

Brainstorming

Is your group stumped for new ideas? Do you do the same things year after year? A brainstorming session may be just the thing to rejuvenate your organization.

SET THE STAGE

1. Set a time limit for your brainstorming session. Usually 10-20 minutes is sufficient, depending upon the size of your group and the complexity of the issue.
2. The best group size is 3-15 people. If you have more, break into smaller groups and brainstorm simultaneously. After you finish, come back together and merge your ideas.
3. Determine the question or issue upon which you are brainstorming. Focus on only one issue at a time.
4. All responses should be recorded on a chalkboard or on big sheets of newsprint so everyone can see them. Record only key phrases and words: do not attempt to write the suggestions word for word.

THE RULES

Explain the following to the group before you start:

1. Brainstorming is not a discussion. It is simply "throwing out" ideas.
2. Do not evaluate the ideas while brainstorming.
3. Be spontaneous-no hand raising necessary, just call out ideas.
4. "Repeats" are OK.
5. Quantity counts (the more the better).
6. Build on each other's ideas-"hitch-hiking" or "piggy-backing" is encouraged.
7. Moments of silence are OK-often the best ideas come out of them.
8. Be outrageous, silliness is OK.

SIFT AND SORT

1. If there are 'repeats' cross them off the list.
2. Group related ideas together.
3. Decide which ideas are promising or reasonable, and cross out those that are not.
4. Rank-order the ideas you want to work on and get started.
5. Conduct a periodic evaluation of the meetings. Weak areas can be analyzed and improved for more productive meetings.

Preparing a Budget

Complete this brief checklist to help you think about the financial stability of your organization.

- Our group starts each year without any money in the bank for projects and operating expenses.
- By December, we often wonder if the organization will be able to pay all of its bills.
- At the end of the year, we're not sure where our group's money has gone.
- We rarely have any money left in the spring to leave for next year's group.
- Our organization often ends the year "in the red".

If you checked one or more items, your organization may want to consider new ways of managing its money. A good first step is the preparation of a budget.

WHAT IS A BUDGET?

A budget is a written outline of income and expenses for a given time period for an organization or program. It is a prediction of how much money your group will collect and spend in the future. A budget will help you to:

- Obtain a realistic picture of your finances.
- Choose projects that reflect your available resources.
- Encourage members to use funds wisely.
- Communicate your goals in financial terms.
- Provide a historical reference for use in the future.

PREPARING A BUDGET

There are many different ways to prepare a budget. One simple method is presented below. A sample budget is shown on the last page of this handout.

1. Select a time frame. A budget usually covers a "fiscal year" (from July 1 of one year to June 30 of the following year). You can choose a different time period or prepare a budget for one event.
2. Begin early. You should start your budget preparation at least one month before the beginning of the time frame you have selected.
3. Estimate income. List all regular sources of income (e.g. dues, interest). Then make conservative estimates of anticipated income from fundraising activities for the new budget period. Finally, include any surplus (or debt) from the current year. Total the amounts.
4. Estimate expenses. List any regular expenses that must be paid (e.g. rent, national dues). Then list, in order of priority, the projects and events your group will sponsor and the expenses associated with each one. Next, include a separate line for miscellaneous or unexpected expenditures. Finally, estimate the amount of money you would like to have left over at the end of the new budget period. Total the amounts.

5. If income exceeds expenses, your group will have a surplus and you should plan how that money would be saved. If expenses exceed income, you will need to increase dues, plan more fundraisers, or reduce projected expenses. You now have a balanced budget.

MANAGING A BUDGET

- It's not enough to simply prepare a budget. In order to work, a budget must be used. Thus, the next step is to present the budget to your group for a vote. A budget is much easier to implement if members feel they have been consulted about it. Your members may wish to offer suggestions and make changes.
- Once the budget is accepted, select a person (usually the treasurer) to be responsible for implementing the budget. He or she formulates procedures for collecting and spending money, approves expenses for items in the budget, and records actual income expenses. The treasurer should also prepare regular reports to let the group know how closely they are keeping to the budget.
- Once the budget is prepared, it should be changed only in special circumstances. For example, if you have money in your budget for an event that you decide to cancel, your group may vote to use the money in a different way.
- Preparing and using a budget is not the only way to improve the fiscal stability of your organization. You must also choose your projects wisely, control expenses, and sponsor effective fundraisers. But a budget will form your group with a sound financial base.

Based on the *Student Leadership Development* publication, San Jose State University

SAMPLE BUDGET

ABC Student Association

Budget

July 1, 2001 – June 30, 2002

Income

Dues (20 members X \$10.00)	\$200.00
Coffee sales	60.00
Car wash (3 X \$75.00)	75.00
Bake sales	175.00
Annual dance ticket sales	<u>950.00</u>
Subtotal	1460.00
Surplus from 2000-2001	<u>223.00</u>
Total Income	\$1683.00

Expenses

National dues (20 X \$5.00)	\$100.00
Supplies for coffee sales	25.00
Refreshments	56.00
Annual dance	750.00
Band	50.00
Ticket printing	100.00
Publicity	75.00
Decorations	50.00
Miscellaneous expenses	<u>100.00</u>
Subtotal	1256.00
Anticipated Surplus	<u>477.00</u>
Total Expenses	\$1683.00

Dealing with Bureaucracy

Picture this: *Your organization is planning an important event. Everything is proceeding on schedule. Then you discover there is a procedure that hasn't been followed that will prevent your event from taking place, and you have no idea how to correct the situation. Sound familiar? Congratulations! You've just run into "the bureaucracy".*

While many of these unwelcome surprises can be avoided with sufficient planning, dealing with bureaucracy is inevitable in our complex society. Whether it's a matter of managing finances, using facilities, ordering materials, or making use of other resources on campus or in the community, you and your organization will have to deal with a number of offices and staff people to accomplish your goals.

WHAT IS BUREAUCRACY?

Those things that we usually call bureaucracy are often rules, regulations, policies, and procedures that were designed to allow organizations to efficiently handle the large numbers of people who use their services. While these administrative procedures probably started as good ideas, they may have turned into a lot of "red tape" that leaves many people feeling helpless.

HOW TO WORK EFFECTIVELY WITHIN A BUREAUCRACY

- View the bureaucracy as a system to cooperate WITH, rather than as an adversary to fight AGAINST. A positive attitude is more likely to generate a solution to your problem.
- Learn how the Bureaucracy operates. Take time to break it down into its component parts. This will make the system more manageable.
- Remember that a bureaucracy is made up of individuals. You can enlist these people to work with you in your goals.

HOW TO IMPLEMENT THESE GENERAL SUGGESTIONS:

1) *KNOW WHAT YOU WANT TO ACCOMPLISH*

As much as possible, be clear about the resources you need, the facilities you want to use, the procedure that needs to be explained, or the event that you want to sponsor. Then, as you begin to deal with bureaucratic procedures, you will be able to say, "This is what I want to accomplish. What do I need to do?"

2) *KEEP NOTES*

Start a file or a notebook and put all materials pertaining to your project in one place for easy reference. Develop a list of people of contact including names, titles, office locations, and phone numbers. Note down each time you talked with someone on the list.

3) *KNOW WHO TO TALK TO*

Try to find the person or office that can be of the most help to you. Make use of phone directories, campus guides, office brochures, and other students in your research. If you can't come up with an answer, make your best guess. Go to an office that seems appropriate and say, "This is what I want to do. Who do I need to talk to?" When you find the right person, expect that you might have to make an appointment.

4) *DO IT IN PERSON*

Simple questions can often be answered over the phone. But if your request might be complicated, try to deliver it in person. A face-to-face encounter reduces the chances for miscommunication.

5) *BE COURTEOUS*

It's likely that the person who can help you has already talked with dozens of people before you, and many of them have been rude or impatient. Your courtesy will make a good impression and will increase the chances that he or she will take some extra time to help you. And, you may never know when you may need this person's help again.

6) *TRY TO STAND OUT FROM THE CROWD*

A bureaucracy tends to treat everyone the same. Gently do whatever you can so that you will not be treated like all the others. Smile, say "Hello", identify yourself and your organization clearly, complete forms neatly, ask your questions directly, and say "Thank You". Be able to clearly indicate what you have already accomplished.

7) *ASK QUESTIONS*

If anything is unclear, be sure to have it explained until you do understand it. It's usually okay to question why a certain rule or policies exists, but try not to sound argumentative or to put anyone on the defensive.

8) *PUT IT IN WRITING*

If you are sponsoring a program or event, have a proposal neatly typed out and leave a copy with the appropriate person. If you reach an agreement, write out a summary after the meeting. Send a copy to the person you talked with, asking that he or she corrects any errors.

9) *PLEAD YOUR CASE*

If you want to ask for an exception, first be sure you understand the rule or procedure and why it exists. Make your request courteously. If possible, show how your group can still fulfill the intent of the rule. Be prepared to be rejected, but there's no harm in trying.

10) *BE PATIENT*

Sometimes the person or office you have contacted simply doesn't have the answer. Ask for the name of another person or office that might be able to help.

Sometimes there is little you can do to cut through the red tape. But the suggestions in this handout may help make the process easier to tolerate and help you to make the best of a difficult situation. By learning the system, you'll be better prepared the next time you have to deal with bureaucracy.

Committees

A committee is a group of people elected or appointed to perform a certain function. Committees are often the backbone of an organization. They provide careful study and analysis that allows the parent group to make the best, final decision.

SUCCESSFUL COMMITTEES

Successful committees have:

1. *A Purpose*

Unproductive committees often lack a meaningful purpose. Committees should have clearly stated reasonable goals.

2. *A Good Leader*

Each committee should have a chairperson. The chairperson should run the committee meetings, guide discussions, and facilitate delegation of tasks.

3. *Good members*

Committee members should be carefully selected. They should have interest, knowledge, and, if necessary, skill in the committee's task. Members should be diverse yet compatible.

4. *Size*

Optimal committee size is around 5-7 people. Too few people is not enough for ideas and tasks; too many people can cause confusion, and people lose interest if not actively involved.

TYPES OF COMMITTEES

Some organizations suffer from "committee-itis": too many committees. Make certain that the job really requires a committee. Ask yourself, "Will it interfere with the normal functioning of our group if no committee is formed?" There are typically two types of committees:

1. *Permanent*

These committees are formed to handle the ongoing, regular, major aspects of an organization (i.e., social committee, budget committee, etc.)

2. *Ad-Hoc*

These committees are short term or for one-time only projects (i.e., constitution review committee, office redecorating committee, etc.).

Committees can be an integral part of every organization. A committee with a good purpose, a good leader, and good members will be a success: a success for its members and for the parent organization.

Decision-Making

Have you ever been put in a decision of having to choose between two alternatives for your organization? You try to look at each item equally, but you just can't seem to make a decision? If so, these steps for decision-making may be useful to you and your organization.

1. CLARIFY THE PROBLEM OR SITUATION

The problem or need for a decision should be clearly stated. For example, the problem of trying to get better food in a cafeteria might be clarified as a problem of obtaining more fresh fruit, larger entrée portions, or more salad varieties.

2. COLLECT INFORMATION

Identify information to be gathered and the sources available to obtain the information. The following questions should be answered at this stage: how much; what will others think; where, what restrictions are there, etc.

3. LIST ALTERNATIVES

Brainstorm possible solutions and narrow the list down to the workable suggestions and those you would like to consider further. (See the *Brainstorming* handout)

4. EVALUATE THE REMAINING ALTERNATIVES

Consider what would occur if each particular alternative were selected. Identify the criteria being applied to evaluate each possible solution and be explicit. Resources like time, money, interest, and skills may all be relevant criteria in making a decision.

5. SELECT A TENTATIVE DECISION TO TRY

The alternative that best meets the evaluation criteria is usually the solution to implement. Be sure to present this decision to those who may be affected by it or possibly to a larger group for feedback.

6. LIST THE STEPS FOR IMPLEMENTATION

Determine what needs to be done, and in what sequence, to meet the goal of the tentative or final decision.

7. EVALUATE THE EXPERIENCE

This step determines if the decision is a good one, worthwhile, or has value. Answer the following questions to help identify possible weaknesses in the original decision, and clarify steps to remedy the problem(s): what good things have happened; what has gone wrong; what has been the reaction of others; what changes will make it better.

8. TAKE ACTION

As in step 4, consider the alternatives and then take action. The solution may be a modified version of the original decision, or an entirely different decision. Keep in mind the policy, steps or procedures to be followed.

9. PERIODICALLY REVIEW THE PLAN

Based on the Source publication, University of Nebraska

Delegation

1. Allows more people to be actively involved.
2. Distributes workload.
3. Motivates members by giving them value and importance.

WHAT AND WHEN TO DELEGATE:

1. When there is a lot of work.
2. Minor decisions.
3. Details that take up large chunks of time.
4. When you feel someone has particular qualifications that would suit the task.
5. When someone expresses interest in the task.
6. When you think a particular person may benefit from the responsibility.

WHAT AND WHEN NOT TO DELEGATE:

1. Things that are usually your specific responsibility.
2. A task to someone who may not possess the necessary skills or capabilities.
3. A “hot potato”.
4. Something that involves confidentiality.
5. Something you yourself would not be willing to do (the menial work).

METHODS FOR DELEGATING:

1. Ask for volunteers: interest and belief in something is one of the greatest motivators for success.
2. Suggest someone you feel would be good for the task. Silence in response to a request for volunteers does not necessarily mean lack of interest. Often, a person will not volunteer because he/she lacks self-confidence.
3. Assign the task to someone. The person can always decline.
4. Spread the good tasks around:”good” jobs give people status and value. Make sure the same people don’t always get the good tasks.
5. Explain the task and give any specific instructions. Do not set someone up to fail because they did not have the necessary information to complete the task.

6. Set up definite expectations for work performance.
7. Communicate/follow up regularly to see that the task is getting done.
8. Give feedback. This can be an opportunity for giving recognition and encouraging growth.

TROUBLESHOOTING IF DELEGATION FAILS

Delegation often fails for the following reasons:

- The task was not communicated clearly
- The member taking on the task wasn't interested
- The member didn't have the appropriate skills
- The member didn't have enough time
- There were insufficient resources for the task
- The member wasn't given enough authority for the task

Most of these things can be avoided by taking extra care in the delegation process. If problems arise, examine what happened, and discuss ways to do a better job in the future.

Diversified Membership

How will diversity amongst your members (sex, race, creed, ethnic group, etc.) enhance your organization?

BENEFITS OF A DIVERSE MEMBERSHIP

1. Some organizations, i.e., governing groups, should be representative of the population they serve. Having a diversified membership helps to ensure all viewpoints are heard and that actions of the group benefit the entire constituency.
2. An organization with diverse members can provide a unique learning experience. Students in these organizations have a setting in which to interact with and learn about people different from themselves. American society is becoming increasingly diverse, and students will need to be able to interact with a variety of people.
3. Involvement in student organizations with diverse members is a good place to gain experience dealing with others.
4. Many groups become stagnant and do the same activities year after year. People who are similar in background and experience tend to think alike. A diverse membership will bring new and different ideas to a group.
5. Some groups wonder why certain people do not attend their activities and meetings. Usually it is because the organization does not reflect diverse interests. Having a diverse membership can attract diverse attendance because various ideas are reflected in the activity or program.
6. Having a diverse membership has a “snowball” effect when trying to recruit new members from a variety of backgrounds. An organization will seem more supportive and friendly to someone if they can identify with current people in the group.

EXAMINE YOUR ORGANIZATION

You must know the product before you can sell it. Knowing the answers to the following questions will help your group define or redefine your recruitment efforts.

1. What is our group’s purpose?
2. What are the group’s future plans?
3. What does our group have to offer to its members?
4. How many people do we realistically want and/or need to constructively function as an organization?

DETERMINE A RECRUIT PROFILE

Who do you want to attract to your group? Answer the following questions to help your group find and identify potential new members.

1. Is academic level important?
2. Is academic major important?

3. Are there any particular skills or talents you are looking for in members?
4. Are you looking for people with a particular interest or hobby?
5. Who are you looking for in order to diversify your membership?

GET THE WORD OUT

Now that you have examined your organization and determined who potential members might be, you need to advertise your organization and position openings. Answer the following questions to help you develop your publicity strategy.

1. What medium will most widely appeal to your potential new member?
2. Is there a certain spot on campus this person is likely to be?
3. What resources (people, time, money) does the organization have to give a publicity campaign?

SELECTION PROCEDURES

Some organizations have a selection process for members and/or officers. It is important that your entire process is fair and consistent. The following are suggestions for a selection process.

1. Establish selection criteria and interview questions that will address each criteria. For example, one criteria may be, "ability to work with others." Interview questions to address this criteria may be, "How do you handle disagreement?" or, "What do you perceive your role to be as a member of this group?" or, "As a leader of this group, how would you make decisions on behalf of our organization?" Interviewers should stick to the established criteria and questions.
2. During interviews, ask the same questions of all candidates.
3. Have a standard evaluation form and rating system (see attached sample). Fill out an evaluation for each candidate. Your group should have written documentation on why it selected certain people over others. Many people dislike the idea of filling out evaluations because they take time and effort, but they are important in a fair selection process.
4. Evaluation forms should be kept in a secure and confidential place by the leader of the group for at least one month after the process is over.
5. Make sure your interview questions are fair and reasonable. Some groups ask questions that can only be answered well by people who have had experience in the organization. These interviews only help keep an organization in-bred. If your group is honestly trying to have a diversified membership, these types of questions will not help.
6. Interviewers should not talk about interviews or candidates outside of the actual interview or selection meeting. Rumors start, spread quickly and can hurt the integrity of your group.
7. Have a training meeting with all members participating in the selection process. Inform members of the procedures and expectations of the selection process.

8. In selecting candidates, decide which qualifications are absolutely necessary for the position and which can be easily acquired through training. Focus on the essential qualifications. If a candidate lacks skills that can easily be learned through training, give the person a chance.

RETAINING YOUR MEMBERS

Your new members, like old members, need to feel like they belong in the group. Get to know the new members and help them get to know you. Do not treat new people as intruders invading your territory. Let them know their contributions are needed and appreciated.

PUBLICITY SUGGESTIONS

If your organization wants to make a sincere effort at recruiting diverse new members, then a combination of the following suggestions should be used. Remember the previous question, “What medium will most likely appeal to your potential new member?” Some groups only put an advertisement for their organization in the newspaper and then wonder why people do not show up. Time and effort are required to make a sincere, strong recruitment campaign.

1. Send letters or flyers promoting your club and position openings to your target population or to people who have contact with your target population.
 - Associated Students, Inc.
 - Campus Governing Groups
 - Academic Advisors
 - Professors
 - Student Housing Directors and Managers
 - Student and Residential Life
2. Post flyers throughout campus.
3. Place advertisements in the newspaper.
4. Attend meetings of other organizations (registered student organizations, governing groups, etc.) and ask if you can make a short presentation / announcement regarding your organization and position openings.
5. Hand out flyers at events that attract your target population
6. Have all current members make personal invitations to all target group people they encounter (in classes, where they work, where they live, etc.). Word-of-mouth and personal invitations are very powerful publicity tools.
7. Make personal phone calls or visits to faculty and staff who have close contact with you target population. Ask them to promote involvement in your organization to the students.

Effective Presentations

The thought of making a presentation can provoke a lot of anxiety. From time to time, however, leaders of student groups may be asked to make a presentation of some kind. Some of the suggestions presented in this handout will help you to put together and deliver a presentation with less anxiety. If you are a person who enjoys making presentations, you may find some ideas to help refine your skills.

BE PREPARED

There is nothing worse for an audience than to listen to a presentation that sounds like it was put together at the last minute. There are several things you can do to be prepared.

1. *KNOW WHAT IS EXPECTED OF YOU.* Be sure you know what information the audience wants to hear. Try to talk to some people who will be in the audience and ask them what they are expecting.
2. *TRY TO VISIT THE ROOM IN ADVANCE*, preferably when there is an audience present. Know the set-up of the room in which you will be speaking, and the sound equipment (No sound system? A microphone?).
3. *KNOW WHEN YOU WILL BE MAKING YOUR PRESENTATION.* For example, if you are presenting after a meal, at the end of the day, or after a long list of other presentations, you know you'll have to do something special to catch and hold the attention of the audience.
4. *REHEARSE YOUR PRESENTATION.* Don't memorize it, but do be very familiar with it. Use index cards to remind you of your main points. Try delivering it in front of a mirror or into a tape recorder. Even better, videotape yourself or give the presentation to a group of friends. If you are particularly anxious about the presentation, rehearse it in the room where you will actually be speaking.
5. *USE REHEARSALS TO FINE-TUNE YOUR PRESENTATION.* Try to eliminate extraneous hand movements, inappropriate facial expressions, and nervous body motions. Also work on eliminating "filler words" ("you know", "uhh", "uhm") that detract from your presentation.
6. *KNOW YOUR TIME LIMIT.* If your presentation is long, decide how you will break it up. A question and answer period, visual aids, or a short break are all ways to prevent your audience from becoming bored.

MAKING THE PRESENTATION

Keep your audience in mind throughout the presentation. Here are some messages that your audience would appreciate, as well as techniques for delivering these messages effectively.

1. *"I KNOW YOU ARE OUT THERE"*
Let the audience know that you are paying attention to them. Speak clearly and loudly enough to be heard by everyone. Try to establish eye contact with individual members of the audience. Look for signs that the audience is puzzled, bored, or that they can't see or hear you. If you are familiar enough with your presentation, you can address the problem without becoming flustered.
2. *"I KNOW WHO YOU ARE"*
During your preparation, you will have already found out what the audience wants to hear. Now be sure to address the audience's specific needs, supplying them with relevant information. Use examples that the audience can understand. If your audience is a small one, to find out the names of the people who will be present and, if appropriate, use their names during the presentation.
3. *"I WON'T WASTE YOUR TIME"*
Be brief, or the audience may become bored or restless. Get to the point and stick to it. Cover limited material, but cover it well. If you decide to allow questions, don't let your answers take you too far off track.
4. *"I AM WELL ORGANIZED"*
Make it easy for the audience to understand your message. Begin with a one-minute synopsis of your

presentation, and then give the presentation using short, simple sentences. Follow a logical sequence. Alert your audience to important points by use of voice inflection, hand gestures, or repetition. Summarize your presentation at the end.

5. *“I KNOW MY SUBJECT”*

The audience expects an authority, so know your stuff. Be thoroughly prepared, but avoid jargon. Be able to show how the audience can use the information you are giving them.

6. *“I ENJOY WHAT I AM DOING”*

Be upbeat and enthusiastic. The audience won't be interested in what you are saying if you appear to be bored. Even if you are delivering bad news, try to end on a positive note.

7. *“I WANT TO HEAR FROM YOU”*

Allow time for the audience to ask questions. If you prefer them to hold questions until the end of the presentation, tell them so. Answer the questions directly and without defensiveness. If you don't know an answer, say so, but offer to help find it.

8. *“I AM HUMAN TOO”*

Use index cards, but don't read your presentation. Speak naturally. Use personal anecdotes to keep people interested. Forget about being perfect: be yourself and use your own style. Use humor if that seems appropriate.

VISUAL AIDS

Different people process information in different ways. For example, some people understand information best by hearing it, while others prefer a visual presentation. Thus, you may reach more people if you use visual aids such as posters or charts to supplement your presentation.

- Remember that the point of a visual aid is to focus attention on the important parts of your presentation, not to confuse or complicate the issue.
- Keep your materials simple and prepare them in advance.
- Be sure they can be seen from the audience.
- If you decide to use handouts, announce the fact before you begin and tell the audience when they will be given out.

FURTHER IDEAS

There are a variety of ways in which you can continue to improve the quality of your presentations:

1. Analyze speakers you believe are effective and notice the things they do that you might try.
2. If possible, arrange to videotape one of your own presentations and look for ways to improve.
3. Solicit feedback from people who have watched you make a presentation.

Giving effective presentations is a skill that can be learned. All it takes is preparation and practice: the more presentations you give, the better you will become!

Effective Time Management

Ever wonder why some people are able to fit so many activities into their schedules while others barely seem to have time to attend classes? These people are not necessarily smarter, just better at managing their time.

3 STEPS TO EFFECTIVE TIME MANAGEMENT

Following these three steps will help you to use your time more effectively. As you go through the day, ask yourself, “What is the best use of my time right now?”

1. ORGANIZING

Better organization will improve the effective use of your time. Ideally, each morning (or night before you go to sleep), make a list of everything you want or need to get done that day (or the next day). Don’t think about which tasks are most important at this point: just write them all down. Once you establish this habit, you may want to organize yourself a few days in advance to help plan longer projects.

2. PRIORITIZING

Prioritize the items on your list. Assign an “A” to tasks that you HAVE TO DO; “B” to the tasks that you SHOULD DO; and “C” to the items that you can DEFER until the next day. Keep in mind the due dates and whether or not the items are class projects. Also consider how much of the final grade a particular project is worth (5% or 50%). This can help you decide how high a priority to assign to each project.

3. SCHEDULING

Now that you have prioritized your list, look at your schedule to fit your projects around the “givens” (class, work, sleep, etc.) in your day. Your schedule should be flexible: leave room for breaks, socializing, and those little unexpected things that tend to pop up. Don’t try to plan out every minute of your day! As you are scheduling, keep your personal needs and habits in mind. For example, don’t schedule study time in the morning if you like to sleep in late. Be realistic and make a schedule that you can be sure to stick to.

CREATING A “THINGS TO DO” LIST

An effective way of integrating Organizing, Prioritizing, and Scheduling into your life is by creating “things to do” lists. Here are some ideas to keep in mind when creating your lists:

- **MAKE YOUR TASKS “DO-ABLE”.** Make your list realistic: over-estimating the amount of things you can accomplish can put you into greater time binds.
- **ESTIMATE TIME REALISTICALLY.** Be sure to schedule enough time for you to get your tasks done. Also be sure to allow extra time in case there are problems. It is better to give yourself too much time than to cut yourself short.
- **DON’T PUT TOO MANY “SHOULD” OR “OUGHTS” ON YOUR LIST.** You need to maintain a healthy balance between the tasks you want to do, the tasks you feel you should do, and the tasks you have to do. If you focus too much of your time on the things you want to do, you’ll end up having less time to complete the tasks you have to do.
- **ESTABLISH A DAILY ROUTINE.** Determine for yourself what time of the day is best for doing certain activities, and get in the habit of doing them at that time.
- **INTEGRATE LISTS.** Have your lists include all aspects of your life. Having separate lists for class work, organizations, social activities, and work can be confusing.
- **MAKE TIME FOR PEOPLE AND FUN.** Everyone needs time to recreate, or his or her productivity will suffer. After taking time to recreate people often feel revitalized and have more energy to get work done.

- **FEEL OK WHEN YOU ARE FINISHED.** Spending lots of time regretting failures or feeling frustrated often wastes even more time. Feel good for accomplishing what you have, and then move on.

LEARN TO SAY NO

- Be sure to remember that there is not enough time each day to do everything for everybody. In order to keep from burning out, you need to take time for yourself and learn to say “no” to some of the requests of your time.
- Only you can realistically look at your commitments to see if you have the time to commit to other tasks. Say “no” when you don’t want to, can’t, or don’t have the time to do what is asked of you. If you over-commit yourself, everyone will come out behind.
- Openness and honesty are the keys to saying “no.” Your friends and co-workers will most likely understand your situation if you are honest with them.

FINDING TIME THROUGH TIME ANALYSIS

Analyzing your current schedule is one of the keys to determining how and when you can get more things done. Attached you will find a time analysis grid. Carefully go through the chart and darken or “X” all the times that are committed: i.e. work, club meetings, meals, classes, hobbies, etc. Don’t forget to put in those sleep hours for the mornings you sleep in and the relaxation times when you read, socialize, or do whatever. After you’ve done all this, take a look at the time that’s still unused. What are you doing during those times? Study this and try putting these hours to better use, whether it is for working, reading, or playing.

Based on the *Source* publication, University of Nebraska

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7:00 a.m.							
8:00 a.m.							
9:00 a.m.							
10:00a.m.							
11:00a.m.							
12:00p.m.							
1:00 p.m.							
2:00 p.m.							
3:00 p.m.							
4:00 p.m.							
5:00 p.m.							
6:00 p.m.							
7:00 p.m.							
8:00 p.m.							
9:00 p.m.							
10.00p.m.							
11:00p.m.							
12:00a.m.							
1:00 a.m.							
2:00 a.m.							
3:00 a.m.							
4:00 a.m.							
5:00 a.m.							
6:00 a.m.							

Leadership Transition

Either you are a newly elected officer and you are trying to get a grip on your new position; or you are completing your term of office and you would like to leave gracefully and ensure that the organization continues with strong leadership. Whether new or old, making a successful leadership transition should be a concern.

BENEFITS

A planned, thorough leadership transition is important and had several benefits:

1. The most obvious is that it provides for a transfer of significant organizational knowledge. Your group will not have to re-invent the wheel each year.
2. It helps to minimize the confusion that occurs with the “Changing of the Guard.” While new officers try to figure out what is going on, precious time can be lost to the organization. This time lag affects the whole membership, who may not understand what all the confusion is about. It definitely lessens the group’s ability to accomplish their tasks or goals.
3. The process of transition can give the outgoing leaders a sense of closure. It can help them let go-which is often a difficult thing for committed leaders to do.
4. Leadership transition ensures that the valuable contributions of the experienced leaders will be utilized. They are often the most neglected members in your group.
5. Finally, the shared information results in the new leadership having more knowledge, and consequently, greater confidence in their abilities.

WHEN DO YOU START? EARLY!!!!

The best transition begins much sooner than in the spring when new officers are selected. The following ideas will aid the transition process.

1. Begin early in the year to identify emerging leaders in your organization.
2. Encourage these potential leaders through personal contact, helping develop skill, delegating responsibilities to them, sharing with them the benefit of leadership, clarifying job responsibilities and modeling an effective leadership style.
3. When new officers have been selected, orient them together as a group with all of the outgoing officers. This allows the new officers an opportunity to understand each other’s roles and to start building their team. In some cases, individual officers may also need to meet with their predecessor for more information.

ITEMS TO TRANSFER

Outgoing officers, think to your own first weeks: what did you wish someone had told you?

- Effective leadership qualities and skills
- Share problems and helpful ideas, procedures and recommendations
- Write and share reports containing traditions, recommendations, completed projects, continuing projects and concerns and ideas never carried out
- Go through personal and organizational files together
- Acquaint new officers with physical environment, supplies and equipment
- Introduce related personnel (advisors, contacts, etc.)
- Constitution and by-laws
- Job descriptions/role clarifications
- Organizational goals and objectives (including those from previous years)
- Status reports on ongoing projects
- Evaluations of previous projects and programs
- Previous minutes and reports
- Resources/contact list
- Financial books and records
- Mailing lists
- Historical records, scrapbooks equipment

OUTGOING OFFICERS

If you are completing your term of office, do not run out on the new leaders! Sharing your experience and knowledge will help them make a successful transition into their new office.

NEW OFFICERS

If you are a new leader, take the initiative to learn more about your position. Be assertive and request some training from the outgoing officers. Do not wait until the fall term when these experiences people are no longer around.

The Meeting Agenda

There are many reasons why meetings are unproductive and frustrating. One common cause is the lack of an agenda. An agenda is an outline of the issues that a group will discuss during its meeting.

PREPARATION

The officers of the organization prepare the agenda with assistance from the organization advisor. An agenda starts with a list of general business items. Specific topics that are to be discussed at the meeting are placed under the proper agenda item in an outline format. The agenda (along with any supporting documents) is then printed and distributed to members at least one day before the meeting. This allows members to come to a meeting prepared to discuss their ideas, exchange information, and make decisions.

AGENDA ITEMS

The following agenda items are standard in most groups. You can adapt them to meet the needs of your organization, but be consistent.

1. CALL TO ORDER

The Chair (usually the President or other designated officer) calls the meeting to order by standing, tapping the gavel once, and saying “The meeting will come to order.”

- The Call to Order may be followed by any opening ceremony the organization may have (e.g., Pledge of Allegiance, invocation).

2. ROLL CALL

The Chair says, “The secretary (or other officer) will call the roll.”

- If attendance is taken, it should be done with the aid of a prepared list of members’ names. The list can include spaces for recording whether a member is present, absent, or tardy.

3. READING AND APPROVAL OF THE MINUTES

The Chair Says, “The Secretary will read the minutes.”

- After the minutes are read, the Chair asks:

“Are there any corrections to the minutes?”

- After corrections are made, the Chair says, “If there are no (further) corrections, the minutes stand approved as read (or as corrected).”

4. REPORTS OF THE OFFICERS

The Chair recognizes each officer in turn. For example: “May we have the treasurer’s report?”

- Officers may give reports of their current activities and administrative duties. Reports usually are for informational purposes. However, if a report involves a recommendation for action, the group may discuss the recommendation as soon as the report is finished.

5. **REPORTS OF COMMITTEES**

- The Chair calls for reports of permanent (or “standing”) committees first, followed by reports of special (or “ad hoc”) committees. As each report is requested, the committee chair (or other member) rises and presents the report. If a recommendation is made in the report, it may be discussed as soon as the report is finished.

6. **UNFINISHED BUSINESS**

- This category includes all business left over from previous meetings. The chair works from a prepared list of unfinished business topics, announcing each one in turn for discussion and action.

7. **NEW BUSINESS**

The Chair asks, “Is there any new business?”

- Members can introduce new topics at this time.

8. **ANNOUNCEMENTS**

- The chair may make or call upon other members of the organization to make any announcements of interest to the group.

9. **PROGRAM**

- Some organizations have a speaker, film, or other educational or cultural program. This is usually presented before the meeting is adjourned as the program may require action to be taken by the organization.

10. **ADJOURNMENT**

When the agenda is completed, the Chair says, “If there is no further business, the meeting is adjourned.”

SAMPLE AGENDA

Remember that specific topics should be written in the agenda before it is distributed. For example, your agenda might look like the one below:

1. Call to Order
2. Roll Call
3. Reading and Approval of Minutes
4. Reports of the Officers
 - a) President's Report
 - b) Secretary's Report
 - I. Correspondence
 - c) Treasurer's Report
 - I. Financial Report
5. Reports of Committees
 - a) Standing Committee on Rules
 - b) Talent Show Committee
6. Unfinished Business
 - a) Proposal service project
 - b) Election of New Officers
7. New Business
 - a) Proposal for Fall service project
 - b) Election of New Officers
8. Announcements
9. Program
 - a) Laura Johnson, City Mayor's Office
10. Adjournment

USING THE AGENDA

Of course, simply putting topics on a list will not make your meetings more productive. Keep these points in mind as you draw up and use an agenda:

- 1) Be realistic about the amount of time each topic will take. Avoid an overcrowded agenda. If choices must be made, leave more time for the important issues.
- 2) Take up the less complicated topics first, leaving time at the end for the more complex issues.
- 3) Stick to the agenda. During the meeting, the agenda is followed unless two-thirds of those at the meeting wish to change it.
- 4) Introduce each agenda topic with a word about why it is on the agenda (e.g., information only, discussion, a vote). If appropriate, suggest a time limit for the topic.
- 5) Allow a full discussion of each topic. People have the right to continue to debate an issue until they are finished or until two-thirds of those present agree to move on.
- 6) Close the discussion of each topic with plans for future action.

Using an agenda at your meeting may not solve all of your problems, but it does give a meeting direction and purpose. You may choose to be less structured than the format presented here, but some structure is critical in seeing that your organization "takes care of business". Members are then able to leave a meeting feeling that they have accomplished their work and have contributed to the welfare of the organization.

Motivating Your Members

If your members seem apathetic, bored, and minimally involved with the business of the group, then you can increase their motivation by keeping in mind an important principle of human behavior: people act to satisfy their own needs and desires, not the needs of organizations or other people.

APPEAL TO THEIR NEEDS, NOT YOURS

Thus, to motivate members, emphasize the benefits and satisfactions they will gain, not the benefits to you or the organization. A person's reason for joining a group will tell you that person hopes to gain by becoming a member. For example:

- Many people join groups to meet other people, make new friends, and feel they “belong” somewhere. They are motivated by the opportunity to plan social activities or to become involved in a project that has high “people contact.”
- Other people join groups to learn new things or to achieve something unique. These people might stay involved by researching a new issue for the group, helping to plan an educational program, or taking on a project that has never been done before.
- Some of your members joined because they believe in your group's purpose or cause. These are the ideal members to ask to recruit new members, to make a presentation at a meeting, to publicize the group, or to write articles about the organization's accomplishments.
- Others join a group to have fun. These members might be perfect to act as “hosts” when guests are present, to staff a booth at a fair, or to help plan social functions.
- Some people have become members because the group relates to their major or future career. These people may be motivated by projects that bring them in contact with faculty or with professionals in the general community.

HELP ALL MEMBERS BECOME ACTIVE

It is very easy to focus your attention on the members who already seem the most dedicated to your group. But, as a result, other members will feel neglected and will drop out. Part of your job as a leader is to help all members of your organization to become active participants by understanding their motivations, and matching them with the tasks of the group. As a result, the needs of both the organization and the individual get met.

It may take some time before you know what your members want, and it isn't always possible to create a perfect match between a member and a project. However, here are some helpful tips that will serve to motivate your members regardless of the case.

1. Be courteous at all times.
2. Be fair: don't play favorites.
3. Involve members in the group's goal-setting and decision-making activities. It is easier to get people to help if they have had a hand in deciding what has to be done.
4. Treat people as individuals. Refer to people by name.
5. Ask people to do useful, challenging work. “Busy work” soon becomes boring and cause people to lose interest.

6. Encourage members to propose their own projects. People know their own capabilities and limitations and can let you know how they can best contribute to the organization.
7. Recognize the limits that people are working with. These might be time constraints, financial limitations, or personal attitudes. Identify the constraints and help people to work them out.
8. Utilize special talents of members that may involve experience in their majors or hobbies. This increases commitment to a project.
9. Keep members informed through newsletters or phone calls. Be sure to include everyone in meetings so that they feel part of the “team.”
10. If someone is working on a project, give plenty of positive feedback along the way. Publicly let it be known that a good job is being done and is appreciated.
11. Give lots of support. If someone has offered to take on a task, be sure you provide the resources necessary for that member to do a good job. Check in on a regular basis to make sure everything is going well.
12. Show confidence. Although you should be available to offer assistance, your attitude should demonstrate that you believe your members will do an outstanding job.
13. Make use of the work people have done. It’s very discouraging to work hard at something, only to have it ignored.
14. Allow people the chance to “goof.” Don’t expect that someone will always be right. Help them to learn from mistakes.
15. Provide a chance to have fun. This may mean taking time out to laugh at something or getting together for a social activity. This also creates a sense of belonging, a very powerful motivator.
16. Allow people to provide you with feedback. Solicit their suggestions on how a task can be changed or done more effectively.
17. Reward completed work in some tangible way. This could be as simple as a certificate of appreciation or as elaborate as an awards banquet at the end of the year.
18. Reward especially outstanding work with a position or title. For example, someone who has worked very hard on a membership drive could be asked to become Membership Director.
19. Have a friendly contest (for example, who can recruit the most new members) and give a small prize to the winner.
20. Allow people to do a variety of tasks. Give them the chance to change and grow as they participate.

As a leader, you need to be continually aware of the interest level of your entire group, not just the active core. This handout has presented some ways to increase the motivation of all the people in your organization. Increasing motivation doesn’t require doing everything listed in this handout. But, deciding to make use of one or two of the ideas discussed here may help to raise the level of involvement and interest demonstrated by your members.

Parliamentary Procedure

Parliamentary procedure is a set of rules for conduct at meetings that originated in the early English Parliaments. The following is a presentation of only the basic rules. For more information on parliamentary procedure, refer to "Robert's Rules of Order," Newly Revised Edition.

WHY IS IT IMPORTANT?

It is a time-tested method of conducting business that allows everyone to be heard and decisions to be made in an orderly fashion.

THE BASICS

Agenda: It is customary for organizations using parliamentary procedure to follow a fixed agenda. Here's a typical example:

1. Call to order
2. Roll call
3. Approval of the minutes
4. Officer's reports
5. Committee reports
6. Unfinished business
7. New Business
8. Announcements
9. Adjournment

Motions: Members get opportunities to speak through motions. A motion is a proposal to the group that it take a stand or action on some issue. There are four (4) general types of motions:

1. **MAIN motion:** A main motion presents a subject to the group. For example, "I move that we purchase T-shirts".
2. **SUBSIDIARY motion:** A subsidiary motion changes or has an effect on how the main motion is handled. For example, "I move that the question before the group be amended, by stating that the T-shirts we purchase must cost under \$7.00 each".
3. **ROLL CALL:** if a record of each person's vote is needed, each member answers "yes", "no" or "present" (indicating a choice not to vote) as his or her name is called.
4. **BALLOT:** A ballot vote is on a piece of paper and turned in for counting.
5. **GENERAL CONSENT:** When a motion is not likely to be opposed, the chairperson might say, "If there is no objection..." Members show agreement by remaining silent. If someone disagrees, they should voice their objections, after which, the matter must be put to a vote.

IN CONCLUSION

Using parliamentary procedure can be a successful way to get things done at a meeting, but it only works if you use it right. Also, parliamentary procedure is not for everyone. Depending upon the nature of your organization, you may prefer, and it may be more appropriate, for you to conduct business on a more informal basis.

Planning a Retreat

A retreat is an ideal way to get away from daily distractions and deal with often-neglected issues like team building, long-range planning, etc. Regardless of its specific purpose, a retreat can have many benefits:

- Help members to get to know each other
- Foster group spirit
- Set an expectation for participation
- Increase member commitment
- Enhance planning and problem solving

A retreat need not entail a great deal of expense nor take place at a plush resort. A retreat can take place at a nearby park, in a neighborhood church, at a member's house, or in the Student Lounge. Whatever arrangements you make, you'll want to consider the steps listed below in planning your retreat.

RETREAT PLANNING PROCESS

1. SURVEY MEMBERS

Start by talking with your members. Do they see the need for a retreat? What are some of the general goals they would like to accomplish? What specific topics would they like to discuss? After determining a general time period for the retreat, ask what scheduling conflicts they may have.

2. DELEGATE RESPONSIBILITIES

Divide the work to be done among key people or form committees that will help in making the arrangements. Designate someone to co-ordinate the work. He/she will keep everyone to a timetable and will help in dealing with any problems that arise.

3. SET GOALS

What will be the goals of the retreat? These will form the foundation of the retreat. Some possible goals include orientation (learning about the group, getting to know one another), team building (learning to work together), skill building (developing communication skills, learning new leadership skills), personal growth, and long-range planning.

4. DRAFT A BUDGET

Determine how much money is available for the retreat. Will members be expected to contribute or will the organization pay for the retreat? Once the budget has been set, determine how much you want to spend for various items (e.g. lodging, food, materials).

5. SET A DATE

Determine the exact dates and length of the retreat. You won't be able to accommodate everyone, but try to avoid obvious conflicts. For example, an overnight retreat might be inconvenient for some members that have family responsibilities. If the retreat is held during the week, members may have conflicts with classes or work schedules. In general, try to avoid having a retreat near midterms, important events on campus, or holidays. It's a good idea to have at least one good "back-up" date in case the first does not work out.

6. RESERVE A LOCATION

Select a site that will meet your needs in terms of distance, cost, eating and sleeping arrangements, meeting space, and recreational facilities. The more popular the location, the earlier you should make your reservations. Once the location is set, modify the dates of the retreat and your budget as necessary.

Begin to think about the travel arrangements that will have to be made. If meals are not going to be provided by the retreat site, determine what eating arrangements you will have to make.

7. MAKE A QUEST LIST

In addition to your members, remember to include anyone else who might be critical in helping you to accomplish your goals, such as advisors or faculty members. Guests can be invited to attend all or part of a retreat.

8. CONTACT RESOURCE PEOPLE/FACILITATORS

Although your own group leaders and members will be the major participants in the retreat, it can be helpful to have someone from outside the group to help you in planning or leading the retreat. Possibilities include advisors, faculty members, administrators, alumni, community members, and church leaders. Student Life & Leadership Office also have staff available to help in planning your retreat.

9. SET THE FORMAT

Make a final agenda for the retreat. Make sure that this schedule relates to the goals you generated earlier. Other factors you should consider in the timing of retreat activities include total amount of time available, need for flexibility, number of people in the group, and amount of “work” time versus amount of “play” time.

10. MAKE TRAVEL ARRANGEMENTS

Make sure everything is in place for getting to the retreat. If members are responsible for their own transportation, prepare directions for everyone. If a bus or van will be used, make sure it is reserved. A good alternative is to arrange a carpool. If this option is used, be sure everyone is contacted to sign up.

11. SEND OUT INFORMATION

Notify your members and guests of the final arrangements. Provide enough information about the retreat so that people will be excited about attending. The notification should include a general agenda, dates, directions to the site, check-in information, transportation arrangements, and other special instructions (e.g. bring a bathing suit, supply your own beverages). If members are paying part of the costs themselves, tell them when and how their payments are to be made.

12. MAKE EQUIPMENT ARRANGEMENTS

If your group will need to have any special equipment (AV system, VCR, etc.), make arrangements to obtain it.

13. PREPARE MATERIALS

Arrange to have copies made of agendas, handouts, reading materials, or other things you'd like members to have available during the retreat. Also arrange for any other materials that are needed (e.g. pencils, markers, pads).

14. ARRANGE MEALS

Make final arrangements for meals or refreshments. If you are preparing your own food, be sure to arrange for buying, storing, and transporting the food, cooking and serving the meals, and cleaning up afterwards. Another option is a “pot luck” in which every member signs up to bring something. You might also consider eating at a restaurant that offers group rates. If you do this, be sure to make reservations.

15. SEND REMINDERS

Send out a reminder letter to your members and guests, informing them of any last minute changes and again urging them to attend. Also reconfirm any reservations that have been made.

16. ARRANGE FOR PAYMENT

If the retreat site needs payment in advance or at the time of check-in, arrange for the treasurer to have a check or money order ready. If you bank with Associated Students, Inc., be sure to allow them plenty of time to process your paperwork. If the retreat site will be sending a bill after the retreat, be sure it is paid promptly.

Of course, taking all of these steps does not insure a successful retreat. That depends in large part on your goals, your success in presenting your agenda, and the full participation of your members. However, following the steps listed here will insure an orderly process and will allow you to put more of your creative energy into planning an exciting and rewarding retreat.

RETREAT PLANNING CHECKLIST

1. THREE MONTHS IN ADVANCE:

Survey Members

Delegate Responsibilities

Set Goals

Draft a Budget

2. TWO MONTHS IN ADVANCE:

Set a Date

Reserve a Location

Make a Guest List

Contact Resource
People/Facilitators

3. ONE MONTH IN ADVANCE:

Set the Format

Make Travel Arrangements

Send Out Information

4. THREE WEEKS IN ADVANCE:

Make Equipment
Arrangements

Prepare Materials

Arrange Meals

5. TWO WEEKS IN ADVANCE:

Send Reminders

Arrange for Payment

Planning Effective Meetings

Few people look forward to meetings. But effective meetings provide direction and incentives for everyone, allowing members to carry out their responsibilities in an efficient manner. In short, meetings can either benefit an organization or act as a barrier to accomplishment.

All productive meetings begin the same way: planning. Lack of preparation is the main reason why meetings fail. When officers and members of an organization wait until the last minute to think about what they want to accomplish and how they will do so, the results are often disastrous. Instead, strategic planning should take place in the areas listed below.

ENVIRONMENT

Environment has a significant effect on behavior. Thinking and participating are easier when people are comfortable. Therefore, you should select and arrange your meeting space with care.

- **MEETING SPACE**

Make sure that the room is the right size. A room that is too small can become stuffy and create tension. On the other hand, a room that is too large will feel empty. The room should have adequate ventilation and lighting and be free of extraneous noise.

- **SEATING**

Try to arrange the seating in a semi-circle with the leader in the center. This allows members to see one another and participate, yet allows the leader the opportunity to guide the meeting. If you can, provide table space so that members can write and take notes. If this is not possible, at least have a table for the leader and secretary. You may also want to arrange to have a chalkboard or newsprint and markers to make notes that the entire group can see.

AGENDA

An agenda ensures that your meeting has a purpose and that everyone knows what the specific objectives are.

- Create a blueprint that contains a list of the various topics that your group will discuss during the meeting (of course, if there are no topics to be discussed, you should not have a meeting.)
- In preparing an agenda, solicit items from officers, members, and other relevant sources. Collect documents and other papers that support each agenda item.
- Be sure you know the point of each agenda item: is it a decision item, discussion item, or information item.
- Distribute the completed agenda several days before the meeting.
- Distribute supporting documents in advance, or have them available for examination at the meeting.
- Before the meeting, be sure that the people responsible for agenda items are ready to make their presentations. (For information on preparing an agenda, see the handout entitled “The Meeting Agenda”).

RULES

Before you have your first meeting, there should be general agreement on how formal your meetings will be. This will depend on such factors as the size of your group (larger groups often need more rules to function efficiently) and your purpose (a social group will probably want to be very informal). Some decisions to be made include:

- Who will lead the meeting and what powers will that person have?
- Will you keep a written record of your meeting (minutes) and, if so, who will be responsible for taking the minutes?
- Will you repeat information for members who arrive late? (It is usually unwise to do this.)
- Will people be asked to submit reports and proposals in writing?
- How will the group decide if a long discussion should be continued, postponed, or terminated?
- Will the group depend on volunteers for most of its work, or will someone have the authority to appoint people?
- What will the group do if the meeting runs beyond the stated time limit?

MEETING TIME

- Choose a meeting time that is convenient for as many of your members as possible.
- Although you might want to allow some flexibility, it is usually best to have regular meetings at the same time and place.
- In addition to a starting time, designate a set ending time to allow members to plan their personal schedules.
- Send out notices of the meeting well in advance.
- If your group does not meet on a regular basis, it might be helpful to phone people the night before a meeting.

Of course, planning is not the only ingredient for effective meetings. Groups must also find productive ways to discuss topics during their meetings. But, planning is a necessary first step that allows all members to participate fully in the business at hand.

Programming

You are planning a lecture, 100 people are waiting at the door and there are only 10 chairs in the room. What went wrong? Programming can be a tricky proposition that can catch you off guard if the big picture isn't considered. Presented in this guide is everything you need to know about programming.

PROGRAM CONCEPT

1) Determine the goals of the program. Examples include:

- To bring a community together
- To Educate
- To expose individuals to different points of view
- To support other programs
- To provide entertainment
- To provide opportunities
- To socialize or recreate

2) Brainstorm program types and themes that will match your program goals.

Examples include:

- Speaker
- Film
- Dance
- Fundraisers
- Trip
- Food
- Festival
- Athletic event
- Recreation

3) Decide on a program within your budget.

Discuss the options within your group and make a group decision.

PROGRAM PLANNING

1) Date

- Consult the CSUSM campus calendar.
- Find a convenient date for members in the group.
- Check on facility availability.

2) Location

- Project the attendance of the event.
- Determine the program needs: chairs, tables, lighting, sound, stage, open space, cooking area, ticket booths.

3) Time

- Determine a time for your targeted audience. Example: if the targets are commuter students, then plan the program for a time between day classes.
- Do not plan a program when major organizations have standing meetings.

4) Budget

- Project all expenses and income
- Stay on budget
- Brainstorm additional funding sources

5) Entertainment

- Determine the type of entertainment
- Research local, regional, and national possibilities
- Contact and negotiate

6) Food

- Determine food needs
- Design a food menu
- Make arrangements

7) Publicity

- Consider all publicity possibilities
- Design publicity strategies for targeted audiences
- Design your promotion to fit the style and theme of the program (i.e., educational, serious, festive, informational).
- Make the publicity neat and accurate
- Be creative
- Put publicity up/out in ample time for people to plan ahead

8) Others

- Cover all aspects of the program. Possibilities include: travel arrangements, lodging, postage, decorations, cleanup, security and volunteers.

PROGRAM IN MOTION

1) Backward Plan

- Develop a list of tasks that need to be performed before, during, and after the event and determine who is responsible. Example: cleanup, security and volunteers.

2) Register Event

- Visit the office of Associated Students, Inc. (ASI) to start the event-registration process.

3) Day of Program

- Come early to check on room arrangements and set up
- Prepare a brief introduction statement. Example: “Welcome to tonight’s performance sponsored by_____. If you are interested in having more events like this one, talk to a representative of our organization.”

4) Evaluate the Program at the Next Meeting

- Determine if you have accomplished your program goals.
- Record results, positive or negative, for future planning.
- Prepare financial statement of actual expenditures.
- Send thank you notes to appropriate people.

Promotion and Publicity

If you want people to know about your club and show up to your organization's events, then it is important that you inform them through the use of promotion and publicity.

WHEN PUBLICIZING EVENTS:

- On any finished piece of publicity, make sure to include the answers to these questions: Who, what, when, where, why, and how much.
- Formulate ideas well in advance of an event to allow ample time to carry them out.
- The use of themes may be very helpful in publicizing.
- Start publicizing early so that people can plan ahead to attend the program.
- Identify whom you are trying to reach.

DESIGN

Keep these ideas in mind while designing and printing publicity materials:

- Make it clear and simple.
- Use a logo.
- Use colored paper and different ink.
- Use a creative title or catchy phrase.
- Make sure information is accurate.
- Distribute where students will see it.

WORD OF MOUTH

One of the most effective ways to publicize a club or event is through word of mouth. Here are some suggestions:

- Leave messages on answering machines.
- Do a phone tree.
- Stand in the plaza and hand out information.
- Set up a booth to disseminate information on weekly events.
- Spread the word at the Dome during high peak times.
- See if your professor will give you time to announce campus events weekly.

OTHER PUBLICITY IDEAS

1. **LOGOS.** Use consistently on all visual publicity materials that focus on one event, series, or program that regularly occurs.
2. **MAILING LISTS.** Send out brochures or leaflets.
3. **COFFE CUPS** printed with campus-related promotions to be used in vending machines. The same idea can be used for napkins, knives, and plastic forks.
4. **RECORD COMPANIES** will supply biographies and records people who will be performing. Play them on campus or local radio stations.

5. **AGENCIES** will supply press kits that may include photos and reviews of the performing group.
6. **ARRANGE RADIO PREVIEWS** either through interviews or a recording of the performing group or speaker on local radio and TV stations one to two weeks prior to the event.
7. **USE TEASERS** in the form of ads, posters, buttons, pins, radio announcements, newspaper ads, etc. to begin a program publicity campaign.
8. **DURING SOME OTHER PROGRAMS** on campus, preview a film or play a record of the group that will be playing on campus.
9. **USE BUTTONS** to advertise a program or series. Sell buttons as tickets and admission to the event. Sell weeks in advance to expose the buttons to the campus population: it will attract attention and cause inquiry.
10. **BUMPER STICKERS** are useful in advertising annual events.
11. **SILK SCREEN** some used t-shirts from local thrift shops.
12. **CREATE A CORE GROUP** of knowledgeable people that can speak to campus clubs and organizations. Such immediate one-to-one contact is time consuming but often very effective.
13. **BOOKMARKS.** Distribute colorful bookmarks to potential audiences.
14. **ASK YOUR BOOKSTORE** to create displays of records or books by individuals coming to campus to perform or speak.
15. **USE CAMPUS NEWSPAPER** to announce events.
16. **USE LOCAL EDUCATIONAL TV STATION** to do a preview show of upcoming events.
17. **PUT LARGE SIGNS AND BANNERS** on your automobiles and park them in prime locations in the campus parking lot.
18. **MAKE PUBLIC SERVICE ANNOUNCEMENTS** over local radio or TV stations.
19. **CONTACT MACHINE VENDORS** and staple some free tickets to bags of chips, Fritos, etc.
20. **USE SANDWICH BOARDS.** Hang them on people and have them walk around campus.
21. **PEOPLE IN COSTUME.** Make the publicity visible so that it carries through the theme of the event: have people in costume parade around campus prior to the event.
22. **MAKE SPECIAL FORTUNE COOKIES** with information regarding upcoming events and give them out free.
23. **SPECIAL FOOD.** For a specific event such as an international one, ask the Dome to feature a specific kind of food item to publicize your event.
24. **POCKET CALENDAR.** Have a calendar of upcoming events printed on cards with an academic year calendar printed on the other side.

25. **SET UP A CALL-IN TAPED CALENDAR.**
26. **INSERTS** in campus and local newspapers.
27. **SKITS** can always be used as a double program and publicity.
28. **CHALK SIGNS** on campus designated areas.
29. **ADDITIONAL IDEAS:**

- Airplane banners
- Armbands
- Balloons
- Banners
- Billboards
- Blackboards
- Body painting
- Buses
- Cable television
- Church bulletins
- Coupons
- Dinners
- Display cases
- Drawings
- Door prizes
- Doorknob signs
- Decorated doors
- Electronic signs
- Handbills
- Handkerchiefs
- Hats
- Headbands
- Hot air balloons
- Invitations
- Mailbox Stuffers
- Matchbook covers
- Paper airplane ads
- Pencils
- Pass free tickets
- Phone-a-thon
- Posters
- Press conference
- Radio
- Slideshows
- Stickers
- Symbolic items

SERIES EVENTS

- Have a few well-placed posters whose general format remains the same while the program information changes from event to event. Be sure to change colors for program insertion as well.
- Get local businesses to publicize or subsidize your program.
- Develop a news column in your student newspaper covering the week's events.
- Make up book covers with publicity about the semester's events.
- Make some paper hats with publicity on them.
- Contact faculty members to read program announcements at the beginning of classes.
- Consult the Student Life & Leadership Office when planning publicity strategies.

In order to publicize and promote events effectively, it is important to develop good techniques. However, when the same technique is used over and over, the good effect can wear off. Use a variety of techniques to keep your publicity efforts exciting and appealing.

Record Keeping and Audits

All recognized clubs and organizations are expected to keep accurate records of all financial transactions.

WHAT TO DOCUMENT

In particular, all fund raising projects must be documented as to the means in which funds were raised, the amounts spent, and the ways in which funds have been or will be spent.

RECORDS

Always keep records current and available for an inspection and audit by the Student Life & Leadership Office.

RECORDS SHOULD INCLUDE:

- Ledgers
- Receipts
- Contracts
- Cancelled checks
- Organizational checkbook and/or passbook
- Any other relevant financial documents

AUDITS

During the year, certain groups may be called into the Student Life & Leadership Office for a financial audit. In general, organizations are audited if one or more of the following are true:

- The organization grossed \$1500 or more from a fundraiser or series of fundraising activities during the year.
- The organization failed to use an Associated Student Inc. (ASI) cashbox or service/ticket takers when required to do so.
- There is reason to believe that there has been mismanagement of organization funds.

DETAILED AUDITS

A DETAILED AUDIT WILL BE REQUIRED IF:

- Irregularities are found
- There is reason to believe that the funds have not been used for reasons clearly related to the purpose of the organization.
- Organizations will be charged with the costs of the detailed audit if misuse of funds is demonstrated.

The SLL office may specify additional record keeping requirements when appropriate, and is always available to offer assistance to organization treasurers or financial officers. ASI may also regulate funds that organizations receive through ASI funding sources. Officers of organizations may be held accountable and liable for misused funds.

Based on a publication of the Leadership Development Resource Library, California State University Sacramento

Recruiting New Members

New members are the “spark” that keeps your group alive and insures its continuity and vitality in the coming years. Whether your organization is new or has been active for a few years, you will always need to find new members.

But recruiting new members can be difficult. Your current members may seem to be too busy to go out and recruit new members. At other times it may seem that people just aren't interested in joining your organization. And finally, people who come to one meeting often won't return. This handout offers some ideas for making your next recruitment drive a successful one.

BEFORE RECRUITING BEGINS

Before beginning a recruitment drive, your organization should be able to answer the following three questions:

1. *WHO ARE WE AND WHAT DO WE WANT?*
2. *HOW WILL WE FIND NEW MEMBERS?*
3. *WHAT WILL WE DO WHEN WE FIND NEW MEMBERS?*

Let's look at these questions one at a time:

WHO ARE WE AND WHAT DO WE WANT?

1. Take an honest look at your group to see that it is well organized and functioning smoothly. No one wants to join a group that is disorganized.
2. Be sure you know the purpose of your organization and can tell others why you exist. Be clear about specific goals and projects for the coming year. After all, if *you* don't know where you are going, who's going to want to go with you?
3. Make a list of the group's accomplishments for the past year. Be able to show prospective members that the organization is active and interesting.
4. Draw up a profile of your “average” member. This will tell you the kind of person who joins your organization and might give you clues about where to find new members.
5. List areas of improvement for your group. This will give you an idea of the type of member you will want to recruit who can help the group to improve in the future. Also, be clear about how many new members you can accommodate.
6. Be able to tell prospective members about the benefits of joining your organization (e.g. make new friends, establish professional contacts). What convinced you to join? People will want to know what they can gain from membership.

HOW WILL WE FIND NEW MEMBERS?

As you begin your recruitment drive, keep in mind that attracting new members is a very difficult task. You will need a clear plan and the cooperation of all of your members. You may also want someone to act as Recruitment Director.

1. Although recruitment can take place anytime, you might want to designate a specific time for putting forth your strongest efforts. The beginning of the semester seems to be an ideal time: potential members are not yet busy with school work and will have more time to consider joining your group.
2. Put up flyers and posters around the campus. (Contact the Student Life & Leadership Office for authorization.)
3. Display a banner in one of the banner locations on campus. (Contact the Student Life & Leadership Office for authorization.)
4. Place an ad in the Pride Newspaper.
5. Get coverage about the group from the Pride Radio or other local radio stations.
6. Word-of mouth is the best type of advertising. Encourage current members to talk to others about the benefits of joining the group and to bring a friend to the next meeting.
7. If you are affiliated with an academic department, ask to make presentations to classes in the department.
8. Reserve a table in Founder's Plaza and invite people to come and talk with you. Have flyers and other brochures available. While someone stays at the table, another member can walk through the crowds directing people to the table. Remember to smile!
9. Several campus offices (Student Life & Leadership, EOP) sponsor orientation programs during the year. They often make information tables available to student groups. Keep alert for these opportunities.
10. Better yet, put on a demonstration. Reserve a location in one of the Plazas and display something the organization has built, demonstrate skills in a report or other activity, offer a service related to your group, hold a meeting, etc.

WHAT WILL WE DO WHEN WE FIND NEW MEMBERS?

1. Once you have people interested in your group, bring them together for an opportunity to meet current members and other new members. The atmosphere should be relaxed and allow people to socialize and have fun.
2. Supply them with additional information about your group. This may include future projects, areas where help is needed, organizational structure, upcoming conferences, etc.
3. Have a ceremony to induct new members into the organization. This needn't be a long, formal affair, but a "ritual" of some sort helps to establish a bond with the group.
4. Get new members involved in a project that makes use of their talents. This is the **MOST CRITICAL TIME** in your recruitment efforts. It is crucial that new members feel included and see that their

contributions are important. Otherwise, you will lose the member. Having a new member work for the group also helps to increase commitment.

5. Despite your best efforts, some people will decide not to join your group. Allow them to leave gracefully with an invitation to consider joining sometime in the future.

That's it! Of course, you don't need to follow all of these suggestions. But it is important to examine your recruitment efforts and see where they might be improved. Then, select from the ideas listed above to create a successful recruitment drive.

Based on the *Student Leadership Development* publication, San Jose State University

Running an Effective Meeting

Meetings have several functions: they give members a chance to discuss goals and objectives, to keep updated on current events, and provide a chance to communicate and keep the group cohesive. But most of all, meetings allow groups to pull resources together for decision-making. Start with careful planning, finish with a thorough follow-up, and the meeting will almost run itself. Here are some tips to make your next meeting successful and productive.

BEFORE

1. Define the purpose of the meeting. If there is no purpose, don't have a meeting.
2. Have an executive board/officers' meeting a few days before the general meeting. Develop the meeting agenda at this time. An example agenda:
 - Call to Order
 - Approval of the Agenda
 - Correction and Approval of the Minutes
 - Officer Reports
 - Committee Reports
 - Unfinished Business
 - New Business
 - Announcements
 - Adjournment
3. Distribute the agenda and circulate background material such as lengthy documents or articles prior to the meeting so members will be prepared and feel involved.
4. Choose an appropriate meeting time. Set a limit and stick to it. Remember that members have other commitments.
5. If possible, arrange members so they can face each other. For larger groups, try U-shaped rows. A leader has better control when he/she is centrally located.
6. Choose a location suitable to group size. Small rooms with too many people get stuffy and create tension. A larger room is more comfortable and encourages individual expression.
7. Use visual aides as appropriate, such as posters and charts.
8. Vary meeting places, if possible, to accommodate different members.

DURING

1. Greet members and make them feel welcome.
2. If possible, serve light refreshments: they are good icebreakers.
3. Start on time. End on time.
4. Review agenda and set priorities for the meeting.

5. Stick to the agenda.
6. Encourage group discussion to get all viewpoints and ideas: leads to better quality decisions.
7. Encourage feedback. Ideas, activities, and commitment to the organization improve when members see their impact in the decision-making process.
8. Keep the conversation on topic. Feel free to ask for only constructive comments.
9. Delegate responsibilities and establish due dates. Give members a voice in the decision-making.
10. Keep minutes of the meeting for future reference in case a question or problem arises.
11. The leader should act as a role model by listening, showing interest, appreciation, and confidence in members. Admit mistakes.
12. Summarize agreements reached at the end of the meeting on a unifying or positive note.
13. Set a date and time for the next meeting.

AFTER

1. Prepare and distribute minutes within 24 hours. Quick action reinforces importance of meeting and reduces error of memory.
2. Discuss problems during the meeting with officers so improvements can be made.
3. Follow up on delegation decisions. See that all members understand and carry out their responsibilities.
4. Give recognition and appreciation to excellent and timely progress.
5. Put unfinished business on the agenda for the next meeting.
6. Conduct a periodic evaluation of the meetings. Weak areas can be analyzed and improved for more productive meetings.

Stress Management

In order to learn how to effectively deal with stress, we must first understand it and how it affects each of us differently.

FACTS ABOUT STRESS

Keep the following stress facts in mind as we explore the various things in a student leader's life that cause stress:

- Stress is caused by how we respond to events, not by the events themselves. Each individual may respond differently to the same event.
- Stress is not inescapable. Trying to avoid it will create more of it.
- Not all stress can or needs to be controlled. We need positive high-energy stress: it's the stress that helps to give motivation and challenge. What we need to learn to control is negative, emotional and physical stress.
- False perceptions are often stress-producing agents. Find out the facts before you get all stressed out about a situation.

COPING WITH STRESS

There are three basic approaches that people take to cope with stress:

1. AVOID
2. SUFFER
3. MANAGE

Managing stress is the best way to deal with it!

TECHNIQUES

Since stress is a holistic concept involving the total self, it must be managed by a number of different techniques:

- **STRESS SELF-ANALYSIS:** It is important to recognize those aspects of your life that contribute to your stress. After recognizing these areas, try to determine how they contribute to your stress. By looking at these situations you can sometimes see them from different perspectives, enabling you to better analyze your reactions and feelings.
- **TIME MANAGEMENT AND PLANNING:** By managing your time and prioritizing tasks, you can organize your time so that you will have personal time to relax and socialize with your friends. Make lists of the tasks you need to complete (both short and long term) so you can use your time effectively and not have to worry about doing 10 major projects in one night.
- **EFFECTIVE PLANNING** will help to eliminate the stress of last minute or unorganized work. An effective planning tool is a month-at-a-glance calendar: this will help you to see the big picture and the whole scheme of events going on in your life. Also, this will serve to alert you to upcoming stressful weeks, for which you may want to complete some of the work in advance.
- **ORGANIZE YOUR FILES.** By developing good files it will be easier for you and other members of your organization to find important information, will eliminate the stress of trying to find lost items, and will help to eliminate the stress of future club leaders.

- **RELAXATION AND MASSAGE.** Below are some techniques that help to slow down the body both physically and mentally:
 1. Meditation
 2. Praying
 3. Mental Imagery
 4. Reading
 5. Deep Breathing
 6. Progressive Relaxation

- **EAT RIGHT AND EXERCISE.** Good nutrition and exercise can help to reduce tension. Be sure to eat nutritious meals or snacks: trying to work while suffering from low blood sugar can intensify stress.
- **ADEQUATE SLEEP** is very important for alleviating stress: it allows your body to reenergize so you will not be continually exhausted. Lack of sleep can make a person become irritable, moody, and can make small trivial problems seem extremely important. Getting enough sleep can help you to put things in proper perspective and not get too stressed out.
- **STROKE AND REWARD.** Give yourself a reward for following the stress reduction techniques. For example, if you follow your time management strategy for a week, maybe you can let yourself sleep in for a day, or take yourself to a movie.
- **SHUN THE “SUPERPERSON” URGE.** It’s extremely easy as a student leader to feel that you need to be doing tons of projects, you must do every project perfectly, and if you don’t do the work the whole organization will suffer. This type of attitude will lead to additional stress. Realize that you are only human and that you can only do so much.
- **LEARN TO SAY NO:** this will keep you from over committing yourself. If you take on additional projects that you don’t have time for, you probably will not be helping yourself or the organization. Prioritize what you want to be doing and learn to say no to projects you can’t handle or don’t have time for (even if you really want to do them).
- **LEARN TO DELEGATE.** Orient and train your organization so that they can help you with planning and doing the work. There is no reason that you should feel that you have to do everything yourself. After training your organization, be sure to delegate tasks: this will help to relieve some of your organizational stress. Delegate to someone you know can do the job, and then let them do the job and don’t worry about it. An advantage of delegating is that it helps to eliminate some of the stress and pressure in your life. If you spend all your time worrying about how your delegated task is going, you’ve wasted this advantage.
- **DEVELOP A SUPPORT SYSTEM.** An effective way to deal with stress is to talk about it. Talking about one of your stressful situations may help you to gain new insights, get some things off your chest, and help to keep things in perspective. Your support system could consist of talking about things with your roommate, your friends, or your family. You might also use some of the counseling services at the University.

Remember that learning how to deal with stress is a very important life skill. In order to live a healthier, happier life, you must learn to accept and cope with the stress in your life. Practice is the key.

Value of Involvement

The decision to get involved with campus life is parallel to the decision to get a degree or an education. Any student actively involved in community or campus organizations can attest to the expanded learning opportunities and satisfaction gained through involvement. By combining the skills you develop through the involvement in campus and community organizations with the knowledge you gain in the classroom, you can become much better prepared for your future.

AN IMPORTANT PART OF YOUR EDUCATION

The University, as a part of its educational mission, supports and encourages participation in co-curricular activities as an integral part of your total education. The advantage of our campus is having over 40 different student clubs and organizations to choose from. In addition to campus life, the North San Diego community has more opportunity for participation and service. Whether you wish to explore a new activity, widen your circle of friends, or promote knowledge of a cause, there is probably an organization in existence to suit you.

BENEFITS OF GETTING INVOLVED

1. To You

- Opportunity for self-development, personal growth
- Can work in small groups with people of similar interests
- Increased leadership skills and values, i.e. problem solving,
- Communication, organization, responsibility to society, etc.
- Develop a larger circle of friends
- Provides balance for your academic life
- Make valuable campus and community contacts
- Gain an employment advantage for after graduation

2. To the University

- Develops involved and informed students
- Exposure to resources to address issues and concerns
- Helps develop satisfied students

3. To the Community

- Provides valuable services
- Produces graduates with leadership qualities and abilities
- Develops future leaders with knowledge, skills and integrity

A list of all currently recognized student clubs and organizations is available in the Student Life & Leadership Office in Craven 3400. Also at this location is the opportunity to leave any of these groups a message, as well as receive the email addresses of student club leaders. Staff members are also available to discuss personal interests and provide resources to meet those interests.

Recognizing Volunteers

As the leader of an organization, your job is only half way over once you have recruited new members: the next and often most important step is to keep them involved. Recognizing the volunteers involved in your organization will make them feel needed, important, and a vital part of the organization. Recognizing these individuals will keep them involved, committed, and enthusiastic.

RECOGNITION IS VITAL

It is very important for all of your members to understand the importance that recognition plays at any level of an organization! The obvious person that would be involved in overall recognition is the president, but so should committee chairs with their committees. In addition, individual members should give a pat on the back to the club president or other officers and members. Recognition is for everyone!

SOME REASONS FOR RECOGNITION:

- A successful program
- Always volunteering for the jobs that no one else wants
- Demonstrating a positive, supportive attitude during a heated discussion
- Being open to new ideas
- Suggesting ideas for improvement in the organization
- Taking on a tough challenge
- Being a member
- Attending every meeting
- Arriving on time to all meetings and events
- Being a positive, enthusiastic member

WAYS TO GIVE RECOGNITION

- Provide constructive feedback and explicitly communicate that you appreciate their work, involvement, etc. Be specific about the reason for your appreciation.
- Give members free event passes.
- Give out buttons, stickers, t-shirts, or backstage passes.
- Write thank you notes.
- Plan social get-togethers.
- Give out carnations. Lollipops, candy bars, balloons, etc., with notes of appreciation attached.
- Write a letter of recommendation and give the member a copy.
- Give the members more challenging responsibilities: show that you trust them.
- Attend a programmer's event with the members.
- Recognize them in front of a board or committee meeting.
- Send a description of the member's accomplishments to their hometown papers.
- Send a letter of introduction to all union employees or faculty once members are elected.
- Have the president attend a committee meeting and personally thank committee members.
- Make the members a focus of an organization newsletter article.
- Give the members a reduced regional conference fee.
- Bring a snack to your next meeting.
- Host a member dinner with a visiting entertainer.
- Create a committee member of the month award.
- Have an end of the year reception for all members.
- Nominate members for university leadership awards.

RECOGNITION BANQUET

A more formal method for member recognition is a member recognition and appreciation banquet. Have the organization host a banquet in honor of the members. In order to further enhance the sense of recognition, you could give out awards to the members. These might be established, annual awards. For example: the *Committee Member of the Year Award*; or, to be humorous, tailor-made awards to suit each member's contribution, such as the *Ansel Adams Picture-Prefect Award* for the most organized committee leader.

DURING THE BANQUET

- Try to have people give the awards who know the recipients and the work they have done: they will usually mean more to the person receiving the award. This person could be a supervisor, organization officer, advisor, or peer.
- If you are planning to have a speaker at the ceremony, give more time to the actual recognition of the members than to the speaker.
- Consider giving several members an opportunity to say a few words about their experiences in the organization or share their words of wisdom instead of bringing in an outside speaker.
- Set the tone of the ceremony or banquet to the desires or needs of the organization and its members. For a laid-back organization, a dinner at a casual restaurant may be better than a high-class expensive one.
- Costs are a big factor. If having the ceremony at an elegant establishment will further enhance the recognition experience, and the organization can afford it, then do it.
- On the other hand, if the elegant atmosphere will only make members feel uncomfortable, you might want to choose a different spot.
- Member recognition is extremely important for maintaining member involvement, and for promoting members' feelings of self-worth. Give recognition all year long to show members that the organization cares about them and that the entire organization appreciates their accomplishments.

Based on the *Source* publication, University of Nebraska