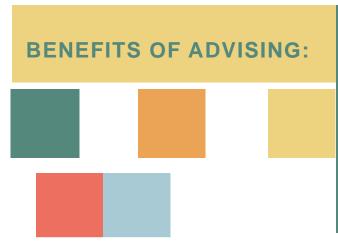
Advisor Manual

What's Inside:

ADVISOR: One who advises another, especially officially or professionally: consultant, counselor, mentor.

In the Spring of 2005, the Commission for Student Involvement determined the need for a "standardized" Advisor Manual that would be available online for advisors and practitioners to download and personalize. Over the course of a year, committee members consulted with Commission members; researched online manuals and other resources; and compiled and edited reams of information. The result of these efforts is this handbook. While written for student organizations, these resources may be adapted for Greek or

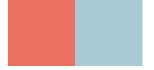


There are many benefits associated with becoming an advisor to a student organization. Here are some:

- * The satisfaction of seeing and helping students learn and develop new skills.
- * Watching a disparate group come together to share common interests and work toward common goals and an understanding of differences.
- * Developing a personal relationship with students.
- Furthering personal goals or interests by choosing to work with an organization that reflects one's interests.
- * Sharing one's knowledge with others.

ADVISOR ROLES

Each advisor perceives his/her relation to a student organization differently. Some Advisors play very active roles, attending meetings, working with student officers, and assisting in prog





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. In many cases, it may be necessary to remind them that they both want what is in the best interest of the organization. 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 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

Sample Advisor Contract

A useful instrument for sharing expectations and clearly identifying an Advisor's role is the advisor's contract. Even if you don't choose to put your agreement into contract form, record your expectations for future leaders of the organization.

Sample Advisor Contract				
The members of(organization) request(name) to serve as Advisor of the organization for a period not to exceed(how long) beginning with(semester)				
Duties, responsibilities, and expectations of the position are as follows: (List responsibilities and expectations of the Advisor and organization)				
Duties and responsibilities may be reconsidered at the request of the Advisor, president, or majority vote of the membership in a regular meeting.				
President's/Chairperson's: SignatureDate:				
I have met with the president of the above-named organization and discussed the duties and responsibilities of Advisor as listed above. I agree to serve as Advisor and will fulfill these duties and responsibilities to the best of my abilities.				
Advisor: SignatureDate:				
This contract is effective for(period) and may be renewed each year thereafter upon the agreement of both parties.				

Advising Do's

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 (financial, scholarship, programming, etc.) 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.

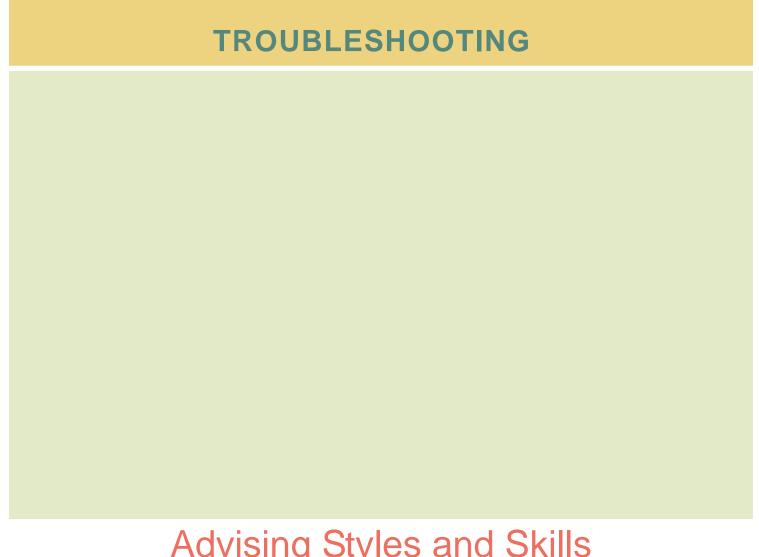
With those thoughts in mind, the following list is a guideline to the "dos" of student organization advising:

- Assist officers with procedural matters. Be knowledgeable of the organization's purpose and constitution and help the general membership adhere to them.
- Be knowledgeable about, and comply with federal, state and local laws and ordinances, as well as campus policies.
 Inform the group of pertinent policies.
- Empower students to take action and to take satisfaction in seeing the student organization succeed.
- Allow the group to succeed, and allow the group to fail.
 Learn when to speak when not to speak. Remember to let the students make the decisions while you provide guidance and advice.
- Represent the group and its interests in staff and faculty meetings. Reach out to other advisors or departments (i.e. Student Organizations) for assistance.
- At the beginning, develop clear expectations about the role of the advisor and your relationship to the organization.
- Read the group's constitution.
- Get to know all of the members on an individual level. Learn what they want to get out of the organization. Maintain a complete officer and membership list with addresses and phone numbers (or know where to easily find one.
- Develop a strong working relationship with all the officers.
 Establish as needed meetings with individual members of the organization who need additional guidance in their officer or committee positions.
- Discuss concerns with officers in private and praise them in public.
- Meet with the officers and help them set goals. Encourage the Executive Board to disseminate reports (such as financial reports) to the general membership on a regular basis.
- Orient new officers and members to the history and purpose of the group and help them to build upon it. Help members look toward the future by developing long-term goals and communicating those plans to future members.
- Help to resolve intragroup conflict.
- Enjoy the impact you can have on the students' development. Help to develop the leadership potential within the group.

- Be visible and choose to attend group meetings and events. At the same time, know your limits. Establish an attendance schedule at organization meetings, which is mutually agreed upon by the advisor and the student organization.
- Know your group's limits. Help students find a balance between activities and their academic responsibilities.
- Keep your sense of humor and enthusiasm. Share creative suggestions and provide feedback for activities planned by students.
- Serve as a resource person. The advisor does not set the policy of the group, but should take an active part in its formulation through interaction with the members of the group. Since members and officers in ndhe poli5(y)12.hs ap. 7(ct)

- 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?

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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. Many times, advisors may struggle with students because they believe that they need a higher level of interaction or direction when the student is actually able to accept more of a delegating style and vice versa.

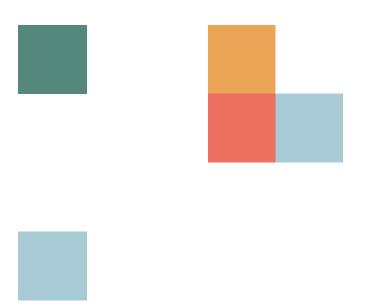
Directing: The advisor provides specific instructions and closely supervises task accomplishments. Use this style with students/groups that are at a low level of readiness.

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

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 hi

- tions of participants.
- Identify specific risks involved in the event. These could include physical risks (such as an event with physical activity) and liability risks (such as events involving alcohol, minors, or travel).
- Identify options for reducing risks by including, but



A Few Fundraising Ideas

The following are ideas for creative fund raising projects. This list just touches the surface of all the many projects available to raise money. Just be creative and do some great brainstorming for other ideas.

- · Bake sale
- Recycling drive
- Rummage sale
- Marathons
- · Pig Roast
- · Road rally
- · Talent show
- · Handmade boat contest
- · Paper airplane contest

- · Spaghetti dinner
- · Candy sale
- · Drive-in movie
- Decathlons
- · Best beard contest
- · Car washes
- · Invitational turtle races
- · Kite flying contest

Here are more ideas...

- · Sell candy canes at holiday time
- · Sell stadium seat cushions
- · Sell buttons with school spirit slogans
- Pool/board game/bowling tournaments
- · Sell flowers for special occasions
- · Hand out advertising flyers for companies

And even more ideas...

- · Cartoon, ho0.05c0 Tc-0.0for compansiofilm(i)end doivsio12 Tc-0.0036 Tw
- · Ha5.4(nenc)] TJ0kT* 317g feakf

Program Planning Checklist

Over the course of time, your student organization will most likely plan a program of some kind. Programs can range from social to educational, for a cause or simply for fun. When planning a program, there are many factors to consider:

The who, what, when, where, why, and how factors:

Who is involved with the Program

Who will be involved with planning and implementing the program (hall council members, RAs, students, etc.)? Are committees appropriate and who will be on them? Who needs to approve the program?

What--Description of the Program
What will the program accomp

NOTE: This timeline is to be used to spark ideas and reminders for you to create your own timeline specifically tailored to your needs. Please keep in mind that every college/university maintains deadlines that may in all likelihood be different than the ones appearing here. Also note that many of the items can be done in advance of their deadline, or, if in a rush—after they should have been completed.

One Semester in Advance

♦ Survey students

Beyond board/committee and friends Do you have a target audience built-in?

Event Report

Event			_
Date		Time	L
Location			L
Coordinator(s)			
Area of Focus		<u></u>	_
Attendance (total)	Attenda	ance (Specifically Targeted Students)	_
Cost (total)	Cost (from Budget)	Cost (to students)	L
Partners: Faculty	_ Student Gov't Stude	nt Leadership Housing Other	_
Description of Event	:		
04/07 4 1 1 200			
	t are the S trengths and W eakness cess?)	es of the event? What are the Opportunities you had and when	nat were the Threats to your
<u>Strengths</u>		<u>Weaknesses</u>	
<u>Opportunities</u>		Threats	
How does this program	m enhance the academic er	nvironment of the College?	
(Keep in mind: faculty	involvement, intellectual pe	eer dialogues, academic support services, and a	cademic wellness)
		ial environment of the College?	
(Keep in mina: comm	unity expectations, commun	nity development, peer to peer connections, etc.)	
11		0.110	
	nclusive of all members of the related to gender, religion.	ne College? race/ethnicity, ability, class, and sexuality)	
(11)			
How do you feel this e	event went? What would yo	ou do differently?	
The was you room time o	Tronk Work. What Would yo	as all similars.	
How did you utilize Pa	artners in the event process	2	
Tiow did you dillize I e	Talloro il allo ovolit process		
Would you recommen	ed this event to next year's (Chair? Why?	
vvoula you recommen	d this event to next year's (Sitali: VVIIy:	

Other comments?

The following tips may be helpful in publicizing your opportunity or event. Use some, or use them all--just make sure to get special permission when required.

- for those who stay throughout the event. Make sure to promote these opportunities!
- Obtain permission from residence life or campus to place postcards in residents' mailboxes. No need for a stamp!
- Announce your event in your classes.
- Create postcards and sent via US Mail.
- Use A-frame boards around campus to display with posters around campus.
- Go to other organizational meetings to announce your event.
 Make sure student
 Senators know about your event & publicize it to their constituents.

COMMUNITY

 Create flyers for posting in the community. Grocery stores, churches, daycare centers, department stores, bars, laundry mats, and other high-traffic establishments are good, depending on whom you are targeting.

TIPS FOR EVERY-WHERE

Word of mouth is important! Get people excited about your event.
 Talk it up and involve

◆ Fill in the blanks." If an outgoing officer doesn't know how something was done, or doesn't have records to pass on to the new officer, you can help that officer by providing the information he or she doesn't have.

The structure of a team effort retreat can take many

WHY SHOULD YOUR ORGANIZATION HAVE A RETREAT/WORKSHOP	P?

SAMPLE RETREAT SCHEDULE—TEAM EFFORT

Icebreakers and team-builders

- 1. Officer meetings
- New/old officers pair off (president with president, treasurer with treasurer)
- ♦ Update each section of notebooks, or talk about what should go in a new one. If officers do not have a notebook, take the time to create one!

Each pair of officers should discuss the following:

Who did the outgoing officer interact with most in the administration, in the community, and other student organizations?

Each student organization writes its own constitution and bylaws, which should outline the basic role of each organization officer. It is solely up to the members of the organization to assign responsibilities to a specific officer. This reviews some possible position responsibilities. It is intended to assist you in constitutional development and to help you answer the question,

Parliamentary Procedure

Calling a Question

In order to speed up the meeting and eliminate unnecessary discussion, a member can "call the question." The chair will call for dissent. If you want the motion to be discussed further, raise your hand. If there is no dissent, voting on the motion takes place.

Voting

Voting on a motion can be as formal as using written ballots or as casual as having the chair ask if anyone objects to the motion. The most common practice is to call for a show of hands or a voice vote of ayes and nays. Only members present at the time may vote unless the rules of the organization allow for proxies or absentee ballots.

A simple majority of votes cast will pass most motions. During elections when more than two candidates are running for an office, your organization rules should specify whether a majority or plurality is necessary. These rules can also call for other requirements depending on the issue on which the vote is held.

When the Chairperson Can Vote

Assuming that the chairperson is a member of the organization, he/she has the right to vote whenever a written or secret ballot is used. With any other method of voting, to protect the impartiality of the chair, he/she should vote only when it will change the outcome.

Point of Information. Of Order

If at any time during the meeting you are confused about the business being discussed or if you want the motion that is being considered more clearly explained, you may rise to ask the chairman for a point of information. After you are recognized, ask for the explanation which you desire.

If you disagree with any of the chair's rulings, or if you believe that the person who is speaking is not talking about the business being considered, you may raise a point of order and state your objection to the chair. The chair then is required to rule one way or another on your point of order.

Note: This section of the *Advisors Handbook* does not pretend to cover all situations or answer all questions. It is meant to introduce you to some basic information which will suit many groups' needs.

All parliamentary procedure information provided by Office of Student Leadership Development Programs at East Carolina University



Here are some motions you might make, how to make them, and what to expect of the rules.

TO DO THIS:

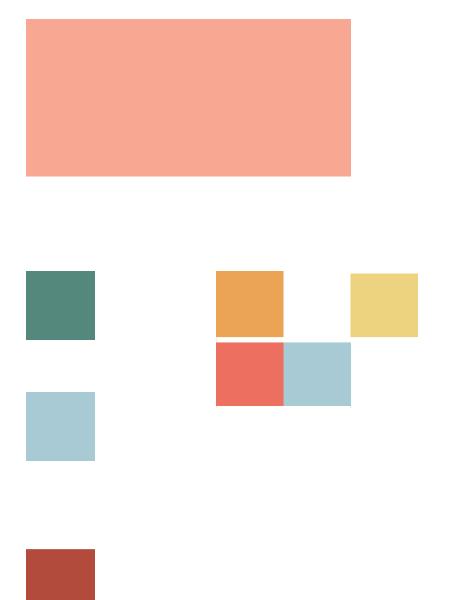
YOU SAY THIS: MAY YOU INTERRUPT THE SPEAKER? DO YOU NEED A SECOND? IS IT DEBAT-ABLE? CAN IT BE AMENDED? WHAT VOTE IS NEEDED? CAN IT BE RE-CONSIDERED?

The motions listed above are in order of precedence. Below,

Below, there is no order.

NOTES:

- (1) Unless moved when no question is pending. (8) Only if the main question has not been debated yet.
- (2) Affirmative votes may not be reconsidered. (9) Unless the motion to be reconsidered is not debatable.
- (3) Unless vote on question has begun.
- (4) Unless the committee has already taken up the subject.
- (5) Unless the motion to be amended is not debatable.
- (6) Unless the chair submits to the assembly for decision.
- (7) A 2/3 vote in <u>negative</u> is needed to prevent consideration of main motion.



Recruitment Tips

 Remember that a personal contact is always better than 1000 flyers and newspapers advertisements. People join organizations

Motivation

What do others want?

It is NOT money or personal gain that most people want. They want intrinsic satisfaction. People will work harder for intrinsic satisfaction than they will for monetary income. The following are some ways that you as a leader can help people satisfy those intrinsic needs:

People Need to Feel Important

See people as worthwhile human beings loaded with untapped potential; go out of your way to express this attitude.

Give Praise

Reinforce for continual achievement. All people need praise and appreciation. Get into the habit of being "praise-minded." Give public recognition when it is due.

Give People Status

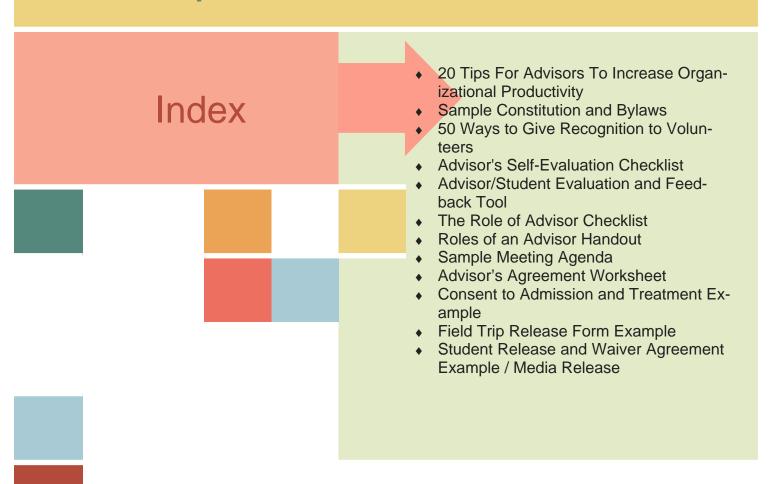
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Checklist to Personalize Your Manual

- How to register a student organization / privileges
- 2. Alcohol policies
- 3. Use of university facilities
- 4. Fundraising
- 5. How to update student organization information
- 6. Policy / procedure manual for the campus (or where to find it)
- 7. Poster policy
- 8. Pr ideas
- 9. Trip approval forms
- 10. Student organization website information / forms
- 11. Account help / information
- 12. Crisis information
- 13. Info on awards banquets / recognition opportunities
- 14. Important dates
- 15. Offices / resources on campus
- 16. How to on: media services, dining services / catering; mail Services; printing requests; security requests; purchasing; room Reservations
- 17. Any s(e)1 88mservatiy requests; purc



Examples, Resources and Handouts



- 1. Know what the students expect of you as an Advisor.
- 2. Let the group and individual members know what you expect of them.
- 3. Express a sincere interest in the group and its mission. Stress the importance of each individual's contribution to the whole.
- 4. Assist the group in setting realistic, attainable goals. Ensure beginning success as much as possible, but allow the responsibility and implementation of events to lie primarily with the organization.
- 5. Have the goals or objectives of the group firmly in mind. Know the purposes of the group and know what things will need to be accomplished to meet the goals.
- 6. Assist the group in achieving its goals. Understand why people become involved. Learn strengths and emphasize them. Help the group learn through involvement by providing opportunities.
- 7. Know and understand the students with whom you are working. Different groups require different approaches.

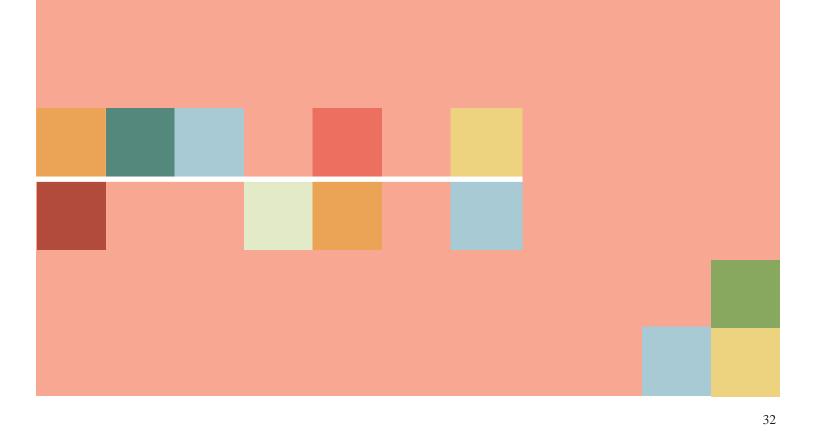
Sample Student Organization Constitution and Bylaws

(Please modify to meet your organization's needs or develop your own)

BY-LAWS

By-laws are intended to deal with the day-to-day rules governing the organization. These might have to change in order to accommodate new conditions or circumstances. Hence, they should be reviewed and updated at least annually.

- 1. <u>Meetings</u>: Stipulate the frequency of meetings, possibly the day of the week, and even the time and location.
- 2. <u>Officers</u>: List any additional duties or responsibilities assigned to the various officers, which have not already been covered in the constitution.
- 3. <u>Committees</u>: Name any standing committees and the method to be used for selecting chairperson and committee members. State the duties and responsibilities of these committees. (Consider composition, appointment, function, power, duties, membership, financing and publicity).
- 4. <u>Financial</u>: Provide for initiation fees, dues, and other assessments (if any); also details regarding delinquencies.
- 5. <u>Elections</u>: State all elections rules and procedures not already covered in the constitution. Be sure to include procedures for filling vacancies and procedures for voting.
- 6. <u>Amendment of By-Laws</u>: Stipulate the method for amending the By-Laws. The requirements for amending the By-Laws should not be as great as those for amending the constitution. *Information provided by Christine McDermott, Director of Student Activities, Wesley College*



50 Ways to Give Recognition to Volunteers

- Smile
- Put up a volunteer suggestion box
- Treat to a soda
- Ask for a report
- Send a birthday card
- Arrange for discounts
- Give service stripes
- Treat to ice cream
- Plan annual ceremony occasions
- Recognize personal needs and problems
- Be pleasant
- Post honor roll in reception area
- Respect their wishes
- Give informal socials
- Keep challenging them
- Send a Thanksgiving card to the person's family
- Say "Good Morning"
- Greet by name
- Provide a pre-service training
- Help develop self confidence
- Award plaques to sponsoring group
- ◆ Take time to explain fully
- ♦ Be verbal
- Give additional responsibility
- Afford participation in team planning
- Respect sensitivities

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Please answer the following questions as they relate to your role as a student organization advisor. Fill in the blanks in front of each question using the following scale:

5 = all t	he time	4 = most of the time	3 = some of the time	2 = almost never	1 = never
	I actively	provide motivation and e	encouragement to memb	oers.	
	·	· goals of the organizatio			
	I know the	e group's members.			
	l attend re	gularly scheduled execu	tive board meetings.		
	I attend re	egularly scheduled orgar	nizational meetings.		
	I meet reg	gularly with the officers o	f the organization.		
	I attend th	ne organization's special	events.		
	l assist wit	th the orientation and tra	ining of new officers.		
	I help pro	vide continuity for the or	ganization.		
	confront	the negative behavior of	members.		
	I understa	and the principles of grou	ıp development.		
	I understa	and how students grow a	ind learn.		
	I understa	and the principles that lea	ad to orderly meetings.		
	I have rea	ad the group's constitution	n and by-laws.		
	I recomm	end and encourage with	out imposing my ideas a	and preferences.	
	I monitor	the organization's financ	ial records.		
	I understa	and the principles of goo	d fund raising.		
	I understa	and how the issues of div	versity affect the organiz	ation.	
	I attend c	onferences with the orga	nization's members.		
	I know the	e steps to follow in devel	oping a program.		
		tify what members have			
	I know wh	nere to find assistance w	hen I encounter problen	ns I cannot solve.	

Advisor/Student Evaluation and Feedback Tool

Please take 15-20 minutes to share your thoughts on the questions and statements listed below. Your feedback is valuable to my professional development.

Please use a scale of 5-1 to rate your answers, 5 being the best score.	
1) I am satisfied with the amount of time our advisor spends with our group	54321
Comments:	

2) I am satisfied with the quality of time our advisor spends with our group	54321
Comments:	

- 3) I am satisfied with the amount of information our advisor shares with our group 5 4 3 2 1 Comments:
- 4) I am satisfied with the quality of information our advisor shares with our group 5 4 3 2 1 Comments:

5) Our advisor is familiar with the goals of our group	54321
Comments:	

Our advisor advises our group in a way consistent with our goals	54321
Comments:	

7) Our advisor adjusts his/her advising style to meet our needs	54321
Comments:	

8) Our advisor is a good listener	54321
Comments:	

9) Our advisor understands the dynamics of our group	54321
Comments:	

10) Our advisor role models balance and healthy living	54321
Comments:	

11) Our advisor challenges me to think	54321
Comments:	

12) Our advisor allows me room to make and execute decisions	54321
Comments:	

Additional Comments (use the back of this sheet if necessary):

Resource provided by Jon Kapell, Associate Director of Campus Activities, Drexell University

The Role of Advisor Checklist

This form is designed to help advisors and student officers determine a clear role for advisors in matters pertaining to student organizations.

<u>Directions</u>: The advisor and each officer should respond to the following items, then meet to compare answers and discuss any differences. For any items, which are determined not to be the responsibility of the advisor, it would be valuable to clarify which officer will assume that responsibility. For each statement, respond according to the following scale:

1=Essential for the advisor

2=Helpful for the advisor to do

3=Nice, but they don't have to

4=Would prefer not to do

5=Absolutely not an advisor's role

 Attend all general meetings _____ 2. Store all group paraphernalia during the summer and between changeover of officers 3. Attend all executive committee meetings _____ 4. Keep official file in his/her office 6. Inform the group of infraction of its bylaws, codes 5. Attend all other organizational activities _____ and standing rules ___ 7. Explain university policy when relevant to the dis-8. Keep the group aware of its stated objectives when planning events 9. Help the president prepare the agenda before 10. Mediate interpersonal conflicts that arise _____ each meeting _ 11. Serve as a parliamentarian of the group _____ 12. Be responsible for planning a leadership skill workshop 14. State perceptions of his/her role as advisor at the 13. Speak up during discussion _____ beginning of the year 15. Be quiet during general meetings unless called 16. Let the group work out its problems, including making mistakes 17. Assist organization by signing forms only 18. Insist on an evaluation of each activity _____ 19. Attend advisor training offered by the University 20. Take the initiative in creating teamwork and cooperation among officers 22. Let the group thrive or decline on its merits; do not 21. Speak up during discussion when he/she has interfere unless requested to do so _____ relevant information or feels the group is making a poor decision 23. Take an active part in formulation of the creation 24. Represent the group in any conflicts with members of group goals _ of the University staff _ 26. Be familiar with University facilities, services, and 25. Indicate ideas for discussion when he/she beprocedures for group activities _____ lieves they will help the group __ 27. Be one of the group except for voting and holding 28. Recommend programs and speakers _____ 29. 15. Request to see the treasurers books at the 30. Take an active part in the orderly transition of reend of each semester sponsibilities between old and new officers _____ 32. Cancel any activity when he/she believes it has 31. Check the secretaries minutes before they are been inadequately planned _____ distributed 33. Receive copies of official correspondence _____

Adapted from Ball State University Downloads for Student Organizations and Advisors

Roles of an Advisor

Sample Meeting Agenda

I. Call to order

The chairperson says, "The meeting will please come to order."

II. Roll Call

Members say "present" as their name is called by the secretary.

III.

The secretary reads a record of the last meeting.

IV. Officers' Reports

Officers give a report to the group when called on, usually limited to a time if necessary.

٧. **Committee Reports**

First come reports from "standing" committees or permanent committees, then "ad hoc" or special committees.

VI. **Special Reports**

Important business previously designated for consideration at this meeting.

VII. **Old Business**

Items left over from previous meetings.

VIII. **New Business**

Introduction of new topics.

IX. **Announcements**

Informing the assembly of other subjects and events.

X. Adjournment

The meeting ends by a vote or general con-

Adapted from Advising Your Hall Governing Board, Kansas State University, Department of Housing and Dining, 2003

Mechanic

Psychic Gambler Musician

Analyst

Diplomat Disciplinarian

Mediator Actor/Actress

Caretaker

Counselor Architect

Soldier Administrator

Gopher

Quality Control Friend

Devil's Advocate Teacher

Author

Motivator

Gardener Lawyers

Knows how to fix and fine tune

Can read people's minds

Willing to take risks

Keeps things in harmony Figures out all the angles Knows what to say when Confronts the people Always aware of feelings Has to sit in the middle

Plays all the parts well Has a listening ear

Makes the plans and foundation Knows what battles to fight Takes care of the paperwork When no one else will do it

Makes sure performance is up to par

There for support Looks at all sides Leads by example

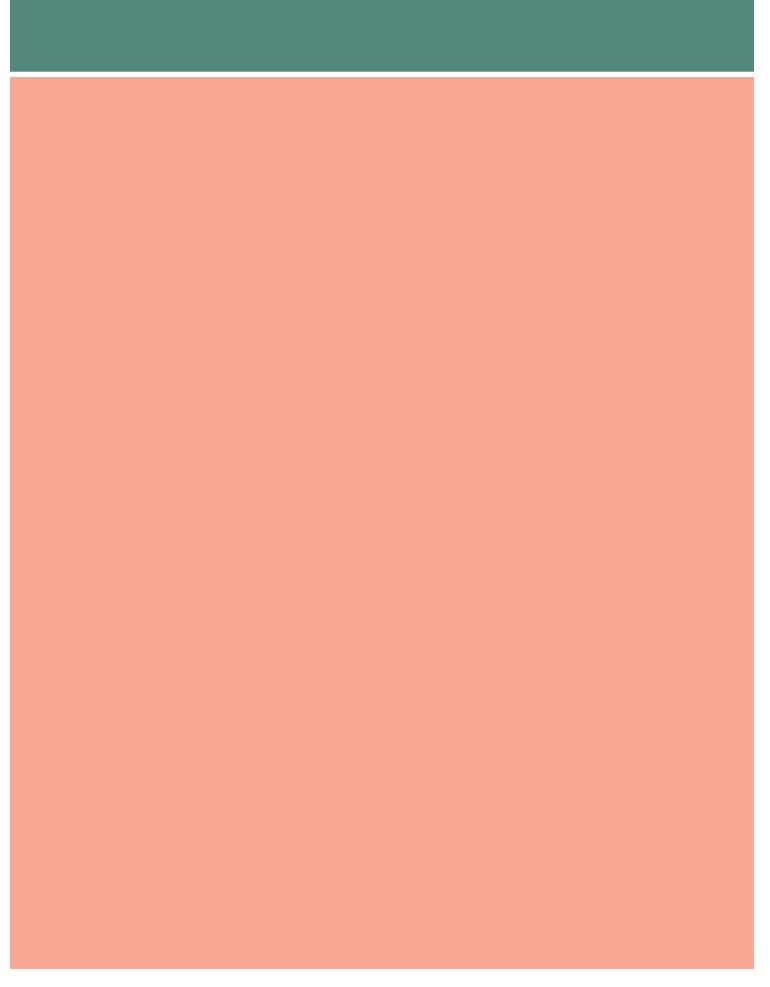
Who else write all those memos?! Juggler Handles more than one thing at a time

Gotta keep them going

Navigator Can get people from one point to another

Helps others grow Knows the liabilities Auditor Knows financial status

From Schreiber, V. and Pfleghaar, E. "Supervising vs. Advising", UMR-ACUHO, 1999



(As laws vary by state, please co	onsult with legal council befo	re using this form)	
In the event of injury to or illness	of the participant,	(name) born	,
		authorize	
		dividual to a facility for emergency med	ical treatment as
may be deemed necessary to hi	s or her health or welfare.		
The undersigned hereby conser	nts to whatever medical treatr	ment is deemed necessary. The unders	igned on his/her own
behalf of the individual named a	bove, their heirs, assigns and	d personal representatives, hereby release	ases Kansas State
University, its Trustees, Officers	, Faculty, and Employees fro	m any and all claims arising out of the a	idmission to such a
facility or treatment administered	d by such facility.		
Persons to contact in the event of	of an emergency are listed be	elow.	
Date	Par	ticipant (signature)	
Parent or Guardian (if Participant is under 18 years of age)	_		
Name	Address	Telephone	
Name	Address	Telephone	
(place) to ment, I, in full recognition and app	isult with legal council before allowed to participate in the _ o take place on reciation of the dangers and		I on the attached docureby agree to assume a
	(University / College), its	Trustees, Officers, Directors, Faculty, E	Employees, and partici-
pants from and against any and al	I liabilities to the undersigned	d, his/her dependants, assigns, personn	el representatives, heir
and next of kin for any and all dam	nages, expenses (including a	ttorney fees), claims, judgments, action	s or causes of action as
a result of any loss or injury to the	person or property, which	(nam	e) may sustain or suffe
during or arising out of activities of	the above described event a	and during transportation to and from su	ich event whether
caused on its behalf or otherwise.			
I understand that	(Unive	rsity / College) does not, in any manner	, serve as principal,
agent, or partner of any travel age	nt, commercial carrier or lodo	ging establishment that may provide ser	vices or accommoda-
tions to the participant. I have read	d and understood this release	e and voluntarily sign this document and	I participate in this trip.
Date I have read and understand this release an	Participnd voluntarily allow my son/daughter	pant (signature) to participate in this event	
Date		or Guardian cipant is under 18 years of age)	39



(As laws vary by state, please consult with legal council before using this form)

in consideration of the agreement by	(University / College) to permit my participation in
(Name of activity), I, _	(Print Name), agree to abide by all
rules and regulations established by	(University / College), all of which have been made
known to me, or are available to me upon request.	

Further, for myself, my heirs, assigns, executors and administrators, jointly or severally (all of whom are herby included as "I"), I"),

Additional Resources

Advising Student Groups and Organizations by Dunkel and Shuh

Astin, A.W. (1984). Student involvement: A developmental theory for higher education. *Journal of College Student Personnel*, 25, 297-308.

Hovland, M., Anderson, E., McGuire, W., Crockett, D., Kaufman, J., and Woodward, D. (1997) *Academic Advising for Student Success and Retention.* Iowa City, IO: Noel-Levitz, Inc.

Floerchinger, D. (1992) Enhancing the role of student organization advisors in building a positive campus community. *Campus Activities Programming*, 26(6), 39-46.

Johnson, D.W. and Johnson, F.P.(1991). *Joining Together Group Theory and Group Skills*. Needham Heights, MA: Allyn and Bacon.

Lorenz, N. and Shipton, W. (1984). A Practical Approach to Group Advising and Problem Solving. A Handbook for Student Group Advisors. Schuh, J.H. (Ed.). American College Personnel Association.

Greenwell, GNA. (2002). Learning the rules of the road: A beginning advisor's journey. Campus Activities Programming, 35 (2), 56-61.

Vest, M.V. (2002). Years of experience are not enough: Seasoned advisors must continually adapt. Campus Activities Programming, 35(2), 62-66.

Dunkel, N.W. and Schuh, J.H. (1997). Advising student groups and organizations. San Francisco, CA: Jossey-Bass.

Student Organization Advising Resources Online

http://ul.studentaffairs.duke.edu/soar/index.html http://www.wileyeurope.com/WileyCDA/WileyTitle/productCd-0787910333.html http://www.isu.edu/stdorg/lead/manual/advisor.html http://www.bgsu.edu/offices/sa/getinvolved/advising.pdf

Online Resources

Icebreakers and Teambuilders Online

http://www.mindtools.com/

http://www.byu.edu/tma/arts-ed/home/games.htm

http://www.ag.ohio-state.edu/~bdg/

http://www.residentassistant.com/games/teambuilders.htm

http://www.residentassistant.com/games/namegames.htm

http://www.residentassistant.com/games/icebreakers.htm

http://adulted.about.com/od/icebreakers/