

Lead
Serve
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The Center for Student
Leadership & Involvement

CENTER FOR STUDENT LEADERSHIP & INVOLVEMENT

REGISTERED STUDENT ORGANIZATION

Advisor Guide

2005-2006

ITHACA

On behalf of the Center for Student Leadership & Involvement

I would like to thank you

for the time and energy you devote to

registered student organizations at Ithaca College.

Your efforts provide opportunities for Ithaca College students

To develop and enhance the leadership skills

necessary to lead well rounded and engaged lives.

Your involvement as an advisor makes a difference on this campus.

Karen English

Assistant Director

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I. CENTER FOR STUDENT LEADERSHIP & INVOLVEMENT VISION AND MISSION STATEMENTS

Vision

Our vision is to be the model of excellence for comprehensive co-curricular defining experiences which serve as the catalyst to inspire every student to discover their potential as valuable members of a community.

Mission

The Center for Student Leadership & Involvement is dedicated to cultivating citizens of character and integrity by offering purposeful opportunities and resources that complement the academic experience. By participating in programs and services students are challenged to explore their leadership potential through student centered programming, services and experiential opportunity.

II. INTRODUCTION

Student organizations are a valuable part of a student's college experience. All registered student organizations at Ithaca College are required to have an advisor who is a full time member of the Ithaca College faculty, staff, or administration. Advisors serve to guide and mentor student members through the process of effectively operating a registered student organization. In addition, advisors are resources for both individual and group related issues. They share knowledge about the organization's history and traditions, as well as Ithaca College policies and guidelines.

There have been as many as 170 registered student organizations at Ithaca College serving interest in the following areas:

Academic	Performance	Sport Clubs
Cultural	Service Related	
Greek Organizations	Special interest	

While they all share much in common, every organization is unique and each academic year brings new members, new rewards, and new challenges. Due to the nature of some organizations, such as sport clubs, additional liability risks may be present which require more attention.

All registered student organizations are listed on the Center for Student Leadership & Involvement web page. This site has valuable information on student organizations, leadership development, community service as well as the [Student Organization Handbook](#) - a resource for all organizations. This Advisor's Guide is designed to provide key information regarding policies and procedures for the operation of a registered student organization as well as other information which may assist an advisor in their role.

III. WHY ADVISE?

The experiential learning possibilities of co-curricular activities represent a rich educational resource. Advisors to registered student organizations are a valuable component in the group's development as a result of their presence and influence within the organizational structure. Meaningful and engaged advising can enhance co-curricular activities and transform random non-purposeful programs into meaningful experiences with defined educational goals and outcomes augmenting the students' growth and development. Potential reasons to become involved with student organizations in the role of advisor are:

- The opportunity to learn from students and to be more in tune with what is going on in the mind of a college student.
- The ability to help students implement what has been learned in the classroom and apply it in their co-curricular activities.
- The satisfaction and rewards in observing the student and their organization develop, grow, build character, integrity, trust, and dependability while they discover who they are and truly begin to find their voice.
- The ability to make a difference in students' lives and know that...

YOU DO MAKE A DIFFERENCE!!

It is an honor to be asked to serve as an advisor, but it also important for you understand the additional demands that will be placed upon your time and energy. You will be instrumental in developing Ithaca College students as leaders both on campus and in the community. In addition, you will be guiding students as they learn skills that will help in their own development.

IV. THE ROLE OF THE ADVISOR

Obviously, the advisor role is varied and complex. However, understanding of the following may be helpful in establishing a good working relationship with your student organization.

The style and specifics of the relationship between the advisor and organization must be tailored to the specific group and its members. It is crucial for both the advisor and the organization to have realistic expectations of what the advisors role should be.

WHAT ITHACA COLLEGE EXPECTS OF ADVISORS

The advisor must:

- Be a full-time employee (faculty, staff, or administration) of Ithaca College.

The advisor should:

- Be interested in the organization and should be knowledgeable about its purpose, programs, and members.
- Be willing to serve as a consultant and a resource to both the officers and the general membership of the organization.
- Attend meetings (especially executive board meetings) and programs/events sponsored by the organization as appropriate.
- Become familiar with and ensure that the organization is in compliance with Ithaca College policies and guidelines.
- Be aware of the financial status of the organization and encourage sound fiscal management.
- Be knowledgeable about the registration process for student organizations and assist in the transition process.
- Be aware of liability/risk issues.

IV. THE ROLE OF THE ADVISOR

WHAT THE ORGANIZATION MAY EXPECT OF ADVISORS

The advisor should:

- Serve as a liaison between the student organization and the college in terms of policies, guidelines, and contact names and numbers of on and off-campus resources.
- Assist in the development of a vision and mission statement for the organization, as well as short and long-term goals.
- Encourage and assist the members in making programs purposeful and meaningful for their targeted audience through organized pre-planning, facilitating, and evaluations of their programs.
- Assist in educating the members about group dynamics, different learning and leadership styles, organizational structure, diversity, programming, assessment, and collaboration.
- Set aside specific office hours to allow student organization members to "drop in" and openly discuss any issues they may have.

WHAT ADVISORS MAY EXPECT OF THE ORGANIZATION

The organization should:

- Keep the advisor informed of all activities, meetings, and any issues that may arise. This can easily be done by adding the advisor to the organization's listserv and providing them with a copy of meeting minutes.
- Have the executive board members (at the very least the President) meet regularly with the advisor. This is a great opportunity for one-on-one discussion and for the executive board members to get valuable information that may enhance their role as a leader.

V. THE ROLE OF THE ADVISOR- REFLECTION TIME

Clearly defining and articulating both the advisor and the organization's role is beneficial to both and prevents miscommunication later in the semester.

However, these roles may require consistent evaluation and refining throughout the academic year. Reflection and critical analysis of one's role at the end of each semester will enhance the growth and development of the individual, whether it is the advisor or student.

Some questions you may want to ask yourself as an advisor are:

- Why do I want to advise a student organization and why did I choose this organization?
- Am I familiar with the mission and constitution of this organization?
- Do I know the names of the executive board members and general members of the organization?
- Have I attended the executive board meetings regularly?
- Have I attended some of the programs?
- Have I maintained an open line of communication with the members?
- What were the biggest challenges I faced as this organization's advisor?
- What were the most rewarding aspects of advising this group?
- Have I provided an opportunity for the executive board to evaluate me?
- What are three goals I would like to attain next year as the advisor to this organization?

Certainly there are many more questions that could and should be asked. These are just a sampling to get the reflective process started. In addition to the advisor, the organization should also do some meaningful reflection at various times during the academic year.

It is wise to build a good working relationship with the executive board members of the organization because an effective executive board is essential to the success of any organization.

VI. TIPS ON HOW TO BUILD A BETTER STUDENT/ADVISOR RELATIONSHIP

Meetings with the President

The advisor should try to fit in time to work one-on-one with the executive board president (some organizations have different names for their president, i.e. spokesperson, director, etc.) to discuss organizational business and provide a venue for them to ask questions. This is a great opportunity for "educational moments" for both the advisor and president. Some topics are: how to run a meeting, how to make an agenda, event planning, assessment, how to lead a group of individuals, communication styles, problem solving, conflict resolution, etc. Provide plenty of time for processing, practice, and questions. Remember this person is the leader of the organization, not the advisor. The advisor should take a more supportive role.

Meetings with the Executive Board

The executive board should have regularly scheduled meetings. This provides an opportunity to share ideas and set policies and guidelines, as well as brainstorm existing or new programs. This is the venue for the treasurer to report on the fiscal status of the organization. The meeting time should be a safe environment where the board can set their personal and organizational goals, work on developing roles as executive board members, and bring forth opinions. The board should revisit and possibly revise their mission and constitution every academic year, if needed. The role of the advisor in these meetings is one of active listening and responding when needed. The advisor is a valuable resource and offers guidance in the areas of college policy or guidelines, and recollection of any pertinent history.

VI. TIPS ON HOW TO BUILD A BETTER STUDENT/ADVISOR RELATIONSHIP**Working with the General Membership**

Advisors play an important role with the entire organization. The manner in which advising is done varies from group to group and is influenced by the personality and working style of both the advisor and the members of the organization. The advisor should encourage the organization to hold workshops, retreats, and social events to better develop the leadership, communication, teambuilding, and organizational skills of its members. The advisor, along with the entire organization, should be aware of risk management issues that may rise in each of their programs. The advisor could:

- Suggest the group look at possible red flags for a planned program. The best solution is if the group itself processes and ultimately discovers the potential liability of an activity.
- Suggest more research on the activity, possibly contacting other colleges that have had the same program.
- Suggest contacting the Office of Risk Management located on the 3rd floor of Job Hall (274-3285) and discuss the activity with them.
- Encourage the group to do some innovative and creative brainstorming to possibly sponsor new and different programs.
- Encourage the group to make use of the many resources available to them.
- Encourage evaluations of the programs while having the group document any suggestions for the next academic year executive board.
- Encourage and participate in a formalized transition process for the organization. This is helpful in making the transition from one academic year to the next as seamless as possible.

VII. KEY POINTS OF WHAT IT TAKES TO BE A REGISTERED ORGANIZATION

Student Organization Registration

The following are key components of being a registered student organization.

- Every student organization must go through the registration process each academic year (this process should be completed by September 30th).
- The [Student Organization Registration](#) form is online and can be accessed from the CSLI web site.
- All organizations must have an advisor. An advisor must be a full time faculty, staff, or administrator of Ithaca College.
- All organizations must have a constitution on file with the CSLI. A [sample constitution](#) can be downloaded from CSLI's web site.
- All organizations must have at least 4 officers and one must be a treasurer. **All** 4 officers must complete the registration process.
- All executive board members must be Ithaca College students. Depending on the organization, there may be more restrictions on membership.

Advertising & Marketing

There are various printing options for registered student organizations:

Copy machines

All SGA funded organizations can utilize the designated photocopier in the Campus Center which is located on the 3rd floor just outside of the Services Office. You will need to pick up the copy card from the secretary on duty in the Student Activities Center. No more than 10 copies can be made at one time on the Campus Center copier without incurring an additional charge. If the print job requires more than 10 copies you really should go through the Print Shop; ultimately the cost is less.

Duplicating Services

The Ithaca College Duplicating Services office is located on the first floor of the Center for Public Safety and General Services building. Duplicating Services is under the supervision of Cindy French, Duplicating Services Manager. Duplicating Services hours of operations are Monday through Friday, 8:30 AM to 4:30 PM.

Ithaca College Print Shop hours of operations are Monday through Friday, 8:30 AM to 5:00 PM.

VII. KEY POINTS OF WHAT IT TAKES TO BE A REGISTERED ORGANIZATION

Postering

The members of the student organization must follow the Ithaca College [Solicitation and Advertising policies and guidelines](#).

Solicitation

Registered student organizations may utilize the following solicitation venues:

- Display Cases
- LCD Display Board
- List Servs, WebPages, and Email
- Lobby Tables (Monday-Friday 9am-3pm)
- Mailers
- Mobile Marquees & Table Tents
- Outside Directory Boards
- Use of the Flag pole

All questions regarding solicitation and advertising should be directed to the [Campus Center Office](#).

Event Planning

It is very important for your organization to plan ahead for programs. Many of the details require the assistance of more than one department and the proper timeline is imperative. If the program requires the assistance of Conference and Event Services (CES) (catering, AV, set-up, etc.) then the student organization should have all details to CES 3 weeks prior to the program. If contracts are involved please allow more time for processing.

Food Policy

Due to our contract with Dining Services, no off-campus food is allowed in the following locations:

Emerson Suites, IC Square, and the Dining Halls

NO HOMEMADE ITEMS ARE PERMITTED-(New York State Health Code)

Before/After Hours & Off-Campus Events

- Any event being held before/after normally scheduled building hours is considered an "After Hours Event". If the Organization is holding an "After Hours Event" or an off-campus event, the organization's Advisor is **REQUIRED TO ATTEND THE ENTIRE EVENT!**
- A fee is charged from Conference & Event Services for certain "After Hour Events".

VII. KEY POINTS OF WHAT IT TAKES TO BE A REGISTERED ORGANIZATION

Contracts

If your organization is planning to pay a performer or speaker they MUST have a contract and plenty of time should be allotted for this process. There are some other services that require contracts such as rental of equipment or rental of an off campus facility, play rights, etc. **NO STUDENT MAY SIGN A CONTRACT.** We also encourage that you obtain contracts for performers/speakers that are not being paid. Please be aware that a verbal contract is binding, so be careful in discussions with artist and/or their agents. Contact the CSLI to assist your organization in any contractual process.

Films & Video's

Copyright laws require that you order films and videos from a licensed distributor when showing in a public venue regardless of whether or not you are charging an admission fee. **DO NOT SHOW A VIDEO RENTED FROM A VIDEO STORE OR BROUGHT FROM HOME.** These two options are not considered licensed distributors. A possible alternative is getting a video from the Office of Residential Life.

Evaluate Your Programs

Do not forget to have your students evaluate their programs. This is a valuable resource for future members and may serve as a great transitional tool.

Last Day to Program

The last day to program is always the last day of classes.

Possible Sources of Funding:

- Student Government Association. SGA can assist an organization getting started but cannot fully support the organization fiscally.
- Co-sponsorship. This can come from other student organizations and/or from departments on campus.
- Organizational fundraising.

VII. KEY POINTS OF WHAT IT TAKES TO BE A REGISTERED ORGANIZATION**Balanced Budgets**

Maintaining the fiscal account is the responsibility of the student organization. An advisor should be aware of the budget and its balance and should encourage sound management by ending the year with a balanced budget. Student organizations are not permitted to exceed their available funds.

Travel

Encourage your organization to meet with Russell Martin, the Programs & Activities Assistant in the Center for Student Leadership & Involvement, as far in advance as possible, to plan the travel and make the necessary arrangements. Advance planning is the best way to ensure a successful trip.

For more complete information regarding student organization account and travel please peruse the [Student Organization Handbook](#).

VIII. LIABILITY AND RISK MANAGEMENT INFORMATION

The role of advisor has its responsibilities and anyone involved in this type of role should exercise what the courts have described as "reasonable judgment" in the process of carrying out advisor duties and should have a basic understanding of the law. In today's litigious society, we all need to be aware of and minimize Ithaca College's exposure to liability. This should not however, dissuade any interested individual from serving as an advisor. Liability is a vast and complex issue. If there are specific questions contact the Risk Management Office at 274-3285 (located on the 3rd floor of Job Hall).

Some frequently asked questions and issues:

(Taken from Risk Managements web site - <http://www.ithaca.edu/riskmanagement/services.htm>)

Q. What is RISK MANAGEMENT?

A. Risk Management is a specialized decision-making process for mitigating, avoiding, and/or financing accidental losses that may befall an organization. A risk manager works with others to identify loss exposures connected with a given activity; to examine all alternative techniques to stop, avoid, or lessen the severity and frequency of losses; to select the apparent best technique(s) after analysis; to implement the chosen technique(s); and to monitor the results in order to adapt to changes as it relates to results and activities standards. The dynamic process is ongoing and is most successfully done in collaboration with departments.

Q. What is a CERTIFICATE OF INSURANCE?

A. It is a document from an insured's broker evidencing that applicable policies are in effect, names of the insurance companies covering the policies, and the policy amounts. The certificate is forwarded to third parties (i.e. property owners) who require such proof in the course of doing business with the insured. The certificate, itself, does not obligate the

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insurance company to the party to which the certificate is given. If the third party requests to be named as "ADDITIONAL INSURED" on the certificate of insurance, that clause is added to the document.

The type of liability or risk varies greatly depending upon the type of organization and what activities are involved. Rather than address specific organizations or activities, some general suggestions are included below to assist you with your responsibilities as an advisor to a student organization.

You should anticipate risks that may arise out of any decision or situation. Regardless of what organization or activity is involved, there always will be an opportunity for something out of the ordinary to happen - a risk. However, if decisions are made with consistency and in good faith, and reasonable precautions are taken, the risk involved can be minimized.

To the extent that the advisor advocates and personally participates in an activity that is clearly illegal or negligent, the advisor assumes a higher proportion of liability than would the student members of the organization. The expectation is for "reasonable" and "prudent" decisions and actions on the part of the advisor.

Be aware of the scope of your authority. The college grants student organization advisors the authority to make certain decisions or take certain actions within their stated responsibilities as an advisor. The college also reserves certain rights (for instance, the signing of contracts). If you remain within the designated responsibilities of this position, you will be able to avoid many unnecessary risks.

Q. When will I need to request a certificate of insurance and how do I obtain it?

A. If you are engaged in college-sanctioned activities off campus at private or municipal property, you will likely be asked to provide proof of college insurance to cover the property owner from property damage and liability caused by the college-sanctioned activity. The certificate of insurance is

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provided to the municipality or property owner directly from the college's insurance broker. Ithaca College's Risk Management Office on the third floor of Job is the office that would process a request for a certificate of insurance. Be sure to note on the CERTIFICATE OF INSURANCE REQUEST FORM whether or not an ADDITIONAL INSURED notation is required on the certificate of insurance. You can download a [CERTIFICATE OF INSURANCE REQUEST FORM](#) or pick one up at the Risk Management Office. A 10-day turn-a-round time is requested. In addition, **all registered student organizations will need to pick up a Registered Student Organization Certificate of Insurance Approval Form from the Assistant Director (Karen English) at the Center for Student Leadership & Involvement** to submit along with your request to the Risk Management Office.

Q. I know that I need to complete a form to drive a college-owned or leased/rented vehicle. What's the procedure and how often to I need to complete the form?

- A. Faculty, staff, and students over the age of 21 who need to drive a college vehicle must have their individual motor vehicle record checked by the College's insurance company, in advance. This is to be certain that the individual's record falls within acceptable driving standards, as determined by the College's insurance company. To do this, you may download the [DRIVER INFORMATION FORM](#) or go to the Office of Risk Management, Job Hall 3, to complete (bring your license with you). Important!!! It takes 14 business days (not calendar days) until your results are received.

NO ONE WILL BE AUTHORIZED BY THE COLLEGE TO DRIVE A COLLEGE-OWNED OR LEASED/RENTED VEHICLE UNTIL CLEARED. Students over age 21 who wish to drive must complete the driver form annually (once every 12 months). Staff

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and faculty must complete the form once every two years. If you are unclear if you are currently listed as an approved driver; you can call the Risk Management Office at 274-3285 or Debra Gregg at Physical Plant at 274-3761.

In addition, all student drivers need to complete the Ithaca College Student Safety Driving class offered by the Risk Management Office before they will be approved to drive college vehicles.

Q. May I take other people (i.e., spouse, friend) in a college-owned or leased/rented vehicle who are not affiliated with the College?

A. No. Only Ithaca College faculty, staff and students are allowed in a college vehicle or a leased/rented vehicle that is under the College's name.

Q. If I use my personal vehicle for college-sanctioned business, does Ithaca College's insurance cover an accident during business travel?

A. No. Motor vehicle insurance "follows the vehicle," which means that your own vehicle is covered under your personal insurance policy. Ithaca College has insurance on its own vehicles. The only instance when college motor vehicle insurance would apply to you using your own vehicle for college business would be if your personal insurance limits were exceeded due to a catastrophic accident where fatality and/or extremely serious injuries occur.

Q. Should the advisor be responsible to make sure the activities are safe and in compliance with IC policies and guidelines?

A. Yes. It is your responsibility as advisor to the student(s) participating in the activity to determine in advance the potential risks associated with the

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activity. Make sure you are aware of the details of your organizations activity. Be aware if the activity requires a contract, is having either a speaker, band and/or many bands, includes physical activity, involves bringing children to campus, involves the use of alcohol, or involves travel. This is not an all inclusive list however these activities do require more "hands on" advising because of an increased risk and liability.

Q. Alcohol at the event? What should I know?

A. Campus Events and Alcoholic Beverages Policy (the complete policy should be read and is available on the Student Handbook web page under the Campus Event Policy subsection: <http://www.ithaca.edu/handbook.php>). College policy does not recognize misuse of alcoholic beverages as an excuse for misconduct of any kind. Emphasis is placed on the responsible use of alcohol.

Responsible drinking is the use of alcohol in ways that do not negatively affect either the individual or the community. As part of this policy, regulations and guidelines have been created to provide members of the campus community with structure for programming and the opportunity to develop realistic and reasonable approaches to alcohol use. This policy adheres to New York State laws.

Note: For the purposes of this policy, an event is defined as the utilization of a public area on campus for a specific purpose by a group of individuals.

In addition to the legal requirements listed below, the following Ithaca College policies must be observed. These policies apply to events where alcohol is sold and/or available and where alcohol is not available. Enforcement of Ithaca College policies is a campus-wide responsibility. The Ithaca College Office of Conference and Event Services and the Center for Student Leadership &

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Involvement administers the overall coordination of the student campus event policy, including communications, publishing, and policy revisions.

Below are numbered items taken from this policy, (there are some numbers missing as I only extracted the ones most applicable to student organizations) please see the [web page](#) for the complete policy.

1. The individual(s) and/or the organization sponsoring an event are responsible for being aware of and ensuring the enforcement of the Ithaca College Student Campus Event Policy and New York State laws.
2. Violations of these policies will be referred to the campus judicial system and/or the New York State laws.
3. The use or misuse of alcohol shall in no way excuse or limit the responsibility of students who participate in disruptive, excessively noisy, or indecent conduct. Inappropriate behavior will be considered a violation of the Ithaca College Student Conduct Code.
4. At events where behavior is deemed inappropriate, the event may be terminated by a College official and/or the Office of Public Safety at their discretion.
5. Consumption of alcohol, or the possession of any open container of alcohol is prohibited in all public areas of the Ithaca College campus, unless at a formally registered event. All persons, including members of the campus community, guests, and participants in College sponsored functions, are required to adhere to this policy.
6. The possession of alcoholic beverages at intercollegiate, intramural, and/or club athletic events is expressly prohibited.
9. At all events on campus where alcohol is present, nonalcoholic beverages must be available.
10. Food must be prominently displayed and available at all times during the event. Cheese and crackers with one additional hot or cold hors d'oeuvre will be acceptable.

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12. The individuals or organization sponsoring the event will be held responsible and appropriately billed for any damage to the facility and to other locations that were designated as areas for which the event sponsors are responsible (e.g., bathrooms, lobby). The facility areas for which the event sponsors are responsible will be designated before the event by the manager of facility operations and agreed upon by the event sponsor(s).
13. Registered student organizations will abide by the Ithaca College Student Campus Event Policy for all events sponsored on campus. All events on campus must be registered. The sponsor(s) of an event must register the event by completing a [Registered Student Organization Event Planning Form](#). Sponsors at events where alcohol will be available must be 21 or older.
14. Events held in or on Ithaca College owned, leased, or operated property must comply with the regulations of the facility where the event is held. It must be noted that different facilities have different closing times.
15. Events held outdoors on campus must be registered by using the [Registered Student Organization Event Planning Form](#).
16. It is recommended that events to be held off-campus by registered student organizations be organized and implemented using the on-campus event guidelines.
17. The sponsoring organization is responsible for the actions of all invited and uninvited individuals and guests attending the event.

Q. Hazing? What should I know?

- A. Hazing, defined as subjecting a person to treatment intended to put him/her in a humiliating or disconcerting position, is prohibited and is cause for disciplinary action. The forced consumption of alcohol, drugs, or any other liquid, gaseous, or solid substance for the purpose of initiation into or affiliation with any organization on College-owned or – operated property or at College-sponsored activities is prohibited and is cause for disciplinary action. It shall not constitute a defense to the

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charge of hazing that the participant(s) took part voluntarily, that they voluntarily assumed the risks or hardship of the activity, or that no injury, physical or mental, in fact was suffered. All participants in hazing action are subject to disciplinary action.

These questions are just a highlight of some of the more frequent issues that seem to arise from year to year. You are not expected to memorize them all. You are expected to have a general understanding of these issues and certainly know where to go if questions arise. The main source for risk and liability issues is the Office of Risk Management (274-3285) and the Office of the College Attorney (274-3836). The Center for Student Leadership and Involvement is also a resource for all advisors.

IX. RESOURCES

Below you will find resources that will be helpful to you in your role as an advisor.

[Student Organization Handbook](#)

Located online, just a click away. This is a great way to get familiarized with the information that student organizations are responsible for knowing.

[Center for Student Leadership & Involvement](#) **274-3222**

Located on the third floor of the Campus Center (319 Egbert Hall).
The Center offers:

- Student organization support and development
- Leadership development and opportunities
- Service learning and community service opportunities

[Student Activities Center](#) **274-3377**

Located on the third floor of the Campus Center (311 Egbert Hall). Open and available to all registered student organizations.

[Conference & Event Services](#) **274-3313**

Located on the second floor of the Campus Center (201 Egbert Hall) next to the Information Desk. Room reservations, catering, AV, and set-up are available in this office. Event consultation is also available.

[Campus Center](#) **274-7905**

Located on the third floor of the Campus Center (319 Egbert Hall). There are many services offered by this department:

- | | |
|----------------------------------|-------------------|
| ▪ Balloon Orders | ▪ Services Office |
| ▪ Check Cashing | ▪ Solicitation |
| ▪ Information Desk | ▪ Ticket Sale |
| ▪ LCD Display Board | |
| ▪ Recreation Center Reservations | |

[The Role of the Advisor Worksheet](#)

[Tuckman's Four Stages of Group Development](#)

Books

Dunkel, N. W., and Schuh, J.H. Advising Student Groups and Organizations. San Francisco, CA: Jossey Bass, 1988

ACPA Publication Number 37. [A Handbook for Student Group Advisors.](#)