires them to sit. Work with the personality of the group; if an activity isn't working, simply move on. It is important that everyone feels included, so if possible sit in a circle or another way that allows everyone in the group to see everyone else. This encourages participation.

Reflection questions

- What was the purpose of this activity?
- What is something new you learned about someone else in the group through this activity?
- Was this activity easy or difficult? Why?
- How could you use this activity with your PNM group?

Beach ball toss

Materials

- Beach ball (one per 15 people) – with “get to know you” questions written all around the ball

Possible questions include:

- » What is the funniest movie you’ve ever seen?
 - » Who is your role model and why?
 - » What is one thing your sorority has taught you?
 - » If you were a superhero, what powers would you have?
 - » Who is the most famous person you’ve ever met?
 - » If you had a theme song, what would it be and why?
 - » How do you celebrate your birthday?
 - » Why did you want to be a recruitment counselor?
 - » What was the gift you will never forget receiving?
 - » If you could go anywhere in the world, where would you go?
 - » What is your favorite summer activity?
- Extra beach ball(s) in case one pops

Instructions

- Assemble participants in a large circle. If you have more than 15 participants, break them into smaller groups.
- Toss the beach ball to someone in the circle.
- Once the person catches the ball, she states her name and then reads out loud and answers the question closest to her right thumb. Once she has done that, she tosses the ball to another participant in the circle.
- If the same question keeps getting asked, have the participant answer one to the right, left, above or below of the question that continues to be repeated.
- Repeat this activity until all participants have answered at least one question.

Reflection questions

- How did this activity help you learn more about other members of the recruitment counselor team?
- Was there something surprising you found out about someone? If so, what was that?
- If you did this activity with your PNM group, what could it teach you about the women?
- How would personal sharing like this help you in your PNM group?

Shoelace wrap

Materials

Two shoelace strings tied into one long string. If you have more than 15 participants, break them into smaller groups.

Instructions

- Ask for a volunteer to begin. That participant takes the shoelace and wraps it once around her index and middle fingers. Upon doing so, she tells the group something about herself.
- She then wraps the shoelace around her fingers again, stating a new fact about herself each time until the shoelace is completely wound around her fingers.
- Next, she unwraps the shoelace and passes it on to another participant, who completes the activity in the same way, until the string has no room to keep wrapping.
- Repeat until every participant has wrapped the shoelace around her fingers.

Reflection questions

- How did this activity make you feel?
- Who didn't you know before and now have something in common with?
- How is this activity similar to/different from the recruitment experience?
- What other variations on this activity could you implement in the future?

I'm a Panhellenic woman. You're a Panhellenic woman if ...

Materials

Enough chairs for all participants, except one, to sit in a circle

Instructions

- Place all chairs in a circle. All participants sit in the circle except one, who begins the activity by standing in the middle of the circle.
- The woman in the middle of the circle thinks of a fun fact that she believes others will have in common with her.
- She then states: "I'm a Panhellenic woman. You're a Panhellenic women if _____" [she cites the fun fact].
- Those in the circle who have that fun fact in common, must leave where they are sitting and run to an open chair (provided more than one participant has that fact in common with the woman in the middle) at least two chairs away from the chair she started in.
- The participant who is left without a chair goes to the middle and states a new fun fact that she thinks others will have in common with her.
- Repeat until all participants have been in the middle.

Reflection questions

- Why do you think we participated in this activity?
- How could this activity help our chapters, especially during competitive times like recruitment?
- When would be a good time to do this activity with your PNM group?
- What other commonalities do all Panhellenic women have that were not cited in the activity?

Team-building activities

Use these activities after the recruitment counselor team feels a sense of togetherness. The purpose of team-building activities is to develop problem-solving and critical-thinking skills while developing a cohesive team. Being a recruitment counselor is a difficult job, and if the recruitment counselors view each other as teammates, they can coach one another through challenging conversations and experiences.



It is also important that recruitment counselors facilitate team-building activities with their PNM groups. This can develop a sense of belonging and showcase a little bit of what Panhellenic membership can bring. The more connected the PNMs are to one another and the process, the higher the chance that they will continue through the duration of recruitment.

Each team-building activity below is a sample of the type of activities to use with your recruitment team. For additional ideas, consult your fraternity/sorority advisor or your leadership office on campus.

Worries in a hat

Materials

- Pens/pencils (enough for each participant)
- Half-sheets of paper (enough for each participant)
- Hat (or other object big enough to collect all sheets of paper and mix them up)

Instructions

- Each participant anonymously writes her biggest worry/fear about being a member of the recruitment counselor team. Encourage the women to be specific and honest without giving away whose fear is whose. Once everyone is finished writing, they fold their paper in half and drop it into the hat.
- Shuffle the paper in the hat, and then have each person pick a worry/fear and read it out loud.
- Continue to process the activity by reviewing the reflection questions below.

Reflection questions

- What were some of the common worries/fears expressed by the recruitment counselor team?
- How can the recruitment counselors work together to manage or help prevent these worries/fears from becoming a reality?
- What are some worries/fears the recruitment counselors envision that the PNMs will have?
- How can the recruitment counselors work together to manage or help prevent PNMs' worries/fears from becoming a reality?

Pile up

Materials

Standard king-size sheet

This activity is best done when the entire recruitment counselor team completes it as one group. Depending on the number of participants, you might need more sheets if everyone can't fit around a single sheet before it is folded.

Challenge by Choice

Remember, the purpose of these activities is to build unity, not alienate participants, so each activity is a "challenge by choice." This means that if a woman does not feel comfortable participating for any reason, she should not be required to do so. When sharing the "challenge by choice" philosophy, make sure to also encourage the women to participate as much as possible. Explain that all activities are meant to create a stronger recruitment team, and although the exercises might sometimes feel a bit outside someone's comfort zone, she should be willing to push herself for the betterment of the team and her own personal development.

Instructions

- Spread the sheet on the ground with the entire recruitment counselor team standing around it.
- Each participant must get at least one foot on the sheet. Once the team accomplishes that, ask everyone to step off the sheet. Fold the sheet in half and have the team try again.
- Repeat this until all the recruitment counselors can no longer get one foot on the sheet. Challenge them to think creatively each time its folded.

Reflection questions

- How did the activity feel to each of you? What was easy? What was challenging?
- How does this activity parallel recruitment, specifically the PNM experience?
- How did you decide when to give up on attempting to get everyone on the sheet? How might this same decision be translated in recruitment?
- How can you counsel a PNM when faced with a challenge like this during recruitment?

Eyes, mouth, body

Materials

- Rope, tape or string large enough to create an 80-square-foot area
- 10 squeaky toys in various sizes
- One blindfold

Instructions

- Ask for two volunteers, one to wear a blindfold and one to give directions. The blindfolded participant faces the roped-off area, and the other participant has her back to the roped-off area. Lay the squeaky toys sporadically throughout the roped-off area.
- Share with the remaining participants that their task is to provide nonverbal instructions to the participant facing them, who will then verbally guide the blindfolded person through the roped-off area. The goal is for the blindfolded person to walk through the roped-off area from one side to another without stepping out of the roped-off area or on any squeaky toys in the process.
- If the blindfolded person steps out of the roped-off area or on any squeaky toys, she must start again.
- Allow each recruitment counselor to take a turn at each position (blindfolded, only able to speak, only able to see/ provide nonverbal instructions).
- If necessary, rearrange the squeaky toys after each participant takes a turn in the roped-off area.

Reflection questions

- How engaged were you as a participant in each position?
- Which position was the most challenging to be in? Why?
- How does this activity relate to recruitment as a whole?
- How can you relate each position to people/situations during recruitment?

Agree/Disagree

Materials

- Two signs, one reading "Agree" and one reading "Disagree"
- Masking tape



Instructions

- Post the “Agree” sign on one side of the room and the “Disagree” sign on the opposite side of the room.
- Gather all participants in the middle of the room. Explain that the facilitator will read a statement about leadership, and each participant – without conversing with others – will move to the side of the room indicating whether she agrees or disagrees with the statement.
- After each participant has moved to one side of the room or the other, allow for the opportunity to pause and discuss the women’s stances on the statement and how it reflects their values and correlates to the sorority community.

Leadership statements

1. Leaders are born, not made.
2. Leadership can be done by anyone, not just by people who are designated as leaders.
3. The role of the leader is to serve others and empower them to become leaders themselves.
4. The task of the leader is to get her people from where they are to where they have not been.
5. Leadership should be born out of the understanding of the needs of those who would be affected by it.
6. The leader has to be practical and a realist, yet must talk the language of the visionary and the idealist.
7. The very essence of leadership is its purpose. And the purpose of leadership is to accomplish a task.
8. The first responsibility of a leader is to define reality. The last is to say thank you.
9. The real leader has no need to lead – she is content to point the way.
10. All great leaders have one characteristic in common: the willingness to confront unequivocally the major anxiety of their people at the time.
11. To be able to lead others, a woman must be willing to go forward alone.
12. She who cannot obey cannot command.
13. Leadership and learning are indispensable to each other.

Reflection questions

- How do you think these statements and your reactions relate to your role as recruitment counselors?
- How do you think leadership will be important in your role?
- How do you define leadership?
- What qualities do you think are important to a leader?

Developing your leadership voice

Leadership is not just for those who carry a title; everyone has the potential and capability to lead. Leadership is about action, relationships, values and integrity. We expect recruitment counselors to exhibit leadership during the recruitment process and beyond.

Throughout the recruitment counselor training program, each woman will start to identify, develop and tweak her own leadership voice. This should happen in formal training sessions such as these as well as in the individual and group tasks and conversations facilitated during recruitment.

To get recruitment counselors thinking about their own leadership voices, consider introducing the five leadership practices as identified by James Kouzes and Barry Posner in “The Student Leadership Challenge.” These practices can help frame a conversation with recruitment counselors about the value of leadership and the importance of continuing to develop leadership skills throughout their lifetimes. As you explain and explore these practices, it is important to remember that everyone likely exhibits some behaviors that relate to each practice. The key is to learn about practices that are not as familiar.

According to Kouzes and Posner, exemplary leaders demonstrate five practices. They:

1. **Challenge the process:** True leaders are pioneers: those willing to step into the unknown to challenge the status quo and in turn create new or unique ways of accomplishing goals. Leaders constantly search for ways to make things better than their current state — opportunities to innovate, grow and improve through experimentation and risk taking. They are comfortable with change, knowing that accepting a challenge such as change can often help them be the best leaders they can be. Leaders learn from their mistakes and their successes and allow others to ask, “What can we learn from this?”

In the recruitment setting, this behavior is easily seen when recruitment counselors look for ways to improve the recruitment process, including challenging areas that “have always been done this way.” They ask PNMs to look beyond stereotypes and “what is cool” to see what they can offer different Panhellenic chapters on campus.

2. **Enable others to act:** Leaders know true leadership is a team effort. Leaders who accomplish the extraordinary do so through teamwork, trust and empowerment of those around them. They know how important it is to involve everyone in the process, strengthening not only themselves but also others at the same time. Leaders foster relationships and value collaboration to cause everything to function at its highest level.

In the recruitment setting, this behavior can easily be seen by those who have a strong relationship with the team and can continue to remind their fellow recruitment counselors and the PNMs in their group why they are participating in recruitment, motivating them along the way.

3. **Encourage the heart:** Leaders create a culture where individual contributions are recognized and appreciated. They genuinely care about others and create a space where victories are celebrated. This encouragement creates an authentic team spirit and motivates everyone to continue to act in ways that align with a group’s values and goals.

In the recruitment setting, this behavior causes all the focus to be put on the positive aspects of being a member of a Panhellenic sorority. Recruitment counselors with a natural knack in this practice will easily provide strong encouragement to all PNMs.

4. **Inspire a shared vision:** Leaders can easily envision an exciting future full of endless possibilities. They have a clear vision and can easily articulate how their dream for the future is for the betterment of all. That future inspires not only them but also those around them, compelling all to make a difference.

In the recruitment setting, those expressing this behavior have a high ideal of what it means to be a sorority member and of the possibilities the sorority experience can provide. They can easily and clearly help PNMs envision their future as sorority members and leaders.

5. **Model the way:** Leaders know that actions speak louder than words, so they not only talk the talk, but they also walk the walk. They are clear about their values and the values of the organization and act in a way that exemplifies both. They set the example of how to behave daily and are consistent in their behavior, easily earning others’ respect. Leaders set the example for others to follow.



Personality/Strengths Assessments

Another good way to help recruitment counselors develop their own leadership voice is by asking them to participate in a personality/strengths assessment. There are many inventories/assessments available, including the Leadership Practice Inventory, the Myers-Briggs Type Indicator®, Clifton StrengthsFinder® and the DiSC® assessment.

In the recruitment setting, women expressing this behavior can easily articulate their own values as well as those of the Panhellenic community. Those values are clearly seen in their actions as they continue to impress on others the importance of high standards.

Adapted from "The Student Leadership Challenge," studentleadershipchallenge.com

After discussing the five practices, use these reflection questions to dig deeper:

- How do you think each leadership practice will serve you as a recruitment counselor?
- All practices are necessary when leading your group. If you're not comfortable or strong in one, what should you do?
- How does this relate to you and your recruitment counselor partner working together to lead your PNM group?

Leading a small group

Now that the recruitment counselors have gone through a basic leadership development education, it is their turn to be the role models and lead a small group of PNMs. Just as the recruitment counselor training started with get-to-know-you activities, so should their interactions with their PNM groups. Encourage them to use their strengths as leaders to guide these women through the hectic and exciting time of recruitment.

Share these tips on successfully leading a small group with the recruitment counselors:

- **Communicate** – "It is better to overcommunicate than undercommunicate. Don't be afraid to repeat yourself to get the important messages across and to make sure everyone is on the same page."
- **Confidence** – "Your training has taught you everything you need to know to pass along to the PNMs."
- **Create a safe environment** – "Creating a safe environment for PNMs to share is critical from the beginning. Remember to be as inclusive as possible at all times, and make sure everyone has the chance to participate and feels comfortable sharing."
- **Develop meaningful relationships** – "You will become a confidant for a PNM group, and getting to know these women will help you better counsel them through the recruitment process."
- **Have fun** – "Recruitment is stressful, but find ways to enjoy the experience. The more you can be happy and cheerful, the more relief PNMs will have about the recruitment process."
- **Hone your listening skills** – "What PNMs aren't saying may be just as important as what they are saying. Make sure you pay attention to their nonverbals."
- **It's not about you** – "Although your job is critical to the success of recruitment, the PNMs' experience – not yours – is the most important one and the one to focus on."

Training Concept: Effective/Strategic Communication

To help PNMs progress successfully through recruitment by maximizing their options, it is important to train recruitment counselors on how to effectively and strategically communicate with PNMs about Panhellenic recruitment. Preparing to explain to PNMs in a clear and thorough manner will make recruitment more enjoyable for everyone.

Below are topics all Panhellenic communities should be discussing as it relates to recruitment. Each topic provides tips for facilitating discussions and activities to teach this information to recruitment counselors and in turn, to PNMs.

Topic 1: Benefits/Role of sororities on a campus

Sorority women are sometimes asked, "What is so great about being in a sorority?" Knowing and being able to clearly articulate the membership benefits is a great way to help with recruitment. This applies not only to recruitment counselors but also to the entire sorority community.

Discussion

To train recruitment counselors on this aspect, facilitate a discussion about the benefits of membership in a sorority. Record the responses on flip chart paper. Try to generate a mix of practical and values-based reasons for membership. PNMs want to hear about the high GPA as much as the importance of sisterhood and leadership and vice versa. Encourage participants to answer the questions "Why do our organizations exist?" and "What is our purpose in our members' lives?"

Activity

Salespeople often create an "elevator pitch" as a way to promote or explain something in an efficient but thoughtful manner. This concept means that a person can quickly describe the importance or meaning of a topic within about 60 seconds, the length of a typical elevator ride. An elevator pitch for a recruitment counselor is a one- to two-minute synopsis about the benefits of membership in a Panhellenic organization.

Example: "Being in a sorority at _____ [college/university] means that I am part of a community that shares common values. We believe in community service, leadership, education and sisterhood. Being in a sorority has changed my life, because it has taught me ..."

Creating an Elevator Pitch

An elevator pitch should always contain:

- **Problem-solution "hook":** This is a statement or question that piques a person's interest and makes her want to hear more. Good hooks succinctly define a problem or need and suggest the solution.
- **About 150-225 words:** The pitch should be no longer than 60 seconds (average elevator ride). Cramming 500 words into a minute won't work.
- **Passion:** Share energy and excitement about the topic. If you aren't enthusiastic, how do you expect others to be enthusiastic about what you are saying?
- **A request:** At the end of the pitch, ask for something, knowing what you want. In a recruitment setting, do you want a PNM to continue in recruitment, to choose the organization that matches her values?

Have each recruitment counselor write her own elevator pitch that she would tell to a family on move-in day at the residence halls. Ask a few recruitment counselors to share their speeches to the group. No two speeches should be alike, because no two sorority experiences are the same.

Below are a few prompts to help the recruitment counselors think about what they could include in their speeches:

- My favorite memory from recruitment/Bid Day/new member training ...
- My academics have been supported by my sorority through ...
- An exceptional leader in my chapter is ...
- My sorority gives back to the community by ...
- I live my sorority's creed by ...

Note: Avoid the most common mistake of turning this into a sales pitch. Instead the recruitment counselor should be able to describe how she became her best self through membership in a sorority.

Preparing an elevator pitch will help recruitment counselors easily and succinctly articulate the benefits of sorority membership. This is key information to share when introducing themselves to their PNM groups or when a PNM is expressing that she might withdraw from recruitment. This exercise is also useful for recruitment counselors to walk through with their PNM groups to help each PNM give an elevator pitch about what she is looking for in a sorority or what she offers a sorority.

Topic 2: Membership expectations

It is important to be honest when communicating expectations of sorority membership. The last thing you want is several PNMs excited to join your community and then realize they don't meet the minimum grade requirement for most chapters, can't afford membership dues, or don't want to put in the time to be an active and involved member.

Discussion

Time: Let the PNMs know that time management is key to sorority success. Describe how often chapter, new member and other meetings occur. Outline other commitments such as sisterhoods, service programs, social events, enrichment programs and academic initiatives. It is possible to dedicate 24 hours a day to sorority activities — calendars are packed with fun and valuable experiences — but learning to say no is a crucial skill in time management. Sororities will work with a PNM if she is upfront about academic or extracurricular commitments.

Activity

Outline the "typical day" or "typical week" in a sorority member's life on your campus. Illustrate the diverse activities and time commitments. To reflect, discuss different techniques to manage your time and commitments.

Discussion

Financial obligations: Questions about membership financial obligations are common before joining a sorority. PNMs and family members want to know upfront what this experience will cost. Price points may vary from chapter to chapter, so it is important to provide correct information. The Manual of Information suggests giving an average for all groups. Make sure PNMs take the time to review the financial information provided by Panhellenic.

In addition, explain that sororities typically have payment plans to help manage membership costs. This can be a relief regarding meeting financial obligations. Another item to share is scholarship opportunities that may be available from the area Alumnae Panhellenic and/or inter/national organizations.

Activity

First, brainstorm all the experiences, activities and programs a member gets out of her sorority experience — remember to think about current, as collegiate, and future, as alumnae, benefits. Then, conduct a “sorority by the numbers” breakdown. Take the average cost of a year’s membership, and divide it by the number of weeks in school or even days in school to show the “deal” members are getting. This highlights what women actually pay for and what they receive from their investment. This also helps PNMs realize that the financial obligations of sorority membership have nothing to do with “paying for your friends.” It helps fund the myriad activities, events, programs and benefits received as a member.

Tip: Put this breakdown in the information a PNM receives to highlight this “deal” in print.

Topic 3: What to expect from the recruitment counselor experience

The recruitment experience is different at every campus. Some students come with preconceived notions of what sorority life will be like, and the same goes with recruitment. It is important to speak honestly about the realities of recruitment while maintaining a positive perspective. The recruitment counselor experience is very different from the chapter member experience, and this must be communicated to the recruitment counselor team.

Activity

Have a panel of former recruitment counselors speak about their recruitment experience. If there are second-year counselors on the team, they may be the perfect women for this job. If not, call back some of the stellar recruitment counselors from the past year to share. It is important to select women for your panel who will be honest and supportive of the experience. It is OK to discuss the difficulties in this position, because it will better prepare the recruitment counselors to handle any situation they may face.

Ask a few questions for each person on the panel to answer.

- Possible panel questions:
 - » What was the most rewarding thing about being a recruitment counselor?
 - » What was the most challenging thing about being a recruitment counselor?
 - » What surprised you about the experience?
 - » If you could do it again, what would you do differently?
 - » How was leadership important in the recruitment counselor role?
 - » How were effective/strategic communication skills important in the recruitment counselor role?
 - » What hat — leader, mentor or coach — did you “wear” the most, and why?
 - » How did your personal leadership style help you in the role?
- Tip: Give the questions to the panelists in advance so they can provide thoughtful, positive responses during the program.

Once panel members have gotten into a groove and shared their perspectives, open the floor for questions.

Similarly, a panel discussion can be a positive way to help PNMs prepare for what to expect in primary recruitment. Make sure panelists are coached to provide answers that are geared to the values-based recruitment experience.

Possible panel questions include:

- How did you figure out whether a sorority matched what you wanted out of the experience?
- What did you consider when choosing a sorority?
- What are some important questions to ask the members you meet in recruitment?
- How does recruitment progress round by round?
- What was the most rewarding thing about being a recruitment counselor?
- What was the most challenging thing about being a recruitment counselor?
- What surprised you about the experience?

What Every PNM Needs to Know About Recruitment

- The College Panhellenic has information available that tells you what to expect during recruitment, such as logistics, schedules and what to wear.
- Ask questions when you do not understand.
- Some events will have more PNMs in attendance than others, and this is not a reflection of a chapter.
- You must attend all events for which you receive an invitation.
- Failure to attend an event may jeopardize your ability to receive invitations.
- Being a group's legacy does not ensure membership in that group.
- Accurate financial information regarding membership is given by Panhellenic in a cost range unless the individual groups provide specific chapter information to you.
- Good scholarship is important to all groups within Panhellenic.
- All NPC member organizations have policies against hazing.
- No chapter member may promise or imply the promise of a bid.
- You are expected to act politely and respectfully when attending an event.
- You should expect to be treated politely and with respect.
- Every woman attending a preference event must appear on that sorority's bid list, but this does not ensure an invitation to join that particular sorority, because recruitment is a mutual selection process.
- You must be certain that you understand the membership recruitment acceptance binding agreement (MRABA) that you will be expected to sign immediately after attending the last preference event.
- You may choose not to join a chapter and therefore not fully complete the MRABA.
- You may choose to limit or list only one choice on your MRABA, or you may list all the chapters where you attended preference events.
- You must understand that if you list a chapter on your MRABA, are matched to that chapter and receive an invitation to membership, you are bound to that chapter until the next primary recruitment.
- Men and alcohol are not permitted during recruitment or Bid Day activities.

Legacy policy

It is important for a PNM to know the chapter policy for the organization for which she is a legacy. Policies vary from sorority to sorority. It is a good idea to educate recruitment counselors on any legacy policies that your campus's NPC groups follow; however, it is up to the Panhellenic to determine whether this is necessary. Seek advice from your NPC area advisor and fraternity/sorority advisor to make this decision.

Training Concept: Ethical Behavior

It would be wonderful if everyone followed recruitment rules to the letter, 100 percent of the time. Unfortunately, the competitive nature of recruitment may cause women to act out of character; at times, putting their chapter ahead of what is best for the Panhellenic community and PNMs. Recruitment counselor training must include a review of recruitment rules, what qualifies as an infraction and guidelines for disassociation (as applicable) because recruitment counselors play a key role in making sure that recruitment is conducted with fairness, respect, honor and a spirit of sisterhood. NPC policies and best practices that refer to recruitment counselors are in the "Tools" section on Page 71.

Tip: Recruitment Code of Ethics

A template for a College Panhellenic recruitment code of ethics is available in the NPC Manual of Information and on the NPC [website](#).

Code of ethics

Many organizations adopt a code of ethics. A code of ethics gives members a sense of ownership and promotes buy-in. Your College Panhellenic should have a code of ethics.

To teach the importance of ethical behavior, have the recruitment counselors brainstorm their own code of ethics. Based on the size of the team, do this as one large group or in small groups that come back together to combine common themes.

A code of ethics should include approximately 10 broad statements about doing the right thing during recruitment. This is different from recruitment rules where details about do's and don'ts for chapters, members, recruitment counselors and PNMs are shared. Instead, the code of ethics supports ethical decision-making and applies to day-to-day practices of the recruitment counselors. It sets an expectation that they will follow the highest standards of integrity and honesty.

Start the discussion by asking the following questions:

- What is the role of the recruitment counselor before, during and after recruitment?
- What panhellenic values do recruitment counselors need to support?
- What do we want PNMs to feel during recruitment?
- How is being a recruitment counselor different from being an active member during recruitment?

Once the code is created, turn it into an "ethics contract" for each recruitment counselor to sign. A sample ethics contract is in the "Tools" section on Page 72.

PNM Code of Ethics

Recruitment counselors can brainstorm a code of ethics with their PNM groups to help PNMs focus on making values-based decisions during recruitment. This activity also helps PNMs to remain open-minded and focused on their own experiences, instead of the collective experience of their group or of friends who are participating in recruitment.

Recruitment rules

After the creation of a code of ethics, review all pertinent recruitment rules with the recruitment counselors. Provide a copy of the rules to each person. Cover the guidelines that chapters and members must follow and the rules that apply to recruitment counselors. Here are some ideas to make this engaging:

- Divide the recruitment counselors into groups and have each group create a brief role-play to illustrate a section of the rules. No matter how silly or creative the recruitment counselors become, the rule itself should be the “star” and must be clearly explained and demonstrated. Give each group approximately 20 minutes to come up with its role-play, and then showcase each rule. Leave time after each presentation for discussion/explanation.
- Create a PowerPoint presentation to cover all recruitment rules and details. Use funny pictures to highlight relevant points.
- After reviewing the rules, create a game in which recruitment counselors have to identify the correct rule or procedure. Make false choices close enough to correct ones so the game is fun and challenging.

Tip: Recruitment Rules Template

A template for a College Panhellenic recruitment rules is available in the NPC Manual of Information and on the NPC [website](#).

No matter which activity you choose, make sure the rules are fully understood.

Information about Panhellenic judicial procedures and recruitment infractions is covered in the Recruitment Logistics section beginning on Page 47.

Contact and communication with potential new members

Following the rules of contact is essential to ensuring a fair recruitment process for everyone involved.

PNMs – Potential new members are a valuable resource for maintaining a fair environment. Make time to cover contact rules with them as early as possible. Discuss how chapter members (including anyone representing Panhellenic) should and should not communicate with them.

Opportunities to address positive Panhellenic contact with PNMs include:

- During orientation sessions about sorority membership
- On the College Panhellenic website
- In recruitment materials
- During Panhellenic recruitment interest sessions

Current members – If your campus has the opportunity to educate all current members at the same time on contact and communication with PNMs, you ensure that the message is clear and consistent. The next best thing is to train by having Panhellenic officers go from chapter to chapter.

In addition, address contact between recruitment counselors and chapters at this time to provide consistency. Being a recruitment counselor is sometimes difficult, but it is even harder when a sister from her chapter unknowingly or knowingly makes inappropriate contact with her.

Alumnae – Alumnae may not know your Panhellenic’s contact policies. Use communications such as alumnae newsletters, email lists and Facebook groups to educate these women.

Disassociation

Disassociation of recruitment counselors may be used to help ensure the actions and decisions of recruitment counselors support the welfare and best interests of the Panhellenic community. The practice is meant to assist recruitment counselors maintain an impartial mindset when helping each PNM in her decisions, guarding the PNM from influence by any personal bond formed with her counselor. A counselor may disassociate from her chapter for the period immediately before recruitment – not to exceed 30 days – and during recruitment if outlined in the College Panhellenic recruitment rules.

Panhellenic officers should be “disassociated” from their respective NPC chapters for the period immediately preceding recruitment (not to exceed 30 days) and during recruitment so their actions and decisions support the welfare and best interests of the Panhellenic community. Recruitment counselors should be disassociated for the same period of time as Panhellenic officers, unless the College Panhellenic votes to allow recruitment counselors to remain associated with their respective chapters based on NPC recommended best practices.

If applicable, when discussing disassociation with the recruitment counselors, acknowledge that it is difficult to be away from one’s sisters for an extended period, and to pretend that one knows little about her own sorority. You should also emphasize the critical role recruitment counselors play in the Panhellenic community, and that what they do makes a huge difference – helping PNM’s make commitments to being better women by joining sororities.

Each Panhellenic has its own disassociation guidelines related to being a neutral representative of the community. You may stipulate that a recruitment counselor must:

- Refrain from attending her chapter’s recruitment-preparation activities and events.
- Keep her chapter affiliation a secret until Bid Day.
- Avoid talking more favorably about her own chapter than others to PNM’s.
- Refrain from wearing chapter T-shirts or letters and sorority jewelry.
- Remove publicly visible paraphernalia such as car decals, laptop stickers and key chains.
- Avoid speaking to members of her chapter in public or common spaces until Bid Day.
- Refrain from attending chapter functions, including meetings, sisterhood events or socials, during the recruitment period.
- Set all social media to private settings so that PNM’s cannot “accidentally” find out her affiliation.
- Avoid stereotyping chapters on campus; instead, be able to provide accurate, unbiased information.
- Respect all decisions that PNM’s make regarding their choices, even if she has a different opinion.

Tip: Recruitment Counselor Affiliation

Suggestions for implementing a program that allows recruitment counselors to remain affiliated are available in the Membership Recruitment section of the Manual of Information.

There may be times when a recruitment counselor becomes frustrated, lonely or upset, and wishes she could seek reassurance from a sister. Below are suggestions to share with the counselors in case they need emotional support during disassociation:

- Make new friends with fellow recruitment counselors. Organize a girls’ night. Go to a movie or dinner together.
- Join another campus organization to gain new friends and new experiences.
- Spend time with family.
- Take up a hobby, such as scrapbooking, reading, doing word puzzles or playing a musical instrument.
- Volunteer on campus or in the community.
- Plan ahead and stay on top of course work. Have a big paper due in the next week? Start an outline.

- Journal your feelings. Writing down concerns helps get them off your chest.
- Spend time with your PNM group. Their excitement about sorority life will help you remember how excited you were as a PNM during recruitment.
- Make a list of the things you appreciate about your chapter and sisters, and keep the list in a special place. Long after recruitment is over, it can serve as a reminder of what you cherish about your sorority.

Recruitment counselors are enormously influential in the lives of PNMs. Without their selflessness – which may include disassociation – many prospective members would be lost. A counselor who models panhellenic spirit can inspire the same in her PNM group.

Not a Guessing Game

Remind recruitment counselors not to encourage PNMs to try to guess their affiliations. Being a counselor is about assisting the PNMs – not about the counselors themselves. As fun or flattering as an affiliation guessing game might seem, the number-one priority is to keep PNMs focused on finding a chapter that matches their values and needs.

How ethics guide behavior

Teach recruitment counselors how to translate panhellenic values and the code of ethics into action. The following activities will help counselors connect the Panhellenic Creed to the choices they will help PNMs make during recruitment.

Activity 1

Materials

- Pens/pencils (enough for each participant)
- Copies of word collage below (enough for each participant)



Instructions

- Distribute the word collage and then ask these questions:
 - » Do these words look familiar? If so, why?
 - » Select the words that stick out to you. Why do these words catch your eye?
 - » Which words do you actively live out in your daily life?
 - » How do these words relate to your role as a recruitment counselor?
- Distribute copies of the Panhellenic Creed, available on Page 3 of this guide, with the title removed. Read the creed together out loud.

Ask these questions:

- Do the words sound more familiar now?
 - » The words in the collage are from the Panhellenic Creed.
 - » Let's dissect this a little more, based on your role as recruitment counselors.
- How can you, in your role as a recruitment counselor:
 - » Stand for good scholarship?
 - » Maintain fine standards?
 - » Serve your college community?
 - » Further sorority (fraternity) life?
 - » Stand for service?
 - » Develop character?
 - » Foster individual and Panhellenic friendships?
 - » Be mutually respectful and helpful?
 - » Live the words of the Panhellenic Creed every day?
- Why is it important that you demonstrate panhellenic values to PNMs?
- How can you help PNMs understand why this creed should matter to them during recruitment?

Activity 2

Recruitment counselors may encounter situations that put Panhellenic values to the test. This activity allows counselors to think about such situations ahead of time, so they are better prepared if the situations occur. The goal is to create a basis for practical and ethical decision-making during recruitment.

Materials

- Markers
- Flip chart paper
- Situational examples (created by the recruitment team ahead of time)

Instructions

- Create the following grid on flip chart paper as an example for what the recruitment counselor team will do:

Potential Challenge	Panhellenic Values	Ethical Solution
Preference just ended and you know that a PNM is choosing between your sorority and another. You really want this woman to join your sorority.	Develop character, foster Panhellenic friendships, be mutually respectful and helpful	Allow the woman to make her own decision. Encourage her to compare her own values to the values of the sororities she is considering. Remind her that all sororities have strong values that last a lifetime.

- Discuss the situational examples (created by the recruitment team). Ask the participants to connect the presented challenges to specific panhellenic values and come up with ethical solutions.

Example situations:

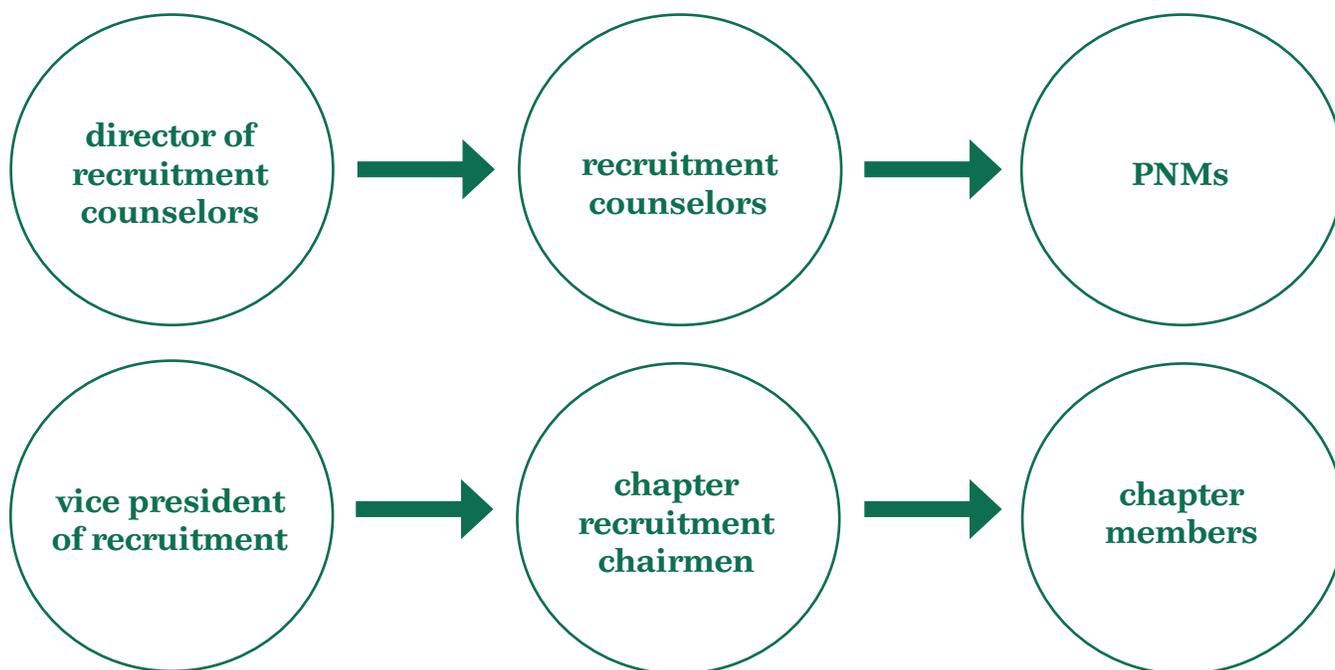
- One of the new members in your group states she had a negative experience at your chapter.
- A PNM tells you that she is only interested in sorority life for social opportunities.
- A PNM tells you that she felt pressured by a chapter when one of its members said, "Everyone here loves you, and you are in for sure!"

Training Concept: Values Education and Integration

A recruitment counselor is a PNM's direct link to the campus fraternity/sorority community. Helping a PNM find her place in the community is an important part of the job. It is a big responsibility because recruitment can be overwhelming, and it is easy for a PNM to make choices based on surface-level observations. It is the recruitment counselor's role to help each PNM identify what is important to her.

Outlined in this section are values-exploration activities to use with the counselors, so they are equipped to have crucial conversations with PNMs.

The values-based recruitment model doesn't work unless everyone is on board.



Starting the conversation

Materials

- Pens/pencils (enough for each participant)
- Blank pieces of paper (enough for each participant)

Instructions

- Provide each participant with a blank sheet of paper and a pen/pencil.
- Read each question aloud and let each participant reflect in writing, privately, the answers to each question.
 - » What are the most important things in your life? What do you gain – on a personal level – from each of these things?
 - » What do you do really well?
 - » On what do you spend your time and money?
 - » Based on the answers to the three previous questions, what do you see as five values that are really important in your life?

- Once they have identified five main values, ask them if those values truly reflect what is important to them, making sure they are not things that they simply think they should value.
- Ask for volunteers to share their values with the group.

Taken from © Joan Weir, personal coach, "Empowering you to create the life you want."

"Once you know what your values are, you can then use them to help guide you to make decisions and take action."
– Joan Weir, personal coach

Shipwrecked

Materials

- Flip chart paper
- Markers

Instructions

- Split the participants into equal teams of three to four participants.
- Explain to each team that they are stranded together on a deserted island. They must work together to create a list of five items (per team, not per person) they would have brought with them if they had known they would be stranded.
- Give them 10 minutes to determine five items they would bring and then have them report to the big group using the flip chart paper.
- Upon completion of the activity, review the reflection questions.

Reflection questions

- Based on what your group chose to bring, what do you value as a group?
- How was it to give up something you may have personally wanted, because the team was moving in another direction?
- Why is it important to encourage PNMs to choose a sorority that values the same things they do?

Trash your values

Materials

- Pens/pencils (enough for each participant)
- Blank pieces of paper (enough for each participant)

Instructions

- Have each participant fold a piece of paper into eight sections. Then have each participant tear the paper into eight pieces.
- On the first two pieces of paper, have the participants write two people who are important to them.
- On the next two pieces of paper, have the participants write two things (objects) they cannot live without.
- On the next two pieces of paper, have the participants write two memories or events that always make them smile.
- On the last two pieces of paper, have the participants write two important values (intangible) that they live by (such as integrity, wisdom, credibility, work ethic).
- Break the participants into groups of three.
- Once they are in small groups, each participant must choose two of her own slips to throw away.
- Next, one of the participants (A) blindly chooses two of B's slips to throw away.

- Participant C then blindly chooses one more of B's slips to throw away.
- Each group member rotates to be participant B until each group member is down to three slips.
- Notice individual reactions to this activity. Once everyone is holding just three slips, return to the big group to review the reflection questions.

Reflection questions

- What was easiest to give up? Why did you write those items down? Why did you choose to give them up?
- What was the most important thing for you to keep?
- Discuss the difference between things (objects) and the other categories. Make connections.
- What about the values: What did you choose? Why?

Write down all of the shared values on flip chart paper in front of the group.

- What did it feel like to have your values taken without your control?
- Have you ever had something like this happen to you in real life?
- How did you know that your sorority valued the same things you do?
- How can you help PNMs figure out if a sorority values the same things they do?

Comparing our values

Materials

- Pens/pencils (enough for each participant)
- Personal Values Worksheet (enough for each participant, found in the "Tools" section on Page 73.)
- Large copy of the Panhellenic Creed (written on flip chart paper)
- Flip chart paper
- Markers
- Sticky notes

Instructions

- Explain to participants that to embrace the sorority experience fully, they need to take a closer look at their personal values and how they relate to the chapters the PNMs will be joining.
- Pass out the Personal Values Worksheets and pens/pencils.
- Review the instructions printed on the top of the worksheet to make sure they are clear.
- Give participants 10 minutes to complete the activity.
- As people finish, pair them to share their values with each other.
- Once everyone is finished, post the large copy of the Panhellenic Creed in front of the room. As a group, categorize the values expressed in the creed (scholarship, service and so on). Write each value identified on a separate sheet of the flip chart paper and hang those values next to the creed.
- Ask each participant to write her values on the flip chart paper for the Panhellenic Creed value(s) that best match her own.
 - If working with a very large group, pass out sticky notes in advance. Participants then write their values on the sticky notes and post them under the most applicable value.
- Once the activity is completed, review the reflection questions.

Reflection questions

- What can we say about our collective values?
- What comparisons can we make between our values and those of Panhellenic?
- Why are these observations important as we reflect on the sorority experience?
- How can doing this same activity with PNMs guide them to what they are seeking in a sorority?
- How will you help each PNM discover if a sorority values what she believes is important?

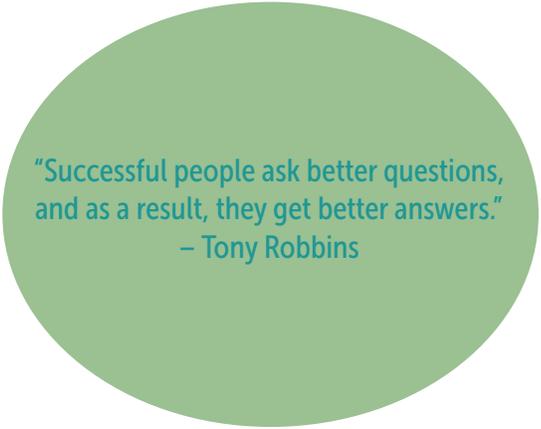
These activities allowed recruitment counselors to think about and identify their values. They should use these activities with their PNM groups to encourage them to think about their values. PNMs will then know how to reference their values during each round of recruitment.

Values-based sorority selection

Once a woman can identify her own values, she must learn how to apply that understanding to her everyday life. During recruitment, a PNM needs to know how to comfortably ask chapter members questions that will lead her to discover what each sorority values. Below are exercises to help PNMs select the appropriate questions. After being trained in these questions, recruitment counselors can, in turn, educate their PNM groups.

What makes a “good” question?

- A good question is relatively short, clear and unambiguous.
- Ask only one question at a time. Pouring out a string of questions (even on the same topic) is likely to confuse the person responding, since she may not know how to answer in a logical order.
- Focus on the type of answer you want to receive and then devise a question that will lead to it.
- A good question does more than solicit the right information. It also builds bonds, rapport and trust.
- Think about your values when asking questions. What do you want to learn? What do you feel the sorority can offer in terms of your values?
- A good question captures the other person’s attention.



“Successful people ask better questions, and as a result, they get better answers.”
– Tony Robbins

Activity

Break participants into groups of five to brainstorm good questions related to the values they identified in the previous activity, “Comparing Our Values.” Allow 10 minutes, then have each group read one good question it came up with for each value identified. The group with the most, good questions for each value wins.

If participants are having trouble coming up with good questions, below are examples to prompt them.

Scholarship:

- Is there a grade requirement I must meet?
- If I am unable to meet the GPA, what actions are taken?
- What type of scholarship program and/or scholarships does your sorority offer?
- What kind of support does the chapter provide academically?
- Are there members in the chapter with my major?
- As a new member, will my scholarship requirements differ from an older sister’s?

Social:

- What are some of your social functions?
- Is it mandatory to attend all social functions?
- If my significant other is not in a fraternity or sorority, can he or she still attend social functions with me?
- Is there anyone in your chapter from my area/high school I might know?

Sisterhood:

- What sisterhood activities does the chapter plan?
- Do the members spend time together outside of meetings and mandatory events?
- What makes your chapter's sisterhood strong?
- How well do you get to know everyone in the chapter?

Activities:

- How active is your chapter in intramurals?
- Are your members involved in academic groups on campus?
- Do your members belong to athletic teams on campus?
- How involved is your sorority in other campus activities?
- Do you participate in activities with other fraternities/sororities?
- What philanthropies do you support?
- Do you help support the philanthropies of other chapters?

Costs and time:

- What are the time commitments as a member of your sorority?
- What are the financial commitments for a member of your sorority?
- Are there any costs on top of regular dues?
- Do you have payment plans available if needed?

Member education:

- What is your new member education period like? What is its purpose?
- What rules do you have for new members?
- How long does it take before I am initiated?
- What is the time commitment for new members?
- What things does your chapter do to provide education to all members?

Comparison:

- What are the advantages of membership in your sorority?
- What made your chapter stand out to you during recruitment?
- What is the thing you find most unique about your chapter?

Lifelong benefits:

- What alumnae connections are available through your organization?
- Is there a local alumnae organization?
- Are alumnae actively involved with your chapter?



Housing:

- What duties are assigned for cleaning or other tasks?
- What areas are visitors allowed/not allowed in?
- Am I required to live in the sorority house? If so, for how long?
- How are people selected or assigned to live in the chapter house?
- How much space is available for each member's belongings?

Leadership:

- What leadership opportunities are available in your sorority?
- Are there positions I can hold as a new member?
- Is there training for leadership positions?
- Is there a limit to the number of positions that can be held during membership?

Personal/experience:

- Why did you choose this sorority?
- How were you sure it was the right choice for you?
- How has being a member of this sorority benefited you?
- What would you have asked during recruitment if you could go back and do it again?

Training Concept: Coaching Skills

Recruitment can be an emotional and stressful time for everyone — including chapter members, PNMs, Panhellenic officers and recruitment counselors. However, a recruitment counselor's most important consideration should be the PNM's experience. A PNM will most likely have fears and concerns about which chapter she may join. She may feel upset that she and a friend were not invited back to the same chapter. She may be worried about class responsibilities on top of recruitment activities. She may have parents who are pressuring her to join a certain sorority — or not to join one at all. Regardless of a PNM's worries, her recruitment counselor needs to recognize her concerns as a major factor in her experience and in turn, her decisions.

To counsel PNMs effectively, a recruitment counselor must be prepared to deal with different personality types, situations and issues. Often, the best attribute she can possess is the **ability to listen**. Being a good listener is a primary and vital part of being any kind of counselor. A PNM going through recruitment often just needs someone to hear her express her thoughts and anxieties so that she can determine the best decision for herself.

Active listening skills

Consider the following activities to help recruitment counselors practice and develop their active listening skills:

Talking monkey in the middle

Instructions

- Break participants into groups of three and have them stand in a line. The two participants on the outside face each other, and the person in the middle faces in any direction.
- Instruct the two participants facing each other to start a basic conversation about a recruitment-related topic.
- Instruct the participant in the middle to start talking about any nonrecruitment-related topic she chooses and not to engage in the conversation between the other two participants.
- All participants should speak in a normal voice (not whispering or shouting).
- Allow the chatter to go on for a few minutes before ending the conversations. Then have members in each group rotate positions so that each has a chance to be in the middle.
- End the activity by asking the reflection questions.

Reflection questions

- How did it feel to try to engage in a conversation while the participant in the middle was speaking over you or in your way?
- Were you able to hear everything that your conversation partner was saying?
- How often were you distracted by the random chatter in the middle?
- How can this activity be similar to your interactions with PNMs?
- How can you apply this situation to your PNM group, and how can you spread your attention among each woman fairly?

Changing your story

Materials

A book

Instructions

- Break participants into five equal teams, and then ask them to sit facing the same direction, such as the front of the room.
- The recruitment team leader (vice president of recruitment or head of recruitment counselors) sits in front of the teams.
- The recruitment team leader reads a short passage or paragraph from a book to the teams.
- She then reads the passage or paragraph again but with small changes, such as changing the red hat to a blue hat or having the character turn right instead of left. Team members call out changes as they notice them.
- Each correctly identified change gives the team a point.
- After the recruitment team leader reads the story five or six times with changes (or more if needed), the team with the most points wins.

Reflection questions

- How does this activity relate to listening to PNM's?
- When did the changes to the story seem most apparent? Did any of the changes change the purpose of the story?
- What can you conclude from this activity about finding the "big picture" in your conversations during recruitment? When should you focus on the details? When shouldn't you?

Additional skills

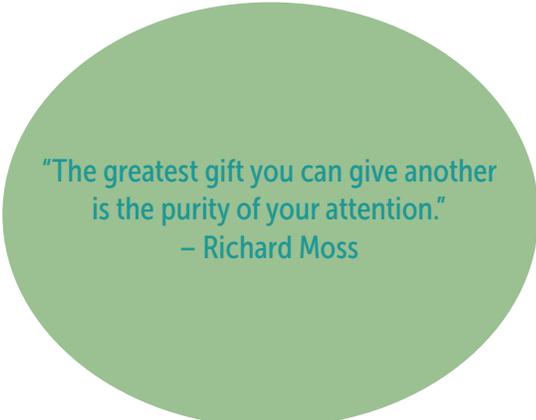
Other important skills recruitment counselors should have are the ability to:

- Ask open-ended questions.
- Paraphrase and summarize.
- Be a role model.
- Provide resolution to conflict.
- Mentor.
- Multitask.
- Handle stress appropriately.
- Use body language and eye contact appropriately.

Recruitment counselors also need to know what practices to avoid, such as:

- Projecting personal experience onto a PNM.
- Overstepping boundaries, such as not allowing a PNM to draw her own conclusion or make her own decision.
- Overlooking or missing a more serious issue that needs help beyond the recruitment counselor's skills.

These skills are critical in working with a diverse group of women with many different opinions and concerns about joining a sorority.



"The greatest gift you can give another is the purity of your attention."
– Richard Moss

Applying skills in a situation

No one can predict every situation a recruitment counselor might face; however, many issues occur frequently enough that it is possible to coach counselors on how to handle them. You can use a case study or role-playing approach with the following situations:

1. A PNM wants to withdraw from recruitment because her best friend was invited back to a chapter that they both wanted, but she was not.
2. A PNM likes two or three chapters equally and is having trouble determining her top choices for the next round.
3. A PNM has a difficult major and believes that sorority membership will hamper her academic success.
4. A PNM wants to move into a sorority house as soon as possible, but her favorite chapter cannot offer her housing, whereas another chapter can.
5. A PNM learns that she has only one invitation or chapter to visit. She is convinced that this is a bad sign, that she will not receive a bid or that the chapter is not a "good chapter."
6. A PNM has been told by her family that sorority life is not right for her, but she truly wants to join.
7. A PNM wants to become involved in other student activities but is convinced that the time commitment will be too much to handle.
8. A PNM has concerns about the financial commitment of membership and does not know whether she can afford it.
9. A PNM believes that a certain chapter or the entire community projects a stereotypical image and does not want to be "labeled."
10. A PNM is concerned about hazing and that she will be forced into humiliating or uncomfortable situations.
11. A PNM comes from a small town and worries that this will affect her sense of belonging in a large chapter (or vice versa — the PNM is from a large hometown and does not feel comfortable in a community of small chapters).
12. A PNM does not want to join the chapter to which she is a legacy, but she feels family pressure to do so.
13. A PNM is an introvert and is having trouble adjusting to the highly social nature of recruitment. She is scared that she is not making a positive impression.
14. A PNM has expressed that her primary goal in joining a sorority is to "find good parties" and have social opportunities.
15. A PNM has been told that her attire must be name-brand and that what she wears will significantly affect her chapter placement. She worries that her appearance will keep her from receiving a bid.
16. A PNM does not have a recommendation to a specific chapter or chapters and thinks that this will prevent her from receiving a bid.
17. A PNM has discovered her recruitment counselor's affiliation and feels negatively about that chapter.
18. A PNM has been released from recruitment and is distraught.
19. A PNM shares with another PNM that a sorority member has been in touch with her outside official recruitment events or that she attended a chapter's functions before recruitment started. This chapter has convinced her that she is guaranteed a bid.
20. A PNM was embarrassed by inappropriate conversation from chapter women during a recruitment event. She wonders whether sorority life is for her and is considering dropping out of recruitment.

These situations are common, but there are many more that may occur. It is important that a recruitment counselor be prepared to offer her best and most objective advice in any situation, but she also must recognize when outside guidance is necessary. If a PNM threatens extreme action in response to a negative situation, the recruitment counselor must immediately contact the fraternity/sorority advisor or another campus professional.

Training Concept: Recruitment Logistics

Logistics may not be the most exciting part of training but are vital to a successful recruitment. Keep recruitment counselors engaged during this training segment with active participation. For example, when reviewing the walking route from chapter to chapter, actually take them on that walk. When covering the computer-program, reserve a computer lab on campus and use a mock login so counselors can practice navigating the site.

This section of training is also a great opportunity to use additional Panhellenic members as presenters.

Chain of command

Each recruitment counselor must know who to call with a question or in an emergency. Problems easily become magnified if a counselor is unsure where to turn for help. Review the chain of command to facilitate effective communication among all stakeholders. Do not forget to include chapters, advisors, fraternity/sorority staff, inter/national organizations and family members.

With the group, draw or print your official chain of command on a blank organizational chart with bubbles and arrows indicating the flow of communication. Ask recruitment counselors to fill in each bubble and arrow as a group, walking through the correct information and additional data they may need.

Terminology

The phrase "it's all Greek to me" really does apply when talking about sorority life. Although some PNM's arrive on campus with a great deal of knowledge about sororities, others are going to pronounce the Greek-letter chi as they would "chai tea."

However informed a PNM is, every campus has its own set of community terms and definitions. While many of them are standard, local definitions may cause confusion. Recruitment counselors must know and be able to explain important terminology. When educating counselors, first decide which terms are the most applicable.

Ways to reinforce terminology include word searches and crossword puzzles, which counselors can complete between training sessions. Alternately, counselors may split into teams for a game-show challenge.

Common terms:

- **Active** – a woman who has been formally initiated by her sorority
- **Alumna** – a sorority member who is no longer a member of a collegiate chapter
- **Bid** – an invitation to join a sorority
- **Bid Day** – the last day of recruitment when potential new members receive invitations (bids) to join chapters
- **Chapter** – a membership unit of an inter/national sorority
- **Charter** – the official document recognizing a chapter's status by the inter/national sorority
- **College Panhellenic Association** – the cooperative campus organization of all collegiate members of NPC member organizations on a campus
- **College Panhellenic Council** – the governing body of a campus College Panhellenic Association. Each member chapter of the College Panhellenic Association chooses a delegate to sit on the College Panhellenic Council.
- **College Panhellenic "exec"** – short for "Panhellenic executive officers/committee"; the officers of a College Panhellenic Association responsible for running the day-to-day business of the College Panhellenic Association
- **Colony** – an NPC member sorority's status on a campus before being installed and receiving a charter

- **Continuous open bidding (COB)** – an opportunity for chapters that do not reach quota during primary recruitment to bid to quota and/or for chapters that are not at total to bid to total; not all chapters will participate in COB
- **Delegate** – the official representative of each NPC chapter to the College Panhellenic
- **Dues** – cost of joining a sorority; generally covers chapter operations, events and activities
- **House director/mother** – a person hired to live in the chapter house and manage the facility
- **Initiation** – a ritual ceremony that brings new members into full membership of a sorority including its lifelong benefits
- **Intentional single preference** – when a woman lists only one chapter on her membership recruitment acceptance binding agreement following preference round but attended more than one preference event
- **Inter/national or executive office (“headquarters”)** – a term referring to the central organization of a given sorority
- **Legacy** – a daughter, sister or granddaughter of an initiated member of a sorority; each NPC member organization has its own definition of and invitation policies regarding legacies
- **Membership recruitment acceptance binding agreement (MRABA)** – a binding agreement signed by a potential new member following the final preference event she attends during fully, partially or minimally structured recruitment; for a colonization and COB, there are specific binding agreements that should be used
- **National Panhellenic Conference (NPC)** – the umbrella organization for 26 inter/national sororities
- **New member** – a woman who accepted a bid from a sorority but is not yet an active member of a chapter
- **New member educator** – the officer in each chapter charged with educating new members about the values, history, standards and expectations of the organization
- **Philanthropy** – a specific organization or cause to which members donate volunteer hours and money
- **Pin/badge** – an insignia of fraternity or sorority membership worn by initiated members
- **Potential new member (PNM)** – any woman who is eligible to participate in recruitment
- **Preference** - the final round of primary recruitment
- **Quota** – the number of potential new members to which each chapter can offer bids during primary recruitment
- **Recommendation** – a form completed by a member of a sorority, recommending a potential new member for membership
- **Recruitment** – a period of time during which events are held by each sorority for the purpose of selecting new members; recruitment is organized and implemented by the College Panhellenic
- **Recruitment Event** – each chapter a PNM visits during a round of recruitment is an event
- **Recruitment Round** – a round is a day or days during recruitment when you visit a specific number of chapters; rounds typically have a theme, some examples of names you may hear a round called are 8-event round, open house round, philanthropy round or preference round
- **Release** – when a PNM’s stated willingness to receive an invitation or bid from a chapter does not match with that organization’s list of PNMs invited to its recruitment event or membership
- **Ritual** – sacred and inspirational ceremonies used to inspire and educate members about the values of the organization
- **Snap bid** – a bid that is offered to a PNM prior to the start of Bid Day by a chapter that did not match to quota; a PNM is eligible to receive a snap bid if she registered and attended at least one round of the primary recruitment process, however did not complete the recruitment process or did not match to a chapter after completing her MRABA
- **Social** – a get-together with another group for a party, dinner or other fun occasion
- **Sorority** – a Greek-letter sisterhood; NPC refers to all its member organizations, regardless of formal title, as sororities

- **Strict silence** – the period of time after the close of preference events and prior to the distribution of bids when there is no communication between potential new members and sorority women
- **Total** – the allowable chapter size on a campus, as determined by the College Panhellenic, which includes both new members and initiated members

Quota/Total

All chapters are eligible to pledge to quota, either through the primary recruitment period or in COB. Quota is set after the final round of recruitment.

Total is automatically set to median chapter size unless the College Panhellenic adopts an acceptable alternative formula according to the Manual of Information. This is to ensure that total reflects current campus conditions and the Panhellenic goals of growth and parity.

When total is too low, the Panhellenic community is unable to grow due to lack of spaces to accommodate women interested in membership. In addition, the smaller chapters do not have the opportunity to work toward parity with the larger chapters.

When total is too high, parity is also difficult to achieve. PNM's have incentives to withdraw from primary recruitment and join during COB if they do not receive an invitation from one of the perceived "popular" chapters on campus. This trend can suppress quota as well and create wide gaps in size among the larger and smaller chapters.

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

Chapter education

Recruitment counselors need to be familiar with each sorority on campus. Knowledge should include general, big-picture facts such as flowers, colors, mascots, badges and philanthropies as well as campus-specific facts such as fundraising events, campus awards and number of members in the chapter. An informed counselor can easily answer a PNM's questions about any chapter on campus.

Recruitment rule violations and judicial procedures

Ideally, everyone involved in recruitment follows all the rules; however, the ideal does not always happen. Recruitment counselors and PNM's are authorized to report violations/infractions, and they need to know the correct procedures to do so. The Panhellenic president and fraternity/sorority advisor should lead this topic because of their involvement in the judicial process.

The best way to illustrate this concept is through role play. First, counselors should walk through common recruitment rule violations, practicing informal discussions that resolve the issue. Then they should walk through what to do if informal discussion fails and an infraction must be filed. Have copies of the [College Panhellenic Violation Report](#) on hand so that each recruitment counselor can practice completing the form when watching or role-playing the scenarios.

To allow groups to achieve parity as quickly as possible total will be automatically adjusted every regular academic term. This is to be done no later than 72 hours following bid distribution in the academic term that primary recruitment is held.

In addition, cover the basics of a recruitment counselor's and PNM's role in a mediation or judicial board hearing if she does file a violation report.

For additional training ideas, feel free to use Unanimous Agreement VII. College Panhellenic Judicial Procedure, the [judicial procedure infographic](#) or the [judicial officer e-learning module](#).

Membership recruitment acceptance binding agreement (MRABA)

Recruitment counselors must understand and be able to articulate the meaning of the MRABA. Although they are prepared to answer questions about the document, recruitment counselors should not be involved with any PNMs in the process of completing and signing the MRABA.

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

Every PNM should be informed of her options for joining a sorority. At the completion of the primary recruitment period, all women are given the opportunity to sign an MRABA. In order to receive a bid from a sorority on campus at that time, the MRABA must be signed. The MRABA is used on every campus that has a College Panhellenic.

Some MRABAs are completed on paper and then entered into a computer system; others are submitted via the computer directly. When a PNM indicates she has completed her selections, it is imperative to remind her that, once the MRABA is submitted, no changes may be made to her selections or the order of her preferences.

Before the MRABA is signed, all PNMs should be read the approved "[MRABA script](#)" provided by NPC. If questions arise, the fraternity/sorority advisor, other staff members or fraternity/sorority volunteers present should provide the proper answers.

Recruitment counselors should discuss the mutual-selection process and, specifically, the MRABA throughout recruitment to prepare PNMs for this crucial step.

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

1. I am willing to accept an invitation to membership from any sorority that I list on this agreement.

PNMs should only list the chapters they are willing to join.

2. I may limit my choices to just one OR list any sorority whose preference-round (last) event I attended, and from which I am willing to accept membership. I realize that by not listing the maximum number of events I attended, I may be limiting my potential to join any other NPC organization during primary recruitment should I not be placed with my choice(s).

A PNM can only rank chapters whose final (preference) events she attended (if she went to A and B, C isn't an option). She doesn't have to rank all the chapters she attended, but we encourage her — not require her — to maximize her options, because it gives her a better chance of being matched to a chapter.

3. Once I submit this agreement to the College Panhellenic Association, I cannot change the order of my preferences or add or delete a preference.

Once the form is signed and submitted, selections and the order of the chapters listed cannot be altered.

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

If a PNM does not receive a bid from an organization listed on her MRABA, she is free to join any chapter through COB, provided it has membership vacancies.

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

A PNM does not have to submit a fully completed MRABA. Her decision not to submit preferences removes her from the recruitment process.

6. Once I submit this agreement, I am bound by the National Panhellenic Conference Unanimous Agreements, which state that if I receive an invitation to membership from a group that I have listed and then do not accept it, I am ineligible to be pledged until the beginning of the next primary membership recruitment period on the same campus.

If a PNM receives a bid from a group she lists and then later chooses not to be initiated, she cannot join another NPC organization on that campus until the next primary recruitment. If she is not initiated and transfers schools, she can participate in recruitment at the first opportunity on the new campus.

The PNM must then sign and date the form as a final acceptance of the points she initialed. The signature line states, "By signing this form I agree to accept a bid if it is offered from any of the women's sororities I list below, and I agree I will be bound to that bid until the beginning of the next primary membership recruitment period."

The last section of the MRABA is the listing of the sororities that the PNM has chosen. It states, "I agree to the terms stated above, and I am willing to accept an invitation to membership from any of the following sororities whose preference event I attended (listed in order of preference)." She may list any chapters whose preference events she attended but should list only those whose bid she is willing to accept.

Again, once she submits the form the order cannot be altered.

Facts about the MRABA:

- PNMs should list on the form only those chapters from which they are willing to accept a bid. They should not be "forced" to maximize their options if they are not willing to accept a bid from a chapter.
- Listing more than one option on the MRABA does not increase the chances or the probability that a PNM will get matched to her first choice.
- PNMs who maximize their options (that is, list all or the maximum number of chapters whose preference events they attended) are guaranteed placement in the recruitment process.

Participating in a mock MRABA signing is enlightening. Set up the session in the same way (same room, with the same computer access) that it will be for the PNMs. Have the fraternity/sorority advisor read aloud the MRABA script while each recruitment counselor reads and completes her own MRABA. A copy of the [MRABA](#) and the [MRABA script](#) are in the Manual of Information and on the NPC website.

Release Figure Methodology (RFM)

If RFM is used educate recruitment counselors on the basics, including the purpose and the benefits of RFM.

The purpose of RFM is threefold:

1. To maximize the number of PNMs who ultimately affiliate with a sorority during recruitment.
2. To allow each PNM to methodically investigate realistic options and match with a chapter for which she has a preference among those options.
3. To enable each chapter to invite a sufficient number of PNMs to each round to match to quota at the conclusion of recruitment.

Benefits of RFM

Campuses and chapters that use RFM see these benefits:

- A higher percentage of chapters pledge quota.
- PNMs who complete recruitment in good faith and maximize their options are matched.
- More chapters achieve size parity, which equals a stronger Panhellenic community.
- PNMs can focus on the chapters that they have a realistic opportunity to pledge.
- Chapters can focus on PNMs they are interested in pledging.

Recruitment Counselor Resources

Each recruitment counselor should be provided with a packet of resources during training sessions to use during recruitment. A number of items can be included, but avoid loading packets with unnecessary materials. This section provides suggestions of what to include.

Logistical items

Organize materials in the best way for your Panhellenic; however, important logistical information needs to be easily accessible.

- Recruitment schedule
- Recruitment counselor and Panhellenic officer directory
- Chain of command contact sheet for specific situations
- Contact information for assigned PNMs with emergency contact and any medical or dietary information
- PNM attendance sheet to mark schedule conflicts or unexcused absences
- Crisis management plan

The recruitment schedule should be as detailed as possible for the counselors. Try using an excel sheet with these types of sections:

Date	Round/ Event Description	Time(s)	PNMs Location	PNMs Notes (expectations, attire, etc.)	RC Location	RC Notes (expectations, materials needed, etc.)
Ex: Sept. 1 - 2	Philanthropy	R1: 6–6:30 p.m. R2: 6:45–7:15 p.m.	R1: AAA R2: BBB	Casual attire (jeans, flats, nice top)	Panhellenic Waiting Room	Turn in attendance sheets by 8 p.m. to vice president of recruitment

Don't forget about space for recruitment counselors to add in meetings with their PNM groups and major events leading up to recruitment (such as fraternity/sorority life promotional events and new student orientation activities).

College Panhellenic basics

- Panhellenic Creed
- [Recruitment code of ethics](#)
- [Recruitment rules](#)
- [College Panhellenic Violation Report](#)

Recruitment counselor specifics

- Recruitment counselor oath (an example of which is in the “Tools” section on Page 74)
- Duties and expectations of a recruitment counselor (this can be similar to the recruitment counselor position description, also in the “Tools” section on Page 60)
- Tips or best practices sheet with advice from previous years’ recruitment counselors or the head of recruitment counselors

PNM resources

These are items to share with or give to the PNMs:

- PNM’s Bill of Rights (found in the “Tools” section on Page 71)
- PNM withdrawal evaluation (a sample is in the “Tools” section on Page 75)
- FAQ sheet

Other useful materials

- Recruitment technology reference guide (for computer software used in recruitment management and bid matching)
- Resources for listening, stress management and conflict resolution
- Quick reference sheet listing the values of sorority membership
- “What to do if ... ” sheet, with information including such situations as:
 - o Inclement weather
 - o Injury of PNM or other recruitment counselor
 - o PNM family emergency
- Glossary
- Facts about NPC member organizations as provided by each chapter

Evaluating the Recruitment Counselor Program

There is still work to be done after PNMs have become new members and recruitment counselors have returned to their chapters. To determine the effectiveness of the recruitment counselor program, survey both PNMs and counselors.

Surveys are easily created using online tools like SurveyMonkey® or Zoomerang®. Using an online survey instead of a paper one allows PNMs and recruitment counselors to respond on their own time after reflection. If you choose an online assessment, test the survey extensively to be sure all questions function properly.

Before sending the survey, let the women know they will be receiving it. For the PNM survey, ask the recruitment counselors to share with their group when the survey will arrive and how to access it (through a link via email or other option). Set a deadline and incentive for completion for both surveys, such as a drawing for a campus T-shirt, Panhellenic prize or gift certificate to a local shop with sorority apparel. Send reminders out about the deadlines in an effort to get as many responses as possible.

What to ask PNMs about their recruitment counselors

The Panhellenic recruitment team should work together to develop a post-recruitment survey about the PNM experience. It should include questions related to the intended outcomes of the recruitment counselor program. You want to know how well the recruitment counselor aided the PNM throughout recruitment and if the program “worked” as intended.

Use the following statements in the survey, based on the information covered in this guide:

Rate on a 1-4 scale (from 1 - strongly disagree – to 4 – strongly agree)

My recruitment counselor helped me:

- Gain a better understanding of the recruitment process.
- Understand the purpose of the sorority experience.
- Understand the relevance of the sorority experience in college life.
- Through support and encouragement during recruitment.
- Explore my personal values.
- Identify what I was looking for in a sorority experience.
- Realize how to keep an open mind throughout the recruitment process.
- Understand what to expect throughout recruitment.
- Realize the typical expectations of sorority membership.
- Know how to explore the values and purpose of the individual sororities.

My recruitment counselor:

- Was easy to reach.
- Did not influence the decisions I made regarding chapters to visit.
- Was impartial regarding the chapters on campus.

After responses are collected, review the information carefully. Identify unsatisfactory outcomes to note areas that need additional focus the next year.



What to ask recruitment counselors about the program

It is important to evaluate what the recruitment counselors derived from participating, because the program is meant to foster leadership, facilitation, mentoring and coaching skills. Do an in depth evaluation of all program elements; include selection, training, meetings with PNM groups and returning to the chapters after recruitment.

Develop a useful survey with the help of the fraternity/sorority advisor and recruitment team that is tailored to your Panhellenic's recruitment style, timeline, selection process and training sessions.

Conduct the survey online, and follow it up with an in-person debriefing/celebration. During the gathering, break the recruitment counselors into small groups to discuss areas needing improvement.

Note: A sample evaluation is available in the "Tools" section on Page 76.

Tools

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Recruitment styles

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

The National Panhellenic Conference supports four recruitment styles:

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

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

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

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

Continuous recruitment

Panhellenic characteristics

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

Campus characteristics

- Most women exhibit little interest in affiliation or have no plans to affiliate.
- PNM's are not interested in participating in a centrally planned recruitment process.

Minimally structured recruitment

Panhellenic characteristics

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

Campus characteristics

- The pool of interested PNMs is quite small, but Panhellenic marketing is helpful in stimulating interest.
- A centrally planned process such as PSR or FSR presents barriers in converting the interested women into members because of time restraints.

Partially structured recruitment

Panhellenic characteristics

- NPC chapters number from three to nine.
- Quota is 15-20 (if FSR process is used).
- Community may be losing chapters or needs more flexibility in the scheduling and implementation of recruitment events.

Campus characteristics

- Pool of PNMs initially interested in sorority membership is large enough for a central planning process.
- FSR presents a barrier in converting the interested women into members (large withdrawal rates).

Fully structured recruitment

Panhellenic characteristics

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

Campus characteristics

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

Note: More information regarding recruitment styles, including a recruitment style assessment, is in the Manual of Information.

Recruitment counselor position description

Recruitment counselor: An **impartial** representative of the College Panhellenic Association who understands and implements the purposes and goals of the College Panhellenic Association in recruitment

Qualifications

Recruitment counselors:

- Are members from sororities holding regular membership in the College Panhellenic Association.
- Are dependable, responsible and available to the PNMs.
- Are enthusiastic and have a positive attitude toward sorority experiences.
- Are objective and impartial.
- Have good listening skills and the ability and willingness to keep confidences.
- Are sensitive and perceptive to others' feelings while remaining objective.
- Are representative of the best qualities of Panhellenic women.
- Are willing to refrain from contacting or having contact with their own chapter members.
- Are willing to refrain from the use of alcohol throughout the recruitment period.

Policy

Recruitment counselors:

- Are in good standing with their member sorority.
- Are active participants in their collegiate chapters.
- Are enrolled in the institution where the chapter is located.

Characteristics:

- Enthusiasm for the sorority community
- Objectivity and inclusive attitude with respect to all College Panhellenic members
- Positivity toward all chapters
- Good listening skills
- Respectfulness of the importance of confidentiality in appropriate situations
- Responsibility, dependability and resourcefulness
- Willingness to sacrifice personal time and display dedication and attention during all training and assigned responsibilities
- Familiarity with NPC Unanimous Agreements and policies

Duties:

- Attend all recruitment counselor training sessions and other related commitments.
- Explain all procedures and answer questions concerning the logistics of recruitment.
- Plan and facilitate meetings with assigned PNMs in appropriate and convenient locations (this includes having agendas, topics and questions and answers prepared for those meetings).
- Promote and maintain interest in the recruitment process and in membership in a sorority.
- Show support for all PNMs through person-to-person contact.
- Maintain confidentiality regarding conversations with PNMs.
- Monitor PNM progression through the recruitment process and give appropriate attention to issues.
- Be available and flexible during recruitment for all PNMs to contact and address their concerns as needed in one-on-one situations.
- Maintain neutrality in difficult situations or conflicts requiring objective guidance to PNMs.

- Promote a positive attitude in the Panhellenic community through conversation and personal behavior.
- Consult Panhellenic officers and fraternity/sorority advisor in situations that require outside and more experienced guidance.
- Understand the process for filing a recruitment infraction and commit to doing so in necessary situations only.
- Model the Panhellenic Creed.
- Perform additional duties as assigned and applicable to the campus recruitment style.

Sample recruitment counselor application

I. Introductory letter

Dear recruitment counselor applicant,

We are so excited that you are interested in becoming a recruitment counselor! Recruitment counselors serve a vital role before, during and after recruitment for potential new members (PNMs). They serve as leaders, mentors and guides for the PNMs, helping them successfully move through a values-based recruitment process that allows them, to explore their own personal and panhellenic values.

To be effective, recruitment counselors must be dependable, responsible, impartial, discreet, ethical and enthusiastic. They are the unbiased information resource for all PNMs who are going through primary recruitment.

All applicants must be:

- Initiated undergraduate members of one of the campus's recognized sororities.
- In good standing with their chapter and inter/national organization.
- Able to attend all training sessions.
- Willing to fulfill all time requirements for training and service as a recruitment counselor.

The following application will be our first impression of you. Please note that although anyone can complete the recommendation form as part of this application, we strongly encourage you to select your chapter president, a chapter officer, a chapter advisor or faculty advisor to complete the recommendation form on your behalf.

[Provide instructions for completing the application and submitting it as well as a copy of the recruitment counselor position description, including characteristics and skills you are seeking, and an outline, including a timeline, of the selection process.]

Interfraternally,

Name

Title

Contact information

II. Personal information

Name: _____

Chapter affiliation: _____

Academic year: _____

Cumulative GPA: _____

Email address: _____

Cell phone number: _____

Sign Off

This section is to be completed by either your chapter president or chapter advisor.

Name of person completing: _____

Is this applicant in good standing with your chapter?

Yes

No

This includes good standing academically, financially, socially, etc.

If no, please explain below:

Signature of person completing: _____

III. General questions

1. Why do you want to serve as a recruitment counselor?
2. What leadership positions have you held during your collegiate years? Include positions in your chapter and elsewhere on campus or in the community.
3. What role do recruitment counselors play in the recruitment process?
4. What are your greatest strengths and weaknesses? How do these qualities relate to this position?
5. As a recruitment counselor, communication is vital to your success. What is your style of communicating? Please provide an example.
6. What values do you believe you would be able to bring to the recruitment process? How would these values have an impact on the experiences of the PNMs?

IV. Recruitment scenarios

1. The morning of the second round, one of your PNMs does not receive any chapters on her list. How would you go about delivering the news to her? What would you encourage her to do?
2. Sarah and Ashley have been best friends since they were 5 years old. They have come to campus together and are roommates. They insist on joining the same chapter. Sarah and Ashley receive the same lists except for one chapter, Beta Beta Beta. Sarah believes she fits best in Beta Beta Beta, but wants to choose another chapter because of Ashley. How do you approach the situation?
3. Jessica receives two invitations on the morning of the third round. She truly wanted to go back to Alpha Alpha Alpha, and was not invited. She is stubborn and insists on withdrawing from recruitment. You believe that she could fit in both chapters on her list. How do you approach her?

V. Recommendation form

Thank you for completing this recommendation on behalf of a recruitment counselor candidate. The information you provide on this form will be kept confidential. After you complete the form, please turn it in to **(list location you want form turned into)** no later than **(application deadline date)**.

Applicant: _____

Recommender: _____ Relationship to applicant: _____

Evaluation: For each area, put an X in the box on a scale of 1 to 5 to evaluate and rate the applicant's performance.

	1 Not Satisfactory	2 Below Average	3 Average	4 Above Average	5 Outstanding	Do Not Know
CRITICAL THINKING: Analyzes and evaluates information to reach a conclusion about a situation						
DEPENDABILITY: Conscientious, reliable, accurate and punctual; follows through on promises made						
EMPATHY: Able to identify with the thoughts and feelings of others						
INTEGRITY: Guided by and adheres to moral principles; trustworthy and loyal						
JUDGMENT: Grasps full situation; thinks clearly; arrives at logical conclusions; takes appropriate actions						
LEADERSHIP: Stimulates and influences others to work toward a common goal; directs group effort effectively and positively						
MATURITY: Assumes responsibility for decisions and actions; recognizes limitations; seeks help when needed; not easily moved to extremes in behavior						
FACILITATION SKILLS: Confident and engaging when speaking to, presenting to or facilitating a group						
PROBLEM SOLVING: Effectively solves problems and works through difficult situations						
PROFESSIONALISM: Acts with maturity and poise; knows professional boundaries						
RELATIONSHIPS: Builds relationships with various types of people; handles difficult interaction well						
RESPONSIBILITY: Demonstrates personal accountability for her work, decisions and actions						

Please provide further information about whether or not you think this applicant would make a strong recruitment counselor:



Sample recruitment counselor ceremonies

Sample ceremony 1

Setting

To be performed in a darkened room on the evening after the first training session/meeting for all recruitment counselors

- Table at the front of the room
- Two candles
- [Recruitment counselor pins](#) in a small dish between the candles
- Copies of the Panhellenic Creed (optional)
- Recruitment counselor signature book
- Vice president of recruitment stands behind the table in the center.
- Director of recruitment counselors stands to the right of the vice president of recruitment.
- Recruitment counselors stand in a semi-circle in alphabetical order on the opposite side of the table.
- Panhellenic president is located outside the room and invites the recruitment counselors into the room one by one when the ceremony is ready to begin.

Note: This ceremony asks that the director of recruitment counselors shares a list of qualities recruitment counselors are trusted to possess. These qualities need to be gathered before the ceremony begins.

Ceremony

Panhellenic president: On behalf of the Panhellenic community we would like to formally invite [name of each recruitment counselor] to join us in the pledge of recruitment counselor sisterhood. Do you accept the invitation?

Recruitment counselor response: Yes, I accept.

Panhellenic president lets the recruitment counselor into the room. Once everyone enters the room, the ceremony continues:

Vice president of recruitment: We have invited you to explore with us the realm of sympathetic understanding and the bonds of friendship that can be forged during recruitment. This evening, we ask you to share a recruitment counselor tradition, symbolically giving a gift of yourself to the group and taking a new quality or understanding with you. As a candle is passed to you, please tell us what quality you would like to gain from your experience as a recruitment counselor and in turn what you would like to give to potential new members as a recruitment counselor. She passes the candle to her right, so that the first person to receive it is the director of recruitment counselors. The director of recruitment counselors says what she is expecting to gain from recruitment and what she wants to give to all of the women going through recruitment.

After the candle has gone all the way around the ceremony continues:

Vice president of recruitment: Your guidance will set the tone for the new friendships and relationships potential new members will form at [college/university]. We want you to realize what a solemn commitment this is, and therefore we ask you to take an oath of allegiance to the recruitment counselor standards of excellence. Would you please raise your right hand and repeat after me:



All repeat after the vice president of recruitment:

I solemnly promise *(pause for repeat)*

To serve my recruitment group faithfully, *(pause for repeat)*

To respect the confidentiality of my potential new members, *(pause for repeat)*

Not to contact my chapter during recruitment, *(pause for repeat)*

And to fulfill to the best of my ability *(pause for repeat)*

The duties of the recruitment counselor *(pause for repeat)*.

Vice president of recruitment: As I call your name, please step forward to receive the insignia of full membership of the recruitment counselor team.

Calls each recruitment counselor's name in alphabetical order. The director of recruitment counselors pins the recruitment counselor pin on each recruitment counselor.

Vice president of recruitment: In recognition of the service that the recruitment counselor performs for Panhellenic, we will now recite the Panhellenic Creed. This creed is the motto that we, as representatives of all Panhellenic sororities follow.

Provide copies of the Panhellenic Creed to everyone or have the recruitment counselors repeat after the vice president of recruitment.

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

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

Director of recruitment counselors: Becoming a recruitment counselor encompasses many important qualities that you are trusted to possess. The obligations of your recruitment counselor oath serve as a reminder of these very qualities – which will be revealed to you now.

Shares listed qualities of recruitment counselors in whatever method preferred.

Director of recruitment counselors: Take heed the importance of maintaining these qualities at all times, for the strength and future of our Panhellenic community lies in your steadfast commitment to honoring these attributes to the best of your abilities.

Vice president of recruitment: It is truly an honor to serve Panhellenic, your chapters and the potential new members as a recruitment counselor. You are making a sacrifice to help new women enter our sisterhoods, and it should be applauded. A stronger Panhellenic will be the reward for your hard work. Our chapters are indebted to you for the new strength you will help add to our sisterhoods by befriending potential new members and by guiding them successfully through the recruitment process. With you, new recruitment counselors, go the hopes and dreams of an entire sorority community. We are counting on you to be a friend, guide and confidant to a group of young women who are beginning to explore the possibilities of sorority membership. Your guidance will set the tone for the new friendships they will form at [college/university].

We are proud to call you sisters. Secrecy is asked of you, since it binds us closer in the cooperation and true friendship we aspire to. We hope that the knowledge and support we share will provide the strength you will need for the days ahead. We won't forget the vows we have made this evening or the vows we will make in the days ahead. We will now pledge our promise as we sign the recruitment counselor signature book.

Panhellenic president, then vice president recruitment, then director of recruitment counselors sign and date first, followed by the recruitment counselors in alphabetical order. When finished, the vice president of recruitment extinguishes the candles, and the group retires for the evening.



Sample ceremony 2

Setting

To be performed in an intimate setting/room on the last evening of recruitment counselor training

- Table at the front of the room
- Two candles
- [Recruitment counselor pins](#) in a small dish between the candles
- Panhellenic apparel below the table
- Director of recruitment counselors stands behind the table in the center.
- Panhellenic president and vice president of recruitment stand on either side of the director of recruitment counselors.
- Recruitment counselors stand in a semicircle on the opposite side of the table.

Note: This ceremony asks that recruitment counselors turn over a set of their organization's letters and in return receive Panhellenic apparel. Please make sure to instruct your recruitment counselors to bring a set of their organization's letters when implementing this ceremony.

Ceremony

Panhellenic president: Good evening. Tonight you are here to take your final step in becoming a recruitment counselor. You have gone through the interview process, training and now the ceremony that marks the start of recruitment activities as you guide potential new members through the process of finding a "home" within [college/ university's] Panhellenic community.

Director of recruitment counselors: We have spent time together learning about recruitment, our Panhellenic community and our fellow recruitment counselors. We have invited you to explore with us the realm of sympathetic understanding and the bonds of friendship that can be forged over the course of recruitment. With you, recruitment counselors, go the hopes and dreams of an entire Panhellenic community. We are counting on each of you to be a friend, guide and confidant to a group of young women who are beginning to explore the possibilities of sorority membership. Your guidance will set the tone for the new friendships and relationships that potential new members will develop as they travel their journey of sisterhood. It is our hope that you recognize what a solemn commitment this is, and therefore we ask you to take the recruitment counselors' oath.

Please raise your right hand and repeat after me:

I do solemnly promise *(pause for repeat)*

To uphold the high ideals of the National Panhellenic Conference *(pause for repeat)*

During my tenure as a recruitment counselor *(pause for repeat)*.

I acknowledge that as a recruitment counselor, *(pause for repeat)*

I serve as a representative of the Panhellenic community *(pause for repeat)*

And that my interfraternal conduct and actions *(pause for repeat)*

Reflect on the community as a whole *(pause for repeat)*.

I promise to uphold the rules and guidelines *(pause for repeat)*

Of the recruitment counselor program and the Panhellenic community *(pause for repeat)*.

I promise to maintain a Panhellenic perspective at all times *(pause for repeat)*.

I promise to serve my recruitment group faithfully *(pause for repeat)*.

I promise to respect the confidentiality of all potential new members *(pause for repeat)*.

I promise not to contact my chapter *(pause for repeat)*

Or have any inappropriate contact with members of my chapter *(pause for repeat)*

During the designated period and recruitment *(pause for repeat)*.

I promise to promote positive relations with the other recruitment counselors, *(pause for repeat)*

The Panhellenic recruitment staff and the Panhellenic advisor, *(pause for repeat)*

And I will work collaboratively with everyone *(pause for repeat)*.

I promise to avoid conflicts of interest *(pause for repeat)*

That would influence me to act with favoritism *(pause for repeat)*

Toward my own chapter or any other member chapter *(pause for repeat)*.

Vice president of recruitment: We are proud to call you recruitment counselors. The greatest gift we can give the potential new member is our understanding and love. We hope that the knowledge and support we've shared will provide the strength you will need to fulfill your duties during recruitment. We hope that you will not forget the promises made throughout your training. It is an honor to be selected as a recruitment counselor and the promises are not to be taken lightly.

Panhellenic president: We have asked you to bring a pair of your organization's letters with you this evening. At this time, please come forward when your name is called and turn in those letters. In exchange, you will receive your Panhellenic apparel, which we know you will wear with pride. This exchange is symbolic of the role you will play in recruitment for the next couple of weeks.

Call each recruitment counselor by name to come up and exchange the apparel. The names can be read quickly so that there is a smooth flow. The vice president of recruitment should receive the recruitment counselor's letters when presented to her by the recruitment counselor and the director of recruitment counselors will hand the recruitment counselor her Panhellenic apparel.

Director of recruitment counselors: To further bind us as a team, we would like to present you with your recruitment counselor pin. May this pin be a constant reminder of your role in the recruitment process and the honor it is to serve the Panhellenic community.

Panhellenic president: In recognition of the service that recruitment counselors perform for our Panhellenic, I will now recite the Panhellenic Creed. This creed is the motto that we, as representatives of the National Panhellenic Conference follow and I ask that you listen carefully to the words.

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

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

Congratulations and good night.

Recruitment counselor policies and best practices

Badges and Insignia (1971, 1995) – BEST PRACTICE

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

Chapter Recruitment Events (1989) – POLICY

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

Counselors (1993) – POLICY

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

Counselors (2010) – POLICY

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

Panhellenic Officer Disassociation During Recruitment (2003, 2016) – POLICY

Panhellenic officers should be “disassociated” from their respective NPC chapters for the period immediately preceding recruitment (not to exceed 30 days) and during recruitment so their actions and decisions support the welfare and best interests of the Panhellenic community. Recruitment counselors should be disassociated for the same period of time as Panhellenic officers, unless the College Panhellenic votes to allow recruitment counselors to remain associated with their respective chapters based on NPC recommended best practices.

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

Sorority is a social experience based on the fundamental right of a free people to form voluntary associations, and sorority membership is a social experience arrived at by mutual choice and selection. The mutual selection choice is only as effective as is factual information available; therefore, all College Panhellenics shall be encouraged to adopt the Potential New Member’s Bill of Rights.

Potential New Member’s Bill of Rights

The right to be treated as an individual

The right to be fully informed about the recruitment process

The right to ask questions and receive true and objective answers from recruitment counselors and members

The right to be treated with respect

The right to be treated as a capable and mature person without being patronized

The right to ask how and why and receive straight answers

The right to have and express opinions to recruitment counselors

The right to have inviolable confidentiality when sharing information with recruitment counselors

The right to make informed choices without undue pressure from others

The right to be fully informed about the NPC Unanimous Agreements implicit in the membership recruitment acceptance binding agreement (MRABA) signing process

The right to make one’s own choice and decision and accept full responsibility for the results of that decision

The right to have a positive, safe and enriching recruitment and new member experience

Sample recruitment counselor ethics contract

I, _____, do solemnly pledge to uphold the high ideals of the National Panhellenic Conference during my tenure as a member of the recruitment counselor team.

I acknowledge that as a member of the recruitment team, I serve as a representative of Panhellenic and that my interfraternal conduct and actions reflect upon Panhellenic as a whole.

I promise to promote Panhellenic cooperation and collaboration within the recruitment team.

I promise to work diligently to increase my knowledge of recruitment, for my own edification, as well as for the PNMs I will counsel.

I promise to be available and flexible during recruitment. I acknowledge that situations may not always go as planned and that I may be needed unexpectedly in order to make recruitment as successful as possible.

I promise to maintain an impartial and Panhellenic perspective in all recruitment and nonrecruitment activities.

I promise to implement my recruitment duties with enthusiasm, showing equal care and concern for all PNMs.

I promise to keep all recruitment-related conversations, tasks and activities confidential, unless directed otherwise.

I promise to consult Panhellenic officers and the fraternity/sorority advisor in situations that require outside and more experienced guidance than I may be trained to give.

I promise to commit to filing recruitment infractions only when necessary and understand the process for doing so appropriately.

I understand that if I do not fulfill my responsibilities that I may lose my position as a recruitment counselor and any misconduct will be addressed by Panhellenic as well as my chapter.

Signature

Date

Personal values worksheet

First, check each item that you value personally. Then, select your top 10 personal values by underlining them. Finally, circle the five values most important to you.

- | | |
|---|--|
| <input type="checkbox"/> Accountability (answerable for actions, reliable) | <input type="checkbox"/> Knowledge (intelligence, observation) |
| <input type="checkbox"/> Achievement (attaining goals, fulfillment) | <input type="checkbox"/> Learning (wisdom, active scholarship) |
| <input type="checkbox"/> Advancement (progress, promotion) | <input type="checkbox"/> Loyalty (allegiance, patriotism) |
| <input type="checkbox"/> Adventure (new experiences, challenges, risks) | <input type="checkbox"/> Money (wealth, salary) |
| <input type="checkbox"/> Balance (managing all tasks well) | <input type="checkbox"/> Order (organized, structure, systematic) |
| <input type="checkbox"/> Belonging (association, fellowship, relationships) | <input type="checkbox"/> Peace (harmony, calmness, serenity) |
| <input type="checkbox"/> Change (variety, new challenge) | <input type="checkbox"/> Personal development (individual growth) |
| <input type="checkbox"/> Community (association, similar interests, support) | <input type="checkbox"/> Pleasure (fun, enjoyment, satisfaction) |
| <input type="checkbox"/> Compassion (empathy, consideration) | <input type="checkbox"/> Power (importance, authority, influence) |
| <input type="checkbox"/> Competitiveness (to be the best, viability) | <input type="checkbox"/> Purpose (mission, ambition, goals) |
| <input type="checkbox"/> Confidence (trust, self-belief) | <input type="checkbox"/> Recognition (acknowledgement, discovery) |
| <input type="checkbox"/> Cooperation (teamwork, collaboration, mutual aid) | <input type="checkbox"/> Respect (honor, reverence) |
| <input type="checkbox"/> Creativity (new ideas, vision, imagination) | <input type="checkbox"/> Responsibility (maturity, follow-through) |
| <input type="checkbox"/> Decisiveness (steadfast, determined, focused) | <input type="checkbox"/> Security (safety, protection) |
| <input type="checkbox"/> Democracy (freedom, independence, social equality) | <input type="checkbox"/> Self-awareness (understanding, clarity of thought) |
| <input type="checkbox"/> Diversity (value differences, different perspectives) | <input type="checkbox"/> Self-actualization (desire for fulfillment, be the best you can be) |
| <input type="checkbox"/> Efficacy (effectiveness, high value, worth) | <input type="checkbox"/> Service (assistance, charity, relevance, civic responsibility) |
| <input type="checkbox"/> Efficiency (competence, accuracy, good use of time) | <input type="checkbox"/> Social awareness (experience, mindfulness, unselfish) |
| <input type="checkbox"/> Ethical practice (fair, principled, honorable) | <input type="checkbox"/> Spirituality (devotional, faith) |
| <input type="checkbox"/> Fairness (equity, honesty, impartiality) | <input type="checkbox"/> Tolerance (kindness, open-mindedness, acceptance) |
| <input type="checkbox"/> Fame (renowned, distinction) | <input type="checkbox"/> Tradition (belief, custom, practice, ritual) |
| <input type="checkbox"/> Family happiness (close relationships, get along) | <input type="checkbox"/> Trust (belief in other, assurance, conviction) |
| <input type="checkbox"/> Flexibility (adaptability, resilience) | <input type="checkbox"/> Vision (foresight, ideal, conceptual) |
| <input type="checkbox"/> Friendship (close relationships with others, fellowship) | |
| <input type="checkbox"/> Health (physical and mental well-being) | |
| <input type="checkbox"/> Helpfulness (supporting others, improving community) | |
| <input type="checkbox"/> Honesty (integrity, candor, openness) | |
| <input type="checkbox"/> Inclusiveness (involving others) | |
| <input type="checkbox"/> Independence (self-sufficient) | |
| <input type="checkbox"/> Inner harmony (being at peace, tranquility) | |
| <input type="checkbox"/> Integrity (honesty, sincerity, walking the talk) | |
| <input type="checkbox"/> Involvement (active participation in common goal) | |

Sample recruitment counselor oath

I, _____, do solemnly pledge to uphold the high ideals of the National Panhellenic Conference during my tenure as a recruitment counselor.

I acknowledge that as a recruitment counselor, I serve as a representative of the _____ Panhellenic Association and that my interfraternal conduct and actions reflect on Panhellenic as a whole.

I promise to uphold the rules and guidelines of the recruitment counselor program and my College Panhellenic.

I promise to maintain a Panhellenic perspective at all times.

I promise to serve my PNM group faithfully.

I promise to respect the confidentiality of all PNMs.

I promise not to contact my chapter or have any inappropriate contact with members of my chapter during the stated recruitment period.

I promise to promote positive relations with the other recruitment counselors, the Panhellenic recruitment staff and the fraternity/sorority advisor, working collaboratively with everyone.

I promise to avoid conflicts of interest that would influence me to act with favoritism toward my own chapter or any other chapters.

I understand that any misconduct on my part will be addressed by the Panhellenic vice president of recruitment, the Panhellenic president and the fraternity/sorority advisor.

Name

Date

Panhellenic president/vice president of recruitment

Date



Sample PNM withdrawal evaluation

Please rate how important each statement was in your decision to withdraw from recruitment, according to the following scale:

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

1	2	3	4	5	Didn't intend to join; just wanted to see what it was about
1	2	3	4	5	Concerned about financial obligations of membership
1	2	3	4	5	Felt pressure from friends who are not sorority members
1	2	3	4	5	Felt pressure from male friends
1	2	3	4	5	Influenced by family
1	2	3	4	5	Wasn't asked back to chapter of choice
1	2	3	4	5	Felt lost in the shuffle
1	2	3	4	5	Decided sorority membership would take too much time
1	2	3	4	5	Didn't understand what recruitment was all about
1	2	3	4	5	Needed more time to make decision
1	2	3	4	5	Didn't care for the actual recruitment process
1	2	3	4	5	Didn't understand the selection process
1	2	3	4	5	Felt too much tension and strain in recruitment schedule
1	2	3	4	5	Don't care for the sorority image
					Other:

Please answer the following:

1. What could Panhellenic have done to make sorority membership more appealing to you?
2. How could recruitment be improved?
3. How did you learn about recruitment?



Sample recruitment counselor program evaluation

Please rate your responses to the following questions according to the scale:

1 Strongly disagree 2 Disagree 3 Agree 4 Strongly agree

1	2	3	4	The application to become a recruitment counselor was clear and easy to complete.
1	2	3	4	The interview questions asked were good examples of some of the situations I encountered while serving as a recruitment counselor.
1	2	3	4	The process for selecting recruitment counselors was thorough.
1	2	3	4	The recruitment counselor training prepared me for questions and situations I encountered with potential new members (PNMs).
1	2	3	4	I understood the computer and bid-matching systems.
1	2	3	4	I was prepared to deal with PNMs who were confused and upset with the recruitment process.
1	2	3	4	The meetings I held with my PNM group were helpful in educating PNMs about the recruitment process and allowed PNMs to build relationships with myself and each other.
1	2	3	4	PNMs understood the MRABA and the impact of signing it.
1	2	3	4	All recruitment counselors displayed the utmost integrity during recruitment.
1	2	3	4	Bid Day was a positive end to recruitment and promoted good panhellenic relations.
1	2	3	4	Reentry into my chapter after serving as a recruitment counselor has been easy and seamless.
1	2	3	4	Serving as a recruitment counselor was a rewarding experience.
				Comments regarding the questions above:

Please list any suggestions you have for future recruitment counselor programs.



