

**2016-
2017**

Student Organization Advisor Manual



Leadership

**Development &
Student Activities
Office**

Ursinus College



ADVISING 101

A Guide for New and Experienced Organization Advisors



The Mission of Ursinus College

The mission of the college is as real today as it was at its founding in 1869, its aim to model civility and to teach students how to put their ideas to work.

"To enable students to become independent, responsible and thoughtful individuals through a program of liberal education. That education prepares them to live creatively and usefully, and to provide leadership for their society in an interdependent world."

Students worldwide demonstrate conviction and ceaseless energy. Ursinus students are known for their achievements and dedicated involvement. The role of an organization advisor is crucial to the success of a student organization. The advisor who simply lends his/her name to an organization to fulfill a requirement does a great disservice to that group. Effective advising requires numerous skills normally associated with teaching or counseling and a willingness to commit time to the activities of an organization. This publication is designed to aid you in your mission to remain a successful organization advisor at Ursinus College. You will find that organizational achievement is an underlying premise of the College's mission.

The Leadership Development & Student Activities Office is here to provide the support and assistance to help all clubs and organizations remain successful. Within the pages of this manual, you will learn about many useful college resources ranging from room reservations and event planning to student conduct and the Activity Fee Allocation Committee. As an organization advisor, we would like you to take the time to read this manual in hopes that we can share and learn together.

QUESTIONS, COMMENTS, OR CONCERNS?

Please contact the Leadership Development & Student Activities Office by calling ext. 3608 or by emailing studentactivities@ursinus.edu.

Todd McKinney, Associate Dean of Students
Angela Cuva, Assistant Director of Student Activities

The Leadership Development & Student Activities Office

The Office of Leadership Development and Student Activities (commonly referred to as SAO) offers a wide range of services to the Ursinus College student. We oversee New Student Orientation, Greek Life, Student Government, Clubs and Organizations, Campus Activities Board, and AFAC. The Leadership Development & Student Activities Office is the home office for the Associate Dean of Students and the Assistant Director of Student Activities.

The Leadership Development and Student Activities Office provides a number of services to help support your organization's needs. We can help you with room reservations, advertising for events, planning events, or providing the latest schedules for local transportation.

CLUBS AND ORGANIZATIONS

The SAO oversees all Ursinus student clubs and organizations! We offer resources, counsel, and guidance to any organization in need of help. All new student organization requests start in the LD/SAO. The basic procedure for starting a new club/organization is outlined in the "Becoming an Ursinus Student Organization" section of this manual. *All clubs and organizations receiving AFAC funding are required to register with the LD/SAO. Registration occurs every Spring semester. This process will be initiated by the LD/SAO.*

PLANNING AN EVENT

All AFAC funded & Greek Organizations that wish to host an event on campus open to all students must complete and submit an Event Planning Approval Form located on the Leadership Development & Student Activities website. When planning with your club/organization, your event planner will need to submit an online form that will be directed to the Leadership Development & Student Activities Office. Once submitted, a Leadership Consultant, who is a trained student employee, will schedule to meet with you within 24 hours of the submission. The details discussed in this appointment will include event management, fiscal planning, communication and marketing, and general assistance in making the event successful. The Leadership Consultant will also discuss what logistical support is vital to events. This includes but is not limited to facilities, catering, technological needs, and the business office. This is a direct link to the online submission form: <https://www.ursinus.edu/live/forms/61-event-planning-approval-form>. ***This process should be completed prior to reserving spaces on campus.***

RESERVING A ROOM

In order to reserve a room in the Wismer Student Center, you must file an electronic form. Please go to the Leadership Development & Student Activities homepage to find the form under "Reserve a Space". You will need the following information:

- Name of Organization hosting event
- Date & Time -- To ensure you get the day and time you want, reserve your room as far in advance of your event as possible. If your event is being held before or after normal operating hours, your organization will be billed for a Campus Center Manager.
- Technical Needs -- Sound system, television, lighting, etc.

You can reserve the following rooms:

- *Wismer Lower Lounge*
- *Red Alcove*
- *Gold Alcove*
- *Zacks Patio*
- *Wismer Bear's Den*
- *Student Activities Conference Room*

The Faculty/Staff Dining Room is scheduled by the Dining Services Office. The Presidents' Dining Room is scheduled by Linda Korenkiewicz. You are responsible for the set-up and breakdown of your event. If extensive set-up is required, you will need to contact Facilities at ext. 3598 and submit a work request well in advance of your organization's event. Your group is also responsible for leaving the area as clean as or cleaner than you found it.

WHAT IS ADVISING?

Being an effective advisor means developing a style that matches the club or organization's needs. When developing this style, it is important to keep in mind the purpose of the club, the types of activities they are involved in, and the mission of Ursinus College. Some groups will need more or less attention depending on the time of year. Negotiate with the group the time and attention they need from you before you agree to be their advisor.

Taking an active role in the organization (attending the majority of meetings, events, meeting with officers on a regular basis, giving advice) does not mean that you are running the organization. It means that you guide and assist the officers in their roles, not doing the day-to-day operations. You may attend fewer meetings, or meet less frequently with the officers if the organization does not need an active advisor.

The main objective of an advisor is to be available to guide and assist the officers or members in the mission and goals of the group. How active or passive you will be should be negotiated between you and the group. **Communication is essential.**

◆ ◆ ◆ THE ROLES AND EXPECTATIONS OF THE ADVISOR ◆ ◆ ◆

Organizations rarely become successful without the active involvement of an advisor. The College requires that each student club/organization be advised by at least one **full-time** faculty or staff member. The LD/SAO requires any eligible advisor to attend an advisor training held in the fall semester. Effective advising requires numerous skills normally associated with teaching or counseling and a willingness to commit time to these activities. Advising often offers few rewards other than the personal satisfaction that one has contributed significantly to the growth and development of students through co-curricular activities. We encourage you to build a list of expectations between the executive board and yourself. Below is a list of expectations that we in the Leadership Development & Student Activities Office hold for our advisors.

- Attend regularly scheduled meetings
- Have regular meetings with the officers to discuss organizational goals
- Support the group
- Be familiar with the group's history and traditions. The advisor should also be familiar with the constitution and by-laws and should be prepared to assist with the interpretation of those.
- Be knowledgeable about appropriate College policies

- Recognize the general financial condition of the organization
- Monitor the group's functions and encourage all members of the group to fully participate, assume appropriate responsibility for group activities, and to maintain a balance between academic responsibilities and co-curricular involvement.
- Consider the impact of activities the group wishes to engage in. An advisor has the right to tell the group that they cannot have a certain activity, etc.
- Intervene in conflicts between group members and/or officers.
- Provide continuity and stability as leadership changes.
- Contact the Leadership Development & Student Activities Office to discuss organizational problems, concerns, plans, and changes in organizational status.
- Sign all documents which require an advisor's approval (i.e. check request forms)
- Provide honest feedback to group members and positive reinforcement for accomplishments.
- Share your experience and expertise when appropriate.
- Have the ability to lend a helping hand, provide a shoulder to cry on, lend a listening ear, and bestow a kick as needed.
- Contact the Leadership Development & Student Activities Office to resign from your advising responsibilities

◆ ◆ ◆ LAYING THE GROUNDWORK ◆ ◆ ◆

In the beginning of any great relationship, expectations are the first issue to be discussed. Whether you are a new organization advisor or an experienced advisor starting another year, please take the time to sit down with the Executive Board of your organization and complete the exercise below.

To receive the greatest benefit from this exercise, both the Faculty/Staff Advisor and Officers of the organization should review each item. Organization members should check off those items that they expect from the Advisor. The Faculty/Staff Advisor should check off those items he/she feels are appropriate for him/her to fulfill. From this, both parties can come to an Agreement as to what the role of the Faculty/Staff Advisor will be. **A copy of this worksheet is also located in the Student Handbook under Student Activities.**

	Officers	Advisor
Attend all the general meetings of the organization	<input type="checkbox"/>	<input type="checkbox"/>
Attend all officer meetings	<input type="checkbox"/>	<input type="checkbox"/>
Call meetings of the officers when the Advisor feels it is necessary	<input type="checkbox"/>	<input type="checkbox"/>
Explain college policies when appropriate	<input type="checkbox"/>	<input type="checkbox"/>
Explain college policy to the general membership once a year	<input type="checkbox"/>	<input type="checkbox"/>
Serve as Parliamentarian to the group	<input type="checkbox"/>	<input type="checkbox"/>
Speak up during discussion when you feel the group is going to make a poor decision	<input type="checkbox"/>	<input type="checkbox"/>
Be quiet during general meetings unless called upon	<input type="checkbox"/>	<input type="checkbox"/>
Provide resources and ideas to your group	<input type="checkbox"/>	<input type="checkbox"/>
Take an active part in formulating goals for the group	<input type="checkbox"/>	<input type="checkbox"/>
Act as a member of the group, except voting and holding office	<input type="checkbox"/>	<input type="checkbox"/>
Receive a copy of all correspondence	<input type="checkbox"/>	<input type="checkbox"/>
Request the treasurer's books at the end of each semester	<input type="checkbox"/>	<input type="checkbox"/>
Keep the official files in your office	<input type="checkbox"/>	<input type="checkbox"/>
Let the group work out its problems (including making mistakes)	<input type="checkbox"/>	<input type="checkbox"/>
Request a written evaluation at the end of each semester	<input type="checkbox"/>	<input type="checkbox"/>
Approve all candidates for office in terms of scholastic		

standing; periodically check officers' GPAs	<input type="checkbox"/>	<input type="checkbox"/>
Take an active part in officer transition and training	<input type="checkbox"/>	<input type="checkbox"/>
Represent the group in any conflict with members of the campus staff	<input type="checkbox"/>	<input type="checkbox"/>
Take the initiative in creating teamwork and cooperation among officers	<input type="checkbox"/>	<input type="checkbox"/>
Mediate interpersonal conflicts as they arise	<input type="checkbox"/>	<input type="checkbox"/>
Veto a decision when it violates a by-law or the constitution	<input type="checkbox"/>	<input type="checkbox"/>
Keep the group aware of its stated goals, purpose and objectives	<input type="checkbox"/>	<input type="checkbox"/>

_____ **Advisor** _____ **President**

_____ **Date** _____ **Date**

◆ ◆ ◆ THE DO'S AND DON'T'S OF ADVISING ◆ ◆ ◆

This simple list of do's and don'ts should allow you to evaluate your style and change it as needed for the specific organization you are advising:

Do:

- Allow others to fail
- Allow others to succeed
- Know your limits
- Know the group's limits
- Be visible
- Be consistent with your actions
- Keep your sense of humor
- Trust yourself and the group
- Learn when to speak/when not to speak
- Inform the group of policies
- Teach the art of leadership
- Serve as a resource person
- Be available in emergency situations
- Assist officers with procedural matters
- Represent the group in staff and faculty meetings

Don't:

- Control the group
- Manipulate the group
- Miss too many group meetings and functions
- Take ownership for the group
- Close communication
- Be afraid to try new ideas
- Know it all
- Take everything so seriously
- Be the leader
- Say "I told you so..."
- Impose your own bias

- Tell the group what to do

◆ ◆ ◆ THE ATTRIBUTES OF A GOOD ADVISOR ◆ ◆ ◆

- Being **AWARE**: As the advisor, know what is happening with the group at all times
- Being **DEDICATED**: You should always be willing to assist with the organization
- Being **VISIBLE**: You should always attend meetings, social functions, etc.
- Being **INFORMED**: As the advisor, know the policies, by-laws, and constitution
- Be **SUPPORTIVE**: Please provide encouragement and praise to the group
- Be **OPEN-MINDED**: You should be willing to consider new ideas and approaches
- Be **RESPECTFUL**: Earn your respect through being trustworthy and honest

◆ ◆ ◆ CLUB SPORTS ◆ ◆ ◆

The Club Sports Program at Ursinus College is designed to allow students to compete in a variety of sports. Members of the club sport are responsible for the operation of the club. Successful club sports have leaders who communicate effectively not only with their teammates, but also with the Leadership Development & Student Activities Office (LD/SAO).

Club sports are subject to the rules and regulations found in the Student Handbook, the Club Sports Handbook, as well as other applicable policies. The Leadership Development & Student Activities Office runs the club sports program in collaboration with the Athletic Department. Please refer to the Club Sport handbook, which can be found on the LD/SAO website, for all rules and regulations.

◆ ◆ ◆ NEW MEMBER EDUCATION GUIDELINES ◆ ◆ ◆

Every Fall, the Greek Community participates in an intake process for new students to join their organization. The history of these processes has left most campuses to refer to guidelines to ensure that we are adhering to all state and local laws as well as Ursinus policies. The following organizations are currently permitted to participate in a New Member Education process:

- Alpha Phi Epsilon
- Beta Sigma Lambda
- Delta Pi Sigma
- Kappa Alpha Psi Incorporated
- Kappa Delta Kappa
- Omega Chi
- Phi Alpha Psi
- Phi Kappa Sigma
- Sigma Pi
- Sigma Rho Lambda
- Sigma Sigma Sigma
- The Adelphi Society
- Tau Sigma Gamma

NEW MEMBER EDUCATION POLICIES AND GUIDELINES

New Member Education (NME) activities must adhere to all state and local laws and Ursinus College policies. Please pay particular attention to the following sections of the 2015-2016 Student Handbook: "Student Conduct," "Greek Life," "Alcohol Policy," "Illegal Drugs," and "Noise Regulations."

All NME activities must be approved by the Leadership Development & Student Activities Office.

NME activities must conform to the Pennsylvania Anti-Hazing Statute. Each member and potential new member will be required to sign a document indicating that he/she understands the anti-hazing statute.

Guidelines and Procedures

NME plans must be submitted electronically to the Assistant Director of Student Activities. Detailed plans must include times, locations, dates, and an in-depth description of the activities for each evening. Each activity must include a statement of purpose.

2. In order to participate in NME, each organization must have a faculty or staff advisor. The advisor must be a full-time Ursinus employee. Advisors will:

- a) Have frequent and consistent contact with the organization concerning all aspects of the fraternity or sorority's activities.
- b) Approve and sign the NME plan.

3. All members of each organization must also sign an anti-hazing agreement via electronic means before commencement of NME. Failure by any member of the organization to adhere to this statement (i.e. breaking the hazing agreement) will result in the immediate suspension of all members of the organization and the new member class. The suspension will entail immediate removal from campus of all students in the organization until a determination is made regarding the violation or incident

4. If charges of hazing are reported to any college official, the NME activities for the group in question will immediately be suspended, pending an investigation. Loss of time or activities will not be made up during NME, and the college may require an abbreviated plan be followed for the remainder of the NME period.

5. New Member Education will consist of at least 4 "weeks" of education spread over eight calendar weeks during the fall semester, chosen by the Leadership Development & Student Activities Office. New member education activities can take place seven days a week but are limited to **twenty hours** per week. Activities are permitted at the following times:

- a) Monday – Friday: 5pm - 11pm.
- b) Saturday – Sunday: Any hours between 7am – 11pm.

Meals & breaks are required for extended sessions.

6. Due to the fall break and homecoming, the weeks are broken down as follows. You may only complete up to **80** hours of New Member Education. This means that you can complete this

process in 4 weeks. There is a 20 hour a week cap on New Member Education with the above mentioned hours in consideration.

7. No group activities associated with new member education will be permitted outside of these days/hours. If the organization wishes to hold a campus event at another day/time other than that specified, e.g. a community service project – prior permission must be granted by the Leadership Development & Student Activities Office.

Academic Information

1. Each new member educator must have a cumulative GPA of at least 2.5 and be a full time student at Ursinus College. All new member educators must be in good academic and disciplinary standing with the College.

2. In order to participate in NME, a student must:

- a) Be a full-time student at Ursinus College
- b) Have completed at least 24 credits at Ursinus College prior to the start of NME.
- c) Have a cumulative grade point average of 2.33
- d) Be in good standing with the College.

3. If the mean GPA of a fraternity/sorority's new member class is below 2.33 for the semester of new member education, that fraternity/sorority will be placed on social probation for the following semester. Each fraternity/sorority new member education plan must include provisions for assisting a new brother/sister whose GPA drops below 2.0 during the semester in which new member education occurs.

4. Academic performance of the new member education class must take priority over any new member activity. No new member activity may be scheduled which conflicts with a new members academic commitment or performance.

Student Development

1. NME activities should insure that the new members are empowered. Any activity, which includes fraternity/sorority members giving "orders" or "requests" which new members must "obey", will not be permitted. A NME program may establish specific "objectives" (making of banners, completion of scavenger hunt, learning fraternity/sorority songs, preparation of skits, etc.), which the new member class organizes itself to "attain."

2. All activities including "new member work" which may include but not be limited to the making of crafts, paddles, learning songs – must be completed during approved NME hours during the eight week period. No NME activities may take place outside of the allotted time period each day.

3. Traditions that are not educational or healthy (i.e., yelling at or harassing behaviors) will not be tolerated. New Member Educators are not to instill fear, intimidation, or anxiety into a new member. Sleep deprivation and the lack of social contact with friends or members of the opposite sex are deemed inappropriate behaviors.

4. New members may not be required to do favors or tasks for members including: buying food or cigarettes, running errands, providing shuttle services, and/or providing entertainment in the form of public demonstrations. New members are not in the process to be treated as servants

or second class citizens by the membership of an organization. The purpose of new member education is to allow for the learning of the history, values, and high moral/ethical ideals of the organization.

New Member Education Regulations

1. The following items are NOT permitted during New Member Education activities:

- a) Alcohol. This includes new members and current brothers and sisters.
- b) "Fake" new member educators. All new member educators must participate in NME training and must be present during bid signing.
- c) Off- campus activities. All NME activities must take place on campus. Groups may request in writing an exception to go "off campus" for an activity or event. The exception must be educational and have merit such as a community service event. Activities may not be held at member or alumni homes. Off-campus events should be public in nature and, if possible, have a third party associated with the event (i.e., charity run or walk).
- d) Profanity or derogatory references to under-represented persons or groups. This includes, but is not limited to: ethnicity, sex, race, sexual orientation, or religion.
- e) Meal time lineups/performances. New members may not be required to serve brothers/sisters, eat in unison, or act out skits/sing songs.
- f) Food/Foreign Substances. At no time shall the new members be directed or asked to eat or drink anything. No activity involving food or any foreign substances being placed in or on a new member will be permitted.
- g) Drops. New members may not be taken off-campus and left without money, ID, and/or transportation back to campus.
- h) Uniforms. New members may not be made to wear any attire that makes the person stand out in a way that causes embarrassment or humiliation. Each new member education plan will specifically describe any items that new members may wear or carry as a part of new member education.
- i) Dangerous and/or strenuous activities. If any physical activity is included (games, hikes, etc.), the physical limitations of each new member must be considered. Activities involving a higher-than-usual likelihood of injury should not be conducted.
- j) Public line-ups and/or wall shows.

2. NME activities (singing or noise at the beginning of formal rush, giving out bids, etc.) may not violate normal noise regulations.

3. Combined organization activities (i.e., fraternity/sorority) are prohibited.

4. New Member Educators must ensure that all campus areas are clean and trash free at the conclusion of an NME activity.

5. To avoid the possibility of embarrassment or ridicule, private performances of songs, skits, etc. by new members must be carefully planned by the new member class, new member educators and the Leadership Development & Student Activities Office. These performances may include both traditional and original material. Performances (a) must be controlled by the new member class, and (b) must be designed to use the varied talents of each new member, without requiring any new member to be embarrassed or demeaned in any way.

6. Ursinus faculty and staff may enter a new member education activity at any time. Groups may not bar access to Resident Advisors or Campus Safety Officers in the performance of their duties.

Alumni/Alumnae

Fraternity and sorority alumni may not be involved in NME activities. New members may not be present at Alumni functions held off campus during the NME period. If a group wishes to discuss a certain event or activity concerning Alumni interaction with the new member class, it must be done prior to the beginning of the new member education period. Exceptions are permitted only with written approval from the Associate Dean of Students or Assistant Director of Leadership Development & Student Activities. Violation of this policy will cause immediate termination of the organization's new member class and the President and New Member Educators may face judicial action.

Greek Advocate

During the new member education period each organization will select a Greek Advocate to assist new members in addressing concerns during the NME process. The advocate will make time available to meet with new members who may have concerns regarding activities, events, or actions of the organizations or its members. The Leadership Development & Student Activities Office will serve as a safe space for the advocate to meet with any student from his/her organization – this interaction and any information will be held in confidence and may only be shared with the organization and members of the student life staff if a severe violation of the state, local laws, or college policy.

Medical/Academic Concerns

Students who are unable to finish new member education due to illness/injury, athletic or academic concerns must be offered membership in the organization that they have chosen. Every attempt should be made by the organization to assist the new member with fulfilling the requirements of membership. A decision to deny membership must be approved by the Office of Student Life.

Hazing

The following sections are excerpted from Title 24 of the PA consolidated Statutes:

Section 5352: Definitions. "Hazing."

Any action or situation which recklessly or intentionally endangers the mental or physical health or safety of a student or which willfully destroys or removes public or private property for the purpose of initiation or admission into or affiliation with, or as a condition for continued membership in, any organization operating under the sanctions of or recognized as an organization by an institution of higher education. The term shall include, but not be limited to, any brutality of a physical nature, such as whipping, beating, branding, forced calisthenics, exposure to the elements, forced consumption of any food, liquor, drug or other substance, or any other forced physical activity which could adversely affect the physical health and safety of the individual, and shall include any activity which would subject the individual to extreme mental stress, such as sleep

deprivation, forced exclusion from social contact, forced conduct which could adversely affect the mental health or dignity of the individual, or any willful destruction or removal of public or private property. For the purposes of this definition, any activity as described in this definition upon which the initiation or admission into or affiliation with or continued membership in an organization is directly or indirectly conditioned shall be presumed to be "forced" activity, the willingness of an individual to participate in such activity notwithstanding.

Section 5353: Hazing Prohibited.

Any person who causes or participates in hazing commits a misdemeanor of the third degree.

Hazing

"Any action or situation which recklessly or intentionally endangers the mental or physical health or safety of a student or which willfully destroys or removes public or private property for the purpose of initiation or admission into or affiliation with, or as a condition for continued membership in, any organization operating under the sanctions of or recognized as an organization by an institution of higher education." --
Pennsylvania State Law

Examples of hazing (list is not inclusive):

- a) PHYSICAL HARM can occur as a result of a direct action: any brutality of a physical nature, required eating and/or drinking, drug use, forced exercises, exposure to elements, arduous phone-runs.
- b) PHYSICAL HARM can occur as a result of indirect action: someone gets hurt while blindfolded or during an illegal drop trip; someone becomes ill because of a new member education activity.
- c) PSYCHOLOGICAL HARM is less easy to define: activities which cause extreme mental stress; sleep deprivation; exclusion from social contact; extreme embarrassment and/or public ridicule.
- d) A NOTE ON COMMUNITY STANDARDS: Since people feel embarrassed when others regard them as ridiculous, the opinion of other members of the community (including faculty, staff and administration) are important in determining what activities could be embarrassing.
- e) PUBLIC OR PRIVATE PROPERTY may not be taken or broken. A scavenger hunt using public or private property is defined as hazing.
- f) THE WILLINGNESS OF AN INDIVIDUAL TO PARTICIPATE IN HAZING DOES NOT MAKE THE ACTIVITY LESS ILLEGAL.

◆ ◆ ◆ AFAC GUIDELINES AND FUNDING ◆ ◆ ◆

Registered student organizations are eligible to receive funding from the Activity Fund Allocation Committee by following the procedures set forth during the budget allocation period that occurs in the Spring semester of every year. Below you will find the guidelines used to make student organization budgetary decisions.

Activity Fund Allocation Committee Guideline

I. COMPOSITION OF THE ACTIVITIES FUND ALLOCATION COMMITTEE (AFAC)

A. Membership

1. Chairperson: UCSG Treasurer
2. UCSG President (or other representative of USGA)
3. Program Associate from LD/SAO
4. UCSG Executive Board Class Representatives (4)
5. UCSG Senators (2) elected at large from the Senate.
6. Student Activities and Services Committee (SASC) representative
7. The Associate Dean of Students – Dir. of LD/SAO

B. Secretary/Treasurer of AFAC (if deemed necessary)

1. A member of AFAC
2. Is elected by AFAC
3. Will attend AFAC meetings and give status reports on funds that have been allocated.
4. Will work with the AFAC chair as a liaison between AFAC and the Business Office.
5. The position may be held by the AFAC chair if they so choose.

C. Voting

1. All members, excluding the Chairperson, have one vote and may abstain.
2. The chairperson is a non-voting member, unless a tie occurs, wherein the chairperson has the tie break vote.
3. At least half the AFAC committee members must be present to vote on any requests.

II. COMMITTEE RESPONSIBILITIES

A. Those who qualify for funding

1. All organizations that have approved constitutions.
2. No closed membership group organizations are able to receive funding. (I.e. individual greek letter organizations).
3. The Inter-Greek Council is eligible to receive up to 2% of the AFAC budget so long as the group has a “Standards Program” actively in place in the IGC constitution or charter. All AFAC rules still apply in regards to all other forms of funding and individual fraternities and sororities are not eligible to request funding.
4. Any new organization seeking funding must have an approved constitution by Student Activities & Services Committee (SASC) prior to submitting request.

B. Appeals

1. Any organization may appeal AFAC's decision of their allotment.
2. The organization may appeal the original decision to the AFAC committee.
3. The organization may then appeal the decision in II. B. 2. To a joint committee of AFAC and SASC. No further appeals will be permitted after this.

III. TYPES OF ALLOCATIONS

A. Yearly Budget Requests

1. Available to all qualifying organizations.
2. Submit yearly request form by spring deadline for allocations – Thursday, April 28th, 2016 by 5:00 pm.
3. Request should be a detailed, itemized request for the upcoming (2016-2017) academic years' budget.
4. Club Registration must be submitted by Thursday, April 28th, 2016 by 5:00pm in order to be considered for funding. That must include the 2016-2017 executive board information.

B. Special Activity Requests

1. Available to all qualifying organizations.
2. A request for additional funds for any activities.
3. Not a tool used for budget problems. (no emergency requests)
4. Will be submitted to the AFAC chair (or in mailbox in LD/SAO).
5. Chairperson of AFAC will call committee together once a month throughout the academic year upon receiving special request forms.

C. Class Allocations

1. Can only be submitted by the classes, to the AFAC chair.
2. Up to \$500 in matching funds.
3. A \$500 yearly allotment.
4. Yearly one-time transportation.
5. Receipts and/or bills may be requested by the AFAC committee.
6. Representative of the class must be at the special AFAC meeting that has their request on the agenda.

IV. GUIDELINES FOR USAGE OF FUNDS

A. General Policy/Guidelines for funding

1. Organization sponsoring the event must be open to all of campus.
2. Budget requests may ask for funding for:
 - a. Entertainment
 - b. Food (no alcoholic beverages)
 - c. Speakers
 - d. Equipment
 - e. Supplies

- f. Printing Costs/Publicity
- g. Conferences
- h. Transportation (school van, bus, reimbursement for mileage)
- i. Miscellaneous

B. Conferences (More than one day, off campus)

- 1. Funding for no more than 4 people.
 - a. Food-no more than \$75 per person for entire trip (\$25/day).
 - b. Expenses-AFAC will pay for registration for 4 people.
- 2. Lodging/Travel-no more than 3 days.
- 3. For leadership training or recognized benefit to the organization and/or college.

C. Films

- 1. Shall appeal to the general college community, not for financial benefit
- 2. Must have an academic focus (if not obtained through SWANK).
- 3. Faculty advisor must be present unless films are obtained through SWANK because of the education focus sought after.

D. Restaurant Outings

- 1. Only for cultural dinners.
- 2. AFAC will issue funding for transportation only, not for food.

E. Club Sport Funding

- 1. A maximum of 5% of AFAC's budget can be allocated to club sports (The committee may adjust this figure as they see necessary.)
- 2. Funding for club teams should be limited to:
 - a. Payment of league registration fees
 - b. Equipment for games
 - c. Assist in travel expenses to away games
 - d. At most, 4 home games for 1st year

F. Charitable Contributions

- 1. Organizations receiving AFAC funds may not use funds to make charitable contributions to other organizations (on or off-campus). If an organization wishes to use funds to sponsor an event solely for charitable purposes – the organization must first cover the expenditures of the event and then may donate any profit to a charitable cause.

G. Purchases for Personal Gain or Use

- 1. No organization may use funds to purchase items that members will take personal ownership of and that do not remain with in the possession of the organization. Such items may include articles of clothing (sweatshirts, team jerseys, etc.), audio/video equipment, and computer hardware/software.

2. All purchases of supplies and materials including office materials, decorations, and any type of equipment should remain in the possession of the organization.
- **Important Note – Before a yearly funding request may be submitted.**

A club registration form must be turned in before or with your AFAC Budget request in order for any allocation is made to an organization. All information on the club registration form must be updated, correct and should not include graduating seniors.

Any questions concerning these guidelines may be addressed to the AFAC chairperson or the Associate Dean of Students.

Revised; April 2016

SUCCESSFUL AND HEALTHY GROUPS

Seven Characteristics of a Successful Organization

1. Organization members know each other well.
2. Members are involved in defining organizational purposes.
3. Members are used to help generate ideas.
4. There is a commitment to group decision making.
5. Skills, resources, and liabilities of the organization and community are identified.
6. Systematic problem solving techniques are used.
7. The organization effectively communicates itself and its purpose to members and the student body.

Symptoms of a Healthy and Unhealthy Group

A group is healthy when:

1. All members feel comfortable saying what they think.
2. Decisions are worked through until a general consensus of agreement is reached.
3. Well-informed members contribute their ideas in the area of their competence.
4. The whole group handles questions that concern the whole group.
5. Major issues get major time.
6. Major issues invoke mature approaches to change.
7. Minor issues are settled with the attention they deserve.
8. Decisions reached through participation are final and satisfactory.
9. Members really understand one another's ideals, plans, and proposals.
10. The group carries forward in the performance of tasks and the achievement of goals.
11. The group is solution oriented.
12. Rewards and feedback are shared among the entire group.

A group is unhealthy when:

1. A few members do all the talking.
2. Members mumble agreement.
3. Competent people sit by silently.
4. Decision making is quickly referred to committees.
5. New people with good ideas are not listened to.
6. Minor issues consume the majority of the group's time.
7. Minor and simple issues make people angry and resentful.
8. Major issues are passed over.
9. The same subjects, supposedly settled, keep coming up again.
10. Quick judgments are passed on issues people do not understand.
11. Members subjectively talk about people in a scapegoat manner.
12. The group accomplishes little in absence of the leader.
13. The group avoids change.
14. Rewards and criticism are concentrated on a few people.

Adapted from the Student Organization Advisor Manual at James Madison University

Advisor Contract

Please complete this contract and file. This contract is an agreement for the advisor and the organizations members. Please clearly identify the expectations and roles within this contract. Submit to the Leadership Development & Student Activities Office for filing purposes.

The members of _____ request _____ to serve
(Organization) (Name)
as the advisor of the organization for a period not to exceed one year beginning with
_____.
(Semester)

Duties, responsibilities, and expectations of the position are as follows: (List responsibilities and expectations of the Advisor and organization or attach separately).

1. _____

2. _____

3. _____

4. _____

5. _____

Duties and responsibilities may be reconsidered at the request of the Advisor, president, majority vote of the membership in a regular meeting, or the Leadership Development & Student Activities Office.

President's/Chairperson's Signature: _____ Date: _____

I have met with the president of the above-named organization and discussed the duties and responsibilities of Advisor as listed above. I agree to serve as Advisor and will fulfill these duties and responsibilities to the best of my abilities.

Advisor Signature: _____ Date: _____

LIABILITY AND RISK REDUCTION

As an advisor of a student organization, you are the university's representative regarding the organization's activities. As such, you are expected to give reasonable and sound advice to your organization about such things as programs, use of facilities and operational procedures. If you have reason to question an action taken by the organization, express your concern directly to the organization in writing, including the date, a suggested alternative to the questionable action, a warning, etc. It is important to remember that, in general, while we need to be concerned about liability, we can seriously damage the educational process by being paranoid about it. Just as there is no specific statement that explains faculty liability for every possible classroom incident, there is none that covers all the possible situation student organizations might encounter. If you have concerns about a situation unique to your organization or to a specific event sponsored by the organization you advise, please contact someone from the Leadership Development and Student Activities Office who is knowledgeable about liability and risk management. Although there is no way to completely eliminate risk and legal liability associated with a program or event, there are ways to reduce risk and provide a safer environment for program participants. Here are a few things that your organization can do to identify and reduce risk:

- ◆ Complete Event Planning Form, located online on our webpage, to clarify the needs and expectations of participants.
- ◆ Assess the capability of the group to manage risk.
- ◆ Identify the challenges in managing risk, as well as resources to assist in your planning.
- ◆ Develop a plan of action in reducing risk.
- ◆ Communicate with everyone involved (officers, members, advisors, participants, and facilities staff
- ◆ Identify specific risks involved in the event. These could include physical risks (such as an event with physical activity) and liability risks (such as events involving alcohol, minors, or travel).
- ◆ Identify options for reducing risks by including, but not limited to:
 - ⇒Hiring a third party vendor or contractor
 - ⇒Purchasing additional liability insurance
 - ⇒Preparing liability waivers, if necessary
 - ⇒Providing advanced training
 - ⇒Assuming a 'worst case scenario' and preparing for it in order to reduce likelihood of it occurring
 - ⇒Utilizing waivers that outline the specific nature and risk associated with the event
 - ⇒Canceling the event if the conditions are dangerous or the group is not prepared to assume full responsibility for the risk involved