

STUDENT ORGANIZATION PRESIDENT'S MANUAL



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STUDENT ORGANIZATION PRESIDENTS

Relationship with Advisor

In your role as a leader, one of the great benefits is having the opportunity to get to know this person on a professional and personal level. Like most good relationships, those developed with your advisor should involve an open and honest relationship. This type of relationship allows both yourself and the advisor to receive feedback, share ideas, and build trust. As you get to know your advisor better it is important to understand that he/she may develop their relationship with you for a distinct reason.

Some advisors may become a mentor. A mentor/mentee connection can develop into a long lasting relationship. Mentoring typically happens in a one-on-one environment with a student. The advisor in this role typically can aid in your growth both personally and professionally. Even if the advisor's field of study or career pursuit is different from your own, he/she may provide you with valuable professional advice. Sometimes the advisor can serve as a sounding board for your ideas and goals. Additionally they may be able to review your resume, or assist in making connections with resources either in the institution or the community.

The advisor may also be looked at as a leader, providing help and guidance to both you and the members of the organization. Frequently these advisors can help you and other members develop your leadership skills. As a leader you can collaborate with the advisor to help find new ways to improve the organization and help it grow. A strong leader also will challenge you to meet your academic goals and maintain a successful grade point average.

Be sure to consider the kind of relationship that you wish to develop with your organization's advisor. Any form of relationship takes effort from both parties to develop and enhance. A positive advisor relationship can be one that you keep with you for years to come.

You are in Charge: Be Accountable

As a leader of a student organization you are in charge of directing your members and providing guidance while helping them learn and develop. You must be accountable on both a personal and organizational level.

Remember that you set the tone and provide the example for your student organization. It is crucial that you treat all members fairly and hold them to the same standards. By showing that you are motivated and committed you can help to inspire and energize your constituents.

Leadership 101

As a leader not only will you grow over time but you are responsible for helping to develop the members of your organization. The members are the backbone for all of your programs and activities throughout the semester. Make the most of your members as they will help you achieve at a high level.

Embrace your leadership role and take ownership of your responsibilities quickly because you are largely responsible for the direction the group takes. One of the most basic but essential tools for success when overseeing an organization is getting to know your members. If you invest in them and help them feel they are valuable, they are more likely to be excited and involved in the group.

While you get to know your organization's members as individuals consider how each person functions in the group. Meaningful icebreakers or leadership development activities can help you better understand yourself as well as your members. This can be invaluable if you are putting together members or committees to work with assignments or other important tasks.

Maintaining a positive attitude is an essential tool for success as a leader. The outlook that you adopt will be mimicked by your members. This is helpful when it comes to creating excitement about an upcoming program. If you are excited for a program, then your members will be as well. If you approach the program with a negative attitude, your members will adopt the same mentality. While this does not mean that you must always be happy, you should consider what you say and how it is said when discussing your organization.

Membership Recruitment

Aside from having a structured organization and supporting officers the most vital component of a student organization is membership. Some students like organizations due to their academic or professional interest; others join to become more social and find like-minded people. There are a number of reasons why students become a part of an organization.

Something to consider when recruiting, is why they should be a part of your organization. Also, how does being a member of your organization benefit their collegiate experience? Students often are looking for an organization that they know they can benefit from and vice versa. All of these skills lead up to one of the most vital parts of an organization, recruitment.

As a leader you need to be able to evaluate your organization's structure both physically and also in the make-up of your members. For example, if your group is composed of introverts, consider recruiting extroverted and outgoing people. If there are communities on campus that you would like to see more of in your organization consider making special promotions geared toward that population. Make sure your members are involved with the recruiting process. A positive attitude can have a substantial impact on successfully being able to recruit new members. If members speak positively about your organization and their experiences it can help create a positive buzz about your group. Also consider if your group needs any specialized skills in order to facilitate programs. Your members will develop and grow over time and be a crucial part of your group's success not just for this year, but for years to come.

Running a Meeting:

A critical element of maintaining a strong organization takes place during your meetings. While this may seem like a basic task, it is more challenging than it appears. However, do not fear, there are several things to keep in mind to ensure a smooth and successful meeting.

Make sure that you have a confirmed time and location for your meeting. Keeping members informed of changes can instill in them a sense of belonging and value. Be sure that you are frequently communicating with your organization. Make a deliberate effort to

ensure that the members have a chance to discuss upcoming events and be involved in the meeting. No member wants to be talked down to regularly and never have the opportunity to contribute to the group.

Communication is an essential element of having a successful meeting. Create an agenda to ensure that your meetings run smoothly. Consider sending the agenda to your members in advance so they can come prepared. Stay on task and make sure you do not get distracted by side conversations.

Be sure that your meetings do not become monotonous. Do things that are fun and unexpected from time to time such as a fun activity to begin a meeting. Or if you have just held a big event or have had a great accomplishment, recognize either an individual or the whole group for the positive work. By altering how meetings are held, you can help maintain the interest of your members and keep them excited about meetings.

Having a positive meeting experience can help people maintain a good outlook for your organization. Do your best to cultivate a cohesive and friendly environment. Provide members opportunities to get to know each other and to have fun. By enhancing their network of friends they will be more likely to stay motivated and involved.

While there is no perfect way to hold a meeting, it is important to try your best to make sure that each meeting is a success. Members want to feel that their time is valued and that they are part of a worthwhile organization.

Cultivating Successful Marketing

Advertising and marketing your program, while simple, takes a great deal of planning and forethought. All of the great ideas and hard work preparing a program will be in vain if nobody is aware that your program is going on.

Meet with your members and advisor in advance to discuss your ideas and obtain feedback on how to enhance your marketing. If you are unsure of what you want to do, make an appointment to meet with a member of the Student Life or the Marketing department to help brainstorm ideas.

There are several consistent methods of marketing that are utilized by many organizations across campus. The Student Life *Round-Up Newsletter* serves as a simple and cost free method of advertising events for the entire OSUIT community. You may

email a copy of your poster to Pat Singleton, pat.singleton@okstate.edu. The newsletter is emailed on Monday mornings. Any event you wish to advertise must be received no later than Thursday of the previous week. Each item runs once, so designate a date when submitting the information. Please include contact information.

Some of the smallest events can experience great success with the right marketing. Get your members involved by having them contribute their ideas. If you have a specific group on campus that you are interested in advertising toward, reach out to them. Whether it's attending a club meeting or a special event, there are great ways to target specific populations of people. Also, don't be afraid to try new marketing ideas.

Conduct of Student Organization Officers and Members

As an officer of your student organization, it is important to know the rules and code of conduct expected of club members. The following is taken from the Student Handbook, Student Rights and Responsibilities Governing Student Behavior.

XI. Conduct Rights and Obligations of Student Clubs and Organizations

As individual students are asked to uphold certain expectations, organizations and their officers are under obligation to the University and larger community to maintain high standards of ethics and conduct. This includes proper maintenance of financial records and sponsorship of events and activities that uphold the standards of the University. Any activities that encourage the improper conduct of student members which violate the prohibitions contained within the Student Rights and Responsibilities Governing Student Behavior may cause the charter of the organization to come under judicial review by the Director of Student Life.

A. Benefits Afforded Student Recognized and Registered Clubs/Organizations

Recognized clubs are clubs with 4 to 9 members and have the following privileges:

- Within limits, use of the OSUIT name in connection with club/organization sponsored programs and activities.*
- Scheduling available university-owned areas and/or facilities for club/organization meetings and sponsored activities.*

- *Promotion of your club/organization and its officers in campus publications where other registered clubs/organizations are listed.*
- *Announcement of club/organization sponsored programs and activities in the OSUIT newsletters.*
- *Recruitment of members during enrollment along with other recognized campus clubs/organizations.*
- *List club/organization information on OSUIT student club/organization directories, located in Covelle Hall and the Student Union.*
- *Participate in the monthly Round Table informational meetings.*
- *May schedule field trips as funding allows.*
- *Request Start-Up funding not to exceed \$900 (\$100 for each member) from the Director of Student Life and to be approved by the Dean of Students. After existing as a Recognized student club/organization for a period of two (2) years, clubs may request funding from the student fee allocation committee.*
- *Sponsors of the club/organization may participate in the Advisor Incentive Program during the fall and spring semesters.*

Registered clubs are clubs with 10 or more members and have the following privileges:

- *Within limits, use of the OSUIT name in connection with club/organization sponsored programs and activities*
- *Scheduling available university-owned areas and/or facilities for club/organization meetings and sponsored activities*
- *Promotion of your club/organization and its officers in campus publications where other registered clubs/organizations are listed*
- *Announcement of club/organization sponsored programs and activities in the OSUIT newsletters.*
- *Recruitment of members during enrollment along with other recognized campus clubs/organizations*
- *List club/organization information on OSUIT student club/organization directories, located in Covelle Hall and the Student Union.*
- *Participate in the monthly Round Table informational meetings.*

- *May schedule field trips as funding allows.*
- *Request funding from the student fee allocation committee after existing as an active OSUIT student club/organization for a period of one (1) year.*
- *Sponsors of the club/organization may participate in the Advisor Incentive Program during the fall and spring semesters.*

To register your club/organization or update/revise an existing registration form, go to the website <http://go.osuit.edu/student/life/forms> and complete the Club Registration Form and submit the completed form via email or fax to the Student Life office.

Each recognized and registered club must file a new Registration Form and Roster of Members form every year by the end of September. Any club that fails to file both forms will become an inactive club. The status of the club can be changed to active by filing both forms.

B. Obligations of Student Clubs/Organizations

1. Required Information: Each student club/organization is required to submit the following information to the Office of Student Life at the beginning of each fall semester or when new officers are elected.

- a. name, address, and telephone number of each officer;*
- b. name of the organization's faculty/staff advisor;*
- c. time and place of regularly scheduled meetings;*
- d. the purpose of the organization.*

Changes during the school year need to be reported promptly.

2. Participation: All clubs/organizations will be represented at the monthly Round Table Luncheon.

3. Advisors: All clubs/organizations must have an advisor who is a full-time faculty or staff member. Exceptions to this rule may be granted by the Office of Student Life. Sponsors are ultimately held accountable for actions taken by the club/organization. Advisors responsibilities include:

- a. attending group meetings and sponsored activities;*
- b. assisting in program and/or project development;*

c. serving as a resource to the club/organization with regard to University Policy and procedures;

d. advising the club/organization on financial matters.

e. serving as the point of contact between the club/organization and Student Life.

4. Financial Obligation: All funds of recognized clubs/organizations must be kept on deposit with the University. All funds must be deposited with the Bursar within 24 hours of receipt. Funds of clubs/organizations may not be used to purchase alcohol or beer.

5. Meetings: It is the responsibility of the student club/organization to schedule its meetings and activities in accordance with the policies of the University, campus, student activities, and the building being scheduled. All student club/organization activities shall be properly organized and supervised. All student activities must be approved through the Student Life Office. Copies of approved Campus Activity Requests will be forwarded to the appropriate offices.

To assure sponsored activities meet all requirements, the following procedures must be observed:

a. Authorized student club/organizations planning an entertainment activity, project, or activities for raising funds must complete and submit a Campus Activity Request to the Student Life Office for approval prior to advertising, scheduling, making commitments, or related arrangements. Activity requests should be approved seven days prior to the activity and should be announced in Student Life activity announcements during the week of the event.

b. The sponsor is to assist the student group in completion of Campus Activity Request forms and will be responsible for arrangements and supervision of the activities. All school activities sponsored by a campus club should have two faculty and/or staff members as chaperons. For club recreational activities off-campus, the number of chaperons assigned, in addition to sponsor(s), shall be at the discretion of the Director of Student Life and Dean of the School.

6. Poster and Posting Regulations: Distribution of handbills, pamphlets, flyers, etc., is a privilege granted only to students of recognized clubs/organizations. All such literature must bear the name of the club/organization on the front page of the material distributed and be approved by the Office of Student Life. Such material may be distributed only in

those areas designated as distribution areas by the Office of Student Life or Residential Life, as appropriate. A copy of the literature to be distributed must be filed in the Office of Student Life. Special permission may be granted to other groups by the Student Life Office for distribution only on designated public boards. (See Section XIII, E, "Distribution of Literature" for more details.)

7. Production of Club Items and Apparel: Student clubs may wish to produce items such as, but not limited to, T-shirts, caps, mugs, towels, notebooks, banners, or clothing. Any item bearing the University name, logo, and/or club name must be approved through the Student Life Office. A full design layout of the item(s) to be produced must be submitted to the Student Life Office for approval prior to purchase.

C. Student Clubs/Organizations Misconduct

It is not possible to list every potential situation which might result in a determination that a student club/organization has violated the policies of the University. Advisor/students violating University Policy will be referred to a Hearing Officer. If it is found more likely than not that advisors/students were in violation of University Policy while representing their club/organization, the Director of Student Life will make a determination regarding the club/organization's status which could result in probation or suspension of the registration as a recognized club/organization by the University. Any appeals of the decision made by the Director of Student Life shall be made to the Dean of Students.

D. Code of Ethics for Student Clubs/Organizations

1. Relationship of student club/organizations to the University: Registration of a club/organization does not mean that the University supports or adheres to/by registered student groups. Responsibility for any action which violates federal, state, or local laws or University regulations is assumed by the individual groups, their officers and members.

2. Introduction of Code of Ethics: The extension of privileges by the University as detailed in this document requires registered student clubs/organizations to conduct their organizations and activities as responsible bodies in their relationships with their members, other students, the community and the University. Clubs/organizations and their members are subject to being governed and sanctioned by the same rules and

regulations established for individual students. In addition to statutory obligations, this Code of Ethics has been established for the students by the students as a set of guidelines for all registered student club/organizations. Each registered student club/organization is encouraged to adopt and abide by this Code of Ethics.

3. Specific Standards of Ethics:

a. *Academic:* In accordance with the larger mission of the University, the Code of Ethics encourages a portion of a club's/organization's activities reflect a conscious effort to enrich each member's academic development.

b. *Character Development:* The moral conduct and personal behavior of each member affects the organization's image. This makes it important for the individual to act at all times with self-respect and integrity. University policy prohibits students from cheating, using alcohol on campus, providing fraudulent information, or in any way misrepresenting themselves in interactions with the campus or larger communities.

c. *Community Relations:* Supportive, communicative and positive relations with the community will result in mutual benefit. The impression made by a club/organization on the community reflects upon the University as a whole. All organizational members will conduct themselves so as to support a positive relationship with the community.

d. *Financial Management:* Members shall handle both institutional and private funds judiciously, recognizing the annual transfer of debt responsibility. Members shall not incur debts (either individually or in the name of the organization) which result in organizational disability.

e. *Health and Safety:* Members shall take basic precautionary measures to ensure individual and group safety. An appropriate program would encompass a concern for mental, emotional and physical well-being.

f. *Leadership Development:* The continuing existence of the organization requires a regular succession of effective leaders. An appropriate program would provide for the development of the members' leadership skills for future positions of service and authority.

g. *Legal Responsibility:* Each club's/organization's members have a responsibility to know and uphold all relevant federal, state, and local laws and University policies. Student

clubs/organizations should be knowledgeable of and comply with the expectations set forth by the University for individual students and student clubs/organizations.

h. Multi-Cultural Sensitivity: Both the University community and the larger society are diverse, with persons from differing ethnic and cultural backgrounds. Clubs/organizations must recognize and respect the cultural heritage of others. Compliance with the Oklahoma State University Equal Educational Opportunity Policy is required. Guidance regarding the interpretation and implementation of this policy is always available at the Student Life Office, or the Student Services Office.

E. Obtaining Registration as a Student Club/Organization

Registration entitles your club/organization to certain privileges, assists the Student Life Office in its advisory responsibilities to your club/organization, provides resources and needed information, and furnishes potential new members with a point of contact to your club/organization. To obtain registration as an OSU Institute of Technology student club/organization, your group must complete the following three (3) steps:

1. Have an accepted Petition for Recognition Form on file in the Student Life Office

a. meet with the intended sponsor and Director of Student Life prior to beginning the process of petitioning;

b. complete the Petition for Recognition Form which should be filled out by the intended sponsor and include the following information:

i. name of group;

ii. purpose of group;

iii. objectives of group;

iv. state if your group will duplicate the function of any existing club/organization on campus;

v. state if the need and desire of students will be sufficient to maintain a strong organization by registering as either Recognized (less than 15 charter members) or Registered (Fifteen or more charter members) club/organization;

vi. signature of intended sponsor and intended sponsor's division chair, department head or supervisor acknowledging that he/she is aware of the responsibilities and requirements of sponsoring a student club/organization on the OSU Institute of Technology campus.

2. *Have an approved Constitution and By-Laws on file in the Student Life Office*
 - a. *draft the constitution and by-laws using the following outline:*
 - i. *the purpose of the group;*
 - ii. *methods of electing/selecting officers and members;*
 - iii. *role of the officers;*
 - iv. *goals and how they will be met (committees, funding, etc.);*
 - v. *anti-discriminatory clause within the membership section of your group's constitution.*
 - b. *Constitutions and by-laws are approved by the Director of Student Life and the Dean of Students.*
 - c. *All student clubs/organizations are required to update/revise their constitution and by-laws a minimum of one time every three years and submit a copy to the Student Life Office.*
3. *Have a current/updated club/organization Registration Form on file in the Student Life Office*

XIII. Other University Policies

E. Distribution of Literature

Distribution of handbills, pamphlets, etc., is a privilege granted only to students of recognized and registered clubs and organizations. All such literature must bear the name of the club or organization or responsible individual on the front page of the material distributed. Such material may be distributed only in those areas designated as distribution areas by the Office of Student Life or Residential Life, as appropriate. A copy of the literature to be distributed must be filed in the Office of Student Life. Special permission may be granted to other groups by the Office of Student Life for distribution only on designated public boards.

Once approved, the Office of Student Life will stamp the approved information with a special permit stamp. Any materials posted without the special permit stamp will be removed.

Sponsoring groups must remove all posted information after the advertised event. Flyers, posters, signs, etc. without a special permit stamp, those left after the expiration date, or those posted in an unauthorized area will be removed.

Information may not be posted on walls (interior or exterior), trees or shrubs, trash cans, elevators, or any other area other than the areas specified as approved posting areas on campus. Any group or individual that does not follow the above mentioned guidelines for posting information on campus will be in violation of University policy.

1. The privilege of distribution which is accorded to any free student publication shall be equally accorded to all free student publications.

2. For buildings other than organized living units, the Director of Student Life shall determine, after consultation with the administrative occupants, the places of distribution.

SUBMISSION OF FORMS REQUIRED BY STUDENT LIFE

As an officer of the organization, one of your responsibilities is to make sure all required paperwork is submitted to the Student Life office in a timely manner. Each fall term, there are three documents that must be on file with Student Life; club registration, signature card, updated constitution and bylaws.

The club registration form can be found on the Student Life website and must be completed and submitted prior to the Fee Allocation process each fall. This form is also required any time there is a change in officers or advisors as well.

The signature card must be submitted with the club registration form to ensure the current officers are on file to approve any expenditures.

Student Organizations are required to review their constitution and make necessary updates every three years. Again, this is required to be completed prior to fee allocation. If you have any questions about your constitution, you may contact the Student Life office.

SUBMISSION OF ACTIVITY REQUESTS AND POINTS VERIFICATION FORMS

With some recent updates in procedures for these two forms, Student Life wanted to provide you with information on the requirements for earning points for your club.

Campus Activity Requests: A Campus Activity Request (CAR) needs to be submitted only when your club is co-sponsoring, hosting, creating, or sponsoring an event. An event sponsored by the university, Student Life, or another club does not require a CAR. A

CAR must be submitted with the Trip Insurance Form anytime a club travels outside the city limits of Okmulgee. You will receive an email in response to your submission.

Points Verification Forms: Points Verification Forms (PVF) must be submitted within 7 days of the event and contain the names of at least 3 club members (cannot include the advisor) to earn points. All points are accumulated for the academic year and used to determine the Club of the Year. You will receive an email response to your submission. All forms must be submitted electronically to be accepted. Copies of the forms can be found on the Student Life website.

Risk Management

When planning programs or before bringing a speaker or event to campus, it is vital that you consider the inherent challenges that may be involved. Considering the risks that a program may have is crucial before bringing it to life on the campus.

Student organizations typically don't fall under the protection of the University's liability coverage. The key is whether an event is considered "Official University Business" and is event dependent. The office of Fiscal Services is available to assist in determining whether an event is "Official Business" and will be happy to provide suggestions on making events safer for students and participants.

If you are unsure about a program or if you ever have questions about what your event may qualify as or if there are risks involved contact the Director of Student Life, Kamie Rash, kamie.rash@okstate.edu, for more information.

Financial Management

As a student leader, working with a budget provides you with a great experience to apply and improve upon an essential real life skill. Recognized student organizations at OSUIT who are current on their required information to Student Life are eligible to receive funding from Student Life each fall term.

When preparing a program, you must be mindful of the budget. Proper budget management is easier to accomplish when you plan ahead. Spend some time comparing prices of items online. The treasurer's manual is compiled to assist organization treasurers in setting up books and explains the procedures for making deposits and

withdrawals. Copies are available to all organization treasurers and can be obtained from the Student Life Department. You can also view the information online through the Student Life website.

Collaborating, a Key to Success

The saying, “no man is an island,” is crucial to keep in mind while serving as a student leader. Collaboration will play a substantial role in your ability to develop and enhance not only your student organization but the campus community as a whole. Working with others can be challenging but very beneficial.

It is important to consider your own leadership style and how that will interact with the other leadership styles. Throughout the collaborative process, take the time to consider another person’s leadership style. Consider how she/he interacts with the members of her/his organization. What can you learn from that person’s organization with her/his organization (good or bad)? How can this experience help you to develop your own skills? With twice as many people to work with and coordinate it means that you will need a strong sense of your own leadership style. This can play an important factor when you consider the size of an organization that you are sponsoring an event with.

Organizations that are small have unique and different strengths than larger organizations; consider these when you are distributing the workload of your event. Pick an organization that you know can complement yours, if you are in a larger organization, work with a smaller organization or one with a different purpose. This can help to diversify your organization’s audience and help you develop or enhance relationships with other areas of campus.

Remember that two organizations equal two times the resources. Use this opportunity to explore the other organization’s strengths. This could come in the form of a good connection with a vendor or in teaming up with an organization that is great at raising funds.

With a greater number of people to work with you can also promote and advertise on a larger scale, making it easier to host an event, find donations, or places to advertise within the Okmulgee community. Be sure that you are evenly distributing the workload between the two organizations to help ensure that there is an equal partnership. Be aware that in

any organization there are some members who will be unwilling to put forth a great deal of effort, this may become two times as challenging when working with another organization. In order to enhance your work with the other organization consider picking a representative to be the point person with the other group. This will help to ensure that there is one reliable source acting as the liaison and also can provide additional opportunities for other members to get involved. If the program is large in scale consider working with multiple organizations or contacting Student Life for additional assistance.

Recognizing Your Organization's Members

Recognizing your members is essential for your work as a leader. It can be easy to get caught up in planning events, but don't forget to recognize the work that your members are doing along the way. Appreciation does not have to be anything large or extravagant. Nobody expects sky writing or red carpets, but there are lots of little ways to show your members that you care. Make sure to always thank the members for their work after events or when they do something great. There are many ways that recognition can be done, just do not forget to show your gratitude. This can help in member retention and improving members' experience with the organization.

Officer Transition

Transitioning into or out of a position/office is an essential duty for any leader. In order to ensure that you are helping the organization to successfully transition and maintain momentum you should work with your advisor. An advisor has a strong sense of the dynamics of the organization, the progress and challenges it has faced, and can help maintain continuity and stability throughout the group. Collaborate with the advisor to help the new student leaders get acclimated with the organization and with their new roles. Spend time with the person taking over your role. Review the position requirements to ensure that he/she fully understands all of the duties that the position holds. There are steps that you can take before vacating your position to aid in the transition process.

Develop and maintain a student organization binder which contains:

- Constitution and by-laws

- Officer descriptions
 - Be sure to update these as the organization evolves
- Contact information for members of the organization and other officers
- Minutes/agendas from past organizational meetings
- List of programs that have been done previously
- Contact information for different areas of the university that the students might work with; Bookstore, Dining Services, Student Life etc.
- Hold a meeting with the outgoing and incoming organization officers
- Allow the old and new officers time to speak one-on-one
- Provide an opportunity to discuss challenges, successes, and allow the incoming officers to ask personal questions

Challenges of a Student Organization

Student organizations face frequent challenges throughout the term. Some experiences may be anticipated whereas others may be unanticipated. This section will provide you with information regarding the variety of challenges that you may face in your role as a student leader.

The Challenge of Change

As a student leader, the other executive members of your organization will be one of your strongest assets. Be aware that this group will provide its own unique challenges. When considering making changes to your organization regarding its structure, constitution, or to a program, it is vital that you consult the officers in your organization as well as the members.

This ensures that each member is able to have input and allows the group to cultivate unity in a natural and healthy way.

It's All about Attitude

In working with the members and officers of organizations you will experience a range of issues and challenges in your leadership role. One of the challenges that can happen

when working in a group is managing conflict and tension. This may be a result of the rise of tension between other members of your executive team or with you and another person. If this tension is not managed it could become hazardous to the organization's health as a whole. Either you or another executive member may go through a rough patch where you feel less confident or assertive when dealing with each other or members. Also at times either you or other members may lose enthusiasm about the organization. This may come from feeling overworked or being overly committed to too many organizations or responsibilities and are unable to dedicate the time to work with the organization. If you start to feel this way do not be afraid to speak to your advisor. They may be able to help better delegate responsibilities if you are feeling overwhelmed. If you see this in your executive members try to find a way to motivate and re-energize them about the organization. Along with the leadership of your organization, the membership may also struggle.

The organization may experience challenges when trying to obtain a strong turn-out for meetings. This can be particularly challenging if a vote needs to be held and there are not enough members present to decide on an issue. Low meeting attendance may relate to how members feel about the organization. Members may feel dissatisfied with their experiences and have grown bored or apathetic about the organization. If there is a lack of camaraderie or a feeling of disconnection within the group it can increase members' lack of interest in the group. Sometimes the goals of the members have differed from that of the group and they are no longer looking to be involved. Additionally, if members present new ideas and they are rejected for being different it can lead them to feel that their input is not valuable and keep them from being invested. Membership challenges may also be correlated to organizational challenges that exist.

Another issue to consider is whether or not the organization has a well-defined mission. Consider if the goals are understood and followed through on by the members and leaders.

Without a strong foundation, the organization will have a challenging time following through with programs, meetings, or making any progress at all. If meetings run too long or have become disorganized members may grow impatient and dissatisfied with the experiences within the organization.

Evaluating Your Skills and Performance

As a student leader your interactions with your organization, its members, and the advisor will provide you with a wide range of experiences. Taking time to reflect on your experiences is beneficial and can help you to develop your skills and grow. Listed below are sample questions that can help you reflect on your progress.

1. How much effort have I put into being a leader?
2. Have I given the organization enough/too much/too little time?
3. Have I met and discussed concerns or issues with my advisor?
4. Have I been available to talk to members?
5. What can I do to help the student organization and members succeed?
6. If I were to rate myself from 1-5 (1 being the lowest, and 5 being the highest) how would I rate myself?
7. How would the organization's members rate me and why?
8. What do I enjoy the most about being a student leader?
9. What would I change about my experience?
10. Have I asked for help when I needed it?
11. Am I still enjoying the experience?

This evaluation can be done independently or you can speak with your advisor and your executive board members to gain input. By being open to constructive criticism you can further develop your skills and forge stronger connections.

RUNNING AN EFFECTIVE MEETING

A great meeting helps to build a stronger team through effective discussion and debate. Achieving an agreement about the correct course of action gives each person a sense of direction about the club/project. It can also serve to share information rapidly with many people and brainstorm new ideas. On the other end of the spectrum, meetings that are agonizing, unstructured and off track to the point where very little is accomplished, can severely hurt a club/project. No one enjoys them and it becomes a time wasting activity.

This is why it is so important to make the meeting a good use of time and an effective part of accomplishing your goals.

Even for a weekly club meeting, it is important to make sure things are well organized and under control. The environment may be more fun and relaxed but the club leaders are still responsible for everything running smoothly. You still want to hit your goals for the meeting, whether it is a discussion about what activity to volunteer with in the coming weeks, or figuring out where to do your favorite activity. Most people don't want the business part of the meeting to degenerate into social time without anything being decided. Keep everything moving and keep to the agenda.

The difference between meetings with and without agendas can mean chaos, ruffled feathers and very few accomplishments. An agenda communicates to attendees that the meeting will be conducted in an orderly fashion and that productivity is the goal. Meetings are held to get things done, share information, develop plans, document progress, provide clarity and make decisions. An agenda can ensure that the meeting stays on track and that special projects and routine operations proceed as intended. An agenda can help a group of individuals function as an effective team.

Attached to this packet is information provided from Robert's Rules on agendas for informational purposes.

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TIME MANAGEMENT

There are only so many hours in the day to get everything done between your studies, friends and club responsibilities. Time management skills will help you to be more effective with the time you have. It is not easy to build more time into your day, but it is important to develop this skill and it takes a lot of mental effort. Decide what is important to accomplish in your day and how much time you will spend on each activity. Planning your time effectively will allow you to know when your free time is, and have more available time.

1. Measuring Priorities

- a. *Efficient vs. Effective*: Being efficient means getting a lot of work done in the quickest and most economical way, regardless of the importance of the tasks. Effectiveness on the other hand means getting the tasks done that move you closer to your goal. You could be an efficient person at putting up posters around your campus to advertise for an event. If the original project plan established that the most effective way of reaching your audience was sending out targeted emails to other club leaders, then putting up posters may be efficient, but it is not the most effective thing to do. Similarly, creating an intricate filing system for all your incoming emails may make you more efficient, but it doesn't help you accomplish anything.
- b. *Important vs. Urgent*: Important tasks are similar to effective tasks in that they are critical steps that have an impact on your club, project or event. Your goal should be to spend your time on things that are important and not urgent. This means that you are dealing with key activities, but not at the last minute. If you don't deal with tasks when they are not urgent they can accumulate quickly and force you to deal with them right away, even if it's not convenient to do so.

Deal with items that are not urgent and not important in a disciplined way. Take care of them, but don't spend any more time on them than you have to. This includes tasks like filling out a room reservation for a meeting. Do not ignore these things completely, or they will become urgent and again force you to deal with them at an inconvenient time. You'll end up reacting to things that would have been easier to take care of earlier, like forgetting

to reserve the meeting room until the day before and finding out it's already booked by someone else.

2. Time Tips

- Delegate, delegate, delegate. If someone else can do a task, have them do it so you can focus on what only you can do.
- Schedule double the time you think the task will take, but try to get things done in half the time. This allows greater flexibility in your schedule.
- Focus on one of your priorities at a time and work at it until it is finished.
- Know what times of the day and week you work best to maximize your effectiveness.
- Do unpleasant tasks first thing in the morning to avoid putting them off for later in the day or forgetting them entirely.
- Put things on one list, like a to-do list or on a plan you make for your week.
- Keep copies of everything, just in case.
- File important things away immediately.
- Learn to say “no” when you just don't have time.
- Spend some time every day staying organized and at least an hour every week planning out what you need to do.
- Don't schedule every minute – plan for the unexpected.
- Wear a watch to keep yourself on track and on schedule.

3. How to Work With Your Team

- **Be polite:** Clubs are fun, but you have to get the work done with people from many different backgrounds. Tempers can flare but it's important to stay on everyone's good side as much as possible. If you have a disagreement, resolve it immediately by talking to that person directly then move past it. You still want to be able to have fun and work with that person in the future, so ongoing conflicts will make it more stressful.
- **Contribute your ideas:** Be an active part of any debate within the club. Being new to the club just means you have fresh ideas. Everyone in the organization is there to have fun and succeed. Frequently a fresh idea is just what the group needs.

- **Volunteer your time:** Getting things done is in everyone's best interest, so help others as much as you can. Your goals are tied into the success of many people around you as well. You'll share in the success of other activities and you'll be able to ask for their help when you really need it in the future.
- **Deal with slackers:** If someone is not doing what they said they would, try to find out why. You can talk to them directly by approaching the situation in a positive manner. Do your best to help motivate them, and try to identify something they would get excited about so they can be part of the team.
- **Learn to Disagree:** When you don't have the extra time, or something would adversely affect your club/project, make sure you say so in a positive way. You'll find that most things can be changed so that everyone can benefit, and it's far better than holding a grudge or sacrificing the quality of your program. Most of the time you just need to make your concerns known.

Time Management and Motivational Strategies for the Student Leader

How can a student leader strive for excellence? I asked myself this question first as a student leader and now as an advisor to student leaders in student activities and housing and residential life. To me the difference between a good student leader and a great one, is time.

There are only twenty-four hours in a day and seven days in a week, yet a good student leader knows how to utilize even the smallest minute. Time is something that we cannot have more of, but we can learn to better utilize through practice. In addition to time constraints of class, study, and club involvement, student leaders need to continually be motivated to perform at exceptional levels within the time restrictions of their day.

Students have many constraints on their time. Students have school and study time and students today additionally have work, friends, family, and social obligations. Time limitations for a student leader are further restricted with student group/ club involvement and time consuming leadership roles in

those student groups. Leadership roles added to the typical student work load makes for a busier student.

With this busy lifestyle of student involvement and leadership roles, it's no wonder that students become stressed and find what was once enjoyable is now forced and leading to lower grade points. The key to reducing stress for a student leader and any student for that matter and increasing performance, is finding the balance between all student commitments. In finding balance a student needs to be realistic about where a student spends their time. In addition to finding balance, student leaders need to find pleasure in each commitment to ensure continued motivation for themselves and other student organization members.

This task of finding renewed motivation and balance with limited time is a difficult one. Students often become stressed when student involvement that was once fun and stress relieving becomes the stressor due to the increased responsibility of taking on a leadership position. For these reasons I have included a few tips and strategies for better utilization of time and resources as well as to allow for further motivation.

The following tips and strategies for the student leader help a student assess time management, find balance, and delegate tasks at meetings. In addition to simple tips and strategies are easy to follow lists that allow a student to pick and choose the strategies that best suit them. Easy to follow lists and strategies also allow a student to more easily assess what they are doing right and what they need to improve on.

Time Management Assessment

With only twenty-four hours in a day and multiple commitments in a week where can a student leader find more time in the week? Before a student leader can discover more time in the week a student leader must first assess how their time is being utilized. What is important to a student leader? Where do they spend their time? Is what is important to a student leader the same place where they are spending their time? Where should a student spend more time? Where should a student spend less time?

Many students struggle upon entering college with time management issues. Time management

in college is difficult because studying in college typically takes more time than it did in high school and students in college are exposed to many new experiences where they can spend their time. Due to increased expectations and experiences college students are often overwhelmed and cannot find balance between their social life and study time.

Eventually, however, a student is able to manage their time and balance school and social life. With this new found balance often comes a new struggle, a student adds new commitments to their schedule as they becoming involved in student activities and programs. Students in this newfound struggle tend to not know where they spend their time or how much time they waste during a week.

According the foundational document, Student Development in Tomorrow's Higher Education, student development is a total campus effort, not the exclusive province of one segment. Because student development is an entire campus effort it is important for academics to understand that students new to the university may have difficulty balancing commitments. Equally as important is for a group a student is involved in to reorganize the time commitment required for academics. A student is only human and recognition and understanding from staff and faculty will provide better service to students as they work to balance their commitments.

How Well Do You Plan?

Time Management Assessment

Do you plan in advance? Do you use a calendar or a to-do list to keep track of tasks? Do you plan for the unexpected and leave room for flexibility in your plans?

Procrastination and time management play a large role in completion of Assignments and tasks.

DIRECTIONS: FOR EACH QUESTION, CIRCLE THE NUMBER THAT BEST DESCRIBES YOU.

	Never	Seldom	Sometimes	Often	Always
How often do you plan in an effort to keep life from running out of control?	1	2	3	4	5
Do you put daily plans on paper?	1	2	3	4	5
Do you allow flexibility in your plans?	1	2	3	4	5
How often do you accomplish all you plan for a given day?	1	2	3	4	5
How often do you plan time for what matters most to you?	1	2	3	4	5
How often is your daily plan destroyed by urgent interruptions?	5	4	3	2	1

SCORING: Add the numbers next to your answers.

INTERPRETATION:

6-10: Terrible Planner.

You should consider using new tools and processes to help you plan effectively. A great first step would be to take a time management course.

11-15: Below average planner.

You may already have a planning system, but using it more effectively will help to reduce the stress and lack of control you feel in your life.

16-20: Average planner.

Your planning system is working, but you can do better. You may need help focusing on priorities, dealing with urgent interruptions or writing your daily plan.

21-25: Above-average planner.

Your planning system is working well. Keep up the good work, with periodic reviews to be sure you're planning around what matters most in your life.

26-30: Excellent planner--or candidate for burnout?

You have mastered planning and should experience the serenity that comes from taking charge of your life. But make sure you're in control of your planning rather than letting it control you.

Quiz written for USA WEEKEND by time management expert Hyrum Smith, chairman of the Franklin Covey Co., who's Franklin Planners, agendas and planning software are used by 15 million Americans.
Hours of the Week, Time Survey

Hours of the Week, Time Survey

To further break down the hours in a day and days in a week a student can utilize the hours of the week, time survey assessment. Students have already assessed how well they plan, now it is time to put planning to use and see if the student can improve stress levels by being more organized and thoughtful with time.

Is a student spending enough time in the areas they feel are most important, or is a student wasting time in areas that they were not aware of? Many times students deem an activity or task important but do not devote the time as such. Not devoting the appropriate amount of time or lying to oneself about the amount of time spent on an activity can be detrimental. When goals and actions do not line up a student is out of balance. Misalignment of activity importance and dedication can further demonstrate a student is missing time or is overwhelmed with the activities on their plate. According to the 1998, Principles of Good Practice in Student Affairs, (ACPA & NASPA) it is important for Student Affairs Professionals to engage students in active learning and help them develop coherent values and ethical standards. What better way to engage and develop a student than to discuss time management and how to balance actions and dedication to align with a student's individual goals. Many students may have a goal

in mind and may be attempting to reach it, however, are in need of assistance in balancing their life to accommodate for everything that is important to them.

The Time Survey Assessment asks a student to determine the number of hours spent on a particular activity each week. With the knowledge gained from the survey a student will then be able to determine if the amount of time they spend in each area aligns with their goals or is detracting from goals and is time wasted.

Time Survey Assessment

To begin managing and planning your time you first need a clear idea of hours you spend your time. This quick survey will help you to estimate how much time you currently spend in typical activities. To get a more accurate estimate, you might keep track of your time for a week. This will help you get a better idea of how much time you need for each task, how much time you are wasting a learn to better prepare.

The following survey shows the amount of time you spend on various activities. When taking the survey, estimate the amount of time spent on each item. Once you have this number, multiply it by 7 to represent the number of days in a week. After each item is calculated, add all times for a grand total and subtract it from 168, the total hours per week.

1. Number of hours sleep each night _____ X 7= _____

2. Number of grooming hours per day _____ X 7= _____

3. Number of hours for meal/ snack per day _____ X 7= _____
Include prep time

4a. Total travel time weekdays _____ X 5= _____

4b. Total travel time weekends _____ X 2= _____

5. Number of hours per week of regularly _____ X 7= _____
Scheduled clubs, service, meetings etc

6. Number of class hours per week _____ X 7= _____

7. Number of study hours per week _____ X 7= _____

8. Number of work hours per week _____ X 7= _____

9. Number of chore hours per week _____ X 7= _____

10. Number of social hours per week _____ X 7= _____

Total _____

Subtract number above from 168 - _____ = _____

The remaining hours are the number of hours you have allowed for spontaneous/ unplanned events and flex time throughout the week.

Five Steps to Successful Time Management

Many students find themselves overwhelmed when looking at the amount of work needing to be accomplished in any given day or any given week. The feeling of being overwhelmed can be a response to lack of balance, increased work load, or a number of other things. All of these experiences of being overwhelmed concern time management.

Prior to looking at the Five Step to Successful Time Management, a student will have assessed their ability to plan ahead and assess time used throughout the week. It is hard to form a new habit from scratch and even harder to form a new habit with no assistance or guidance from others successful in that area. The Five Steps to Successful Time Management give students a starting point in balancing life tasks and becoming more organized.

The five steps used on top of the previous assessments will provide a student with bullet points and easy to follow steps for better habits and practice of time management. The five steps may seem simple and easy to follow, and they should, however, it is putting the steps into practice that will prove how much a student has learned. Additionally, when practicing the five steps a student will learn how difficult the steps may prove to be when put into practice in the short and long term.

Five Steps to Successful Time Management

1. Set specific academic and personal goals.
2. Create a term calendar, recording major events.
3. Create a weekly schedule of your classes, labs, drill, meetings, etc.
4. Decide on specific times to work on each course, project or assignment.

5. Make a to-do list for each day the night before or during breakfast.

Time Wasters and Time Savers

Now that new good habits and ways to chart time utilization have been discussed it is time to implement these new good habits. Yes, we have already learned the five steps to successful time management, however, it is sometimes hard to implement a new skill when bad habits are still a part of our practice.

Many individuals when practicing a new skill do not understand what they are doing wrong. In the example of time management, an individual may waste time through lack of planning or through the miscalculation of time used during a day on a certain task. For these reasons it is important for an individual to understand how they are wasting time and in turn hindering their progress. Recognition of bad habits needs to be made before an individual can move forward with a new good habit.

Below is a list of common time wasters that students can look at to better understand where they are wasting time. For some individuals it is easier to implement a new skill such as time management after learning about possible pitfalls. Often times students do not know what they are doing can be improved upon or even fixed making it even more important to look at common time wasters.

Time Wasters:

In looking at ways to improve time management, a student may find it easier to learn the most common pitfalls of time wasters as a way to improve time management. For many, prior to learning common time wasters, students do not know what they are doing can be improved upon or even fixed.

Time wasters slow progress in improving time management. Stated in more precise, easy to

understand terms time wasters, WASTE TIME!

Some individuals may suffer from only a few time wasters, while others may suffer from a vast number. Whether an individual is prone to wasting time or simply looking to improve time management skills, a quick glance at some common time wasters can assist an individual in finding lost, wasted time and improving on time management moving forward.

Time Wasters:

1. Lack of planning, prioritizing and focus.
2. Procrastination. – often affects work quality and does not leave time for the occasional unplanned event
3. Interruptions. – taking a break can be of benefit, however, having an unplanned interruption can lead to disorganization and loss of focus
4. Lack of delegation. – share responsibility
5. Meetings. – without a purpose a meeting can be a waste of time
6. Crisis management, fire fighting. –managing a crisis takes extensive energy that could be better used on the task at hand
7. Telephone, email, Internet, social media. – staying connected can cut down on time spent on tasks, however, being constantly connected to media can lead to unnecessary interruptions
8. Not saying 'No'. – too many commitments can lead to lack of dedication to tasks due to being overwhelmed and being stretched thin
9. Lack of organization and untidiness. – leads to unnecessary errors
10. Not enough time-off or time for yourself. - Take time for yourself. Take a break. Reward yourself once in a while for a job well done. Constant work and do play (break) makes work seem more like work.
11. implementation without analyzing
12. unrealistic time expectations – when a task takes longer than anticipated or expected it can lead to loss of motivation
13. Micro-management
14. Lacking priorities

Time Savers:

In looking at ways to improve time management, a student may find it easier to learn the most common time savers as a way to improve time management. Up to this point a student may understand they are wasting time and need to improve time management skills but may not understand where to start. For many, prior to learning common time savers, students may feel they are stuck continuing on as they always have.

Some individuals may suffer from only a few time wasters, or only have a slight problem with managing time while others may suffer from poor time management more severely. Whether an individual is prone to wasting time or simply looking to improve time management skills, a quick glance at some common time saver can assist an individual in better understanding how to improve on time management in more simple ways.

Time savers improving time management for many individuals by providing easy to follow tips and strategies. For this reason a list of common and easy to follow time savers have been included in the following.

Time Savers:

1. Delegating everything possible and empower others
2. Establish deadlines
3. Get rid of the unnecessary – busy work adds to time spent on individual activities
4. Work on one task at a time
5. Maintain accurate calendars and use them

6. Use check lists/ to-do lists – crossing items off a to-do list allows an individual to see progress and stay organized
7. set aside time for reflection – allows time to reflect on tasks completed well and consider improvement
8. Keep it simple
9. Don't waste other people's time – other people's time is just as important as yours
10. Establish incremental priorities – you have to run before you can walk
11. Correspond with others in a timely efficient manner
12. Ensure all meetings have a purpose and time limit
13. Set aside time for high priority tasks – planning for the unexpected and allowing for flexibility results in less time crunch
14. Adjust priorities as a result of new tasks
15. Know when to stop a task – when fatigued a task may take longer and result in more mistakes, learn to take breaks

DEVELOPING LEADERS

1. Constantly Build the Next Group of Leaders

The goal is to build leaders in your team that are confident and competent at all stages of the year. This will allow you to take on new and challenging projects yourself as they come up. You need to be able to seamlessly pass your job on to someone else so you don't get hung up and stuck in a role you no longer have any interest in. This basic concept of leadership development ensures that you continue to build leaders in your group by allowing them to grow and take on different parts of your job. Eventually they will replace your original position while you move into a different role. By serving as a mentor to your upcoming officers, when you graduate, there will be leaders to keep the organization active and healthy.

a. Steps for Building New Leaders:

- i. Begin training new club members and volunteers in your specific club/project or the club in general with the basic leadership skills.
- ii. Promote the most active team member into team leader positions and help them train the group, slowly allowing them to teach more and more of the material.
- iii. As their skill and confidence grows, continue to train them and challenge their abilities.
- iv. Delegate parts of your responsibilities to them until multiple people have taken over various aspects of your role.
- v. Now it's time to work on the next project or program; plan it out, recruit people for it, and then organize yourself out of it again.

2. Dividing Roles and Responsibilities

Dividing up roles allows everyone to contribute to the success of the club by being in charge of their own distinct parts. Identify the best roles for members of your team based on their unique skills. Each person responds to leadership styles and practices differently so keep that in mind when distributing tasks.

- a. *Specialization*: Each person can become an expert in a particular element of the club. The goal is that they become the best person at doing a job by spending their time perfecting the role. For example, one member of your team could handle meeting with leaders of other clubs and going to their meeting so they build a relationship and know everyone.
- b. *Sense of Ownership*: By giving a member of your team responsibility over one aspect of the club/project, you allow them to become invested in its success. They'll be engaged in the club/project because they are making their own decisions and taking ownership of their responsibilities. Plus, you won't have to tell them what to do all the time.
- c. *Work is Distributed*: A collaborative team will accomplish more than one person managing each person's tasks and handing out work that needs to get done. The primary leader will still have organizational work to do but the team will already know what they are responsible for and what they need to keep track of.
- d. *Reduced Stress*: You won't have to worry as much about the small and relatively unimportant tasks getting done because they should be handled by the individuals in their respective roles. Each team member is worrying about their particular element and the team leader can focus on the overall problems and pushing the club/project forward.

How to Effectively Lead Groups

Leading a group of people can often be a tiresome, thankless job (akin to herding cats) and yet, many find the experience to be completely rewarding. Satisfaction is directly related to how well-functioning the group is. How to get a group of people to work together is both an art and a science. Volumes have been filled on numerous theories on how to make groups more effective but mostly from a business context.

Outside of work life, groups form an important part of most everyone's life. People are a part of at least several groups and they include a wide diversity of interests including: recreational sports teams, hobby groups, faith-based prayer groups, volunteering and charity organizations, playgroups. Groups form as long as there is a common interest. There's often no boss to force people to participate in a group and so that leaves the leader to use more "carrot" than "stick" methods. We'll outline some of the best advice on how to get groups in your own personal life to function better.

Steps

1. **Understand the motivations.** Don't assume you know what people want. You really have to understand why they are participating and what they hope to get out of it. If you have good alignment amongst the members, then members will be motivated to participate. For example, you may have some people on a sports team who want to win the league championship and others who just want to learn. The best thing to do is to spend time with each member, ask open-ended questions and *listen*.
2. **Craft a good set of goals.** Once you understand what people want to get out of their experience in the group, it's best to set up the goals that the group can largely agree on. Once the goals are established you can set up a great set of activities to support the goals. For example, a playgroup may have many different possible goals – perhaps the playgroup wants the kids to just focus on socializing. Others may want to have more of a religious-based instruction. Others may want to focus on learning a 2nd language. You may be surprised on how difficult this can be. Work together with your fellow members and agree on a good set of clear goals.

3. **Plan some great activities.** Once the goals have been agreed upon, brainstorm with the group to find a great set of activities to accomplish your goals. The best ideas rarely come from one individual – solicit opinions from group members, people from similar groups and from the Web. Think outside the box but also learn from the backs of others. Putting together a good schedule of activities will help make the group excited and engaged.
4. **Keep everyone on the same page.** Groups can quickly dissolve from lack of activity and communication. When it comes to people’s increasingly busy schedules, their personal lives often take a back seat to that urgent thing that regularly pops up. Direct and indirect communication is key to maintaining cohesion in the group, particularly as everybody has their own time. Regular get-together and meetings can help strengthen emotional bonds within the group. Setting up a group web page and group email is a great way to help provide indirect cohesion across time and space. For instance, using solutions like [Qlubb](#) enable a people to check the group calendar at any time and to volunteer on the sign-up sheet at any hour. Setting up a central website and group email help provide needed communication infrastructure for the group for direct and indirect communication.
5. **Delegate, delegate, delegate.** Nothing makes members feel more involved in the group than when they take ownership. When leaders delegate they not only reduce their workload, but also get much needed “buy-in” from people who are involved in the process. When there are problems, don’t think you have to solve them yourself. Sometimes the critics are the best people to address the problems they are bringing up. Where possible, get volunteers and let them take responsibility for important things that make a difference.
6. **Lead by example.** Again, there are tomes written on leadership and no one article can summarize what it takes to be a leader. Pick the leadership style that works best for the group. Every group is different and has different leadership requirements. Beware of being the micro manager who must control everything. Be wary also about being so slack as to be irresponsible or lazy. Almost universally, good leaders lead by example, solicit ideas from everybody, listen carefully before acting, invest some time thinking a few steps ahead, and most importantly, trust their members.

Tips

- Be a benevolent dictator - make executive decisions when stalemate occurs, but always listen to

multiple views. Make your decision-making process as transparent as possible.

- Keep communication transparent - be organized. Nothing is worse than a leader that is scattered brained. Keep the online group site up to date with dates, events, expectations, and task assignments.
- Give people responsibilities - and don't micro-manage. Make people accountable but give them the space to take on the job. Don't nit-pick, it really doesn't matter in the end what color the paper napkins were.

Some basic information on Robert's Rules of Order are included for your information. Even though you may not conduct all your meeting strictly by these rules, a basic understanding of them will insure your organization meeting allows all to participate equally and help you keep your meeting running orderly and within your time limits.

As the leader of your organization, you also need to be aware of the responsibilities of your club secretary and club treasurer. Attached to the end of this document is a brief overview of the correct method to take minutes and the responsibilities of the treasurer.

ANNUAL AUDITS

Each July, an audit of each organization's financial records will be performed by Student Life. As the treasurer of your organization, you are responsible for maintaining those records. Your records are a vital source of information for your organization. The audit will require copies of all transactions on your account – deposits, disbursement requests, receipts, invoices, campus vendor invoices, p-card transactions and any other documentation identifying the transactions. You will also need to include a copy of any minutes indicating the cost was presented to the organization and approved. Before any monies are deposited with the bursar, make a copy of the deposit slip showing the amount and source of the funds deposited.

Keep the documentation in a folder or a three ring binder until time for the audit. If you prefer to keep your records in electronic format, you may do so as long as the documents include the required signatures and are kept in PDF format to ensure accessibility by the auditor.

If you have any questions, please contact Pat Singleton in Student Life at 918-293-4942.

If you ever have any questions or concerns, please do not hesitate to contact Student Life at 918-293- 4942.



Robert's Rules: Using an Agenda to Produce Better Meetings

By C. Alan Jennings, PRP from [Robert's Rules For Dummies](#)

It's 7 p.m. on Tuesday night. You're attending the regular monthly meeting of your neighborhood association. Your president, Prissy Gardner (who was elected because nobody else wanted the job), is ready to start the meeting. Prissy's really a stickler when it comes to keeping the petunias watered at the front entrance to your neighborhood, but she thinks the board is just one big beautification committee. So, she starts the meeting off by going over last month's minutes — well, just the part about the new flowerbed she wants. When she gets through with that, she starts talking about the possibility of spending some money on a sprinkler system.

In spite of the great organizational tools and techniques available in Robert's Rules, for some reason meetings happen all the time in which presiding officers like Prissy fly by the seat of their pants — going over last month's minutes, rehashing old decisions, interspersing real discussions with commentary, and suppressing anybody who tries to move things along.

If you're unlucky enough to be a member of one such organization, then you already know the importance of knowing how to make a meeting run with a reasonable amount of dispatch. If not, then the future is now for anyone who can be efficient and effective when it comes to running meetings.

Understanding the agenda

You know the only way to get the most out of your time is to spend it wisely, and you want to make every second you have count. When it comes to meetings, the way to be efficient and effective simultaneously is to prepare and make good use of an *agenda*.

An *agenda* is essentially a program or listing of the events and items of business that will come before the meeting. It may be a detailed program covering several meetings in a session, or it may be a short list of the items of business to be handled in a routine board meeting. The agenda may (but doesn't have to) indicate the hour for each event, or it may just show the total time allotted to each item.

The agenda may be *adopted* (that is, be made binding on the meeting), or it may simply be a guide to keep the meeting on track. Adopting your agenda is sometimes a good idea because it gets everybody in agreement with the meeting plan at the beginning of the meeting.

Robert's Rules' basic agenda

Robert gives us an order of business but doesn't mandate any particular agenda. However, he does give us an agenda protocol that has been so widely used that it's almost universally accepted as a fundamental meeting plan. Not everything in the agenda shown here is necessary in every situation, and your agenda may even need to be more extensive and detailed. But in its own right, this basic agenda is a great arrangement of events, consistent with the standard order of business discussed throughout this chapter; you can find it at the heart of just about every good business meeting you ever attend.

Call to order

When the time comes, start the meeting on time. A single rap of the gavel at the appointed hour and the declaration, "The meeting will come to order" is sufficient. You can't finish on time if you don't start on time, and everybody knows when the meeting starts. A good chairman is known for starting meetings on time and will always be respected for

doing so.

Opening ceremonies

Your group may customarily open meetings with an invocation and a recitation of the Pledge of Allegiance. Maybe you sing a hymn or the national anthem. The protocol is "God before country" (meaning you invoke the deity before you salute the flag), so plan to make your invocation before you say the Pledge. This part of the agenda is also the place to include any special opening fraternal rituals, a greeting given by one of your officers, or anything else that might reasonably fall under the category of ceremony. You don't have to use it, of course, and in many types of meetings, you'll skip this item.

Roll call

If your group is a public body, or if you have a rule that certain officers must be in attendance before the meeting can proceed, this is the time to call the roll. But if you don't have a rule requiring it, you shouldn't waste your time on this item.

Consent calendar

This item isn't used often, except in specialized organizations such as public legislative bodies or a large professional society's house of delegates. A consent calendar quickly processes a lot of noncontroversial items that can be disposed of quickly by placing them on a list (the consent calendar) of items to be adopted all at once. The list can also contain special preference items to be considered in order at the appropriate time. This consent calendar is usually placed in an order of business by a special rule of order, and its placement is generally of relatively high rank.

Standard order of business

Everything on the agenda outside of the standard order of business is really just ancillary to the meeting. All the business really begins with the approval of the minutes, and ends when you're finished with any new business.

Good of the order

This is a time set aside for members to offer comments or observations (without formal motions) about the society and its work. The good of the order is also the time to offer a resolution to bring a disciplinary charge against a member for offenses committed outside of a meeting.

Announcements

This portion of the basic agenda sets aside time for officers (and members, when appropriate) to make announcements. However, the fact that this is an agenda item does not prevent the chair from making an emergency announcement at any time.

Program

If you're offering some other general presentation of interest to your members, whether it's a film, a guest speaker, a lecturer, or any other program, it should be presented before the meeting is adjourned. If you would rather conduct the program at some other place in the agenda, it may be scheduled to take place before the minutes are read or, by suspending the rules, inserted within the standard order of business.

Guest speakers are often on tight schedules, so it's quite proper for the chair to ask for unanimous consent to place the program at any convenient place on the agenda, even if the only convenient place is within the order of business.

Adjourn

This part of the agenda marks the end of the meeting — time to go home. But don't leave until the chair declares the meeting adjourned, or you may just miss something important.

Cheat Sheet

From [Robert's Rules for Dummies, 2nd Edition](#) by C. Alan Jennings, PRP

Robert's Rules provides rules and procedures that allow a deliberative assembly to make its decisions efficiently, but with all due regard for the rights of the minority. Following the rules ensures more a fair and more achievable outcome without wasting time, but remembering all the details of parliamentary procedure can be a tall order. Keeping some quick reference material on hand when you enter a meeting will ensure you have the important information you need to effectively and democratically achieve the business of the assembly.

Making and Handling Motions Following Robert's Rules

In an organization that's following Robert's Rules, when that light bulb goes off in your head and you have a great idea, you make a motion to get your idea discussed and a decision made. Here are the eight steps required from start to finish to make a motion and get the decision of the assembly. Each step is a required part of the process.

<i>Step</i>	<i>What to say</i>
The member rises and addresses the chair.	“Mr. /Madam Chairman.”
The chair recognizes the member.	“The chair recognizes Ms. Gliggenschlapp.”
The member makes a motion.	“I move to purchase a copy of <i>Robert’s Rules for Dummies</i> for our president.”
Another member seconds the motion.	“Second.”
The chair states the motion	“It is moved and seconded to purchase a copy of <i>Robert’s Rules for Dummies</i> for your president. Are you ready for the question?”

The members' debate the

“The chair recognizes Ms. Gliggenschlapp to speak to her motion. . . .”

The chair puts the question, and the members vote.

“Those in favor of adopting the motion to buy a copy of *Robert's Rules for Dummies* for your president, say ‘Aye.’ [pause] Those opposed, say ‘No.’”

The chair announces the result of the vote.

“The ayes have it, and the motion carries. A copy of *Robert's Rules for Dummies* will be purchased for your president.”

Following the Standard Order of Business

An easy way to remember the Robert's Rules *standard order of business* is with the mnemonic 3R-SUN— you can see it clearly in the following list. This list is a quick reference to make it easy for you to set up a basic agenda for your meeting.

1. Reading and approval of minutes
2. Reports of officers, boards, and standing committees
3. Reports of special (select and ad hoc) committees
4. Special offers
5. Unfinished business and general orders
6. New business

RobertsRules.org | Robert's Rules of Order - Summary Version for Fair and Orderly Meetings & Conventions

Robert's Rules, [full text](#) (1915 version) [Introduction to Robert's Rules](#)

[Quick Chart of Motions](#)

Provides common rules and procedures for deliberation and debate in order to place the whole membership on the same footing and speaking the same language. The conduct of ALL business is controlled by the general will of the whole membership - the right of the deliberate majority to decide. Complementary is the right of at least a strong minority to require the majority to be deliberate - to act according to its considered judgment AFTER a full and fair "working through" of the issues involved. Robert's Rules provides for constructive and democratic meetings, to help, not hinder, the business of the assembly. Under no circumstances should "undue strictness" be allowed to intimidate members or limit full participation.

The fundamental right of deliberative assemblies require all questions to be thoroughly discussed before taking action!

The assembly rules - they have the final say on everything! Silence means consent!

Obtain the floor (the right to speak) by being the first to stand when the person speaking has finished; state Mr. /Madam Chairman.

Raising your hand means nothing, and standing while another has the floor is out of order! Must be recognized by the Chair before speaking!

Debate cannot begin until the Chair has stated the motion or resolution and asked "are you ready for the question?" If no one rises, the chair calls for the vote!

Before the motion is stated by the Chair (the question) members may suggest modification of the motion; the mover can modify as he pleases, or even withdraw the motion without consent of the seconder; if mover modifies, the seconder can withdraw the second.

The "immediately pending question" is the last question stated by the Chair! Motion/Resolution - Amendment - Motion to Postpone

The member moving the "immediately pending question" is entitled to preference to the floor!

No member can speak twice to the same issue until everyone else wishing to speak has spoken to it once!

All remarks must be directed to the Chair. Remarks must be courteous in language and deportment - avoid all personalities, never allude to others by name or to motives!

The agenda and all committee reports are merely recommendations! When presented to the assembly and the question is stated, debate begins and changes occur!

Point of Privilege: Pertains to noise, personal comfort, etc. - may interrupt only if necessary!

Parliamentary Inquiry: Inquire as to the correct motion - to accomplish a desired result, or raise a point of order

Point of Information: Generally applies to information desired from the speaker: "I should like to ask the (speaker) a question."

Orders of the Day (Agenda): A call to adhere to the agenda (a deviation from the agenda requires Suspending the Rules)

Point of Order: Infraction of the rules, or improper decorum in speaking. Must be raised immediately after the error is made

Main Motion: Brings new business (the next item on the agenda) before the assembly

Divide the Question: Divides a motion into two or more separate motions (must be able to stand on their own)

Consider by Paragraph: Adoption of paper is held until all paragraphs are debated and amended and entire paper is satisfactory; after all paragraphs are considered, the entire paper is then open to amendment, and paragraphs may be further amended. Any Preamble cannot be considered until debate on the body of the paper has ceased.

Amend: Inserting or striking out words or paragraphs, or substituting whole paragraphs or resolutions

Withdraw/Modify Motion: Applies only after question is stated; mover can accept an

amendment without obtaining the floor

Commit /Refer/Recommit to Committee: State the committee to receive the question or resolution; if no committee exists include size of committee desired and method of selecting the members (election or appointment).

Extend Debate: Applies only to the immediately pending question; extends until a certain time or for a certain period of time

Limit Debate: Closing debate at a certain time, or limiting to a certain period of time

Postpone to a Certain Time: State the time the motion or agenda item will be resumed

Object to Consideration: Objection must be stated before discussion or another motion is stated

Lay on the Table: Temporarily suspends further consideration/action on pending question; may be made after motion to close debate has carried or is pending

Take from the Table: Resumes consideration of item previously "laid on the table" - state the motion to take from the table

Reconsider: Can be made only by one on the prevailing side who has changed position or view

Postpone Indefinitely: Kills the question/resolution for this session - exception: the motion to reconsider can be made this session

Previous Question: Closes debate if successful - may be moved to "**Close Debate**" if preferred

Informal Consideration: Move that the assembly go into "**Committee of the Whole**" - informal debate as if in committee; this committee may limit number or length of speeches or close debate by other means by a 2/3 vote. All votes, however, are formal.

Appeal Decision of the Chair: Appeal for the assembly to decide - must be made before other business is resumed; NOT debatable if relates to decorum, violation of rules or order of business

Suspend the Rules: Allows a violation of the assembly's own rules (except Constitution); the object of the suspension must be specified.

The Role of Bylaws under Robert's Rules

By [C. Alan Jennings, PRP](#) from [Robert's Rules for Dummies, 2nd Edition](#)

2 of 8 in Series: [The Essentials of Robert's Rules for Establishing a Deliberative Body](#)

Under Robert's Rules — or any set of parliamentary rules — your group's *bylaws* comprise the fundamental rules that define your organization. Your bylaws should include all the rules your group determines are of such importance that

- They can't be changed unless the members get previous notice of any proposed change and a large majority (commonly two-thirds) is required to enact any proposed change.
- They can't be suspended even by a unanimous vote. However, a particular bylaw may be suspended if the bylaw provides for its own suspension or if it's a rule that otherwise would be considered a *rule of order*.
- An example of a suspendable bylaw is a provision that "the president shall preside at all meetings of the assembly." Because this bylaw is specifically a rule related to the duty of an officer in a meeting, it would otherwise be classed as a rule of order, and it could, therefore, be suspended. If there's any doubt as to whether a rule in the bylaws can be suspended, it probably cannot be.

Because bylaws are such a closely interrelated and customized set of rules, they're gathered in a single document. With the exception of any laws governing your organization or your charter, the bylaws take precedence over any and all other rules you may adopt.

Bylaws basically establish a contract between members and define their rights, duties, and mutual obligations. Bylaws contain substantive rules relating to the rights of members whether they're present in meetings or not. The bylaws detail the extent to which the management of the organization's business is handled by the membership, a subordinate board, or an executive committee. Adopting a motion or taking any action in conflict with your bylaws is wrong, and under Robert's Rules, any such action is null and void.

Whenever the U.S. Congress enacts a law that treads on the fundamental rights of a citizen, that citizen can take them to task and show Congress just how the law is unconstitutional. Well, bylaws are like that, in a way. Adopting a motion or taking any action that conflicts with your bylaws is wrong — and, under Robert’s Rules, any such action is null and void.

Because of the nature and importance of bylaws, and because members' rights are spelled out there, give a copy of your bylaws to every member upon joining your organization. And give anyone considering joining your organization a copy if he asks. By joining, your prospective member agrees to be bound by these rules, and it's reasonable to want to look over your bylaws in advance.

Developing Your Constitution Writing a Constitution

A constitution is the basic framework of an organization. It should state the purpose, the number of officers, the method of their selection requirements for membership, and other general operating procedures that might be subject to frequent change. Detailed methods of doing business and specific rules belong in a document called by-laws. For example, the constitution would establish the fact that dues are a requirement for membership and would outline the method of determining the amount of the dues. The by-laws would then state the specific dues structure. To aid your planning group, a sample constitution and explanation of each section of a constitution has been prepared for your use. The sample constitution is only an example and should not be used as a “fill-in” form. Should you require further assistance in the preparation of your constitution; contact Student Life.

Statements MUST be included in the appropriate sections of the constitution. They cannot be placed together in one section in the constitution. These statements, listed below, must be included in your constitution word for word.

- Activities that result in undue physical stress or any subtle or covert technique that will impair, make captive, or destroy an individual’s freedom or thought will not be tolerated.
- This organization will adhere to all policies and regulations of OSU Institute of Technology and the Oklahoma State University System.
- All fund raising activities shall be carried out in accordance with the rules and policies of Student Life.
- Membership shall not be denied on the basis of race, color, religion, national origin, age, gender, sexual identity or disability.
- Any major amendments shall be submitted to the Student Life office for final approval.

Constitution Overview (Sample)

Article I. Name

The name of the organization should reflect the nature of the organization. Include any acronyms that may be used to refer to the group on and off campus.

Article II. Purpose

Section 1. This section should state the purpose, aims and functions of the organizations. Section 2. This section should state that the organization is willing to abide by all policies and procedures established by the University.

Article III. Membership and Dues

Section 1. This section should state who membership is open to, the requirements and size limitations of the membership.

Section 2. This section should outline the method of determining the amount of dues, if any.

Section 3. This section should illustrate that organization does not discriminate on the basis of race, color religion, gender, national origin, age, sexual orientation, and physical or mental ability or disability.

Article IV. Officers

Section 1. This section should be a list of the officer positions and the duration of terms. Also provisions should be made for vacancies of office. Names should not appear in the constitution, only the positions. Section 2. List the duties and powers of each officer.

Article V. Function and Operation

Section 1. This section should state how officers shall be elected and if nominations shall be held. Also include any qualifications necessary to hold office (i.e. GPA requirement) and what members are eligible to make nominations.

Section 2. Determine how candidates shall be nominated (i.e. secret ballot / nominations from the floor, nomination committee).

Section 3. Illustrate how voting will take place (i.e. ballot, standing vote, show of hands). Also,

determine what constitutes a majority vote.

Section 4. Specify when elections will be held, but keep it general. Section 5. Determine the impeachment process of officers.

Article VI. Advisor

Section 1. This section should state role of the advisor.

Article VII. Finances

Section 1. This section should state the organization's plans to finance its activities.

Article VIII. Meetings

Section 1. This section should state the provisions for setting up a regular meeting time, as well as any provisions to be made for calling special meetings.

Article IX. Quorum

Section 1. This section should state the rules pertaining to the number of members, or the percentage of membership, required to be present at a meeting to transact business.

Article X. Amendments

Section 1. Amending the constitution should not be too simple a process for the sake of the stability of the organization. All amendments are subject for final approval by the appropriate governing body.

Section 2. This section should state the process of how proposed amendments shall be submitted and voted upon.

Writing Bylaws

By-laws may also be submitted. The by-laws are rules governing the internal workings of the organization and can include:

- Standing committees of the organization;
- Ad-hoc committees and how they are determined;
- Policies related to the time and location of the organization meetings;

- Election procedures, dates, terms of offices;
- Structure and purposes of committees;
- Statement that Robert's Rules of Order will be followed;
- Provisions for membership fee, dues and assessments;
- Detailed material concerning members, rights, duties, expulsion and resignation procedure; and,
- A method to amend the by-laws.

A Secretary's Manual is available for Student Organization secretaries. Please make sure your secretary has a copy of this manual. The manual includes all of the information needed to maintain the meeting records of the club.

Meeting Minutes According to Robert's Rules

By [C. Alan Jennings, PRP](#) from [Robert's Rules for Dummies, 2nd Edition](#)

Minutes are important because they're the only surviving record of what was said and done at the meeting. They can be dry and boring. In fact, it's probably a good sign if they are! Most importantly, they need to be informative and easy to navigate for whatever the reader needs to know six months from now.

When you call a parliamentarian and ask for help, he's going to want to see the minutes, and he's going to need to find something important — maybe the exact words of a bylaw amendment that was officially adopted, or a tellers' report that furnishes details on the vote tally. Simple organization of the facts and use of unpretentious language are the best attributes you can give your minutes.

You want your minutes to be readable, but you must be precise in the information you give. Your minutes provide the record of the action taken at the meeting, so they need to clearly memorialize the facts.

Composing your meeting's minutes

To save you time and unnecessary work, Robert's Rules spells out exactly what needs to go into your minutes.

The first paragraph needs to include this information:

- The kind of meeting (regular, special, annual, adjourned regular, adjourned special, and so forth)
- The name of the organization
- The date, time, and location of the meeting (don't list the location if it's always the same)
- A statement confirming that your organization's regular presiding officer and secretary are present (or giving the names of the persons substituting for them)
- A mention of whether the previous meeting's minutes were read and approved (and the date of that meeting, if it wasn't a regular meeting)

Corrections to minutes are noted in the minutes being corrected; they're not detailed in the minutes of the meeting at which the corrections were adopted. (The minutes of the meeting at which corrections were made should merely state that minutes of the previous meeting were approved as corrected.)

The body portion of the minutes needs to include this info:

- All main motions (except ones that are withdrawn), along with the name of the member making the motion (but not the name of the person who seconded the motion).
- Motions bringing a question again before the body (except for ones that are withdrawn).
- The final wording of the motions, either as adopted or as disposed of. If it's appropriate to include mention of debate or amendment, you can note these items parenthetically.
- The disposition of the motion — including any adhering amendments — if it's only temporarily disposed of.
- Information about the vote.
 - **Counted vote.**
 - **Roll-call vote.**
 - **Ballot vote.**
- Secondary motions not lost or withdrawn, where necessary for clarity (example motions include *Recess*, *Fix Time to Which to Adjourn*, *Suspend the Rules*, *Postpone to a Particular Time*, *Ballot Vote Ordered*, and so on). Allude to the adoption of secondary motions by saying, “A ballot vote

having been ordered, the tellers. . . .”

- Notices of motions.
- The fact that an assembly went into quasi-committee or committee of the whole, and the committee’s report.
- All points of order and appeals and their subsequent dispositions, with reasons given by the chair for the ruling. (Rulings often establish precedent, so a careful record here is important.)
- The full text of any report that the assembly orders to be entered into the minutes. This situation doesn’t happen often because a reference to a written report is usually sufficient for the record.
- Any of the juicy and disorderly words that a member has said that get him “named” by the chair for being disorderly.

The last paragraph of your minutes needs to include the hour of adjournment. And that’s it! Well, except for the following additional notes to keep in mind when finalizing your minutes:

- The proceedings of a committee of the whole aren’t included in the minutes, but you do need to include the fact that the move into committee occurred and also include the report of the committee.
- When a question is considered informally, the same information should be recorded as in regular rules. Informality is permitted only in allowing additional opportunities to debate.
- The full text of any report is included in the minutes only if the assembly so orders.
- Record the name of any guest speaker and the subject of presentation, but make no summary of the speaker’s remarks.

Signing the minutes

Minutes are to be signed by the secretary and, if customary, may also be signed by the president. Minutes are your group’s legal record of its proceedings, and the secretary’s signature establishes evidence of the original document’s authenticity.

Approving the minutes

The minutes of one meeting are normally approved at the next regular meeting, following the call to order and opening ceremonies.

If the meeting is an adjourned meeting, you approve the minutes of your previous meeting (the meeting that established the adjourned meeting) before taking up business where you left off in that meeting. Also, the minutes of the adjourned meeting need to be approved at the next adjourned or regular meeting.

Minutes drafted ahead of time aren't the official minutes *until the members approve them*. Because changes may be made in the minutes before they're approved, it's good practice for the secretary to note somewhere on the distribution copy that it's a "draft for approval."

When minutes are approved, the secretary annotates the original file copy with any corrections in the margin or retypes the minutes to include the corrections. The secretary then writes "Approved" on the minutes and adds both his initials and the date to the record.

A Treasurer's Manual is available for Student Organization treasurers. Please make sure your treasurer has a copy of this manual. The manual includes all of the forms and instructions needed to maintain the financial records of the club.

Techniques for Motivating Others

Student Leaders are very busy and overwhelmed with their many class and activity involvements. In looking at a student leader's reasons for being overwhelmed, the main reasons tends to stand out, delegation and inspiration. Student leaders feel overwhelmed when activities are resting solely on their shoulders without the help from others in the organization to rely. Additionally student leaders continue to feel overwhelmed as they have difficulty delegating tasks to others and inspiring others to perform and participate actively in the activity.

Many student leaders find it difficult to delegate and inspire others for many reasons. Student leaders do not delegate because they feel like they as the student leader can do a better job than a member, don't like to accept help from others, simply feel like they can handle the work load, or do not know how to delegate tasks or include others. These are just a few examples that add to the feeling of stress and being overwhelmed for a typical student leader.

Many student leaders find not knowing how to successfully delegate and inspire others difficult. Due to the difficulty in delegating and inspiring, many student leaders giving up on student members before trying to delegate or inspire them and in turn completing the entire task themselves.

The following is a list of techniques for a student leader to follow to inspire motivation in others. Some techniques to motivate a student are simply explanations on how to delegate a task and allow a student to perform. Other Techniques for motivating others include treating all members fairly without favoritism. No matter the technique, a student leader can motivate others simply by taking the time and given the opportunity.

Techniques for Motivating Others

Technique 1: Delegate effectively

By wisely assigning responsibility, you'll get the majority of the membership involved. It will ease both your mind and your workload. Often, leaders inappropriately delegate time

consuming tasks to people who don't have the time to do them. Learn to spread the work around. It reduces the stress and gets more members involved.

Technique 2: Assign incremental tasks

Get everyone in your organization involved, even if it's in small ways at first. When you delegate even simple tasks, you draw members into action on behalf of the organization. The more they become involved, the more meaningful their commitment and the successful the organization.

Assign a task to everyone every meeting so the organization makes progress on assignments and everyone plays a role.

Technique 3: Treat members equally

Everyone enjoys being "in the know". People want to have influence and feel as if they share power within the organization. Show that you value every person in your organization. It'll translate into a more motivated membership.

Technique 4: Use praise and criticism

Inevitably, as a student leader, there will be times when you'll have to praise and/or criticize. Learning to do so effectively maximizes your potential as a motivator. If possible, employ praise and criticism separately. Too often, when members or officers must be criticized, student leaders attempt to "soften" the blow by adding praise. It's known as the "sandwich approach" a thick hunk of criticism, with a thin slice of praise before and after. Generally it doesn't work. It lessens the impact of both the criticism and the praise, and ends up leaving everyone dissatisfied.

Technique 5: Generate enthusiasm

There's no substitute for genuine enthusiasm. Real enthusiasm generates real energy, which can become an irresistible force if you focus it properly.

Interact with your members in a positive, energetic manner. Don't complain about personal or organizational issues. Believe in your organization and show some zest. Have confidence in

your members. Be enthusiastic. It's contagious.

Technique 6: Promote integrity

An essential part of your development is forming your own set of principles. Practice what you believe is important. It will make your personal convictions stronger and promote similar convictions in your members. People model what you do. They don't necessarily do what you say.

Technique 7: Maintain your humor

Take your work seriously, but yourself less so. You'll lead more effectively, be less stressed, and be more fun to work with if you learn to roll with your role. Organizations, by the very diversity of their members, produce amazing situations. Step back once in a while and laugh at the absurdities. You'll keep your sanity, and your friends, when you maintain your sense of humor.

Motivation for Student Leaders

It is hard to run a meeting and inspire students as a new student leader with no prior leadership experience. The everyday tasks of running a meeting and inspiring others may even seem daunting to the experienced student leader. The tasks of motivating and inspiring others is difficult because every student organization member is different and because every task performed is different adding many variables to be consider.

Many student leaders find it difficult to delegate and inspire others. Delegating tasks to others and inspiring others to perform is difficult because many student leaders giving up on student members before trying to delegate or inspire them because they do not know how to delegate or inspire. Not properly delegating or inspiring others leads a student leader to increased stress from being over worked themselves.

The following is a check list of techniques for a student leader to use to inspire motivation in

others and distribute work load. The skills of motivating others and delegating to others is an evolving skill that takes trial and error as well as continuous practice. Some techniques to motivate a student are more straightforward than others as every student is different and requires different motivation. It is good to know a variety of techniques as not every technique will work with every student or every task.

Motivation Check List for Student Leaders:

1. Give each individual a specific responsibility.
2. Give each member a title (if possible) to demonstrate what their role in the group is and what tasks they will most likely perform.
3. Encourage ideas from members and use them.
4. Fully explain programs and tasks so all members will be clear on the groundwork and what is expected.
5. Be enthusiastic about each program. If you enjoy it others will want to be involved.
6. Act in a way that reflects commitment to the organization and concern for each member.
7. Be fair and treat everyone equally.

Caring as a leader

Student Affairs works with the development of the student as a whole as stated in the foundational document; the Student Personnel Point of View. Throughout a student's development new and different challenges and experiences are encountered. Often times, throughout this development process, there are opportunities for praise and critique.

By taking the time and addressing challenges and offering critique or praise a leader can demonstrate to others their approachability, acceptance, and encouragement. The Student Development

theory, Challenge and Support, discusses the importance of both in creating a more successful and open environment. Additionally by creating a successful challenge and support environment and an environment that offers praise and critique a leader can further develop members skills and develop an environment conducive to success.