Student Organization Advisor Manual

2017-2018

Developed August 2013; Edited February 2017

Dear Student Organization Advisor,

This handbook has been developed by the Center for Leadership and service to assist faculty and staff advisors at Agnes Scott College. In this handbook, you will find guidelines and tips on being an effective advisor and policies and procedures relevant to our student organizations.

Agnes Scott College and the Center for Leadership and Service (CLS) creates and sustains a vibrant campus experience for students that fosters personal and intellectual growth inside and outside of the classroom. CLS empowers students to become positive change agents in their community by promoting personal leadership development, active engagement, and global citizenship.

As a student organization advisor we challenge you to help your student organization develop programs that foster their commitment to academic excellence, social justice, service to the community, and their growth as a well-rounded, engaged citizen.

Thank you for your dedication and commitment to working with our student organizations. We look forward to working with you!

Center for Student Involvement

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About the Center for Student Involvement

The Center for Student Involvement (CSI) creates and sustains a vibrant campus experience for students' that fosters personal and intellectual growth inside and outside of the classroom. CSI empowers students to become positive change agents in their community by promoting personal leadership development, active engagement, and global citizenship.

The programs and services supported by the Center for Student Involvement are intentionally designed to help students:

- Gain a deeper understanding of oneself, including strengths, values, ethical principles, and authentic leadership style.
- Identify and apply effective strategies for working together as part of a group in which individual differences are valued.
- Promote an inclusive and globally diverse approach to leadership development
- Motivate and empower students to assume their roles as positive change agents in their communities.

Purpose of Advising

A student organization advisor is a faculty or staff member who provides support and guidance to officers and members of a student organization. The advisor not only serves as a representative of the group in an official capacity, but also as an advocate for the student organization. An advisor is one who gives ideas, shares insight, provides a different perspective, and encourages organization members.

Benefits of Advising

Advising a student organization can be a very rewarding experience. Working with students outside of the classroom allows faculty and staff the ability to share information and resources and encourage development in the student. This close interaction with students allows advisors the opportunity to promote skills such as leadership development, ethics, teamwork, appreciation of diversity, self-discovery that are invaluable to students when they leave Agnes Scott College.

Advisor Responsibilities

Each advisor perceives his/her relation to a student organization differently. Some advisors play very active roles while others maintain a more distant relationship to the organization. It is expected that each advisor will maintain regular contact with his/her organization. An advisor accepts responsibility for keeping informed about activities of the organization and for advising officers of the organization on the appropriateness and general merits of policies and activities.

The responsibilities of the advisor can be divided into three main categories:
- Responsibility to the organization
- Responsibility to the individual members
- Responsibility to the college

Responsibilities to the Organization

The advisor should:
- Develop clear expectations about his/her role and relationship to the organization
- Guide the group in setting realistic goals & objectives, that include educational & personal development
- Help the organization justify expenditures of students' time, abilities, energy, and funds
- Be well informed about plans and activities of the group
- Discourage domination of the group by any individual or group of members
- Assist in promoting group interest by evaluating programs
- Assist the group in submitting the proper paperwork to the Center for Student Engagement
- Assist officers with procedural matters
- Participate in the review of official correspondence before it is sent
- Be knowledgeable of and help members adhere to the organization's history, purpose and constitution
- Be visible and establish an attendance schedule for organizational meetings
- Be available, especially in emergency situations
- Be consistent with actions in serving as a mentor and mediator of conflict

Responsibilities to the Individual Members

The advisor should:
- Assist students in maintaining balance between academic and co-curricular commitments
- Encourage each to participate in and plan group events
- Encourage students to accept responsibility for specific parts of programs
- Foster the leadership skill development of members, particularly the executive board
- Be aware of the goals and directions of the organization and help members evaluate progress
- Develop a strong working relationship with all the officers
- Maintain or have access to an officer & membership list with addresses and phone numbers

Responsibilities to the College

The advisor should:
- Encourage students to plan programs that are beneficial to students and inclusive
- Be familiar with and ensure that policies and procedures pertinent to student organizations are followed
- Understand, and comply with federal, state and local laws and ordinances, as well as campus policies
- Recommend group to cancel any activities that are inadequately planned, violate policies or are unsafe

As mentioned in the previous section, each advisor perceives his/her relation to a student organization differently. The purpose of this section is to outline basic roles of an Advisor. As groups vary in their expectations and needs, it is important that you, as an Advisor, develop an understanding with the organization you are to represent as to the nature of your involvement. The Advisor and group should agree on a set of expectations of one another from the onset and should write this list down as a contract between the group and the Advisor.

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

Mentor
Many students will come to see their advisor as a mentor and the success of these relationships can last many years and be rewarding for both the student and the advisor. If the student is seeking an education and a career in your field, you may be asked to assist in his/her professional development. You may be approached to review resumes, to connect students with community resources, or to be a sounding board for their ideas of what they want to accomplish in the field.

At times, students will seek out someone to assist with their personal development. In this capacity, a mentor will have a basic understanding of student needs and perspectives, a desire to challenge students intellectually and emotionally while providing support to meet the challenge, and the ability to listen to students' verbal and nonverbal communication. Students may want to talk to you about family or relationship issues, conflicts they are having with other students, or to have conversations about their ideas and thoughts on different subjects.

Team Builder
When new officers are elected or new members join the organization, you may need to take the initiative in turning the students from individuals with separate goals and expectations into a team. Team building is important because it enhances the relationships of the students between one another and the advisor. Positive relationships help the organization succeed and to work through conflicts and difficult times.

As the advisor, you may consider working with the student officers to develop a teambuilding session or retreat and have the students implement it. Training students in effective techniques for team building will keep students invested in the organization and give them the opportunity to learn what it takes to build a team.

Conflict Mediator
Inevitably, students are going to join the organization with different agendas, goals, and ideas about how things should function and the direction they should be taking. When working with students who have come in to conflict, it may be necessary to meet with them and have them discuss their issues with each other. Ask them how they think they can work together, point out the organization's mission, and ask how their conduct is helping the group achieve its mission. Sometimes, one student may be causing problems with other students. In many cases this student may not realize that his/her actions are causing a problem. In this case, speaking with the student individually could be helpful. Chances are that no one has met with the student

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previously and discussed how his/her attitudes are impacting other people and how those attitudes or actions can be changed to make everyone feel better. In many cases, the student will appreciate honest feedback.

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

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

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

Policy Interpreter
Student organizations operate under policies, procedures, and rules. At times, students may not be aware of these policies and they will do things in an inappropriate manner. The more you know about these policies the better advising you can give to the students on their plans.

As an advisor you will assume numerous roles and all possible roles are not mentioned here. A key idea to remember is that you are an advisor not the leader. You provide guidance, insight, and perspective to students as they work on projects, but you should not be doing the work. Students will learn if they are engaged. Be careful of being challenged into doing the work for a student project. The students make the decisions, and they are accountable for those decisions, and for the successes and failures of their groups.

Advising Styles and Skills

Situational advising allows you to change your advising style to match the development needs of the individual or organization you advise. Your advising style is the way you advise when you work with someone. It is how you conduct yourself, over time, when you are trying to influence the performance of others.

Advising Styles

You will need to vary these based on your assessment of the students/groups readiness level.

Directing: The advisor provides specific instructions and closely supervises task accomplishments. Use this style with students/groups that are at a low level of readiness.

Coaching: The advisor continues to direct and closely supervise task accomplishment, but also explains decisions, solicits suggestions, and supports progress. Use this style with groups that have a few leaders that are at a higher readiness level who will need your support with the rest of the group to get things accomplished.

Supporting: The advisor facilitates and supports the efforts toward task accomplishments and shares responsibilities for decision making with the students. Use this style with students/groups that are just starting to understand the concepts that will lead to success - the group is just starting to "get it".

Delegating: The advisor empowers the students to conduct their own decision making, problem solving, and delegating. Use this style with students/groups that are at a high level of readiness.

Advising Skills

Flexibility: You must be able to move from one style to another in order to meet the needs of the different types of students and multiple circumstances you will encounter.

Diagnosis: You have to learn how to diagnose the needs of the students you advise. Determining what is needed as opposed to what is wanted is sometimes a difficult task. It is also important to note that what is needed is not always the thing that will get the most positive response - it is what will lead the student through a problem, set the standard for the future, or help to teach the student a valuable life lesson.

Contracting: You have to learn how to come to some agreements with students. It can be helpful to work together to reach an agreement as to which advising style they seek from you. This is a valuable lesson for assisting students with understanding the rules of engagement and interaction that will be carried forth as they mature.

Advising Do's and Don'ts

Each advisor and organization leadership should openly discuss what kind of role the advisor should play with the organization.

Some organizations have a pool of advisors to assist them with different aspects of the organization. Some advisors have a high level of involvement with every aspect of the organization; others have a very limited role. It is up to the organization and the advisor to set the parameters of involvement.

Advising Do's	Advising Don'ts
● Assist officers with procedural matters ● Be knowledgeable of organization's purpose and constitution ● Comply with federal, state and local laws and ordinances, as well as campus policies ● Empower students to take action and satisfaction in seeing the organization succeed ● Allow group to succeed; allow group to fail ● Learn when to speak and when not to speak ● Develop clear expectations about role of advisor ● Get to know members on an individual level ● Develop strong working relationship with officers ● Establish as needed meetings with individual members of the organization ● Discuss concerns with officers in private and praise them in public ● Meet with the officers and help them set goals ● Help to resolve intragroup conflict ● Help to develop leadership potential in the group ● Be visible and choose to attend group meetings and events; at the same time, know your limits ● Help students find balance between activities and academic responsibilities ● Serve as a resource person	● Know it all ● Be the leader or "run" the meeting ● Say I told you so ● Impose your own bias ● Manipulate the group, impose, or force your opinions ● Close communications ● Tell the group what to do, or do the work of the president or other members of the executive board ● Take everything so seriously ● Take ownership for the group, be the "parent," or the smothering administrator ● Be afraid to let the group try new ideas ● Become such an advocate that you lose an objective viewpoint ● Allow the organization to become a one-person organization ● Be laissez-faire or autocratic ● Assume the group handles everything okay and doesn't need you Assume the organization's attitudes, needs

- Model good communication skills and listening skills. Develop good and consistent rapport - Be available in emergency situations - Learn the strengths and weaknesses of the group - Encourage feedback and the evaluation process - Guide and assist students in becoming responsible leaders - Provide support. - Let the group work out its problems, but be prepared to step in when called upon to assist	

Questions you may want to ask the student Organization

- How much involvement is expected or needed?
- How often does the group meet?
- How many major activities does the group plan per semester?
- How experienced are the student leaders?
- How do your skills match the needs of the organization?
- What are some of the problem areas that your organization specifically needs advisory assistance in dealing with? Ask for past examples.
- What are some of the ways the Advisor can be more helpful to the group?
- Will the Advisor be a silent observer at meetings or an active participant?
- Should you interrupt during meetings if you think the group is getting off track? How? When?
- If things get unruly, should you interrupt or remain silent?
- Is the Advisor expected to give feedback? How? When?
- Are there areas of the organization that are "hands off" to the advisor?

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Best Practices of Advisors

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Advisors work collaboratively with students sharing responsibility for the organization and its events. Provide suggestions and feedback to your student organization, as your knowledge and experience will help in exploring solutions and implementing organizational procedures. Discuss your expectations for each other, and set up regular meetings about the organization's activities and events. Here are some additional points about the role and practices of student organization advisors:

- Advisors are trained and knowledgeable about the student rules related to student organizations, and are great resources about policies and procedures.
- Advisors should have access to the guiding documents and policies for the student organization. Make sure your advisor has an updated copy of your constitution and operations manual.

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- Advisors are trained to report and follow up on any discipline issues for the organization and/or its members.
- Advisors are here to support and guide your organization, empowering you to make fair, intelligent, and reasonable decisions based on the in-formation and guiding boundaries at your disposal.

Principles and Practices of an Effective Advisor

- Develop leaders by challenging the students to strive for excellence.
- Encourage and assist the student organization in setting and reaching goals.
- Promote diversity within the organization and campus involvement.
- Establish a consistent working relationship leaders and members.
- Guide officers in principles of good organizational and administrative skills.
- Provide continuity to the organization's policies, programs, and traditions.
- Advise organization's officers on finances and spending.
- Ensure officer transition and orientation of new members.

Working With Students and Student Organizations

Motivating Students

Some students perceive an intrinsic value, while others perceive extrinsic value in being involved. Understanding what motivates each student will help you enable him/her to take on responsibilities and become involved in the organization.

What are motives? Needs, wants, drives, or impulses that are directed toward goals. Motives may be conscious or unconscious. Of course, each individual is motivated by different things, and students join an organization for a variety of reasons. There is no one right answer, but an advisor should be tuned in to the variety of factors that affect motivation so that he/she may better predict what will work and what may not.

What motivates? A student may be motivated by a variety of factors, and no form of motivation will be 100% effective. The following is a list of different forms of motivation. Some of the examples are extrinsic others are intrinsic.

- *Recognition*: Advisors use recognition frequently. Recognize a member's contribution verbally or in print, in front of the organization or alone. This is an easy and effective way to motivate someone - almost everybody appreciates a "Thank you!" or recognition of a job well done.

- *Achievement*: A student motivated by the need for achievement may have a tendency to overcome obstacles, to exercise power, or to strive to do something difficult as well and as quickly as possible. Achievement is often tied to positive recognition from outside sources. There can be an internal desire for achievement, so the person would be satisfied by completing a task to the best of his/her ability.

- *Desire*: Some students are interested in becoming members of organizations or organizations that will lead to a desirable outcome.

- *Value*: If the student perceives value in participation, he/she may be more motivated to participate (friendship, professional goals, personal interests, etc.).

- *Peer Approval*: A student can perceive approval, and may be more likely to participate if provided with appropriate recognition. Caution: There are many students that join organizations to gain approval/acceptance from their peers to cover up personal issues. Watch for students who are struggling with self confidence or that stop showing up. Follow-up with students who leave to make sure they are doing okay, and ask them back if appropriate.

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Problem Solving and Conflict Resolution

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The following lists are provided so that as an advisor, you have a better idea of the types of problems you may face with your organization. This list is not all inclusive, but hopefully the suggestions can serve as a guide. Under each listed problem are suggestions for addressing and fixing the problem.

Leadership Problems

- The leader does not consult with the organization before making significant decisions
  - *o* Discuss the importance of consensus building and developing ownership in members by letting them be part of the decision making process

- The leader appears incompetent because he/she does not have self-confidence, is non-assertive, and lacks interest in the organization
  - *o* Try to work closely with the leader to develop his/her skills and confidence
  - *o* If the leader lacks interest in his/her position, ask why he/she is in the position and help him/her to see how he/she is affecting the organization

- A rivalry exists between leaders in the organization
  - *o* Depending on the situation, the advisor can meet with the leaders to talk through how things are working within the organization and lead the conversation to the leadership of the organization and have them reflect on their roles and effectiveness as leaders.
  - *o* Highlight some of the issues within the organization and ask each of them how they can help to resolve what is going on. Let them take ownership of their actions.

- The leader is overloaded with work, and has too many time conflicts
  - *o* Many student leaders take on too much. When you see that a leader is overloaded, talk about it and see how you can help, but don't take on the student's responsibilities for him/her. Teach him/her about the importance of delegation or time management, or selecting the most important things to be a part of…even if it means you'll lose him/her as the leader of the group.

Membership Problems
- Low attendance at meetings
  - o Reasons why attendance at meetings are consistently low include: the organization has not recruited many members, the meetings are not well run or the members do not feel a vested interest in the organization because they have not helped to produce or do anything. It could also be a combination of these things.
  - o Identify what is, or is not, happening, and determine how the organization can fix the problem

- Members have low satisfaction and morale, are bored, do not communicate well, feel left out, are apathetic, or appear to be incompetent.
  - o Start with the leaders because these are the students that the other members look to for morale and motivation. Discuss with them what is going on and how they can improve things
  - o Hold a social function in place of a meeting…this will re-energize members.
  - o Work with the officers to structure meetings to include a team building activity or mixer for students to be active and involved

- Members compete for attention
  - o Find a way to recognize each member for the work they do, but focus more on the group process and success.

- An individual member's goals differ from those of the organization
  - o Have a mission and goal-setting meeting. It is important for the organization and individual member's goals to match for the group to move forward. In this process, the group should change or reaffirm its goals, or students could lose interest and leave.

- There exists a lack of trust among members
  - o Do an exercise for teambuilding

- Programs fail
  - o If a program fails, reflect with the organization on why it happened and what can be learned

- Program succeeds, but only a few members do the work
  - o This is a common situation, and it is not necessarily a problem. Some events/activities only require the support of a few members. Problems arise when the whole organization needs to pull together to produce an event and members do not pull their weight or let the team down.
  - o Following up with the individuals that did not pull their weight to see what went wrong.
  - o During that conversation, and at a general body meeting, highlight the importance of teamwork and being dependable, as well as the negative effects of not being a team player.
  - o Understanding consequences is an important step of personal development.

- There is a lack of ideas.
  - o Lack of ideas comes when members are not interested or they do not feel their ideas are valued. Help them feel valued and interested.

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o The brainstorming process is a delicate one. There is no bad idea in the brainstorming process, so treat this process as a safe zone for ideas.

Organizational Problems
- Meetings are disorganized or too long
  - o Assist the leader in creating an agenda and delegating tasks effectively during the meeting

- There is no continuity from one year to the next.
  - o Work with the current leaders to recruit and cultivate new members and leaders who will take over the next year, and ensure that each officer/leader creates a transition manual/binder

- There is a failure to complete the organization's administrative tasks.
  - o Review duties with each officer so they know what their responsibilities are, and if they do not choose to fulfill those responsibilities, find another member who can.

- The organization has no "plan of action."
  - o It is a good idea to have a goal-setting meeting at the beginning of each semester.
  - o There should also be a few reassessment/evaluation meetings to modify or create new goals.

Advisor Problems
- Organization members avoid the advisor.
  - o Do not take it personally. Find a student or two whom you can connect with and slowly work to integrate yourself into the organization.

- Organization members do not pay attention to the advisor's advice.
  - o The members will not always listen to the advisor. As long as the decision the students make is not against organizational, institutional or governmental policies/laws, continue to support the group and challenge when necessary
  - o Sometimes students need to learn from their mistakes
  - o If the students are always disregarding your advice, reflect on how you are offering your words
  - o Are you trying to run the organization or are you looking into the best interest of the organization and offering your thoughts at appropriate times?

- The advisor is overwhelmed by the responsibility.
  - o The advisor's job is not to run the organization
  - o Work with the students to balance tasks and responsibilities.

- The advisor assumes a leadership function.
  - o Advisors are a part of a student organization to advise, not to assume leadership functions/positions.

When to Intervene…

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This is an area where there is rarely one correct answer. Advisors should be as transparent as possibly with the leaders of an organization they work with. By doing so, you leave the reigns of the organization in their hands, make your intentions clear, and clarify roles. However, there may come a time when you'll have to be the voice of reason, resolution, or experience as well as the shield that steps in to protect the students, and the institution.

It is not always easy to know when to speak up or intervene. Most of the time, students will resent an advisor who is 'overly involved' in aspects of the organization. But there are times when they will wish they had help or find themselves over their heads.

It is OK to allow students to fail. As advisors, you can only offer advice, additional points of consideration, play the 'Devil's Advocate' and help the students accept the current, and future, consequences of their decisions. The final decision should always lie with the student leadership. This can be difficult to do, especially if you personally disagree with a decision that the group has come to.

Below, you will find a chart meant to make answering the question of "When to intervene?" easier. It is not meant to be an all-inclusive list but a general guide.

When to step in? Please step in if the answer is *YES* to any of the following questions.	
Programmatic Disagreement	**Interpersonal Conflict**
• If a task does not get done exactly as I've instructed, will the end result be impacted in a negative way? • Will this hurt the student(s)/end result? If so, how? Is the effect recoverable? • Is what they want to do unethical? • Is what the student group wants to do illegal? • Could someone get injured as a result of this decision? • What's the next logical outcome of this decision? • Could the end result involve alienation of any segment of the Oxford community?	• Is the overall group morale being affected? • Are an increasing number of people being drawn into the conflict? • Is the disagreement getting personal (as opposed to being about a procedure, task, opinion, philosophy, etc.)? • Is the conflict impeding the progress of an event? Is the conflict impeding the ability for teamwork to take place? Is the conflict creating an uncomfortable or tense environment? • Have they directly or indirectly asked you for help? Have they shared that something troubling is going on within the organization?

When in doubt… ask questions!

Help your student leaders consider 'the other side' of the argument, seeing a situation from multiple points of view, and also considering alternative solutions that can accomplish the same overall goals.

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Top Ten Tips for Effective Advisors…from other advisors

1. The most important thing you can do to help them is gain their trust. If you've done that, almost everything else will take care of itself.
2. Do what you say you will do.
3. Read what they ask you to sign before you sign it!
4. When they tell you they've thought of everything, keep asking them questions.
5. Don't expect a thank you note after everything you do to help the students out. Not expecting it will make it that much sweeter when it does come.
6. You don't have to be an expert on everything. Just use your best judgment. No one is a perfect advisor.
7. Be an encourager. Take the opportunity to praise the good things they're doing.
8. Choose your battles. Sometimes I have to challenge my students to keep them from making the gravest of mistakes, but other times I know that confronting them on something trivial could be far more damaging than letting them fail. Encourage students to take initiative and don't give all the answers.
9. Don't let them forget to take care of themselves and their studies.
10. Stay involved, be available, and attend meetings as often as possible.

Top Ten Tips for Effective Advisors…from student leaders

1. The best advisor I ever had made me feel like she always had time for me, even though I know how busy she was.
2. Remember that this is our student organization experience, and while we want you be part of it, we don't want you to control it…even if that means letting us mess up.
3. Use your connections to help us get things done.
4. Get to know us on a personal level. Every once in a while, it's okay to ask us questions about things other than the organization.
5. Sometimes we need help with things that have nothing to do with the club, and it's good to know that you're willing to be there for that.
6. Return my calls and e-mails as soon as you can. As bad as this sounds, sometimes I haven't exactly planned a whole lot of time for waiting to hear back.
7. If you're going to tell us something won't work, please help us figure out how it *can* work instead of leaving it at that.
8. We like to see you at our events sometimes…not just the meetings.
9. Be a friend.
10. Don't be afraid to bring some snacks with you to our meetings!

Advisor Frequently Asked Questions

Who is eligible to be an advisor?
Any full-time or part-time member of the Agnes Scott College faculty or staff may serve as an advisor to an organization. Students are not eligible to advise organizations.

What is the time commitment for being an advisor?
The time commitment is what you make of it. It would be helpful to the organization if you attended their weekly or monthly meetings, which could range anywhere from 1 to 4 hours per month on average. You may also want to attend other events the group is hosting or allow students to stop by your office for questions. This commitment is really up to you.

Is it important that I be at every event?
Often groups have many events during a semester. It is not necessary for you to be at every event. Work with the student leaders to set up a reasonable schedule for the events you know you can attend. The students may then want to ask another faculty or staff member if they would like to stop by the events you cannot attend.

What are the responsibilities associated with being an advisor?
We want advisors to strive to be more than just a name on a paper. However, it is up to you and the organization to discuss what the organization needs in an advisor. It is important that as an advisor you help the students to understand University policies, resolve any potential conflicts, and transition and train officers.

What are the benefits to being an advisor?
Being an advisor will give you the opportunity to meet students that you may not have the chance to interact with on a regular basis. We hope you find the position rewarding as you help leaders grow and develop. This position will also give you a stronger connection with the university as you impact the lives of a greater number of students!

Can I be paid to serve as an advisor?
The College does not pay advisors for this role.

My organization is not performing as well as I think they should be. What should I do?
Remember that this is a student run organization. It is okay to let students fail sometimes. Encourage your students to accomplish the goals that they have set out to do, but don't do those for them. Allow them to struggle for a while and aid where needed.

Who should I contact for questions?

Please do not hesitate to contact the Center for Student Involvement with any questions. We can be reached by phone at 404-471-5879 or by coming to 216 Alston Campus Center.

Frequently Called Numbers Department	Phone Numbers
Main Number	404-471-6000
Public Safety (non-emergency)	404-471-6355
Campus Emergency	404-471-6400
Severe Weather Closing Information	404-471-5100
Directions to Campus	404-471-5411
Agnes Scott "Main" Hall	404-471-6416
Alston Campus Center	404-471-6430
Athletics	404-471-6471
Bookstore	404-471-6350
Center for Global Diversity and Inclusion	404-471-6118
Center for Student Involvement	404-471-5879
Center for Writing and Speaking	404-471-5201
Chaplain	404-471-6437
Custodial Services	404-471-6149
Counseling and Psychological Services	404-471-7100
Dana Fine Arts Building	404-471-6367
Dean of the College/Academic Affairs	404-471-6361
Dean of Students/Student Life	404-471-6391
Dining Services	404-471-6293
Facilities	404-471-6098
Financial Aid	404-471-6395
Human Resources	404-471-6307
Library	404-471-6337
Media Services	404-471-5468
Office Services	404-471-6317
Post Office	404-471-6349
President's Office	404-471-6080
Registrar	404-471-6137
Religious Life	404-471-6207
Special Events and Community Relations	404-471-6035
Sponsored Programs	404-471-6950
Student Information Desk	404-471-6430
Voicemail System	404-471-5000
Woodruff Physical Activities Center	404-471-6495

Event Planning and Risk Management

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 situations 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 university staff 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:

Identify 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:
  o Hiring a third party vendor or contractor
  o Purchasing additional liability insurance
  o Preparing liability waivers, if necessary.
  o Providing advanced training
  o Assuming a 'worst case scenario' and preparing for it in order to reduce likelihood of it occurring
  o Utilizing waivers that outline the specific nature and risk associated with the event.
  o Canceling the event if the conditions are dangerous or the group is not prepared to assume full responsibility for the risk involved
♦ 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, facilities, staff)

This section offers a checklist in order to mitigate potential risks for your organization when planning events.

External Activities:

  □ Are you contracting with a service from a non-university entity?
  □ Is this an open event? (Open to general public, students from other universities, etc.)
  □ Have you checked other campus calendars to make sure there are no conflicting events?

Food:

Will you be serving or handling any type of food product at your event?

   o   Make sure you have the appropriate food handling licenses

Location/Venue:

   □   Are there any restrictions for the space? (Food policy, closed after a certain time, etc.)
   □   Is the space accessible to everyone?
      o   Consider attendees that may need special accommodations

Safety:

   □   Does your event involve any type of physical activity?
   □   Are you using an assumption of risk/waiver, medical release, and emergency contact form?
   □   Is anyone under the age of 18 involved with your event? If so, what age(s) and why?
      o   Explore what considerations need to be made for minors (parental approval on waivers, exclusion from certain activities, etc.)
   □   Does your organization have liability insurance?
   □   Do you know where the nearest hospital is located? Are you prepared to provide medical care if someone needs it?

Transportation:

   □   Will your event involve any transportation or travel?
   □   Will your event require the assistance of Parking, Traffic, and Transportation Services for parking and traffic control?
   □   Does this event constitute using a college vehicle?
   □   If driving a college vehicle, are all potential drivers officially van certified?

Institutional Guidelines:

   □   Have you reviewed your budget and purchasing guidelines as it relates to this event/activity?
   □   Are you using a university logo or trademark in association with your event?
   □   Does your event involve the sale/distribution of items on campus?

Administrative operations

Posting and Marketing Policies

Purpose of Posting Policy
Agnes Scott College should be free from excessive and abusive postings, communications, chalking, and litter, which defaces and depreciates the value of the grounds and facilities of the campus. The following policies are designed to regulate the use of posting space. Commercial advertising of any kind is not permitted. The College reserves the right to deny posting of any materials on campus.

Registered Student Organizations and Off-Campus Organizations
Registered student organizations and off-campus communications must go through the Student Activities Office for approval of materials intended for posting. They must also abide by the following guidelines and requirements for posting.

Guidelines for Postings
All communication intended for on- and off-campus audiences by registered student organizations represents Agnes Scott College and is subject to proofreading, editing, and review by the Center for Student Involvement. Postings are defined as flyers, letters, banners, chalking, emails, posters, programs, public folders, postcards, easels, table tents, announcements, newsletters, and any other medium of communication that is used to announce an event or message.

Posting Process
A final copy of all printed materials is to be dropped off at the Student Activities Office (Alston Campus Center, Room 216) for posting approval. Once approved, the poster will be stamped with an approval stamp and/or signed with and the name and date of a staff member of the Center for Student Involvement. Copies of the posting should be made from the stamped copy. Any postings without an approved stamp, in any posting area, will be taken down by the Center for Student Involvement.

Sanctions and Enforcement
- All student organization presidents are required to sign an agreement to abide by the posting policy. Failure to do so will result in suspension of posting privileges.
- If, after three notifications, a student organization fails to comply with agreed upon posting policies, the organization's posting privileges will be revoked for one month.
- Individuals of organizations found damaging or tampering with another group's publications, for any reason, unless otherwise instructed to remove the publicity by the Center for Student Involvement, could lose posting privileges for one month.
- Organizations that post items improperly may be subject to disciplinary sanctions and/or charged for the removal of any damage to ASC property.
- Posting of organizations that damage common areas will incur a minimum fine of $25.

Campus Departments

Campus Departments regulate their own posting content, which does not have to be approved by the Student Activities. However, Campus Departments have to abide by the following guidelines and requirements for posting to include necessary information etc.

Flyer/Poster Requirements:
- All poster, flyers, banners, etc. must have the name of the sponsoring organization or department, and clearly promote the activity or event on each item. The date, time and location of the event should also be included on the materials.
- The signs must be in reasonably good taste and abide by the Honor Code within the Student Handbook and cannot contain material or language that is obscene or defamatory.
- If a sign, poster, flyer, etc. is in another language other than English, subtitles must be used to identify the name of the organization, subject of the flyer, and the time and place of the event.
- **Posting can only be posted with blue painters tape**. If on a bulletin board, tacks may be used. Note that if a different type of adhesive material is used, the posting will be taken down.
- All printed materials must be no larger than 8.5"x11"; standard copier/printer size. Requests to post larger flyers by student organizations may be made through the Center for Student Involvement and will be evaluated on a case by case basis.
- No materials should be placed over existing, approved materials.

Campus Buildings Posting Restrictions
- Alston Campus Center: **Post only on magnetic strips and bulletin boards.**
- Avery Glen Apartments: No posting.
- Buttrick Hall: Post only on magnetic strips and bulletin boards.
- Dana Fine Arts Building: Post only with the permission of the Art and/or Theatre Departments.
- Letitia Pate Evans Hall: Post only on bulletin boards or with table tents.
- Mary Brown Bullock Science Center: Post only on bulletin boards.
- McCain Library: Post only small table tents.
- Presser Hall: Post only on magnetic strips.
- Residence Halls (Agnes Scott Hall "Main," Rebekah Scott Hall, Theme Houses, Winship Hall, Walters Hall, Inman Hall, Hopkins Hall): Students may submit 35 flyers to the Office of Residence Life by the Friday 2 weeks before the event. Flyers will be distributed to the residence life staff who will post flyers in designated areas.
- Woodruff Physical Activities Building: Post only with permission on the bulletin boards.

Signs cannot be posted on:
- Any living thing, involuntary.
- Elevators.
- Interior and exterior doors of any building.
- Trees, railings, staircases, bus shelters, newspaper boxes, benches, ceilings, car windshields, trash cans, recycling bins, light poles, windows (including postings done by window paint, etc.), walls, floors, painted surfaces or any other exterior surfaces unless given express permission by the Center for Student Involvement.

Posting Removal

If a posting has not been approved, staff will remove the posting. Out of date flyers will be removed. Postings must be removed no later than one week after the event. If at any time an individual finds a posting problematic (i.e. posting violations, etc.), they are to notify the Center for Student Engagement immediately. Individual may not remove or deface a posting for any reason, other than to remove an out of date posting.

Chalking
Chalking on campus is permitted only on sidewalks. Chalking must be done with a water-soluble powder substance, in open, horizontal areas that can be directly washed by rain.

Banners
● Only Registered Student Organizations and Campus Departments may post banners in the Alston Campus Center.
● All banners must have the name of the sponsoring organization, and clearly promote the activity or event. The date, time and location should be provided on all banners.
● The signs must be in reasonably good taste and abide by the Honor Code within the Student Handbook and cannot contain material or language that is obscene or defamatory.
● If a sign, poster, flyer, etc. is in another language other than English, subtitles must be used to identify the name of the organization, subject of the flyer, and the time and place of the event.
● The Center for Student Involvement reserves the right to remove any banner just as it would any other marketing material posted on campus.

Sustainability
Chalking, banners, and online materials are encouraged to reduce the amount of paper used.

Marketing via email (Office of Marketing and Public Relations campus-wide policy)
● Students and student organizations (with the exception of Student Government) are not permitted to send emails to #students and are strongly encouraged to market events using either The Irvine or Facebook.
• The Irvine condenses info traditionally emailed from units all over campus into one email.
• Certain types of campus-wide news and announcements (please see list below) will now be included in The Irvine rather than being emailed directly by campus units, departments or individuals. Content can be submitted for inclusion in The Irvine either via the campus calendar (if the announcement is an event) or via an email to Communications (if the announcement is NOT an event) at theirvine@agnesscott.edu.
• Announcements that are not events should be 50 words or less to keep The Irvine a manageable length. Any announcements with more than 50 words should be summarized in 50 words or less and can then link to a flyer or other source for more information. Please notify Communications if your message will require a link.
• The Irvine is for campus-wide emailed announcements only. Announcements being sent to specific groups (class lists, international students, clubs, staff in DoS, etc.) would not need to be sent for inclusion. Events not open to the public or campus will not be included in The Irvine. Users may indicate via the campus calendar if they wish to have their event included in The Irvine.

• The following is a list of announcements that should be sent for inclusion in The Irvine rather than

emailed to campus directly:

◇ Any event open to all of campus (lectures, exhibitions, performances, bake sale, car wash, retirement party, open house, etc.)
◇ Faculty/staff changes (new employee, employee leaving, retirements)
◇ General information to be shared with all of campus (new items to be recycled, visitors on campus, etc.)
◇ General news from Agnes Scott administration (new major, new initiative, etc.)
◇ Requests for donations (charity drive, etc.)
◇ Campus-wide requests for participation or volunteers
◇ Campus newsletters (email will include link to your publication or page)
◇ Media coverage about Agnes Scott or its students/faculty/staff
◇ Hours updates (Evans, McCain, bookstore, etc.)
◇ Non-emergency status update/project update (Main loop will be closed, construction starting soon, server will be down for scheduled maintenance, etc.)

• If you have any questions about The Irvine, please contact Julia Lutgendorf at jlutgendorf@agnesscott.edu or extension 5430.

Questions? Contact the Center for Student Involvement
in the Alston Campus Center, Room 216.

Reserving Spaces on Campus

Completing an Event Management System (EMS) Form

You can find the event request form for space reservations on the Agnes Scott intranet (intranet.agnesscott.edu) or the Center for Student Engagement Form page at http://www.agnesscott.edu/studentlife/studentactivities/forms.aspx. Or, the most recent version of the form can be found as a hard copy at the information desk on the first floor of Alston Campus Center.

Below are guidelines to be aware of before completing the form. Use your Program Planning Sheet to fill out the form. Please put your advisor (or Tonya McPherson, Director of Leadership and Student Organization Development) as the second Person Responsible. Once it is completed, email it to emsevents@agnesscott.edu.

If you want to use a classroom, complete the classroom request form (located in the same list of space reservation forms on the intranet) and send it to Mary White in the Registrar's Office at mwhite@agnesscott.edu.

Agnes Scott EMS Request Form Guidelines

· To see if a room is available visit:
- o   http://calendar.agnesscott.edu/
- o   You can log into the Campus Calendar to see space availability but only use this as a guideline as there may be events already in queue that have not been published to the Campus Calendar yet.

· ALL spaces require a reservation

· Submit your Event Request Form AT LEAST 10 days prior to your event.
- o   Once you submit your form, you are still able to change details in your reservation.

· Some spaces require special approval. Please get permission for the space prior to submitting your Event Request Form.

       Those spaces are: Contact to get approval:
 Classrooms (Except Buttrick G-4) Registrar's Office
 Alston 304 Miriam Panton
 President's Dining Room (Faculty Only) President's Office
 Gym Joeleen Akin
 Observatory Chris DePree
 Dalton Gallery Neil Ruby
 Winter Theatre David Thompson

· Please note that the spaces listed below do not come with furniture:
    ◊ Evans A, Evans B, Evans C, Rebekah Woltz - *Please specify desired furniture when requesting these spaces.*

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· Please note that the furniture in the spaces listed below <u>CANNOT</u> be moved:
  ◇ Evans 1
  ◇ Evans 2
  ◇ Evans 3
  ◇ Evans 4
  ◇ Alston 205
  ◇ Alston 206
  ◇ Alston 304

· EMS only adds the information that is listed on the Event Request Form. If you do not add an item, you will not have it at your event.

· Please fill out the EMS Form <u>COMPLETELY</u>- all contact and set up information is vital to your reservation.

· Feel free to call or e-mail the EMS Desk if you have any questions at 404-471-6902 or emsevents@agnesscott.edu.

Serving Alcohol at Your Event

1. If you plan to serve alcohol in a particular semester, you must attend the social host workshop. If you have questions about the scheduling of the workshop, contact the Director of Leadership and Student Organization Development.

2. If you have any events that will have alcohol, you will need to submit an "Alcohol Request Form" to the Director of Leadership and Student Organization Development. This form can be requested from any staff member in the Center for Leadership and Service

Agnes Scott College Social Host Alcohol Policy

1. Events must be registered and implemented in accordance with the regulations set forth by the Center for Leadership and Service.
   A. Groups must submit at the beginning of each semester the social host responsibility form listing all events where they are requesting to have alcohol. The form must be turned in to the Center for Leadership and Service **TWO** weeks prior to your **first** event. (This is to ensure the 3rd party bartenders are booked in advance and funds are properly appropriated. There is no guarantee that a request submitted after the start of the semester or during the semester will be reviewed.)
   B. All requests are reviewed by the Director of Leadership and Student Organization Development (in consultation with Public Safety) for approval or denial. (Not all events requested will be approved for alcohol to be served)
   C. Once event(s) are approved the student organization will receive a confirmation email from the Center for Leadership and Service.
   D. Upon approval, the Center for Leadership and Service will work with each group on securing 3rd party bartenders and establish quantity of alcohol permitted at each event.
2. Provision and consumption of alcohol must comply with Agnes Scott College policy and Georgia State law, which prohibits dispensing alcohol to anyone under the age of 21, or to any visibly intoxicated person. The social host(s) will be held personally and individually accountable for ensuring that the event is conducted in a safe, responsible, and legal manner, in accordance with these regulations. Social hosts who violate these regulations will be subject to disciplinary action through the College judicial process. Social hosts may also be subject to criminal sanctions and/or civil liability if a person to whom alcohol is served injures a third party. In addition, organizations may also be held accountable for events that violate these regulations.
3. **The** hosts of student-sponsored events with alcohol are responsible for the actions of their guests, whether invited or uninvited, and will be held responsible for damages to the area where the event is held, as well as entries and bathrooms used by guests. All events must be conducted in a safe,

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responsible, and legal manner that is not disruptive to the surrounding area. **Public Safety in consultation with college staff present at event has the authority to close any gathering officers feel has become a public safety concern.**

4. The social host(s) must remain sober for the duration of the event.

5. The social host(s) will not exceed the amount of alcohol approved on the Social Host Responsibility Form (SHRF).

6. Members of the sponsoring organization must staff the event at all times. There must be a college official/advisor present at the event until the event ends or until alcohol stops being served.

7. Proper identification indicating that a guest is 21 years of age must be presented before alcohol is served. Agnes Scott College Identification cards are approved form of identification.

8. Hosts must identify students of legal drinking age with bracelets.

9. Non-alcoholic beverages must be easily accessible and provided in quantities appropriate for the number in attendance.

10. Members of the sponsoring organization are permitted to sell drink tickets or issue drink tickets at their event.

11. Guests attending events where alcohol is distributed free of charge shall be limited to a specific number determined by the Director Leadership and Student Organization Development.

12. No alcohol is to be served 1 hour prior to the end of an event. (NO EXCEPTIONS).

13. Public advertising (excluding campus email announcements) of events may not mention alcohol.

Social Host Responsibility Form

Organization Sponsoring Event (please print) _____

Semester: Fall _____ Spring

List the members of your organization who have attended the Social Host workshop

List all events requesting alcohol to be served with date, time, location, event name/type and an approximate attendance count.

Amt. of alcohol approved

Date	Time (start/end)	Location	Name/ Type of event Attendance		*(For Director of Lead. & Org. Dev.)*

Are off campus guests expected to attend all events listed? _____
If not, which events are open to off campus guests? _____

Type of alcohol to be served: ___ Beer ___ Wine/Wine coolers
Specific brand(s) (if applicable): _____

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Student Organization Advisor Manual
2017-2018

Social Host Responsibility Form

Signature/Student Organization Representative   Date

By signing this form the hosting student organization understands and acknowledges the policies and procedures set forth regarding alcohol at student – sponsored events.

Signature/Advisor/College official   Date

Signature/Associate Director for the Center for Student Involvement

For Office Use Only:

Signature/Director of Public Safety

_____ Date_____

(Public Safety officers to be assigned on events listed below)

Signature/Associate Director for the Center for Student Involvement

_____

Associate Director's signature indicates the form is complete

All Events Approved: _____ Some Events Approved (Listed Below): _____ No Events Approved: _____

List of Events Approved:

Allocations Processes

Allocating Committee

There shall be an Allocating Committee composed of the following members: the ASCSGA treasurer as chairperson, the Director of Student Involvement and Leadership as advisor, the COSMO chairperson, the IOC chairperson, one representative each from Student Senate, Judicial Board, and Honor Court, and four students elected at large in the fall elections. The representatives from Student Senate, Judicial Board, and Honor Court shall be chosen by the respective organizations.

If four students at large are not elected at the time of elections or if any of those four members are unable to serve due to resignation or impeachment, then such positions shall be filled by the president of the Association, subject to approval by the Student Senate.

Members of the Allocating Committee elected from the student body at large are not allowed to hold the following positions: officer or member of Student Senate; officer or member of Honor Court; officer or member of Judicial Board; officer of the student's class; executive board member of any organization.

Guidelines for Receiving a Budget

The Student Activity Fee is a $240 fee, which is collected each year from all full-time students at Agnes Scott College (ASC). The Allocation Committee allocates these funds pursuant to its own guidelines and those of the ASCSGA.

In order for a student organization to be funded by the Allocating Committee:
· The organization must be a registered student organization.
· The organization cannot duplicate the goals or services of another already funded organization.
· The organization cannot be in debt.
· The organization cannot be an honor society.
· The group must fall into one of the fundable categories as defined by the Allocating Committee's guidelines.

The Allocating Committee has determined that activities in the following categories are eligible for Student Activity Fee money:
· Co-curricular organizations that are not administered by college departments or units
· Club sports
· Student news, information, opinion, entertainment, or academic communications media groups
· Cultural organizations
· Fine arts organizations
· Hobby organizations
· Service organizations

Budget Proposal and Allocations Process

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- Organization representatives must attend the budget meeting. If they are unable to attend at the scheduled time, they must set up a separate time to meet with the Student Government Association (SGA) Treasurer to get this information.
- The Allocation Committee will review budget proposal rough drafts and reply to your organization with any feedback.
- Budgets turned in after the deadline for final budget proposal submissions will be penalized at a rate of 10% off the final allocation per day late. After 5 days, there will be an allocation of $0. (Please note that the "first day" for late budgets begins at 5:15 p.m. the day that budgets are due.) Incomplete budgets will be penalized at a rate of 5% off the final allocation per day incomplete.
- In the event that pertinent information concerning the request is not available or circumstances arise which prevent a request from being turned in on time, the ASCSGA Treasurer reserves the right to waive the aforementioned penalties. These situations will be assessed on a case-by-case basis.
- Allocation Committee will interview certain groups for more information. If you are asked to complete an interview it is mandatory. If you do not attend you relinquish your student organization budget proposal and it will be automatically rejected
- After the Allocation Committee has completed organization interviews, it will begin deliberations to determine the amount allocated to each organization. All deliberations are closed. Final budget allocations will be distributed by the end of the spring semester.

Budget Quick-Tips

- All officers should prepare the budget. This helps coordinate activities and greatly assists in organizational planning.
- Gather the group's financial records and obtain the historical figures for the budget form. Use the previous year's budget as a guide.
- Plan the activities for the year.
- Determine the specific expenses associated with these activities.
- Total the expenses for each category and enter on the budget form.
- The most important part of the request is the discussion of the budget. Be as detailed as possible. Clearly show all computations. If an activity is not justified here, the Allocating Committee may question it.
- All revenue and expenses incurred must be properly accounted for on the budget presented to the Allocating Committee.
- If activities are co-sponsored with another organization, contributions from all involved parties must be accounted for in ALL budget requests (please contact the SGA Treasurer with questions about this).
  ◇ NOTE: It is in the best interest of all groups not to leave anything open to interpretation. Organizations are advised to include all necessary documentation as part of their budget.

The Allocating Committee has the following expectations for a group's budget:
- The group's activities must serve to benefit the entire ASC community.
- Groups should limit their closed parties (includes only the group's active members) to one time per semester. The Student Activity Fee will pay up to $3 per person attending the event.
- All organizations, with the exception of campus publications, must sponsor at least one activity per semester open to the entire campus community.

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- Groups should be able to justify their proposed expenditures and will be held accountable for actual expenditures.
- Groups should be as reasonable as possible in their expenditures, both in the estimations and actual expenditures.
- All expenses must present a need for the organization.
- Only use the format provided for your budget worksheet. One will be emailed to you in the spring, and a sample copy can be found in the manual.
- The Honor Code is an important aspect of the budgeting process. If the Allocations Committee can easily recognize that you have falsified information concerning the number of members in your organization, your requests for funding will be severely limited.
- The Committee appreciates any attempt on your part to raise revenue. Please include it in the Revenue box.
- Do NOT put anything in the "amount allocated" column. This is where the final budget amount will be placed by the Committee.
- Use the price guide (which will be provided in the Spring) as a reference at all times. If the committee sees that you are inflating prices on items listed in the price guide, they are more likely to believe that you are inflating prices elsewhere as well.
- Make sure that the information listed at the bottom – including the name, number, and email of the president, treasurer, and an additional rep, are complete and updated. If the Committee cannot get in contact with someone from your organization when they need to, you will most likely be denied the request in question.

Criteria for Determining an Allocation

The Allocation Committee determines an allocation after considering the following criteria (listed in no particular order):
- A comparison of the size of the group with the amount requested.
- The uniqueness of the group.
- A determination whether or not the benefits of the group accrue mainly to members or to non-members.
- The history of fiscal responsibility and programs offered by the group.
- The degree to which funding requests are adequately supported by written justification.
- An assessment of the group's ability to carry out activities for which the funding is requested.
- The availability of student fees.
- An evaluation of the line items of the budget.

Notes

Off Campus Events
Any off-campus events (i.e. museums, festivals, etc.) must be approved by the Allocations Committee via your budget proposal. These approved off-campus excursions will be listed on your Budget Allocation Letter. As you budget for off-campus events, take into consideration that MARTA Passes might be needed for off-campus excursions. Please ensure that you include this in your budget projections if it is needed.

Flexibility and Adjustments
Once budgets are allocated, student organizations have the flexibility to alter their programming on-campus

(not off-campus, unless approved by the Director of Leadership and Student Organization Development). It is up to a student organization to consider how their allocated funds should be spent in the academic year but take into consideration that the funding you receive should still support the purpose of the events you were approved.

New Organizations
All new student organizations will receive no more, but can be awarded less, than $300 for their first year as an allocated student organization. This policy is in place to ensure the group learns how to handle a budget and showcase their ability to function as an allocated student organization on campus.

Allocated Funds Spending Policies

- Off-Campus Events and Transportation
  - ◊ Unless otherwise approved by the Allocation Committee, organizations are not permitted to spend funds for off-campus events. Off-campus is defined as, but not limited to, events hosted in conjunction with another campus or hosted at an individual's home. Organizations can request approval from the Allocations Committee for special situations during their budget meeting in the spring semester. If an off-campus event is approved and providing transportation is necessary, the organization must also request approval during the budget process to spend funds on transportation for the off-campus event.
- Donations
  - ◊ Organizations are permitted to receive monetary donations from outside constituencies as long as that constituency's money is only spent for organizational purposes. Checks must be made out to Agnes Scott College and deposited in the organization's Agnes Scott account.
- T-Shirts and Promotional Items
  - ◊ Organizations are not permitted to spend student government allocated funds on t-shirts or any printed promotional items. However, students can pay personally for these items or can request money from administrative offices for assistance in funding. Donations of promotional items are acceptable.
- Admission Fees
  - ◊ Organizations are permitted to charge admission fees for events.
- Alcohol
  - ◊ Funds can be spent on beer and wine (not hard liquor) as long as the beer and wine is consumed at an advertised on-campus event that is open to the entire student body. **An Alcohol Request Form must be submitted two weeks prior to the event.**

Obtaining an Invoice

Whenever possible, ask if the organization can provide an invoice and explain that you will have a check ready when you pick up the food or other items. Most restaurants will work with you because they want the ASC business. Another bargaining point is to tell them that you will advertise them at your event.

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Before you call the business, call the Accounting Office to determine if they are already a vendor in the ASC system. If they are not a vendor, you will need to send them a W-9 form (Appendix C). If you need an electronic copy, go to the following page and click on the W-9 form:
 http://www.agnesscott.edu/accounting-and-budget/accounting-forms.html

Creating an Invoice

Sometimes you have speakers/performers that have not provided an invoice. You should do the following:
- Create an invoice for them (Appendix D - example)
- Attach the flyer or email that announced your event
- W-9 form

Obtaining a Contract

If you have found a speaker or performer, ask them if they have a contract. If they do, review all contracts with the Center for Student Engagement **BEFORE** signing. If they do not have a contract, use the template provided (Appendix E).

Complete a Check Request and attach the contract and W-9 form if necessary. An example of a Check Request for a Vendor/Speaker/Performer is outlined below.

If you get a check request in on Tuesday, Accounting will have a check ready by that Friday. Early planning is essential.

Spending Student Organization Budget

Student Organization Purchase Card Procedures

Student Organization Purchase Cards are available to check out from the Center for Student Involvement. Student organization members may check out the card from the Center staff Monday-Friday 8:30a.m. – 4:30p.m. Please complete the sign out form when checking out the card.

The purchase card is to be used as a credit card and will be accepted by most vendors who accept credit cards. The card is not, and should not be, signed on the back as it is intended to be used as a group card. Since the card is not signed, the vendor does have the option to not accept the card. In this case, the student should offer to show her Agnes Scott ID card and explain that the card is a group card.

Purchase Process

<u>TAXES.</u> Student organizations **<u>DO NOT</u> PAY TAXES**.
   PLEASE let your vendor know immediately that you are **NOT** to be charged tax.
   Once the purchase has been made, the organization name and business purpose should be written on the front of the receipt. The **ITEMIZED** receipt needs to be turned in with the purchase card to the Center for Student Engagement within **24 hours** of the card use. If the card is used to entertain a speaker, for example, please be sure to list the names of all students, advisors, etc. who participated in the meal on the back of the receipt or a separate attached sheet.
   The Center of Student Engagement staff will submit receipts to the Business Office and reconcile your Student Organization account.

General Requisition Procedure

The college's Purchase Cards (see above) are the preferred method of payment. Please contact the Director of Student Activities to request permission to pay by requisition for a speaker or entertainer, pay from an invoice, or request a reimbursement.

Business Office Check-Run Schedule

<u>Requisition with required signatures</u> must be submitted by Tuesday no later than 4:00 PM. Checks will be ready by Friday for pick-up or will be mailed Friday.

Plan ahead! Please allow at least one week to ensure enough time to process your check and delivery by mail (on or off-campus).

STUDENTS SHOULD NOT SPEND THEIR PERSONAL MONEY TO PURCHASE ITEMS FOR THEIR ORGANIZATION. STUDENTS WILL NOT BE REIMBURSED FOR ANY PURCHASES MADE WITH THEIR PERSONAL MONIES. STUDENTS SHOULD ALWAYS CHECK-OUT A P-CARD TO MAKE PURCHASES FOR THEIR STUDENT ORGANIZATION.

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P-Card Policies and Procedures

1. **You may not share this card**...only the person who checks out the card may possess or use this card. It will be considered a violation if a card is shared and you or your organizations card privileges will be terminated.
2. The college purchase card is meant to purchase items from vendors for the purposes of benefiting the student organization and **may not be used for personal purchases.**
3. **The college is sales tax exempt**, so it is the responsibility of the cardholder to ensure that sales tax is not charged. The institutions Tax ID# will be located on the card. **Please tell the vendor your purchase will be tax exempt prior to the start of the transaction.**
4. Payment for alcohol and personal services are **prohibited** with the college credit card.
5. Gift cards:
   Policy: If gift card is under $75, we need the name of recipient and the purpose
   If gift card is over $75, we need the name of recipient, the purpose of gift card and a W9.

**NOTE: Do not buy the gift cards more than 3-4 days before giving them out so that you have the necessary information! Also, if you get an incentive gift card for a certain purchase, you must use that card immediately on another purchase. You cannot keep it for use later.

6. Purchases must be made with the consent of both the treasurer and advisor of the student organization.
7. Cards are limited to a $500.00 purchase. If you need additional funds for a purchase you must notify the Director of Student Activities prior to the use of the card.
8. ***Original, itemized receipts*** should be turned in with the purchase card to the Center for Student Involvement within **24 hours** of the card use. The organization name and business purpose should be written on the front of the receipt. Copies of the receipts should be made prior to turning in the card and then given to your organizations treasurer. If the card is used to entertain a speaker, for example, please be sure to list the names of all students, advisors, etc. who participated in the meal on the back of the receipt or on a separate attached sheet.
9. The cardholder must contact JP Morgan Chase and the Center for Student Involvement immediately when:
   The card is stolen
   The card is lost
   Suspected fraudulent use
10. If there is a change in officers, the new treasurer will need to be trained on the process and procedures regarding P-Cards. Please notify our office immediately if your officers change. We will let you know what the next steps are.
11. ***Lost Receipts:*** Each student organization is allowed to lose ***one*** receipt per year. If student organization loses more than one receipt per year, they will not be allowed to check out a ***p-card*** for the remainder of the year.

What can you buy?

Program Supplies
Online purchases
Food
In Store Purchases

What you cannot buy?

Alcoholic Beverages
Cash advances
Controlled Substance, prescriptions drugs,
    narcotics
Furniture/Furnishings
Hazardous Products
Leases/Maintenance Agreements
Personal Items
Sales Tax
Telephone, fax machines, or related
    equipment or services

Alcohol &Drug Policy

In accordance with Agnes Scott's commitment to academic excellence and the belief that mind-altering drugs may lead to impaired judgment and reduced achievement, the possession and/or use of illegal drugs and/or drug paraphernalia is prohibited on campus.

Any student engaged or attempting to engage in the unlawful manufacturing, distribution, dispersing, possession of a drug or drug paraphernalia, purchase (exchange of money or other goods and/or services, whether received or not) or use of controlled substances by any means whatsoever will be subject to suspension or dismissal, the terms of which will be recommended by Honor Court to the Judicial Review Committee.

As is the case with all judicial recommendations of suspension or dismissal, these penalties are automatically reviewed by the Judicial Review Committee, whose final approval is necessary and who may contact authorities. Penalties for unlawful manufacturing, distribution, dispersing, possession of a drug or drug paraphernalia, purchase (exchange of money or other goods and/or services, whether received or not) or use of controlled substances may involve fines and/or imprisonment.

In the event a visitor to campus is found to be engaged or attempting to engage in the unlawful manufacturing, distribution, dispersing, possession of a drug or drug paraphernalia, purchase (exchange of money or other goods and/or services, whether received or not) or use of controlled substances by any means whatsoever the visitor is in violation of the campus drug policy and as such public safety and/or administration may pursue criminal prosecution of the subjects involved.

Agnes Scott College is in compliance with the Drug Free Schools and Communities Act Amendment of 1989
- Drug-Free Workplace: Agnes Scott complies with the Drug-Free Workplace Act of 1988. Accordingly, the following policy applies to all employees, including faculty, staff and work-study students.
- *The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is strictly prohibited on campus. Any employee who violates this prohibition will be subject to disciplinary action and penalties up to and including immediate discharge from employment at Agnes Scott College.*
  - o As a condition of employment at Agnes Scott, all employees will abide by the terms of this statement. They will also notify their supervisor of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction.

Alcoholic beverages are restricted on the Agnes Scott campus in compliance with Georgia and Decatur laws. These laws are as follows:

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- Georgia
  - The legal age for purchasing and possessing alcoholic beverages is 21. It is against the law to either sell or furnish alcoholic beverages to anyone under the legal age
  - It is illegal to appear in an intoxicated condition or to evidence boisterous or vulgar behavior on any public street or in any public place, in any private residence other than one's own or in any mode of transportation. Bottles of alcohol with broken seals cannot be kept in cars
  - It is illegal to misrepresent age in any manner for the purpose of obtaining alcohol
- Decatur
  - It is unlawful to drink alcoholic beverages in automobiles—parked or moving—on the streets, highways or alleys of the city. It is unlawful to carry any type of open liquor container in public.
- Agnes Scott
  - Alcohol is restricted to campus-wide social functions or parties held in designated areas and must be approved by the dean of students and to designated areas of the residence halls
  - Designated residence hall areas for alcohol consumption by students of legal drinking age are:
    - residence hall rooms: consumption, preparation and storage
    - hall kitchens: preparation
  - All alcoholic beverages should only be stored in the resident's room. When transporting alcoholic beverages to the designated parts of the residence halls, students must carry them in a bag or similar covering, unless transporting them between residence hall rooms or from the kitchen to residence hall rooms. Alcohol and alcoholic beverages must be covered when they are transported outside of dorms. Hall, lobby and theme house parties involving the consumption of alcoholic beverages must be sponsored by the office of residence life or approved by the dean of students; otherwise they are prohibited
  - Agnes Scott defines intoxicated on campus as unable to assume normal responsibilities and/or evidencing vulgar or boisterous behavior which is disruptive to the campus community. Agnes Scott's alcohol policy applies to students who are drinking on campus underage or drunk on campus regardless of age and to students of legal drinking age who sell or furnish alcohol on campus to students not of legal drinking age.
  - Students and/or their guests may not drink alcoholic beverages in any part of the residence halls except designated areas. Students may not drink alcoholic beverages on any area of the grounds except designated areas at campus-wide functions or parties. Students who are underage may not have guests of legal age with alcoholic beverages in their residence hall room. Hall, lobby and theme house parties involving the consumption of alcoholic beverages must be sponsored by the Office of Residence Life or approved by the dean of students; otherwise they are prohibited.

Student Government funds may *only* be used for the purchase of alcoholic beverages at any function held on campus and sponsored by the college or any organization within the college *in accordance with the following guidelines:*
- In order to facilitate the efficient processing of the alcohol requisition forms, they will be available from the center for student engagement office upon completion of activity approval forms. Requisition forms must be submitted no later than two weeks prior to the date of the function. At the beginning of each semester, organizations are advised to submit a proposed agenda of events where alcohol may be served
- Completed alcohol request forms will be submitted to the center for student engagement at least 2 weeks prior to the event

- Upon establishment of the organization's itemized budget, the SGA treasurer will ensure that only a reasonable portion of the money allotted for refreshments at campus-wide functions will be for alcohol/bartender
- It will be understood that the Agnes Scott alcohol policy and honor system will be enforced at all functions where alcohol is served
- Only the director of campus life, center for student engagement staff member, or club adviser may purchase alcohol on behalf of the organization
- Alcoholic beverages which may be served at campus-wide functions are beer and wine
- All events at which alcohol will be served must work with the center for student engagement to hire a 3rd party bartender to serve. Neither students nor staff/faculty members are allowed to serve alcoholic beverages at events

Mandatory Alcohol Awareness Workshop
- During the fall, the Center for Student Engagement sponsors a Social Host Certification workshop. Any college organization planning to serve alcohol at a function during the current academic year must have executive members 21 years or older attend this workshop.
- To make a special request to participate in the Social Host Certification workshop in spring, contact the Center for Student Engagement.

Penalties for Violations of Alcohol Policy:

Judicial Board has first jurisdiction over cases that result from violation of the alcohol policy. Each alcohol sanction includes a fine, community service and an educational component.
1. First violation: $50-$100 fine; 10-15 hours community service depending on the severity of the offense; and a written 250-word essay of the Judicial Board's choosing. The essay must be turned in within 30 days and carbon copied (CC'ed) to the Judicial Board's adviser
2. Second violation: $100-$300 fine; 15-30 hours of community service depending on the severity of the case; a recommendation for referral for alcohol awareness course with Health Services or an outside facility.
3. Third violation: $300-$500 fine; 30+ hours community service; recommendation for a referral for an alcohol assessment. Depending upon the severity of the incident(s), Judicial Board may also present the case to Honor Court with the recommendation of suspension or expulsion for the third or additional violation(s) of the alcohol policy.
- At the discretion of the Judicial Board members additional sanctions may be implemented based on the severity of the case
- After three or more violations of the Alcohol Policy, depending upon the severity of the incidents, Judicial Board may present the case to Honor Court with the recommendation of suspension or expulsion
- All violations of the alcohol policy are to be reported directly to a residence life staff member or Judicial Board member who will refer it to the Judicial Board president and dean of students designee
- As is the practice with any particularly serious or flagrant violation of policy, the Judicial Board president reserves the right to refer any case involving this policy to a higher court than the one stipulated above. The SGA Constitution provision for Honor Court jurisdiction over Drug Policy violations is interpreted to mean that Honor Court is involved in serious violations of the Alcohol Policy and cases of repeated violation.

- In the event that drunken behavior is exhibited by a visitor to campus or non-resident student, public safety and/or the dean of students office may become involved in bringing any such incidents to an acceptable resolution as mandated by state and local laws and college policy.

Complaint Procedures

Agnes Scott College has policies regarding grade disputes, sexual harassment, judicial review of Honor Court rulings and the appeal of financial aid awards. These policies and procedures may be found in the respective sections of the Agnes Scott College Catalog and this handbook.

The college desires to resolve student concerns in areas not covered by the foregoing policies in a prompt and fair manner through the following policy. Students are encouraged to resolve concerns themselves by first talking directly with the college representative involved. The vice president for student life and dean of students is also available as a resource for students who have complaints.

- **Informal Complaint**: If a student has a complaint about Agnes Scott College and has not been able to resolve it herself by speaking with the individual(s) involved, she should discuss the issue with the vice president responsible for that area of the college. The student should attempt to resolve the issue informally within 30 days of the occurrence. If the matter still cannot be resolved, then the student may file a formal written complaint.
- **Formal Complaint**: If the student has attempted to resolve the issue through the informal complaint process and is still not satisfied, she may file a formal written complaint with the vice president for student life/dean of students. She should do this as soon as possible after the informal process is completed but within six months of the occurrence.
- The student must complete the complaint form, which is available in the offices of the vice president for student life and the vice president for academic affairs. If the complaint is about the vice president for student life and dean of students, the student may file the complaint with the vice president for academic affairs and dean of the college.
- Agnes Scott College strives to address student concerns in a responsive and prompt manner. Students are encouraged to resolve concerns themselves by first talking directly with the college representative involved. The vice president for student life and dean of students is available as a resource for students who have complaints.

Students with Disabilities

Agnes Scott College is committed to providing equal educational opportunities to all students and complies with Section 504 of the Rehabilitation Act of 1973, as amended and the Americans with Disabilities Act Amendments Act of 2008. Agnes Scott accepts students with documented disabilities who can successfully pursue a demanding and rigorous college program.

Discrimination and Harassment Statement

Agnes Scott College values diversity and seeks to foster an environment that welcomes and supports contributions from all members of the Agnes Scott College community. Discrimination or harassment is

unacceptable on this campus. Such behavior is contrary to our intellectual environment and the spirit of fellowship fundamental to our community.

Discrimination or harassment may take many forms, including, but not limited to, verbal insults, inappropriate humor, defacement or destruction of property and physical intimidation. It may be directed at any one of our distinctive human differences. All members of our community are diminished by these acts.

Harassment or discrimination of any person or group of persons on the basis of race, color, national origin, religion, sex, sexual orientation, age or handicap is a violation of Agnes Scott College policy. Persons determined to have engaged in unacceptable behavior, such as activity which substantially threatens or interferes with another person's academic efforts, property, employment or participation in the life of the college or creates a hostile or demeaning atmosphere, will be subject to prompt disciplinary action.

Information Technology Services (ITS)

Computer-related questions and service requests should be directed to the ITS Help Desk, x5487 or itshelp@agnesscott.edu.

To ensure the proper use of Agnes Scott College's e-mail system and make users aware of what the college deems as acceptable and unacceptable use of the campus e-mail system.
The policy and guidelines apply to:

1. All e-mail services provided by Agnes Scott College.
2. All users and holders of college e-mail accounts or systems, regardless of the intended use; and
3. All college e-mail Official Records and/or Public Records in the possession of or generated by college employees and other users of e-mail services provided by the college, regardless of whether the records were generated on college or non-college computers.

Policy
All members of the Agnes Scott College community (faculty, staff, students, retired faculty and staff, and alumnae) are provided an e-mail account in order to facilitate the timely exchange of information. Your account is provided as a service to you as a member of the college community.

The college e-mail system is a business communication tool and you are expected to follow college policy and guidelines in using this tool in a responsible, effective, lawful manner.

Administrative offices use email as an official communication tool to students. Messages that fall within this category will have a subject line of Official College Communication.
It is prohibited to:

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Send or forward messages
- containing defamatory, offensive, harassing or obscene remarks
- of a political nature (i.e. personal opinion, public debate, and/or campaigning)
- that solicit support or funding not related to college business
- that promote continuation of a chain message or pyramid scheme
- that disrupt or interfere with the college's e-mail system, which includes distribution of chain letters, unapproved mass mailing to external or internal audiences, or any activities that create or spread viruses
- that appear to represent, provide opinions, or otherwise make statements on behalf of the college or any unit of the college unless expressly authorized to do so
- Access or attempt to access another user's e-mail account without authorization or in an attempt to falsify e-mail messages
- Use the college e-mail for private business, commercial or political activities, fundraisers or advertising not associated with Agnes Scott College; or unlawful activities that violate any of the college's policies.

Violations will be handled through the normal college disciplinary procedures. Harassing messages and other illegal activity conducted via e-mail may also be reported to the appropriate local, state and/or federal authorities.

In spite of college policy, malicious persons who know the owner's computing ID and password can abuse e-mail. Users are responsible for protecting their own passwords and login information.

Confidentiality

E-mail is **NOT** confidential. Information of a confidential nature should be handled through one-on-one or written communication with appropriate college personnel Electronic mail is treated like other college records and is retained in accordance with state and federal laws.

Users may not access, use or disclose personal or confidential information without appropriate authorization, and must take the necessary precautions to protect the confidentiality of personal or confidential information, whether that information is maintained on paper, found in e-mail or other electronic records.

The office of the registrar may elect to publish student e-mail addresses, phone numbers, etc. as directory information, consistent with the requirements of the Family Educational Rights and Privacy Act (FERPA). Individual students may, request that the college not treat their address as directory information. Requests should be directed to the office of the registrar.

Privacy

E-mail should not be considered private and there is no guarantee of privacy. While e-mail accounts are password protected, if effective password procedures are not followed by the account holder, unauthorized access may be gained to an account.

- end-user authorization while performing routine support operations or working on user problems
- security or legal authorization while protecting the integrity of the college's computing systems and the rights and property of the college.

Personal Use

Although the college's e-mail system is meant for business use, the college allows for the reasonable, incidental personal use of e-mail under the following guidelines:

- Personal use of e-mail does not interfere with work or obligations to the college.
- The forwarding of chain letters, junk mail, jokes and executables is strictly forbidden.
- May not be used for mass mailings.
- Does not directly or indirectly interfere with the operation of college technology or e-mail services
- Does not violate this policy, or any other applicable policy or law, including but not limited to use for personal gain, conflict of interest, harassment, defamation, copyright infringement or illegal activities.
- All messages distributed via the college's e-mail system, even personal e-mails, are college property, and are subject to access consistent with this and other college policies and applicable laws.
- Use does not carry with it any reasonable expectation of privacy.

Internal E-mail Distribution Lists

The college maintains internal e-mail distribution lists to assist in group communication. Contact the ITS Help Desk if you need assistance in setting up an email distribution list.

The following types of announcements or messages are considered appropriate for internal campus wide distribution lists:

- Network access issues affecting all of campus.
- Any safety or emergency-related situation (i.e. campus closings, evacuations, etc.).
- Presidential or Officer-level informational announcements.
- Facilities-related services or outages affecting individual buildings or all of campus.

All other campus wide announcements should be directed to the Irvine.

Indemnification of the College

Users agree by virtue of access to the college's computing and email systems to indemnify, defend and hold harmless the college for any suits, claims, losses, expenses or damages, including but not limited to litigation costs and attorney's fees arising from or related to the user's access to or use of college email and computing systems, services and facilities.

Standards of Behavior

In accordance with Agnes Scott's desire to encourage and recognize individual maturity and responsibility, it is expected that students will conduct themselves with propriety and exercise good judgment so that their behavior will bring credit both upon themselves and the college. Except for Woodruff Scholar students, married students or students with children, all full-time students must live in a college residence hall (which includes Avery Glen, the on campus apartments) or with parents, guardians or other immediate relatives.

In addition to the specific standards set forth, and beyond the areas they govern, it is assumed that students will follow the dictates of common sense and will exhibit a healthy respect for their own safety and the comfort of their fellow students.

The college and its agents maintain the right to enter a student's room for the purpose of maintenance, fire, safety and upholding college regulations and policies.

In the event that a student's conduct indicates that she is not in compliance with the ideals and standards of the college's residence life policies, or is not mature enough to reside on campus, the dean of students may terminate the student's resident status, at which time the student will be required to move out of the residence hall within 72 hours.

When a student, whether resident or non-resident, behaves in such a manner as to indicate that she is not in compliance with the ideals and standards of the college, the dean of students may choose to handle the matter within her office or she may direct the issue to an appropriate administrative or judicial body on campus.

Sustainability

Agnes Scott College has made a commitment to sustainability on campus, as well as in the surrounding community and in the metro-Atlanta region. The college is dedicated to changing all of its activities in order to be more sustainable: from curriculum options to waste reduction, from energy conservation to organic gardening, from watershed stewardship to investment strategies and from green purchasing to improved health and well-being. Agnes Scott's Climate Action Plan outlines strategies and five-year targets designed to achieve —climate neutrality by 2037.

Sustainability Steering Committee Mission Statement
As part of our mission to live honorably, we accept the challenge of environmental stewardship, commit to education and leadership in sustainability and seek to balance what the college takes from and returns to the world's natural resources.

References
(Some information adapted from the following sources)

ACPA Advisor Manual:
http://www.myacpa.org/docs/acpaadvisormanualpdfpdf

Agnes Scott College Student Handbook:
https://www.agnesscott.edu/dos/student-handbook/Student%20Handbook%202015-2016-Fall.pdf

University of Wisconsin Milwaukee Student Organization Advisor Handbook

http://www4.uwm.edu/sao/organization_advising/downloads/AdvisorHB%202009.pdf

The Ohio State University Center for Leadership and Service
http://ohiounion.osu.edu/get_involved/student_organizations/advisors