

Bylaws, Standing Rules, Code of Ethics

University of Southern California

Collegiate Panhellenic Association

Updated October 4, 2020

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BYLAWS OF THE UNIVERSITY OF SOUTHERN CALIFORNIA COLLEGE PANHELLENIC ASSOCIATION

Article I. Name

The name of the organization shall be the University of Southern California College Panhellenic Association.

Article II. Purpose

The University of Southern California College Panhellenic Association is committed to upholding its members to foster a unified, multifaceted, and supportive community that empowers members to discover their fullest potential through academic achievement, campus involvement, community service, and interfraternal collaboration. We encourage each chapter member to commit to their own personal growth while recognizing herself as part of a broader, diverse sisterhood dedicated to acting for the greater good of the Panhellenic, the University of Southern California, and the local community.

Article III. Object

The object of the College Panhellenic Association shall be to:

- Conduct the business of the College Panhellenic only during the campus academic year. Promote the growth of individual chapters and the sorority community.
- Organize and sponsor a women's-only* membership recruitment program.
- Encourage the highest possible academic, social, and moral standards.
- Coordinate activities, establish orderly procedures, and provide programming in addition to recruitment.
- Adjudicate all matters related to the NPC Unanimous Agreements, College Panhellenic bylaws and/or other governing documents, College Panhellenic membership recruitment rules, College Panhellenic code of ethics, and College Panhellenic standing rules.
- Actively support the mission of its host institution.
- Promote good public relations.
- Give service to the community and campus.
- Sponsor Junior Panhellenic, if appropriate, for specialized programming efforts.
- Promote friendship, harmony, and unity among members, chapters, faculty, administrators, and campus groups.

Article IV. Membership

Section 1. Membership Classes

There shall be three classes of membership: regular, provisional, and associate.

- A. **Regular Membership.** The regular membership of the University of Southern California College Panhellenic Association shall be composed of all installed chapters of National Panhellenic Conference (NPC) sororities at the University of Southern California. Regular members of the College Panhellenic Association shall pay dues as determined by the Panhellenic Council.
- B. **Provisional Membership.** The provisional membership of the University of Southern California College Panhellenic Association shall be composed of all newly established NPC sororities at the University of Southern California. Provisional members shall pay no dues and shall have a voice but no vote on all matters. A provisional member shall automatically become a regular member upon being installed as a chapter of an NPC sorority.
- C. **Associate Membership.** The associate membership of the University of Southern California College Panhellenic Association shall be composed of women's-only* local sororities or inter/national or regional non-NPC member organizations. The membership eligibility requirements and the process for submitting an application and approval of the application shall be determined by the Panhellenic Council. Associate members shall pay dues as determined by the Panhellenic Council. An associate member shall have a voice and one vote on all matters except extension-related matters. If they do not participate in the primary recruitment process, they shall not have a vote on recruitment rules and the establishment or the

modification of Panhellenic total. An associate member may be expelled for cause by a majority vote of the Panhellenic Council. An associate member shall not be entitled to vote on the question of its expulsion.

- a. **Consideration:** The Panhellenic Council will consider an organization for associate member status in the event that the organization is defined as a local, social sorority and meets the needs of a specific student population not currently represented by the mission of other social sororities on the University of Southern California's campus.
- b. **Probationary Period:** Each organization desiring associate status must submit an application to the Office for Fraternity and Sorority Leadership Development (FSLD). Upon review and completion of the application, each organization desiring associate status must make a presentation to the Panhellenic Council and be accepted by a two-thirds vote of the Panhellenic membership. If accepted, the organization will be placed in a probationary period for no less than one academic year.
 - i. During this period, the organization must meet the following criteria:
 1. Attend all Panhellenic meetings,
 2. Pay all Panhellenic dues on time and in full,
 3. Achieve a chapter cumulative and semester GPA of 3.0 or higher,
 4. Complete a minimum of 100 documented service hours each semester, and
 5. Understand and follow all university, NPC, and the University of Southern California College Panhellenic Association's policies.
 - ii. Any instance of being sent to Student Judicial Affairs and Community Standards will result in a review of probationary status and possible termination of the probationary period.
 - iii. After one year of the probationary period, the Panhellenic Council will vote whether to accept the organization's associate member status. A two-thirds majority is needed to gain associate member status. If a two-thirds majority is not achieved, the probationary period will be extended for one semester. After each probationary extension, a two-thirds vote will decide to either continue the probationary period or to accept associate member status.
- c. **Membership Requirements:** The following are requirements for an organization to maintain associate member status:
 - i. Follow all university responsibilities set forth by FSLD such as the Minimum Standards, Hazing Policy, Group Responsibility, annual chapter self-evaluation, party notifications, etc. as well as abide by the Panhellenic Constitution and Bylaws;
 - ii. Pay the same dues as regular members of the Panhellenic Council; and
 - iii. Remain in good standing with FSLD at all times or associate membership is up for review. Any associate member not in good standing with FSLD may have their associate membership placed in a probationary period by a two-thirds vote of Panhellenic members.

Section 2. Privileges and Responsibilities of Membership

- A. **Duty of Compliance.** All members, without regard to membership class, shall comply with all NPC Unanimous Agreements and be subject to the University of Southern California College Panhellenic Association Bylaws, Recruitment Rules, Panhellenic Community Plan for Diversity, Equity, and Inclusion, Code of Ethics, and any additional rules this College Panhellenic Association may adopt unless otherwise prescribed in these bylaws. Any rules adopted by this Association in conflict with the NPC Unanimous Agreements shall be void.

Section 3. Definition of Member

- A. **Student**
 - a. A person enrolled at the University of Southern California for an undergraduate degree.

- b. A student can either be part-time, enrolled in less than 12 units, or full-time, enrolled in at least 12 units.
- B. Potential New Member
 - a. Students who live and identify as a woman, regardless of the gender assigned to them at birth, are eligible for participation in Panhellenic recruitment.
 - b. Academics. A Potential New Member (PNM) must be registered as a full-time student with at least 12 units at the University of Southern California for the semester they participate in recruitment. They also must have completed a minimum of 12 academic units, and have a minimum University of Southern California grade point average of a 2.5. A transfer student with at least one year of coursework and a minimum GPA of 2.5 from a previous university is eligible to participate in recruitment.
 - c. A student who is or has ever been an initiated member of an existing NPC member organization shall not be eligible for membership in another NPC organization.
- C. New Member
 - a. A PNM who submits a Membership Recruitment Acceptance Binding Agreement (MRABA) and receives and accepts a bid from an NPC member organization but are not fully initiated members of their organization.
- D. Active Member
 - a. A fully initiated member of a NPC member organization, meeting all membership requirements of their organization.

Section 4. Dues

- A. NPC College Panhellenic dues shall be paid yearly as invoiced by the NPC office.
- B. College Panhellenic Association membership dues shall be an assessment per member and new member.
 - a. The amount of such dues for the next academic year shall be determined by the Panhellenic Council no later than February of that year.
 - b. Membership payments are applicable from the fiscal year beginning July 1 and ending June 30 on a semester-by-semester basis.

Article V. Officers and Duties of the Executive Board

Section 1. Officers

The officers comprising the University of Southern California College Panhellenic Association Executive Board shall consist of:

- A. President
- B. Executive Vice President
- C. Vice President of Recruitment
- D. Vice President of Judicial Affairs
- E. Vice President of Diversity, Equity, and Inclusion
- F. Vice President of Member Education
- G. Vice President of Public Relations
- H. Vice President of Finance
- I. Director of Recruitment Counselors
- J. Directors of Recruitment (x2)
- K. Directors of Programming (x2)

The Recruitment Pod is led by the Vice President of Recruitment and consists of the Vice President of Recruitment, Director of Recruitment Counselors, and Directors of Recruitment (x2).

The Programming Pod is led by the Vice President of Member Education and consists of the Vice President of Member Education and Directors of Programming (x2).

Section 2. Eligibility

Eligibility to serve as an office shall depend on the class of membership:

- A. **Regular Membership.** Members from women's* sororities holding regular membership in the University of Southern California College Panhellenic Association shall be eligible to serve as an officer.
- B. **Provisional Membership.** Members from women's* sororities holding provisional membership in the University of Southern California College Panhellenic Association shall not be eligible to serve as an officer.
- C. **Associate Membership.** Members from women's* sororities holding associate membership in the University of Southern California College Panhellenic Association shall be eligible to serve as an officer with the exception of President or Vice President of Recruitment.

Section 3. Selection of Officers

- A. The requirements for holding a Panhellenic Executive Board office or appointed position shall be:
 - a. Each officer shall be an active member in good standing of a member sorority;
 - b. Each officer shall have and maintain a cumulative 3.0-grade point average;
 - c. The President and Vice President of Recruitment shall be juniors in good standing by the beginning of their term in office;
 - d. The President is required to either have:
 - i. Previous Panhellenic experience as an executive officer, a delegate, or an alternate delegate or;
 - ii. Previous Chapter President experience with Panhellenic involvement and a community mindset.
 - e. The Vice President Recruitment is encouraged to either have:
 - i. Previous Panhellenic experience as an executive officer, a delegate, or an alternate delegate or;
 - ii. Previous Chapter Recruitment Leadership experience.
 - f. Applicants are required to have participated in the sister side of primary recruitment as a member within their sorority. If an applicant has not completed this requirement and has been slated, their executive position is contingent upon participating on the sister side of the upcoming spring primary recruitment.
- B. Application Procedure
 - a. Applications shall be distributed no less than four weeks prior to candidate interviews and shall be due no less than one week prior to candidate interviews.
 - b. All chapters are expected to have a minimum of three members apply for positions on the Executive Board.
 - c. Each applicant shall be interviewed by the Panhellenic Executive Board and the Panhellenic Delegates.
 - d. The present Executive Board and Panhellenic Delegates must be present for all interviews unless they are applying to be on the incoming Executive Board. If a Panhellenic Delegate is applying, they must find a chapter representative to help conduct interviews.
 - e. There shall be no campaigning.
- C. Voting Procedure
 - a. Each chapter shall have one vote.
 - b. After all candidates' interviews are completed, the Executive Board will provide its recommendations to the Delegates who will then vote to form a slate.
 - c. When making the slate, the Executive Board and Delegates aim to have as many chapters represented as possible to create the best slate of candidates for the

Panhellenic Executive Board. However, the selection will be made based on the quality of the applicant.

- D. Challenging the Slate
 - a. Any applicant who was not slated for their desired position may challenge the slate, providing the member has gone through an interview with the Panhellenic Executive Board and Delegates.
 - b. The time period in which the slate can be challenged shall be announced by the President, along with the entire election process timeline.
 - c. Applicants whose position on the slate has been challenged and applicants who have challenged the slate will be asked to present a speech to the Executive Officers and Delegates at the next board meeting.
 - d. The Panhellenic Executive Board and Delegates will vote after each applicant has given their speech. If a delegate cannot attend, a representative from that chapter must attend.
 - e. The position will be awarded to the applicant who receives a majority vote.

Section 4. Term

- A. The officers shall serve for a term of one calendar year or until their successors are elected.
- B. The term of office will begin at the end of the fall semester after the final transition meeting set by the Executive Board.

To accommodate primary recruitment in the spring, the outgoing Executive Board will be expected to plan and execute the recruitment after the official end of their terms. The outgoing Executive Board will relinquish all other responsibilities to the incoming Executive Board at the end of the fall semester after the final transition meeting.

- A. Those on the outgoing Executive Board who are studying abroad in the spring semester or who are graduating in December are excused from executing recruitment.
- B. The following incoming Executive Board positions: President, Executive Vice President, Vice President of Recruitment, Director of Recruitment Counselors, Directors of Recruitment (x2), and Vice President of Judicial Affairs, are expected to shadow the outgoing Executive Board and help execute in primary spring recruitment unless:
 - a. They have not yet completed the sister side of recruitment or;
 - b. They are currently holding an Executive Position in their chapter that is required in the execution of primary spring recruitment.
- C. The following incoming Executive Board positions: Vice President of Diversity, Equity, and Inclusion, Vice President of Member Education, Vice President of Finance, Vice President of Public Relations, Directors of Programming (x2); may be asked to serve as Recruitment Counselors or as shadows of the outgoing Executive Board to help execute spring primary recruitment unless:
 - a. They have not yet completed the sister side of recruitment or;
 - b. They are currently holding an Executive Position in their chapter that is required in the execution of primary spring recruitment.
- D. The pending roles that the above positions will play during spring recruitment depend on:
 - a. The number of outgoing and incoming Executive Board members available to execute recruitment and;
 - b. The number of Recruitment Counselors who are chosen but are no longer able to serve in this role during recruitment for various reasons.

Section 5. Removal

Just cause must be shown in order to remove an Executive Board Officer from their position. A review will be held with the Panhellenic President and Advisor, who will make a recommendation to be voted on by a $\frac{3}{4}$ vote of the Panhellenic Council. In the event of a removal of the President, the Executive Vice President will fill the President's role in this procedure.

- A. Violation(s) of the Panhellenic Code of Ethics, the University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion, or University of Southern California/National Panhellenic Conference Bylaws by a member of the Panhellenic Executive Board will result in possible removal from office.

Section 6. Vacancies

Vacancies that arise on the Executive Board shall be filled depending on the date and nature of the removal.

- A. If the position becomes vacant within two months following the original election, another election will be held.
- B. Should the position become vacant after two months, the Panhellenic Executive Board will nominate a member of the Panhellenic Council, who must then be elected by the Delegates.
- C. Should the Presidency be vacated, the Executive Vice President will automatically assume the position.
- D. Should the Vice President of Recruitment position be vacated, the Panhellenic President and Panhellenic Advisor shall make a recommendation, to be voted on by the Panhellenic Council, for one of the two Recruitment Chairs to fill the position.

Section 7. Duties of the Executive Board

The Executive Board shall administer routine business between the Panhellenic Council meetings and such other business as has been approved for action by Panhellenic Council votes. The Board shall report all action taken place by the Executive Board at the next regular meeting of the Panhellenic Council through the Executive Vice President and record the action in the minutes of that meeting.

The Executive Board shall be composed of members who actively serve all 9 NPC sororities on the University of Southern California's campus to foster a unified, multifaceted, and supportive community that empowers members to discover their fullest potential through academic achievement, campus involvement, community service, and inter-fraternal collaboration.

The Executive Board is expected to, but not limited to, the following:

- A. Attend and actively participate in weekly meetings as determined by the President, attend Panhellenic hosted events, and other student involvement and Fraternity/Sorority life events deemed mandatory.
- B. Exercise and maintain an unbiased mindset that seeks the good for the entire Panhellenic community.
 - a. Adhere to the President's expectations for the logistical piece of disaffiliation.
- C. Strive to implement all diversity, equity, and inclusion initiatives, as outlined in any standing documents and participate in continuous learning.
- D. Promote diversity, equity, and inclusion in all aspects of the Panhellenic membership experience.
- E. Practice an innovative and flexible leadership style.
- F. Foster a culture of respect for ideas and each other.
- G. Build professional working relationships.
- H. Promote transparency and honesty in all interactions.
- I. Prepare comprehensive transition notes and meet with their respective incoming/outgoing Executive Board member to provide mentorship and guidance.
- J. Work and collaborate within their designated pods.
- K. Attend the Spring Retreat as set by the President.
- L. Adhere to the Panhellenic budget as set forth by the Financial Vice President.

Section 8. Duties of the Executive Officers

A. President

- a. Serve as the Official Collegiate Panhellenic representative.
 - i. Responsible for all communication with the University and National Panhellenic Conference.

- ii. Speak on behalf of the Panhellenic Council to all media outlets.
- b. Lead weekly Executive Board meetings, bi-weekly Panhellenic Council President meetings, and any other meetings that seem fit.
- c. Mentor and provide visionary guidance for all Panhellenic Executive Officer positions and Panhellenic Community as a whole.
- d. Act as a liaison between the University, Panhellenic Council Presidents, Executive Board, and other Greek Councils.
- e. Conduct one-on-one meetings with Panhellenic Council Presidents, Executive Board Members, Fraternity Sorority Leadership Development Advisors, and University Stakeholders and Administration.
- f. Serve as an ex-officio member on all committees.
- g. Plan and conduct officer hiring, transition, and training, including planning a Spring Executive Board Retreat.
- h. Establish and conduct any special committee or task forces which may arise.
- i. Is responsible for any awards applications on behalf of the University of Southern California Panhellenic Council.

B. Executive Vice President

- a. Perform the duties of the President in their absence, inability to serve, or at their call.
- b. Serve as a logistical and managerial aid to all Vice President positions with guidance and oversight of the President.
- c. Work in collaboration with the President and Vice President of Public Relations to facilitate a positive and interactive relationship between the Panhellenic Community, the Panhellenic Delegates, the Panhellenic Executive Board, and the University of Southern California student body.
- d. Write and distribute all Panhellenic Executive Board and Delegate meeting minutes each week.
- e. Lead relations with Delegates through weekly Delegates meetings.
- f. Continuously innovate delegate programming, including Delegate Points, Delegate Dialogue, Sister Sororities, and Executive Board Buddies.
- g. Coordinate House Director appreciation and event initiatives.
- h. Work with the Vice President of Diversity, Equity, and Inclusion to conduct a Community Climate survey for the Panhellenic Community annually.

C. Vice President of Recruitment

- a. Serve as the visionary leader in fostering a values-based and inclusive primary recruitment and continuous open bidding process.
- b. Plan, implement, and manage all planning and execution of recruitment activities for Panhellenic chapters.
- c. Collaborate with the Vice President of Diversity, Equity, and Inclusion to strive towards an inclusive and informal primary recruitment by implementing all initiatives in the University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion and working with Recruitment Chairs to build upon this plan.
- d. Organize and lead recruitment Think Tank meetings, Recruitment Pod meetings, and any other necessary recruitment meetings.
- e. Serve as the main contact for Recruitment Chairs to ensure each chapter's preparation and success during the recruitment process.
- f. Master and revise the Recruitment Rules in conjunction with one collegiate representative from all chapters that participate in primary recruitment during Think Tank meetings.

- g. Educate the Panhellenic Executive Board and Panhellenic Community on the Recruitment Rules and processes.
- h. Manage the Recruitment Pod: Director of Recruitment Counselors and Directors of Recruitment:
 - i. Distribute and delineate tasks to each Director of Recruitment based on interests throughout the year.

D. Vice President of Judicial Affairs

- a. Facilitate and oversee accountability enforcement procedures for the NPC Unanimous Agreements and the Bylaws, Code of Ethics, Standing Rules, the Diversity, Equity, and Inclusion Community Plan, and Recruitment Rules utilizing the National Panhellenic Conference Judicial Process.
- b. Educate the Panhellenic Community on the NPC Unanimous Agreements and the Bylaws, Code of Ethics, Standing Rules, the Diversity, Equity, and Inclusion Community Plan, and Recruitment Rules.
- c. Foster a healthy community of peer accountability expectations through education initiatives for all chapter members.
- d. Serves as chairperson of the Judicial Board and is responsible for recruiting, onboarding, and educating one chapter representative from each chapter to serve on the board for Judicial Hearings.
- e. Collaborate with the Office for Fraternity and Sorority Leadership Development to provide mediators for all scheduled mediations.
- f. Assist the President in handling any Panhellenic-wide standards concerns.
- g. Master and serve as a resource for all University of Southern California College Panhellenic Association specific rules and National Panhellenic Conference specific rules and expectations.

E. Vice President of Diversity, Equity, and Inclusion

Note: It is strongly recommended to have direct experience in social justice work such as leadership experience, volunteer work, academic coursework and/or professional experiences.

- a. Lead the Panhellenic Diversity, Equity, and Inclusion Action Committee to evaluate all aspects of the Panhellenic member experience through an equity lens and to ensure chapters' diversity, equity, and inclusion initiatives align with the University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion.
- b. Leads development efforts of community Diversity, Equity, and Inclusion Action Plan for how the community and council executive board will continue working towards creating a community that is a more welcoming and inclusive space for all students.
- c. Update and review the University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion once a semester via the Panhellenic Delegates meeting to best fit the community's needs.
- d. Attend mandatory diversity, equity, and inclusion training facilitated for Vice President of Diversity, Equity, and Inclusion and the Diversity, Equity, and Inclusion Action Committee members before entering the term.
- e. Provide resources and mentorship for chapter Diversity, Equity, and Inclusion Chairs.
- f. Collaborate with the Programming Pod to create education diversity, equity, and inclusion programming that benefits the Panhellenic community:
 - i. Develop and execute mandatory educational diversity, equity, and inclusion trainings and workshops for members and officers.
 - ii. Evaluate all programming events with a diversity, equity, and inclusion lens.
- g. Promotes existing and/or external diversity & inclusion-related activities and events and incorporates them into the council calendar. External activities and events can be hosted by university student organizations, groups, departments, or local communities.

- h. Serve actively on the Recruitment Pod to create inclusively, and values-based formal and informal recruitments centered on diversity, equity, and inclusion.
- i. Collaborate with the Panhellenic Vice President of Public Relations:
 - i. To publish a chapter and Panhellenic Executive Board University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion progress on the Panhellenic website to ensure accountability measures are met.
 - ii. Ensure all cultural and religious holidays and celebrations are respected by the Panhellenic Calendar.
 - iii. Collaborate with the Vice President of Finance to develop, and maintain need-based scholarships for members in the Panhellenic Community.

F. Vice President of Member Education

- a. Serve as the visionary leader of the Programming Pod to implement all Programming Pod themes.
 - i. Develop a programming plan each semester in collaboration with the Programming Pod to ensure all programming themes and topics are accomplished.
- b. Lead the implementation of all programming and educational events.
- c. Foster strong working relationships with campus partners.
- d. Create relationships with leaders from various organizations to increase awareness and enhance collaboration between the Panhellenic Community and the greater University of Southern California student body.
- e. Plan sponsorships and involvement opportunities for College Panhellenic Association members.
- f. Review University and Panhellenic rules and best practices on hazing, safe alcohol consumption, and personal development with all members.
- g. Organize and host Member Educator roundtables with the Member Educators from all chapters to plan the strategic goals of the Panhellenic Community's Member Education initiatives.
- h. Act as a resource for all chapter Member Educators throughout the year.
- i. Organize and host Philanthropy Roundtables with the Philanthropy Chairs from all chapters to devise the strategic goals of the Panhellenic Community's service and philanthropy initiatives.
- j. Act as a resource for chapter Philanthropy Chairs throughout the year.
 - i. Review and approve chapter philanthropies.
 - ii. Coordinate the process of selecting philanthropy event dates with chapters.

G. Vice President of Public Relations

- a. Work in collaboration with the President and Executive Vice President to facilitate a positive and interactive relationship between the Panhellenic Community, the Panhellenic Delegates, and the University of Southern California student body.
- b. Design and create a consistent brand strategy and marketing materials aligned with the Panhellenic Council's goals and values from an equity lens.
- c. Develop a Fall, Spring, and Summer marketing calendar in line with Panhellenic Council goals.
- d. Organize and host Public Relations Chair roundtables with the Public Relations and Social Media Chairs from all chapters to devise the strategic goals of the Panhellenic Community's marketing.
- e. Create and distribute a weekly Panhellenic Newsletter that caters to the entire Panhellenic Community highlighting chapter and Panhellenic-wide events.
- f. Update the College Panhellenic Association website and social media accounts on a regular basis.
 - i. Collaborate with the Vice President of Diversity, Equity, and Inclusion to publish Executive Board and Chapter progress on the University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion.
 - ii. Promote chapter events on Panhellenic platforms to the rest of the Panhellenic Community and the University of Southern California student body.

- iii. Advertise and promote involvement in University of Southern California opportunities including academics, service, professional development, and leadership.
- g. Manage and respond to all communication from the website, Instagram, and other communication outlets.
- h. Collaborate with the Recruitment Pod to develop marketing materials for informal Fall and formal Spring Recruitment.

H. Vice President of Finance

- a. Responsible for managing accounts, reimbursements, payments, and all Panhellenic Council expenditures and budgeting.
- b. Collaborate with the Vice President of Recruitment in managing the Recruitment Account and Budget.
- c. Collect chapter dues, fines, and other sums of money owed to the College Panhellenic Association from all chapters during the Fall and Spring.
- d. Continuously evaluate semester and yearly expenditures to ensure that dues requests accurately align with necessary spending.
- e. Keep a record of income/expenditure sources and create a bi-semester report of income/expenditure details accessible to all College Panhellenic Association members.
- f. Hire and work with proper business advisors or other legal, professional representatives.
- g. Host finance roundtables with Chapter Treasurers to provide financial transparency and assist chapters in reducing their budgets to lower dues or reallocate funds to diversity, equity, and inclusion and philanthropic initiatives.
- h. Coordinate and execute the three College Panhellenic Association scholarships: new member, active member, and need-based and provide resources for Panhellenic members to explore other options for financial assistance.

I. Director of Recruitment Counselors

- a. Work in collaboration with the Recruitment Pod and report directly to the Vice President of Recruitment.
- b. Coordinate Recruitment Counselor call for applications and selection processes.
- c. Design and lead a comprehensive values-based and diversity, equity, and inclusion-focused hiring and training program for Recruitment Counselors with the Vice President of Recruitment and the Vice President of Diversity, Equity, and Inclusion to ensure an inclusive experience for Potential New Members, Recruitment Counselors, and College Panhellenic Association members.
 - i. Training includes but is not limited to: identity education, implicit bias training, and prosocial bystander training.
- d. Organize and manage all logistical pieces for Recruitment Counselors during the primary recruitment process; including but not limited to, day of recruitment check-ins and debriefs, collection of Recruitment Counselor supplies, and distribution of attendance sheets.
- e. Create Recruitment Groups for the Potential New Members, to be led by pairs of Recruitment Counselors, in conjunction with the Vice President of Recruitment.
- f. Provide Recruitment Counselors with detailed education on Panhellenic expectations as outlined in the Recruitment Counselor Expectations in the Recruitment Rules.
 - i. Work with the Vice President of Judicial Affairs to ensure these expectations are followed.
- g. Manage collection and analysis of post-recruitment Recruitment Counselor feedback surveys.

J. Directors of Recruitment (x2)

- a. Work in collaboration with the Recruitment Pod and report directly to the Vice President of Recruitment.

- b. Assist the Vice President of Recruitment in organizing and executing the logistics of recruitment.
- c. Master Campus Director software for conflict scheduling and recruitment process management.
- d. General University of Southern California Community focused tasks:
 - i. Collaborate with the Vice President of Public Relations to develop a comprehensive and strategic social media marketing plan for recruitment.
 - ii. Brainstorm and execute a series of educational and social events geared towards garnering interest in joining the Panhellenic Community.
 - iii. Organize Involvement Day materials for the University of Southern California involvement fair and logistics in conjunction with the Executive Vice President and Delegates.
 - iv. Design and distribute a thorough Potential New Member withdrawal survey to collect feedback for improving the recruitment experience.
- e. Panhellenic Community focused tasks:
 - i. Devise strategic planning with the Vice President of Judicial Affairs and the Vice President of Public Relations to educate the community about Recruitment Rules and Expectations.
 - ii. Design and distribute a thorough chapter constituent survey to collect feedback for improving the recruitment experience.
 - iii. Assumes the duties of the Vice President of Recruitment in their absence or inability to serve.

K. Directors of Programming (x2)

- a. Work in collaboration with the Programming Pod and directly report to the Vice President of Member Education.
- b. Implement all logistical planning and scheduling of programming events.
- c. Develop a community-wide event calendar by collecting all chapter events: these events are including but not limited to education programs, social events, scholarship dinners, and philanthropy events. Schedule all Panhellenic Executive Board events on the community calendar.
 - i. This calendar should be completed within the first two weeks of each semester.
 - ii. Share the calendar with the Vice President of Public Relations for marketing purposes.
 - iii. Work in collaboration with the Executive Vice President to finalize this calendar.
- d. Attend Philanthropy roundtables, Member Educator roundtables, and Diversity, Equity, and Inclusion Action Committee meetings to take minutes and assist in meeting facilitation as needed.

RECRUITMENT POD

The Recruitment Pod shall consist of the Vice President of Recruitment, Director of Recruitment Counselors, and the two Directors of Recruitment.

A. The Overall responsibilities of the Recruitment Pod:

- a. Lead the planning, development, and implementation of formal recruitment and continuous open bidding processes. This includes all marketing, informational sessions, recruitment-related events, and the Recruitment Counselor program.
- b. Serve as the primary contacts for all recruitment related questions.

PROGRAMMING POD

The Programming Pod shall consist of the Vice President of Member Education and the two Directors of Programming.

A. The Overall responsibilities of the Programming Pod:

- a. Planning and executing:
 - i. All diversity, equity, and inclusion education, training, and consultations, in collaboration with the Vice President of Diversity, Equity, and Inclusion.

- ii. The New Member Education Series with a focus on Panhellenic core values including but not limited to: diversity, equity, and inclusion, social choices, healthy relationships, community, and wellness.
- iii. Panhellenic Service Day, or an alternative Panhellenic-wide philanthropy, in both Spring and Fall semesters.
- iv. At least two health and wellness-focused events per semester.
- v. Academic resources and events including Month of the Scholar and Finals Study Days.
- vi. At least one professional development workshop per semester.

Article VI. The Panhellenic Council

Section 1. Authority

The governing body of the University of Southern California College Panhellenic Association shall be the Panhellenic Council. It shall be the duty of the Panhellenic Council to conduct all business related to the overall welfare of the University of Southern California College Panhellenic Association, including, but not limited to: annual review of the parameters as adopted in the Recruitment Rules for the evaluation and/or adjustment of total every regular academic term, annual determination of dues, approval of the annual budget, consideration of extension, setting a calendar of events, determining programming and establishing Recruitment Rules and recruitment style. The Panhellenic Council shall also have the authority to adopt rules governing the College Panhellenic Association that do not violate the sovereignty, rights and privileges of the member sororities.

Section 2. Composition and Privileges

The University of Southern California Panhellenic Council shall be composed of one delegate and one alternate delegate from each regular, provisional, and associate women's-only* member organization at the University of Southern California as identified in Article III. The delegates shall be the voting members of the Panhellenic Council except as otherwise provided in Article III of these bylaws. The alternate delegate shall act and vote in the place of the delegate when the delegate is absent. If both delegate and alternate are absent, a designated member of the specific sorority may cast the vote, provided the credentials of this individual have been previously presented to the Association president.

Section 3. Selection of Delegates and Alternates

Delegates and alternates to the Panhellenic Council shall be selected by their respective sorority chapters to serve for a term commencing upon selection by the chapter.

Section 4. Delegate Vacancies

When a delegate vacancy occurs, it shall be the responsibility of the sorority affected to select a replacement within two weeks and to notify the University of Southern California Panhellenic Council President of their name, email address, and telephone number.

Section 5. Regular Meetings

The time and place of Collegiate Panhellenic Council meetings shall be established at the beginning of each semester. Regular meetings of the Panhellenic Executive Board and the Panhellenic Delegates shall be held at least once a week, at a time arranged by the current Executive Board, and in accordance with the university calendar.

Section 6. Quorum

Two-thirds of the delegates from the member sororities of the University of Southern California College Panhellenic Association shall constitute a quorum for the transaction of business.

Section 7. Vote Requirements

- A. A two-thirds vote of the Panhellenic Council shall be required to approve a re-establishment plan and for all extension-related options.
- B. All other votes, unless specified in these bylaws, shall require a majority vote for adoption.
- C. Proposed motions on issues that impact a chapter as a whole must be announced at a previous meeting to allow an opportunity for chapter input before a vote may be taken on the issue.

Section 8. Duties and Expectations of the Panhellenic Delegates

The Panhellenic Council represents the 9 NPC sororities on the University of Southern California's campus. Each Delegate on the Panhellenic Council should not only represent their respective chapter, primarily through the formal voting procedure but simultaneously dedicate herself to act for the greater good of the Panhellenic community. In order to promote the well-being of all 9 NPC sororities within this community, the Panhellenic Delegates must:

- A. Vote on behalf of their chapter in Formal Delegate meetings, properly taking into consideration the general perspective of their chapter.
- B. Work in direct coordination with the Executive Vice President in all Delegate Programming; ensure positive and prompt communication within this working relationship.
- C. Fulfill the Delegate Point requirements throughout the semester.
- D. Actively and constructively participate in Delegate meetings through the Delegate Dialogue Program.
- E. Plan and organize Sister Sorority events in coordination with fellow Delegates.
- F. Effectively market and promote all Panhellenic events to their respective chapter, whether through Chapter announcements or other outreach techniques.
- G. Promote an environment of respect amongst all other Panhellenic Delegates.
- H. Bring any concerns, suggestions, insights, etc. from your chapter directly to the Panhellenic Board.
- I. Construct and deliver a detailed transition plan to guide their chapter's incoming Panhellenic Delegate in overtaking the above duties at the end of their term.

Article VII. The Panhellenic Advisor

Section 1. Appointment

The Panhellenic Advisor of the University of Southern California College Panhellenic Association shall be appointed by the University of Southern California administration and will serve in the Office of Fraternity and Sorority Leadership Development.

Section 2. Authority

The Panhellenic Advisor shall serve in an advisory capacity to the University of Southern California College Panhellenic Association. The Panhellenic Advisor shall have a voice but no vote in all meetings of the Panhellenic Council and Executive Board.

Article VIII. Committees

Section 1. Standing Committees

The standing committees of the University of Southern California College Panhellenic Association shall be the Judicial Board, the Membership Recruitment Committee, and the Diversity, Equity, and Inclusion Action Committee. The standing committees shall serve for a term of one year, which shall coincide with the term of the officers.

Section 2. Appointment of Committee Membership

The members of all standing and special committees will include at least one representative from each chapter determined by the chapter. The president shall be an ex-officio member of all committees except the Judicial Board. Every chapter is expected to be in attendance at all committee meetings. If a chapter fails to attend three or more meetings in a semester, this will result in the NPC Judicial Process.

Section 3. Judicial Board

The Judicial Board shall consist of the Vice President of Judicial Affairs as chairperson and one member from each Panhellenic Council Association member organization. The Panhellenic advisor shall serve as a nonvoting, ex-officio member. The Judicial Board members shall participate in training to be educated about the purpose of the board, the rules and regulations the Judicial Board will monitor, the procedures to be followed, proper questioning techniques, the rights of the charged organizations, evaluating evidence, and deliberations and sanctioning. The Judicial Board shall educate member sororities about the Panhellenic Council judicial procedure.

In accordance with NPC Unanimous Agreement VII., College Panhellenic Association Judicial Procedure, it shall be the Judicial Board's duty to hold a hearing to adjudicate all alleged violations of the NPC Unanimous Agreements and the bylaws, code of ethics, standing rules, the Diversity, Equity, and Inclusion Community Plan, and Recruitment Rules and Expectations of the University of Southern California College Panhellenic Association that are not settled informally or through mediation. The hearing shall be conducted by the entire Judicial Board unless the Panhellenic Council adopts rules for the hearing to be conducted by a committee of the Judicial Board. The members of the Judicial Board shall maintain confidentiality throughout and upon completion of the judicial process.

Section 4. Membership Recruitment Committee

The Membership Recruitment Committee shall consist of the Vice President of Recruitment as chairperson and one representative from each regular, provisional, and associate women's-only* member (if they are participating in the primary recruitment process). Alumnae advisors may attend meetings of the committee. The alumnae advisors shall have voice but no vote. This committee shall review and develop the Recruitment Rules and submit them for discussion and approval to the Panhellenic Council before the end of the academic term preceding the primary membership recruitment period. After each primary membership recruitment period, the chairman of this committee shall present a full report, including recommendations, to the Panhellenic Council based on an analysis of the recruitment statistics and recruitment evaluations from new members, potential new members who withdrew each member organization, and chapter advisor.

Section 5. Diversity, Equity, and Inclusion Action Committee

The Diversity, Equity, and Inclusion Action Committee shall consist of the Vice President of Diversity, Equity, and Inclusion as chairperson and one representative from each member organization. The Diversity, Equity, and Inclusion Action Committee shall be responsible for ensuring implementation of the University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion. The committee shall review and develop the ongoing University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion and submit it for discussion and approval to the Panhellenic Council each semester. The committee is responsible for reporting member organization progress on the University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion to the Vice President of Diversity, Equity, and Inclusion. Progress will be monitored and published on the College Panhellenic website on a monthly basis. A training shall be facilitated by the Panhellenic Council at the onboarding of committee members.

Section 6. Other committees

Other such committees, standing or special, shall be appointed as deemed necessary by the Panhellenic Council.

Article IX. Finances

Section 1. Fiscal Year

The fiscal year of the University of Southern California College Panhellenic Association shall be from July 1 to June 30, inclusive for the general budget. The fiscal year of the University of Southern California College Panhellenic Association shall be from January 1 to December 31 for the recruitment budget.

Section 2. Contracts

Approval of the President, Vice President of Finance, Vice President of Recruitment, and Advisor shall be required to bind the University of Southern California College Panhellenic Association on any contract.

Section 3. Checks

All checks issued on behalf of the University of Southern California College Panhellenic Association shall bear dual approval. The following shall be authorized to be one of the two required to approve: President, Vice President of Finance, Vice President of Recruitment, and Advisor.

Section 4. Payments

All payments due to the University of Southern California College Panhellenic Association shall be received by the Vice President of Finance, who shall record them. Checks for payments shall be made payable to the University of Southern California College Panhellenic Association.

Section 5. Fees and Assessments

The Panhellenic Council shall have the authority to determine fees and assessments as may be considered necessary.

Article X. Extension

Section 1. Extension

Extension is the process of adding an NPC sorority. The University of Southern California Panhellenic Council shall follow all NPC Unanimous Agreements and NPC extension guidelines found on the NPC website and in the Manual of Information.

Section 2. Voting Rights

Only regular members of the Panhellenic Council shall vote on extension matters.

Article XI. Violation Resolution

Section 1. Violation

Chapters shall be held accountable for the conduct of their individual collegiate and alumnae members. Conduct contrary to the NPC Unanimous Agreements, Bylaws, Code of Ethics, Standing Rules, the Community Plan for Diversity, Equity, and Inclusion, and/or Recruitment Rules and Expectations of the University of Southern California College Panhellenic Association shall be considered a violation. In the case of infractions violating university policy or state or federal law, authority shall be relinquished to the Student Judicial Affairs and Community Standards (SJACS).

Section 2. Informal Resolution

Members are encouraged to resolve alleged violations through informal discussion with the involved parties.

Section 3. Judicial Process

If informal discussions are unsuccessful, the judicial process will be set in motion by filing a report of the alleged violation. The University of Southern California Panhellenic Council shall follow all judicial procedures found in the NPC Manual of Information.

Article XII. Hazing

Per the Unanimous Agreements, NPC supports all efforts to eliminate hazing. All forms of hazing shall be banned.

As stated in the University of Southern California's policy statement on defining hazing: "any method of initiation or pre-initiation into a student organization or student body, whether or not the organization or body is officially recognized by an educational institution, which is likely to cause serious bodily injury to any former, current, or prospective student of any school, community college, college, university, or other educational institution in this state. The term hazing does not include customary athletic events or school-sanctioned events."

Article XIII. Parliamentary Authority

The rules contained in the current edition of Robert's Rules of Order, Newly Revised shall govern the University of Southern California College Panhellenic Association in all cases to which they are applicable and in which they are not inconsistent with the NPC Unanimous Agreements, these bylaws, and any special rules of order the University of Southern California Panhellenic Association may adopt.

Article XIV. Amendment of Bylaws

These bylaws may be amended at any regular or special meeting of the University of Southern California Panhellenic Council by a two-thirds vote, provided that the proposed amendment has been announced and submitted in writing at the previous regular meeting, allowing an opportunity for chapter input.

Article XV. Inclusion Statement

University of Southern California College Panhellenic Association does not categorically deny membership to an individual, based on race, ethnicity, religion, sex*, sexual orientation, socioeconomic status, national origin, age, disability, marital status, military or veteran status or political affiliation.

*Pursuant to 20 U.S.C. 1681(a)(6)(A), social fraternities and sororities may limit membership on the basis of sex.

Article XVI. Dissolution

This College Panhellenic Association shall be dissolved when only one regular member exists at the University of Southern California. In the event of the dissolution, none of the assets of the Association shall be distributed to any members of the Association, but after payment of all debts, its assets shall be given to NPC unless otherwise required by state law.

Article XVII. Obligation

The University of Southern California Panhellenic Council rules shall be binding on patronesses, alumnae, relatives, members of parent's clubs, initiated new sorority members, and potential new members.

STANDING RULES OF THE UNIVERSITY OF SOUTHERN CALIFORNIA COLLEGE PANHellenic ASSOCIATION

Section 1. Health and Safety

The University of Southern California College Panhellenic Association strives to promote the health and safety of its members and the greater University of Southern California and surrounding community. This involves providing resources and programming on physical and mental health. The Panhellenic Council commits to providing education and resources to its members and striving to prevent situations of unnecessary risk.

- A. **Sexual Abuse.** The University of Southern California College Panhellenic Association is a pro-consent and pro-reporting community and takes instances of sexual harassment, assault, and domestic violence very seriously. Survivors will be referred to the University of Southern California Department of Public Safety, Title IX and the Relationship and Sexual Violence Prevention team for professional support.
- B. **Substance Abuse.** The University of Southern California College Panhellenic Association takes substance abuse very seriously and strives to provide education and prevention resources to its members.
- C. **Mental Health.** The University of Southern California College Panhellenic Association recognizes the importance of its member's mental wellness in the pursuit of achieving Panhellenic ideals. The Panhellenic Council commits to working in collaboration with chapters to provide resources and support in the promotion of mental health.

Section 2. Diversity, Equity, and Inclusion

The University of Southern California College Panhellenic Association recognizes the importance of diversity, equity, and inclusion and condemns acts of discrimination based on race, ethnicity, religion, sexual orientation, socioeconomic status, national origin, age, disability. Our commitment to own our history and create a more just tomorrow is outlined in the multi-year framework known as The University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion.

- A. The University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion. This is a collaborative document that ensures that the nine National Panhellenic Conference Chapters and the Panhellenic Executive Board take unified and direct action to begin their diversity, equity, and inclusion efforts to create long-lasting change. Its goal is to push the dismantling of systemic policies, both at the chapter and national levels. The Panhellenic Council DEI Action Committee will lead future amendments and revisions to this plan. The document will be reviewed semesterly by the DEI Action Committee.
 - a. The University of Southern California Panhellenic Community Plan for Diversity, Equity, and Inclusion shall be a separate document than these bylaws and shall be referred to for matters relating to diversity, equity, and inclusion.

Section 3. Philanthropy

- A. Chapter philanthropy date requests will be submitted to the Vice President of Member Education by the first week of each semester. The point system will be used to determine the order chapters request dates.
- A. Chapters should incorporate an educational component of the philanthropy to engage participants in the purpose behind their event and increase understanding of their philanthropy.
- B. Chapters are to consider how to thoughtfully welcome the entire fraternity and sorority community and student organizations to support their philanthropic work.
- C. Fundraising food events should be inclusive of the entire University of Southern California's community and publicized as such.
- D. Chapters are encouraged to use their marketing campaigns to focus on their philanthropy. This could include philanthropy t-shirts containing the name of the philanthropy organization or social media promotion focused on the philanthropic organization.

- E. Chapters will adhere to all University, Fraternity & Sorority Leadership Development Office, and Panhellenic regulations as well as state and federal laws at all philanthropy events.
- F. Chapters are expected to participate in Panhellenic-wide philanthropic initiatives and community service events.

Section 4. New Member Education

Chapters will be fined per new member who does not attend nor submit an acceptable excuse for required Panhellenic New Member Education event(s).

- A. Excuses will be due at least 2 days before the event at a time set by the Panhellenic Vice President of Member Education. Chapter new member educators will collect excuses and review for validity. Valid excuses include class, work, mental health, and family obligations.
 - a. If last-minute situations arise, they will be evaluated by the new member educator and the Panhellenic Vice President of Member Education on a case-by-case basis to ensure fairness and understanding.
- B. The fine per member will be \$50. In addition, every \$100 accrued is a point.
- C. At the end of the new member education period, chapters fines and points will be tallied (summed with recruitment points as well - referenced in the most recent Recruitment Rules); chapters will be placed in ascending order. Chapters will be able to pick their social and philanthropy dates for the following semester in order from the least number of points to the most number of points. If all chapters or remaining chapters are within a point wave, it's first come, first serve for date selection.

Section 5. Sister Sororities

The Sister Sorority program is designed to foster stronger Panhellenic spirit and more inter-chapter friendships and networking. Each chapter is partnered with sister sorority(ies) for the semester. The Panhellenic Executive Vice President will coordinate the program in conjunction with the Delegates from each chapter.

Section 6. Fraternities

- A. Non-Recognized, Active Probation, or Interim Suspension Fraternities. Panhellenic Council member sororities shall not accept or extend invitations to any event with an unrecognized fraternity or fraternity on active probation or fraternity on interim suspension according to university standards. If violated, the situation shall be referred to as the Panhellenic Judicial Board.
- B. Respect of Panhellenic Members. Upon investigation of an incident of a fraternity disrespecting a sorority, the Panhellenic Council will determine an appropriate response of solidarity from all Panhellenic chapters.
- C. Joint Recruitment Expectations with the Interfraternity Council
 - a. The Panhellenic Executive Board will collaborate with the Interfraternity Executive Board to establish a set of shared expectations prior to formal recruitment. These will be documented and shared with the community.
- D. Joint Gameday Expectations with the Interfraternity Council
 - a. The Panhellenic Executive Board will collaborate with the Interfraternity Executive Board to establish a set of shared expectations prior to the first game day. These will be documented and shared with the community.

Section 7. Dues

- A. Panhellenic membership dues are used for all programming as approved by the Vice President of Finance—as stated in officer position description—or as approved by the Panhellenic Council. Payments will be made in a timely manner or fines will be imposed.
 - a. Payments received after the specified due date will be subject to a \$20 per day late fee assessed by the Panhellenic Executive Board.

- b. Fees will be assessed to each NPC member sorority, \$11 per active member and \$14 per new member per semester.

CODE OF ETHICS OF THE UNIVERSITY OF SOUTHERN CALIFORNIA COLLEGE PANHellenic ASSOCIATION

We, the members of sororities at University of Southern California, agree to promote honesty, respect, sisterhood and cooperation within the College Panhellenic and our respective chapters and in our daily lives. This code of ethics is designed to inspire our members, reinforce exemplary conduct and values-based leadership and perpetuate lifelong membership to enrich the sorority and Panhellenic experience.

We, as College Panhellenic members of University of Southern California, agree on and commit to:

- Uphold and demonstrate the Panhellenic spirit in thought, word and action through our chapters as well as individual members.
- Demonstrate ethical behavior and conduct ourselves in a manner consistent with the mission and values of the College Panhellenic, each inter/national organization and our institution.
- Respectfully adhere to the Unanimous Agreements and all policies established by the National Panhellenic Conference (NPC).
- Uphold and demonstrate positive conversations regarding all current and former chapters in the USC Fraternity/Sorority community and encourage membership in the USC Fraternity/Sorority Community. Recognize friendly relations with all collegiate students, both sorority members and nonmembers, realizing the importance of creating and building friendships.
- Plan recruitment events that provide opportunities for the greatest possible number of students of the University of Southern California to become sorority members while protecting the rights and privileges of individuals and the chapters.
- Provide a safe, positive, inclusive, and enriching recruitment experience, understanding that membership is a social experience arrived at by mutual selection.
- Educate ourselves about implicit biases and microaggressions, and commit to promoting an equitable recruitment experience for all members and non-members.
- Strive to be truthful, honorable, open and friendly to all potential new members during all recruitment events.
- Be respectful of the rights of every potential new member to make a personal choice, including the right not to join the women's-only* sorority community.
- Refrain from limiting a potential new member's chances of becoming a member of the Panhellenic community by encouraging the potential new member to make an intentional single preference.
- Respectfully adhere to the Bylaws, Recruitment Rules, and the Community Plan for Diversity, Equity, and Inclusion of the University of Southern California College Panhellenic Association.
- Abide by all local and federal laws as well as the standards, policies and procedures of our respective NPC member organizations.
- Hold one another accountable to the highest standard of behavior, remembering at all times that we represent not only our individual chapters but also the Panhellenic community as a whole.
- Prioritize all personal, chapter-wide, and community wide efforts and actions plans for diversity, equity, and inclusion.
- Respect every individual regardless of their race, ethnicity, national origin, sexual orientation, gender identity or expression, religion, disability, socio-economic status or any other characteristic.
- Be respectful of the South Central Los Angeles community and its residents, and conduct ourselves in a manner that ensures the wellbeing of the community and its residents.
- Promote the safety and wellness of all Panhellenic members and nonmembers.

As Panhellenic members of University of Southern California, these are the tenets by which we strive to live.

Date adopted: October 4, 2020