



WEST LIBERTY UNIVERSITY

Office of Housing and Student Life
208 University Dr.
CUB # 128
West Liberty, WV 26074

Advisor Resource Manual

Dear Advisor:

Thank you for agreeing to serve as a student organization advisor. By taking on this role, you have already made a significant contribution to campus life at West Liberty University and for its students. Advising is a unique opportunity to interact with WLU students in a co-curricular context. This experience provides students the opportunity to get to know faculty and staff as “real” people, and often leads to long term mentoring and life-long connections.

Advising student organizations provides opportunities to challenge students to be better than they were yesterday and to support them when they find themselves unprepared to perform the task set before them. A good advisor will use their personal and professional experience to motivate individuals, as well as the group, toward a common goal. Good luck and enjoy your opportunity to make a difference!

This handbook was designed to serve as a resource for you in your role as an advisor and in conjunction with the Student Organization Handbook, addresses many of the questions and issues that seem to arise from year to year. However, please contact our office if you need more information or your questions are not being addressed – we are here to serve you as well as the student organizations. It is our hope that being a student organization advisor will be a rewarding experience. Please contact us if you have questions or are feeling overwhelmed. Please also refer any new faculty or staff to our office if they are interested in serving as an advisor. Thank you again for accepting this role and contributing to the co-curricular experience.

Appreciatively Yours,

A handwritten signature in blue ink, appearing to read 'Kate Billings', with a stylized flourish at the end.

Kate Billings
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Title IX Coordinator
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Why Be an Advisor?

Advising a Recognized Student Organization is an opportunity to interact with WLU students outside of the classroom setting. An Advisor-advisee relationship is one that touches students' lives on a different level and gives students the opportunity to get to know faculty/staff members as "real" people. These relationships may even lead to life-long mentoring. Advising will give you the opportunity to make a difference in the community, keeping up to date on campus events, building community both on and off campus, and having fun helping students enhance their college experience. An Advisor walks a fine line between leading an organization and giving the organization the ability to lead itself. Seeing students develop new skills and grow as individuals and as a group is another example of the benefits of advising. Like most activities, you get out of it what you put in. By being an active Advisor the benefits of interacting with student organizations can be limitless. Utilize this opportunity as an Advisor to learn something new about the students in the organization and about yourself.

Who Can Be an Advisor?

All Recognized Student Organizations are required to have an Advisor and may have any number of Secondary Advisors as needed by the organization. The Primary Advisor must be a permanent Academic/Administrative or Managerial/Professional faculty/staff member of the WLU. Secondary Advisors may be permanent Academic/Administrative, Managerial/Professional, Office/ Service staff members or Graduate Assistants of the WLU.

Roles of an Advisor

Each Advisor perceives his/her relation to a Student Organization differently. Some Advisors play very active roles by attending meetings, working with student officers, and assisting in program planning and development. Others maintain a more distant relationship to the organization. No matter your style, keeping some regular contact with the organization is needed. An Advisor accepts responsibility for keeping informed about activities of the organization and for advising officers of the organization on the appropriateness and general merits of policies and activities. However, Advisors are not responsible for the actions or policies of the Student Organization; students are solely responsible. Advisors should be both accessible and interested and should provide whatever counsel an organization or its members might seek. Given the myriad of purposes, activities and objectives of various Student Organizations, the role of the Advisor will vary in some degree between organizations. As organizations vary in their expectations and needs, it is important that you, as an Advisor, develop an understanding with the organization as to the nature of your involvement. The Advisor and organization should agree on a set of expectations of one another from the onset and should write this list down as a contract between the organization and the Advisor. The different roles include: Mentor, Team Builder, Conflict Mediator, Reflective Agent, Educator, Motivator and Policy Interpreter.

Following are some of the roles you may assume as an Advisor:

Mentor

Many students will come to see their Advisor as a mentor and the success of these relationships can last many years and be rewarding for both the student and the Advisor. If the student is seeking an education and a career in your field, you may be asked to assist in his/her professional development. To be effective in this capacity, you will need a knowledge of their academic program and profession, a genuine interest in the personal and professional development of new professionals, and a willingness to connect students to a network of professionals. You may be approached to review resumes, to connect students with community resources, or to be a sounding board for their ideas of what they want to accomplish in the field. At times, students will seek out someone to assist with their personal development. In this capacity, a mentor will have a basic understanding of student needs and perspectives, a desire to challenge students intellectually and emotionally while providing support to meet the challenge, and the ability to listen to students' verbal and nonverbal communication. Students may want to talk to you about family or relationship issues, conflicts they are having with other students, or to have conversations about their ideas and thoughts on different subjects.

Team Builder

When new officers are elected or new members join the SO, you may need to take the initiative in turning the students from individuals with separate goals and expectations into a team. Team building is important because it enhances the relationships of the students between one another and the Advisor. Positive relationships help the organization succeed and to work through conflicts and difficult times. To accomplish the goal of creating an effective team, it is necessary to conduct a workshop (if you and the students have the time, a full-scale retreat encompassing team building and goal setting could be planned) to engage students in this process. As the Advisor, you may consider working with the student officers to develop a plan and to have the students implement it. Training students in effective techniques for team building will keep students invested in the organization and give them the opportunity to learn what it takes to build a team.

Conflict Mediator

Inevitably, students are going to join the SO with different agendas, goals and ideas about how things should function and the direction they should be taking. When working with students who have come into conflict, if needed, meet with them and have them discuss their issues with each other. In many cases, remind them that they both want what is in the best interest of the organization. Ask them how they think they can work together, point out the organization's mission, and ask how their conduct is helping the organization achieve its mission. Sometimes, one student may be causing problems with other students. In many cases, this student may not realize that his/her actions are causing a problem. In this case, speaking with the student individually could be helpful. Chances are that no one has met with the student previously and discussed how his/her attitudes are impacting other people and how those attitudes or actions can be changed to make everyone feel better. In many cases, the student will appreciate honest feedback.

Reflective Agent

One of the most essential components to learning in "out of classroom" activities is providing time for students to reflect on how and what they are doing. As an Advisor, you will want your officers to talk to you about how they think they are performing, their strengths, and their weaknesses. Give them the opportunity to discuss their thoughts on their performance. Then be honest with them. Let them know when you agree with their self-perceptions and in a tactful manner let them know when you disagree. Remember, any criticism you provide students should be constructive and you will want to provide concrete examples of actions the student took that seem to contradict their self-perceptions. When students discuss their weaknesses, ask them how they can improve those areas and how you can help them. Students usually have the answer to what they need; they just don't like to ask for help. Remember to have students reflect on their successes and failures.

Educator

As an Advisor, your role of educator will often come through the role modeling of behavior, guiding the student in reflection of their actions, and being there to answer questions. One of the most difficult actions to take as an Advisor is to do nothing, but sometimes this can be the most important action of all. Allow the students to make their decisions even if they do not agree with your ideas. Sometimes, students will succeed; other times, they may fail. The key is to return to the role of the reflective agent and give the students a safe place to reflect on their experiences.

Motivator

As an Advisor, you may have to motivate students to excel and to carry out their plans and achieve their goals. Some students are easily discouraged and at the first sign of difficulty they may want to quit. You will need to be their “cheerleader” to keep them excited about all the potential successes they will experience. You can motivate students through the recognition of their efforts, appealing to their desire to create change, and to connecting their experiences here at the University to the experiences they will have in the community.

Policy Interpreter

Recognized Student Organizations operate under policies, procedures and rules. At times, students may not be aware of these policies and they will do things in an inappropriate manner. The more you know about these policies the better advising you can give to the students on their plans. As an Advisor you will assume numerous roles and all possible roles are not mentioned here. A key idea to remember is that you are an Advisor and not the leader. You provide guidance, insight and perspective to students as they work on projects, but you should not be doing the work. Students will learn if they are engaged. Be careful of being challenged into doing the work for a student project. The students make the decisions, and they are accountable for those decisions, and for the successes and failures of their organizations.

Adapted from ACPA Advisor Manual

Do's and Don'ts of Advising

Do

- ...serve as a resource
- ...interpret and clarify University policies
- ...suggest program ideas
- ...serve as a role model
- ...provide history for the organization
- ...act consistently with what you say
- ...allow the group to succeed
- ...allow the group to fail
- ...teach leadership
- ...keep your sense of humor
- ...enjoy being a part of the organization

Don't

- ...micromanage the organization
- ...run organization meetings
- ...use veto power over organization decisions
- ...be the sole recruiter for new members
- ...say “I told you so”
- ...break promises
- ...be the leader of the organization
- ...be unavailable
- ...take everything seriously
- ...be afraid to let the organization fail

Advisor Responsibilities

Successful advising should keep in mind the responsibilities to individual organization members, the organization, and West Liberty University.

Responsibility to individual organization members: Advisors should help students find a balance between their academics and co-curricular activities. Many student leaders tend to over-commit themselves and, therefore, overextend themselves if not held in check. As an Advisor, you have a unique opportunity to remind students of their academic responsibilities and personal well-being. Advisors should encourage participation from each member of the Student Organization, so that students feel invested and accountable for their membership in the organization. Whether a student holds an office or is a first-year member, they can be involved in the event planning process that will give them valuable leadership and planning experiences.

Responsibility to the student organization: Advisors should assist the organization in developing realistic goals for each academic year and be aware of all events and activities the organization is planning and alert students to University policies or regulations. Advisors should ensure that students are properly registering all events through the Office of Housing and Student Life. The Advisor should be able to provide continuity within the organization when students and/or officers of the organization graduate. Serving as the organization's continuity link, the Advisor can help new officers build on history and develop long-term plans for the Student Organization.

Responsibility to the West Liberty University: The Advisor does have a responsibility to both the Recognized Student Organization and West Liberty University to remind students of institutional policies so that violations do not occur. If violations do occur, the Advisor is expected to work with the Office of Housing and Student Life to ensure the violation does not happen again. As an Advisor familiarize yourself with the Student Organization Resource Manual (a guide to policies and procedures for Recognized Student Organizations) and the Student Code of Conduct. If the organization has ties with an off-campus organization, a copy of that organization's operating documents (particularly as they pertain to on-campus affiliates) must also be on hand. This is to help ensure that the off-campus organization does not require the SO to act in a fashion contrary to the policies governing WLU Organizations.

Advisor Expectations

Expectations may vary based on the type of Student Organization and the Advisor. Organizations and Advisor expectations may also vary from year to year and person to person. Advisors and student leaders should connect regularly to determine the appropriate expectations that apply.

- Be available to the officers and/or members for advising and required signing of documents.
- The Advisor is expected to assist both the old and new leadership in this transition and provide historical continuity.
- Ensure your organization properly registers newly-elected officers each year. An Annual Organization Registration Form and Officer Report Document are required each year, which records the contact information and signatures of the President, Treasurer, other positions and Advisor. These forms, available online, must be turned back in as soon as possible after elections are held/beginning of fall semester.
- An Advisor is expected to allow the duly elected student leadership to exercise primary decision-making authority regarding organization goals, objectives and activities within the limitations of the expectations above.
- Advisors are encouraged to meet with organization officers and members as determined by the organization's constitution. In addition, advisors are expected to assist the organization in developing goals and planning projects or events and to make suggestions that will empower members of the organization to become better leaders.
- Advisors and students are encouraged to develop a list of their own expectations for each other. A Student Leader/Advisor Worksheet is available in the Examples, Resources and Forms section of this document.

Getting Started

There are a few key points to help you get started advising a Student Organization. By following these steps, you will be properly registered as the Advisor and have a solid understanding of the task that is before you.

- Make sure you are listed on the Student Organization Registration Form. This is a form filled out each year by the President and Advisor(s). Amendments to the RF may be submitted throughout the year whenever changes are made to the leadership of the organization.
- Familiarize yourself with the Student Organization Resource Manual. This handbook provides a user-friendly guide to effective event planning and provides student organization leaders, Advisors, members and administrators with knowledge of University policies and procedures.
- Become familiar with the Office of Housing and Student Life and our resources! Our office is in Rogers Hall, 1st Floor.
- Meet with the officers of the Organization you will be advising and share your expectations with them and allow them to share their expectations for you. Make sure they know the best ways to contact you throughout the year, whether by phone, e-mail or in person.
- Watch your e-mail inbox for important announcements and opportunities for everyone involved in Student Organizations. This is one of the primary ways the Office of Housing and Student Life communicates with our Organizations. Messages may also be included in Hilltopper Headlines

Starting a New Organization

- Have five (5) current students interested in becoming members.
- Find a WLU faculty or staff advisor.
- Submit a Student Organization Registration Form
- Develop a constitution.
- Complete an Officer Roster Form
- Complete a Membership Roster Form
- Complete a Social Media Registration Form

Things to think about before you begin:

- How are you going to define your organization?
- What will be the goals for your organization?
- How do you plan to accomplish the goals?
- What is unique about your organization?
- Will the organization be affiliated with a department or office on campus?
- Do you know of a faculty or managerial/professional staff member at WLU who would be interested in serving as an advisor for your organization?
- Are there other students you know who would like to join?
- What benefits will the organization offer its members?
- What type of involvement commitment will members need to make?

Visit the Office of Housing and Student Life in Rogers Hall for more information about starting a student organization.

Every Advisor Should Know About...

The Advisor's Signature

As an Advisor you may be asked to sign several different forms for your organization. When signing any form, review each item carefully and ask questions. Do not just sign your name without reviewing the information.

Many of our Student Organization forms are available online, but please be sure to ask your student leaders if they have reviewed items thoroughly. This is especially important when registering a campus event.

Organization Event forms are available online and should be submitted for any event (on or off campus) that is outside of the normal club meeting (special events, fundraisers, community service, etc.)

When helping guide an organization event, consider the following:

- Has the event been planned carefully? Has an Organization Event Form (formally called the campus event form) been completed?
- Is there support for the event? Are the members and other students excited and willing to participate in the event?
- Are students aware of University policies and state and federal regulations that may be relevant? Identifying policies may be a useful opportunity to help members learn how to plan.
- Contracts cannot be signed by Advisors. No officers, members or Advisors should sign contracts of any kind with an entity outside the University. Contracts presented to organization should be brought to the Office of Housing and Student Life to obtain the proper signatures. Organizations do not have the legal authority to enter into a contract. Any person that signs a contract, except for the University approved signatories, will become personally liable for the agreement.

Registering Events

All Recognized Student Organization events and activities must utilize the Organization Event Form. A list of event types is given below. The purpose of the Organization Event Form is to assist student organizations in planning, promoting, executing and evaluating successful events and activities. Organization Event Form system fulfills this purpose by:

- Providing a process for student organizations to reserve facilities and services for events and activities.
- Assisting the components of the University that provide support for organization events and activities with a standard method of reserving, authorizing, and receiving payments for goods and services provided to organizations.
- Ensuring that all proper policies as well as local, state and federal regulations and codes have been followed.
- Insuring that WLU liability insurance covers the organization activities, if appropriate and recommend the purchase of additional insurance if the event warrants it.

When should an Organization submit the Organization Event Form?

An eligible Organization should start the process as early as possible. Having the process completed at least two weeks prior to the event date is highly recommended.

How does the process work?

Students can meet with the Director of Student Activities, talk about the event's details, discuss policies and procedures, and even get advice on funding, entertainment, and other event. A consultation will help your event go more smoothly and will help you to be more fully prepared to put on a successful event. Staff will ask you a series of questions about your event (i.e., location, date, times, attendance number, etc.) Be prepared to give many details regarding your event. The more information provided the better.

Some things to think about include:

Will we be having food? If so, what kind?

Will we charge admission to our event?

Are we traveling?

Will we need a rain location for our event?

Are we having a guest speaker/performer?

If so, will we be paying them?

Will high school students be in attendance?

Will another organization be co-sponsoring our event?

Are we holding a sporting event?

Once the staff member has an accurate idea of your event, they will identify the proper signatories that will need to approve your event. Staff can help you find and contact all proper individuals. There may be additional forms that you will need to secure for liability insurance, contracts, co-sponsorships, etc. depending on your event. The staff will inform you when you will need these documents and can give you copies of them.

Technology

Recognized Student Organization E-mail Accounts

Organizations may choose to use a WLU e-mail account for contact purposes. An example of this would be: chessclub@westliberty.edu. The organization can go to the University's Information Technology Services to request such an e-mail address. For more information, go to IT Services in Main Hall with any questions.

Recognized Student Organization Social Media Accounts

Organizations must complete the Social Media Account registration form if the organization has any accounts on social media platforms. This includes Facebook, Instagram, Snapchat, Twitter, etc. Organizations must abide by the Student Code of Conduct in use of any of these accounts in terms of what they are posting.

Student Organization Travel

All travel events require that a Travel Request form is completed. The Office of Housing and Student Life will help students understand their options when traveling as an organization and be informed about all the necessary paperwork involved with traveling. Organizations may rent a University vehicle through Maintenance/Business Office. All drivers must be registered as an authorized driver by the University.

Driver Authorization

All drivers must be authorized through the University, no matter what kind of vehicle the organization will be using for their travel. To see if a driver has been authorized by the University, please contact the Director of Safety, Anthony Salantino with the student ID Number or Driver's License Number, and their birth date. If the driver is not on the list of authorized drivers, the student can take the driver vehicle test. Go to <https://westliberty.edu/fleet/state-fleet-management-defensive-drivers-training-test/> and click on "Start." For questions about this process, call Anthony Salantino, Joe Mills (Physical Plant Director/Fleet Coordinator), or Stephanie Mills (Travel Coordinator).

Renting a University Vehicle

Transportation have three types of vehicles you may rent: sedans, mini-vans, and large passenger vans. The vehicles are free to rent, but the organization is in charge of paying for its own gas. When your organization is renting a vehicle from Transportation Services, they must fill out the Travel Request Form. This form must be signed by the Advisor and the Director of Student Activities before being sent over to the VP of Student Services and Business Office. The Business Office will confirm with the group once their request has been processed and where and when to pick up vehicle keys.

Important Policies and Procedures

The following policies directly impact a wide variety of **Recognized Student Organizations**. Each of these policies may be located in greater detail in the **Student Code of Conduct**.

Alcohol

All events on campus must be dry (no alcohol). The organizations may receive special approval for alcohol at an off-campus vendor after speaking with the **Director of Student Activities** and the **VP of Student Services**. They must fill out an additional form outside of the **Organization Event Form**, called the **Social Mixer Form**. There is a **Social Event Guide** available for reference. If alcohol is present it must be served by a licensed third-party vendor.

Contract Policy

Contracts may be utilized to enter into agreements with local businesses, speakers or performers. Organization members, officers, or Advisors should not enter into contract agreements of any kind with entities outside of the University. Any person signing a contract on behalf of an **RSO**, who is not an official University signatory, will be held personally liable for the contract. The **Office of Housing and Student Life** has tools to assist with processing contracts.

Copyrights (Movies)

Movie and video presentations can be an easy way for an organization to host an event. To avoid copyright infringement and possible legal penalties the organization should gain approval from the copyright owner for any videos/movies being shown in a public event. The **Office of Housing and Student Life** has information to gain copyright approval.

Homemade Food/Potlucks/Food Fundraisers

Food is a useful tool in drawing participants to events, getting members to attend meetings, and even to raise money. Organizations interested in making their own food for events should speak with the **Office of Housing and Student Life** and **Sodexo Food Services** for approval. If the organization would like to bring in a food vendor, they must work through **Sodexo** to gain approval.

University Room Reservations

Organizations must work with the facility manager to book a space on campus. Please see the **Student Organization Resource Manual** for different University space contacts and forms. Reservation requirements vary depending on the facility being requested to utilize. Speak with the **Office of Housing and Student Life** to learn more about specific reservation requirements.

Budgeting

One task Student Organizations face is the development of a plan to be fiscally responsible with funds. A budget can be a helpful method for keeping track of funds.

A Budget is:

- A tool for planning and controlling funds.
- A formal written guideline describing your organization's future goals expressed in financial terms within a set period of time.
- A detailed statement of estimated income and expenses.
- A historical record of the organization's activities during a given period.

A Budget can:

- Help refine goals that reflect the realistic resource environment.
- Compel organization members to use funds efficiently and appropriately.
- Provide accurate information to adjust, analyze and evaluate programs and activities.
- Aid in decision making.
- Provide a historical reference to be used for future planning.

Adapted from Leader Bits, *The University of Kansas*

Developing a Budget

- Begin preparations a month or more before the close of the current year.
- Prepare an outline of the organization's planned activities for the coming year.
- Determine the available funds (carry over balance from previous year, cash on hand, funds in bank, interest, etc.).
- Estimate expected income and when it is expected to be available (dues, sales, etc.).
- Get price quotations on big expenditures, delegate responsibilities to members.
- Rank order by their relative importance, which activities/programs are the greatest expenditures of funds.
- Choose programs to initiate; ask how much is available to allocate.
- Negotiate as necessary: eliminate or limit fewer essential expenditures.
- Revise, review, coordinate, cross-reference, and then assemble into a final budget; the budget must be flexible to anticipate conditions which might have been overlooked during planning.
- Vote to approve the budget.

Managing the Budget

- Set and maintain a minimum cash balance.
- Formulate procedures and policies needed to achieve objectives.
- Keep an accurate log of financial transactions (income/expenses); maintain in a record book (check and balance records regularly).
- Set up internal controls designed for safeguards and accurate accounting data.
- Control cost-allow only approved expenditures.
- Assess budget regularly.

Adapted from ACPA Advisor Manual

Officer Transition

One of the most important functions of an Advisor is to assist in the transition from one set of organization officers to the next. As the stability of the organization, the Advisor has seen changes, knows what works and can help maintain continuity. Investing time in a good officer transition early on will mean less time spent throughout the year nursing new officers through the quarter. The key to a successful transition is making sure new officers know their jobs **BEFORE** they take office. Expectations should be clearly defined. There are a number of ways to conduct the officer transition. The following examples demonstrate two commonly used methods.

The Team Effort

The team effort involves the outgoing officer board, the Advisor, and the incoming officer board. This method involves a retreat or series of meetings where outgoing officers work with incoming officers on:

1. Past records/notebooks for their office and updating those together.
2. Discussion should take place regarding previous year projects that have been completed; upcoming/incomplete projects; challenges and setbacks; and anything the new officers need to know to do their jobs effectively.

The Advisor's role may be to:

- Facilitate discussion and be a sounding board for ideas.
- Organize and provide the structure of a retreat.
- Offer suggestions on various questions.
- Refrain from telling new officers what they should do.
- Fill in the blanks. If an outgoing officer doesn't know how something was done or doesn't have records to pass on to the new officer, you can help that officer by providing the information he or she doesn't have. The Advisor's role in this process is to provide historical background when needed, help keep goals specific, attainable and measurable and provide advice on policies and procedures.

One-on-One Advisor Training with Officers

While it is ideal to have the outgoing officer, team assist in training the incoming officers, often it is left up to the Advisor to educate the incoming officers. In this case, there should be a joint meeting of the new officers. The Advisor should then meet individually with each officer; examine the notebook of the previous officer (or create a new one).

The notebook should include items such as forms the officer may need to use; copies of previous meeting agendas; and a copy of the constitution and bylaws.

Talk about what the officers hope to accomplish in the forthcoming year. Assess the officer's role in the organization. What are the expectations of each position? What are the student's expectations of the position and his/her goals?

Information provided by Jim Mohr, Advisor for Student Organizations and Greek Life, Eastern Washington University. Adapted from the ACPA Advisor Manual

Motivating Officers and Members

It is NOT money or personal gain that most people want. They want intrinsic satisfaction. People will work harder for intrinsic satisfaction than they will for monetary income. The following are some ways that you as a leader can help people satisfy those intrinsic needs:

People Need to Feel Important

See people as worthwhile human beings loaded with untapped potential; go out of your way to express this attitude.

Give Praise

Reinforce for continual achievement. All people need praise and appreciation. Get into the habit of being “praise minded.” Give public recognition when it is due.

Give People Status The more status and prestige you can build into a committee or an organization, the more motivated the members become. There are many status symbols you can use to make others feel important. For example, develop a “Member of the Week/Month” Award or “Committee Chairperson of the Month” Award. In addition, simply treating people with courtesy is a way of giving them status.

Communicate

People like to know what is going on in the organization. They want to be told about problems, objectives, and “inside information.” They feel recognized and important when they are kept informed. Two-way communication within the organization is necessary in order to achieve a mutual understanding. Mutual understanding leads to motivation!

Give Security

People will look to you for intrinsic security. For example, they must know that you like them, respect them, understand them, and accept them not only for their strong points, but also for their weaknesses.

People Need You - People Need People

They need you to give them what they want and need: intrinsic satisfaction. When you give them what they want, they will give you what you want. This is what motivation is all about. It is not something you do to other people, but something they do for themselves. You give them the reasons and that makes you the motivator - a person who gets things done through others.

Develop Purpose

Always explain why. Instill in the members that their assistance is vital for success. Share ways that participation can encourage personal growth.

Encourage Participation in Group Goal Development Include all members when planning goals. Consider and follow through on members’ suggestions. Remember that we support that which we help to create.

Develop a Sense of Belonging People like to belong. Those who feel like they belong will more likely invest themselves.

Adapted from ACPA Advisors Manual

Advisor Self-Evaluation Checklist

Please answer the following questions as they relate to your role as a student organization Advisor. Fill in the blanks in front of each question using the following scale:

5 = all the time, 4 = most of the time, 3 = some of the time, 2 = almost never, 1 = never

- _____ I actively provide motivation and encouragement to members.
- _____ I know the goals of the organization.
- _____ I know the organization's members.
- _____ I attend regularly scheduled executive board meetings.
- _____ I attend regularly scheduled organizational meetings.
- _____ I meet regularly with the officers of the organization.
- _____ I attend the organization's special events.
- _____ I assist with the orientation and training of new officers.
- _____ I help provide continuity for the organization.
- _____ I confront the negative behavior of members.
- _____ I understand the principles of group development.
- _____ I understand how students grow and learn.
- _____ I understand the principles that lead to orderly meetings.
- _____ I have read the organization's constitution and bylaws.
- _____ I recommend and encourage without imposing my ideas and preferences.
- _____ I monitor the organization's financial records.
- _____ I understand the principles of good fund raising.
- _____ I understand how the concerns of diversity affect the organization.
- _____ I attend conferences with the organization's members.
- _____ I know the steps to follow in developing a program.
- _____ I can identify what members have learned by participating in the organization.
- _____ I know where to find assistance when I encounter problems I cannot solve.

Adapted from ACPA Advisor Manual

Student Leader/Advisor Worksheet

Directions: This worksheet is to assist in identifying expectations of Advisors and student leaders. The Advisor and each officer should respond to the following items and then meet to share and compare answers and discuss differences. For each statement, respond on a scale of 1-5 how important the function is:

1	2	3	4	5
Essential for Advisor to do	Helpful for Advisor to do	Nice, but not necessary for Advisor to do	Would prefer Advisor not to do	Absolutely not Advisor's role

The Advisor is expected to ...

1. _____ Attend all organization activities
2. _____ Be accessible during meetings but allow them to be led by students
3. _____ Attend all executive meetings
4. _____ Call meetings of the executive board when he/she believes necessary
5. _____ Be familiar with university facilities and services and explain university policy to officers prior to meetings and when relevant to the meeting discussion
6. _____ Meet with President each week
7. _____ Help executive board prepare the agenda before each meeting
8. _____ When having a discussion, share any relevant information
9. _____ Speak up during discussion when Advisor believes the organization is likely to make a decision that is not in the best interest of the organization
10. _____ Be available to officers between meetings
11. _____ Initiate ideas for discussion he/she believes will help the organization
12. _____ Take an active part in formulating the goals of the organization
13. _____ Be one of the members of the organization except for voting and holding office
14. _____ Require the Treasurer to clear all expenditures with Advisor before financial commitments are made
15. _____ Review the Treasurer's books at the end of each semester
16. _____ Review all official correspondence before it is sent
17. _____ Be given a copy of all official correspondence
18. _____ Keep the official files in Advisor's office
19. _____ Remind organization of their objectives/goals in planning events
20. _____ Veto decisions when it violates a stated objective, the constitution, bylaws, codes, standing rules, or university policy
21. _____ Mediate interpersonal conflicts that arise
22. _____ State what the Advisor responsibilities are, or as she/he sees them, at the first meeting of the year
23. _____ Let the organization work out its own problems, including making mistakes and "doing it the hard way."
24. _____ Insist on the evaluation of each activity by those officers responsible for planning
25. _____ Take initiative in creating teamwork and cooperation among officers
26. _____ Let the organization thrive or decline on its merits; do not interfere unless requested to do so
27. _____ Represent the organization in any conflicts with members of the university staff
28. _____ Be familiar with university facilities, services and procedures that affect organization activities
29. _____ Recommend programs, speakers, etc.
30. _____ Take an active part in the orderly transition of responsibilities between old and new officers and maintain records, history, and items during transition/summer
31. _____ 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
32. _____ Cancel any activities when she/he believes they have been inadequately planned

Sample Meeting Agenda

I. Call to order

The Chairperson says, “The meeting will please come to order.”

II. Roll Call

Members say “present” as their name is called by the Secretary.

III. Minutes

The Secretary reads a record of the last meeting.

IV. Officers’ Reports

Officers give a report to the organization when called on, usually limited to a time if necessary.

V. Committee Reports

First come reports from “standing” committees or permanent committees, then “ad hoc” or special committees.

VI. Special Reports

Important business previously designated for consideration at this meeting.

VII. Old Business

Items left over from previous meetings.

VIII. New Business

Introduction of new topics.

IX. Announcements

Informing the assembly of other subjects and events.

X. Adjournment

The meeting ends by a vote or general consent.

Adapted from Advising Your Hall Governing Board, As shown in ACPA Advisor Manual

20 Tips for Advisors to Increase Organizational Productivity

1. Know what the students expect of you as an Advisor.
2. Let the organization and individual members know what you expect of them.
3. Express a sincere interest in the organization and its mission. Stress the importance of everyone's contribution to the whole.
4. Assist the organization in setting realistic, attainable goals. Ensure beginning success as much as possible but allow the responsibility and implementation of events to lie primarily with the organization.
5. Have the goals or objectives of the organization firmly in mind. Know the purposes of the organization and know what things will need to be accomplished to meet the goals.
6. Assist the organization in achieving its goals. Understand why people become involved. Learn strengths and emphasize them. Help the organization learn through involvement by providing opportunities.
7. Know and understand the students with whom you are working. Different organizations require different approaches.
8. Assist the organization in determining the needs of the people the organization is serving.
9. Express a sincere interest in each member. Encourage everyone to be responsible.
10. Assist the members in understanding the organization's dynamics and human interaction. Recognize that at times the process is more important than the content.
11. Realize the importance of the peer group and its effect on each member's participation or lack thereof. Communicate that everyone's efforts are needed and appreciated.
12. Assist the organization in developing a system by which they can evaluate their progress. Balance task orientation with social needs of members.
13. Use a reward system and recognition system for work well done.
14. Develop a style that balances active and passive organization membership.
15. Be aware of the various roles that you will have: clarifier, consultant, counselor, educator, facilitator, friend, information source, mentor, and role model.
16. Do not allow yourself to be placed in the position of chairperson.
17. Be aware of institutional power structure—both formal and informal. Discuss institutional developments and policies with members.
18. Provide continuity for the organization from semester to semester (not mandatory but encouraged).
19. Challenge the organization to grow and develop. Encourage independent thinking and decision-making.
20. Be creative and innovative. Keep a sense of humor!