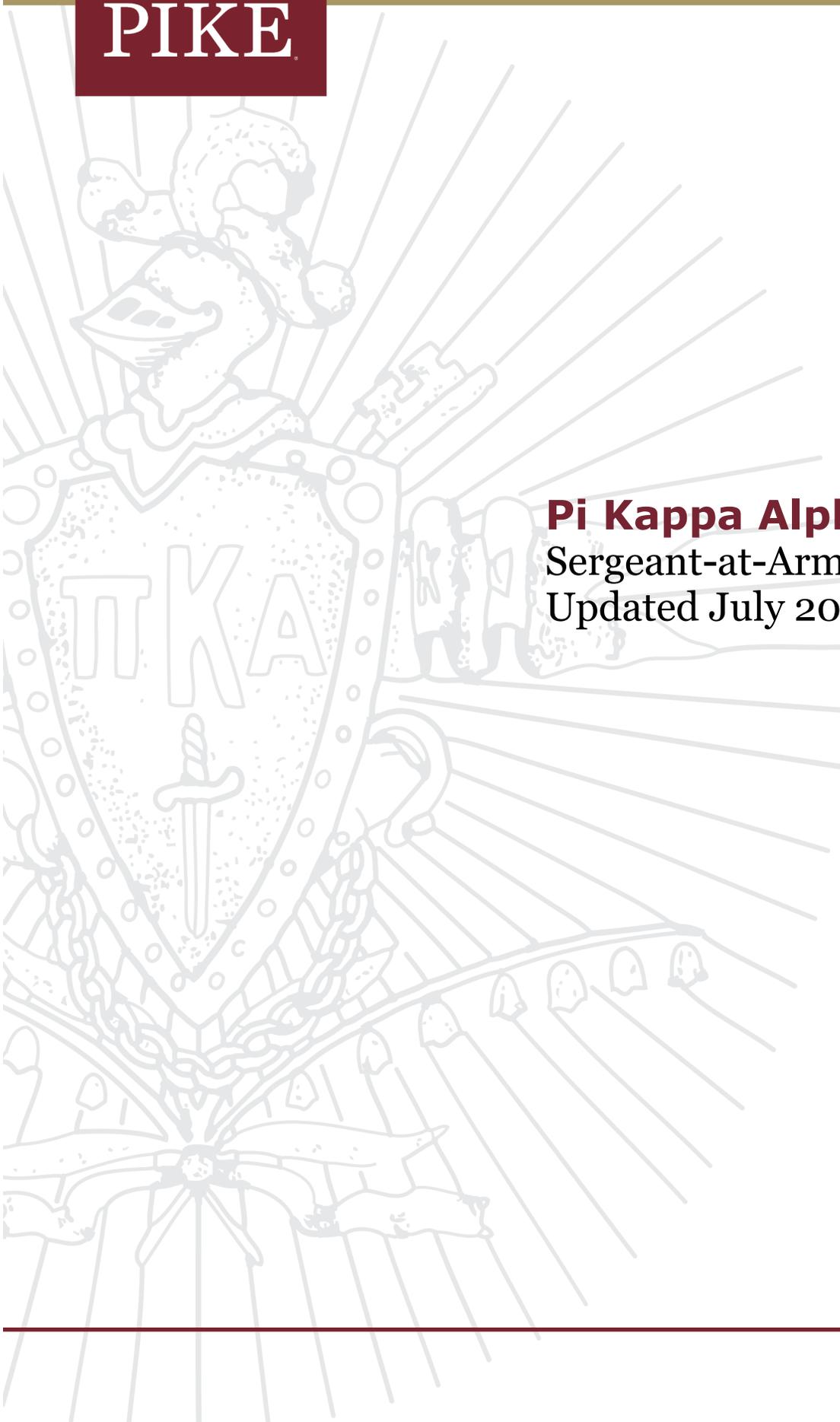


PIKE

Pi Kappa Alpha
Sergeant-at-Arms
Updated July 2019



Foreword

The contents of this handbook are the result of a compilation of information from various chapters and various brothers affiliated with the Pi Kappa Alpha Fraternity for the use by any chapter which is interested in establishing or improving its programming.

It should be understood that each chapter is self-governing and solely responsible for its day-to-day, week-to-week and month-to-month operation and nothing herein is intended as or should be deemed as supervision, direction, monitoring, oversight or as an effort to control the local chapter by the Pi Kappa Alpha Fraternity, which is a fraternal affiliation of over 220 chapters, over 15,000 active undergraduate members and over 300,000 alumni and several nonprofit corporations, including, but not limited to Oak Service Corporation, a Tennessee nonprofit corporation which serves as a clearinghouse and an administrator for purposes of organizing meetings and conventions, publishing fraternal publications and performing other functions for the entire Fraternity.

This handbook is an educational guideline only which contains suggestions and recommendations developed by various chapters which were able to develop successful programs. It is published and available to any chapter through the clearinghouse in Memphis as a form of brotherly advice for whatever use one wants to make of it.

All ideas herein are optional, and nothing is mandatory. Participation is by the voluntary choice of each chapter and each member with the understanding that one generally gets out of something what one is willing to put into it. Thus, any language contained herein which could possibly be construed as “mandatory” such as “do this” or “do that” is only in the form of a recommendation that if one wishes to get the most benefit out of using the suggestions in the handbook, then the suggestions can be utilized with the understanding that any handbook is, at most, a guide and that the users should substitute their own experience and judgment to use, adapt or modify the suggestions and recommendations contained herein. In other words, the handbook is a guide from which the users can use to establish, improve or build their own programs, using their own knowledge, common sense, ideas and experience and to assist the users from time to time as a reference for ideas and suggestions. In turn, each chapter is encouraged to share good ideas with other chapters by advising the administrative clearinghouse for possible inclusion in future publications.

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SERGEANT-AT-ARMS HANDBOOK
 THE PI KAPPA ALPHA FRATERNITY
 8347 West Range Cove
 Memphis, TN 38125
 901-748-1868
Revised July 2019

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Overview of Handbook

It is important to follow a few recommendations when reading through this handbook. The first recommendation is to think of this handbook as a guide while you are sergeant-at-arms. This handbook is laid out in a fashion so that as you progress through the year, you will then advance to the next segment of the handbook. However, you do not have to read this handbook sequentially just because of that. If you only want a certain aspect of the handbook for reference, simply skip ahead to that part of the book. Also, you do not have to do everything exactly as this handbook states, but this handbook outlines some of the best practices being used today. Again, this handbook is simply a reference tool, so use it as such. If anything in this handbook does not sound familiar to you, some reevaluation and changing of processes may be in order, which leads to the next recommendation.

Do not let unfamiliarity or tradition keep you from implementing the ideas in this handbook. It is very easy to go through and simply read this handbook for general knowledge and understanding of the position. Unfortunately, things will not change or get better in your chapter unless you take action. In order to get the most out of this handbook and to make the greatest impact on your chapter, it is recommended to take the ideas in this handbook and put them into action. By taking action, you will get the most out of your position, which leads to the final recommendation.

Enjoy your position! No matter what reason you had for taking this position, make sure you fulfill your duties to the best of your ability. Much like the undergraduate fraternal experience, your tenure in this position will be very brief so do your best to make a positive impact and better the overall chapter. If you work your hardest to ensure this happens, you will truly have a rewarding undergraduate fraternal experience. Good luck!

Understand your Position

Purpose of Sergeant-at-arms

The purpose of sergeant-at-arms is to ensure that there is accountability and order within the chapter.

Job Description

As the sergeant-at-arms, you are the primary organizer and overseer of the accountability system within the chapter (the judicial board and all associated processes) and the one who maintains proper order within chapter meetings.

***** The following lists are examples and are not intended to be exhaustive or exclude other responsibilities as determined by the chapter. *****

Goals

- Ensure the judicial board and all associated processes function in an appropriate manner to properly hold members of the chapter accountable.
- Ensure that order and proper procedures (including *Ritual* and regalia) are maintained during all chapter meetings and events (including formal pledging and initiation).

Weekly Tasks

- Hold and preside over weekly judicial board meetings
- Attend and give a report at weekly committee chair and chapter meetings
- Ensure due process takes place in every aspect of judiciary proceedings
- Manage the sergeant-at-arms budget
- Enforce the judicial policy
- Ensure proper parliamentary procedure occurs during chapter meetings
- Oversee and maintain the *Ritual* and regalia

Semester/Quarter Tasks

- Structure and organize the judicial board
- Set goals related to sergeant-at-arms
- Set the sergeant-at-arms budget
- Create a judicial policy
- Work with the executive council to organize a chapter goal-setting retreat, officer retreat, and transition retreat
- Create and maintain a uniform sergeant-at-arms handbook including guidelines, ideas, and suggestions for future sergeant-at-arms
- Assist in the completion and submission of a Year End Summary

Completion of Position

Review position with the new sergeant-at-arms and provide written notes to successor and any other materials that were developed during your tenure as sergeant-at-arms including a uniform sergeant-at-arms handbook with guidelines, ideas, and suggestions for future sergeant-at-arms

Create the Plan for your Position

Set the Goals for your Position

When setting goals for any position, you should always determine the metric that you can use to appropriately determine success or failure with your work. Since the objectives as sergeant-at-arms include ensuring the judicial board and all associated processes function in an appropriate manner to properly hold members of the chapter accountable and ensuring that order and proper procedures (including *Ritual* and regalia) are maintained during all chapter meetings and events (including formal pledging and initiation), you must determine metrics that will allow you to determine success or failure when your position is complete in addition to giving status updates while performing the duties as sergeant-at-arms. You want to determine how you can best judge whether the chapter is accomplishing these objectives.

Upon evaluation of these two objectives, you can begin to make assumptions about how to appropriately accomplish these objectives. You can easily assume that holding weekly judicial board meetings and documenting all proceedings from said meetings will fulfill the first objective. Additionally, it is easy to take ensure proper order and procedures occur to accomplish the second objective.

When determining a goal to set for what proper order and procedures in a meeting is, a good rule of thumb to use is keeping all chapter meetings to one hour with proper *Ritual* and regalia. This means that you are conducting business thoroughly enough to discuss a good deal of information without dragging the meeting out.

Nonetheless, this leaves you with your three goals for the sergeant-at-arms position and allows you to easily get a weekly update on how the chapter is performing with the judicial program so that you may make changes or corrections if necessary. You should take note of these three goals that you have now set and continually revisit them on a weekly basis. Again, the three goals you have set are:

- Hold weekly judicial board meetings with proper procedures and documentation of results
- Use *Ritual* and regalia for all chapter meetings, formal pledging and initiation
- Keep chapter meetings to no more than one hour in length

Now that you have set the goals for your position, you can now set the overall financial goal so that you may successfully accomplish the goals for sergeant-at-arms.

Set the Budget for your Position

When setting the budget for sergeant-at-arms, you must take into consideration all the possible expenses that may be incurred during your position and then work with the treasurer to allocate the correct amount of the budget to sergeant-at-arms. You can first begin to think of all the expenses that will be incurred during your tenure.

After reviewing the expenses of sergeant-at-arms, you can determine that most of the expenses will be incurred primarily regarding *Ritual* and regalia as well as supplies for initiation since you should not need to allocate funds to simply hold judicial board meetings. The list of expenses can then look something like this:

- New *Ritual* books (if necessary)
- Replacement regalia

- Initiation supplies (unless ordered by the pledge education chairman)
- Candles
- Initiate badges (unless ordered by the secretary)

Once you have determined what the expenses will be, you can then begin to work with the treasurer to ensure the correct amount is allocated to the sergeant-at-arms budget. The best way to go about working with the treasurer is to submit this information with the approximate corresponding amounts into the treasurer on the committee budget request form. This form can be found online at www.pikes.org in the financial documents of the officer resources. It would be beneficial to practice working with this document to make sure you fully understand how it works before developing your sergeant-at-arms budget with the document. After entering this information, the document you submit to the treasurer should look something like the table listed below:

| ΩΩ Chapter of The Pi Kappa Alpha International Fraternity | | |
|--|---------------|------------|
| Sergeant-at-arms | | |
| Budget Request Form | | |
| Event/Activity (see detail pages for more) | Amount | |
| New <i>Ritual</i> Books | \$ | 50 |
| Replacement Regalia | \$ | 500 |
| Initiation Supplies | \$ | 150 |
| Candles | \$ | 50 |
| Total Budget Request | \$ | 750 |

Once you have submitted this document, after approximately a week the treasurer should have a fully developed budget and the amount you requested should be fulfilled. If there are any discrepancies, make sure to work with the treasurer to resolve any issues. The budget is now set to enable you to accomplish the goals set for sergeant-at-arms.

Sample Committee Request Form

<Chapter Name> Chapter of The Pi Kappa Alpha International Fraternity

<Insert Committee Name>

Line Item Details with Monthly Breakdown

| Event/Activity | Line Item Details | Total Cost | Jan | Feb | Mar | Apr | May | Jun |
|------------------------------|-------------------|------------|-----|-----|-----|-----|-----|-----|
| <Activity 1> | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| Event/Activity Totals | | \$ - | | | | | | |
| <Activity 2> | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| Event/Activity Totals | | \$ - | | | | | | |
| <Activity 3> | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| Event/Activity Totals | | \$ - | | | | | | |
| <Activity 4> | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| Event/Activity Totals | | \$ - | | | | | | |
| <Activity 5> | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| Event/Activity Totals | | \$ - | | | | | | |
| <Activity 6> | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| Event/Activity Totals | | \$ - | | | | | | |
| <Activity 7> | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| Event/Activity Totals | | \$ - | | | | | | |
| <Activity 8> | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| | | \$ - | | | | | | |
| Event/Activity Totals | | \$ - | | | | | | |

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Plan the Event Schedule for the Year

Planning the event schedule for sergeant-at-arms is a very simple process since it depends primarily on the behavior of the men in the chapter for judicial board meeting and the ceremonies that require *Ritual* and regalia, including meetings, formal pledging and initiation.

In order to properly handle any judicial matters that may arise, you should plan to hold judicial board meetings on a weekly basis. Since these judicial meetings could involve anyone in the chapter, it would be helpful to schedule these weekly meetings at a time that is around the time of chapter meeting. Typically, the judicial board meetings take place after chapter meetings on either Sunday or Monday for most chapters. Again, you are unsure who these meetings will affect so it is good to have these judicial meetings around a chapter meeting, but you also want the judicial board members to be readily available so establishing this weekly meeting will reinforce this.

Regarding scheduling for when *Ritual* and regalia should be available, most of the dates for these events should be determined by you in coordination with the rest of the executive council. Chapter meetings should be a simple occasion to bring all materials since this is a time most members are available. Typically, chapter meetings take place at the beginning of the week on either a Sunday or Monday evening for most chapters. The only two other events you will have to provide *Ritual* and regalia for are formal pledging and initiation. These dates should be set on the calendar at the beginning of the semester in coordination with the rest of the executive council. Typically, formal pledging will take place anywhere from one to three weeks into the semester/quarter or when recruitment has finished for most chapters. Additionally, initiation typically takes place eight weeks after formal pledging has occurred for most chapters.

By being able to organize consistent judicial board meeting times and provide *Ritual* and regalia for meetings, formal pledging and initiation, you should adequately fulfill your duties as sergeant-at-arms.

Understanding Your Position: Judicial Board

Every successful chapter needs to hold its members accountable. Maintaining a balance of brotherhood and enforcing high standards is difficult for any one member. A judicial board is used to deal with situations in a fair and consistent manner. The judicial board is a group of brothers selected by the sergeant-at-arms to represent the membership of the chapter and make decisions regarding a member's conduct. It is a means to hold brothers accountable in an unbiased and fair way. As such, it should be selected carefully, and consistently reviewed to ensure a conflict of interest does not exist.

The sergeant-at-arms is responsible for appointing the judicial board, with approval from the executive council.

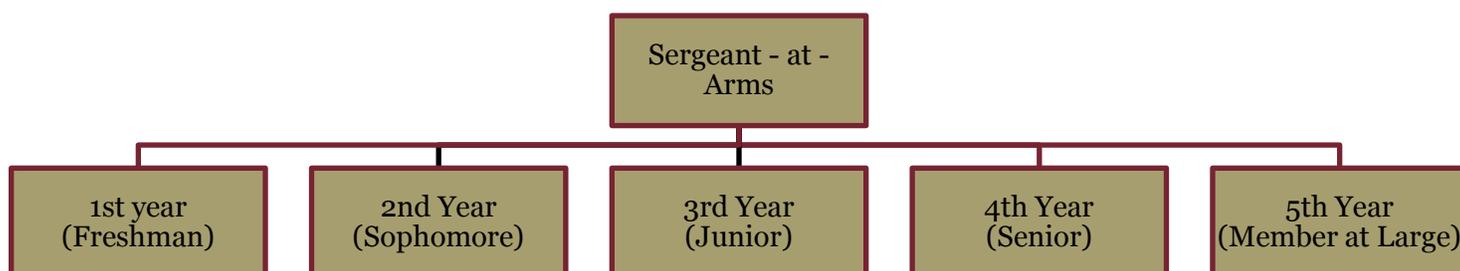
Composition of Judicial Board

The judicial board should represent a cross-section of the chapter's membership and reflect a variety of its interests. Therefore, it is recommended the judicial board be composed in the following manner:

- Sergeant-at-Arms (elected by the chapter)
- One first-year member
- One second-year member
- One third-year member
- One fourth-year member
- One fifth-year member (or Member-at-Large)
- Additionally, the composition of the judicial board should meet the following criteria:
 - Members who have been very involved in the chapter and those who have not

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- Members who place priorities on various aspects of Fraternity life
- Members who do **not** live together (i.e. no roommates)
- No executive council members - except for the sergeant-at-arms



The sergeant-at-arms is to be elected by the chapter and may not concurrently hold an executive council position. The remaining (first year, second year, third year, and fourth year) members are to be selected by the sergeant-at-arms and approved by the Chapter's executive council. All members of the judicial board must meet academic and financial requirements consistent with the Chapter's bylaws.

In the instance that there is not a member from a specified year available, the member-at-large can be selected and approved by the executive council to serve until a member meeting the qualifications is available. Once a member meets the criteria and is approved by the executive council, the member-at-large will vacate this position and the member meeting the qualifications will step in.

Role of Sergeant-At-Arms During Judicial Board Hearings

- Presiding officer and lead facilitator for hearing
- Maintain decorum and fairness during hearing
- Track and maintain records of sanction requirements and completion
- Responsible for correspondence related to the judicial board, including but not limited to notice of judicial board hearing, notice of judicial board decision(s), and report hearing outcome to the International Fraternity (when applicable).
- Educates the chapter on its bylaws and the *Constitution & Chapter Codes*
- Regularly reviews, edits, and updates chapter bylaws per chapter policy

Voting

- The sergeant-at-arms will be the only member of the judicial board not receiving a regular vote. The sergeant-at-arms will only vote in the case of a tie.

Expectations of Judicial Board Members

It is expected that each member of the judicial board will:

- Attend all judicial board training sessions to become educated with the chapter's due process.
- Uphold and enforce all University rules and regulations, the *Constitution & Chapter Codes*, chapter bylaws, and other Fraternity policies.
- Notify the sergeant-at-arms if unable to attend a scheduled hearing.
- Model the behavior that is expected of each Fraternity member.
- Arrive for all meetings and hearings prepared, on time, and appropriately dressed (at the discretion of the sergeant-at-arms).

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- Be engaged during every hearing
- Support and enforce the rights of both the accusing brother(s) and the accused brother(s).
- Maintain confidentiality by not discussing the proceeding of any case outside of the official judicial hearing, even with others who were present at the hearing.
- Consider all the facts concerning each case and will render a decision based on facts presented during the hearing.
- Only consider the information shared in the official judicial hearing and will not give merit to information obtained outside of the hearing.
- Consider who is involved in each hearing and will remove himself from the hearing if he feels that he is unable to be objective and unbiased.
- Be present for every hearing unless it is determined by the sergeant-at-arms, chapter advisor(s), or the member in question that the case will be a conflict of interest for that member.

Conflict of Interest

A member of a judicial board is not permitted to participate in a hearing if it is determined (by the sergeant-at-arms, chapter advisor(s), or the member in question) that he is unable to be objective and unbiased. Participating in hearing means:

- Being present in the room when information is being presented and/or the hearing is occurring.
- Being present in the room when the judicial board is discussing the case and/or determining sanctions.
- Voting on the final decision.
- Attempting to influence other board members when determining the outcome of the hearing. Anyone found violating this point should be removed from the judicial board pending sergeant-at-arms and executive council's approval.

When to Use the Judicial Board

Types of Violations

As members of Pi Kappa Alpha, it is imperative our members uphold our high standards. Chapter members that are alleged to have violated any one of the following should be referred to the Chapter's judicial board.

- Violation of the campus policies
- Violation of the Fraternity's governing documents (*Constitution, Chapter Codes, and/or Fraternity Standards*)
- Violation of the chapter's bylaws
- Offenses against any local, state, and/or federal laws
- Financial delinquency
- Failure to meet the academic standard
- Conduct inconsistent with the values of Pi Kappa Alpha
- Violation of any existing sanctions, conditions, and/or probation

The list above is not exhaustive and is meant to offer a framework in which the chapter can build upon. The point is, the judicial board should be used to make the tough decisions regarding a member's conduct so the chapter may continue to prosper, and the member receives the appropriate help and/or consequences for his actions.

Utilizing the Judicial Board: Due Process

Procedural Rights of the Accused

Members accused of misconduct and involved in a formal judicial board hearing are entitled to the following procedural rights:

- The right to be informed in writing of the charges against them with enough specificity and time to ensure opportunity to adequately prepare for a hearing.
- The right to decline making self-incriminating statements or to participate in a hearing. Such action will not be interpreted as evidence of responsibility; however, the process and hearing will continue.
- The right to present information and witnesses on their own behalf.
- The right to see all information presented and to question all people who appear before the judicial board.
- The right to receive a timely written decision.
- The right to appeal the decision of the judicial board.

Complaints and Notice of Hearing

1. Chapter members may report the actions or conduct of any given member by petitioning the judicial board within 30 days of an incident. Allegations/complaints should be submitted in writing to the Sergeant-at-arms.
 - Violations of minimum chapter standards, such as academic and/or financial delinquency, can be automatically referred to the judicial board, and may not require a *Notice of Complaint* to be submitted.
2. After receiving a *Notice of Complaint*, the sergeant-at-arms shall convene the judicial board at the earliest available opportunity to hold a hearing. It is recommended this hearing date not exceed seven (7) days from the *Notice of Complaint*.
3. A *Notice of Hearing*, which outlines the complaint and/or violation, shall be sent to the respondent with a request to appear before the judicial board with at least 48 hours' notice.
 - Should the respondent be unable to attend the scheduled hearing, he must notify the sergeant-at-arms and request an alternate date and time.
 - The Respondent has the right to accept responsibility for the allegation/complaint and waive his right to a hearing

A sample *Notice of Complaint/Hearing* can be found in the *Supplemental Resources* section of this handbook.

Interim Action

If a student member is alleged to have engaged in conduct that is unlawful or in violation of the *Pi Kappa Alpha Constitution & Chapter Codes*, that student may be placed on administrative suspension.

A student member may be placed on administrative suspension by majority vote of the chapter's elected officers for thirty (30) days or during an investigation into the students alleged conduct. Said suspension shall not exceed forty-five (45) days from the date the member is given notice of the suspension.

For additional information regarding the administrative suspension process, please refer to the *Constitution & Chapter Codes*, and contact your chapter consultant or director of services for additional information.

Leading an Effective Judicial Board Hearing

The judicial board meeting should occur in private, meaning that only board members, complainant, and respondent are permitted in the meeting room, with ample notice (48 hours at minimum) given to both parties involved. Once all the members of the judicial board are present, they will elect a chair of the board and a secretary to take minutes. The sergeant-at-arms will serve as a nonvoting member (except during a tie), and act as the lead facilitator for the hearing by maintaining decorum and fairness throughout.

Prior to the hearing, the judicial board should review all reports, witness statements, and other pertinent information. The judicial board will have opportunities to ask questions and discuss the allegations throughout the meeting.

Sample Judicial Hearing Agenda

- I. Meeting called to order by sergeant-at-arms
- II. Introduction of participants (members of the judicial board, complainant, respondent, etc.)
- III. Reading of complainant's outline in the *notice of complaint* sent
- IV. Statement of complainant
 1. Presentation of any evidence and/or additional information
 2. Questioning by members of the judicial board
 3. Complainant dismissed, respondent enters
- V. Statement of respondent
 1. Presentation of any evidence and/or additional information
 2. Questioning by members of the judicial board
 3. Respondent dismissed, complainant enters
- VI. Closing comments by complainant
 1. Complainant dismissed, respondent enters
- VII. Closing comments by respondent
 1. Respondent dismissed, complainant enters
- VIII. Ask respondent to share reasonable sanctions/conditions if found responsible
- IX. Complainant and respondent dismissed
- X. Judicial board deliberates the case
- XI. Determination of responsibility
 1. If a majority of the members of the standards board vote in the affirmative, the respondent shall be found responsible. If not, the respondent shall be found not responsible.
 2. The complaint against the respondent must be established by a preponderance of the evidence, meaning that a reasonable person would accept that "more likely than not" a fact is true or an incident occurred.
- XII. Discuss & determine potential sanctions/conditions – *if applicable*
- XIII. Adjourn

After Judicial Hearing

- Complete sanction letter before giving it to the person involved, and record copy for sergeant-at-arms. If conditions are placed on a member's membership, incorporate deadlines and tracking to

ensure the member completes expectations in a timely fashion. Failure to do so may lead to further actions being taken by the chapter.

- Complete the sanction-follow up letter (if campus involved incident) which is given to the Greek Advisor when sanction is complete.
- Communicate decision at the next chapter meeting.

Appealing the Judicial Board Outcome

Members who have appeared before the judicial board have the option to appeal any decision by petitioning to the executive council. Should the member wish to appeal the decision of the executive council, he may appeal their decision to the chapter. All appeals must be made within 30 days of the most recent action dealing with the incident, and a written description of the original incident, a description of subsequent action and an explanation of the appellant's argument must accompany every appeal.

To summarize, judicial board decisions may generally be overturned by an executive council decision, and executive council decision may be overruled by two-thirds of the chapter.

Additional Responsibilities for Judicial Board

Agenda for The Judicial Board Meeting

In addition to judicial board hearings, the judicial board is expected to meet on a weekly basis to discuss pertinent information regarding chapter conduct, review chapter-bylaws, and discuss other relevant information. This meeting is an opportunity to review conflicts that may have arisen during the week, or to review any notices the sergeant-at-arms received regarding the conduct of any member.

Additional topics discussed may include:

- Discuss potential areas in which the chapter could improve the by-laws
- Track progress of membership conditions
- Draft and/or send notices of hearing/outcome letters to individual members

Governing Documents

Chapter Bylaws

Every chapter needs a set of rules to govern the group's operations. These are called chapter bylaws. The bylaws are specific to each organization and should be comprehensive enough to keep consistent order and continuity, but flexible enough to allow for creativity, progress, and growth of the chapter.

Topics included in bylaws

- Organization structure
- Officer responsibilities
- Judicial board composition and due process
- Elections and removal from office processes
- Financial and academic standards policies
- Chapter meeting rules and attendance requirements
- Initiation voting procedures
- Bylaw amendment procedure
- Membership statuses
 - Active

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- Alumnus
- Resignation
- Suspension/expulsion
- Billing status vs. Membership status
 - “Inactive” status does not exist. Inactive is strictly referring to a member’s billing status; meaning, he is no longer being billed.
- Membership requirements
 - Attendance, financial, community service, live-in requirement, GPA, social media presence, etc.
 - May be worthwhile to include in a comprehensive membership contract

More than the topics listed above can be included in the bylaws. However, remember that room should be left for the executive council and the chapter to make its own decisions and continually advance as an organization. The bylaws are simply a set of established procedures to provide a long-term, solid foundation for the organization. To view sample bylaws click [here](#).

Constitution & Codes

Pi Kappa Alpha is an international, not-for-profit organization and needs a governing set of rules like any organization. For this, we have the International *Constitution and Chapter Codes*. These are two separate documents outlining two different things.

Constitution: The *Constitution* is the highest authority regulating the International Fraternity. It includes the composition of the organization, a listing of the international officers, an outline of the international officer election process, and a description of how it can be amended.

Chapter Codes: While the *Constitution* outlines the basic purposes and structure of the Fraternity, the *Chapter Codes* get much more specific. The *Chapter Codes* serve as a resource to describe use of fraternity symbols, rules for membership issues such as initiation and expulsion; they outline the fee structure between chapters and the International Fraternity; and the *Chapter Codes* define and provide expectations for all aspects of a chapter – from officers and alumni advisors to *Ritual* regalia and insurance requirements. Essentially, the *Chapter Codes* are uniform requirements that every chapter must follow to maintain its charter. However, the *Chapter Codes* are also a resource to outline difficult procedures such as expulsion of a member.

Chapter officers, especially the sergeant-at-arms and chapter president, should at least be somewhat familiar with the *Constitution and Chapter Codes*. A copy of each document can be obtained by contacting your chapter consultant or ordering online at www.pikes.org.

Conducting Expulsion Proceedings

A member may be expelled from the fraternity for a variety of reasons, all of which are listed in Code III, Section 12 of the *Chapter Codes*. However, the proper procedure must be followed. Code III, Section 13 details the expulsion procedure. Some highlights to remember include:

- A quorum of voting members of the chapter must be present to expel a member.
- The member in question must be given written notice of the expulsion at least 48 hours in advance.
- Written notice must contain charges, time/place of the hearing, Code III, Section IV of the *Chapter Codes* and Article VI of the *Constitution*, and a copy of the full *Constitution and Chapter Codes*.

The above is intended to provide the chapter with general information and suggestions for improvement. It is not a directive and is not intended to direct the chapter in any manner. A chapter is not required to use or implement this information or suggestions. The decision on whether or how to use this information is solely that of the chapter.

- The accused must be given the opportunity to present a defense to the voting chapter members.
- At least two-thirds (2/3) of present voting members must in favor of the expulsion for it to pass.
- Within five (5) days after an expulsion, the chapter must send a written expulsion notice to the expelled members last known address and report the expulsion to the International Fraternity.

If you are unsure of how to handle any particular situation, refer to the Code III, Section 13 in the *Chapter Codes*. To obtain a copy of the *Chapter Codes* or for further advice, contact Memorial Headquarters.

Understanding Your Position: Maintaining Regalia and *Ritual*

Maintenance of the *Ritual* and regalia is an important but often-overlooked duty of the sergeant-at-arms. If the chapter does not own the most current regalia materials or if items are missing, new regalia should be ordered immediately by utilizing the link [HERE](#). Please contact finance@pikes.org should you have any questions or troubles when ordering regalia online.

Ritual materials and regalia should be kept in a locked box in a secure location at the chapter house. If the chapter does not have a house, regalia should be kept at the home of the sergeant-at-arms or chapter president. These are also the only two officers who should have a key to the locked regalia strong box.

Understanding Your Position: Additional Responsibilities

Parliamentary Procedure

Parliamentary procedure is the established, effective, and accepted method of ensuring every member of an organization has an equal voice in a meeting or discussion. *Robert's Rules of Order* is the most authoritative work outlining parliamentary procedure. These guidelines govern meetings of nearly every governmental, civic, or social organization. Thus, it is important to be familiar with the basics.

Please visit www.robertsrules.com and refer to the appendices in your *Garnet and Gold* for more information on parliamentary procedure.

During the Executive Council Meeting

Every week there will be an executive council meeting. All members of the executive council should be in attendance for this meeting to discuss the business of the chapter. The purpose of the meeting is to ensure that all members of the executive council, essentially those who are running the chapter, clearly understand everything that is taking place that has to do with the chapter. It is important to have this meeting because the leaders of the chapter should always clearly understand what takes place within their organization. This also allows the leaders of the chapter to communicate a clear message to the rest of the chapter. By having all major decisions related to the fraternity worked out within the executive council, chapter meetings and overall chapter operations will run much smoother.

This meeting should take place at a time and day that will allow most members of the executive council to be in attendance. Determine this time and day at the first executive council meeting of the term. Typically, these meetings are held on either Sundays or Mondays before the chapter meetings by most chapters.

During this meeting, the secretary or president should have put together an agenda to follow in the meeting. Every executive council member will give their report during the meeting and each person

should have a pad of paper to document any actions or items that arise from the meeting. Additionally, the secretary should take meeting minutes during this meeting to properly document what transpired. Dates of upcoming events should be documented and added to the chapter calendar. Once the meeting adjourns, the secretary should send the minutes of the meeting to all executive council members. Each officer should send their talking points to the secretary two days prior to the executive council meeting, to allow him to create an agenda for the meeting. It is also recommended that the alumni advisory board be in attendance and that minutes be sent to the alumni advisory board and the chapter advisor.

During the Executive Council Retreat

Once a semester/quarter, there will be an executive council retreat. All members of the executive council and members of the alumni advisory board should be in attendance for this retreat. The purpose of this retreat is to review the performance of the chapter during the previous semester/quarter, develop the long-term strategic plan of the chapter including goals for the upcoming semester/quarter, build camaraderie with the executive council and alumni advisory board, and address any other issues that the chapter may currently be facing. It is important to have this retreat because this will allow the chapter to maintain proper development over time while also ensuring that there is a good relationship between all members of the executive council and between the executive council and alumni advisory board.

This retreat will be approximately one to two days of time from each person involved so it is best to schedule this retreat for a weekend. The executive council and alumni advisory board will both be involved with this retreat, so it is best to plan for a time when most members of both groups are available. It is also beneficial to hold this retreat away from the chapter house and the membership so that the executive council can focus on the tasks at hand while not being distracted. Determine the date for this retreat when setting the calendar for the chapter. Typically, these retreats are held on a weekend near the end of the semester/quarter in order to properly prepare for the upcoming semester/quarter.

During this retreat, the secretary or president or alumni advisory board chairman should have put together an agenda to follow in the retreat. Every executive council member, new and old, will give their report during the meeting and each person should have a pad of paper to document any actions or items that arise from the meeting. Additionally, the secretary should take minutes during this retreat to properly document what transpired and the goals that were set. Dates of upcoming events should be documented and added to the chapter calendar. Once the retreat adjourns, the secretary should send the minutes of the meeting to all executive council members and alumni advisory board members. Each officer should send their reports/goals to the secretary at least one week in advance of the executive council retreat, to allow him to create an agenda for the meeting and to ensure everyone has the proper paperwork prior to the retreat. It may be beneficial to bring the last year end summary report and consultant visitation analysis to assist with goal setting.

During the Transition Retreat

Once a semester/quarter, there will be a transition retreat. All members of the executive council and each chairman, new and old, should be in attendance for this retreat. The purpose of this retreat is to review the performance of the chapter during the previous semester/quarter, assist the new executive council and chairmen in setting upcoming goals, and allow the old chairmen to transition materials and knowledge to the new chairmen. It is important to have this retreat because this will allow the chapter to maintain proper operations over time.

This retreat will be roughly a few hours of time from each person involved so it is best to schedule this retreat for a weekend. The executive council and all transitioning chairmen will both be involved with

this retreat, so it is best to plan for a time when most members of both groups are available. It is also beneficial to hold this retreat away from the chapter house and the membership so that the executive council and chairmen can focus on the tasks at hand while not being distracted. Determine the date for this retreat when setting the calendar for the chapter. Typically, these retreats are held on a weekend near the end of the semester/quarter before the executive council retreat in order to properly prepare for the upcoming semester/quarter.

During this retreat, every executive council member and chairmen, new and old, will discuss operations and go over in-depth details about each position, so each person should have a pad of paper to document any actions or items that arise from the meeting. Dates of upcoming events and any recommendations should be documented and added to the chapter calendar. It is important to ensure all reporting of new officers and paperwork with the university and the International Fraternity has been updated. Once the retreat adjourns, the new executive members and chairmen should have their file and documentation for the position as well as the knowledge from the previous executive member and chairman.

During the Chapter Goal Setting Retreat

After the transition and executive council retreats, the goals of the chapter should be roughly developed. It is important to communicate these goals to the chapter in order to gain feedback and buy-in from the membership. The best way to do this is by holding a chapter goal setting retreat.

Once a semester/quarter, there will be a goal setting retreat. All members of the chapter should be in attendance for this retreat. The purpose of this retreat is to communicate the goals set by the men who hold positions for the upcoming semester/quarter to the rest of the chapter. It is important to have this retreat because the chapter will clearly understand and be unified toward achieving the goals for the next semester/quarter.

This retreat will be roughly a few hours of time so it is best to schedule this retreat for a time that is consistent with events where most of the chapter can attend, such as chapter meetings. It is beneficial to hold this retreat away from the chapter house or other noisy areas so that the chapter can focus on the goals while not being distracted. Determine the date for this retreat when setting the calendar for the chapter. Typically, these retreats are held on an evening/day near the beginning of the semester/quarter after the transition retreat and the executive council retreat have taken place near the end of the previous semester/quarter in order to be more relevant to the timing of chapter events.

During this retreat, the secretary or president should have put together an agenda to follow in the retreat. Every new executive council member will report their goals during the retreat and each person should have a pad of paper or be given a list of the goals to understand all the goals that the chapter has. Additionally, the secretary should take minutes during this retreat to properly document what transpired and the goals that were set. Dates of upcoming events should be documented and added to the chapter calendar. Once the retreat adjourns, the secretary should send the minutes of the retreat to all chapter members. Each officer should send their reports/goals to the secretary at least one week in advance of the chapter goal setting retreat, to allow him to create an agenda for the meeting and to ensure everyone has the proper paperwork prior to the retreat.

During the Chapter Consultant Visit

Each chapter will receive a chapter consultant visit once each academic year. During this visit, the designated chapter consultant, a member of the professional staff for your region, will visit your chapter. The chapter consultant will stay with you and your chapter for, typically, a three to five-day

period. The consultant will meet with numerous members of the chapter including the entire executive council, each person who holds a position in the chapter, alumni of the chapter, university officials and the entire chapter. The consultant uses these meetings to find out more about the chapter to ultimately evaluate and provide recommendations to the chapter for better operations. This visit is by no means meant to be invasive or a method to cause issues for the chapter. It is simply a way for the international fraternity to help each chapter better itself through third party analysis and recommendations.

When the chapter consultant does come to visit your chapter, he will provide you with a preparation packet to help you properly prepare for his visit. It is important to be as helpful as possible when coordinating the visit with the chapter consultant since you should provide him with numerous items including chapter statistics, meeting times and locations for his meetings with chapter members, contact information for members in the chapter, meals for his visit, proper sleeping arrangements, and many other items. Make sure meetings are arranged with the chapter consultant to meet with all positions within the chapter. Again, it is important to complete the consultant preparation packet at least three days prior to the arrival of the chapter consultant. Ensure that the chapter consultant can conduct his business in a proper manner and that he is provided with plenty of other amenities to help the chapter as much as possible. The less hospitable and helpful you are toward the chapter consultant, the less likely he is to provide his best possible work and recommendations to the chapter.

Once the chapter consultant visit is finished, the consultant will then provide the chapter with a report that summarizes his visit known as the consultant visitation analysis. This document is meant to provide a snapshot of the current chapter operations while also communicating recommendations to improve chapter operations. This document is by no means used to score the chapter for awards, but it is simply a service that the chapter is provided in order to achieve a better overall fraternal experience.

Organize and Submit a Year End Summary

Once an academic year, usually **due May 1st**, an application is made available that is known as the Chapter Year End Summary and International Awards Application. This application is completed by chapters in order to qualify for international awards and to also provide a document that the chapter can use to evaluate and better current chapter operations.

The application is very long and includes four areas (membership, operations, brotherhood, and leadership) with each area containing four sub-sections. Each of these sub-categories contains numerous questions. Each question in the application asks for supporting documentation to prove that the actual task was fulfilled. Most of the work related to completing this application is due to the compilation of all the documentation and it will take many weeks to complete this process.

Therefore, in order to properly complete the year end summary, it is recommended that all members of the executive council be involved as well as any other member in the chapter who chooses to be involved. It will help to get more members involved with completing the year end summary since there is so much information to compile. It will be helpful to start on the application immediately when it becomes available and delegate each area as well as corresponding sub-categories to individuals involved with the process. Make sure that all final documents submitted are aesthetically pleasing and would be of a quality you or even your professors on campus would be proud of. The more you can delegate responsibilities and get more members involved with the process, the greater chance you have for submitting a better year end summary and qualifying for more international awards.

The chapter year end summary and international awards application can be found and completed at www.pikes.org.

Enhance the Plan for your Position

Review of the Program

Once your tenure as sergeant-at-arms has been completed for the year, it is important to get feedback from the judicial board, the executive council and any other member of the chapter that may be able to help better the operations associated with sergeant-at-arms. This may be accomplished by numerous different methods.

It is important to get input from the judicial board members since they were involved with the process. Hold a meeting with the judicial board and ask for feedback from the men. Also, announce in chapter meeting and over e-mail to the general membership that you would like to receive feedback about the sergeant-at-arms position. You can communicate to the chapter members that they may submit recommendations through e-mail or on paper in person.

It may be beneficial during all discussions with members to list out discussion points of the sergeant-at-arms such as judicial proceedings, judicial policy, due process, chapter bylaws, maintaining order in chapter meeting, and *Ritual* maintenance and care to ensure that feedback is constructive and on point. Make sure that all feedback is captured and documented so that it may be added to the sergeant-at-arms documentation and the sergeant-at-arms position may be improved in the future.

Ensure a Successful Transition for your Successor

It is vital to the performance of your chapter that there is some transfer of knowledge to the next sergeant-at-arms when your tenure is complete. This knowledge should be communicated in person and in writing through physical documentation.

The purpose of the physical documentation is to ensure that information is available for the new sergeant-at-arms to easily reference during his tenure in the position. Documentation to include would be anything that could help your successor including but not limited to: the sergeant-at-arms handbook, judicial board organization, chapter bylaws, chapter judicial policy, the *Constitution and Codes*, documentation of previous judicial board proceedings and punishments as well as any sergeant-at-arms issues, slideshows, e-mail correspondence, notes to successor, etc. Ensure that every event that is completed with the position has an accompanying event summary as well. This includes all judicial board meetings, the chapter judicial policy, any *Ritual* documents, *Robert's Rules of Order*, etc. Any activity that you organized and completed during your tenure as sergeant-at-arms should have an accompanying event summary. A sample event summary can be found on page 19 of this handbook. A sample contact list can be found on page 20 of this handbook. A sample notes to successor can be found on page 21 of this handbook. Again, the physical documentation pertains to anything that would help your successor transition more easily into his new position, so please ensure the physical documentation is organized.

Once the physical documentation is compiled, then you will be able to sit down with your successor to have a transition meeting. During this meeting, you want to make sure to describe the overall position (including the purpose of the position, the goals, weekly tasks, semester/quarter tasks, successes and failures, recommendations) and detail the physical documentation. Communicate anything to your successor that will be helpful and may be difficult to understand in the physical documentation. It is beneficial to review the goals that you set as sergeant-at-arms, to help the new sergeant-at-arms set goals, and to discuss any points that may be of difficulty during his tenure or that affected you while holding the position. Taking notes during this meeting will ensure that everyone is aware of what was discussed on the development of the sergeant-at-arms position.

You will ensure a successful transition for your successor if you are able to transfer physical documentation and conduct an in-person transition meeting. By ensuring proper transfer of knowledge takes place, the chapter will be able to continually develop better the sergeant-at-arms position.

Contacts

Phone _____

Name _____

Organization _____

Address _____

The above is intended to provide the chapter with general information and suggestions for improvement. It is not a directive and is not intended to direct the chapter in any manner. A chapter is not required to use or implement this information or suggestions. The decision on whether or how to use this information is solely that of the chapter.

Supplemental Resources

Event Summary

Date _____

Event _____

Committee and Chairman _____

Date and Time of Event _____

Description

Steps in Planning

Needed Supplies, Cost, Attendance, etc.

Persons to Contact, Addresses, Phone Numbers

Suggestions for Improvement

Your Name _____

judicial board Hearing Agenda

CHAPTER - JUDICIAL BOARD HEARING AGENDA

[MEETING DATE, TIME, AND LOCATION]

- I. Meeting called to order by sergeant-at-arms
- II. Introduction of participants (members of the judicial board, complainant, respondent, etc.)
- III. Reading of complainant's outline in the *Notice of Complaint* sent
- IV. Statement of complainant
 1. Presentation of any evidence and/or additional information
 2. Questioning by members of the judicial board
 3. Complainant dismissed, respondent enters
- V. Statement of respondent
 1. Presentation of any evidence and/or additional information
 2. Questioning by members of the judicial board
 3. Respondent dismissed, complainant enters
- VI. Closing comments by complainant
 1. Complainant dismissed, respondent enters
- VII. Closing comments by respondent
 1. Respondent dismissed, complainant enters
- VIII. Ask respondent to share reasonable sanctions/conditions if found responsible
- IX. Complainant and respondent dismissed
- X. Judicial board deliberates the case
- XI. Determination of responsibility
 1. If a majority of the members of the standards board vote in the affirmative, the respondent shall be found responsible. If not, the respondent shall be found not responsible.
 2. The complaint against the respondent must be established by a preponderance of the evidence, meaning that a reasonable person would accept that "more likely than not" a fact is true or an incident occurred.
- XII. Discuss & determine potential sanctions/conditions – *if applicable*
- XIII. Adjourn

Example Notice of Allegation/Complaint (Email)

[DATE]

[NAME]

[DESIGNATION] Chapter
[COLLEGE/UNIVERSITY]
[E-MAIL ADDRESS]

CORRESPONDENCE SENT VIA E-MAIL

Dear Brother [LAST NAME]:

This letter serves as official notice that an allegation/complaint has been made against you. The allegation/complaint alleges you to be in violation of:

[INSERT CHARGE/VIOLATION]

Because of the allegation, the judicial board requests your presence at [TIME, DATE, and LOCATION] to determine responsibility. At this meeting, you will have an opportunity to hear and respond to the evidence upon which the allegations are based.

If you are unable to make the meeting at the time listed above, please notify the sergeant-at-arms within 24 hours of receiving this notice. Failure to notify the sergeant-at-arms and/or failure to attend the scheduled meeting may be interpreted as an admission of responsibility, at which time the judicial board will determine any appropriate sanction(s).

If you would like to accept responsibility for the charges contained within, and waive your right to a judicial board hearing, you may sign this document.

The procedures for the judicial board are available in the <CHAPTER BYLAWS OR ANOTHER DOCUMENT> and can be made available upon request. Thank you in advance for your cooperation.

Fraternally,

[NAME OF SERGEANT-AT-ARMS]
Chapter SERGEANT-AT-ARMS
[EMAIL ADDRESS OF SERGEANT-AT-ARMS]

Signature of Respondent

Date

Example Notice of Outcome (Email)

[DATE]

[NAME]
[DESIGNATION] Chapter
[COLLEGE/UNIVERSITY]
[E-MAIL ADDRESS]

CORRESPONDENCE SENT VIA E-MAIL

Dear Brother [LAST NAME]:

After review of the evidence and relevant information at your judicial board hearing on [DATE OF JUDICIAL BOARD HEARING], the following decision was made regarding the allegations/complaints made against you.

[COMPLAINT FROM CHARGE LETTER (VIOLATION)]: **Responsible / Not Responsible**

Because of being found responsible for violation(s) of [INSERT GOVERNING DOCUMENTS – BYLAWS, UNIVERISTY POLICY, STANDARDS, ETC], the following sanction(s) has(have) been assigned:

[SANCTIONS with details on date of completion requirements]

Please notify me when you are in receipt of and understand these sanctions no later than [SET TIME FRAME – 3, 5, 7 DAYS] by signing below. If there are any questions at that time, they can be addressed. Failure to complete the sanctions described above will result in further disciplinary action from the judicial board. If you would like to appeal the judicial board's decision, please complete the attached appeal form.

Please do not hesitate to contact me if you have questions about your sanctions or the appeal process.

Thank you in advance for your cooperation.

Fraternally,
[NAME OF SERGEANT-AT-ARMS]
SERGEANT-AT-ARMS
[EMAIL ADDRESS OF SERGEANT-AT-ARMS]

[NAME]

[DATE]

Frequently Asked Questions

Where can I get a copy of the *Constitution & Chapter Codes*?

Contact your Memorial Headquarters. Contact information can be found on www.pikes.org. Additionally, a digital copy of the *Constitution & Chapter Codes* can be found in the *myPIKE* Resource Center. (Pi Kappa Alpha folder > Chapter Officer Resources folder > President folder)

Where can I find my chapter bylaws?

If you and your chapter president don't have a copy of your chapter's bylaws, talk to your chapter advisor. If you don't have one, speak to previous sergeants-at-arms and presidents. If nobody knows, make your own! Click [here](#) for sample chapter bylaws or contact Memorial Headquarters for additional assistance.

My chapter has an accountability issue. What do I do?

Many chapters face accountability challenges. As sergeant-at-arms, you can do something about it. There are many approaches you can take, but the important thing to remember is to, first and foremost, hold the chapter bylaws as the authority over the members. Set expectations ahead of time and agree as a chapter to meet them. If someone falls short, don't hesitate to use the judicial board to hold a member accountable. Brotherhood is important, but you're not being a bad brother by holding others accountable – the members that are hurting the organization are.

How often should bylaws be updated?

Bylaws can and should be updated as needed when issues arise. However, a committee led by the sergeant-at-arms should do a full audit, review, and update of the bylaws every two years.