

Wheeling Jesuit University Organization Handbook

The “Wheeling Jesuit University Organization Handbook” is published by the Student Government Executive Board in conjunction with the Office of Student Life. Copies are distributed to organization presidents and moderators in hopes that it will be a resourceful tool that can be passed onto future presidents or moderators. Subsequent editions or revisions supersede the policies, procedures, and forms contained in this handbook.

Questions or comments concerning this manual or the policies please contact:

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Table of Contents

Starting a New Organization or Maintaining an Existing Organization	2
Steps for Obtaining Official Recognition	2
Selecting and Working with a Moderator	3
Finding New Members	5
Motivating and Retaining Group Members	5
Roles of Organization Officers	7
Running Effective Meetings	8
Planning the Meeting	9
Organizing the Meeting	9
Running the Meeting	9
Writing Effective Meeting Minutes	11
Planning Events	12
Organization Policies and Procedures	14
General Policies and Procedures	14
Service Projects	15
Use of Service Van	16
University Posting Policy	18
Organization Finance Guidelines	19
Fundraising	23
Student Senate Fund Request	24
Allocation of Funds	25
Moderator Resources	27
Defining a Moderator	27
Responsibilities to the Student Organization	27
Responsibilities to Individual Group Members	28
Responsibilities to the University	29
Getting Your Student Organization to Understand Their Responsibilities to the Moderator	30
How the Moderator Can Assist the Organization	31
Moderating Styles	31
Moderator Tips	32
Eleven Skills for Moderators to Teach	33
Skills for Accomplishing Tasks	33
Skills for Improving Relationships	33
Skills for Self-Improvement	34
Twenty Tips for Moderators to Increase Group Productivity	35

Starting a New Organization or Maintaining an Existing Organization

Steps for Obtaining Official Recognition

1. Complete a *Request to Begin Chartering Process Form* (See Appendix B), which may be obtained at the Student Government Office.
2. Organize members: a membership of at least ten (10) is encouraged. (Alums are considered honorary members.)
3. Obtain an Organization Recognition Packet from the Student Government Office. This outlines basic policies and procedures for recognized clubs. It also provides a sample constitution.
4. Draft a constitution and by-laws (See Appendix C for sample).
5. Complete an *Organization Registration/Renewal Form* (See Appendix A), which can be obtained from the Student Government Office.
6. Submit the following to Student Government, Box 1:
 - Request to Begin Chartering Process Form
 - Organization Registration/Renewal Form
 - Constitution and by-laws
 - Proposed event schedule
7. Voting and Passing of Organization's constitution and by-laws by the Student Government Executive Board and the Student Government Student Senate.
8. Evaluation and final signature by the Director of Campus Activities and New Student Programs.
9. Notification of official organization recognition to the organization's president by the Vice President of Student Government and moderator by the Director of Campus Activities and New Student Programs.

Selecting and Working with a Moderator

Behind most successful student organizations is an effective moderator. A moderator should have a strong belief in the organization, a desire to help students succeed, a willingness to share expertise, and a commitment to spend time with the group.

A moderator can help a group with goal-setting, finding new members, motivation, team-building, program planning, evaluation, problem-solving and group communication. They can provide guidance with the group's budget and maintaining financial records. A moderator can also serve as an excellent resource for contacts within the University and in the local community. An actively involved moderator's leadership can provide continuity for the club from year to year.

Selecting an Moderator

The first step an organization should take when selecting a moderator is to develop a specific set of criteria. The criteria should realistically represent the group's expectations. For example, the ideal moderator might have the following traits:

- A strong belief in the organization;
- The ability to serve as a role model;
- The desire to help students and a willingness to commit sufficient time;
- Familiarity with University rules and regulations;
- The ability to motivate others;
- Enthusiasm and a sense of humor;
- An interest in student's growth and development beyond the classroom;
- The ability to work with others.

All prospective moderators should receive the above list, or a list you come up with, and an explanation of the organization's history, purpose, programs, needs and expectations. This gives them the opportunity to study the organization and decide if they truly are interested in fulfilling the responsibilities and demands of the position.

Discuss what role a moderator could play in your organization with your club members. Be clear about what responsibilities the club expects of the moderator, so that the person you approach understands what their job would be. Club members should also discuss who they feel would be an effective moderator. Have more than one name on the list in case your No. 1 choice is unable to take the job.

If a club needs assistance in identifying an appropriate moderator, the Office of Campus Activities & New Student Programs is available to assist the organization.

Working with Moderators

As a student organization at Wheeling Jesuit University, it is the club's responsibility to utilize the moderator and always maintain open communication lines. The following list is a guideline for working with moderators:

- Notices for meetings should be given to the moderator. When a designated meeting time is set for the semester or the year, every attempt should be made to set a time that is convenient for the moderator.
- If executive meetings are established to determine agendas for meetings, the moderator should be invited to these meetings. If the moderator is unable to attend, they should be informed about what is discussed and requested to submit additional items.
- The officers of the organization should maintain a close relationship with the moderator and should provide opportunities for the moderator to meet as many members as possible.
- Organizations ARE REQUIRED to have their moderator sign off on all B-1 Forms (see Appendix D) and Check Vouchers (see Appendix E). You are also encouraged to invite the moderator to all events, as a way of keeping the moderator informed of activities sponsored by the organization. It is important to not only inform the moderator about what is happening, but also include them in the decision making process when proposing an event or activity.
- If situations arise that may cause problems for the organization or any member, the moderator should be informed immediately.
- Organizations should update the moderator with the financial condition of the organization.
- Organizations should recognize that a moderator should not be committed to any type of obligation unless they agree to the commitment.
- Minutes of meetings as well as other materials of the organization should be submitted to the moderator.
- An organization should be aware that the moderator is providing services without compensation. Although moderators do not expect special recognition, they like to know their services are appreciated!

The organization should be willing to discuss any dissatisfaction it may have with the moderator. In turn, the moderator should be free to discuss their concerns. If these concerns cannot be resolved, the Office of Campus Activities & New Student Programs can be asked to mediate.

Finding New Members

The most effective recruiting method is personal contact by club members. Have your members review the purpose of the organization and the benefits of membership, so they can talk comfortably with potential members. Discuss what it was that motivated current members to join. Ask each current member to try to bring one new member to the next meeting.

Another effective recruiting tool is "tabling" in the lobby located directly outside the Benedum Room. Be sure to participate in the annual Activity Fair sponsored by the Office of Campus Activities & New Student Programs, but also keep in mind that clubs can reserve tables for recruiting and promotional activities at anytime throughout the year. Recruitment is not just a beginning of the year effort!

Generally, people join clubs:

- to meet new people, to make friends and to have fun
- for an experience that will add to their resumé
- for opportunities to develop and use their skills and talents
- for a chance to serve others and make a difference.

If the club can effectively articulate how it addresses these needs, it will be more successful recruiting new members.

Motivating and Retaining Group Members

Things you can do to stimulate participation and improve involvement in your organization:

Leader, Know Thyself

Take time to assess your leadership characteristics, and know how they impact upon your organization. Is your "style" hindering your group? What behaviors could you change that might stimulate cooperation and commitment among your group members?

Delegate Responsibility

Don't fall into the old "it's easier to do it myself than explain it" syndrome. Allow others within your group to experience the good feelings that go along with successfully completing a given task. Grant responsibility and the authority to make decisions. Create a system of "accountability."

Know Your Mission and Purpose

You can't convince others that you have a worthwhile organization unless you're aware of what the group stands for. Take the time to review your constitution so that all members are aware of your goals as an organization. Group programs should be consistent with your stated mission and purpose.

Orient New Members

Take the time to help new members become a part of the group. Meet with them over lunch or coffee and talk about your organization with them. Find out why they were attracted and if they have any special skills or talents you should be aware of. Orientation is not simply "telling" about your organization, but acting in a manner that allows new members to become and stay a part of your organization.

Match the Person to the Job

Take advantage of the special skills and talents of your group members. Not only does this benefit your organization, but it gives individual group members an opportunity to "shine."

Involve Everyone

People have a tendency to support what they help create. The more input group members have into decisions, the more likely they are to participate in implementing them.

Recognize a Job Well Done

Nothing works quite as well as a "pat on the back" for a job well done. Please take a moment to reward good effort on the part of group members and recognize the work they put into the tasks given them. It will go a long way toward insuring their future cooperation.

Allow for Personal Growth and Development

Encourage and make room for those individuals who might be aspiring to a higher leadership position. Take the time to let them know that rather than feeling threatened by their interest, that it's nice to know that someone is interested in assuming a responsible position within the organization. After all, officers will graduate some day!

Make It Fun to Belong to the Organization

While belonging to any organization requires that group members assume certain responsibilities, the experience of being a member of an organization should, above all, be a pleasurable one. In addition to tuning into members' needs, be sure to include group social activities at least once a semester so that everyone has an opportunity to mingle, relax, and enjoy each others' company.

Use Meeting Times Effectively

Start on time and end on time. Always come to meetings prepared. Know what needs to be discussed and what needs to be accomplished. Be sure to print agendas for distribution. Well organized meetings are more effective meetings.

When Motivators Don't Work

Despite all the best efforts, sometimes club members don't get organized, or they can't fit all their activities into available time. Sometimes they simply lose interest in what they are doing. Allow the person to bow out of their responsibilities gracefully. If possible, find them a role that is more appealing or less time-consuming.

Roles of Organization Officers

Individuals willing to be considered for leadership roles should be aware of and committed to the time and energy required for the task.

Officers are sometimes "drafted" or coerced into taking on leadership responsibilities, but that is not the best method to create an effective organization. Be sure students are ready and willing to take on the task.

Here are the most common officers of clubs:

President

- General planning and leadership of the organization;
- Schedule meetings in conjunction with other officers;
- Set agendas for each meeting;
- Maintain communication with members and other student organizations;
- Promote involvement of all organization members;
- Enforce Constitution and By-laws of the organization;
- Work closely with the moderator to accomplish organizational goals within the framework of University policy;
- Calls and presides at all meetings;
- Reviews and approves all financial activity.

Vice President

- Maintains complete and up-to-date files in the Club Handbook binder;
- Perform the duties of President in their absence or inability to serve;
- Other duties as needed.

Treasurer

- Be responsible for the general supervision of the finances of the club;
- Be responsible for the preparation of a budget;
- Receive all payments due, collect dues, issue receipts;
- Be responsible for the prompt payment of all bills;
- Maintain up-to-date financial records in the Club Handbook binder;
- Give a financial report at each meeting;

Secretary

- Keep an up-to-date membership roster;
- Keep full minutes of all meetings and record all action taken by the club;
- Maintain a complete file which includes minutes, copies of all contracts, current correspondences;
- Be responsible for all official club correspondences.

Many clubs create other types of officer positions, either as a way to involve more members in leadership positions, or to spread the work load around. The following are some ideas that can be

additional officer positions in the club, or can be incorporated into the typical positions outlined above.

Social Chair

- Helps plan social activities for club members to get to know each other.

Recruitment

- Coordinates all efforts to recruit new members.

Fundraising

- Works closely with the Treasurer to help plan fundraising activities.

Role and Responsibility of the General Membership

- Attend all regular organization meetings
- Be actively involved in planning and implementing organizational goals
- Be aware of the University's policies as they pertain to the organization and the events it sponsors. The entire club will be held responsible for the behavior of other students attending the event.
- Take part in committees designated by the organization

As a first order of business, the club should decide on a process whereby the commitment and ability of potential officers to successfully carry out the above tasks can be considered seriously prior to election.

Contact the Office of Campus Activities & New Student Programs for assistance in clarifying club officer roles and for any training/educational needs.

Running Effective Meetings

When meetings are efficiently run, more is accomplished and members are happier and more willing to attend and participate. Meetings should give members a chance to discuss and evaluate goals and objectives, keep updated on current events and keep the group cohesive. Most of all, meetings allow groups to pull resources together for decision-making about programs, policies, etc. and to follow-up after the meeting.

There are three basic elements which are essential components of a good meeting:

Planning the Meeting

Take a few minutes several days before the meeting to think through and decide on the topics to discuss at the meeting. Only discuss things which pertain to the entire group. Don't waste other people's time by discussing something with a specific person. Do that before or after the meeting. Give some thought to the content of the meeting. It will save time during the meeting.

Organizing the Meeting

Establish an agenda. This is a valuable tool for several reasons. When you develop an agenda, do it at least two days prior to the meeting. As much as possible, involve the general membership and moderator when planning the agenda. Have members share their input either at the previous meeting, or they can email items a day or two before a meeting. This gives the membership an opportunity to help in the planning of the meeting. This will also eliminate any surprises of unknown topics for discussion and not waste time. An agenda forces the group to follow an orderly progression of topics.

Arrange the topics in order of time it will take to dispense with the topic. Start with the shortest amount of time and end with the greatest amount of time. By following this pattern you will be able to dispense with more topics in a shorter amount of time. If you anticipate a lengthy discussion, schedule it at the end of the agenda you will be able to prevent this topic from taking time from the meeting which is needed for the other topics. By having the lengthy topic at the end of the meeting you may be able to defer discussions to the next meeting.

Limit the meeting to a specified time period. Meetings should not last more than one hour. People tend to get bored and lose interest after more than one hour.

Take clear concise minutes (see minutes section below). Record all voting decisions, all motions, and deferred topics. This will serve as a permanent record and the minutes can be used for planning the next meeting. Keep copies of the minutes in the Club Handbook.

Running the Meeting

Start on time! If the group falls into a bad habit of starting a meeting late, the members will be more likely to arrive late on a regular basis. If a meeting starts on time every time people will make an effort to arrive on time.

Maintain a smooth flowing meeting. Don't let the meeting get out of control. Have the members raise their hand to be recognized. If a dialogue develops, keep the discussion on the topic.

Interrupt the proceedings if things are getting out of hand. Get things back on track!

The following are tips to consider and use in running a meeting effectively:

- A meeting room should always be set up before hand utilizing the proper number of chairs, with just enough and not too many.
- Chairs should be arranged in a semi-circle, facing the front, or in other random arrangement, but never in a classroom style.
- The architecture of seating is a critical one. Group interaction is necessary for a successful meeting to be held. The block style (classroom style) eliminates face to face discussions, separates the leaders from the decision making members, and strongly promotes cliques.
- Circular group seating provides easy verbal and non-verbal interaction. It also gives high informality. New members, or outsiders, are encouraged to become a part of the interaction occurring before them. The more disinterested and apathetic members generally tend to sit at the back, and therefore can remain aloof and unobtrusive. In a circular seating arrangement they are forced to become part of the action. Also, circular seating allows the leader freedom of movement.
- Keep your meetings short; a maximum of one hour. Members are more willing to attend if they know when the meeting will be over. So it's important to keep within the one hour time allotment.
- Make meetings FUN (snacks, icebreakers, guest speakers, videos, workshops, etc.). Encourage members to bring their lunches to lunchtime meetings.
- For general discussion and business, arrange the subject to be covered in a logical order of attack or by the amount of interest to the majority.
- If too many ideas are forthcoming on a singular subject the group may want to break into smaller sub-groups. The use of sub-groups, for whatever purpose, should result in a group composed of at least four people and not more than eight. These groupings should sit in a close circle.
- It may be desirable to stop discussion, take stock by review, and then return to the subject. To adjourn a meeting for a few minutes often is a valuable tool.
- Watch for signs of boredom or disinterest at all times. Be ready to close and conclude the issue at the first indication of such.
- Do not attempt to smooth over/resolve all differences. If the difference is basic, bring it out clearly and sharply.
- Get the group to strive for consensus. It is expected that all discussions will result in conclusion, and the better conclusions are consensus decisions.
- Watch closely and learn to read non-verbal communication.
- End the meeting on a high point. Summarize important decisions, make sure assignments are clear. Confirm and remind about the next meeting; review the process for offering agenda items.

Writing Effective Meeting Minutes

Minutes from a meeting are an official record of the business of the organization. Minutes give continuity to procedures, traditional activities, etc. and inform members who were not in attendance. They are also useful in following-up with assignments and decisions and are very helpful in planning the agendas for future meetings.

Minutes should include:

1. The name of your organization, committee, etc.
2. The type of meeting that is being held.
3. The date of the meeting.
4. The location of the meeting.
5. The name of the presiding officer and secretary (the latter at the end of the minutes, with signature above typed or printed name).
6. Notation of reading and previous minutes and how they were approved ("approved as read" or "approved as corrected").
7. All of the major motions (except those withdrawn) and points of order or appeals, whether sustained or lost and all other major decisions. Include the name of person making the motion.
8. The names of committee members and a statement of the committee assignment.
9. Names of members present in official policy groups. In most organizations, member attendance is kept in a separate section of the record book.
10. Adjournment. Mention date-time-place of the next meeting.

Ideas for writing minutes:

- Use full names not nicknames.
- Don't be embarrassed to ask for clarification if things are not understood.
- State whether or not the motion was carried. (The number of votes cast is not necessary unless it is required in your bylaws or a special situation arises.)
- Make any corrections in your minutes immediately before it is forgotten.
- Record what is done, not what is said. Summarize important discussions if knowing why a decision was reached is necessary to understand the decision.
- Some members may not be interested in minutes and do not make the effort to read them. This is true of "marginal" members, alumni members and honorary members especially. Newsletters offer an excellent alternative for keeping members informed and in a more interesting way. Here are some ideas:
 - Provide a calendar of upcoming events.
 - Name people who are doing important work for the organization.
 - Outline recent decisions that affect the organization, internally and externally.
 - New members can be identified.
 - Club projects can be promoted.
 - Club objectives can be sharpened.

Planning Events

Up and coming student leaders often receive their first test by producing and organizing an event. Keeping track of details, organizing and planning, following your schedule, making arrangements, recruiting volunteers, delegating responsibility, and following up on people takes some know-how and gumption.

Putting together an event can be quite a confidence booster, not to mention the fact that the event will hopefully make a whole bunch of people happy. Crowd pleasers need crowds, so beyond all the logistics try to make sure to get folks to show up. Unless pocket book and philanthropic spirits are running high, clubs also have to think about finances, too.

First of all ask your group:

- What goals do we want to achieve from this project - fun, attendance, money, publicity, group cohesiveness, or some combination of these?
- Do we have any money to pay the performer(s) and advertise the event or will we need to do fundraising beforehand?
- How many people will get involved and help; where and how?
- What kind of experience organizing events do our members have?
- Is an event the best way to achieve our goals?

If you still see encouraging signs after thinking about these things, then you are probably ready to decide on the type of event - dance, bake sale, performance, sports or social activity, lecture, concert, etc.

Here are some things to think about in planning an event:

- **Finances:** make sure that appropriate accounts are being used and specific authority is writing the checks (See Finance Guidelines Section of this Handbook).
- **Transportation:** an organization can make rental arrangements through the university by contacting the Transportation Coordinator (ext. 2166).
- **Facility Reservations:** facilities for campus events can be reserved through the organization's moderator by contacting the Office of Campus Activities & New Student Programs.
- **Security:** if security is needed, make arrangements by calling Security (ext. 2486)
- **Refreshments:** an organization must use University Food Services cater the event. Under the current food service contract, orders under \$250 do not have to be placed through University Food Services.
- **Promotions:** promotions can be done a number of ways, through flyers, campus-wide emails, electronic activities calendar, posters, or invitations. Organizations are encouraged to try new ways of advertisement in order to promote the event. All fliers posted on campus must comply with the regulations listed in the University Posting Policy. (see page 17).

After the event, it is encouraged that the items listed below are completed:

- **Evaluation:** an evaluation of the event is important to improving the same event or brainstorming similar activities. It is important to have key players in the event involved in the evaluation process so that they may express their likes, dislikes, concerns, and suggestions for the event.
- **Gratitude:** be sure to thank all those involved in the planning and implementation of the event. If a guest speaker is involved in the activity and/or a company/individual donated goods or services, be sure that this person receives a personal thank you letter.
- **Budget Report:** it is important that precise budget reports are recorded in order to know what monies went where. A detailed budget reports can also prove quite favorable in the allocation process.

For more assistance with planning events, please contact the Office of Campus Activities & New Student Programs.

Organization Policies and Procedures

General Policies and Procedures

1. Students are free to belong to or form organizations to promote and develop social and intellectual discussion, reflection, and activity. All such organizations must be officially recognized by the University and must meet and abide by the standards set through the recognition process.
2. Organizations, which seek to use the University's name, facilities, or resources, must register with Student Government and the Director of Campus Activities and New Student Programs.
3. Organizations must maintain ten active members in order to obtain and retain official recognition.
4. All officially, recognized organizations must have a faculty or staff moderator.
5. Each year organizations must renew their charter by submitting an "Organization Renewal Form"; attend club officer training during on the first Thursday of Fall classes; and have their moderator attend the moderator session during faculty week. Failure to renew charter will result in an organization being placed on probation, which will not permit the use of facilities or the spending of allocated funds.
6. Any organization that is inactive for more than two years will be expected to repeat the organization recognition process.
7. In order to receive allocated funds, each organization is **required** to participate in at least one meaningful service project each semester. This project must include at least half of the organization's members.
8. In addition, to be allocated funds by Student Government, organizations must submit a completed Allocation Form (See Appendix K), which will be distributed to the organizations in February each year, by the Student Government Secretary/Treasurer.
9. Organizations are required to submit Monthly Organization Reports (See Appendix F).
10. Organizations are highly encouraged to schedule monthly (or as needed) appointments with the Vice President of Student Government in order to stay informed with new policies and opportunities.
11. An organization is deemed inactive if membership, financial, activity, or service guidelines have not been met. In addition, if an organization has not submitted a reviewed organization constitution, renewal form, or submitted allocation forms in a two-year span, the organization will be considered inactive and must reapply for recognition in order to be recognized again.
12. Any registered organization is free to use university facilities and resources, as long as appropriate scheduling and requesting procedures are observed.
13. Organizations must meet University standards and guidelines and must adhere to regulations set forth in both this handbook and the Student Handbook. Organizations are, therefore, responsible for all their sponsored events, activities, and membership.
14. All organizations must abide by all local, state, and federal laws.

Service Projects

There are many benefits to organizations participating in service projects. Service projects not only help the community, but they can also provide an opportune time for team building and reflection, building contacts, unique opportunities, and applying Wheeling Jesuit's mission of "service with and among others."

As stated in the General Policies, all recognized University organizations MUST complete at least one (1) meaningful service project each semester, in which at least 50% of the organization's membership participates.

If an organization needs assistance finding a meaningful service project, please contact the Service for Social Action Center (SSAC), located on the Acker Science Center Bridge. In addition, Appendix G of this handbook provides an article by Father Paul Stark, SJ that looks at service with a twist, as well as the forms needed for SSAC to assist an organization in finding a meaningful service project.

Failure to complete a service project will result in the organization being placed on probation, which will not permit the use of facilities or the spending of allocated funds.

Student Government requires the completion of the *Service Project Registration Form* before the project is completed and the *Service Project Evaluation Form*. Both forms are available in Appendix H.

Before organizing your next service project, consider a few questions:

1. Will students be excited about this project? Does this service project lie within the vision and passion of our organization?
2. Does this project offer opportunities for at least half of our organization to participate? Does it provide opportunity for leadership development, sharing with and among organization members and community members, and learning experiences?
3. Has proper time been set aside for planning, reflection, and evaluation?
4. Will the service be challenging, meaningful, and necessary?
5. Is this project within the organization's capabilities, in regards to time, money, people, and experience? Do special needs have to be arranged before beginning the project, such as training, transportation, or paperwork?
6. Does this project allow for the organization to pull volunteers from the rest of the campus community (highly encouraged!)? Could the organization possibly combine with another organization in order to participate in the project?
7. Finally, is the service project safe? Have all necessary precautions been taken?

Use of Service Van

Section I: Use of the vans

Service vans are available to recognized organizations at Wheeling Jesuit University for the purpose of service projects and/or spirituality development. These types of trips will have first priority in scheduling vans.

Section II: Definitions

- A Certified driver is a driver who successfully completes the registration process.
- For the purpose of this policy a staff member is considered any full or part time Faculty, Administrator, and/or Staff. This will also include all Graduate Assistants and Area Coordinators.
- All staff members are encouraged to become the certified driver for their organization; however, this may be impossible, therefore some students are also eligible to become drivers (see section III).
- All staff members who wish to drive must also complete the certification process.

Section III: Eligibility of Certification

- Any staff member over the age of 21.
- For short trips (20 mile radius) drivers must be:
 - At least 19 years old
 - Classified as at least a junior (60 or more credits)
- For long trips (Outside the 20 mile radius) drivers must be:
 - At least 21 years old
 - Classified as at least a junior (60 or more credits)
 - Have a university staff member/moderator with them

Section IV: Certification Process

- Drivers must complete a certification process, which consists of three parts:
 - Reading a safe van driving pamphlet
 - Signing a statement that the pamphlet was read and understood
 - Signing a driving record verification form stating that they do not have any violations
- Drivers must be recertified each year.
- Once certified, all names will be sent to Financial Administration in order for the driver to be placed on the insurance policy.

Section V: Charges

- There will be no charges for the use of the vans when the vans are exclusively used for service and/or spiritual retreats. However, each group will be responsible for refilling the gas tank and cleaning out the van upon return.
- There will be a \$50 per day charge for all uses of the vans other than service projects and/or spirituality retreats. This charge is in addition to refueling and cleaning out the van.
- If the van is returned without fuel, the organization will be charged an additional \$1 per gallon of current fuel prices.
- If the van is returned not cleaned out, the organization will be assessed a \$15 cleanout fee.

Section VI: Other Important Information

- Due to the risk of vehicle roll over, all of the service vans have been modified to only seat 10 individuals.
- Vehicle violations will result in termination of driving privileges.
- It is recommended that you begin this process at least two weeks prior to the date you need to use the service van to prevent any problems.
- To begin the certification process, go to the Office of Student Life to obtain the Verification Form, review the pamphlet, and schedule the use of the vans.

University Posting Policy

Wheeling Jesuit University offers posting areas throughout campus and in most buildings to promote events and programs of recognized student organizations, university departments, and academic units. The purpose of this policy is to provide guidelines and procedures so that groups and organizations can post materials and to outline the approval process for posting materials on campus.

1. All recognized student organizations, university departments, academic units, faculty, staff, and students can post on campus.
2. All signs that are posted on campus must be stamped in the Office of Student Development, Swint 201. The office will only stamp the original **BEFORE** copies are made.
3. There is a limit of 15 signs per event in order to provide ample posting space for all organizations on campus. This limit does not include signs hung in residential facilities.
4. All flyers will be posted for a maximum of 14 days and then be removed, unless other arrangements have been made with the Director of Campus Activities & New Student Programs.
5. No advertisements for credit cards or other credit applications are permitted on campus.
6. Do not post signs on windows, doors, elevator doors, or vehicles. Any sign posted in these areas will be removed.
7. Only masking tape is permitted when posting signs on painted walls. Staples, nails, tacks, clear tape, double-sided tape, or any other adhesive **may not** be used on painted walls.
8. All advertisements from outside vendors must receive authorization from the Director of Campus Activities & New Student Programs or his/her designee during regular business hours of 8:30 am – 5:00 pm.
9. Any flier advertising the use of alcohol must be approved by the Director of Campus Activities & New Student Programs, or his/her designee, during regular business hours of 8:30 am – 5:00 pm, and after consultation with the Coordinator for Counseling Services or his/her designee.
10. Signs posted inside residential facilities will be monitored by Residence Life staff and must comply with current Housing and Residence Life policies.
11. All signs posted on University property without the approved stamp will be removed immediately.

University Statement

Neither the contents of this policy nor the receipt of an approval stamp for posting should in any way be understood as endorsement of support by Wheeling Jesuit University of the materials being posted or the actual function(s) being advertised. In the interest of public safety, exceptions to this policy may be made by the Office of Campus Activities & New Student Programs in coordination with the Dean for Student Development.

Organization Finance Guidelines

Organizations officially recognized by the Student Government Association and have received allocated funds will have an account through the Business Office. The funds allocated by Student Government will automatically become deposited in the designated account once all yearly renewal steps are completed (see section II:F). Funds raised or dues collected can also be placed in this account.

I. PROCEDURES

- a. All clubs have one line item in their budget. 50-_____-57260-01 is the only account number that can be used when spending and/or money.
- b. Spending **must** be approved **prior** to spending any allocated money.
- c. Form WJU B-1 (See Appendix D) must be completed and submitted to Student Government Secretary/Treasurer at least 1 week prior to when the funds are needed. Student Government will submit the B-1 to the business office after retrieving other signatures.
- d. Once the organization receives the B-1 form back from the Business Office, you are able to spend the amount of money specified on the B-1 for your club supplies and/or activities.
- e. The Business Office **does not** cut checks in advance for organizations on campus. Therefore, it is suggested that an officer and/or moderator uses his/her own money for the project, **keeps all receipts**, and then is reimbursed for the money spent.
- f. A Check Voucher (See Appendix E) must be completed for each check that needs to be cut. This check voucher must be completed in its entirety including name, address, and Social Security Number.
- g. Checks that must be paid upon delivery of goods and/or services must have the vendor's name on both the B-1 and the Check Voucher. Make sure you allow extra time in order to receive your check.
- h. Check vouchers submitted to the business office by noon on Tuesday will provide the organization with a reimbursement check on that Friday.

II. GENERAL POLICIES

- a. NO FUNDS SHALL BE DISBURSED FROM THE ORGANIZATION'S ACCOUNT WITHOUT PRIOR APPROVAL OF THE STUDENT GOVERNMENT TREASURER, DIRECTOR OF CAMPUS ACTIVITIES & NEW STUDENT PROGRAMS, AND VICE PRESIDENT FOR BUSINESS & FINANCE THROUGH THE UNIVERSITY B-1 PROCESS EXPLAINED ABOVE.
- b. Organizations are strongly encouraged to raise funds through fundraisers that are sanctioned by the university through the Student Government Secretary/Treasurer. Organizations may not use student government allocated funds to raise additional monies. See Fundraising Section, on page 22, of this handbook for more information.
- c. Organizations may charge an admission fee, etc. to generate additional monies for usage to off set the cost of the event/activity. All money must be deposited into the organization's account on the next business day following the event/activity.
- d. No organization is authorized to have an off campus account.
- e. Organizations that make a purchase without prior approval should understand that they will not be reimbursed. Student Government will not pay for expenditures without proper authorization.
- f. Student Government allocated funds will not be disbursed to any organization until the following three items are completed:
 - i. the Moderator attends the Moderator session during Faculty Week
 - ii. a representative attends the club officer training on the first Thursday of Fall classes.
 - iii. Student Government receives the club renewal form with updated/current information.
- g. All new organizations formed throughout the academic year, must arrange a meeting with the Student Government Vice-President and/or Secretary/Treasurer within two weeks of organization approval, in order to receive full university recognition.
- h. For all organizational expenditures, a student officer and the moderator must sign off on all forms submitted for approval. The forms must verify that the expenditures are for official organizational use.
- i. All funds in the club accounts that were allocated by Student Government will be swept back into the Student Government General Fund on the 15th of April each year. All B-1 forms must be submitted to Student Government by April 1st of each year in order to prevent the funds from being swept.
- j. All campus organizations that receive funds from Student Government are required to use the official Student Government Logo for any tangibly produced items in which allocated funds are used. This, for example, includes but is not limited to the

following: signs and other advertisements, uniforms and all clothing, programs and pamphlets, any printed material on public display, etc. No exceptions will be made without the expressed consent of the Student Government President and/or Treasurer. This Logo is available on the Student Government Website.

III. PROHIBITED EXPENDITURES

- a. In general, any item or service purchased with allocated student government funds that benefits an individual directly or is not retained by the University for the benefit of other students is prohibited including but not limited to:
 - i. Fundraising and/or Donations;
 - ii. Prize Monies/Scholarships;
 - iii. Any type of Alcoholic Beverage or Tobacco;
 - iv. Clothing, except for uniforms, awards, or promotional items approved by the Student Government Treasurer;
 - v. Expenditures in support of or against a candidate seeking any elected/appointed office;
 - vi. Expenditures for activities/events that are not within the mission and/or values of the university;
 - vii. To supplement a department budget;
 - viii. Rental of or expenditures towards hosted events held in private residences without expressed approval of the Student Government Treasurer **and** the Director of Campus Activities and New Student Programs

IV. VIOLATIONS

- a. Overspending of club accounts is strictly prohibited. Overspending will result in a decrease in the following year's allocation equal to, but not limited to, the amount overspent.
- b. Failure to comply with these provisions may result in action by the Student Government Treasurer to prevent further expenditures of the offending organization's fund.
- c. The Student Government President, Secretary/Treasurer, And/or the Director of Campus Activities and New Student Programs have the power to put a hold on the funds of an organization to prevent an organization from spending over their budgeted amount.
- d. Organizations are responsible for reimbursing Student Government for any amount overspent. The organization's university account will be frozen until the deficit has been recovered.
- e. Student Government Association reserves the right to use an organization's fundraised funds to correct and allocation deficit.

- f. Organizations who use allocated funds for improper purposes as determined by the Student Government Executive Board, Student Senate, and/or the Director for Campus Activities and New Student Programs will have their account frozen until the matter is resolved.

V. TRAVEL

- a. Organizations must adhere to the university travel policy when attending a conference, meeting, or a seminar as an official university representative. This policy is located in the faculty, administrative, and staff handbook.
- b. Organizations should give preference to students who are continuing members of the organizations when selecting representatives to attend conferences, meetings, seminars, etc.
- c. Student Government funds should not be the only funding source for students to attend conferences (ie. Students should pay for either meals or travel).
- d. No reservations pertaining to any conference, meeting, or seminar should be made without going through the approval process for the disbursement of funds.
- e. All travel should be made in consultation with the Office of Student Life.
- f. Organization's moderator and/or other university staff member must attend the trip in its entirety.

VI. CONTRACTS

- a. No contracts (written or verbal) can be entered into until approval is obtained from the university through the B-1 process.
- b. The Vice President for Business & Finance as final authority is approving all contractual agreements.
- c. Moderators should forward the contract and approved B1 to the Vice President for Business & Finance.
- d. The university is not liable for any contract entered without the expressed approval of the university via this procedure.

Fundraising

As mentioned in the Finance Guidelines, organizations are strongly encouraged to raise funds through fundraisers that are sanctioned by the University through the Student Government Secretary/Treasurer.

In order to hold an officially recognized fundraiser, the following steps must be completed.

1. Complete the top half of the *Fundraiser Approval/Requisition Form* (see Appendix I).
2. Turn the completed form into the Student Government Secretary/Treasurer for approval. Approval must be received before any fundraising occurs.
3. After the fundraiser is completed, complete the bottom half of the *Fundraiser Approval/Requisition Form* and return to the Student Government Secretary/Treasurer.
4. All money raised MUST be deposited into the club account immediately following the fundraiser.
5. Secretary/Treasurer will contact the organization with the total amount of money raised after evaluating the forms that are submitted.
6. All fundraised funds WILL NOT be swept from the club account at the end of the year. However, if this procedure is not followed there is no guarantee that the money will not be swept into the general Student Government account at the end of the academic year.

The Secretary/Treasurer is available at X-2243 or via email at stgov@ignatius.wju.edu.

Student Senate Fund Request

Each year Student Senate is allocated a discretionary fund by the Executive Board, to distribute to recognized organizations for programming, throughout the academic year. A formal request must be filled out using the *Senate Fund Request Form* (see Appendix J).

Along with filling out this request, officers from the organization, along with the moderator should attend the Student Senate meeting when the proposal is being reviewed. This is so the Student Senators can ask questions concerning the funds request form. Make sure to include contact information.

If the request for funds is granted, a letter following the event is required. This letter should state the goals accomplished and the success of the event. The Student Senate should receive this letter no later than one week after the event takes place. Failure to submit this later could jeopardize future requests to Student Senate for funds.

If money allocated from the Student Senate was not used, the money **MUST** be transferred back into the Student Senate account. This is accomplished by meeting with the Student Government Secretary/Treasurer.

The money that is granted for an organization can only be used for the specified event and/or items stated in the *Funds Request Form*. Based upon the discretion of Senate, any funds used for events or items not listed in the *Funds Request Form* could be deducted from the organization's account and/or future allocations.

In being granted the money from Student Senate the organization must follow all Student Government Finance Guidelines found in this handbook.

The request for funds must be placed three (3) weeks prior to the event. This ensures all the proper procedures for transfer can take place prior to the event. No funds will be distributed for events that occur prior to the submission of the request.

Allocation of Funds

Student Government allocates funds each spring to officially recognized organizations that have fulfilled all of the requirements for the allocation process. Funds are allocated by a committee, which is composed of:

Voting Members

- Student Government Secretary/Treasurer (Chairperson, only votes in case of tie)
- Student Government Vice President
- Student Government Social Affairs Representative
- Two Student Senate Finance Committee members
- Two members at large selected by the Executive Board

Advisory Members (do not have a vote)

- Director of Campus Activities and New Student Programs
- Dean for Student Development
- Student Government Moderator
- Student Senate Moderator
- Current members of Student Government

In order to receive allocated funds from Student Government, an organization must have:

- Participated in at least one (1) meaningful service project per semester, in which at least one half the organization's members participated.
- Submitted "Monthly Reports" (or scheduled meetings) to Student Government on a regular basis.
- Completed and submitted a *Budget Form for Organization Allocation* (See sample in Appendix L) in the spring semester. The Student Government Executive Board Secretary/Treasurer will send out this form to all organizations by the end of February.

Once an organization has completed the requirements, they will be considered for Student Government Allocation. Organizations formed and approved in the current academic year will not receive more than five hundred dollars (\$500). In addition, any organization approved by Student Government after the completion of the allocations process will not receive funding from the allocations committee for an additional year.

The allocation committee tends to smile upon those organizations that have gone "above and beyond" the expectations of an organization. Organizations that participated in "meaningful" service, hosted campus-wide activities, submitted forms in a timely fashion, conducted fundraisers, and were actively involved with their members and the campus community are usually granted the requested funds within the means of the total allocations budget.

The Student Government Constitution dictates the allocation to some of the student organizations. These organizations receive the same percentage of the total allocation amount each year, but must complete the same guidelines set forth in this handbook in order to receive their allocation. These organizations include:

- Each class (Freshmen, Sophomores, Juniors, and Seniors) 0.5% each
- Student Senate 10%
- Theater Guild 20%
- Campus Activity Board 45%

The remainder of the total allocation amount is then distributed to other organizations based on the criteria set forth above. The Allocations Committee will use a rubric (see Appendix K) to score organizations on their community involvement and fundraising activities.

If for some reason, an organization is in need of funds (this especially applies to new organizations who have not received allocations), please feel free to approach the Student Senate and/or the Student Government Executive Board for either monetary assistance or some other form of support!

Moderator Resources

Defining a Moderator

All registered student organizations at Wheeling Jesuit University are required to have a moderator that is a full-time member of the faculty, staff, or administration. Moderators may advise more than one group.

The moderator is one who provides ideas, shares insight, offers a different perspective, and counsels, among other things.

Faculty moderators provide three main functions:

1. To help with the growth and development of students.
2. To provide continuity to an organization through each new cycle of students.
3. To assist in the area of program content and purpose.

Responsibilities to the Student Organization

1. **The moderator should assist the group in developing realistic goals for the academic year.** This will contribute to the educational and personal development of the students involved. The moderator must take an active role, rendering advice and counsel as circumstances dictate.
2. **The moderator should be aware of all plans and activities of the group and inform the group of institutional policies that may affect these plans.** The moderator should see that the group and its officers know where policies are listed, what the policies are, why they exist, and the channels to be followed for changes, revisions, or exceptions to policies. Many of the policies are listed in the Student Organization Handbook while campus policies can be found in the Student Handbook issued from the Division of Student Development and on the campus web site at <http://www.wju.edu/studentlife/handbook/default.asp>. Questions concerning the interpretation or application of policies and regulations pertaining to student organizations can be answered by the Office of Student Life (ext. 2257) or by e-mailing events@wju.edu.
3. **The moderator should discourage dominance of the group by any one individual and should encourage quieter students to take initiative.** Eager students are often easiest to work with at first since they appear to show a margin of enthusiasm. However, not all students have reached the capacity to be vocal, but offer excellent insights that would benefit a group. The moderator can provide a balance for student opinions.
4. **The moderator may need to refer a student to counseling.** Due to the nature of contact that a moderator has with student leaders, they are in a position to observe behavior, emotions, and actions from a student that is not typical for that person. Faculty has traditionally been in a position to show a sympathetic interest in students. Faculty may on occasion find themselves in the position of providing support to the

personal problems of students. While this has been a traditional function of the college professor and is still a strong trend in higher education, it is recognized that students are bringing increasingly greater personal needs that are often best served through individual consultation and referral to the student counseling services provided by the University.

5. **The moderator should provide continuity within the group and should be familiar with the group's history and constitution.** Membership turnover in student organizations is high and often the only link with the immediate past is the moderator. The moderator can steer group members clear of mistakes and help them avoid the proverbial "reinventing the wheel." The moderator can assist new officers to build upon history and to develop long term plans for the organization.
6. **The moderator should offer ideas for projects and events.** The moderator will best serve their students by providing a framework for students to exercise initiative, judgment, and an appropriate amount of autonomy in self-directed social, educational, recreational, cultural, and spiritual activities. The moderator should not dominate the planning process, but can consult to ensure that the organization understands the complexity of various programs and initiative. Moderators should consult Campus Activities and New Student Programs concerning issues that might present risk management concerns to the University.
7. **The moderator should assist the group in evaluation.** Evaluation should take place after each event and meeting as well as a complete evaluation at the end of the academic year prior to budget appropriations. The moderator must be willing to give constructive criticism when necessary and acknowledgement of exceptional work.

Responsibilities to Individual Group Members

1. **The moderator should help students find a balance between their academic and their co-curricular activities.** Student leaders tend to be in multiple positions of leadership which often leads to poor time management. The moderator has a unique opportunity to remind students of their academic obligations and personal needs.
2. **The moderator can encourage participation from all members in the planning of events.** Some students fade into the background if not effectively encouraged. Participation in a student organization can be an excellent training ground for students to develop interpersonal and/or leadership skills.
3. **The moderator should encourage students to accept responsibility for specific roles within the group.** The moderator should help them realize the importance of these roles and the responsibilities that accompany positions of leadership.

Responsibilities to the University

- 1. The moderator serves in an advisory role and should direct the activities of the organization.** Although the moderator's primary role is not regulatory or disciplinary, the advisor has a responsibility to both the institution and the organization to keep their best interests in mind. The moderator will need to advise and update the organization on institutional policies and any changes that may take place to avoid any infractions by the organization. The moderator may find it helpful to work with the organization's officers to establish and maintain internal group standards and regulations for conduct.
- 2. The moderator will ensure that the financial transactions of the organization comply with suitable accounting standards, federal, state, and local laws.**
- 3. The moderator will advise the Office of Student Life of any situation that might place the university in litigation.**

Getting Your Student Organization to Understand Their Responsibilities to the Moderator

The organization-moderator relationship is not a one-way street, with the moderator doing all the giving and the organization doing all of the taking. The organization and its leadership maintain definite responsibilities to its moderator. Some tips to establish parameters with the organization are:

- 1. Establish a clear understanding between yourself and the organization as to the moderator's role and function.** Set up a time to discuss this at length with the leadership. Discuss the purpose of the group and its needs. Determine what you have to offer as the moderator and agree on the nature of the relationship. The relationship should be periodically reviewed and revised when deemed necessary to better facilitate the relationship.
- 2. It is the responsibility of the organization to communicate its needs to the moderator.** Advisors should be willing to be involved with the organization, but they should not intrude and “force the hand” of the group unless there is a possibility of injury or harm to the individual or the institution.
- 3. Establish lines of communication.** Determine the best line of communication (e-mail, campus mail, or face-to-face) between parties. Advise the organization what information you, as the moderator, would like to receive on a regular basis (e.g., meeting notices, minutes, or event announcements) and check that it is being sent.
- 4. IT'S OK TO SAY “NO.”** You have responsibilities such as a family, relationship, job, and financial concerns that do not always permit giving undivided attention to the organization. Organizations can extend an invitation, but should not be offended if the advisor must say “no thanks.” **AS A REMINDER, any off campus trip by a student organization MUST have the company of its moderator or other university designated official.**
- 5. The moderator should express what talents they can offer.** As moderator, you serve as a resource person with a wealth of expertise. It is important to offer opinions, advice, and creative ideas.
- 6. The moderator is an integral part of the organization but not a member.** Your role as the moderator is to coach and guide the organization in its function, not to perform tasks for the group.

How the Moderator Can Assist the Organization

In addition to the above listed roles and responsibilities, a moderator can assist an organization in many ways:

1. **Continuity:** the moderator can assist in establishing continuity for the organization by providing past history and tradition. The moderator is able to maintain records over the long term, maintaining professional relationship with various university officials and outside contacts.
2. **Growth:** the moderator is able to assist in the growth and effectiveness of an organization. Providing assistance and training opportunities by providing instruction on techniques of good leadership, time management, organizational development, ethics, responsibility, goal setting, and various other leadership and management concerns that affect the function of an organization.
3. **Programming:** the moderator is in the position to question the educational rationale for the organization's existence and guiding its leadership towards activities that will develop intellectual, spiritual and social growth.
4. **Networking Opportunities:** the moderator can be a conduit for the membership with different people in their field of interest. Such opportunities to network might include identifying guest speakers, site visits, and attending professional development conferences in their area of interest.

Moderating Styles

Not all students are the same. Neither are all student groups, nor all moderators. Hence, the best moderators assess the developmental level of the organization, and adjust accordingly. Individual students are at one of several levels of development in an organization. Kathleen E. Allen (1981, May),¹ states these stages include: Infancy, Adolescence, Young Adulthood, and Maturity. Not to be confused with actual age, these stages represent a continuum along which students develop.

- **Infancy:** students exhibit a low level of commitment, a lack of knowledge, and limited responsibility for their actions.
- **Adolescence:** students increase their programming skills, their interest, commitment, and sense of responsibility to the organization.
- **Young Adulthood:** students become competent, and continue to increase in the areas of commitment and taking responsibility.
- **Maturity:** students now show a high degree of competency in many areas, and demonstrate a commitment to the group that extends into taking responsibility for their own actions as well as the group's actions.

¹ Allen, K. E. (1981, May). Choosing the Effective Advising Style. *Programming*, 1-3

Successful moderators will match their style with the level of the students in the organization.

- **Director:** has a high concern for the end result is not very concerned about the process. This matches with students in the Infancy stage.
- **Teacher/Director:** exhibits a high concern for both product and process. Correlates with students in Adolescence stage.
- **Advisor/Teacher:** concern for product is of low concern because students handle this when in the young adulthood stage; high concern for process. Correlates with students in Young Adulthood stage.
- **Consultant:** product concern and process concern both low because students assume responsibility in both areas. Students at this point are in the Maturity stage.

Moderator Tips

The following is adapted from the Faculty Advisor's Manual at the University of Florida, Office of Student Activities, 2000-2001.

Every student organization will differ and may require a different approach by the moderator. The following information might provide some assistance.

1. When assuming the role as moderator, clear expectations concerning the role of the moderator and the role of the organization must be agreed upon.
2. Review the constitution of the organization. Become familiar with the members of the organization. Attend events, maintaining a balance with your personal life. The organization should be familiar with who you are and what role you will be playing.
3. Assist in the establishment of responsibilities for each office and member.
4. Develop a strong working relationship with the president or chairperson and other key officers. These students will be your main contact. This will be an excellent opportunity to serve in a mentoring role and if done affectively, will give the organization more autonomy.
5. The moderator should address concerns with an officer's performance in a one-on-one setting. Moderators are advised, not restricted, to avoid one-on-one meetings in off-campus locations for the protection of the moderator.
6. Maintain a sense of humor. Students will not get it right. This is a learning experience. If they knew it all, we would be out of jobs.
7. Be straight forward in your communication. Students should trust that you are dealing with them honestly.
8. You have the power of persuasion. Be careful to use this judiciously. It is not your role to make sure that every endeavor is a success. The success for the student may be working through a failed attempt in a particular endeavor.

9. Help students to see alternatives and provide an objective perspective.
10. Praise in public, criticize in private.
11. Seek a balance between the naysayer and the laissez-faire friend. Student must know that you are supportive of them, and that you will also hold them accountable for their actions.

Eleven Skills for Moderators to Teach

As a moderator you are a role model, mentor, and teacher for the group. In your role as a teacher you should help the students develop certain skills that will help make the organization more effective and that they can use in the future. Kathleen Allen, in the December, 1979 issue of *Programming Magazine*, outlined eleven skills that she recommends are taught to students through consistent, planned advising. Divided into the categories of accomplishing tasks, improving relationships, and self-improvement, her outline provides a clear, comprehensive “lesson plan” for moderators to utilize in their efforts toward student still development.

Skills for Accomplishing Tasks

1. **Problem Solving:** the ability to solve problems creatively. The process includes these components: identify the real problem, assess all components of the problem, weigh what is relevant, pursue alternatives, and identify a solution. Example: developing a policy.
2. **Planning and Organization:** the ability to set goals and coordinate a variety of human and material resources to accomplish these goals. Example: producing a specific event.
3. **Delegating:** the ability to identify or develop a task, and then share the responsibility, authority, resources, and information needed to accomplish it. Example: committee leader assigning a member a task.
4. **Decision-making:** the ability to evaluate existing information and to be willing and confident enough to make a choice of what should be done. Example: choosing a speaker for a lecture.
5. **Financial Management:** the ability to plan, develop, and implement a budget, including cost and expense estimates, budget implementation, and budget evaluation. Example: implementing a budget for each event.

Skills for Improving Relationships

6. **Persuasion:** the ability to identify our own opinions and use both logic and communication to change the opinions of others. Example: choosing between two programs.

7. **Relationship-building:** the process of creating, developing, and maintaining connections between groups or individuals. Example: scheduling frequent casual meetings with organization members.
8. **Adaptability:** the ability to cope with a variety of situations and types of individuals. Example: working with people with different cultural backgrounds or values.

Skills for Self-Improvement

9. **Stress Tolerance:** the ability to cope with taxing situations, while getting the job done and having a satisfying life. Example: performing leadership responsibilities while anxious about a personal relationship.
10. **Initiative:** the ability to take responsibility for originating new projects, the ability to think and act without being urged, and the ability to develop new ideas or methods. Example: initiating a recruitment campaign for new members.
11. **Risk-taking:** the willingness to try something new or make a decision without the assurance of success or improvement. Example: planning a program that has not been attempted before.

Twenty Tips for Moderators to Increase Group Productivity

Adapted from M. J. Michal

1. Know what the students expect of you as a moderator.
2. Let the group and individual members know what you expect from 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 success in the first project undertaken, and then increase responsibility.
5. Have the goals and objectives of the group firmly in mind. Know the purposes of the group and know what things need to be accomplished to meet the goals.
6. Assist each member in meeting his or her needs while helping the group achieve its goals. Understand why people become involved. Learn strengths and emphasize on them. Help people grow and learn through their involvement by providing opportunities.
7. Know and understand the students with whom you are working. Different groups require different approaches.
8. Assist the group in determining the needs of the people in which the group is serving.
9. Express a sincere interest in each member. Encourage everyone to be responsible.
10. Assist the members in understanding the group's dynamics and human interaction. Recognize that at times the process is more important than the content.
11. Realize the importance of the peer group and its effect on each member's participation or lack thereof. Communicate that each individual's efforts are needed and appreciated.
12. Assist the group in developing a system by which they can evaluate their progress. Balance task orientation with social needs of the members.
13. Use a reward and recognition system for work well done.
14. Develop a style that balances active and passive group membership.
15. Be aware of the various roles you will have: clarifier, consultant, counselor, educator, facilitator, friend, information source, mentor, and role model.

16. Do not allow yourself to be placed in the position of the chairperson.
17. Be aware of the institutional power structure—both formal and informal. Discuss institutional developments and policies with members.
18. Provide continuity for the group from semester to semester.
19. Challenge the group to grow and develop. Encourage independent thinking and decision-making.
20. Be creative and innovative. Keep a sense of humor!