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INTRODUCTION

The Office of Student Activities and Leadership Programs guides students in creating and maintaining successful organizations that are socially responsible, representative of the student body, and reflective of the mission of Saint Anselm College. The office serves as a key resource for student groups by advising them in organizational development and event programming. We also provides leadership training which enables students to complement their academic experience by developing critical thinking, decision making, and problem solving skills.

Student leadership prepares undergraduates for active community involvement on all levels. Experience with student activities aids the development of skills and competencies necessary to becoming responsible leaders and provides for clarification of essential values. Our office assists in event planning and policy making to enable students to raise one another to higher levels of motivation and accomplishment.

On behalf of the Office of Student Activities and Leadership Programs, the dean of students, and the Student Government Association, I would like to thank you for the time and energy you devote to student clubs and organizations at Saint Anselm College. Your efforts provide opportunities for our students to develop the leadership skills necessary to lead lives of balance, generosity and integrity.

This guide is designed to provide advisors with information regarding advising roles, expectations, and policies and procedures for student organization operation.

ADVISING STUDENT ORGANIZATIONS

Any student organization seeking recognition and funding from the Saint Anselm Student Government Association must have an advisor. This person must be a member of the College faculty or staff and agree to act in this role on a volunteer basis. The organization cannot participate in and/or conduct activities without the guidance of an advisor.

In addition, student club and organization advisors:

1. Offer guidance by reviewing goals, objectives, and the progress of the organization.
2. Act as a resource person for the organization. Advisors may have access to internal and external networks and information which may be helpful to student groups.
3. Provide continuity from year to year. As the leadership of the organization changes, new leaders are often left without a sense of organizational history. Advisors provide for a smoother leadership transition.
4. Offer experience and/or expertise in a particular area related to the group's purpose.
5. Translate college policy for the organization when issues arise.
6. Support, motivate, and encourage the organization's leaders and members as they take risks and face challenges.

7. Develop and refine leadership skills with the organization's members.

ADVISOR ROLES

Advisors Wear Many Hats . . .

- Mechanic-Knows how to fix and fine tune
- Psychic-Reads people's minds
- Gambler-Takes risks
- Musician-Keeps things in harmony
- Analyst-Figures all the angles
- Diplomat-Knows what to say when
- Disciplinarian-Confronts people
- Caretaker-Always aware of feelings
- Mediator-Sits in the middle
- Actor-Plays all the parts well
- Counselor-Has a listening ear
- Architect-Builds the foundations
- Soldier-Knows what battles to fight
- Administrator-Takes care of the paperwork
- Quality Control-Makes sure performance is up to par
- Friend-Gives support
- Devil's Advocate-Looks at all sides
- Educator-Leads by example
- Author-Writes messages and e-mails
- Juggler-Handles many things at a time
- Motivator-Keeps everyone going
- Navigator-Gets people from one point to another
- Lawyers-Knows the liability
- Auditor-Knows financial status
- Gardener-Helps others grow

Obviously, the advisor role is varied and complex. However, there are several tips that are helpful in establishing a good working relationship with the group:

1. Learn as much about the group as you can. Get to know the organization's purpose, how it was formed, and what is the organization's place in the student government picture.
2. Get to know the leader and let the leader get to know you. Help that person understand both your role as an advisor and their role as a leader. Develop his/her confidence in you.
3. Meet with the leader before group meetings begin and discuss the agenda and any current issues or concerns.
4. In early meetings, encourage the leader to help the group define its mission and its working procedure. It is important for the group to see the big picture of what it is trying to accomplish.
5. Observe the leader with the group; how do they function with the group? What type of personality problems does the group have? What are the strengths and weaknesses of its various members as well as its leader? Find out what the leader has observed about this area, comment on strengths you have seen, and offer suggestions on weaknesses you may have noticed.
6. Meet regularly with the leader and be available for consultation when something occurs that they might need help with outside the regularly scheduled meetings.

Lastly, it is recommended to identify specific goals that are necessary for a great student-staff advising partnership. Please review the student/advisor contract located in the appendix of this publication. The needs and talents of each group and its advisor vary and the student/advisor contract is by no means comprehensive. However, it can provide a strong base for a discussion on the organization and advisor's relationship.

STUDENT - ADVISOR PARTNERSHIPS

The student/staff partnership is a vital part of student activities. There are numerous variables involved in this partnership which make each relationship different from the next. Each individual must be cognizant of their role in the relationship in order to be effective. The parameters for action by each participant should be clearly defined for all participants.

There are several common factors in the student/staff partnership which are defined below. Individual action differs with personalities, but listed here are common functions and responsibilities that will define and perpetuate strong, effective relationships. By signing this contract (located in Appendix I) the involved parties accept the responsibilities listed below.

Student Roles

- Keep advisor informed of group plans, problems, success, etc.
- Be willing to share responsibility with other group members.
- Utilize advisor's experience and wisdom—carefully consider the advisor's advice.
- Give positive and negative feedback to advisor.
- Revise or otherwise change group policies or procedures when necessary.
- Document group activities.
- Help create group identity.

Advisor Roles

- Assist in role negotiation for each group member.
- Be open to criticism and evaluation. Be willing to be wrong.
- Be willing to allow the group to act on its own, to make mistakes.
- Give positive and negative feedback to the group on how things are going.
- Assist the group in adhering to procedures and regulations affecting their position.
- Encourage the group to maintain records.
- Encourage the division of labor among group members to sustain member interest.
- Use available tools to keep the group dynamic and productive.

ANNUAL PROCEDURES AND TIMELINE

The following procedures and timeline should be followed by all recognized student organizations, class councils, societies, and club sport organizations. This monthly list will assist with student organization planning and scheduling.

September

- Attend mandatory information meeting for organization

leaders and advisors

- Participate in annual Student Activities Fair
- Submit updated membership roster to Student Activities
- Register fall semester fund-raiser dates at Student Activities Office
- President and treasurer sign internal charge signature card
- Support Freshmen Information Session and Campaign Speech Night
- Receive notice of SGA appropriated funds
- Attend master calendar meeting for student clubs and organizations

October

- Attend Leadership Development Conference
- Freshmen class officers elected
- Additional funding requests for fall semester accepted by SGA

November

- Nominate students for participation in Emerging Leaders Program

January

- SGA president and vice-president candidate speeches
- Register spring semester fund-raisers dates at Student Activities Office
- Support and recognize members participating in Emerging Leaders Program

February

- SGA and Class Council elections
- Submit updated membership roster to the Student Activities Office
- Additional funding requests for fall semester accepted by SGA
- Student Activity Fee Pre-Appropriations process begins for the following year

March

- New officers elected for following year
- New officers trained by outgoing officers
- Submit names of new officers and any advisor changes to Student Activities
- SGA inaugurations
- Appropriations process underway - advisors encouraged to participate

April

- Appropriations process ends
- Begin planning for fall semester programs
- Master calendar meeting for SGA and Class Councils

May

- Verify that all organizational bills have been processed before semester ends
- Evaluate year and celebrate accomplishments

GENERAL EXPECTATIONS

Organization advisors have a responsibility to exercise reasonable care and integrity with respect to organization finances, events, and student relationships. Being diligent about meeting with organization leaders, attending planning and committee meetings, and developing a strong rapport with students are all ways to develop an interdependent relationship with the organization's members.

Various policies govern the activities of Saint Anselm student organizations and it is necessary that advisors know these policies and be able to articulate, support, and apply them with consistency when appropriate. Student organization advisors should also be aware of and actively support an organization's activities.

The College also requires organization advisors to be in attendance for the duration of any off-campus event sponsored and promoted by an organization at which alcohol is served. Inasmuch as the advisor is the person of responsibility and the one students look to for guidance, it is expected that the advisor will not consume any alcohol immediately prior to or during the organization's event or activity. Specific expectations should be discussed and negotiated with the leaders of the organization as soon as possible.

LIABILITY ISSUES

Higher education and particularly Student Activities has seen an increase in liability suits in recent years. Saint Anselm College is careful to ensure the safety of its students who participate in student activities. According to Dr. Frank Julian in *The Law and Campus Life* (1997), "Despite the many opportunities for potential liability, the majority of suits brought against institutions and campus life officials are based on some type of negligence. The courts define negligence simply as the failure to meet standards of conduct that society expects of reasonable, prudent human beings who are faced with similar circumstances. Negligence requires duty, a breach of that duty, reasonable foreseeability of injury or loss, an actual injury or loss, and a direct connection between the breach of duty and the injury or loss."

This section briefly describes some of the more common concerns regarding liability. Common sense, prudence, and thoughtful event planning collectively share in preventing unfortunate situations. Here are some thoughts.

Alcohol

Advisors should be aware of the potential for personal liability when serving alcohol to students of any age. Social host laws are applicable if, after being served alcohol, your guest is physically injured or injures another. Any event sponsored by an organization at which alcohol is served must be approved by the Office of Student Activities and Leadership Programs at least four weeks in advance of the event. Procedures on how to program such an event are found in the *Student Leadership Manual*.

Injury

Personal liability for injury due to negligence may exist for an advisor if they (1) actually performed the negligent act or failed to take required action; (2) participated in the act; or (3) directed

others to perform the negligent act or to not take required action. Although the college requires a student to sign a waiver or release of liability in certain cases, this does not release or waive negligence. If you sense that an unwarranted degree of risk accompanies any activity undertaken by the organization you advise please consult the Office of Student Activities and Leadership Programs to discuss the situation. Also, club sport organization advisors should be aware of the deteriorating condition of any sporting equipment and report such information to the Athletic Office immediately. Please contact the Office of Student Activities and Leadership Programs if you have specific questions about insurance coverage, waivers, and advisor liability.

Contracts

If a student organization is doing business with off-campus organizations for goods and services, chances are the business is dealing with a contract. Students are not authorized to sign contracts or otherwise enter into agreements on behalf of Saint Anselm College. Advisors should consult the Office of Student Activities with specific questions about Saint Anselm College policy with respect to contracts.

Hazing

An advisor who is aware of hazing activities is legally obligated to report such information to the Office of the Dean of Students immediately. The State of New Hampshire's Criminal Code defines hazing as: "Any act directed toward a student, or any coercion or intimidation of a student to act or to participate in or submit to any act, when (1) such act is likely or would be perceived by a reasonable person as likely to cause physical or psychological injury to any person; and (2) such act is a condition of initiation into, admission into, continued membership in or association with any organization." Hazing has come to be defined in the educational community as any behavior by an individual or group of individuals towards another individual or individuals which is physically, emotionally, or psychologically harmful.

RESOURCES

Among other functions, the Office of Student Activities and Leadership Programs was established to assist student groups and advisors in planning programs, developing stronger organizations, and providing training in various areas of student leadership development. Students and advisors are encouraged to contact the office with any questions regarding the operation of a student organization. The office is staffed from 8:30 a.m.-4:30 p.m., Monday-Friday and may be reached at x7363. In addition, the office offers the following resource materials which may be of interest.

- Negotiating Contracts
- Critical Thinking
- Parliamentary Procedure
- Time Management
- Conflict Management
- Publicity & Design
- Running Effective Meetings
- Fund-raising Ideas
- Planning A Successful Program
- Wellness

Other Office Publications

The Student Leadership Manual
Student Involvement Transcripts
Student Club and Organization Brochure

Other Publications of Interest

The Leadership Challenge
Mastering Critical Thinking
Journal of College Student Development
About Campus Magazines
A Legal Guide for Student Affairs Professionals
A Beginner's Guide to Leadership Training Programs
Financing Campus Activities
The Law and Campus Life

Programs and Event Planning Resources

Campus Activities Programming Magazine
Campus Activities Today
National Association of College Activities Newsletters
Postering Secrets: How and When to Hang Flyers on Campus
Tips for Campus Events Planners

The Office also receives advertisements and promotions daily for entertainers, lecture management agencies, film distributors, fund-raising companies, poster designs, and novelty items.

LEADERSHIP TRANSITION

Each February, the Student Government Association holds a general election for its officers, class officers, and the student senate. Prior to the appropriations process, which begins in March, all student organizations are required to hold an election for officers for the following year. Names of the new officers should be submitted to the Office of Student Activities and Leadership Programs and to SGA as soon as possible prior to the appropriations process.

As the leadership transition occurs, it is important that a solid training program exists to introduce the new leaders to their positions and familiarize them with the leadership responsibilities. Advisors are sometimes the only source of continuity for an organization from year to year. Outgoing officers are often busy with job searches, academic work, and other priorities to participate in an organization after elections. It is important that both the advisor and the outgoing officers assist in the transition process. Below is a brief list of topics that may be discussed in a typical transition meeting:

- Organization Constitution and Bylaws
- Event Files from the past few years
- Financial Procedures include Speaker Fund and Matching Fund
- College Policies and Procedures (*The Student Leadership Manual*)
- Student Government Association Constitution and Bylaws
- Goal Setting for the following year\
- Advisor Expectations
- Mail/Phone/Copying

For assistance in creating and facilitating a leadership transition program for the students you advise, contact the Office of Student Activities and Leadership Programs at x7363.

FUNDING STUDENT ORGANIZATIONS

Appropriation Process

Every Saint Anselm College student pays an activities fee. From this fund, the SGA grants appropriations to student organizations that have been recognized for at least one year. The process begins in March when pre-appropriation request forms are sent to each eligible student organization. A budget proposal for the following year must be returned to the SGA Treasurer who submits it to the Finance Committee for review. At an announced time in April, the Finance Committee will meet with each student organization president, treasurer, and advisor to discuss questions about the proposal. Following these meetings the Finance Committee will submit an appropriation package to the SGA Student Senate for approval. Specific dates for this process will be released as soon as possible. If you have any questions regarding this process contact the SGA treasurer at x7496. Advisors are encouraged to attend appropriation meetings and familiarize themselves with the appropriations process in detail.

**Student organizations may also apply for additional funding from SGA any time following the appropriation process.*

Restrictions on SGA Fund Usage

Appropriated funds are deposited into each club and organization's SGA account which is maintained in the Business Office. Because each student pays an activities fee, it is important that organizations which receive appropriations sponsor events open to the entire community. Appropriated funds may not be used to purchase alcoholic beverages or clothing/uniforms for the benefit of the organization's membership only. However, other sources of income may be used for these purposes. Contact the SGA treasurer at x7496 before devoting funds to any questionable purchase.

Other Sources of Income

Student organizations may also hold fund-raisers, collect dues, and charge admission to events. Any and all money collected by an organization must be kept in a Saint Anselm College personal deposit account maintained by the Business Office.

The Speaker Fund

The Speaker Fund was established by SGA to encourage student organizations to sponsor guest speakers. Student organizations may apply to fund two speakers per year at \$500.00 each or one speaker for \$1000.00. Contact the SGA treasurer to apply for this fund.

Matching Fund

The Matching Fund was established by SGA to encourage student organizations to actively participate in fund-raising activities. SGA will match one dollar for every three dollars earned in a fund-raiser. To apply, an organization must submit a description of the fund-raiser and verification of earnings to the SGA treasurer.

Any questions? Contact the SGA Office at x7496 or the Office of Student Activities and Leadership Programs at x7363.

The summaries below are intended to be a quick reference. For

POLICIES AND PROCEDURES

more details about these and other policies and procedures consult the *Student Leadership Manual* or contact the Office of Student Activities and Leadership Programs.

Alcohol-Related Events

Must be approved by the Office of Student Activities and Leadership Programs at least four weeks in advance of the program. The advisor must attend all off-campus alcohol-related functions, i.e., class semiformal. The advisor shall not consume alcohol immediately prior to or during the organization's event or activity.

Contracts

For goods and services, contracts must be signed by a Saint Anselm College official. Standard agreements and performance contracts are available in the Office of Student Activities and Leadership Programs.

Co-Sponsorship

Of events with other organizations is encouraged. Make all arrangements for division of human and financial resources in advance. The Campus Activities Board actively seeks cosponsorships for special events.

Copy Service

Is available for small quantities in the SGA Office. Larger copy jobs (more than 25) should be brought to the Print Shop/Copy Center on the lower level of Alumni Hall. Check with the SGA Treasurer for amounts charged to an organization's account.

Fund-raisers

Must be registered with the Office of Student Activities and Leadership Programs at least three weeks in advance. They are generally allowed at any time during the year except Family Weekend. To avoid duplication priority is given to organizations for event type, time, and location on a first-come, first-serve basis. Check with the Office of Student Activities and Leadership Programs for additional fund-raising information or refer to the *Student Leadership Manual*.

Mail

Should be received by an organization in care of its advisor. Summer mailings may be directed to the Office of Student Activities and Leadership Programs. A postage slip must accompany all outgoing mail for proper billing purposes. Postage will be charged internally. Contact the SGA Treasurer for a list of monthly charges.

Media

Equipment must be reserved by completing the facility reservation process. Contact the Media Center (x7030) personally to reserve TVs, VCRs, slide equipment, sound systems, film projectors, podiums, etc. Reservations must be made at least two weeks in advance.

Off-Campus Events

May be scheduled through the facility reservation/master calendar planning process. Any off-campus event at which alcohol is being served must be attended by the organization's advisor. All alcohol related events must be approved by the Office of Student Activities and Leadership Programs. Contracts for facility rentals should also be discussed with the Office of Student Activities.

Facilities Reservation

Forms must be submitted to the Office of Campus Events for approval at least two weeks in advance of any event, fund-raiser, or meeting held by a student organization. Due to calendar and/or event conflict, an event may not be approved. Forms are available in the Office of Campus Events in the Dana Humanities Center.

Outside Vendors

Are generally not allowed on campus to sell products or services. Special consideration is granted only by the Office of Student Activities and Leadership Programs and the Dean of Students.

Dining Services

Is available to student organizations who complete a facility reservation form and place an order with Davison Hall at least two weeks in advance. The cost of food service is billed internally to a student organization's account. Contact the SGA treasurer to inquire about internal charges.

Parking Privileges

Are granted to speakers, performers, and special guests of student organizations. Please contact security with the vehicle's year, make, color, license plate number, and location as soon as possible.

Check Requests

For payment of goods and services may be submitted to the Business Office. Please allow one week for processing. A social security number or Federal ID number must be submitted with any request that is considered income to an individual or business.

Purchase Orders

Are often requested by a business to insure payment for goods and services. It is a promise to pay. To obtain a purchase order contact the Office of the Treasurer at x7100. You will need to know what will be purchased, an estimate of the price, and the full name and address of the vendor.

Internal Charges

Are made to student organizations that purchase food from Davison Hall or the Coffee Shop, utilize print shop services, make purchases from the bookstore, or utilize the library copiers. The president and/or treasurer of each organization must approve the use of these services. Although monthly statements of internal charges are not issued, you may contact the SGA treasurer with any questions about such charges.

Dean of Students' Van

May be reserved, in person, at the Office of the Dean of Students. Reservations are made on a first-come, first-serve basis. The driver of the van must present their driver's license at the time of the reservation.

Posted Information

Must be stamped with the "Stone Face" in either the Office of Campus Events or the Office of Student Activities and Leadership Programs. Items may only be posted on bulletin boards. See the *Student Leadership Manual* regarding posting information.

Faxes

May be sent from the Switchboard Office by the advisor of an organization. Any member of an organization may send faxes from the Switchboard Office if that organization has its own FAC Code. Otherwise, students may send faxes from the Bookstore. Incoming faxes may be received at the Switchboard Office at 641-7116.

FINAL TIPS FOR ADVISORS

Some of the most important things you can do as an advisor are the smallest things that people tend to take for granted. A good advisor is a positive source of energy and motivation for members. You can radiate your positive energy by doing some of the following:

- Smile and say thank you
- Get together on a one-on-one basis—treat them to a cup of coffee or a soda
- Send birthday cards to members
- Plan a recognition banquet to honor members at the semester's end
- Write thank you notes for jobs well done
- Offer to write letters of recommendation

Appendix I

STUDENT-ADVISOR PARTNERSHIPS CONTRACT

The student/staff partnership is a vital part of student activities. There are numerous variables involved in this partnership which make each relationship different from the next. Each individual must be cognizant of their role in the relationship in order to be effective. The parameters for action by each participant should be clearly defined for all participants.

There are several common factors in the student/staff partnership which are defined below. Individual action differs with personalities, but listed here are common functions and responsibilities that will define and perpetuate strong, effective relationships. By signing this contract the involved parties accept the responsibilities listed below.

Student Roles

- Keep advisor informed of group plans, problems, success, etc.
- Be willing to share responsibility with other group members.
- Utilize advisor's experience and wisdom—carefully consider the advisor's advice.
- Give positive and negative feedback to advisor.
- Revise or otherwise change group policies or procedures when necessary.
- Document group activities.
- Help create group identity.

Advisor Roles

- Assist in role negotiation for each group member.
- Be open to criticism and evaluation. Be willing to be wrong.
- Be willing to allow the group to act on its own, to make mistakes.
- Give positive and negative feedback to the group on how things are going.
- Assist the group in adhering to procedures and regulations affecting their position.
- Encourage the group to maintain records.
- Encourage the division of labor among group members to sustain member interest.
- Use available tools to keep the group dynamic and productive.

Your signature on this partnership contract indicates that you understand and accept the above roles and responsibilities.

Advisor

Date

Student Organization Leader

Date