

STUDENT LEADERSHIP MANUAL

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SAN ANTONIO COLLEGE CLUBS AND ORGANIZATIONS

- **American Institute of Architecture Students**
- **Anime Underground**
- **Baptist student Ministries**
- **Biology Club**
- **Campus Crusade for Christ**
- **Catholic Student Center**
- **Chemistry Club (American Chemical Society)**
- **Cheshyre Cheese Club**
- **Church of Christ Student Center**
- **Connection Club**
- **Film Club**
- **Gay and Lesbian Association (GALA)**
- **Graphic Arts Club**
- **International Student Association**
- **Kinesiology Majors**
- **Methodist Student Center**
- **Mexican American Engineers and Scientists (MAES)**
- **Mortuary Science Club (Rho Sigma Gamma)**
- **Movimento Estudiantil Chicano de Aztlan (MEChA)**
- **PAH Club**
- **P.E.O.P.L.E Club**
- **Phi Theta Kappa (PTK)**
- **Political Science Club**
- **Psychology Club**
- **Public Administration Club**
- **Reserve Office Training Corp Club (ROTC)**
- **SAC Student Assembly**
- **Student Art Guild**
- **Students in Free Enterprise (SIFE)**
- **Table Tennis Club**
- **Teaching Academy Program Peers (TAPP)**
- **Young Republicans**
- **Voices for SAC**

LEADERSHIP DEVELOPMENT TIPS FOR CLUBS AND ORGANIZATIONS

San Antonio College-Office of Student Life

Quick Tips

- **The Art of Active Listening**
- **Brainstorming**
- **Conflict Resolution**
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- **Fund Raising**
- **Fundraising Ideas**
- **Goal Setting**
- **Group Process**
- **Hints for Facilitators: Handling Difficult Behavior in Meetings**
- **How to Make a Meetings Work in a Culturally Diverse Group**
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San Antonio College- Office of Student Life

QUICK TIPS # 1: THE ART OF LISTENING

In our active world of communication one cannot afford to exclude the art of listening. As a leader, you must listen to your constituents in order to be effective. You need to listen and correctly understand all messages from group members.

In active listening, the receiver tries to understand what the sender is feeling and what the message means. The listener puts his/her understanding into his/her own words and feeds it back to the sender for verification. It is important to feed back only what the listener feels the sender's message meant, nothing more, and nothing less. This creates an atmosphere of acceptance and understanding in which the sender can explore the problem and determine a solution.

To listen actively and to understand is not a passive or simple activity.

The following are important characteristics of a "good listener":

- **BE THERE:** Be present in heart, mind and spirit with the person you need to hear what he/she has to say. If you do not have the time, or do not want to listen, wait until you do.
- **ACCEPT:** Accept the person as she/he is without judgment or reservation or putting the person in a mental box or category, even though she/he may be very different from you.
- **TRUST:** Trust the person's ability to handle his/her own feeling, work through them, and find solutions to his/her own problems.

- **ACCEPT:** Accept the person's feelings, whatever they may be or however they may differ from your feelings or from what you think a person "should" feel. Do not be afraid that just because the feeling is expressed that the person will always feel that way. Remember that feelings change.
- **LISTEN:** Do not plan what you are going to say. Do not think of how you can interrupt. Do not think of how to solve the problem, how to admonish, how to console, that the person "should" do.

DO NOT THINK TO STRUGGLE OR REACT.....LISTEN!

- **KEEP OUT OF IT:** Keep yourself removed. Keep objective. Do not intrude physically, verbally, mentally. Shut up. Listen. This is hard and not passive.
- **STAY WITH THE OTHER PERSON:** Put yourself in the other's shoes, at her/his point of reference. Do not become that person, but understand what she/he is feeling, saying, thinking.

STAY SEPARATES ENOUGH TO BE OBJECTIVE BUT INVOLVED ENOUGH TO HELP.

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Quick Tip # 2: BRAINSTORMING

Is your group stumped for new Ideas? Do you do the same activities the same old way year after year? Do the leaders and just a few members seem to do all the talking? Brainstorming may be just the technique to rejuvenate your organization and get everyone excited and involved.

The purpose of this method is to get out as many ideas as possible-the more you have to choose from, the better your final choice will be! You can use brainstorming for almost anything: program ideas, themes, slogans, publicity, group goals and problem solving.

The rules for brainstorming are deceptively simple-be sure the group understands them and someone has the job of making sure they are followed.

- First of all---Set the Stage...
 1. Set a time limit-10 to 20 minutes, 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 two or more groups and brainstorm simultaneously.
 3. The question or issue must be one about which all participants can speak. Focus on only one issue at a time.
 4. Record all responses on a blackboard or big sheets of newsprint so everyone can see them. Do not record the name of the person suggesting. Record only key words and phrases, not word for word.

- Second.....explain (and possibly post) the following rules.....
 1. Do not discuss ideas
 2. Do not criticize, praise or judge
 3. Be spontaneous...no hand raising, just call out
 4. Repetitions are ok
 5. Quantity counts
 6. Build on each other's ideas-"hitch-hiking" or "piggy-backing" is encouraged
 7. Enjoy the silences-often the best ideas come out of them
 8. It is ok to be outrageous, even silly
 - Third...Make good use of the members' creativity
 1. If several groups brainstormed the same idea, put the lists on the wall and let everyone read each other's work.
 2. Group ideas into related categories for review
 3. Decode which ideas are most promising and which can be eliminated; this can be done by putting pluses and minuses by items.
 4. Rank the most promising.
 5. Select those with greatest potential and high-ranking priority for either implementation or refinement by committee or the group.
 6. Follow-u. If the ideas are to be implemented successfully by the group or by committee, ask for updates on a regular basis.
 7. Review and evaluate your ideas as they are being implemented. Make any changes deemed necessary by the group.
 8. Be sure to utilize the ideas generated. It is extremely demoralizing for a group to invest its time, energy and creativity and have the idea disappear. Seeing your ideas come to fruition however, is extremely rewarding.

References:

Pfeiffer and Jones; 1972 Annual Handbook for Group Facilitators.
Schindler-Rainmann E and Lippitt, R; Taking Your Meetings Out of the Doldrums

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Quick Tip # 3: Conflict Resolution

Two special issues to address during conflict resolutions are:

Dealing with “Non-Negotiators”

Some individuals will refuse to negotiate because they want to protect their interests. Here are a few pointers for dealing with them:

- Start to negotiate anyway/
- Explain why it is in their best interest to negotiate.
- Talk about how resolving the issue will help them.
- Make the issue important to them.

Dealing with the Non-Trusting

Some individuals simply can't or won't trust you. Do your best! Take these tips into consideration.

- Be trustworthy
- Acknowledge everyone's feelings.
- Find something that you both agree on.
- Listen carefully to their issues and concerns.
- Start small – don't be discouraged if you can't resolve all the issues at once.

The ability to resolve conflict is one the most important skills a leader can possess. Conflicts arise in everyday situations between leaders and members over both organizational and personal issues.

STYLES OF CONFLICT MANAGEMENT

- Competing (win-lose strategy): The individual pursues his or her interests at another's expense. Competing people will stand up for their beliefs without listening to others or do anything to "win".
- Accommodating (lose-Win): People neglect their own interest to satisfy the interest of others. These people obey others when they would rather not and easily yield to other's points of view.
- Avoiding (lose-lose): These individuals do not deal with conflict. They sidestep issues, postpone discussions, or withdraw from tense situations.
- Compromising (partial win-partial win): These individuals seek to find expedient, mutually acceptable solutions which somewhat satisfy both parties' needs. They "split the difference" or seek middle ground.
- Collaboration (win-win): Individuals seek to find solutions that fully satisfy both parties. Collaboration is the style most recommended for student organizations because it allows both parties to be fully satisfied, allows for creativity in developing resolution, and gives participants a sense of accomplishment that they have together resolved the issue without losing anything.

STEPS FOR SUCCESSFUL COLLABORATION

- Determine the nature of the conflict. Is it a philosophical issue (drinking at parties) or a difference in expectations (all members should determine each decision the group makes)?
- State the real effect the conflict has on you. If all members get to vote on everything, it will take a long time to make decisions and other things may not get done.
- Listen carefully to the other person. What is the real effect on her or him? What does she or he see as the real conflict?
- Initiate the problem-solving process:
 1. Clarify the issue: What is the problem at hand?
 2. Discuss each person's wants and needs.
 3. Generate a list of all possible solutions-be creative!
 4. Decide together on the solution most acceptable for all parties.
 5. Develop a process to evaluate the solution after a specified time.

6. Discuss how to discrepancies or problems with the solution will be handled.

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Quick Tip # 4 Delegation:

Why Delegate?

Delegation is an ethical responsibility leaders owe to themselves, those with whom they work, and their organization.

For yourself delegation....

- Allows time for planning
- Allows time for organizing
- Allows time for other pursuits
- Teaches valuable lessons about how to work with and develop others
- Builds trust
- Encourages open communication

For member's delegation.....

- Motivates
- Builds self esteem
- Encourages creative problem-solving
- Stimulates initiative
- Trains future leaders
- Builds trust
- Facilitates communication
- Stimulates creativity
- Allows significant contributions

For the organization delegation.....

- Promotes perpetuation
- Opens new avenues of creativity
- Increases productivity
- Improves overall efficiency and effectiveness

Principles of Delegation:

- Assigning responsibility to others does not lessen your responsibility-it gives you the capacity to handle greater responsibility.
- Never assign a task to someone because the task is unpleasant to you.
- Delegate only if you have confidence that the member is capable of handling the task.
- When delegating, be sure to back up the member when her or his authority is called into question.
- Even though you may be able to do the task better or faster, delegating allows others to grow.
- Delegating often includes teaching someone how to do the task-what better way to ensure that others can run the group when you're gone?
- Delegating can be a significant motivator in retaining members, as it gives them a sense of accomplishment when a task is successfully completed.
- Delegation is most successful when someone expresses an interest in the task, when she or he has a specific skill which would suit the task, or when she or he would benefit from the responsibility.

Ways to Delegate:

- Ask for volunteers in a meeting.
- Appoint someone.
- Assign the task to a committee.
- Break up the job into logical parts and spread the work out to a few people.
- Find out your members' interests, skills, and time commitment-then find a task to suit them.
- Create a project-outline complete with deadlines with the person to whom you are delegating-then follow up.

Don't Believe These Myths:

- "I could do it better and faster myself."
- "I'm not doing my job if I have to ask someone to help."

- “If someone wants to help, they’ll tell me.”
- “I’m the only one who knows how to do it.”
- :If I do it, I know it will get done
- “If I delegate, I’ll be giving up my authority.”

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Quick Tip # 5 Fund Raising

“Quick-N-Easy” Fundraising Ideas

- Car Washes
- Balloon Sales
- Flower Sales (carnations are inexpensive favorite) on Valentine’s Day, graduation, or other holidays
- Gift or note deliveries at the beginning or end of people’s class
- T-shirt sales
- School supplies sales
- Bubble gum sales
- Bake sales
- Garage sales

Before You Start:

Decide how much money your group needs to raise. Go ahead: Set a high goal! If all members are in agreement that having these funds is necessary they will probably agree to put in the time necessary to raise that money.

There are many different ways to raise more: Some projects are easy to set up and target mainly people you do not know. Others will take more time in planning and implementation and will probably people you know as well as people you do not know. Still others will take the work of only a few people targeting groups or businesses.

Fundraisers:

“Show Up and Work” Project:

There are the kinds of projects that are set up in advance by the leaders of the group so that the general members simply have to show up one day and spend time working. Examples of these projects include: car washes, bake sales, and cleanups. Members tend to like these kinds of projects, because they do not require a lot of planning and do not take much of their time.

Drives and Sales:

Fund drives and lengthy sales projects such as candy sales and stock sales tend to have higher returns than “Show U and Work” project, but they take more time to complete. Leaders set up these projects in advance and often need to make a deposit for the items to be sold. Members will usually target both people they know and those they do not know.

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Quick Tip # 6 Goal Setting:

Goals should be:

- Achievable
- Believable
- Controllable
- Desirable
- Evaluated
- Flexible
- Growth-facilitating
- Flexible
- Growth-facilitating
- Helpful
- Inspiring
- Justifiable
- Knowledgeable
- Listed Measurable
- Noticeable
- Optimistic
- Prioritized
- Quantifiable
- Realistic
- Success-oriented
- Time-bound
- Understandable
- Valuable
- Worthwhile
- Xciting
- Yielding

- All of Z above!

What are Goals?

Goals are plans for the future. They are your direction for the year. They state what your group wishes to accomplish. Goals should be evaluated and changed from year to year.

Why Set Goals?

- To give direction and provide a course of action for the group
- To motivate members
- To clarify and communicate what your group is striving for
- To define the group
- To provide a basis to measure success and accomplishments
- To save time by allowing the group to plan and prepare for the future
- O make every member feel important by giving them some thing to do
- To give each member a chance to state his or her expectations for the group

Steps for Setting Goals:

- **Brainstorm** as a group: evaluate past group successes and failures; address new things the groups wants to accomplish.
- **Choose** from the brainstorm list the goals you want to focus on for the coming year.
- **Prioritize** the chosen goals
- **Break** each goal into the steps necessary to reach it
- **Move Into Action** and begin working on goals-decide:
 1. What is to be done?
 2. How will it be accomplished?
 3. What resources are available?
 4. Who will do it”
 5. When should it be finished?
 6. What results are expected and how will they be measured?

Continually Evaluate Your Progress:

Be Flexible-allow your goals to change to meet new circumstance.

Follow through-many groups that fail to reach their goals do so because they didn't ACT.

Here's a Tip:

Make your goals visible! The more often people are reminded of their goals, the more likely it is that they will work toward achieving them!

- Post them in a conspicuous place
- Give a copy to every member
- Discuss the goals at every meeting-put them on the agenda
- Puts in materials you distribute
- Make a creative flyers for posting on bulletin boards

REMEMBER:

Reward those members who are working on their goals- and reward the group when the goals are reached!

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Quick Tip # 7: Hints for Facilitators: Handling Difficult Behaviors in Meetings;

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Quick Tip # 8: How to Make Meetings Work in a Culturally Diverse Group:

The meeting held in a culturally diverse environment is any thing but business as usual. In fact, meetings can be the arena where differences in cultural programming show themselves most clearly...or confusingly, as the case may be.

- Have you ever felt frustrated when you throw a question out to the group and all you get are polite smiles, or people who won't look you in the eye?
- Are you irritated when you expect a lively discussion of the pros and cons of a plan you are considering, and you get no discussion at all?
- When voices get raised and it seems that the discussion is turning contentious and angry, do you wonder what went wrong?

Maybe it's cultural

While the behaviors you expect are second nature to you, they might not be to someone born in a different country or socialized in a different culture. Think about your group. What different nationalities, ethnicities and cultures are represented in your meetings? Then take a look at the behaviors you value and expect of people at those meetings. These might include:

- Speaking out
- Making suggestions

- Disagreeing with someone in an authority role
- Stating an opinion
- Taking “no” for an answer
- Giving criticism
- Asking questions
- Speaking in a moderate conversational tone
- Seeing other points of view
- Making presentations
- Accepting praise

Which of these bother you when they’re absent? Could it be they’re not happening because they’re discouraged in some cultures?

For example, in many cultures, people in authority roles (bosses, teachers, group leaders, elders) are seen as the ones with the answers. Making a suggestion to one of these people might be seen as disrespectful, causing him/her to lose face. Asking questions or requesting clarification might seem to imply that the person is unable to make him/her clear or doesn’t know what he/she is talking about.

Different cultures also have different ideas about what constitutes a normal, civil discussion. Raised voices and vehement tones may be interpreted very differently by different people. What one person would see as a normal, if spirited conversation, another might perceive as an angry argument. On the other hand, a person who expects more feeling and fervor in a discussion might mistake a restrained or soft-spoken delivery as lack of enthusiasm.

Another source of misunderstanding is a difference in attitudes about “the rules”. American majority culture values structure and holds that there are may unwavering rules and limits that apply to everyone. In some other cultures, the expectation is that just about anything is negotiable. An initial “no” is seen as just an opening argument, not a final pronouncement. This can leave one party irritated because his/her credibility is being questioned, and one baffled by the other’s rigid refusal to engage in negotiations.

It’s important to understand that none of these ways of behaving and looking at the worked is right or better than the others—they’re just different. People with diverse backgrounds can work well together and come to appreciate each other’s cultures, as long as they make the effort to understand and accommodate their differing values and points of view.

Here are some things that you as a leader can do to help:

1. Examine expectations

Get the group to talk about what they want from each other in meetings, and what each person feels able to give. Encourage them to give each other feedback and to confirm that they’re really understanding what someone is saying, and why. If people

have different style or ways of seeing the same behavior, encourage them to talk it through and try to understand the other's point of view. Just exploring unspoken assumptions and learning what's behind another person's attitudes and behavior can clear up many misunderstandings.

People may be willing to go against some of their cultural norms, but it should be their choice, and one they are reasonable comfortable with. Be realistic about what you can expect people to change. For example, someone raised in a culture where singling out and praising an individual in front of others is taboo may always respond to public compliments with a certain amount of discomfort. You may need to find other ways to let that person know that he/she is valued and appreciated.

2. Create a comfortable tone:

No matter how good a relationship you have with your members, the communication dynamics change in a more formal setting. Meetings intimidate some people; no one wants to look foolish in front of their peers. Cultural programming just complicates the matter. Setting a nonthreatening, comfortable tone should be first on your agenda.

You can reduce anxiety and increase participation by starting with a warm-up activity that breaks the ice and gets everyone participating right away. There are several techniques that may help.

- Ask open-ended questions like “So your biggest concern about the plan is...” or the pro and cons of this system is ...” or if you could make just one change in this project, it would be...”
- Ask for a simple numerical evaluation such as “ On a scale of 1 to 5, rate the effectiveness of this new procedure.”

3. Use small groups to get participation without violating cultural norms.

One of the laws of group dynamics is that the smaller the group, the greater the safety: therefore, the more participation. The use of small groups can be your ally in working around cultural norms that may discourage people from speaking up or standing out from the whole group.

Let's take a look at how this works. Say you're planning an event and trying to put together an action plan and a timeline. You want to encourage people to look for potential problems and unrealistic expectations, so you can refine to plan now. One way to expect cultural “rules” and still get the input you need is to break people up into small groups where they can collectively list the possible glitches in your plan. The no one individual has to be responsible for the criticism and not everyone has to speak before the whole group.

4. Write down the meeting content

In a multilingual arena, giving people two ways to absorb the information increases your effectiveness as a communicator. Many people for whom English is a second language have an easier time understanding written English than hearing it spoken.

Use handouts, flipcharts, chalk boards, whiteboards, even butcher paper taped to the wall to get your message across. Write down the agenda and the major point of the discussion. This allows people to integrate the information at their own pace.

Adapted from "How to Make Meetings Work in a Culturally Diverse Group" by Lee Gradenwitz, PhD and Anita Rose, PhD., originally published in Working World magazine.

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Quick Tip # 9: Ice Breakers:

Icebreakers: What Do They Do?

- Introduce Members
- Create a comfortable environment
- Explore thoughts and feelings
- Break up cliques
- Release tension
- Encourage interaction
- Acquaint
- Kick things off
- Evoke laughter, fun
- Re-energize
- Share information

Icebreakers are activities designed to foster interaction among members. They are particularly useful in the initial stages of group development, but can be effective in later stages to challenge assumptions, break up cliques, and deal with problems. There are hundreds of ways to “break the ice.” Here are just a few ideas.

Stage1: Getting to Know You:

At this stage, group members know very little about each other. Focus on names and low-risk disclosure.

- **Name Game:** Share your name and some bit of information and repeat this information about each person preceding you.
- **Grab Bag:** Pull out an object from a bag and explain how you are similar to it.
- **M & Ms:** Pass around a bag of M&M candies and have everyone take some. Each person must tell one thing about him or herself for each piece of candy

taken (can also be done with a roll of toilet paper and the number of squares taken)

- **Make “Do-it Yourself” Nametags:**
- **Inside/Outside:** use a paper bag and magazines; cut out things describing how others see you (outside) and how you really are (for inside the bag).
- **Matched Pairs:** Tape the name of one member of a famous pair to each person’s back. Participants have to find their “mate” by asking other people “yes” or “no.”

Stage 2: Getting to Really Know You:

The group may experience hostility as relationships are formed and group roles are established. Focus on getting to know what each member is feeling.

- **Continuum:** State a value and have participants share where they all on a scale of 1-10 (e.g., “Honesty is important” or “this group is my #1 priority” 1=disagree, 10=agree). Be careful to make sure group members don’t judge each others answers as good/bad, right/wrong.
- **Social Activities**
- **Group Consensus Activities:** Consult the many books listing activities e.g. *Quicksilver* by Butler, or *Silverbullets* by Rohnke.
- **Gift Game:** have each member tell what gift he/she would give each member
- **Set Group Goals and Expectations:**

Stage 3: Beginning to Work:

Group moves toward cooperation and better communications

- **Personal Shields/Coats of Arms**
- **Positive Bombardment:** one member sits in the middle of a circle while other members say positive things about him or her.
- **Pat on the Back:** members write positive things about members on “post-it notes” and put them on each other’s backs.
- **Group Consensus Activities**

Stage 4: Working Together

The group focuses on problem solving interdependence, and reaching goals.

- Murder Mystery exercises, etc.: where the group has to work together to find the solution.
- Role-playing: members take on roles other than their own (leader, follower, tension-breaker, etc.)
- Group Self-Diagnoses and Evaluation
- Non-verbal Problem Solving: (broken squares, puzzles, etc.)
- “I wish I could...”: members share skills they wish to develop and how others in the group can provide support.

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Quick Tip # 10: Keeping People

People join groups to meet people, to have fun, to learn new skills, to pursue an interest, and to link their lives to some higher purpose. They leave if they don't find what they are looking for. Groups need to ask themselves more often. What benefits do we provide? At what cost to members? How can we increase the benefits and decrease the costs? Here are some ideas on where to begin

- Stay in touch with one another: Regular contact is vital.
- Welcome newcomers: introduce them to members of your group. Consider appointing greeters for large meeting and events. Call new contacts to invite them to meetings or events. Help people find a place in the group. The most appealing approach is to say “Tell us the things you like to so and do well and we will find a way to use those talents.”
- Pay attention to group process: Most volunteers groups do not give adequate attention to how they work together. Decision-making methods are not determined explicitly nor are roles, or healthy behaviors. Some groups make process a topic of discussion by appointing a process watcher.
- Discuss the group contract: Set aside occasions when members describe what they expect of the group and what the group can expect of them in terms of time and responsibilities. This information should become part of your membership lists.
- Act more, meet less: The great majority of people detest meetings: too many is the Black Death of groups.
- Keep time demands modest: Most people lead busy lives. Don't ask them to come to meetings if they don't need to be there, Keep expanding the number of active members to ensure everyone does a little and no one does too much.

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Quick Tip # 11 Meetings & Minutes

A poll of professionals and managers resulted in 1,305 examples of problems encountered in meetings. Of these, 16 account for over 90% of all problems.

They are:

- Getting off the subject
- No goals or agenda
- Disorganized
- Ineffective leadership/lack of control
- Wasted time
- Ineffective decision-making
- No pre-meeting orientation
- Too lengthy
- Poor/inadequate preparation
- Inconclusive
- Irrelevant information discussed
- Starting late
- Interruptions
- Rambling, redundant discussion
- Individuals dominate discussion
- No published results or follow-up action

From "We've got to Start Meeting like This: Roger Mosvick and Robery Nelson, Scott Foreman & Co.

Meetings have several functions. They give members a chance to discuss and evaluate goals and objective, keep updated on current events, provide a chance to communicate, keep the group cohesive, and allow the group to pool resources for decision-making. The following are some tips to help make your next meeting successful, productive and:

FUN! BEFORE THE MEETING:

- Define the purpose of the meeting (If you can't find a purpose, don't have the meeting)
- Develop an agenda, with officers and advisor(s)
- Distribute the agenda, background material and lengthy articles or documents
- Set a time limit and do your best to stick to it
- Select an appropriate, comfortable locations\Use visual aids if they will help
- Make sure all members are aware of the meeting time and place.

DURING THE MEETING:

- Greet members and make them feel welcome
- Serve refreshments if possible
- Start and end on time
- Review the agenda and set priorities for the meeting
- Stick to the agenda
- Encourage group discussions to get all points of view
- Keep conversation focused on the topic at hand
- Encourage feedback
- Keep minutes for future reference in case a question is raised
- Be a role model by listening and showing interest, appreciation, and confidence in members
- Summarize agreements reached and end the meeting on a positive note
- Set the time, date, and place for the next meeting

AFTER THE MEETING:

- Transcribe the minutes and distribute them within 3-4 days
- Discuss any problems during the meeting with officers and advisors
- Follow up on delegation decisions
- Give recognition for excellent and timely progress
- Put unfinished business on the agenda for the next meeting
- Periodically evaluate meetings and work toward improvement

MINUTES:

All minutes should contain:

- Time, date, and location of meeting
- Type of meeting (officer, committee, general)

- Members present/absent
- Time of call of order and by whom
- Approval/amendments of previous minutes
- Officer and committee reports
- Unfinished business acted upon
- New business acted upon (for all business include exact wording of new resolutions, etc., as well as vote counts)
- Unfinished business
- Action items and who is responsible for them
- Advisor report
- Announcements
- Next meeting information
- Time of adjournment
- Name of secretary/recorder

Hint: Many recorders simply take notes on the written agenda at each meeting. Once minutes are typed into the group's preferred format, they should be submitted to the president and/or advisor for review. Minutes become the official record of group proceeding AFTER they are accepted by the membership (at the next meeting).

SAN ANTONIO COLLEGE-OFFICE OF STUDENT LIFE

Quick Tip # 12 : Motivation:

TEN COMMANDMENTS OF MOTIVATION

- Share responsibility, remembering that as you take credit for the success, you must also share the failure.
- Understand that as a leader you can give authority and allow others to contribute to their own and your success.
- Constantly remind yourself that only through participation can others make their jobs meaningful.
- Communicate the “why as well as the “what” to ensure that understanding and cooperation becomes a habit.
- Evaluate accomplishment on the basis of the results achieved rather than on the activities engaged in.
- Sincerely be humble, knowing that most people would rather succeed than fail at their jobs.
- Seek always to set a good example
- Force yourself to set goals and priorities.
- Unceasingly seek to be objective, fair and honest.
- Light the way to change.

DON'T BE AFRAID TO FALL!

- You've failed many times, although you may not remember.
- You fell down the first time you tried to walk. You swallowed a lot of water the first time you tried to swim, too.
- Did you hit the ball the first time you swung the bat? Heavy hitters, the ones who hit the most home runs, also strike out a lot.
- R.H. Macy failed seven times before his store in New York caught on.
- English novelist John Creasey got 753 rejection slips before he published 564 books.

A message printed in the Wall Street Journal by United Technologies Corporation, 1986.

Motivation may be one of the most difficult tasks a leader faces, some days it seem shard enough to get yourself enthused and excited about the group's meeting or activity, so how are you going to motivate the rest of the group?

HINTS ON MOTIVATING OTHERS:

- Study members and learn what makes each tick.
- Be a good listener.
- Criticize in private
- Praise in public
- Be considerate.
- Delegate responsibility for details to others.
- Give credit where credit is due-honestly.
- Avoid domination or forcefulness.
- Show interest in and appreciation for others.
- Make members want to do things through inspiration, incentives, and recognition.
- Let everyone know your plans, even at the early stages.
- Never forget that the leader is the role model.
- Play up the positive.
- Be consistent.
- Show members that you have confidence in them.
- When you make a mistake, admit it.
- If an idea is rejected, tell the originator why.
- Be careful of what you say and how you say it.
- Put yourself in your member's shoes.
- Remember that people carry out their own ideas best.

- Give members the opportunity to take part in making decisions-especially those that involve them.
- Let members know where they stand and why.

MOTIVATION IS NOT SOMETHING YOU GIVE TO PEOPLE. THEY GIVE IT TO THEMSELVES. YOU GIVE THEM THE REASON TO MOTIVATE THEMSELVES!

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Quick Tip # 13: Recruiting New Members:

Where Are Those Potential New Members?

- In your classes
- In lines (at Financial Aid, the Cafeteria, the Bookstore, ect.)
- In the library
- In other organizations
- Everywhere you are!

Planning for Recruitment:

Planning is the most important part of your recruitment process.

1. Select a recruitment chairperson. Often groups select a recruitment committee. This is a good idea it spreads the work, but make sure one person is ultimately responsible.
2. Set a recruitment goal. Include:
 - the total number of new members you want to attract
 - the number of potential new members each current member is responsible for contacting
 - a timeline complete with a list of who is responsible for what
3. Brainstorm with members about how to contact those potential new members.
 - Event (social, service, academic, sports, etc.)
 - Written information

DURING THE FIRST WEEK OF THE FALL SEMESTER, THE OFFICE OF STUDENT LIFE SPONSORS *Welcome Back Week*, a week-long information fair in the Mall Area, the Gym and the Loftin Student Center. One day during the week is reserved for student clubs and organizations wishing

to recruit new members. To sign up for a table at Welcome Back Week, call the Office of Student Life at 733-2680

SAN ANTONIO COLLEGE-OFFICE OF STUDENT LIFE

Quick Tip # 14: Robert's Rules of Order Made Simple

Points

The following three points are always in order:

- **Point of Order:** When a member thinks that the rules of the club or organization are being violated s/he can make a Point of Order (or “raise a question of order,” as it is sometimes expressed), thereby calling upon the chair for a ruling and an enforcement of the regular rules.
- **Point of Information:** *a request for information* on a specific question, either about process or about the content of a motion. A point of information does not give the speaker the privilege to provide information. If you have information for the body, raise your hand to be put on the speakers list.
- **Point of Personal Question of Privilege:** a comment addressing a personal need-a direct response to a comment defaming one's character, a plea to open the windows, etc. a device that permits a request or main motion relating to the rights and privileges of the assembly or any of its members to be brought up for possible immediate consideration because of its urgency, while business is pending and the request or motion would otherwise be out of order. *The most common example is a motion to enter into Executive Session.*

Motions

* All main motions must be seconded, and are adopted by a majority voter unless otherwise noted.

*All main motions may be debated unless otherwise noted.

Motion are of four five types: **privileged, subsidiary, incidental, main, and motions that bring a question again before the club or organization.**

- **Privileged** motions have precedence over nearly all other motions. They fall within a list of precedence.

- **Subsidiary motions yield precedence to the privileged and that precedence over main motions. They fall within a list of precedence.** Subsidiary motions assist the club or organization in treating or disposing of a main (and sometimes other motions).
- **Incidental** motions do not properly fall within the list of precedence, since they usually arise out of the business of the club or organization. They may be proposed at any time, and must be decided as they arise. They fall within no list of precedence among themselves.
- **Original main motions** and **incidental main motions** differ principally in the nature of their subject matter. Original main motions bring business before the group, and incidental main motions is a main motion that is incidental to or relates to the business of the club or organization, or its past or future actions. Bring a question again before that group. Those motions are of the lowest rank and take precedence over no others. They fall within no list of precedence among themselves.

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Quick Tip # 15: Stress Management:

INSTANT STRESS RELIEVERS:

- ***Take six deep breaths:***
Inhale, hold for five counts and exhale through your mouth.
- ***Visit Hawaii:***
...or and other pleasant scene from your past. Visualize the scene in detail by stimulating all your sense.
- ***Hug someone:***
Four hugs every day will do a lot to calm you down.
- ***Take an exercise break:***
Take a brisk walk at lunch. Climb the stairs instead of taking the elevator. When your mind is cluttered, move your body.
- ***Have a good laugh:***
Your spirits will rise immediately.
- ***Find a friend:***
Choose a patient soul, one who won't butt in or give advice, to listen to your concerns.
- ***Change your focus:***
Put your job concerns away for five minutes
- ***Finish something:***
Give yourself a quick sense of accomplishment.

Common Causes of Stress:

- Lack of stimulation or challenge
- Too much demand or stimulation
- Environmental influences-too much noise, excessive heat or clod, air pollution, crowding, etc.
- Death of a family member or friend
- Change of any kind (positive or negative)
- Lack of energy

THE AAABC'S OF STRESS MANAGEMENT

Stress management is a decision-making process. You can choose to:

Alter it.

Avoid it, or

Accept it by

Building your resistance or changing your perceptions

ALL THREE OF THESE TECHNIQUES CAN BE EFFECTIVE COPING STRATEGIES.

ALTER implies removing the source of stress by changing something (problem solving, direct communication, organizing, planning, and time management).

AVOID implies removing oneself from the stressful situation or figuring out hoe not to get there in the first place) saying “no”, delegating, letting go, withdrawing and recognizing your own limitations).

ACCEPT involves equipping oneself physically and mentally for stress by...

BUILDING resistance, increasing your tolerance for stress: physically through proper diet, regular exercise, and systematic relaxation: mentally through positive affirmation, taking time for mental health, clarifying goals and values/priorities; socially through support systems, investing in relations ships, clear communication.

CHANGING perceptions. Change unrealistic expectations and irrational beliefs (as “I should succeed at everything I try). Build self esteem and cultivate a positive attitude.

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Quick Tip # 16: Team Building:

Design for a New Team:

Step 1: Getting Acquainted (Forming)

Step 2: Sharing Expectations (Storming)

Step 3: Clarifying Goals

Step 4: Developing Working Relations (Performing)

A Team Is:

An energetic group of people who:

- Are committed to achieving common objectives:
- Work well together and enjoy doing so: and
- Produce high quality work.

Team Building is:

the process of forming diverse individuals into a group who share common goals, objectives, and expectations as well as a commitment to one another.

Ingredients For successful Team Building:

- An uninterrupted block of time (2-4 hours is ideal)
- A comfortable, informal environment
- A relaxed, open-minded group of people
- An agenda of activities to stimulate growth, sharing and bonding

In you're planning, beware of:

- Member's physical limitations
- How comfortable members may or may not be with physical contact
- An organization with a large number of new members
- Groups whose members seem to be going off in different direction
- Groups whose members have been apart for a while

Team building can be scheduled as part of:

- New officers training
- New members orientation
- Goal-setting sessions

TEAM BUILDING ACTIVITIES:

Step 1: Getting Acquainted: interview group members, pair up and interview each other for five minutes each. Partners then introduce each other to the group, including everything they can remember about each other.

Step 2: Sharing Expectations "I Expect" Exercise: the leader passes out 3x5 cards on which members list their expectations of the leader, officers, members, advisors, and themselves. Cards are collected and responses listed on a chalk board, discussed, and adopted or rejected by the group.

Step 3: Clarifying Goals Group goal setting: members participate in reviewing previous goals and setting the group's goals for the coming year.

Step 4: Developing Working Relationships:

Rap Session: discuss questions such as:

- How will decisions be made?
- What will our working styles be?
- How will we assure that everyone has a chance to contribute?
- How will we resolve differences?
- How will we ensure the completion of our work?

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Quick Tip # 17: Time Management:

TEN TIME MANAGEMENT TIPS:

- **PLAN:** Start each day with a schedule.
- **Concentrate:** The amount of time you spend on a project is not what counts; it's the amount of quality time.
- **Take breaks:** Shifting gears for a little while can relax you, leading to greater efficiency.
- **Avoid perfectionism:** There is a difference between striving for excellence and for perfection. The first is attainable, gratifying, and healthy. The second is often unattainable, frustrating, and neurotic.
- **Learn to say "No"** remember your priorities when asked to do more.
- **Don't procrastinate:** decide to change your habit immediately, but don't take on too much too quickly.
- **Delete time wasters:** if you are spending time on activities that bore or divert you take them off of your schedule
- **Delegate:** delegate tasks as well as the authority to do work.
- **Avoid "Workaholic Syndrome":** don't let work or school interfere with the other really important things in your life.

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Community Service and Volunteering:

Useful Links to the Community Service Project:

- Boys & Girls Clubs of SA – JEATON@bgcsat.org Tel. (210) 4366
- Mentoring Program JUMP Tel. (210) 223-3131
- USO Tel. (210) 227-9373
- Project “Learn to Read” www.unitedway.satx.org Tel. (210) 233-5687
- American Red Cross www.saredcross.org Tel. (830) 698-9870
- San Antonio AIDS Foundation JRIP@tasaaf.org Tel. (210) 225-4715
- Service Learning at San Antonio College agraham@accd.edu
- Habitat for Humanity www.austinhabitat.org

