



STUDENT ORGANIZATION GUIDE

This document was created to assist those interested in starting new student organizations. We hope you will share this document and refer to it when questions arise. Please contact the SGA Advisor if you have any questions.

Student Organizations should also become familiar with and must abide by all official College Policy & Procedures regarding Student Organizations.

This information can be found on-line at www.haywood.edu.

HCC Student Activities Supports

Co-curricular activities: We look for opportunities to augment classroom learning by supporting related activities outside the classroom.

Community service activities: We support student organization activities which encourage students to take part in community service projects.

Activities which honor cultural diversity: We support programs and activities which promote the richness of the cultural diversity on our campus and in our community.

Programs relevant to the entire HCC community: We encourage student organizations to sponsor programs and activities which are of interest to the entire HCC community.

Requirements for HCC Student Organizations

Membership:

All members of a student organization must be currently enrolled curriculum students at HCC. No HCC student organization may discriminate in its membership on any basis.

Registration:

A Student Organization Registration Form identifying the current officers, advisors, and SGA representatives must be completed at the beginning of the Fall semester and submitted to the SGA Advisor. These forms will be made available at the beginning of the Fall semester in the SGA Advisor's office and online. If a change occurs in the slate of officers or advisors during the year, a new form should be submitted.

Bank Accounts:

All student organizations have access to an on-campus account through which funds are disbursed. The advisor for a new organization needs to complete a Fund Authority Form in the Business Office. Organizations may not open a bank account at any institution (CC04-092).

Participation in SGA and Events on Campus:

Student organizations are required to choose a representative to the Student Government Association. The SGA representative is expected to attend all SGA meetings and events. Each student organization is expected to participate in each SGA activity. Student Organizations are also expected to keep the SGA and SGA Advisor informed about the activities of the organization.

Characteristics of Successful Student Organizations

Three core activities of any effective group include:

1. Accomplishing its goal
2. Maintaining itself internally
3. Developing and changing in ways that improve its effectiveness

Eight essential characteristics of a successful organization:

1. *Group members know each other well.* Teamwork and community building is the keystone on which all of the remaining characteristics are built. It must be present and continuously renewed if the organization is to function effectively.
2. *Members are involved in defining organizational purposes.* Group member motivation increases when members have the opportunity to establish their own goals and purposes.
3. *Members help generate ideas.* While it may be quite simple for a few group leaders to produce and sponsor special programs, this does not develop a sense of ownership and participation among other group members.
4. *There is a commitment to group decision making.* People support programs they help to create. Full participation by the membership in generating ideas, coupled with group decision making, ensures a full measure of group participation and support.
5. *Skills, resources and liabilities of the group and community are identified.* Many groups are often rich in natural resources and skills available through members. Likewise, the College campus and the community in which it's located are sources of additional resources.
6. *Systematic problem solving techniques are used.* Resolve conflicts when they appear. Do not wait for them to fester.
7. *The group effectively communicates itself and its projects to its members and the community.* Effective and clear communication affects such important factors as recruitment of new members and attendance at functions sponsored by the group.
8. *The group participates in periodic evaluation and assessment.* Groups need to become accustomed to evaluating routinely a variety of aspects of group life, ranging from the way meetings are handled to assessing the success of a particular project or program.

Leadership Opportunities in Student Life in which club members are able to participate in:

- Leadership Academy
- Leadership Conference

Advisor Responsibilities & Guidelines

Student Organization Advisors have the following responsibilities:

- To serve as the **College's liaison** with the student organization.

- To serve as **financial account manager**; approving and signing all requests submitted by the organization to the Business Office. This includes funds requests, travel requests, purchase requisitions, etc.
- To have advance **knowledge of all meetings and activities** of the organization. Although attendance at all meetings is not mandatory, advisors should attend as many meetings as possible.
- To **attend all off-campus activities or travel** sponsored by the organization or require the organization to make arrangements for another faculty or staff member to attend, in which case the SGA Advisor should be informed of changes.
- To **ensure that the organization adheres to all College rules** and regulations regarding off-campus activities, student travel, the Drug-Free Campus policy, and the Student Code of Conduct as outlined in the HCC Catalog and Student Handbook.
- To be **aware of the campus drug-free policy** and ensure that student leaders understand the implications of the policy as they plan both on-campus and off-campus activities for the organization.
- To remain **aware of the goals and purposes of the organization**, and to see that these goals and purposes are followed by the group.
- To offer **guidance without domination**, reminding the organization of the College's rules and enforcing them when necessary.
- To **notify the SGA Advisor when an organization's actions are contrary to its general purposes**, or when an action is planned without the advisor's approval.
- To see that the organization's **activities, including travel, are coordinated in advance** through the SGA Advisor.
- To **attend meetings scheduled by the SGA Advisor** for the advisors of student organizations.
- To **communicate with the organization** regarding all College meetings and announcements affecting the group.
- To **encourage students to participate in on campus activities** such as Back2School Bash and Spring Fling.

Liability Issues for Advisors

As an advisor, be aware of the scope of your authority. Advisors have the authority to make decisions or take actions within the stated responsibilities outlined in this handbook, particularly if a student organization deviates from College policies and procedures. Student organizations must have advisor consent and approval for all activities. Don't be afraid to say no!

Appointment of Advisors:

Advisors register annually by signing the Student Organization Registration Form at the beginning of the Fall Semester. This form serves as sanction by the College to act in the capacity of an advisor to the organization. (*see attached form*)

College Policies and Procedures:

HCC's Policies and Procedures manual, the Student Code of Conduct, the College Catalog, and the Student Handbook are sources for College policies and procedures related to Student Organizations. The SGA Advisor also serves as a resource if you have questions or concerns.

Scope of Duty:

An advisor is an agent of the College acting within the course and scope of employment. Advisors are cautioned to act pragmatically, avoid negligence, display reasonable prudence, fairness, and plain common sense. Maintaining a sense of what is fair and reasonable and using your best professional judgment will reduce incentives for the filing of lawsuits against you or the College.

Duty to Warn:

Students should be clearly warned by the advisor if there are any inherent risks involved in participating in a program or traveling out of town to a conference or meeting. Anticipate risks which may arise out of any decision or situation and apply reasonable precautions to minimize such risks. Any questions about liability issues can be discussed with the SGA Advisor.

Expectations of Officers

Academic Standing:

Officers of student organizations are expected to maintain acceptable standards of academic progress while attending HCC. Each organization may establish its own GPA requirements for officers and members so long as the requirements are clearly explained in the constitution. No student may hold membership in an organization while under suspension from the College. All Student Organizations must adhere to the Student Code of Conduct.

Adherence to College Procedures:

Student organizations not adhering to policies and procedures established by the College risk the loss of recognition and funding opportunities. Any incident by a student organization warranting disciplinary action will be reviewed by the SGA Advisor and the Executive Director of Student Success Services.

Common Descriptions of Officers Responsibilities

President's and/or Vice President's Responsibilities:

To represent the student organization and/or the College, preside over the organization's meetings, assure that all requirements for the organization are met, facilitate, coordinate, and lead the organization in its business and activities.

Secretary/Treasurer's Responsibilities:

To keep minutes of all meetings, to record attendance, prepare agendas, handle correspondence to members, provide financial accountability for the student organization, and provide financial status reports each semester.

Receiving SGA Funding

In order to receive funding from SGA at the end of the year, student organizations must complete the following:

- The club representative or replacement must be present at all SGA meetings. Meeting times and dates are listed in the *Student Calendar*.
- The club representative must report the club's events to the SGA during the SGA meeting. Meeting are listed in the *Student Calendar*.

- The club must have at least one representative at all SGA events, such as Back2School Blast, Spring Fling, Blood Drives, etc. Events are listed in the *Student Calendar*.

Student organizations will earn hours toward funding for each hour served. For example, if a club sends three club members to work for one hour each during the Back2School Blast, the club earns three hours. SGA officers can not earn hours toward funding for a club while working an event as an SGA officer.

Club Funding Policy

Organizations will receive credit for:

1. Preparing for an SGA event.
2. Participating during an SGA event on behalf of the SGA, including supervising a club booth.
3. Cleaning up after an SGA event.
4. Participating in monthly SGA meetings.

To receive SGA funding at the end of the year, clubs are responsible for:

1. Submitting an Organization Registration Form by the deadline set by the SGA Advisor.
2. Participating in SGA events, as defined above.
3. Documenting hours by signing in and out of the official sign in sheet.

The following is how the funds will be distributed provided that the funding is available.

Number of Hours	Amount of Funding
1-50 hours	\$50.00
51-100 hours	\$100.00
101-200 hours	\$200.00
201+ hours	\$250.00

On-Campus Bank Accounts

All student organizations are assigned an HCC account once the advisor completes the Fund Authority Form in the Business Office. This account will be used to distribute all SGA funds to student organizations. Organizations may also deposit fund-raising income into this account. Funds from this account may be accessed to support activities mutually approved by the students and the advisor of the organization. Please follow the guidelines for accessing these funds as explained below. Club accounts must adhere to the Haywood Community college Procedure 7:3: Club Deposits and Expenses.

Deposits

1. Club Advisors are responsible for collecting funds and bringing to the Cashier in the Business Office to deposit as they are received. No cash, checks, etc. are to be held. Deposit daily (NC GS115d-58.9)..

2. Deposit amount, club name and budget code should be provided to the Cashier.
3. Cashier will verify deposit amount and print receipt.

Club Expenses

1. Club Advisors must verify cash is available prior to spending.
2. Access to accounts provided via Haywired Budget Selection.
3. Requisition submitted to Cashier to verify funds, then submitted to Purchasing for Purchase Order or payment with Accounts Payable.

Purchasing Procedures at HCC

Purchasing procedures, rules and regulations are originated by the General Statutes and are outlined in the North Carolina Administrative Code. These procedures must be followed in the purchase of supplies, materials and equipment regardless of the source of funds.

Prior to purchase with PCard or preparing a requisition for a purchase order, always check the Term Contracts @ <http://www.pandc.nc.gov/index.htm> Click on Term Contract, then Alphabetical. If item is a Term Contract item, no quotes are required. Items may have restrictions within the contract. (Check the benchmark with the Term Contract if it is a large \$\$ purchase).

If item is not a Term Contract item, requisitioner must check the vendor status in the NC EProcurement System @: http://eprocurement.nc.gov/Registered_Vendor_Search.html If the vendor is not registered in NC EProcurement System, contact the vendor and have them register @: <http://eprocurement.nc.gov/Vendor.html> in order for Haywood Community College to place orders with the company. If the PCard is being used, it is not necessary for the vendor to register in NC EProcurement System. (Term Contract vendors are already registered in the NC EProcurement System.)

ORDERS MAY NOT BE SPLIT TO AVOID ANY OF THE FOLLOWING GUIDELINES.

The benchmark guidelines for purchasing are: (THESE GUIDELINES APPLY TO NON-TERM CONTRACT ITEMS ONLY.)

<u>\$ Amount</u>	<u>Procedure</u>
\$0.00 -- \$2,500.00	telephone quotes are optional
\$2,500.01 - \$4,999.99	require 3 written quotes
\$5,000.00 - \$9,999.99	Request for Quote must be generated by HCC end user. Contact the HCC Purchasing Office for assistance with this quote process.
\$10,000.00 and above	Must be bid by Division of Purchase & Contract, Raleigh. Contact the HCC Purchasing Office for assistance with this quote process.

1. Purchase of supplies, materials, may be processed with the P-Card (within guidelines, see P-Card Procedures Manual) or by submitting a requisition to obtain a purchase order, completed as directed below.

2. Select the correct requisition form from Haywired, Business Office: Requisition - Supplies & Materials; Requisition – Information Technology, or Requisition – Equipment
3. Requisitions should contain the following information: vendor name, vendor address, phone number, quantity, product item number, complete product description, unit price, total price, and noted if the item(s) are term contract item(s), general ledger budget code, along with appropriate signatures.
4. Complete the required information on the requisition form and obtain authorized signatures. The signatures of Requisitioner and Approver/Supervisor is required) When the requisition is completed, send the requisition to the Purchasing Office, and a purchase order will be generated and sent to the vendor via the NC EProcurement System.
5. HCC will utilize state term contracts in all possible cases.
6. The equipment benchmark is \$1,000.00. An item is considered to be equipment if it is a non-expendable item, and the cost each is \$1,000.00 including tax, shipping, etc.
7. The Purchasing Technician will issue a purchase order if funds are available in the department budget code. The purchase order will serve as authorization to commit college funds.
8. The anticipated processing time for purchase orders is two days or less. The processing time may vary due to volume of purchasing and the status of the NC EProcurement System. In the event of an emergency purchasing need, contact the Purchasing Office.
9. In light of these procedures, you should take the steps necessary to plan your needs in advance to avoid delays and outages in supplies and equipment.
10. Purchasing emergencies occasionally occur. Please document the nature of the emergency and submit the completed requisition with receipts to the Accounts Payable Office the next business day. Individuals will also be required to complete an Authorization for Payment Without Purchase Order Form signed by Supervisor.

Purchasing related forms can be found on Haywired-Business Office. For assistance with purchasing matters, please contact Bobbie Smith @ 4605 or bsmith@haywood.edu

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Fund Raising at HCC

1. It is the goal of the Haywood Community College Foundation to be informed of all fund raising activities of the college in order for all funds to be raised as efficiently and ethically as possible.
2. The department must complete and turn into the Foundation Office the Permission to Raise Funds Application Form two weeks prior to when solicitations or the event will take place. Names of individuals, businesses, etc. who will be contacted for funds must be included in the application.
3. The Foundation will review the application and return it within 48 hours of receipt. If there are questions regarding the application, Foundation staff will contact the fund raising organizer.
4. In the event the department receives funds (including gift certificates, door prizes, in-kind gifts, coupons, etc.) from individuals, businesses, etc., the Foundation must be informed within 20 days of receipt. Information needed includes the name, contact information, gift, value or amount, reason given.

5. Departments receiving any gift(s) are responsible for sending acknowledgement cards or letters to the donor within 7 business days. A copy of the acknowledgement should be given to the Foundation office to be kept on file.

In addition, student organizations must obtain approval from the organization advisor, SGA Advisor, Vice President of Student Development Services, and the Public Information Office.

Travel and Related Expenses

Note: Travel by student organizations provides outstanding learning opportunities, but can be very expensive and involves inherent risks. All travel of student organizations should be well planned, expenses should be kept to a minimum and risks should be considered. Liability issues can be discussed with the College's Executive Director of Administrative Services.

The organization's advisor or a designated College staff member **must** accompany the organization in all travel.

1. The advisor must complete Away From Campus Form. It is located on Haywired in the Business Office folder. The advisor's supervisor and vice president must approve the travel. The advisor must also submit an agenda to the Business Office.
2. The advisor must complete the Reimbursement Form within two weeks upon return. Students who travel on college business are subject to HCC travel regulations, including statutory subsistence allowances to the same extent as college employees.

College Resources

Conference Room

The SGA Advisor will assist student organization requests to meet in conference rooms on campus. Requests must be made well in advance to the SGA Advisor. Space is not guaranteed, but reserved on a first come first serve basis. Conference rooms are used frequently during the semester, and reservations should be made in advance.

Campus Classrooms or Meeting Rooms

Classrooms or other meeting rooms may be available for an organizations use. Please see the SGA Advisor for help in reserving campus space.

Posting Flyers

Flyers must be approved by the SGA Advisor before posting.

College Vans

College vehicles can be scheduled through the Business Office at 828.565.4161. It is preferred that the request for vehicles be made three day in advance to be sure that a vehicle is available. Fuel use and mileage will be charged to the student organization. Beginning and ending mileage should be recorded in the logs provided when the van keys are picked up. Fuel tanks should be filled and the interior should be left clean when the van is returned. An

Authorized Driver Form will need to be filled out by the designated driver. Without this form approved, the van cannot be used.

- Only HCC employees may drive college vehicles.
- Van training must be completed before operating college van.
- Vehicles must be returned to campus. They may not be driven to a private residence.

Organization Sponsored Activities

HCC student organizations have a long history of hosting activities that not only benefit the student members, but also benefit the College and larger community. Planning events and activities takes time, organization, communication and teamwork.

The SGA Advisor strongly encourages student organizations to consult the SGA when planning events and activities to seek their expertise in putting together a successfully planned event.

Advertising & Promotion

Communication is always difficult on a commuter campus, and is a challenge at HCC. Organizations are encouraged to use creative methods of advertising planned activities. The SGA Advisor and the SGA Public Information Officer will offer assistance when possible. Several effective methods of on-campus advertisement are listed below:

General announcements may be posted **Haywired**. The organization's president or advisor may make requests to the SGA Advisor. Requests should be made by the organization's president or advisor two weeks in advance.

A **Campus Marquee** is located at the entrance of HCC's campus. Campus activities are posted as the limited space allows. Marquee requests should be made by the organization's president or advisor two weeks in advance through the SGA Advisor.

Bulletin Boards are available for use by HCC organizations and programs with no prior permission required. Please consult with the SGA Advisor to determine what regulations exist at that campus regarding bulletin boards. Business advertisements are not permitted.

Media Coverage: Any invitation to the media to cover an activity **MUST BE COORDINATED THROUGH THE PUBLIC INFORMATION OFFICE** at 828.627.4521.

Lecturers/Performers/Invited Guests:

Any speakers, lecturers, performers, and/or invited guest must be approved by the organization's advisor.

Events with Food & Sale of Food:

HCC Student Organizations are required to adhere to policies set by the Haywood County Health Department when involving food in events and fundraisers.

Collections and Drives:

Collections and drives are good ways to participate in community service.

To arrange for a collection or drive of any kind, the event must be approved by the organization advisor, SGA Advisor, Vice President of Student Development Services, and the Public Information Office.

Reserving Space on Campus:

In order to reserve space on campus, the advisor must complete an events ticket on Haywired. For assistance, call Tina Brown at 828.627.4606.

Student Organization Registration Form for School Year _____

A Student Organization Registration Form identifies the current officers, advisors, and SGA representatives. Student Organizations are asked to complete this form at the beginning of the Fall Semester and submit to the SGA Advisor. If a change occurs in the slate of officers or advisors during the year, a new form should be submitted.

Name of Organization: _____

Meeting Location: _____ Day/Time: _____

(It is understood that the meeting place and time could change during the semester. Please keep us informed on any changes that may occur.)

Advisor _____ Email _____ Phone _____

Advisor _____ Email _____ Phone: _____

Does your organization have a current, working constitution or by-laws? Yes _____ No _____

If yes and not already on file with the SGA Advisor, please attach a copy.

Has your organization held officer elections? Yes _____ No _____

If no, when are elections scheduled? _____

OFFICERS

President _____ Phone _____ E-mail _____

Treasurer _____ Phone _____ E-mail _____

SGA Rep. _____ Phone _____ E-mail _____

TRAVEL

Is your student organization planning to travel this year? Yes _____ No _____

If yes, when? *(please list month & destination)* Fall _____

Spring _____

The organization's advisor or a designated College staff member must accompany the organization in all travel.

SGA Meetings

SGA Meetings are held on the second Tuesday of the month in the Sunrise Café. See the *Student Handbook* for meeting times. The SGA Constitution requires that the representatives from student organizations attend all SGA meetings. If your student organization is interested in seeking funding from SGA, it is highly recommended that your student organization make an effort to attend and report on what the organization is doing.

I understand all guidelines and policies above and intend to keep the SGA Advisor informed of expenditures of funds and plans to travel.

Treasurer's Signature _____ Date _____

Advisor Signature _____ Date _____

CONTRACTS: A BRIEF CHECKLIST

As a student organization that provides programming on campus, one of the areas you need to be knowledgeable about is that of contracts. What follows is not intended to be a complete guide to contracts, but a checklist of the more obvious pitfalls in editing a contract or in writing your own contracts.

Remember, all contract are negotiable. You never have to accept a contract the way it is sent to you. A contract is a mutual agreement to reach a goal with benefits for both parties. It should contain as much information as possible and be as straightforward as possible.

Some of the following tips might be helpful to you in negotiating a contract:

1. Know your artist and his/her representative. Deal only with reliable firms. If in doubt, check with the SGA Advisor or someone at another school who may know.
2. Is the artist clearly specified? Check for a clause that permits the substitution of an artist of "equal standing" for good cause. Make sure it is clear that you make the determination of the quality of the substitute, and that it should not be made without your consent.
3. Is it clear that the College is the contracting party, not you? Never allow yourself to take personal liability by signing a contract or being named in one. At Haywood Community College all contracts from a student organization should be reviewed and signed by the SGA Advisor. Also, always allow your advisor or SGA Advisor to assist you in your contract negotiations.
4. Is the location clearly specified? Date and starting time? If you have more than one group performing, indicate the starting time of the artist you are contracting with. Make sure the date and day match, otherwise you are at the mercy of the contract.
5. Are the duration, frequency, and length of the performance clearly outlined? If you expect the artist to do other things, in addition to the performance, make sure to specify them in the contract.
6. Make sure all "extras" are covered in the contract. Do you need to provide stagehands, when is the sound check, does the artist need any special equipment, what requirements do they have for the dressing rooms? Request to see all riders before the contract is signed. All contract performers must have a social security number or a federal tax ID number included with the contract.

Be aware of verbal contracts. A verbal agreement with an agent or performer can still be a binding contract. Make sure you have thought through all aspects of a program before making any form of verbal agreement.

Once a contract has been fully executed, make alterations only in writing. The letter stating the changes should be signed by both parties. If you have been negotiating a date and, for some reason, choose not to go ahead, telephone the artist's representative immediately and inform him/her of your intentions. Follow-up all phone calls with a letter.

GETTING STARTED WITH YOUR ORGANIZATION

Getting started with your group

- Arrange for an informal meeting and make sure all members understand the time and place of the meeting.
- Get to the meeting early enough to have friendly exchanges with some of the individual group members as they arrive.
- Make sure the members know each other – help them remember each other's names.
- Draw the group into discussion to bring out their desires, expectations, and needs. Try to find out what they want the organization to do for them.
- Examine the established goals and objectives for the group.

Establish contact with the group

- Develop a friendly enough relationship with at least two or three members so that you can ask them after the meetings “How did things go? How could things have gone better?”
- Observe the faces and posture of the members. They can tell you a great deal about the individual’s interest and the value of the experience to them.
- Do the members participate enough for you to judge whether they really understand?
- What does attendance tell you about the success in “keeping contact?”
- What you talk about should be partly determined by the expressed needs and interests of the group?
- What happens when the meeting breaks up? Does a “rap session” continue?

Help the group grow

- Encourage members in their discussion to bring out examples from their own experience to tie in with the discussion.
- The group should have more ideas per meeting and raise more questions.
- Encourage members to spontaneously work on problems between meetings.
- Encourage discussion, reading, practice, and trying out.
- Encourage group members to raise more intelligent questions and problems.

Evaluate yourself as a leader: Are you growing as a leader?

- Do you find it increasingly easy to relax and not feel you have to answer and “let them know I know?”
- Do you find it increasingly easy to say, “I don’t know, let’s find out about that?”
- Are you finding it more and more fun to throw solutions out at the group rather than “dishing out the answer?”
- Are you thinking more and more about how to draw certain members into the discussion and how to interpret members’ remarks to one another?
- Are you finding that your own major problems of leadership are shifting from “having enough” to problems of “getting better participation” and “finding out what they really need?”
- Are you beginning to feel that you “belong” rather than that you are “doing good?”

Remember

It is the responsibility of the leader to recognize how the group is functioning. You cannot overlook the other loyalties and responsibilities of the members. In case of conflict, always try to find an alternate plan which will be mutually satisfying to both demands.

Conflicts within your group are accentuated by misunderstanding. Try to help members understand each other. Make sure everybody has a chance to participate in conversations, planning, etc.

Be alert to the individual’s problems, but help the group members focus on the group’s problems – otherwise there may be no group.

RUNNING AN EFFECTIVE MEETING

A successful meeting does not “just happen” with the right people. Further, it is the end result of careful planning, implementation, and evaluation. The amount of time required to initiate the following steps for success vary with the

different kinds of meetings. The following brief outline can be directly related to planning your program as well as your meetings.

Before your meeting: Planning

1. Decide the purpose of the meeting:
 - a. Problem solving
 - b. Information Giving
 - c. Committee Function
 - d. Entertainment Planning
 - e. Discussion Group
2. Determine the time and place for the meeting with regards to when the majority of people are available. Schedule the room for the meeting and give notice in advance of the meeting to the members.
3. Be aware of, and ready for, who will be attending.
4. Group comfort: Keep the following in mind when making arrangements:
 - a. Arrange seating to allow for face-to-face interactions.
 - b. Provide a blackboard or easel for brain storming or group discussion.
 - c. Provide committee members with paper, writing instruments, and copies of any charts, calendars, or other information that will be helpful.
 - d. Provide a room free from excessive noise or visual distractions.
 - e. If needed, provide name tags.
5. Plan the meeting!
 - a. Always plan the agenda ahead of time (i.e., what topics are to be covered, in what order will they come, old business or new business, how much discussion time, announcements, etc.)
 - b. Consult resource people before the meeting to know as much as possible before the meeting starts.
 - c. **DON'T MEET JUST FOR THE SAKE OF MEETING!!!** If the agenda is not important enough, postpone the meeting.
6. Balance the length of time in order to keep people interested. Adjust the length of your meetings to allow for sufficient discussion of meeting topics, yet not so long as to lose members' interest.
7. Decide on the style and attitude that best lends itself to the purpose and topics of the specific meeting (i.e., autocratic, democratic, laissez-faire, stern, friendly, direct, indirect, etc.)
8. Determine how you are going to keep the members involved in the meeting.
9. Make use of publicity, if needed, and don't forget the details (i.e., food, set-up, special needs, etc.)

During the meeting

1. Keep pad and pencil on hand to jot down notes, ideas, volunteers, etc. or designate a recording secretary to do this.
2. Hints:
 - a. Always be on time.
 - b. Be pleasant.
 - c. Be flexible.
 - d. Be responsive to everyone's suggestions.
 - e. Stay on the subject being discussed.
 - f. Remain patient and tolerant.
 - g. Be aware of individual's expressions, comments, and actions.
 - h. Set a time limit and stick closely to it.
 - i. Remain calm under pressure or when frustrated.
 - j. Give others a chance to express their views by including everyone at the meeting.
3. Have other people observe the meeting and be open for criticism, both positive and negative.

After the Meeting: Follow-up

1. Do what you say you will do between meetings – keep your credibility.
2. Type up the minutes/notes taken at the meeting and distribute the copies.
3. Evaluation:
 - a. Did the meeting accomplish its purpose?
 - b. Were the needs of the group satisfied?
 - c. What were the strong and weak points of each part of the meeting?
 - d. What were suggestions, ideas, or comments from the audience, and how might they be implemented next time.

AIDS TO FACILITATING

Here are examples of comments that promote clear communication and help get the job done:

- “Let’s check that out with the rest of the group.”
- “Do you see it differently?”
- “How do you see the problem?”
- “Sounds like that’s a problem we ought to address?”
- “I still don’t have a handle on the real problem. What is it?”
- “What would you like to be doing?”
- “Oh, your perception is...(describe). That’s how you see the problem?”
- “Sounds like this is a real problem?”
- “What are we doing right now?”
- “Say a little more about that.”
- “What’s the purpose of this presentation?”
- “Hold on. I think we’re talking about two problems, problem _____ and problem _____. I think they are both important, but let’s talk about them one at a time.”
- It’s a big agenda today. Do you want to get through the whole agenda? (yes) Okay, if I push too hard, let me know.”
- “What do you want to have happen?”

GOAL SETTING

Goals

Goals are statements describing what your organization wishes to accomplish. Goals are the ends towards which your efforts will be directed. Remember to review and change your goals from term to term or year to year, depending on your organization.

Why set goals?

- Give direction, helps avoid chaos.
- Can help motivate members.
- Clarify and communicate what you are striving for.
- Define your organization.
- Are a basis for recognition, accomplishment, realizing success.
- Save time and make the group become more aware of problems in time to develop solutions.

Objectives

Objectives are descriptions of exactly what is to be done and are derived from goals. Objectives are clear, specific statements of measurable tasks that will be accomplished as steps towards reaching goals. They are short-term and have deadlines. You will probably have a number of objectives for each goal.

Setting goals

It is best to set goals as a group. This will create many positive results.

- Better commitment. People support what they create.
- More motivation among members and officers.
- Clarity of goals. Better understanding of goals and the rationale for selecting them.
- Better goals more ideas/opinions in the decision process.

Steps for setting and achieving goals

1. Brainstorming goals with the group.
2. Choose the goals you want to fulfill from the brainstorming list.
3. Prioritize as a group.
4. Determine objectives for each goal, then a plan of action for each objective.
5. Move into action and follow through.
6. Continually evaluate your progress.
7. Be flexible; allow your objectives to change to meet new circumstances.

Action planning

1. What is to be done (your objective)?
2. How is it to be accomplished?
3. What are the resources – people, money, materials?
4. Who will carry it through?
5. When will it be accomplished?
6. What results are expected, and how will they be measured?

TEN COMMANDMENTS OF GOOD COMMUNICATION

Every good leader today realizes that communication is the most vital management tool. S/he is aware that s/he not only communicates with words, but through attitude and actions. Communication obviously encompasses all human behavior that results in an exchange of meaning. The following ten commandments of good communication might serve as help to improve a leader's skills of communication with superiors, subordinates, and associates.

1. **Seek to clarify your ideas before communication.**
A prime reason for ineffective communication is the result of the initiator not having a clear concept of what s/he intended to communicate in the first place.
2. **Examine the purpose of each communication.**

A clear determination must be made of what the communicator really wants to accomplish with his/her message. A good guideline to follow is “Don’t try to accomplish too much with each communication.” The sharper the focus of the message, the greater its chance of success.

3. **Consider the total physical and human setting whenever you communicate.**
Meaning and intent are conveyed by more than words alone. The circumstance under which a communication is transmitted has a great deal to do with the effectiveness of that communication. The physical setting, the social climate, and past practices will have an impact upon the net results of effective communication.
4. **Consult with others, when appropriate, in planning communications.**
Such consultation often helps give additional insight and objectivity to the message. Moreover, those who have helped plan the communication will tend to give their active support.
5. **Be mindful, while you communicate, of the overtones, as well as the content of your message.**
Your tone of voice, expression, and apparent receptiveness to the responses of others all have tremendous impact on those you wish to reach. Although frequently overlooked, these subtleties of communication often affected a listener’s reaction to a message even more than its basic content.
6. **Take the opportunity, when it arises, to convey something of help and value to the receiver.**
People on the job are most responsive to the leader that values the message of the receiver and are perceived as helpers.
7. **Follow up your communication**
This can be done by asking questions, be encouraging the receiver to express his/her reactions, by follow up contacts, and by subsequent review of performance. Make certain that every important communication has feedback so that complete understanding and appropriate actions result.
8. **Communicate for tomorrow as well as today.**
Be sure the long range interests and goals of the organization are taken into consideration.
9. **Be sure your actions support your communications.**
In final analysis, the most persuasive kind of communication is not what you say, but what you do. When a person’s actions or attitude contradict his/her words, others tend to discount what s/he said.
10. **Seek not only to be understood but to understand. Be a good listener.**
Listening is one of the most important, most difficult, and most neglected skills in communication. Only when s/he is listening can s/he detect the overtones and hear the feedback of his/her own communication. A person cannot talk and listen at the same time.

DELEGATION

Part of building a team is getting people involved in the group. If you try to do everything yourself you will not only burn yourself out, but you will find little support for your event or program. There is an old saying “people support what they help to create.” By using delegation everyone takes responsibility for a part of the event and completes the giant puzzle. The following are a few tips about delegation that should help pave your way to a successful program:

By delegating you:

- Allow more people to become involved.
- Distribute the workload.

- Identify talents and interests of other members of your group and give them all the opportunity to shine.
- Help prevent burnout for all concerned.

What and when to delegate:

- Matters that keep repeating themselves.
- Minor decisions made most frequently.
- Details that take large amounts of time.
- When you feel someone has particular qualifications which suit the task.
- When someone expresses an interest in the task.

What and when not to delegate:

- Something you yourself would not be willing to do (the menial work).
- Something involving trust or confidence.
- Emergencies.
- Appraisals (telling someone they did well or poorly).
- Jobs requiring your position.

Methods of delegating:

- Ask for volunteers: interest and belief in something is one of the greatest motivators for success.
- Suggest: someone you feel would be good for the task. Silence in response for a volunteer does not necessarily mean lack of interest. Often someone will not volunteer for a task because s/he lacks self confidence.
- Assign the task to someone. They can always decline.
- Spread the good around: “good jobs” give people status and value. Make sure the same people don’t always get the good tasks.

WHAT MAKES A GOOD LEADER

- **Be well prepared** – know leadership takes work as well as practice.
- **Be group minded** – regard yourself as a part of the group. Say “We” instead of “I”; don’t try to run the crowd. Instead be guided by the crowd’s wishes.
- **Like people** - be understanding and friendly.
- **Be poised** - don’t let irritations bother you.
- **Have humility** – be confident, but not too cocky. Don’t be afraid to reveal that you don’t know everything.
- **Be a hard worker** – don’t ask anyone to do something you yourself would not be willing to do.
- **Be responsible** – live up to your words and duties.
- **Be cooperative** – know how to work with others and enjoy working with them.
- **Be a fun-lover** – enjoy life...the simple things as well as the big.
- **Have vision** – help the people in your group learn and grow through the activities.
- **Be clear** – be able to express yourself effectively.
- **Be proud** – proud of what you do. Take pride in being a leader; but earn it.
- **Be courteous** – the word “please” and “thank you” pay dividends.
- **Think ahead** – know members’ opinions and be ready to meet changing situations.
- **Set goals** – make them high, but be sure they are reachable.
- **Take advice** – but do your own thinking.

- **Get the facts** – analyze them before you draw conclusions.
- **Do your best** – at all times. Plan to make the most effective use of your time.

COMMON PROBLEMS IN STUDENT ORGANIZATIONS

Listed below are five common problems which may be encountered in the groups you lead or of which you are a member. Should any of these be insurmountable or if you would like help in addressing the problems please feel free to stop by the **(insert your office name and location here)**.

Lack of participation

Possible causes

- Members may feel insecure.
- More aggressive members may not give others a chance to participate.
- Members may not know how to participate.
- Members may not be interested in activities.

Suggested solutions

- Make sure members have a part in developing objectives.
- Make sure members have a part in planning programs and activities.
- Set up programs and activities with a goal of 100% participation of the members.
- Provide chances for younger members to serve on a committee where they can gain experience before giving them a big assignment they might not be able to handle.
- Promote a friendly, helpful group spirit where no one laughs at or ridicules a person who goofs.
- Take the opportunity to seek out timid individuals so they might be encouraged to participate.

Failure to accept responsibility

Possible causes

- Members or leaders may feel insecure.
- Members or leaders may have other things to do that are more important to themselves.
- Members may not know what is expected of them.

Possible solutions

- Make sure members and leaders have a part in planning the program and that they understand the objectives.
- Make sure leaders and members understand what is expected of them when they are asked to serve.
- Help members or leaders understand the importance of assignments.
- Try to match assignments with members' abilities.
- Give recognition and thanks for work done.

Poor standards of operations

Possible causes

- Members may lack interest.

- Members may not know what is right or expected.
- Group may have fallen into bad habits.
- Some members may feel insecure and are trying to gain attention.
- The meeting time may not fit members' other responsibilities.

Suggested solutions

- Discuss problems with members. What standards do they want?
- Encourage members to state their expectations.
- Hold workshops for members and leaders for increased knowledge and skills in such areas as parliamentary procedures.
- Change meeting time if it doesn't fit the group.

Maintaining involvement

Possible causes

- Some people may not know about the group, what it does, or who may belong.
- Present members may not try to welcome new members.
- The organization may not be of interest to present or prospective members.
- Some members may not have a way to get to meetings.
- Other organization may have more attractive programs.
- The group may have served its purpose and is no longer needed.

Suggested solutions

- Try to improve the atmosphere of the group – make it warmer or friendlier.
- Make a list of prospective members and extend friendly, personal invitations.
- Involve members in planning a program that is attractive to them.
- Give members responsibilities so they will have a role in the organization and feel important to the group.
- Give members recognition for what they do.
- Make members feel liked and wanted.

Members are not interested in the organization

Possible causes

- Members do not identify their personal objectives with those of the organization.
- Members may have had little part in planning the program.
- Members may not find a satisfying role in carrying out the program.
- The group may have served its purpose and is no longer needed.

Suggested solutions

- Involve members in setting group objectives.
- Involve members in planning the programs they want.
- Involve members in carrying out the program. They should have challenging responsibilities which they can carry out successfully.
- Give members recognition for their contributions.
- Dissolve the organization. No interest, no need.

RECRUITING MEMBERS

Your organization must attract new members in order to survive. The following are suggestions on how you can build your group's membership numbers.

- Tell a friend about your group – invite him/her to a meeting.
- Talk up your group in class, if appropriate. Wear group identification, if available. Let people ask you and be ready with a good description of why they should learn more about your organization.
- Talk about the benefits of membership. Tell people what is in it for them.
- If your purpose is noble, “sell that.”
- Put up posters inviting people to the next meeting.
- Identify target students who might be interested in your group. Call them, send them a postcard, or invite them personally to your next meeting.
- Promote group events.
- Get into the campus newspaper (features, briefs, advertisements).
- Be active in your student government, if possible. People like to be associated with leaders.
- Set up a booth in your student center lobby to attract new members.
- Do group service projects that make you visible on campus and in the community.
- Co-sponsor an activity with another student organization.
- Ask for help from the **(insert you position title here)**.

THE ART OF RELAXATION

The best strategy for avoiding stress is to learn how to relax. Unfortunately, many people try to relax at the same pace that they lead the rest of their lives. For a while, tune out your worries about time, productivity, and “doing right.” You will find satisfaction in just being, without striving. Find activities that give you pleasure and that are good for your mental and physical well-being. Forget about always winning. Focus on relaxation, enjoyment, and health. Be good to yourself.

SIGNS OF STRESS

- General irritability, hyperactivity, or depression.
- Pounding of the heart.
- Dryness of the throat or mouth.
- Impulsive behavior, emotional instability.
- The overpowering urge to cry or run and hide.
- Inability to concentrate, flight of thought, and general disorientation.
- Feelings of unreality, weakness, or dizziness.
- Predilection to become fatigued.
- “Floating anxiety” or fear without knowing why you are afraid.
- Emotional tension and alertness, feelings of being “keyed-up.”
- Trembling, nervous ticks.
- Tendency to be easily startled.
- High pitch, nervous laughter.
- Stuttering and other speech difficulties.
- Bruxism – grinding of the teeth.
- Insomnia.

- Hypermotility – increased tendency to move about.
- Frequent need to urinate.
- Diarrhea, indigestion, vomiting.
- Migraine headaches.

PROGRAM PLANNING

The following is a list of things an organization needs to consider when planning a program.

1. Leadership

Who will be the central person in charge?

What committees will you need to have involved in the planning?

Has an advisor been contact about the event?

2. Resources

How much will the event cost?

How will it be funded?

Where will the funds come from and how long will it take to get the money?

Who will be in charge of the money?

What other organizations could help you with the event, either with food, prizes, or money?

3. Speakers, Materials, and Equipment

Have you received a contract from the performer?

Have you reserved the performance location?

Have you reserved any special equipment you might need?

Who will check to make sure all the items needed for the program have been reserved?

4. Food requests

Have you ordered food for the event?

Have you ordered any special food requests for your contract performer?

Have you secured needed paper items, such as napkins, plates, and cups?

5. Scheduling

What is the best time to have the event?

Have you checked the college calendar to see if there are any conflicts?

6. Advertising

How do you plan on marketing your event?

What materials will you need for publicity?

Who will create the publicity?

Who will post the publicity?

7. Clean-up

What specific tasks need to be done?

When does the facility need to be cleaned up?

Do you have the equipment to clean it up?

Who will be responsible for making sure the facility gets cleaned?

8. Follow-up/Evaluation

How will you know if the event was a success?

Has all the money been accounted for and receipts turned in?

Have thank-you notes been sent?

Are there records for people in charge next year?

PROGRAMMING: THE PITFALLS

- Not knowing where or how to look for resources. Be patient and persistent.
- Repeated use of the same individuals. The same individuals, though they may be excellent resources, can be overused.
- Know your program and your resources. Meet or talk to your resources and form an impression before making a commitment.
- If your needs and interests are not adequately expressed, you may not get exactly what you want.
- The purpose of programming is defeated if you simply program for the things you personally like. Get to know the interests of other people.
- Bad timing. Some programs are seasonal and thus more appropriate at certain times of the year.
- Insufficient publicity. Spread the news about the program. Don't keep it a secret or act like you have something to hide.
- Unimaginative program, posters, and/or publicity. Get their attention! Be daring!
- Not enough advance notice. Publicize your program in advance so group members can make the time in their schedules.
- Putting your advertising up too far in advance. People forget and posters get torn down. Always re-publicize a day or two before to make sure everyone remembers.
- Waiting until the end of the semester. Packing all of the programs in at the last minute. Those who wait too long run out of time altogether.
- Too limited distribution. A single isolated poster in an obscure location won't do the job.
- Conflicts with other activities and events. Keep up with the calendar of campus and community events. Learn what events your group is likely to attend. Don't try to compete with the big events.
- Unrealistically high expectations for an event. Be honest with yourself and your performer.
- Poor location. You should select a site that is not only acceptable but easy to find, comfortable, and relatively distraction free.
- Don't leave anything to chance. Plan and prepare: be ready.

LEADERSHIP SELF-EVALUATION

As a leader in your organization you have a great deal of responsibility for the success of your organization. Your leadership must help your group move through the stages of understanding the group, developing a group philosophy, defining group goals, planning and organizing all phases of group functions and activities, following through on all group projects and commitments, and evaluating your group's performance.

In the first part of this evaluation, rate your own leadership abilities on a scale of *high – medium – low*. Good use of this evaluation will help you best utilize your strong points and further develop your weaker points.

- | | |
|--|-------|
| 1. My organization respects me. | H M L |
| 2. My respect for my organization as a whole. | H M L |
| 3. My respect for individual members of my organization. | H M L |
| 4. My ability to influence my organization as a whole. | H M L |
| 5. My ability to motivate my organization into action. | H M L |
| 6. My ability to stimulate positive discussion. | H M L |
| 7. My ability to involve all members in all phases of the decision making process. | H M L |
| 8. My ability to guide my organization in planning our organizational goals. | H M L |
| 9. My ability to guide my organization in carrying out its plans. | H M L |
| 10. My ability to teach the concept of belonging. | H M L |
| 11. My personal ability to lead. | H M L |
| 12. My ability to be a mediator in disputes. | H M L |
| 13. My ability to make all members feel important and needed. | H M L |

Next, list responses to the following statements:

1. My strongest points of leadership are:
2. My weakest points of leadership are:
3. Things I would like to do in relation to my office:
4. Things I hope my organization will do this year: