STUDENT ORGANIZATIONS HANDBOOK
**Benefits of having AU recognition for your Organization:**

This Student Organization handbook for student leaders and faculty/staff advisors will aid you in successfully leading your student organization and familiarize you with the rules and policies related to recognized student organizations. As an important part of campus life, student organizations and other co-curricular activities provide leadership development opportunities to enhance your university career. Through the Campus Life office, Avila University provides certain privileges to student organizations in good standing. These privileges as explained in this handbook include opportunities to:

- Use University facilities, equipment, and services
- Apply for/receive funding from the Student Activity Fee Board
- Be included in Avila University/student publications listing recognized student organizations
- Sponsor on-campus fund raising events
- Be eligible for awards and honors presented to student organizations and its members
- Access supplies available for student organization use (such as paper, etc. for advertising)
- Receive discounted University services, i.e. AU vehicles, room reservations in campus buildings, etc.
- Display flyers, posters and banners on campus
- Sponsor events using Avila University name and logos
- Participate as a group in campus-wide celebrations, such as Spring Fling Week, Homecoming, Student Organization Fair, etc.

Your group can access these privileges by following the policies and procedures of Avila University outlined in this handbook. Please stop by the Campus Life Office located in Marian Center to learn more about these resources.

**STUDENT ORGANIZATIONS**

Getting involved in organizations and activities is an important part of your educational experience. As a participant, you develop skills such as interpersonal communication, organization, budgeting, time management, delegation, motivation, and the art of compromise.
RECOGNITION PROCEDURE

When formed, the purpose and operation of campus organizations must be consistent with the philosophy of Avila University and be approved by the Vice President of Enrollment and Student Development. Informally, students should seek the assistance of the Director of Student Life in exploring possible interest in a proposed organization/club. If confident that interest exists, students can begin the formal process to become recognized.

Process for Recognition of Existing Organizations:
In order to continue to be recognized each year, campus organizations must register annually with the Director of Student Life. Contact the Campus Life Office to pick up a registration form. When registering, the organization must make sure the following are updated and on file in the Campus Life Office:

1. A Club Constitution that includes, at a minimum, a statement of purpose, criteria for membership, and the club's rules and procedures;
2. The name of the current advisor;
3. A current officer address list.

Any student organization that fails to provide updated information within the first 45 days of the academic year will be listed as ‘dormant’. This includes loss of all privileges, including access to SAF funds, until information becomes current.

Process for Recognition of New Student Organizations:
The formal process to become recognized as an Avila organization is as follows:

1. Create a Club Constitution and submit it to the Director of Student Life.
   The Constitution must include, at a minimum, a statement of purpose, criteria for membership, and the club's rules and procedures.
2. Submit a list of proposed officers.
3. Identify an advisor.
4. Meet with the Director of Student Life to obtain his/her recommendation to the Student Senate for approval as an officially recognized club.
5. Schedule a time with the Student Senate a time to propose the new club and to seek its official recognition of the club.
6. The Senate will forward its recommendation to the Vice President of Enrollment and Student Development. No club or organization is officially recognized as an Avila University organization without the approval of the Vice President of Enrollment and Student Development.

**Loss of Recognized Club/Organization Status or Discipline**

Recognition granted to a campus organization may be revoked if any one or more of the following occurs:

1. The organization strays significantly from its purpose;
2. There is a mismanagement of funds;
3. The organization incurs debts;
4. There is misuse of facilities or services;
5. A violation of policies occurs;

Recognized campus organizations are responsible for compliance with the Code of Student Conduct. Infractions committed by organizations or individuals will subject both the organization and individuals to possible disciplinary action.

**Privileges Within the University System:**

As the student organization system is a part of the co-curricular experience at Avila University, it may thereby receive certain privileges. Avila University encourages the use of its facilities by its students, recognized student groups, and community groups. Although many facilities are used primarily for academic purposes, there are several locations that may be reserved (on a first-come, first-served basis) to conduct meetings, presentations, and other programs. All use of Avila facilities and services must be within the parameters of the Avila Mission, Values, and Code of Conduct.

Conference rooms may be reserved through the Campus Life Office at ext. 3660. Classrooms may be reserved through the Registrar’s Office at ext. 2410. For a specific room set up, please fill out an “Event Set-up Form” and return it to the Campus Life Office.

There is no charge for use of Avila facilities by student organizations or faculty/staff if used to conduct Avila University-related business. For non-Avila business uses, and for uses requiring services such as catering and other special arrangements, the Director of Student Life, in compliance with guidelines established by the University, determines the charges. Call ext. 3660 for more information.

**Student Organization Constitution:**

To ensure continuity and consistency, all Student Organization constitutions that are not governed by a national organization constitution must include:

1. A date of adoption.
2. A clear statement of objectives, which are consistent with the mission and educational goals of the University.
3. Identification as a campus-based and student-controlled group, with active membership limited to students of Avila University (see information under Membership in the Handbook).


5. Democratic provisions for policymaking, including amendment of the Constitution.

6. Clear statement of reasonable dues or other financial obligations of members.

7. The following statement of nondiscrimination, must be included exactly as it is printed here:

   “This organization shall not discriminate on the basis of race, color, national origin, religion, gender, disability, sexual orientation or age in any of its policies, procedures, and practices. This policy will include, but is not limited to recruiting membership, organization activities, or opportunity to hold office.”

   For the complete non-discrimination policy, please refer to the Avila Student Handbook.

8. Statement of not-for-profit status.

9. Statement of financial responsibility for any debts accumulated at Avila University by the organization not covered by funds on deposit. Sample: “A specific member or members designated by this organization shall be responsible for payment in full of all debts accumulated by the organization not covered by funds on deposit.”

10. Statement of non-hazing must be included exactly as found here.

   “This organization will not conspire to engage in hazing, participate in hazing, or commit any act that causes or is likely to cause bodily danger, physical harm, or personal degradation or disgrace resulting in physical or mental harm to any fellow student or person attending the institution.”

   For the complete hazing policy, please refer to the Avila Student Handbook.

11. Statement of compliance with campus regulations must be included exactly as found here.

   “The (insert name of student organization) agrees to abide by all policies and regulations of Avila University as well as all federal, state and local laws. This Constitution and any revisions or amendments must be approved by the Student Activity Fee Board prior to implementation.”

12. Assurance that the petitioning group is willing to work in a democratic manner within the framework of University policies and procedures. If the petitioning group is a member of national or regional organization the University reserves the right to examine the record of the parent organization or of affiliates on other campuses.

13. Clear statement of job descriptions for each executive officer.

A sample constitution follows on the next page to illustrate important elements of the document.

**Sample Constitution Format**
Constitution of the __________________________ club of ____________________.

Article I: Name
State the official name of the organization and the date of adoption.

Article II: Purpose
State the purpose or goals of the organization. It may be, by definition, academic, cultural, service-oriented, political, religious, etc. The group should not duplicate the ideals of an already existing student organization. If there are similarities, state the unique aspects, which characterize the organization. State any local, regional or national affiliations with any other groups. State how the organization's purpose is consistent with the Avila University’s mission.

Article III: Membership
Define who is eligible for membership. Membership may be open only to AU students, faculty, staff and alumni. State that the organization will not discriminate on the basis of race, sex, age, religion, creed, color, handicap, disability, veteran status, national origin, sexual orientation or ancestry. State the guidelines for membership renewal, removal, or voluntary discontinuance. Members must have the freedom to discontinue membership at any time. State that the organization will ensure that its membership will not practice any physically or psychologically abusive hazing behaviors--either intentionally or unintentionally. Statement of non-hazing must be included exactly as found here. “This organization will not conspire to engage in hazing, participate in hazing, or commit any act that causes or is likely to cause bodily danger, physical harm, or personal degradation or disgrace resulting in physical or mental harm to any fellow student or person attending the institution.” State any requirements for membership such as paying dues, GPA, etc.

Article IV: Officers, Duties and Requirements
Describe the governance structure. Is there an executive board: state the duties of the officers (call meetings, determine agendas, approve expenses, etc.) State any requirements for officers (GPA, extended membership, etc.) State that the officers of the organization must be AU students in good academic standing.

Article V: Meetings
State approximately how often meetings can be held. State who has the authority to call meetings. State what quorum is required at meetings (if appropriate), how meetings will be run, etc… (parliamentary procedure, Robert's Rules of Order Newly Revised)

Article VI: Elections and Officer Replacement/Removal
State how officers will be elected, appointed, removed or replaced. State what justifies removal. It is strongly suggested that elections be conducted by democratic procedures.
Article VII: Finances
State whether the organization will charge dues, etc. Statement of not-for-profit status. Statement of financial responsibility for any debts accumulated at Avila University by the organization not covered by funds on deposit. Sample: “A specific member or members designated by this organization shall be responsible for payment in full of all debts accumulated by the organization not covered by funds on deposit.”

Article VIII: Advisor
State the process for selecting/removing the advisor. Advisors must be AU faculty or staff members. State whether the advisor is a voting or nonvoting member.

Article IX: Amendments/Revisions
State the procedure for amending/revising the Constitution (placing an amendment on the floor for two weeks, etc.). State who may propose an amendment.

Article X: Student Activity Fee Board Enabling Clause
This must appear at the end of the Constitution
“The (insert name of student organization) agrees to abide by all policies and regulations of Avila University as well as all federal, state and local laws. This Constitution and any revisions or amendments must be approved by the Student Activity Fee Board prior to implementation.

Council of Presidents
The Council of Presidents is comprised of the President or lead officer of each student organization and the Director of Student Life. Their purpose will be, amongst other issues, to improve communication among all organizations and to work for the betterment of campus life and campus activities. This Council will also provide a forum for discussion of campus policies and procedures concerning organizations. Throughout the academic year, each student club/organization must be represented at each Council of Presidents meeting or revocation of recognition status may occur.

Meetings of the Council of Presidents are a great opportunity to inform other student leaders about your organizations and upcoming events. You may also find an organization that is considering a similar project and may wish to co-sponsor the event with you. This can mean increased financial and human resources. It can also mean increased attendance as more students take ownership of an event by participating in the planning process.

The Council of Presidents meets once each month during the school year and each club/organization must be represented. Notices of meetings are sent to the president of all student organizations.

Hazing Policy
Hazing of individuals as members or prospective members of any campus entity shall not be tolerated. Campus entities include any group of persons operating under the name Avila University as employees, students, alumni, friends or other association. They include, but are not limited to staff or faculty groups, residence hall living units, athletic teams, fraternal Greek organizations, honorary societies and recognized campus organizations.

Hazing activities are defined as: any action taken or situation created, intentionally, whether off or on campus, to produce mental or physical discomfort, embarrassment, harassment or ridicule. Such activities may include, but are not limited to the following: required use of alcohol or other drugs, paddling in any form, creation of excessive fatigue, physical or psychological shocks, wearing of public apparel which is conspicuous and not normally in good taste, engaging in public stunts and buffoonery, morally degrading or humiliating games, and any other activities which are not consistent with the policy or regulations of Avila University.

Advisor

Campus organizations may recommend that a member of the Avila Community serve as the organization’s advisor. This recommendation should be submitted to the Vice President of Enrollment and Student Development who will decide whether to accept or reject this recommendation.

Building Membership / Recruitment

People like to associate with an organization that knows where it is going and provides its members with meaningful experiences. If an organization has its "house in order", there should be little problem in finding qualified persons to maintain and create quality programs.

Recruitment Tips

- Do specific, rather than general recruiting whenever possible. Some generalized public relations is necessary to acquaint the community at large with your program; however, few volunteers are recruited this way.
- Image is key — Portray what you really are. It is essential that the organization has a positive image, and the group be operating as planned and expected.
- Target the audience. If you have a science club, target people with science majors; those in the art department are unlikely to enroll.
- Have a year-round recruitment plan. Coordinate your calendar with most productive time of year. Plan for recruitment during show times.
- Utilize a variety of recruitment techniques. Certain approaches will appeal to one person, another to others. So try variety and creativity.
- Have meaningful events and duties for members. Do not expect them to join your organization because they ‘should’ be concerned or involved.
- Be enthusiastic. If you are not committed to or excited about your program, no one else will be either.
- Recruitment is an ongoing process, not a one-time project at the start of the school
year.
- All group members (not just the officers) must be aware of the club's purpose and goals, and do their best to achieve the set goals.
- Go where the people are; do not expect them to come to you. Set up table displays in public areas, develop programs for residence halls, get included in orientation programs, etc…
- Use people who are comfortable with speaking to groups and encouraging people to join. Promote the value of fun and involvement.
- Make sure that materials/presentations used in the recruiting process are of superior quality.
- Stress what involvement can do for prospective members and the benefits they will reap.
- The best recruitment tool you can use is a personal invitation. You can put up posters until you are blue in the face, but it is that personal invitation to a meeting or program that will snag the catch.
- Building membership takes time and commitment.

**Practical Means of Recruitment**
- Posters and flyers
- Talon advertisements
- Banners
- Chalk boards in classrooms
- Videos or pictures of students in action
- Booth at Organization Fair
- Brochure of your organization
- Recruitment announcement at your activities/programs
- Announcement at other organizational meetings
- Having members bring in friends
- Hand picking people
- Conducting surveys of students
- Designing a web page which links off the Avila University website
- Serving refreshments at meetings
- Offering ‘give-aways’

**President Job Description**

The following represent duties for which an organization’s president might be responsible:
- Presiding at organization meetings.
- Facilitating executive board meetings.
- Representing the organization to the institution.
- Attending Council of Presidents meetings.
- Meeting weekly with the advisor.
- Being aware of all financial matters.
- Assisting all executive officers.
- Serving as spokesperson for the executive board and organization.
Providing motivation for the organization.
Preparing for all meetings.
Coordinating campus-wide programs.
Serving on various committees or task forces.
Appointing committees as needed to serve the organization.
Being open to all opinions and input.
Providing follow-up to organizational tasks.
Informing the executive board of other meeting information.
Organizing executive board retreats / training.
Preparing for the annual banquet.
Coordinating the executive board transition.

**Vice President Job Description**

The following represent duties an organization’s vice president might hold:
- Presiding at organization meetings in the absence of the president.
- Serving as Parliamentarian.
- Directing constitutional updates and revisions.
- Facilitating elections.
- Submitting term reports.
- Serving as liaison to committees.
- Performing other duties as directed by the president.
- Being prepared to fulfill the duties of the president if and when the president is no longer able to fulfill his/her duties.

**Secretary Job Description**

The following represent duties for which an organization’s secretary might be responsible:
- Recording and maintaining minutes of all organization meetings.
- Sending minutes to all appropriate members and institutional staff.
- Preparing an agenda with the president for all meetings.
- Keeping the organization informed.
- Maintaining attendance (roll call) at all meetings.
- Maintaining a calendar of events.
- Coordinating publicity efforts for the organization’s meetings/events.
- Serving as the organization's recognition coordinator.
- Maintaining phone and e-mail directory of all members.
- Organizing an end-of-the-year slide show.
- Reserving meeting rooms for the term and year.
- Advising on public relations.
- Performing other duties as assigned by the president.
- Serving as an information manager for an organization.

**Treasurer Job Description**

The following represent duties for which an organization treasurer might be responsible:
Preparing the organization budget.
Serving as chair of the finance committee.
Preparing purchase orders, check requisition forms, or supply requests.
Auditing books twice per term with advisor.
Maintaining a financial history of the organization.
Maintaining a working relationship with institutional accounting.
Informing the executive board of all financial department personnel matters.
Serving on various committees and task forces.
Coordinating solicitations — including Student Activity Fee application.
Claiming all stolen or lost equipment.
Maintaining an inventory of all equipment and its condition.
Making quarterly reports of all receipts and disbursements.
Performing other duties as directed by the president

**Advisor Job Description**

The meaning of the word “ADVISOR”:

**AWARE:** Knows what is happening with the group at all times – problems, dates of functions, etc.

**DEDICATED:** Always willing to assist the organization when necessary. Enjoys being associated with the group and is very involved.

**VISIBLE:** Attends meetings, social functions, and other special activities of the group.

**INFORMED:** Familiar with the rules, policies, and regulations of the University and the by-laws and constitution of the organization; is prepared to render assistance with their interpretation.

**SUPPORTIVE:** Provides encouragement and praise to group members.

**OPEN-MINDED:** Willing to consider new ideas and approaches although he/she may not completely agree with them.

**RESPECTED:** Earned by being trustworthy and honest and demonstrating a genuine interest in the welfare of the group.

Advisors are first and foremost educators. In this role they will provide information, present alternatives, encourage responsibility, support creativity, and challenge students to develop as leaders. In this role an advisor walks a fine line between leading the organization and giving the organization the strength to lead itself. **Advisors should not assume a role as a leader, officer, or voting member within the student organization.** The various roles of an advisor can be placed into four categories: planning assistance, leadership skill development, resource guidance/policy interpretation, and transition.

**1. Planning Assistance:**
The advisor will advise students in planning projects, competitions, events, or programs
for the organization. This may include planning a meeting or social, fundraising drive, community-service event, or sports event. Students often need assistance in ordering the process, involving other members, or logistical considerations. They may not know the questions to ask.

2. **Leadership Skill Development:**
Student leaders come into their positions with various levels of ability. If the advisor develops a relationship of trust the student will benefit from guidance in areas such as assertiveness, budgeting, time management as well as helping the group with problem solving, decision-making, and cohesiveness. The advisor may work directly with officers in developing individual skills like public speaking and letter writing, or officers may ask him or her to assist in ways to increase motivation.

3. **Resource Guidance/Policy Application:**
Advisors serve as liaisons between the University and the organization by providing information regarding University procedures, guidelines, and making appropriate contacts. It is not the responsibility of the advisor to find monetary resources, but students frequently need some guidance in deciding where to start.

4. **Transition:**
Many organizations at Avila University need assistance in transitioning officers. As advisor, you can help by offering to meet with the out-going and in-coming officers to discuss expectations and review the previous term of office. The Advisor’s presence as a facilitator will guide the students to exchange needed information.

**Suggested Tasks for Advisors:**

- Assisting the group in filing its Recognition Packet, an annual requirement of Avila University.
- Creating opportunities for the educational and personal development of students.
- Having knowledge of all plans and activities of the group.
- Discouraging domination of the group by any individual or small groups.
- Assisting in the orientation of new officers.
- Being available to meet with members of the organization at their regular meetings and events sponsored by the group.
- Providing guidance in the planning and evaluation of programs.
- Assisting the group in setting realistic goals and objectives for the academic year.
- Promoting closer involvement among students, faculty and staff.
- Assisting the group in abiding by all University policies, procedures, and regulations.
- Being familiar with the policy section of the handbook.

**Different Approaches to Advising:**

The most important aspect of advising is remembering one’s main role is just that — to
advise. The suggestions listed below are meant to help the advisor work more effectively with the student organization.

1. Point out issues relating to ideas presented by members without imposing bias.
2. If an idea is inappropriate, the advisor should encourage the students to consider other alternatives.
3. Informal meetings are conducive to open and worthwhile discussion.
4. If a member asks “What should we do?” or “What do you think?” the question should be rephrased and handed back to him/her.
5. The advisor is there to assist members but not to solve problems for the students.
6. The officers should be encouraged to take an occasional chance on some less proven members in delegating authority.
7. The advisor may wish to periodically evaluate the student in his/her effectiveness as an officer.

The advisor may feel comfortable participating in group discussions when the members have learned to recognize and accept the advisor’s role as a co-worker whose opinions are respected for their value. This participation should not inhibit the prerogatives of anyone else.

**What an Advisor May Expect of a Student Officer:**

- Keeping advisor informed of all organizational activities, meeting times, locations, and agendas.
- Providing advisor with minutes of all meetings.
- Meeting regularly with the advisor and use him/her as a sounding board for discussing plans and problems.

**What a Student Officer May Expect of an Advisor:**

- Assisting the group in formulating long-range goals and in planning and initiating short-term projects.
- Assistance with University procedural matters.
- Suggestions of ways the group meetings can be improved.
- Assisting in evaluating group projects, performance, and progress.
- Making suggestions that will permit the officers to improve leadership skills.

**The Role of the Advisor**

Listed below are some expectations student leaders have of their advisor. This list is designed to help advisors and student officers arrive at a clear and mutually agreed upon role of the advisor in club affairs.

1. Attend all general meetings.
2. Attend all executive committee meetings.
3. Call meetings of the executive committee when he/she believes it is necessary.
4. Explain University policy when relevant to the discussion.
5. Explain University policy to the executive committee and depend upon the officers to carry them out through their leadership.
6. Explain University policy to the entire membership at a general meeting once a year.
7. Reserve an appointment with the President (Chairperson) before each meeting.
8. Help the President prepare the agenda before each meeting.
9. Serve as parliamentarian for the group.
10. Speak up during discussion when he/she has relevant information.
11. Speak up during discussion when he/she believes that the group is likely to make a poor decision.
12. Be quiet during general meetings unless called upon.
13. Exert his/her influence with officers between meetings.
14. Take an active part in formulating the goals of the group.
15. Initiate ideas for discussion when he/she believes they will help the group.
16. Be one of the group except for the voting and holding office.
17. Attend all group activities.
18. Request to see the treasurer’s books at the end of each semester.
19. Check the secretary’s minutes before they are written in final form.
20. Request the treasurer to clear all expenditures with him/her before financial commitments are made.
21. Check all official correspondence before it is sent.
22. Get a carbon copy of all official correspondences.
23. Be custodian of all group paraphernalia, records, etc., during the summer and between change-over of officers.
24. Keep the official files in his/her office.
25. Inform the group of infractions of their bylaws, codes and standing rules.
26. Keep the group aware of its stated objectives when planning events.
27. Veto a decision when it violates a stated object, the bylaws, codes and standing rules or University policy.
28. Mediate interpersonal conflicts that arise.
29. Be responsible for planning Leadership skills workshops.
30. State what her/his advisor responsibilities are, or as he/she sees them, at the first of the year.
31. Insist on an evaluation of each activity by those students responsible for planning it.
32. Take the initiative in creating teamwork and cooperation among the officers group.
33. Let the group thrive or decline on its merits; do not interfere unless requested to do so.
34. Represent the group in any conflicts with members of the University staff.
35. Be familiar with University facilities, services and procedures, which affect group activities.
36. Take an active part in the orderly transition of responsibilities between old and new officers at the end of year.
37. Approve all candidates for office in terms of scholastic standing (GPA) and check periodically to ensure that officers are maintaining the required grade point average.
38. Let the group work out its problems, including making mistakes and “doing it the hard way”
FINANCES

Organizational Funds

Student Activity Fee Account (SAF)

Recognized Organizations have the opportunity to apply for and receive funds from the Student Activity Fee each year to be used for programs and events. Organizations may use the determined amount awarded during the fiscal year. To access the Student Activity Fee funds:

1. Refer to your budget request and award letter to determine whether funds were allocated for the expenditure you wish to make. If you are unable to locate your award letter, you may contact the Campus Life Office for award verification.
2. Student leader and advisor should confer to approve expenditure. An advisor signature is required on the fund request.
3. If this is a bill to be paid, submit invoice and check-request to Campus Life Office to process payment.
4. If this is a request for reimbursement, submit receipt and check-request to Campus Life Office. Check-requests can be picked up from the Central Reservationist in the Marian Center.

Allow one week for processing of a check request. (Check requests are for $25 or more. Petty cash receipts must be submitted for amounts less than $25.) Under normal conditions, check requests approved by the Campus Life Office and submitted to the Business Office by 5 pm on Wednesday will be ready on Friday after 9 am. You have the option to have the check mailed to the appropriate person/agency or to pick it up in the business office. All checks charged to the Student Activity Fee must be approved by the Dean of Students.

Recognized Clubs and Organizations are eligible to receive funds each year to be used toward programs and activities. This is similar to a line of credit provided through the Student Activity Fee Account, but, it is important to remember that if this funding is not used by the end of the fiscal year, June 30th, any unused portion is no longer available.
SAF funding must be used in accordance with the funding allocation. To use funds for a purpose not requested in your original funding request, you must make a written request to Student Activity Fee Board. Allow at least one week for processing.

**Student Activity Fee Allocation and Spending Guidelines**

Allocation and operating guidelines that the Student Activity Fee Board and Avila University has deemed as appropriate:

- To receive funds, a student club or organization must be approved by the Student Senate, and the Vice President of Enrollment and Student Development. At any point that this recognition occurs, the club or organization is eligible to receive the seed money that the Student Activity Fee Board has allocated to such entities.
- Clubs and organizations, in order to receive funding, are required to participate in the Council of Presidents as organized by the Director of Student Life.
- Access for funds will be weighed in light of the requests for funds that were approved by the Student Activity Fee Board. Organizations must make a special appeal to spend money outside of their approved requests.
- Activity fee funds may be used to pay honorariums.
- Activity fee funds may not be used to pay students as a salary compensation for duties fulfilled as part of co-curricular activities.
- Activity fee funds may not be used for food purchases over $50.00 for regular meetings where only minimal members of the community benefit from this expenditure.
- Activity fee funds may be used to help fund participation in national conferences or events if funds have been requested specifically for this purpose.
- Capital outlays for equipment are reviewed on an individual basis and may be approved if the equipment is used for programming that benefits a large portion of the student body.

**Independent Organization Account (IOA)**

The Campus Life Office also maintains an independent student club/organization account. This is separate from the Student Activity Fee fund. This account was designed to accommodate deposits of funds raised by clubs and organizations (including membership dues). **All monies collected by clubs and organizations should be deposited into the Independent Organization Account.** This is separate from the Student Activity Fee fund.

The reason collected money must be deposited into this account is that while organizations that raise money for special projects and programs maintain control over such funds, the University is responsible to see that the funds are accounted for and dispersed legitimately. This system will allow freedom for organizations to use funds in a timely manner, yet maintain accurate records and continuity through the years of changing leadership.

Clubs may make deposits and withdrawals of funds by contacting the Campus Life
Office (ext. 3660). The Campus Life Office acts as the treasurer of this account. The Dean of Students or the Vice President for Enrollment and Student Development must sign all requests. The money in this account, like any other checking account, stays in this account until it is spent, regardless of the end of the Avila fiscal year. Funds from the IOA account are requested in the same manner as SAF.

**Difference Between SAF Account and IOA:**

The Student Activity Fee allocations or "lines of credit" must reflect submitted budgets and do not carry over from one year to another. Organizations may use IOA money in ways consistent with the philosophy and purpose of the organization and the University. **IOA funds are carried over from one year to the next.**

**Dues:**

Recognized campus student organizations may charge minimal dues, if necessary, for the successful operation of the organization. The Dean of Students must approve the amount of such dues. Dues must be charged equally to all members of the student organization.

**Sales and Solicitation/Fund Raising:**

No person, firm, or corporation shall engage in the business of selling or advertising of services, activities, or goods, take orders or make contracts for purchase or delivery, sell or offer for sale tickets, goods, activities, or services, solicit funds, subscriptions, or orders for any purpose within the boundaries of Avila University without the written consent of the Dean of Students or the Vice President of Enrollment and Student Development.

Recognized campus organizations and individual students must request permission from the Dean of Students for sale of goods and services, or solicitation of funds. Permission may be granted provided that advertising and activities are planned and approved in advance, and that the financial arrangements have been made and coordinated in the Campus Life Office.

**Steps to Planning a Fundraiser:**

1. Determine how much money your organization/club needs to raise. Set a goal.
2. Brainstorm possible fundraising opportunities.
3. Go through the list you just brainstormed and discuss the pros and cons of each one.
4. Using these pros and cons, decide on a final project and the details.
5. Seek permission to do the fundraiser from the Dean of Students.
6. If needed, break the committees to execute your plan (i.e. Publicity, logistics, supplies, etc.).

**Bookkeeping:**

Although the University keeps a balance of each organization's funds, organizations are advised to keep their own records. Doing so would provide two advantages: firstly it will serve as a back up system; secondly the organization will know exactly how much money is available at any given time. The following is a balance sheet, which your organization may wish to use:
# Balance Sheet

Organization/Club: ____________________________________________________________

Fiscal Year:____________________                  Type of Account:        SAF or IOA

<table>
<thead>
<tr>
<th>Description</th>
<th>Date</th>
<th>Cost</th>
<th>Remaining Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Purchase Orders:

This is the preferred method for any purchase, whenever possible. This allows account-approval before the purchase is made. Most companies will accept a purchase order number at the time of your order. They will then bill Avila directly after the items or services are completed. This technique avoids your needing to pay and wait for reimbursement. Any purchase order for expenditures from IOA or SAF accounts must have the signature of the Dean of Students and the Vice President of Enrollment and Student Development. After the Student Life signatures are received, the PO request goes to the Business Office for budgetary approval (VP of Financial Affairs), then to the Purchasing Coordinator in the Bookstore for PO processing. Allow at least 1 week in most cases to receive a purchase order number.

Contracts (Very Important!)

In order to protect Avila University and its student organizations from financial and technical difficulties arising from contracts with entertainers, vendors, businesses, or other groups or persons offering services or products to students, all contracts for student-sponsored events or services must be pre-approved and signed by the Director of Student Life and the group’s advisor. A copy of all contracts must be filed in the Campus Life Office.

Van Usage

School Vans
Recognized Student Organizations have the option of requesting the use of vans to transport students to an event if needed. Vans must be reserved in advance through the Central Reservationist in the Campus Life Office. The cost is $0.35 a mile. For insurance purposes, only Avila University faculty and staff are allowed to drive the vehicles.

Food Service

A variety of services and food items are available from Great Western Dining Services — Avila University's food service company. All food related events (even those events to which you wish to bring in your own food) must be pre-approved through them.

The ordering of any services from the University foodservices is handled through the Campus Life Office.

For appropriate functions, food service orders can be charged directly to your Student Activity Fee Account. To do so, simply inform the Campus Life Office that you wish to do so. If a charge is to be made to your IOA, please specify the IOA and your organization's name.
Resource Room — Central Supplies

The Student Life Resource Room provides a central location for "on-hand" office and promotional supplies for Avila student organizations. The service eliminates duplication of such materials from organization to organization. It also limits the use of personal funds to purchase supplies necessary for an organization's projects. All organizations are welcome to use these supplies. The Resource Room is located near the Campus Life Offices in the Marian Center. Below are some of the things your organization might find there:

- Butcher Paper
- Glitter
- Crayons
- Decorations
- Construction Paper
- Scissors

- Glue
- Markers
- Ribbon
- Color Paper
- Poster Board
- Tape

PROGRAMMING

Goal Setting

As your organization begins to plan the year, the first item of business should be to set goals. Goal setting can be completed for the organization by the executive board with the assistance of the advisor. The setting of goals for the year is very important for knowing what work will be required at various times of the year, what positions will need to be filled and the subsequent training involved, or what finances will be committed. Goal setting can also be accomplished for individual events, activities and projects.
Goal-setting begins with a discussion of "what the organization wants" and "what the organization needs". From there goals must be set. Some key ingredients involved in goal-setting are:

**Goals must be:**

1. **Specific** - A goal of "putting on quality programs" is not very specific. Rather a goal of "putting 4 programs for the Fall Semester - 2 social and 2 educational" spells out what you want to accomplish.
2. **Measurable** - In order to see whether you succeed, goals need to be measurable. A goal of "increasing organization membership" is not as measurable as "increasing organization membership by 20 percent within the first two months of the fall term."
3. **Achievable** - Many times officers have sights set too high. Trying to accomplish 10 goals during the semester may be difficult with classes, jobs and other obligations. Rather, your organization should concentrate on 2-3 goals. As you plan, officers need to ask, "How will we accomplish this goal?" Each goal that is set should be followed by a set of objectives and an action plan for achieving each objective.
4. **Realistic** - If your group wants to do a cultural program on Hawaii, sending 25 students to the Islands is impractical. Having an authentic Hawaiian Luau on Campus is much more pragmatic.
5. **Time-based** - When will you accomplish your goal? This question will give your organization a finish line to focus on and also help keep up your motivation.
6. **Evaluated** - At the end of each semester and year, goals should be reviewed and evaluated to see if things went well, if needs were met, what improvements are possible, and what future goals might come. This is the only way your organization will improve.

**Types of Programs**

When deciding what kinds of programs/events your organization wants to do, don't forget that there are a variety of things you can do.

**Social Programs**

People always want to have fun. Generally, social programs attract more people and may be a great way to kick off a new year to help build membership. These types of programs can be either formal or informal, on campus or off campus.

**Educational Programs**

This is a great way to bring new and exciting information to the members of your group that they may not be receiving in the classroom. Offering sessions on the latest technology or ideas of a certain academic area can help your members build their résumés. Guest speakers or taking a field trip work well for these kinds of programs.

**Community Service Programs**

Giving back to the community can be great for your organization because community service is both a social and educational activity at the same time. Choosing a service project that highlights your organization's focus can help your members develop skills and get a feel for that kind of work.
**Personal Development Programs**
Offer programs in which individual members of your group will benefit. For example — career opportunities for organization's focus, leadership skills, study skills specific to the majors that make up your organization.

**Avila Campus Programs**
Raise your organization’s profile by participating in or having a booth at these Avila Events: Homecoming Carnival, Student Organization Fair at the beginning of the school year, All About Avila Day for prospective students, Spring Fling Carnival, and Student Leadership Recognition Ceremony.

**Factors of a Successful Program**
The following checklist can be used as a guide when creating and facilitating a program or event. Note that it is not intended to serve as an instrument that can predict the success or failure of a program. If there are items on the checklist that you feel your organization may need assistance with, please feel free to contact the Director of Student Life. The following is a key to the symbols used at the top of the chart:

+ This factor will enhance the chances for a successful program.

o This factor is either neither positive nor negative, or is not applicable to this program.

- This factor will work against this program's success. Do not cancel an event over a few minor negatives. Quite often these negatives are simply obstacles that once overcome will give the facilitator new skills and abilities. Very few events are automatic successes or easy, but the greater the effort, the greater the payoff.

**Factors Contributing to a Successful Program**

<table>
<thead>
<tr>
<th>Category</th>
<th>Item</th>
<th>+</th>
<th>O</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td>Expressed or implied need or void.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Past Successes of this type of program.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Group interest representative of campus.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Program best done by our group.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Co-sponsorship or assistance available.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Students have trust in our programs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adequate support services and systems.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Group stability and follow through.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Resource people we can turn to for assistance.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation/Expectations</td>
<td>Enthusiasm about program sponsorship.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Anticipation of, and belief in, success.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High level of determination.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Good support from others.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Attendance goals reasonable yet ambitious.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Plans to measure qualitative performance.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expectations matched with planning process.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Timeliness</td>
<td>Campus calendar free of conflict.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time of day, day of week, conducive.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conflicts with finals, midterms, holidays.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Group is prepared to produce at this time.

Members not overextended with tasks.

Enough time for proper planning and promotion.

**People Power**

- Assessed tasks and membership.
- Need to recruit new members for the program.
- Necessary skills and talent within your group.
- Training resources available.
- Organized and delegated responsibilities.
- System of follow up on assignments.

**Communication**

- Talent and access to media vehicles.
- Target market identified and reachable.
- Reserved desirable promotion locations.
- Working relationships with media resources.
- Assessed promotion needs as well as publicity.

**Facilities**

- Meet mandatory technical requirements.
- Facilitate anticipated audience or participants.
- Conductive setting and atmosphere for programs.
- Extraneous noise and commotion considered.
- Facilities available which meet your criteria.
- Reserved for set-up, production, and clean up.

**Fiscal Concerns**

- Cost reasonable to budget.
- Evaluated to similar programs.
- Income expectations reasonable and obtainable.
- Considered all extraneous expenses.
- Budget enough for supportive promotion.
- Costs interfere with budget plans for year.
- Involve unusual or high risk financially.

++ → Enhance chances of a successful program. O → Neither positive nor negative/ is not applicable to the program. - → Against the program's success.

**Comedian/Mime/Demonstration/Lecture Checklist**

<table>
<thead>
<tr>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date/Time</td>
<td>Event Coordinator</td>
</tr>
<tr>
<td>Artist</td>
<td>Agency</td>
</tr>
<tr>
<td>Artist Contact Person</td>
<td>Phone</td>
</tr>
<tr>
<td>Agency Address</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agency</th>
<th>Person Responsible</th>
<th>Date to be Accomplished</th>
<th>Date Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Contact</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hold on Date</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Program Approval | |
|------------------|-------------------------|-------------------|
| Program Proposal Submitted | | |
| Budgeted Proposal Submitted | | |
| Program/Budget Approved | | |

| Contract | |
|----------|-------------------------|-------------------|
| Reviewed by Program Director | | |
| Reviewed by Attorney | | |
| Addendum Attached | | |
| Contract Signed | | |

23
<table>
<thead>
<tr>
<th>Facilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Sent</td>
<td></td>
</tr>
<tr>
<td>Contract Returned</td>
<td></td>
</tr>
<tr>
<td><strong>Confirmed</strong></td>
<td></td>
</tr>
<tr>
<td>Set up Design Submitted</td>
<td></td>
</tr>
<tr>
<td>Dressing Rooms Reserved</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
</tr>
<tr>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>(2)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equipment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sound Arranged</strong></td>
<td></td>
</tr>
<tr>
<td>Sound Check</td>
<td></td>
</tr>
<tr>
<td>Lighting Arranged</td>
<td></td>
</tr>
<tr>
<td><strong>Staging</strong></td>
<td></td>
</tr>
<tr>
<td>Tables/Chairs</td>
<td></td>
</tr>
<tr>
<td><strong>Supplies</strong></td>
<td></td>
</tr>
<tr>
<td>Special Equipment</td>
<td></td>
</tr>
<tr>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>(2)</td>
<td></td>
</tr>
<tr>
<td><strong>Table Tents</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Banner</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Buttons</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Program</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
</tr>
<tr>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>(2)</td>
<td></td>
</tr>
</tbody>
</table>

### Comedian/Mime/Demonstration/Lecture Checklist

(continued)

<table>
<thead>
<tr>
<th>Person Responsible</th>
<th>Date to be Accomplished</th>
<th>Date Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tickets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tickets to Info. Desk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advance Reservations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Box Ordered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Box Picked Up</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tickets Reconciled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money Deposited</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finances</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Artist Fee</strong></td>
<td></td>
</tr>
<tr>
<td>Check Requested</td>
<td></td>
</tr>
<tr>
<td>Picked Up</td>
<td></td>
</tr>
<tr>
<td>Payment Made</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>Check Requested</td>
<td></td>
</tr>
</tbody>
</table>

24
Fundraising Events

A fundraising event is a program or event that produces revenue for a recognized student organization. These events can be extremely effective in raising funds for student groups, especially if these programs become annual fundraising endeavors.

Who can fundraise?
To be eligible to solicit funds, the student organization must be:
1. Registered with the Campus Life Office;
2. Have an open bank account; and
3. Have a clearly defined need to solicit funds.

Fund Raising Policies:
Below are some guidelines governing fund raising/solicitation on campus.
Registered student organizations may conduct fund raising activities in compliance with all University policies and regulations.
Student organizations may jointly sponsor campus events only with other registered student organizations or university departments. Student organizations may not jointly sponsor events with non-university enterprises or organizations on campus.
All funds collected from the event must be deposited immediately into the organization's bank account.
All fund raising activities using the University name and/or logo must be reviewed and approved by the Campus Life Office.
All publicity promoting the event must be approved and be on file in the Campus Life Office.
All solicitation must be conducted in a way that:
   • will not disturb or interfere with the academic or university programs being carried on in or around campus buildings;
   • will not interfere with the free and unimpeded flow of pedestrian and
vehicular traffic on sidewalks and streets and places of ingress and egress to and from campus buildings;
- will not harass, embarrass, or intimidate the person or persons being solicited.

**Fund Raising Ideas**

- Used Book Sale
- Garage/Rummage Sale
- Auction/Service Auction
- Membership Dues
- Balloon Sale
- Immobile Bicycle-A-Thon
- Plant Sale
- Sell Buttons/T-shirts/etc.
- Art Fair
- Carnival/Circus
- Work at KC Royals Fundraiser
- Balloon Bouquet Delivery
- Car-wash

- Alumni Donations
- Merchant Donations
- Pledges
- Work at Worlds of Fun
- Art/Poster Sale
- Marathons
- Flower/Mum Sale
- Antique Show
- Holiday Bazaar
- Work at the Renaissance Festival
- Singing Message
- Raffles/Drawings
- Costume Contest

**Guest Speaker/Performer Policy for Co-Curricular Programs**

Avila University is committed to an objective search for truth. A healthy dialogue among the campus community is fostered as varying viewpoints and ideas are freely presented. The University encourages recognized campus organizations to invite speakers from the community to participate in this on-going dialogue and search for truth.

Speakers/performers whose topic and manner of delivery are consistent with the goals and philosophy of Avila University are welcome on campus. Invitations to guest speakers/performers are subject to the approval of the Dean of Students. When selecting speakers, the University prohibits discrimination based on the speaker's sex, race, religion, age, color, sexual orientation, disability, or national origin.

Organizations or individuals violating any of the provisions or procedures concerning guest speakers/performers are subject to disciplinary procedures and penalties as stated in the Code of Student Conduct.

**Collaboration**

The Campus Life Office encourages organizations to collaborate with one another. Co-sponsoring events will increase resources, attendance and opportunities, while decreasing workload and costs to your individual organization. Bringing together the officers of all organizations involved is the best way to plan and also facilitates constant communication with everyone involved.
Running an Effective Meeting

Meetings are an inevitable fact for most organizations. While most people do not look forward to meetings, they can be a setting for great accomplishments when run well. The following are some pointers on making your organization's meetings more efficient without cutting overall productivity.

Have you ever had one or more of these experiences?
1. During a discussion everyone starts talking at once, not listening to one another.
2. People go off on tangents, discussing matters not related to the topic at hand.
3. Nobody responds to our call for volunteers for a particular project.
4. Your meeting gets bogged down by parliamentary procedure.
5. The meeting has run past the time it was called to end and people are getting restless.

These are just a few examples of what can happen at a well-intentioned, but poorly planned meeting. To run a successful meeting, one must do some planning. Meetings with no design tend to be long and fruitless. Remember, every group has a set of conditions under which it will operate most effectively. Be sensitive to the climate of the meeting and keep in mind that there may be times to change or bend the rules to best accommodate the goals of your group. The following are some suggestions to help you avoid a few pitfalls associated with running a meeting.

Why Meet?
Defining your purpose for meeting can help you prepare for it. Four key reasons for meeting are to:
1. **Inform** - Inform meetings focus on giving or receiving information. They may incorporate discussion, demonstrations, or lectures to aid the exchange of information.
2. **Form** - Form meetings are held to form decisions and agree on a plan of action. Their success hinges on getting participants to actively brainstorm, discuss and evaluate ideas from an objective point of view.
3. **Perform** - A perform meeting is held to accomplish a specific task - for example, to plan an event. The key to making such meetings productive is to make sure everyone
understands their particular responsibilities. Perform Meetings are more effective when limited to six or fewer participants.

4. **Conform** - These meetings are routine and based on tradition. Often a combination of the other three meetings types, conform meetings can help to establish a sense of identity and unity among participants that other meeting types may not.

**Before a Meeting**

There are some important things you can do before a meeting to avoid confusion and delays when the meeting time arrives:

1. Inform every one of the meeting's purpose, time, date, and location.
2. Distribute the agenda before the meeting. This can be done most effectively by e-mail. If you cannot get the agenda out before the meeting, have it available when people arrive.
3. Start the meeting on time. It is not necessary to wait for everyone to arrive. If all essential players are present, get the meeting underway.

**Creating an Agenda**

A well-planned agenda will serve as a meeting's road map. It will guide the discussions and help keep members on track. Most agendas contain many of the following elements:

1) Call to order
2) Roll Call
3) Approval of previous meeting's minutes
4) Officer reports
5) Committee reports
6) Unfinished (old) business
7) New business
8) Announcements
9) Adjourn

Not every agenda will include all of these items. Feel free to experiment with the contents and order of your agenda until you find one that fits your organization's needs.

**The Presiding Officer**

Your organization's constitution should identify an individual who will serve as the presiding officer (the person who runs the meeting). This is quite often the organization's president or vice-president. The presiding officer has four main duties during a meeting:

1) **To initiate discussion** on organization business. This can mean bringing a topic to the attention of organization members, or encouraging discussion on a proposal.

2) **Facilitate discussion.** Discussion on organization business that is not conducted in an organized fashion can turn a short meeting into a marathon. Here are some tips on facilitating efficient discussions:
• Set an example with clear and concise explanations.
• Pay attention to non-verbal clues. Keep an eye open for indications of general agreement or disagreement on the business being discussed.
• Use your authority to determine who has the floor (which member has the right to speak and be heard).
• Ask for general consent of the group rather than holding a vote on everything. For example, if a motion appears to have unanimous support, ask, "Are there any objections? Hearing none the motion is passed."

3) **Guide the group** with informal or formal procedures. A popular blueprint for running meetings is *Robert's Rules of Order Newly Revised*. Often volunteer organizations do not find it necessary to have such formal procedures, but if you are having difficulty keeping your meetings focused, Robert's Rules can be an effective tool.

4) **Bring about a free and balanced discussion**. This can be accomplished by the following means:
• Alternating discussion for and against motions.
• Give every member a chance to speak once before anyone speaks twice on an issue.
• Keep speakers on the subject.
• Divide large meetings into smaller groups. This gives more people a chance to speak in a limited period of time.

**Keeping Minutes**

During the meeting, the secretary or another appointed individual should take minutes of the general discussion and the decisions agreed on. These minutes should report money spent, individuals who introduced motions and those who seconded them, dates of activities and any other pertinent information that would benefit the organization. Minutes need not be a word-for-word transcription of the meeting; a summary will suffice. Within two weeks after the meeting, minutes should be sent to all members of the organization. A copy should also be kept in a binder for future reference. This is a great way to preserve and communicate the history of your organization with changing leadership from year to year.

**Your First Meeting**

Your organization's first meeting of the year or the semester should be run differently from other meetings, because members are often unfamiliar with each other and may not feel completely comfortable with their role. Some things to keep in mind when planning and facilitating the first meeting:
• Give members a chance to learn more about each other. Members may groan when they first hear the term icebreaker, but they often remember the icebreaker as the best part of the meeting.
• Be brief. This will serve as a good example to other members for future meetings.
• Do not ask for officer reports if none of the officers have anything to report on yet.
• Do not bother with approving the minutes of the last meeting. Chances are nobody
remembers or were even at the last meeting.

Making Meetings More Efficient

If despite your best efforts, your meetings are still running too long, here are some hints on how to shorten them:
1. Thank members who avoid irrelevant or redundant discussion.
2. Interrupt speakers if it is necessary to get the discussion back on track.
3. Ask members before the meeting how much time they will need to report, then hold them to it.
4. Schedule your meetings just before lunch or right before it is time to go home. This creates an incentive to be brief.
5. Limit the number of individuals who attend the meeting. Invite only individuals who have a stake in what takes place at the meeting.
6. Act on decisions made at the meeting; members will then view meetings as productive events rather than as a place for general discussion.
7. If members consistently show up late, start the meeting when they can make it on time. There is nothing that says a meeting must start at the top or the bottom of the hour.

Ideas for Making Meetings FUN!

1. Write each agenda item on a slip of paper and put in a jar; have a member pull out an item and discuss it; when finished, another member can pull the next item, and so on.
2. Rotate the chair position to have each person learn to run a meeting.
3. Create a "Pats on the Back" jar, and have members write anonymous messages of congratulations or thanks to each other. Take turns reading the notes at the end of each meeting.
4. Have your meeting over a pizza at a nearby restaurant.
5. Set a theme for your meeting. Connect each agenda item to the theme.
6. Give a "Bulls eye" award to a new member each week, letting him/her know that he/she was on target with his/her activities for the organization.
7. Bring a "quote of the week" to each meeting.
8. Read a story that has impact on the group, its goals or its mission to help motivate members.
9. Do a stress-reduction exercise like a guided journey to end the meeting.
10. Have your meeting in a different location every so often, just to mix things up a bit.

Responsibilities of Attendees

The presiding officer is not the only member of the organization charged with making meetings efficient and productive. All members attending a meeting have a part in making meetings fruitful. All members should be:
1. On time, and present only if interested.
2. Well prepared and briefed on their contribution.
3. Attentive to the discussion so they avoid repeating points already brought up by another member.
4. Involved in the discussion.
5. Brief, relevant, focused, and courteous.
6. Ready to volunteer if needed

**Follow Up, Follow Up, Follow Up:**

Be assertive about reminding team members of assignments and deadlines. You were probably assertive when you notified them of the meeting, and may have even sent friendly reminders of the date and time. Be equally tenacious in your follow up. Other things come up and priorities intrude.

There's no better time to start preparing the agenda for your next meeting than during the current one. Be sure to note such details as: What still needs to be discussed? What issues have been put off? What action steps are due? What reports or projects are to be prepared?

---

**Promoting Your Organization & Events**

A key element to the success of any student organization is the ability to promote itself and its events. Planning a great program is only half the battle. Even the greatest program in the world needs an audience. Without advertising, a program will never accomplish what you set out to do. Advertising programs doesn't require years of practice, but it does require a little creativity and ingenuity. Don't let your flyer get lost in the sea of flyers posted around campus — think outside the box. Be bold in your advertising. Avila University provides numerous promotional resources for student organizations. These resources include

**Campus Life Office**
If you would like your event or meeting included in *The Eagle Eye*, Channel 40, and/or *The Talon*, contact the Director of Student Life with the following information:

1. Name, Date, Time, Location of your event
2. Sponsor of the Event
3. Brief Description of the Event

**The Eagle Eye**: The Eagle Eye goes out via email every Wednesday afternoon. Email announcements by 12:00 noon on Wednesdays to AvilaStudentsFrwd@avila.edu. The Eagle Eye can also be found on the Avila website at www.avila.edu/eagleeye.

**Channel 40**: Advertise for your organization-see the Central Reservationist in the Campus Life Office.

**The Talon**
The Talon is the student newspaper of Avila University. Student organizations can place advertisements, submit information for the Events Calendar, and/or submit story ideas in The Talon for free. The Talon can provide your organization with a list of advertisement submission deadlines.

**Council of Presidents**
Attending the Council of Presidents meeting is a great way to find out what is going on at Avila University. It is also a great way to inform the other student leaders about your organization and upcoming events. The Council of Presidents meets once a month during the school year.

**Organization Web Site**
Every Avila University student organization can create a page on the Avila University Web site. For more information on how to create and better utilize your organization’s Web page, please contact the Avila Web Developer at (816) 501-2966.

**Your Imagination**
Advertising space at Avila can run tight during times of increased activity. It is easy for flyers to get lost in the crowd. The best way to promote your student organization is to create an advertising campaign that stands out and catches the attention of your target audience.

If you have any questions as to the appropriateness of a promotional technique, please check with the Dean of Students for approval.

**Unique Promotional Techniques**
Table Tents
Word of Mouth (Do not underestimate the effectiveness of this one)
Chalk on Sidewalks
Write on Balloons
Signs in Bathroom Stalls
Hang signs at angles or upside down
Notes on toilet paper
Notices in mailboxes
Body paint a person for a human billboard (You can always find someone wild enough)
Put up a different kind of poster each day
Lead ins ("It’s Coming!" signs weeks before to build up anticipation)
Create a catchy theme
Have advisor put information on Bulletin Board System and have him/her send an email to faculty and staff.

**Tips on Designing Flyers**

The most common form of advertising done by student organizations is the posting of flyers on bulletin boards. While this technique can be effective, it is very easy for your flyer to get lost in the shuffle. Here are some tips on how to make your flyers more effective:

- **Boxes and Borders**: These are great ways to highlight important information
- **Color**: Get color into your flyer when possible. Use different color inks to make illustrations and highlight words.
- **Include the Basics**: Don't get so caught up in being creative that you forget to include the pertinent information. A flyer doesn't do your organization or your audience any good unless it conveys the 'who, what, where, and when’.
- **Lettering**: While unusual and different size fonts can be a nice change, they can also be hard to read. Use fonts that can be read easily and quickly. Get to the point using a minimum amount of text.
- **Location**: Do not put flyers on crowded bulletin boards or areas where there are lots of posters.
- **Shape**: Try making your posters different shapes and sizes. 8½"x11" is just not distinctive. Go for the odd and exciting!

**Promotional Checklist**

**Planning your Promotional Materials**
- Include Date, Time, Location, Admission, Contact Information, Sponsor's Name, and Brief Synopsis

**Pulling Together an Effective Publicity/Promotional Campaign**
- Determine your audience
- Brainstorm your ideas
- Choose your methods of publicity
- Prepare press release(s)

**Creating a Publicity Timeline**

**One Month Before the Event**
- Post event on campus calendars and on your board's website.
- Request promotional materials.
- Start word-of-mouth publicity.
- Order any professionally printed materials.
- Order promotional items and giveaways.

**Two to Four Weeks Before the Event**
Choose the best and most effective publicity strategies.
Prepare materials for distribution and posting on your board's website.
Delegate responsibility to volunteers.

**Two to Three Weeks Before the Event**
- Contact other student organizations to publicize event among their members.
- Contact school and community newspapers.
- Update website information.
- Put up first set of posters, table tents, etc.
- Prepare banners for hanging.

**One Week Before the Event**
- Select areas on campus to promote event.
- Replenish posters and distribute table tents.
- Arrange for post-event coverage with school newspaper.
- Double-check Web page information.
- Hang any banners.

**Two Days Before the Event**
- Set out table tents.
- Perform any creative last-minute publicity efforts.

**Day of the Event**
- Conduct live radio/TV interview with artist.
- Set up teasers in high traffic areas.
- Place a sign to welcome and direct guests at event location.

**Posting Policy**

Students and student organizations are encouraged to have notices and promotional materials concerning items of interest to the entire community posted on campus. As with all actions on campus that affect the entire community, procedures on how this can best be accomplished in a community setting must be followed. This policy exists in order to maximize limited bulletin board space on campus, to facilitate fair usage, to better communicate with the campus community, and to maintain a safe and aesthetically pleasing environment. The Campus Life Office will administer this posting policy in conjunction with the Office of Student Activities. The following procedures must be followed when seeking to post items on campus.

- Bring your signs to the Campus Life Office, located in the Marian Center. The number of signs needed will be decided each year and communicated to those interested. The maximum size sign allowed to be submitted is 14” x 22.” If the signs are approved, the signs will be posted on all general use Student Life bulletin boards, kiosks, or other areas so designated by the Campus Life Office. That office maintains a listing of the locations where signs will be posted.
- The Campus Life Office will be responsible for posting the signs and removing the signs once the event/meeting has occurred.
- Signs need to include, at the very least, the name of the person or organization responsible for the sign, and the name, date, time and location of the event. It is recommended that information describing the event also be included.
• All postings and promotional materials must be in good taste, and within the letter and spirit of the Avila mission, values, and code of conduct. In no manner can publicity emphasize or promote the sale, distribution or consumption of alcohol or drugs, nor depict the use of alcoholic beverages or drugs.
• The Campus Life Office is responsible for approving postings on campus and will notify the appropriate individual if the signs are unacceptable.
• If acceptable, the Campus Life Office will post the signs as soon as possible, but no earlier than two weeks prior to the event.
• If approved, the signs will be stamped, “Approved - Avila Campus Life Office”
• Signs not stamped “Approved - Avila Campus Life Office” will be removed and discarded. Individuals and/or organizations violating this policy will be sanctioned per the discipline system as defined in the Student Handbook.
• Postings may occur only on appropriate, general posting, Student Life bulletin boards or on other authorized areas so designated by the Campus Life Office. Signs posted on all other surfaces will be removed. This includes, but is not exclusive to, signs posted on doors, windows, walls, fences, other bulletin boards, etc. Posting signs on departmental bulletin boards is regulated by that specific department and should be cleared through the appropriate departmental office.
• Off-campus persons and organizations may petition the Campus Life Office to have signs posted on Student Life designated areas. This decision is totally within the discretion of the Dean of Students and/or Vice President of Enrollment and Student Development.
• Postings in the residence halls is regulated by the housing staff — if you would like signs posted in the Residence Halls, please add 14 additional postings to those that you leave with the Campus Life Office.
• Postings of a larger nature (banners and sheet signs) also need to be approved by the Campus Life Office. If approved, possible locations will be designated by that office and the manner of hanging the sign will be discussed with the parties concerned.
• Courtesy and respect for the freedom of expression by others dictates that posters/signs should not be marked on, destroyed or removed, except through appropriately approved channels. Anyone discovered defacing posters would be subject to disciplinary action through the Code of Conduct.
• Handbills or fliers may not be placed on car windshields. The Campus Life Office reserves the right to regulate locations on campus where handbills and fliers may be distributed.
• Any other type of promotional or informational media display not covered by the above posting policy guidelines must be approved by the Campus Life Office prior to being displayed on campus.

Avila University Student Life - Bulletin Board Posting Locations

Borserine (1 location)
Upper level lobby by the vending machines
**Marian Center (2 Locations)**
Lower Level - Next to the Eagles’ Nest Entrance
Lower Level - Next to the pool table in the Eagles’ Nest

**Ridgway Hall (5 Locations)**
Place 5 signs in the Ridgway Resident Director’s mailbox.

**Carondelet Hall (5 Locations)**
Place 5 signs in the Carondelet Resident Director’s mailbox.

**Thompson Hall (3 Locations)**
Place 3 signs in the Resident Director’s mailbox.

**Dallavis (1 Location)**
Inside Entrance

**Foyle Hall (1 Location)**
Inside West Entrance on the North Wall

**Library (1 Location)**
In the lobby across from the restrooms

**Whitfield (2 Locations)**
Across from the stairs that lead up to the Library
Next to room #510

**Mabee Fieldhouse (1 Location)**
Inside the South Tassone entrance

**O’Rielly (6 Locations)**
Upper Level - Inside NE Entrance
Upper Level - Inside SE Entrance
Upper Level - Across from room #202
Lower Level - Across from Vending Machines
Lower Level - Across from Room #104A
Lower Level - Outside Room #109

**Tunnels (5)**
Between O’Rielly and Blasco – One on each end of the tunnel
Between Marian Center and Hodes – Space out 3 along the tunnel

**TOTAL 33**

**LEADERSHIP**
LEADERSHIP

- Have enough meetings, but not too many.
- Meet with Advisors and executives/officers before meetings.
- Prepare agendas before meetings.
- Be clear of expectations.
- Have fun, but stay on task (informal, but professional).
- Stimulate discussion among all members (ask specific people, just not addressing the whole group).
- Let the group members talk with one another instead of hearing your voice (but don't lose control).
- Summarize and clarify occasionally, try and remain neutral.
- Avoid allowing a member or members to monopolize the discussion.
- Prevent railroading by any special interest group.
- Encourage sharing, without any criticism or judgment.
- Be tolerant of the opinion of others.
- Remember: no suggestion is wrong.
- Give members responsibilities; thus they gain a sense of ownership and pride.
- When delegating responsibility, try and do it evenly — do not give too much to one person or group of persons (committees work well).
- Be a good listener and find out what members are interested in and how they feel.
- Ask members for their thoughts, opinions, and suggestions.
- Be consistent.
- Give credit where it is due.
- Praise in public, reprove constructively in private.
- When you are wrong or make a mistake, admit it.
- Give members a sense of belonging.
- Members need a share in the planning of group goals and vision.
- Try to keep goals within reach.
- Keep members informed.
- Give freedom to be creative.
- Let go of some control.
• Ensure a feeling of acceptance.
• Plan ahead.
• Be careful of what you say and how you say it.
• Set goals.
• Try to maintain motivation.
• Avoid domination.
• Be positive.
• Believe in your team.

**Communication:**

Communication is a very essential part of the process. Not many of us have ESP; so if someone does a good job, let them know. If there are issues that need to be dealt with, they need to be talked about constructively, politely, and appropriately.

**Positive Behaviors**

- **Encouraging:** Being friendly, warm, and responsive to others, praising others and their ideas, agreeing with and accepting the contribution of others.
- **Gate-Keeping:** Trying to make it possible for another member to make a contribution to the group by saying "We haven't heard anything from you yet Joe" or suggesting limited speaking time for everyone. Make sure you don’t sound condescending or rude.
- **Standard-Setting:** Expressing standards for the group to use in choosing its content or procedures or in evaluating its decisions, reminding the group to avoid decisions which conflict with group standards.
- **Testing for Consensus:** Tentatively asking group opinions in order to find out whether the group is nearing consensus on a decision.
- **Evaluating:** Submitting group decisions or accomplishments for comparison with group standard, and measuring accomplishment against goals.
- **Diagnosing:** Determining sources of difficulties, and appropriate steps to take next.
- **Mediating:** Harmonizing, conciliating differences in points of view, and enabling compromise solutions.
- **Relieving Tension:** Draining negative feelings, putting a tense situation in a wider context.
- **Recording:** Writing down ideas, questions, decisions, who was present, etc… Anything important that happens should be written down, so that it is documented.

**Negative Behaviors**

- **Sniper:** Takes cheap shots (personal or professional) at team members, whether present or not.
- **Assistant Trainer:** Tries to score points with the team leader and is "overly helpful" on procedural matters.
- **Denier:** Plays the "who me?" game. Backs away from confrontation and masks opinion with questions.
- **Anxious Member:** Smooths over conflicts, avoids confrontation, protects leader.
- **Dominator:** Talks too much, does not yield the floor.
• **Side Tracker:** Takes group off task, brings up many superfluous issues.
• **Hand Clasper:** Gains legitimacy through agreement with other members.
• **Polarizer:** Points out differences between group members, rather than similarities.
• **Attention Seeker:** Covers anxiety with jokes, "I" references and personal stories.
• **Clown:** Engages in loud disruptive behavior.

---

**Suggestions to help with Listening to Others**

1. Stop talking.
2. Empathize with the other person – look at things from his/her point of view.
3. Ask questions – clarify something that you do not understand.
4. DO NOT be impatient – interrupting or formulating an opinion before the speaker is through sells them short.
5. Concentrate on what the speaker is saying to you – verbally and non-verbally.
6. Look at the speaker – it helps you pay attention and look like you are listening.
7. Give the speaker encouragement (smile and “grunt” appropriately).
8. Leave your emotions outside the room – they can get in the way.
9. Control your anger – if you cannot leave it outside then keep it in check.
11. Get the main points of the message.
12. Share the responsibility for communication – remember it is a two-way street.
13. React to ideas, not to person.
14. Listen for what is NOT said.
15. Listen to how the message is stated.
16. Recognize your own prejudice.
17. Evaluate facts and evidence.

You have two ears and one mouth – use them proportionally.
Delegation:

It is easy to tell people what you need done: Reserve a room! But, which one? Order some food! How much and what kind? Hang this poster! Where?

You can’t assume people will understand exactly what you mean. When you delegate a task, you must have explicit directions and expectations so the project can be completed correctly. When an activity, performance, or event is coming up, it is often helpful to create a task list of things that need to be done. In creating the list, itemize each task with specific information, completion dates, and the name of the person to whom the task will be delegated.

Breaking down the tasks as specifically as possible will allow the individuals involved to effectively complete their responsibilities. Be sure each person fully understands what needs to be done. To ensure this, you can ask the members to repeat directions back to you. You should also provide time for any pressing questions.

Empower members to be creative and make decisions on their own. If Ann could not get cookies from dining services (sorry, they were all out!), then allow her the flexibility to order brownies as long as it is within the budget.

To effectively delegate, you must ensure that:
- Members know what is to be accomplished;
- Members have the authority, knowledge, skills and interest;
- Members know how to complete the task.

Members should also know that you are available if issues or concerns arise. You should schedule a time for a progress report/update with each committee member responsible for a task.

Finally and most importantly, publicly recognize, reward, and thank committee members for their hard work and dedication. Recognition is important. Remember, you are hoping to retain these committee members – they are the future of your organization.
Steps for Effective Delegation:

1. Get to know your committee members!
2. Let go of the “I can do it better and quicker myself” attitude…don’t fall into the trap.
3. Create a task/logistics list of items to be delegated to committee members.
4. Assign tasks with explicit details, instructions and completion dates.
5. Establish a time to follow-up with committee members, prior to completion.
6. While tasks are being completed, maintain a way for them to contact you.
7. On established completion dates, get in touch with committee members.
8. Enjoy the event!
9. Publicly recognize, thank and reward members for their hard work.

Resolving Conflict in your Student Organization:

The best student organizations are often composed of members with diverse backgrounds and interests. Along with the advantages it brings, diversity can also lead to conflict among an organization's members.

It would be unrealistic to try and address all the types of conflict you might encounter in one pamphlet, for the conflicts you will experience are as varied and complex as the people in your organization. What the following sections will attempt to do is give you some basic skills in recognizing general forms of conflict, and relate some tips and techniques on resolving conflict once you have identified it in your organization.

Recognizing Conflict Situations

Few things can impair the effectiveness of your organization more than internal conflict. This can be attributed to the fact that conflict cuts off the lines of communication between members, or reduces communication to a non-constructive level. For this reason, it is in the way members of your organization communicate that you will find it easiest to recognize conflict.

Defensive Communication: Individuals may become defensive when they feel threatened by other members. They will attempt to dominate, impress, or assert they are correct. Defensive communication is characterized by a lack of listening and understanding, coupled with aggressive, attacking, and hostile behavior.

Hostile Communication: A member or members openly criticize or ridicule others.
This is often a prelude to more serious conflicts such as physical violence.

**Manipulative Communication:** An individual tries to reshape the circumstances of a conflict to fit his/her needs. This often takes the form of consistently misrepresenting facts and attempting to draw unfounded conclusions.

**Avoidance:** Changing the subject to avoid discussing the topic that is at the heart of the conflict.

**Evaluative Responses:** An individual using evaluative responses will not respond to statements made by other members, but will instead judge those statements. An example of an evaluative response is, "Well that is just the most ignorant thing I have ever heard."

**Selective Perception:** Instead of listening to the whole conversation, an individual will hear only those things that fit their viewpoint.

**Skills to Help Those in Conflict**

As a student leader, other students will look to you to resolve conflicts that may or may not be related to your student organization. Do not involve yourself in conflicts where you do not feel comfortable intervening or are not genuinely interested in helping. In both these cases, you may end up doing more harm than good. If you do wish to assist in resolving the conflict, the following are some basic counseling skills that will aid students in expressing their feelings and help you determine the cause of the conflict.

**Attending Skills:** Attending requires focused attention on the person seeking help. Your posture should communicate that you are listening closely to the other person. You should make eye contact with the individual, but don't stare. You also need to pay attention to non-verbal clues. Does their body language match what they are saying? Pay close attention to tone of voice, facial expression, posture, silences, and gestures.

**Listening Skills:** This is often referred to as "active listening." It is a skill developed by counselors over time. In active listening you should listen in a way that you can paraphrase everything the other person is telling you. After the person has concluded a thought, you would follow with an expression similar to, "what your are saying is..."

**Empathy:** Empathy means communicating to the other individual that you have or have had feelings similar to those he/she is experiencing. This shows the other individual that you understand his/her point of view.

**Remaining Non-judgmental:** Remain neutral and avoid introducing your own values into the discussion. If you feel that you can not do this, refer the individual to another helper. This pamphlet includes suggestions on where you can refer individuals for help.

**Rules for Conflict Mediation**

Once you have had a chance to listen to each side of a conflict, you can take steps towards resolving the conflict. Here are some basic rules to follow.
1) **Never takes sides.** Do not serve as a judge and decide for one individual against another. Ask questions that clarify the situation to shed light on what the conflict is about.

2) **Employ a win-win strategy.** In most situations, it is possible to make each individual walk away from the conflict feeling like he/she gained something in the resolution. At the very least, avoid making one individual feel as if they were the loser.

3) **Maintain everyone's integrity.** Avoid making an individual or groups feel humiliated. This will only lead to more serious conflicts in the future.

4) **Get conflicts out in the open.** If members are arguing back and forth, it may be beneficial to bring to their attention the true nature of their conflict. It is better to discuss problems than to keep them bottled up.

5) **Do not involve more people than is necessary.** Resolve conflicts with the smallest number of people involved in the discussion as possible. Include only those members involved in the conflict. When too many people get involved, the conflict may escalate beyond your control.

**Selecting Another Helper**
As previously mentioned, there will be times that you do not feel comfortable, or are not qualified to resolve a conflict. It is important at that point to know other places to which you can refer individuals who may be having a conflict. There are several people on campus qualified to serve as helpers. Here are some good places:

**Campus Life Office:** The Campus Life Office is staffed with full-time members who have years of experience working with students and student organizations. You are encouraged to seek their assistance. The Campus Life Office also maintains a resource library that contains additional information on conflict resolution.

**Hodes Center:** Hodes Center is another campus office with several professional staff members available to help resolve conflicts. Hodes Center also has on staff a clinical counselor who is available to discuss conflicts and problems of a more personal nature.

**Your Advisor:** Your student organization should have selected an advisor from the faculty and staff of Avila University. That individual agreed to serve as an advisor because he/she has a genuine interest in seeing your organization succeed. Your advisor can serve as an excellent mediator, especially if the conflict is unique to the purpose of your organization.

**Time Management**
Time Management is very important to all students, but particularly to those involved in student organizations. Involvement in an extra-curricular group means that in addition to classes, meals, jobs, and socializing, another significant chunk of your time is automatically taken when it comes to scheduling your day. This section will give you
some pointers on how to more effectively manage one of your most precious resources – your own time!

Managing your time is a highly personal skill – only you know your peak work hours, your attention span, your eating and sleeping needs. This information will present general ideas for success and how these ideas might be applied. Whatever method works for you is the right one – so take your own self-awareness into account.

**Three Steps to Time Management**

The three steps to efficient time management are: Organizing, Prioritizing, and Scheduling. The main idea is to be flexible in your planning. Allow for the unexpected. The only thing certain in your schedule is that you can be uncertain about what will happen.

**Organizing:** Ideally each morning you should make a list of everything that you want or need to do for that day. At this stage do not plan out every minute. Don’t even think about which jobs are the most important – just write down everything you can think of. It is good to list tasks or “things to do” every 5-7 days. This can help plan longer projects (i.e. more than one day) better. Besides that, you should realize that no one is perfect. There are days when we can forget or just don’t feel like doing some things. Giving yourself more than one day at a time gives you more flexibility (and more room for error!).

**Prioritizing:** The next step is to rewrite your list in the order of priority, with the intention of doing higher priority tasks first and working your way down the list. You usually find a lot of this is done for you if you keep in mind the due dates for the different projects you are working on. If the project is for class, you should also consider things such as how much of the final grade that particular project is worth (5% or 50%). How you prioritize is your own business. No one can tell you what is more important to you. Just be responsible with your priorities. Don’t over estimate your capabilities. Try not to leave projects for the last second. We have all done our share of all-night cramming, but in the long run it is usually the least effective way of getting work done. It will happen, but try to keep the heavy duty, late night stuff to a minimum.

**Scheduling:** Once you have a prioritized list of everything that you need and want to do, you should look at your class-work schedule to fit your projects around what you already have scheduled in (the givens). Again, this is something good to do for a few days at a time rather than everyday. Remember to let your schedule be flexible. Don’t get overly ambitious – there is no need to plan out every minute of your day. Make a reasonable schedule that you can be sure to stick to. Be sure to leave room for breaks, socializing, and those things that tend to pop up. Following these three steps will help you use your time more effectively, and a little more time is something we could all use!
Recognition for Motivation

Understanding what motivates students may be another desirable skill. Some students have an innate desire to become involved, work hard, and make a difference in the organization. Conversely, some students do not seem to be ambitious at all. Understanding the range of motivating factors will enable you to help individual students take on responsibilities and become involved. Recognition activities could include:

- T-shirts: an excellent way to promote unity and community.
- Magnificent marble: a person receives a marble and passes it on.
- Wishing well: a plastic bottle to which members add pennies and make a verbal wish as a good warm-up exercise for a goal-setting program.
- Member of the ____________: have the organization select a member of the day, week, month or year.
- Notes: Send a note recognizing a person's achievement.
- Letters to families: a powerful public relations tool to enhance the status of the organization by promoting to families that the member is important.
- Success jar: have members write down a success and drop it in the jar; read one at every meeting.
- Posi-squad: a button and certificate is given to a member of the organization who exhibits positive statements or positive behavior.
- Energizer award: a battery given to the member of the organization who does the most during a week to energize the organization.
- Service pins: consider giving service pins to those members involved in the organization for a length of time, for special positions held, or for scholastic achievement.
- Certificates: presented to members for many different achievements, including scholarship, participation, appointment or election to leadership positions, program-presenting and so forth.
- Leader trees: plant trees on campus to honor student leaders.
- Paper clip award: present an oversized paper clip to the member who has kept the organization together and organized.
- Flowers: share a bouquet of flowers with members at special times of the year.
- Dedications: dedicate programs, activities, and events to outstanding individuals on campus.

Additional Resources

The following books are available at the Student Activities and Orientation Office for additional reading.

4. Warm-ups for Meeting Leaders - Sue Bianchi, Jan Butler and David Richey.
5. Spot-It Education: Welcome to the Generation - Kevin Bolling