

COPPIN STATE



UNIVERSITY

CLUBS/ORGANIZATIONS ADVISOR HANDBOOK

Office of Student Activities

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Dear Student Organization Advisor:

You have been selected by Coppin State University students to serve as an advisor to a student club or organization. Members of the faculty and staff are selected for these positions based on respect, trust, and the belief that these individuals will serve the student organizations well. Finding a good advisor is more than fulfilling a mere requirement; it is finding a mentor, a person who is committed to helping these students grow as leaders.

It is an honor to be asked to serve as an advisor, but it is also important that you understand the additional demands that will be placed upon your time and energy. You will be helping prepare our students to achieve career goals as they learn to balance their co-curricular involvement with their academic pursuits. Your role will be multifaceted, as a motivator, challenger, energizer and role model. Your involvement will provide a sense of direction for the organization and an opportunity for our students to realize their potential.

In this guidebook, we have tried to identify responsibilities, roles, and techniques to enhance your effectiveness as an advisor. Also included are the policies and procedures established by the Office of Student Activities.

Thank you for your dedication to the quality of student life at Coppin State University; may your involvement with student organizations be positive and rewarding for all. If you require additional information or support please contact the Office of Student Activities at extension 3922.

Congratulations!

Office of Student Activities

Dear Student Organization Advisor:

Thank you for donating your time and assuming the role of advisor of a student organization at Coppin State University. Although the Student Government Association strongly supports these clubs, the real backbone to them is you; their advisor. In fact, the position of advisor is not just another job it is an honor.

By asking you to take on the role of advisor, these students are acknowledging your ability to be a positive influence in their lives, as well as recognizing your skills as a role model and mentor. These students value your dedication to Coppin State University and look to you for the positive qualities you possess. They are confident that you will provide them with proper guidance while leading them through a successful year. Overall, as an organization advisor, you are empowering a group of students to be a part of something they enjoy and that they strongly believe in.

Good luck! You are truly living out the mission of Coppin State University by volunteering your time and expertise.

Sincerely,

Student Representation

PART I:

The Advisor's Role and Responsibilities

BEING THE BEST CSU ADVISOR INVOLVES:

JUSTIFYING - Justify your time, commitment and efforts, as well as those of your students. If you show them that you believe in what they are trying to accomplish and help them out, they will see that their efforts, however minimal they may seem, are worthwhile.

AN OPEN MIND - Always have an open mind. It will make your job, and the job of the student leaders who look to you for leadership, a lot easier. Advisor's, who come in to a potentially problematic situation with an open mind, will leave with a solution that all will be able to work with. As an advisor this can be your most important tool, use it to the advantage of all those who look up to you.

SUPPORT - Advisors who provide s with a warm and supportive atmosphere find students are much more willing to be supportive-to others, and to you. Support systems within the organization will invite others to join and become part of the team.

EVALUATION - Take the time to let your students know how you think they are doing. They in turn may be able to point out some things that you do or could do to make the organization run more smoothly. Communication is the key to any group this will also help to facilitate the sharing of ideas and solutions to other problems.

REALIZING POTENTIAL - Every student and advisor has the ability to achieve the goals they set forth for the organization. Sometimes the advisor will need to help the students in these endeavors, and sometimes the students may be able to help the advisor. Strive to assist the students to achieve their potential as well as to reach the organizations potential. Sometimes a word from the advisor is all the student needs to inspire them to go the extra mile.

GIVING HELP - Every student and advisor can achieve great things, but sometimes we could all use a little help! Don't be afraid to ask for, to offer or to solicit the students help if you are feeling stressed. Also feel free to advise students to contact the Office of Student Activities for help! Good luck!

Role & Responsibilities of the Advisor:

The advisor is an integral part of every student organization. As a member of the faculty/staff of the university, the primary functions of the advisor are to actively advise, to counsel and to serve as a resource person. By asking appropriate questions or making insightful, informed suggestions, the advisor will assist in the personal development of students while aiding in the growth of the organization. The advisor should encourage mature thinking and responsible action that will strengthen the organization while contributing to the quality of the campus community.

It is difficult to define the specific role of an advisor to a student organization because the role can be structured in a variety of ways. The pattern of teamwork between an advisor and the organization must be tailored to the personalities and needs of those involved. This handbook was designed to provide some guidance in developing such a relationship. Most importantly to remember is that it is crucial that everyone have realistic expectations of what the advisors role should be. In addition, the responsibilities of advisors are:

1. The responsibilities of the faculty/ staff advisor will be that of a resource person. He or she will present ideas that the students may consider.
2. All recognized student clubs/organizations by the university must have an approved advisor who is a full-time employee at Coppin State University.
3. The faculty/ staff advisor will be recommended by the members of the organization and submitted to the Director of Student Activities.
4. The person serving as advisor(s) to a club or organization must sign the Advisor Acceptance Form within the clubs & organizations registration packet.
5. If an advisor cannot be present at an approved activity, he/she must submit the name of his/her substitute to the Director of Student Activities along with a signed statement form. The form must indicate the substitute's willingness to represent for the event at least two (2) University working days prior to the date of the approved activity.
6. **Failure of the advisor or substitute attendance, for the duration of the activity, will result in cancellation of the activity by authorized personnel in charge of the facility being used.**
7. The faculty/staff advisor's signature of approval must appear on all documents pertaining to that prospective student club or organization's operation.
8. If any time a student organization feels that it would be in the best interest of the organization to recommend a new advisor, it may do so after meeting with the Director of Student Activities to seek mutual understanding. The final decision rests with the Office of Student Activities.
9. If a faculty/staff advisor feels that he/she cannot support a decision made by a student club or organization, he or she may express his/her lack of support by informing the Director of Student Activities and the members of the organization.

10. If for any reason a student club or organization's advisor(s) cannot continue to serve, they must notify the club or organization and submit a letter to the Director of Student Activities stating the reason why they must discontinue in that capacity.
11. No advisor can serve as advisor to more than two organizations during any academic session.
12. Advisors to Greek Lettered Organizations must have graduated from Coppin for at least four years before being allowed to serve as advisor to the undergraduate chapter they were a member of.

What the University Expect of Advisors

The following are not listed as a part of the advisor's job description; they are provided as basic and rather obvious areas of responsibility. It is assumed that one who accepts the role of advisor:

1. Is an full-time employee of Coppin State University;
2. Is interested in the organization and is knowledgeable about its purpose, program, and constituency;
3. Will serve as a consultant and a resource to the organization and to the officers of the organization;
4. Will assist the organization in developing and achieving performance objectives;
5. Will help the organization develop a program that will provide educational experiences for members;
6. Will participate in the organization to the fullest extent without actually making decisions or setting policies for the organization;
7. Will assure that the organization takes reasonable precautions in its activities to ensure that policies and laws are not violated nor the welfare of members jeopardized.

What Officers May Expect of Advisors

The officers of student organizations need the services of the advisor. The decisions that must be made and planning that must be done often require advice from someone with experience. The president/chairperson as well as the other officers may expect the advisor:

1. To know them by name and to be interested in them as individuals;
2. To understand the organization, to be aware of its purposes and to assist them in formulating goals and in planning for the organization;
3. To assist them with developing procedures and methods for maintaining an effective organization, including effective meeting management, financial procedures, and records;
4. To assist them in matters of university procedures;
5. To assist them in improving their leadership skills;

6. To represent them in staff or faculty meetings when necessary and to serve as liaison with the University;
7. To be available when emergencies arise;
8. To encourage and support them during challenging situations;
9. To help them evaluate meetings, group projects, performances, and progress, as well as their own individual performances;
10. To serve when necessary as an arbitrator or impartial observer;
11. To serve as a resource and to be aware of additional resources within the university or community;
12. To attend regularly scheduled meetings as well as special

What the Organization May Expect of the Advisor

Although other members may not work as closely with the advisor as the officers, they also have expectations. They may expect the advisor:

1. To believe in the organization and to manifest the enthusiasm work toward its potential; programs of the organization necessary to help the organization
2. To participate in the meetings and to the greatest extent possible;
3. To be available to individual members and to committees;
4. To guide the organization in the planning of activities and programs;
5. To serve as a resource and to provide ideas as needed.

What the Advisor May Expect of Officers

In order for the advisor to serve effectively, the officers must also meet certain expectations. The advisor may expect the officers to:

1. Keep the advisor informed of all organizational activities, meeting times, locations, and agendas;
2. Meet regularly with the advisor and discuss all plans and problems;
3. Develop and use good records and sound financial procedures;
4. Make no commitments for the advisor without his/her consent. An organization must not assume an advisor will continue to serve as an advisor for the succeeding year unless the advisor has agreed to this;
5. Provide minutes of meetings as well as any other materials that are sent to members.

Role Negotiations Worksheet

This is not an official Coppin State University form. It is only a worksheet.

Listed below are some expectations student leaders have of their advisor. This form is designed to help advisors and student officers develop a clear and mutually agreed upon role for the advisor in the organizations' affairs.

Directions: The advisor and each officer should respond to the following items, and then meet to compare answers and "iron out" any differences. For some items, which are determined not to be the responsibility of the advisor, it would be valuable to clarify which officer will assume that responsibility. It is important to note that some of these roles are not appropriate roles for an advisor.

For each of the following statements, respond on a scale of 1 - 5 how

Important this function is:

- 1 = *essential: for the advisor to do*
- 2 = *Helpful: for the advisor to do*
- 3 = *Nice but they don't have to*
- 4 = *would prefer they not do*
- 5 = *absolutely not an advisor's role*

THE ADVISOR IS EXPECTED TO:

- ____ 1. Attend all general meetings.
- ____ 2. Attend all executive committee meetings
- ____ 3. Call meetings of the executive committee when he/she believes it is necessary
- ____ 4. Explain University policy when it is relevant to the discussion.
- ____ 5. Explain University policy to the executive committee and depend upon the officers to carry them out through their leadership.
- ____ 6. Explain University policy to the entire membership at a general meeting once a year.
- ____ 7. Meet one-on-one with the president (Chairperson) on a regular basis.
- ____ 8. Help the President prepare the agenda before each meeting.
- ____ 9. Speak up during discussion when he/she has relevant information.
- ____ 10. Speak up during discussion when he/she believes the group is likely to make a poor decision.
- ____ 11. Be quiet during general meetings unless called upon
- ____ 12. Exert his/her influence with officers between meetings.
- ____ 13. Take an active part in formulating the goals of the group.
- ____ 14. Initiate ideas for discussion when he/she believes they will help the group.

- ___ 15. Be one of the groups, except for voting and holding office.
- ___ 16. Attend all group activities.
- ___ 17. Require the treasurer to clear all expenditures with him/her before financial commitments.
- ___ 18. Request to see the treasurer's books at the end of each semester.
- ___ 19. Check the secretary's minutes before they are written in final form.
- ___ 20. Check all official correspondence before it is sent.
- ___ 21. *Get* a carbon copy of all official correspondence.
- ___ 22. Be custodian of all group paraphernalia, records, etc., during the summer and between change-over of officers.
- ___ 23. Keep the official files in his/her office.
- ___ 24. Inform the group of infractions of their bylaws, codes, and standing rules.
- ___ 25. Keep the group aware of its stated objectives when planning events.
- ___ 26. Veto a decision when it violates a stated objective, the bylaws, codes, or standing rules of University policy.
- ___ 27. Mediate interpersonal conflicts that arise.
- ___ 28. Be responsible for planning leadership skills workshops.
- ___ 29. State when his/her advisor responsibilities are, or as he/she sees them, at the first of the year.
- ___ 30. Let the group work out their problems, including making mistakes
- ___ 31. Encourage an evaluation of each activity by those students responsible for planning it.
- ___ 32. Take the initiative in creating teamwork and cooperation among the officer's group.
- ___ 33. Let the group thrive or decline on its merits; do not interfere do so.
- ___ 34. Represent the group in any conflicts with members of the University unless requested to
- ___ 35. Be familiar with University facilities, services, and procedures, which affect group activities.
- ___ 36. **Recommend programs, speakers, etc.**
- ___ 37. Take an active part in the orderly transition of responsibilities between old and new offices at the end of the year.
- ___ 38. Approve all candidates for office in terms of scholastic standing (G.P.A.) and check periodically to ensure that officers are maintaining the required G.P.A.
- ___ 39. Cancel any activities when he/she believes has been inadequately planned.

SPEAKERS

Adapted from Ithaca University Student Organization Handbook

Working With Organization Officers

The officers of student organizations are essential to the success of the organizations. The president/chairperson is generally the most influential member of an organization. The advisor should work closely with this person and should assist them in developing plans for the organization.

I. Executive Committee Meetings

- A. Some organizations have regularly scheduled executive committee meetings. The officers meet to set agendas, to discuss plans for programs or projects, and to develop goals for the organization.
- B. These meetings can also serve to help develop the role of the officers in the organization. They can serve as occasions for evaluating the organization and for discussing concerns and problems.
- C. The role of the advisor can be most actively demonstrated in this setting. The advisor should feel free to express his/her opinions and make recommendations regarding internal organizational difficulties (communications, delegating responsibilities, etc.) and to assist the officers with their resolution. This should be done with discretion. In this setting the advisor can easily serve as a resource and provide guidance.

II. Meetings with the President/Chairperson

- A. Some organizations do not have regularly scheduled executive committee meetings. If this is the case, the advisor should schedule periodic meetings with the president/chairperson during which planning and discussion of concerns should take place.
- B. Although it is preferable to have several officers involved in planning agendas and developing programs for the organization, it is sometimes necessary for the advisor and the president/chairperson to do this or to initiate it.
- C. In this type of situation the advisor should allow the president/chairperson to present her ideas. The advisor may then want to help the officer evaluate these ideas. If the advisor feels an idea is inappropriate, the officer should be encouraged to consider alternatives. The officer may want the advisor to make the decisions. In such cases, the advisor should guide the officer toward a decision but should not assume the deciding role. The advisor may also help the officer to evaluate the effectiveness of the decision.
- D. Even in organizations that have executive committee meetings, it is desirable for the advisor to meet with the president/chairperson periodically.

Working with the Group

Advisors also play an important role in advising the total organization. How this is done is often influenced by the personality of the advisor and by the organization he/she advises. Some advisors prefer to work with the officers and to maintain a low profile during meetings of the organization. In large organizations this is sometimes necessary. It is undesirable for advisors to dominate the discussion in the organizational meetings. However, there are times when it is desirable for the advisor to question, recommend or present an opposing view. It is advantageous for an advisor to be a participating member of the group as long as he/she does not dominate the group.

Sometimes the organization may be planning a questionable activity. Techniques that have been suggested for the advisor to deal with these situations include:

1. Suggest other ideas that may be substituted for the one that is questionable;
2. Point out the difficulties inherent in the plan;
3. The advisor may request that the group obtain the opinion of the individual or agencies affected by the action;
4. Some situations can be clarified through a discussion with the Office of Student Activities, including issues of funding and fund-raising.

FUNDING

There is a tendency for an organization to follow tradition and plan the same program year after year. In some cases this is desirable but if the advisor feels there is a need to change the program, he/she should feel free to advise the group to consider other alternatives. One system that can be productive in some situations is brainstorming. This method calls for rapid fire, uninhibited, top-of-the-head suggestions from all members. It allows for broad participation and allows for the generation of ideas that are often inhibited by a fear of criticism or rejection.

While it is desirable for the advisor to make recommendations as the needs arise, he/she should help the officers become aware of resources. They should also be urged to evaluate the program and become aware of the need for changes.

The advisor should be given an opportunity to make some closing remarks at the end of meetings. These may include evaluative statements, commendations, inspirational statements, or just general comments. Not all advisors would want to do this but it helps to provide recognition. It is desirable that the advisor be accepted as a co-worker and as a person whose opinions are respected for their value without reference to source.

Workshops, retreats, and social events are times during which an advisor can become acquainted with members of the organization. These are designed primarily to bring members of the group together, but they also serve to bring the advisor into the group in a more intimate fashion. Although these are time commitments that an advisor may ill afford, the values derived are worth the effort.

Additional Suggestions for Advisors

Below are additional functions the advisor may wish to perform. However, in most cases, the following are items that the advisor should encourage the organization to address:

I. Orientation and Training

One of the basic needs in any organization is continuity. Generally the program is designed in a manner to allow for this, and new officers have usually had experience in the organization. However, there is a need to structure a training program for new officers and an orientation for new members. The advisor would encourage the organization to develop these programs.

II. Professionalism

The organization should be encouraged to develop a sense of professionalism. It should be encouraged to plan well and to provide a quality program.

III. Communications

The officers should be encouraged to maintain open communication with the members of the organization. Effective methods for communicating both in writing and speaking should be sought and used.

IV. Development

There must be opportunities for the educational and personal development of students who participate as members. The program must justify the expenditure of the student's time, abilities and energy. The advisor, because of his/her experience and education is generally more qualified to recommend ways in which this can be accomplished.

V. Records

The advisor should encourage an organization to keep good records. These may include minutes, records relating to programs, scrap books, historical records, financial records, reports and evaluations. Not only should these be maintained, but they should also be reviewed and catalogued in some fashion.

VI. Finances

Advisors should discuss the financial status of the organization including identification of problems and their potential solutions and identification of financial strengths and means of perpetuating such. Organizations receiving funds from the university must maintain records. Advisors to these organizations should be familiar with the procedures and policies and should assist with budget requests. Advisors should insist that proper financial procedures be followed and that records be kept.

FUNDS

VII. Constitution

The constitution is the document that maintains the structure and procedures of the organization. For some organizations it is more important than others. Advisors should encourage their organization to make an annual review and to amend or revise when necessary. When changes are made, copies of the revised constitution are to be submitted to the Office of Student Activities.

VIII. Leadership

An advisor should be aware of the qualities of leadership displayed by members of the organization. Advisors should encourage members who have these qualities to seek leadership positions in the organizations. The organization should be encouraged to develop leadership training programs or to attend leadership training programs sponsored by the Charles B. Wright Leadership Institute.

IX. Interpersonal Situations

The advisor should attempt to gain the confidence of the members. If the advisor should detect member dissatisfaction with the organization, this confidence places the advisor in a better position to deal with the source of the problem.

X. Assisting the Individual

The advisor should encourage each member to participate in the organization. If possible, he/she should be aware of the academic strengths of the individual and assist the individual in maintaining a proper balance between the academic and extracurricular aspects of student life. The advisor is often requested to write recommendations for individuals. Observations made regarding the student's abilities in the organization are often helpful.

Funding for Organizations

What should be included along with the funding application? You can find the

1. Specific events, with dates, for which the funds will be used
2. A signed agreement to participate in an audit at the end of the year
3. A signed agreement from the president, treasurer and advisor to attend the student organization workshop in September.
4. A signed agreement to evaluate all programs for which funds are sought.

Categories for funding

The following expenses are fundable:

Operating expenses – for office supplies

- **Programming expenses** – for non-religious and non-political student activities that are planned and open to all students, faculty and staff. Funding petitions must be submitted to the Student Government Association Treasurer.
- **Travel expenses** – limited to travel to attend leadership conferences or conferences associated with student major. Funds will only cover up to 1/3 if the total cost of travel or \$250, whichever is greater.

Rules governing student organization fund allocations:

1. All students listed as organizational members must be duly registered at the time of application submission.
2. Students must sign an agreement to use funds for the purpose for which they were allocated.
3. Funds must be encumbered prior to April 5 of each year in order to have time for the annual audit.
4. Students may not enter into contracts with any person without first meeting with the Director of Student Activities, who will seek approval with the Legal Counsel.

Funding Priorities:

1. Student activities that benefit the entire campus community (example: community fair, talent shows, international dinners, leadership seminars, etc.) These events may not be primarily political or religious in nature.
2. Travel expenses
3. Operating expenses

Non-fundable expenses

Church services, political rallies, any event that excludes any group of people (this includes female only pageants, male only pageants, etc.)

Students who misuse student organizations funds will be subject to all appropriate charges listed in the CSU Student Handbook.

End Notes

1. The appropriate role of the advisor is not to become "one of the gang" nor is it to remain conspicuously aloof from the group. The effective advisor is one who will render advice when it is requested and offer counsel, even though it may not have been sought.
2. An individual assumes an advisor's role voluntarily; however, even though serving as a volunteer, he/she is expected to uphold the best interests of the University.
3. Advisors should not hesitate to contact the Office of Student Activities to discuss organizational problems, plans or changes in organizational status that may be of interest or importance to the University.
4. The advisor should not hesitate to provide constructive criticism when it is deemed necessary; likewise, positive organizational accomplishments should be appropriately acknowledged.
5. An advisor should realize that students often might not accept his/her advice as fact. The advisor should expect to be challenged; however, this should not be interpreted as an indication that his/her services are no longer desired.
6. The voluntary association between advisors and their respective groups should continue as long as

both parties believe the relationship is productive and mutually satisfactory. When such a relationship no longer exists, the advisor should resign.

Part II

Additional Tools

Characteristics of a Good Advisor

AWARE	Knows what is happening with the group at all times, including problems, dates of functions, meeting times, etc.
DEDICATED	Willing to assist the organization when necessary. Enjoys being associated with the group and is very involved.
VISIBLE	Attends meetings, social functions, and other special activities of the group.
INFORMED	Is familiar with the rules, policies and regulations of the University and the Constitution of the organization. Is prepared to render assistance with their interpretation.
SUPPORTIVE	Provides encouragement and praise to group members.
OPEN-MINDED	Is willing to consider new ideas and approaches.
RESPECTED	This is earned through being trustworthy and honest and demonstrating a genuine interest in the group.

Understanding Group Dynamics

Carefully observing a student organization will provide important information for understanding that group while improving its effectiveness.

I. Content vs. Process

When we observe what the group is talking about, we are focusing on the content. When we try to observe how the group is handling its communication; i.e. who talks how much or who talks to whom, we are focusing on group process.

II. Communication

- ❖ One of the easiest aspects of group process to observe is the pattern of communication:
- ❖ Who talks? For how long? How often?
- ❖ Whom do people address when they talk? Individuals, possibly potential supporters? The group? No one?
- ❖ Who talks after whom, or who interrupts whom?
- ❖ What style of communication is used? Assertions, Questions, Tone of voice, Gestures, etc.

III. Task/Maintenance/Self-Oriented Behavior

Behavior within the group can be analyzed according to its purpose or function. **Task-Oriented Behavior** occurs when a member says something with the purpose of accomplishing the group's task. **Maintenance Behavior** occurs when a member says something in an effort to improve or mend relationships among members of the group. **Self-Oriented Behavior** occurs when a member says something with the primary purpose of meeting a personal need or goal without regard to the group's problems.

As the group grows and member needs become integrated with group goals, there will be less self-oriented behavior and more task or maintenance behavior as indicated by the following categories:

A. Types of behavior relevant to the group's fulfillment of its task

1. **Initiating:** proposing tasks or goals defining a group problem; suggesting a procedure or idea for solving a problem.
2. **Seeking information or opinions:** about group concern; asking for expressions of feeling; requesting a statement or estimate; seeking suggestions and ideas.
3. **Giving information or opinions:** offering facts, providing relevant information about group concern.
4. **Clarifying and elaborating:** interpreting ideas or suggestions, clearing up confusion, defining terms, indicating alternatives and issues before the group.
5. **Summarizing:** pulling together related ideas, restating suggestion after the group has discussed them; offering a decision or conclusion for the group to accept or reject.
6. **Consensus testing:** asking to see if the group is nearing a decision; sending up trial balloon to test a possible conclusion.

B. Types of behavior relevant to the group's remaining in good working order, having good climate for task work and good relationships which permit maximum use of member resources, i.e. group maintenance.

1. **Harmonizing:** attempting to reconcile disagreements, reducing tension, getting people to explore differences.
2. **Gate keeping:** helping to keep communication channels open, facilitating the participation of others, suggesting procedures that permit sharing remarks.
3. **Encouraging:** being friendly, warm and responsive to others; indicating by facial expression or remark the acceptance of others' contributions.
4. **Compromising:** when own idea or status is involved in a conflict, offering a compromise which yields status, admitting error and modifying in interest of group cohesion or growth.
5. **Standard setting and testing:** testing whether group is satisfied with its procedures or

- suggesting different procedures, pointing out explicit or implicit norms which have been set to make them available for testing.
6. Every group needs both kinds of behavior and should work out an adequate balance of task and maintenance activities.

IV. Emotional Issues: Causes of Self-Oriented, Emotional Behavior

The processes described so far deal with the group's attempts to work, to solve problems of task and maintenance. There are many forces active in groups which disturb work and represent emotional undercurrent in the stream of group life. These underlying emotional issues produce a variety of behaviors that interfere with effective group functioning. They cannot be ignored or wished away, however. Further, they must be recognized, their causes must be understood, and as the group develops, conditions must be created which permit these same emotional energies to be channeled in the direction of group effort.

A. What are the basic causes?

1. **The problem of identity:** Who am I in this group? Where do I fit in? What kind of behavior is acceptable here?
2. **The problem of goals and needs:** What do I want from the group? Can the group goals be made consistent with my goals? What have I to offer the group?
3. **The problem of power, control, and influence:** Who will control what we do? How much power and influence do I have?
4. **The problem of intimacy:** How close will we get to each other? How personal? How much can we trust each other and how can we achieve a greater level of trust?

B. What kinds of behavior are produced in response to these problems?

1. **Dependency/Counter-dependency:** leaning on or resisting anyone in the group who represents authority, especially the officers or advisor.
2. **Fighting and Controlling:** asserting personal dominance, attempting to get own way regardless of others.
3. **Withdrawing:** trying to remove the sources of uncomfortable feelings by psychologically leaving the group.
4. **Pairing up:** seeking out one or two supporters and forming a kind of emotional subgroup in which the members protect and support each other.

Skills to be Taught Through Consistent and Planned Advising

Kathleen Allen in the December 1997 issue of Programming Magazine outlined eleven skills that should be taught to students through consistent, planned advising. Divided into the categories of accomplishing tasks, improving relations, and self-improvement, Ms. Allen's definitions provide a clear, comprehensive "lesson plan" for advisors to utilize in their efforts toward skill development by students:

I. Skills for Accomplishing Tasks

- A. **Problem-solving:** The ability to solve problems creatively. The process includes these components: identify the real problem, assess all components of the problem, weigh what is relevant, pursue alternatives, and identify a solution. Example: Developing policy.
- B. **Planning and Organization:** The ability to set goals and coordinate a variety of human and material goals to accomplish those goals. Example: Producing a specific event.
- C. **Delegating:** The ability to identify *Or* develop a task, and then share the resources and information needed to accomplish it. Example: Committee leader assigns a member a task.
- D. **Decision-making:** The ability to evaluate existing information and to be willing and confident enough to make a choice of what should be done. Example: Choosing an entertainer for a concert.
- E. **Financial Management:** The ability to plan, develop, and implement a budget, including cost and expense estimates, budget implementation, and budget evaluation. Example: Implementing a budget for each event.

II. Skills for Improving Relationships

- A. **Persuasion:** The ability to identify our own opinions and use logic and communication to change the opinions of others. Example: Negotiating a contract.
- B. **Relationship-building:** The process of creating, developing, and maintaining connections between groups or individuals. Example: Scheduling frequent casual meetings with organization members.
- C. **Adaptability:** The ability to cope with a variety of situations and kinds of people. Example: Working with people with different values.

III. Skills for Self Improvement

- A. **Stress tolerance:** The ability to cope with taxing situations, while getting the job done and having a satisfying life. Example: Performing leadership responsibilities while anxious about a personal relationship.
- B. **Initiative:** The ability to take responsibility for originating new projects, ability to think and

- act without being urged, being able to develop new ideas or methods. Example: Initiating a recruitment campaign for new members.
- C. **Risk-taking:** willingness to try something new or make a decision without the assurance of success or improvement. Example: Planning a program that has not been attempted before.

There are four different formats that an advisor may use to provide opportunities for students to test and acquire these skills:

1. In **COLLABORATION**, the advisor and student work together on a project with each person as an equal participant in the planning and production process.
2. When utilizing **ROLE MODELING**, advisors try to develop and use these skills in their work, so that people who work with them can observe these skills in action. An example of this format would be to discuss with a student the process by which you, as advisor, came to a particular decision.
3. **INSTRUCTION** involves more direct teaching of why you do things certain ways. It may be used in more formal workshops or in informal explanations.
4. The final technique for skill development is termed **CREATING AN ENVIRONMENT FOR GROWTH**. This method involves offering as many opportunities as possible for students to test these skills. Each time students use these skills and succeed, their confidence should increase and the quality of the program should improve. The advisor can then measure his/her effectiveness.

Part III

Advisor's Reference

Student Organization Recognition Procedures

Coppin State University supports and encourages the creation of student organizations established to help meet the cultural, social, intellectual, vocational, and recreational needs of the campus population.

I. Recognition Procedure

- A. Recognition may be applied for by filing an application with the Office of Student Activities by May 1 for the upcoming academic year to be effective until the following May 1 date;
- B. The organization shall ensure that the information submitted is complete, accurate and current;
- C. Each organization must submit a current copy of its constitution or charter and bylaws or rules of order with its application for recognition. These documents must define the form and function of the organization, criteria for membership and its goals and principles. All documents must be consistent with these standards, and any changes to these documents must be submitted to the Office of Student Activities;
- D. The University recognizes a student organization when its application is found in compliance with the policies and procedures within the Student Organization Handbook and required application is complete and on file in the Office of Student Activities.

II. Standards of Recognition

- A. Each organization's constitution should clearly state the purpose of the student organization which should be consistent and compatible with the mission and goals of Coppin State University;
- B. The mission, purpose and goals of the student organization should contribute to the overall educational mission of Coppin State University as demonstrated through the activities, events and meetings sponsored by the organization;
- C. Student organizations are prohibited from discriminating on the basis of race, color, religion, gender, age, sexual orientation, physical impairment, national or ethnic origins (Exception: Gender Discrimination for membership is permitted for the organizations within the National Pan-Hellenic Council & Independent Organizations);
- D. The student organization agrees to all institutional policies and procedures concerning the organization's activities and conduct both on and off campus;
- E. The student organization agrees to exercise freedom of expression in a peaceful, non-disruptive manner and appropriate consideration and respect for differing views;
- F. The student organization, when involved in issues that may be controversial or provocative, will seek the advice and counsel of knowledgeable members of the faculty, staff and

- administration, including, but not limiting to their advisor, the Director of Student Activities and the Vice President for Student Affairs;
- G. Because recognition of a student organization in no way implies that the institution necessarily endorses position or points of view espoused privately or publicly by members of the organization, the student organization should represent itself in ways that make this point clear;
- H. A statement that clarifies the organization's affiliation, if any, with off-campus and national organizations must be included in the organization's constitution.

III. Privileges Associated with Recognition

Coppin State University requires that a student organization be recognized by the University in order for the organization to:

- A. The use of the University's name as part of its organizational name, subject to item B below;
- B. Use of the University's facilities, services, or resources;
- C. Sponsor or promote activities on campus;
- D. Distribute literature, flyers, posters, banners, or organizational print materials;
- E. Be listed in University publications;
- F. Receive awards or honors presented to student organizations and their members;
- G. Be able to qualify to receive Student Organization funding.

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IV. Limitations of Recognition

Recognition of a student organization by the University does not:

- A. Authorize the organization to enter into contracts or otherwise act on behalf of Coppin State University;
- B. Authorize the organization to use the University's name for any commercial purpose or in any way which may reflect adversely upon the University;
- C. Imply Coppin State University sponsorship of, control over or responsibility for the activities of the organization.

V. Membership

- A. A student organization must be organized by its student;
- B. No person shall be excluded from membership or participation in the activities of an organization on the basis of race, color, religion, gender, age, sexual orientation, and physical impairment, national or ethnic origin (Exception: Gender Discrimination for membership is permitted for the organizations within the National Pan-Hellenic Council & Independent Organizations).
- C. All students must be within good academic standing with the University to be a member of a club/organization.

VI. Officers

- A. All organizations are required to have nine officers;
- B. Officers must be full-time matriculated students with a minimum Grade Point Average (GPA) of 2.5. Officers must be enrolled in Coppin State University at the time of their election and maintain a minimum of a 2.5 GPA throughout the tenure of their office. The Director of Student Activities monitors the academic standing of officers.

VII. Advisors

- A. All organizations are required to have a faculty or staff advisor of the group's own choosing. Undergraduate and graduate students are not eligible to serve as advisors;
- B. Campus advisors advise student organizations in the exercise of responsibility, but they
- C. Do not have the authority to control the policy of such organizations. However, will act in the best interest of the University and student organization regarding policies and procedures.

VIII. Activities

- A. Student organizations and their members and officers must abide by the University's policies and Regulations as stated in the Student Handbook, and other rules, regulations, and operating procedures, including these Standards for Student Organizations. Violations may result in revocation of recognition by the University;
- B. No organization may engage in acts which recklessly or intentionally endanger any person's metal or physical health, involve the forces consumption of liquor or drugs, intentionally subject a student to degradation or humiliation, or cause its members to participate in any action or situation that reasonably can be expected to have such a result;
- C. All organizational activities must be consistent with the organization's constitution or charter and bylaws or rules of order.

Roles of Organization Officers and Advisors

I. Student Organization President/Chairperson

- A. To organize and plan meetings in conjunction with other officers (must be at least once a month).
- B. To hold executive committee meetings prior to each general meeting.
- C. To preside at meetings.
- D. To take responsibility for planning and distributing an agenda to all those in attendance at the start of the meeting.
- E. To act as a representative of that particular organization at various University functions when needed or called upon.

- F. To help organize and publicize activities sponsored by the organization.
- G. To represent the organization, or find a suitable replacement from the organization, to report on the organization at the Registered Organization Council Meetings for all clubs and organizations and bring information back to the organization.
- H. To maintain regular contact with the advisor to keep him/her informed.
- I. To see that room reservations for meetings are cleared and the appropriate paperwork is completed through the Office of Student Activities at extension 3350 at least ten days prior to meeting.
- J. To make sure that all the events of the organization are approved by the Director of Student Activities and scheduled in advance by completing a Facilities Usage Form, available in the Office of Student Activities.
- K. To submit requests for fundraising activities to the Director of Student Activities for approval before fundraising begins.

II. Organization Vice President

- A. To assist other officers in the planning and organization of meetings (must be at least once a month).
- B. To attend executive committee meetings prior to each general meeting.
- C. To act as a representative for the particular organization at upon activities sponsored by various university functions when needed or called
- D. To help organize and publicize activities sponsored by the organization.
- E. To carry out presidential duties when called upon to do so.
- F. To see that the organization holds elections in April and to submit the new officers' names to the Office of Student Activities by May 1st.

III. Organization Secretary

- A. To assist the other officers in the planning and organization of meetings (must be at least once a month).
- B. To attend executive committee meetings prior to each general meeting.
- C. To act as a representative for the particular organization at activities sponsored by her various university functions when needed or called upon.
- D. To help organize and publicize activities sponsored by the organization.
- E. To take responsibility for keeping minutes during meetings and distributing typed copies of those minutes to the appropriate people within one week of the meeting. Distribution of the minutes should be as follows: a copy to each of the organization officers and members, a copy to the advisor and a copy kept for purposes of program evaluation for the Office of Student Activities.

IV. Organization Treasurer

- A. To assist other officers in the planning and organization of meetings (must be at least once a month).
- B. To attend executive committee meetings prior to each general meeting.
- C. To act as a representative for the particular organization at activities sponsored by various university functions when needed or called upon.
- D. To help organize and publicize organization.
- E. To take responsibility for accounts, keeping records of receipts, credits, withdrawals and debts, and to provide an update at organizational meetings.
- F. To retain copies of the deposit slip (immediately after depositing money), file a copy, and provide one copy to the Advisor.

V. Organization Advisor

- A. To attend executive committee meetings and if possible organization meetings (Executive Committee meetings should not be held without the advisor).
- B. To supervise the overall planning of activities of the organization and see that all activities planned are consistent with the values and goals of Coppin State University.
- C. To review agendas with officers prior to general meetings.
- D. To assist the president/ chairperson in how to conduct a meeting and following parliamentary procedures. A helpful book on having a 'successful meeting can be found at any bookstore, entitled "Robert's Rules of Order."
- E. To supervise the planning of specific activities and events and to oversee these events.
- F. To see that the organization president/ chairperson submits requests for fundraising activities to the Director of Student Activities for approval before the fundraiser begins.
- G. To see that the Vice President of the organization holds elections for the organization in April and the new registration packet is submitted to the Office of Student Activities by May 1st.
- H. To see that regularly scheduled meetings are held.
- I. To see that minutes of meetings are submitted to the appropriate persons within one week of the meeting.
- J. To see that room reservations for meetings and events are cleared through the Office of Student Activities by reviewing and signing the Student Reservation Evaluation Form at least three weeks prior to the meeting.
- K. Assist with Budget and Accounts Management for the Organization

Points to Remember:

- A. Meetings/events must be scheduled on a Student Reservation Form with the Office of Student Activities, at least three weeks prior to the meeting/event. The Director of Student Activities must approve all Event Forms before the space can actually be scheduled as there are may be specific requirements based on the nature of the event. The Director of Student Activities will notify the organization of these requirements. Please contact the Office of Student Activities with any questions regarding the reservation process.
- B. Publicize events, i.e. posters, flyers, etc. at least one week in advance. The posters must be approved and stamped by the Office of Student Activities, placed in appropriate areas, and removed within 24 hours after the event. Proper posting areas are as follows: all appropriately identified bulletin boards throughout the campus.
- C. All fund-raisers are to be approved by the Director of Student Activities. Fundraiser Request must be made at least ten days **prior** to the fundraiser.
- D. Minutes of meetings must be typed and distributed to the appropriate people within one week of the meeting. Distribution of the minutes should be as follows: a copy to each of the organization officers and members, a copy to the advisor and a copy kept for purposes of program evaluation for the Office of Student Activities.
- E. Advisors should be present at all executive committee meetings. Attendance at general meetings is recommended but not required. Advisors are also expected to be in attendance at all large programs such as dances, concerts, etc. sponsored by the student organization.
- F. The advisors must be present at all programs and activities sponsored by the organization. Failure of this stipulation will cause all events to be subject to cancellation.

All of the requirements included in this packet are intended to establish clear and effective organizational procedures. Please note that it is the responsibility of each student organization's officers to ensure that correct procedures are being followed. All organizations risk forfeiting their budgetary qualification and registered status if they do not comply with the established procedures.

The Office of Student Activities will review the status of each student organization each semester. In the event that these requirements are not completed, the student organization will receive a written warning, and this will allow them one week to bring their organization up to date before any action is taken.