



ORDER OF OMEGA

HONORING GREEK LEADERS SINCE 1959

2009/2010

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RESOURCE MANUAL**

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ORDER OF OMEGA
HONORING GREEK LEADERS SINCE 1959

Fall 2009

Dear Chapter Officer,

I hope you find this Resource Manual useful for your Order of Omega chapter operations. In it, you will find a variety of information as it relates to the organization and suggestions for programming at the local level. This manual is updated annually. Please visit our website (www.orderofomega.org) for the most recent updates.

The Order of Omega is committed to making your Order of Omega experience a positive one. Through strong leadership and a knowledge of the resources available for chapters, your local chapter can easily succeed. If you have any questions, please feel free to call any of the Executive Council.

Sincerely,



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CHAPTER ROSTER

- Adelphi University
- University of Akron
- University of Alabama
- University of Alabama in Birmingham
- University of Alabama in Huntsville
- University of Alberta
- Albion College
- Albright College
- Allegheny College
- Alma College
- Appalachian State University
- University of Arizona
- Arizona State University
- University of Arkansas
- University of Arkansas at Little Rock
- Arkansas State University
- Arkansas Technological University
- University of Arkansas, Fort Smith
- University of Arkansas, Monticello
- Ashland University
- Auburn University
- Auburn University at Montgomery
- Augusta State University
- Augustana College
- Austin Peay State University
- Baker University
- Baldwin-Wallace College
- Ball State University
- Barry University
- Baylor University
- Belmont University
- Beloit College
- Bentley College
- Bethany College
- Birmingham-Southern College
- Bloomsburg University
- Boise State University
- Boston University
- Bowling Green State University
- Bradley University
- Brenau University
- Bridgewater State College
- University of British Columbia
- Bryant University
- Bucknell University
- Butler University
- California Polytechnic State University,
San Luis Obispo
- California State Polytechnic University, Pomona
- California State University, Chico
- California State University, Fresno
- California State University, Fullerton
- California State University, Long Beach
- California State University, Los Angeles
- California State University, Northridge
- California State University, Sacramento
- California State University, San Bernardino
- California University of Pennsylvania
- University of California, Berkeley
- University of California, Davis
- University of California, Irvine
- University of California, Los Angeles
- University of California, Riverside
- University of California, San Diego
- University of California, Santa Barbara
- Capital University
- Carnegie Mellon University
- Case Western Reserve University
- Centenary College of Louisiana
- University of Central Florida
- Central Michigan University
- Central Missouri State University
- University of Central Oklahoma
- Centre College of Kentucky
- Chapman University
- University of Charleston
- Christian Brothers University
- Christopher Newport University
- University of Cincinnati
- Clarion University
- Clarkson University
- Clemson University
- Coastal Carolina University
- Coe College
- University of Colorado, Boulder
- Colorado College
- Colorado School of Mines
- Colorado State University
- Colorado State University-Pueblo
- Columbia University
- University of Connecticut
- Cornell University
- Creighton University
- Culver-Stockton College
- Dartmouth College
- Davidson College
- University of Delaware
- Delaware Valley College
- Delta State University
- Denison University
- DePaul University
- Depauw University
- Dickinson College
- Doane College
- Drake University
- Drexel University
- Duke University
- Duquesne University
- East Carolina University
- East Central University
- East Stroudsburg University
- East Tennessee State University
- Eastern Illinois University
- Eastern Kentucky University
- Eastern Washington University
- Edinboro University of Pennsylvania
- Elmhurst College
- Elon University
- Embry-Riddle Aeronautical University,
Daytona Beach
- Embry-Riddle Aeronautical University, Prescott
- Emory University
- Emporia State University
- University of Evansville

CHAPTER ROSTER

Fairleigh Dickinson University
Fayetteville State University
Ferris State University
Fitchburg State College
University of Florida
Florida A&M University
Florida Atlantic University
Florida Gulf Coast University
Florida Institute of Technology
Florida International University
Florida Southern College
Florida State University
Fort Hays State University
Franklin & Marshall College
Franklin College
Frostburg State University
Gannon University
George Mason University
The George Washington University
Georgetown College
University of Georgia
Georgia College and State University
Georgia Institute of Technology
Georgia Southern University
Georgia Southwestern State University
Georgia State University
Gettysburg College
Grand Valley State University
Gustavus Adolphus College
University of Hartford
Hartwick College
Heidelberg College
Hofstra University
University of Houston
Huntingdon College
The College of Idaho
University of Illinois, Urbana-Champaign
Illinois State University
Illinois Wesleyan University
Indiana State University
Indiana University of Pennsylvania
University of Iowa
Iowa State University
Jacksonville State University
Jacksonville University
James Madison University
John Carroll University
The Johns Hopkins University
Johnson & Wales University
University of Kansas
Kansas State University
Kean University
Keene State College
Kennesaw State University
Kent State University
University of Kentucky
Kentucky Wesleyan College
Kettering University
Knox College
University of La Verne
Lake Forest College
Lehigh University

Linfield College
Long Island University/College West
Post Campus
Longwood University
Louisiana State University
Louisiana Tech University
University of Louisiana at Lafayette
University of Louisiana at Monroe
University of Louisville
Loyola Marymount University
Loyola University in New Orleans
Loyola University at Chicago
Lycoming College
Lynchburg College
University of Maine at Orono
University of Manitoba/Winnipeg
Mansfield University
Marietta College
Marquette University
University of Maryland at College Park
University of Massachusetts Amherst
University of Massachusetts Dartmouth
Massachusetts College of Liberal Arts
Massachusetts Institute of Technology
McDaniel College
McNeese State University
University of Memphis
Mercer University
Merrimack College
University of Miami
Miami University
University of Michigan
University of Michigan, Dearborn
Michigan State University
Michigan Technological University
Midwestern State University
Millersville University of Pennsylvania
Millikin University
Millsaps College
University of Minnesota
University of Mississippi
Mississippi State University
University of Missouri - Kansas City
University of Missouri—St Louis
University of Missouri, Rolla
Missouri State University
Missouri Western State College
Monmouth College
Monmouth University
University of Montana
Montana State University
Montclair State University
University of Montevallo
Morehead State University
Mount Union College
Murray State University
Muskingum College
University of Nebraska at Kearney
University of Nebraska, Lincoln
University of Nebraska at Omaha
Nebraska Wesleyan University
University of Nevada at Reno

CHAPTER ROSTER

University of Nevada, Las Vegas
New England College
University of New Hampshire
The College of New Jersey
New Jersey Institute of Technology
University of New Mexico
New Mexico State University
State University of New York at Brockport
State University of New York at Geneseo
State University of New York at Oneonta
State University of New York at Plattsburgh
New York University
Nicholls State University
University of North Alabama
University of North Carolina at Asheville
University of North Carolina at Chapel Hill
University of North Carolina at Charlotte
University of North Carolina at Greensboro
University of North Carolina at Wilmington
North Carolina State University
University of North Dakota
North Dakota State University
University of North Florida
University of North Texas
Northern Arizona University
Northern Illinois University
University of Northern Iowa
Northern Kentucky University
Northwest Missouri State University
Northwestern State University of Louisiana
Northwestern University
Northwood University, Midland
Nova Southeastern University
Oglethorpe University
Ohio Northern University
The Ohio State University
Ohio University
Ohio Wesleyan University
University of Oklahoma
Oklahoma City University
Oklahoma State University
Old Dominion University
University of Oregon
Oregon State University
Otterbein College
University of the Pacific
Penn State Altoona
Penn State Erie, The Behrand College
Pennsylvania State University
Pepperdine University
Pittsburg State University
University of Pittsburgh
Presbyterian College
University of Puget Sound
Purdue University
Quinnipiac University
Radford University
Ramapo College of New Jersey
Randolph-Macon College
University of Redlands
Rensselaer Polytechnic Institute
University of Rhode Island
Rhodes College
The Richard Stockton College of New Jersey
Rider University
Roanoke College
Robert Morris College
University of Rochester
Rochester Institute of Technology
Rockhurst University
Rollins College
Rowan University
Rutgers, State University of New Jersey
Sacred Heart University
Saint Francis University
Saint John's University, Queens Campus
Saint John's University, Staten Island
Saint Joseph's University
Saint Louis University
Saint Mary's University
Saint Norbert College
Salisbury University
Sam Houston State University
Samford University
University of San Diego
San Diego State University
University of San Francisco
San Jose State University
Schreiner University
Shippensburg University
Simpson College
Slippery Rock University of Pennsylvania
University of South Alabama
University of South Carolina
University of South Carolina, Aiken
University of South Carolina, Upstate
University of South Dakota
South Dakota School of Mines and Technology
South Dakota State University
University of South Florida
Southeast Missouri State University
Southeastern Louisiana University
Southern Arkansas University
University of Southern California
Southern Illinois University, Carbondale
Southern Illinois University, Edwardsville
University of Southern Indiana
Southern Methodist University
University of Southern Mississippi
Southern New Hampshire University
Southern Polytechnic State University
Spring Hill College
Stanford University
Stephen F. Austin State University
Stevens Institute of Technology
Susquehanna University
University of Tampa
Temple University
University of Tennessee at Knoxville
University of Tennessee at Martin
Tennessee Technological University
Texas A & M University, College Station
Texas A & M University - Commerce
Texas A & M University, Corpus Christi

CHAPTER ROSTER

University of Texas at Arlington
University of Texas at Austin
University of Texas at Dallas
University of Texas at San Antonio
University of Texas Pan American
Texas Christian University
Texas State University
Texas Tech University
Texas Wesleyan University
Thiel College
University of Toledo
Towson University
Transylvania University
Tri-State University
Troy State University
Truman State University
Tufts University
Tulane University
University of Tulsa
Valdosta State University
Valparaiso University
Vanderbilt University
University of Vermont
Villanova University
University of Virginia
University of Virginia—College at Wise
Virginia Commonwealth University
Virginia Poly Institute & State University
Virginia Wesleyan College
Wake Forest University
University of Washington
Washington and Jefferson College
Washington & Lee University
Washington College
Washington State University
Washington University
West Chester University
University of West Florida
West Texas A & M University
West Virginia Wesleyan College
Western Carolina University
Western Illinois University
Western Kentucky University
Western Michigan University
Westminster College
Whitman College
Wichita State University
Widener University
Willamette University
College of William and Mary
William Jewell College
William Paterson University
William Woods University
Wilmington College
Wingate University
Winthrop University
University of Wisconsin, Eau Claire
University of Wisconsin, La Crosse
University of Wisconsin, Madison
University of Wisconsin, Oshkosh
University of Wisconsin, Platteville
University of Wisconsin, River Falls

University of Wisconsin, Stevens Point
University of Wisconsin, Whitewater
Wittenberg University
Worcester Polytechnic Institute
Wright State University
York College of Pennsylvania
Youngstown State University

**ORDER OF OMEGA
POSITION STATEMENTS**

GENERAL STATEMENT OF PURPOSE

WHEREAS, Order of Omega serves to recognize outstanding leadership in fraternity and sorority systems on college and university campuses, and

WHEREAS, the recognized campus leadership serves to promote fraternity and sorority life on campuses, and

WHEREAS, outstanding leadership requires being a role model for fraternity and sorority chapter leaders and members, therefore,

BE IT RESOLVED: that Order of Omega Chapter members adopt and promote the following position statements with their campus Order of Omega chapter, Greek governing bodies, and individual fraternity and sorority chapters.

RESOLUTION ON HUMAN DECENCY

WHEREAS, Harassment based upon gender, race, sexual orientation, religion, or national origin is inappropriate, insensitive, and sometimes violent, and

WHEREAS, this type of human interaction is contrary to the principle of Order of Omega and fraternities and sororities, and

WHEREAS, such human interaction is reportedly practiced by some collegians, and

WHEREAS, this type of human interaction is destructive and contrary to human decency, therefore

BE IT RESOLVED: that Order of Omega urges each member chapter to make every effort to educate its members and the members of its fraternity and sorority system regarding principles of human decency.

RESOLUTION AGAINST HAZING

WHEREAS, The Executive Board of Order of Omega and its member chapters recognize and are concerned about any pre-initiation or initiation practices which constitute hazing, and

WHEREAS, hazing is contrary to everything fraternities and sororities stand for, and

WHEREAS, hazing is demeaning and illegal, therefore,

BE IT RESOLVED: that Order of Omega disapproves, in the strongest possible terms, of any activity that constitutes hazing on college and university campuses.

POSITION STATEMENT ON ALCOHOL AND ILLEGAL SUBSTANCES

WHEREAS, The Executive Board of Order of Omega and its member chapters recognize and are deeply concerned with the continued abuse of alcohol and illegal substances in our fraternity and sorority systems and in society, and

WHEREAS, the dangers of misuse and abuse of alcohol and illegal substances to individuals and groups are becoming increasingly evident, and

WHEREAS, the misuse and abuse of the substances are inconsistent with the goals and missions of Order of Omega, fraternities and sororities, and higher education institutions, therefore

BE IT RESOLVED: that Order of Omega members accept and promote the following:

1. that each Order of Omega member be encouraged to make a responsible decision concerning the use of alcohol and promote within his/her fraternity and sorority system this decision,
2. that when alcohol is present, responsibility be encouraged and promoted,
3. that all chapters develop and implement guidelines for responsible use of alcohol,
4. that events and activities sponsored by chapters of Order of Omega will comply with all university or college policies and local and state laws regarding the purchase, sale, distribution, and use of alcoholic beverages,
5. that the purchase of alcohol with Order of Omega chapter funds will be prohibited, and

BE IT FURTHER RESOLVED: that use, sale, or distribution of illegal substances be forbidden and considered as grounds for expulsion from Order of Omega chapter.

ORDER OF OMEGA CONSTITUTION

ARTICLE ONE Name

SECTION 1:

The name of this organization shall be Order of Omega.

SECTION 2:

Order of Omega is a Leadership Honor Society.

SECTION 3:

Each local unit of Order of Omega shall be called a chapter.

ARTICLE TWO Purpose

SECTION 1:

The purpose of Order of Omega shall be threefold:

First, to recognize those students who have attained a high standard of leadership in inter-Greek activities, to encourage them to continue along this line, and to inspire others to strive for similar conspicuous attainment.

Second, to bring together the most representative fraternity and sorority members, and to create an organization which will help to mold the sentiment of the institution on questions of local and intercollegiate affairs.

Third, to bring together members of the faculty, alumni, and student members of the institution's fraternities and sororities on a basis of mutual interest, understanding, and cooperation.

ARTICLE THREE Emblem and Colors

SECTION 1:

The emblem of Order of Omega shall be the Greek letter designating Omega.

SECTION 2:

The colors of Order of Omega shall be ivory and gold.

ARTICLE FOUR Membership

SECTION 1:

The membership of this Order shall be confined to members of Greek-letter social organizations.

SECTION 2:

There shall be three classes of members: first, student; second, honorary; and third, alumni.

Student members shall be those selected to membership as undergraduate students by a chapter and they shall be so designated during the remaining period of their undergraduate, post baccalaureate, and/or graduate enrollment.

Honorary members shall be those selected *honoris causa* by a chapter of Order of Omega. These members shall include faculty, staff, alumni and other community members who are not undergraduate students.

Alumni members shall be all former student members after their graduation or the termination of their collegiate enrollment.

SECTION 3:

Membership in Order of Omega entitles the initiated to the rights and privileges of life membership. Only student members may vote and hold office in a local chapter.

SECTION 4:

Transfer members may affiliate or be eligible for selection to membership according to the following:

- a. Initiated transfer students shall be affiliated with an Order of Omega chapter at the campus which they transferred at the discretion of that chapter. It is recommended that the chapter verify Order of Omega membership with the Executive Office.
- b. A student transferring from another institution shall be eligible for selection to membership in Order of Omega. Such transfer students are subject to the eligibility requirements as defined in Article Five.

SECTION 5:

Chapters may select into membership a student who was initiated into a Greek organization at another institution that is not represented at the campus to which he/she has transferred. It is recommended that verification of the affiliation be confirmed with the National Office of the fraternity or sorority. In the case of membership in a local Greek organization, the membership should be verified with the Greek Advisor at the student's former institution.

SECTION 6:

Should a student's fraternal organization close or lose official institution recognition the student may be eligible for membership or may maintain membership in Order of Omega as long as eligibility requirements of Article Five are met.

**ARTICLE FIVE
Eligibility**

SECTION 1:

The qualifications for membership in Order of Omega shall be character, scholarship, service and leadership.

SECTION 2:

Exemplary character shall be the primary consideration for membership in Order of Omega.

SECTION 3:

To be eligible for membership in Order of Omega, a student shall meet the following minimum requirements:

- a. One full academic year of residence at the institution where selected.
- b. Junior or Senior (undergraduate) standing.
- c. Rank academically above the all-Greek average. If the all-Greek average is less than the minimum requirement for graduation, the chapter shall be denied initiation privileges until such time as it has maintained this minimum academic requirement.
- d. Be in good standing with the initiate's fraternal organization.
- e. At least one-third of each group of initiates shall be of junior standing at the time of initiation.

SECTION 4:

The selection of student members shall consider the following areas of a candidate's collegiate record:

- a. Character
- b. Scholarship
- c. Greek offices held
- d. Greek participation
- e. Service to the university
- f. Service to the local community

**ARTICLE SIX
Membership Selection**

SECTION 1:

New members may be chosen either annually or semi-annually by each chapter, the manner and frequency of selections being subject to the provisions of the chapter's bylaws. Honorary members may be selected as frequently as a chapter may desire.

SECTION 2:

The number of students initiated into membership in any one year may not exceed three percent (3%) of the total number of enrolled full-time Greek undergraduates at the beginning of the academic year on the main campus, or fifteen (15), whichever number is greater.

SECTION 3:

The selection of student members under the provisions of this Constitution shall be left to the discretion of the individual collegiate chapter, subject to such restrictions as may be imposed by the Executive Office.

SECTION 4:

Two-thirds (2/3) of the active members of a chapter shall be present in order to conduct membership selection. In cases where the number of members participating in membership selection is ten or less, two (2) negative votes shall exclude a candidate from membership. When the number participating in membership selection is from eleven to twenty inclusive, three (3) negative votes

shall exclude a candidate. When the number participating in membership selection is twenty-one or more, four (4) negative votes shall exclude a proposed member.

**ARTICLE SEVEN
Organization**

SECTION 1:

The organization shall consist of an association of all the active collegiate chapters of Order of Omega, divided into Regions, the boundaries of which shall be designated by a vote of the Executive Council. The Executive Council shall consist of the Executive Officers and the Board of Directors.

SECTION 2:

Each chapter shall be entitled to one voting delegate in all decisions as required by the constitution.

SECTION 3:

All Executive Officers will come from the honorary or alumni classes of members.

SECTION 4:

The Executive Officers shall consist of the Executive Director, President, and other officers deemed necessary by the Board of Directors.

SECTION 5:

Selection of the Executive Officers and Board of Directors shall be by a majority vote of the Executive Council in attendance at the annual meeting.

Each term of office for Executive Officers shall be four years and officers may be elected to consecutive terms.

Term of office for the Board of Directors shall be for three years and serve at the pleasure of the Executive Council.

SECTION 6:

Each Executive Council member shall be entitled to one vote.

SECTION 7:

An Executive Council member may be removed from office by a three-fourths vote of the Executive Council in attendance at the annual meeting.

**ARTICLE EIGHT
Local Powers**

SECTION 1:

Each collegiate chapter shall have complete control of all matters of local concern under such restrictions as may be imposed by this Constitution. In no case shall such local power be exercised in a way contrary to the ideals and purposes of Order of Omega as set forth in the Constitution, Bylaws and Ritual of the organization. In case a chapter be charged with disregarding any of the conditions of its charter, the Executive Council shall have power and full inquiry; and may, in its discretion, take those steps the Executive Council deems necessary.

SECTION 2:

All chapter bylaw revisions must be submitted to the Executive Office.

SECTION 3:

The officers of each collegiate chapter shall be president, vice president, secretary, treasurer, and advisor. All officers shall be elected by the chapter in accordance with local bylaws. An officer shall be eligible for reelection or reappointment. Chapter officers shall be installed in accordance with the Order of Omega constitution and bylaws.

SECTION 4:

The advisor shall be nominated from among the faculty and staff of the institution.

**ARTICLE NINE
Suspension and Expulsion**

SECTION 1:

Any member found responsible of conduct unbecoming of Order of Omega shall be deprived of membership and required to surrender the pin and certificate. Written notification shall be sent to the individual in question and the Executive Office. A three-fourths (3/4) vote of the active members of the local chapter is required to deprive an individual of membership and shall be subject to review by the Executive Council before it shall be made finally effective.

SECTION 2:

Resignation or expulsion from a fraternal organization may subject one to termination of membership in Order of Omega. Such termination may be subject to review by the Executive Council before it shall be made finally effective.

**ARTICLE TEN
Bylaws**

SECTION 1:

The Executive Council shall be empowered to pass, repeal, or modify bylaws relating to the mode of procedure with reference to initiation, installation, extension, general policy, and all other matters of a similar character not expressly provided for in this Constitution. These restrictions shall not be construed as limiting in any way the action of the Executive Council in emergency cases.

**ARTICLE ELEVEN
Amendments**

SECTION 1:

Any amendment to this Constitution shall require an affirmative vote of three-fourths (3/4) of the combined votes of the Executive Council and of the active chapters secured by mail vote within two months after its submission.

ORDER OF OMEGA BYLAWS

ARTICLE ONE Meetings

SECTION 1:

- a. The Board of Directors and the Executive Officers shall have a joint meeting at least once a year. To constitute an official meeting, two-thirds (2/3) of the members of the Executive Council must be in attendance. All of the organization's members are eligible to attend the meeting.
- b. The Executive Council may meet more often to conduct business of the organization.

ARTICLE TWO List of officers and their Duties

SECTION 1:

- a. Executive Officers will be determined by the Board of Directors as deemed necessary to fulfill the mission of Order of Omega at the annual meeting.
- b. The Executive Director shall provide a report of activities at the annual meeting and as required by the Executive Council.

SECTION 2:

If a vacancy in an office should occur, the president shall nominate a replacement with concurrence from the Executive Council. A simple majority is all that is needed to confirm the nomination.

ARTICLE THREE Finances

SECTION 1:

Initiation Fee.

- a. There shall be a one-time initiation fee of \$50.00 for each undergraduate initiate. This shall include the pin and certificate. This fee should be sent with the form provided by the Executive Office at least four (4) weeks before the date of initiation. Honorary members may be initiated for a one-time \$10.00 fee.
- a. Each local chapter shall decide if it is to have local dues and how much they will be.

ARTICLE FOUR Parliamentary Authority

SECTION 1:

The current edition of Robert's Rules of Order shall be the standard for conducting the meeting.

ARTICLE FIVE Amendments

SECTION 1:

Any amendment to these Bylaws shall require an affirmative vote of two-thirds (2/3) of the combined votes of the Executive Council and of the active chapters secured by mail vote within two months after its submission.

B Y L A W S



ORDER OF OMEGA
HONORING GREEK LEADERS SINCE 1959

Order of Omega has experienced a tremendous response from educational institutions during the past ten years. Order of Omega was founded at The University of Miami in 1959 and remained a local honorary until April 1, 1967, when the second chapter was installed at the University of Southern Mississippi. There are currently over 500 chapters in the United States and Canada.

The procedures for chartering are as follows:

1. When an information request is received, a packet is sent to the interested institution along with a copy of the Constitution and Bylaws. Also included is the Petitioning Form, which must be completed by administrative and undergraduate officers, chartering guidelines, and brochures. When the Petition form is completed, it should be returned to the Executive Office with the \$100 chartering fee. All information and forms can also be found on our website at www.orderofomega.org
2. The chartering institution may send an initiation form listing the charter members and a \$50 lifetime membership fee for each student member and a \$10 membership fee for each honorary member along with the Petitioning Form or after the Charter is approved. The initiation form can be downloaded at www.orderofomega.org.
3. The Executive Office then prepares a Charter and sends it to the chapter along with a *Chapter Reference Manual CD*, banner, brochures, and four stoles for tapping and initiation ceremonies. Upon receipt of the membership fees and Initiation Form, the Executive Office sends membership certificates and pins for each new initiate.
4. The question often arises concerning the selection of charter members. Typically, a temporary committee of the Greek advisors and leaders of the Greek Councils is formed to choose the charter initiates.
5. Each time the chapter selects new members, the names of those selected must be sent to the Executive Office to receive membership certificates and pins. A single check covering all membership fees should accompany each new initiation list.
6. Although Order of Omega is an honorary organization, Chapters are encouraged to actively utilize their leadership in the area of service and/or programming. The various functions sponsored or undertaken by local chapters often include the following:
 - Greek Week
 - Interfraternity Scholarship Program
 - Community Service Projects
 - Fundraising projects to provide financial assistance to fraternity men and women in need
 - Cultural and/or professional lecture programs

ORDER OF OMEGA
PETITION FOR CHARTERING

NAME OF SCHOOL

ACCREDITED BY

Male Undergraduate Enrollment _____

Female Undergraduate Enrollment _____

Total Undergraduate Enrollment _____

Total Number of Greeks _____

Percentage of Undergraduate Men belonging to fraternities (members and pledges) _____

Percentage of Undergraduate Women belonging to a sorority (members and pledges) _____

Number of IFC Fraternities _____

Number of NPHC Organizations _____

Number of MGC Organizations _____

Number of NPC Sororities _____

Number of Colonies _____

Total _____

ADMINISTRATIVE APPROVAL FORM

The granting of a charter by Order of Omega is approved by:

1. Vice President for Student Affairs or the Dean of Students

Name _____

Title _____

Date _____

2. Advisor to Fraternities

Name _____

Title _____

Date _____

3. Advisor to Sororities

Name _____

Title _____

Date _____

4. President of the Interfraternity Council (IFC)

Name _____

Title _____

Date _____

5. President of the Panhellenic Council (PHC)

Name _____

Title _____

Date _____

6. President of the National Pan-Hellenic Council (NPHC)

Name _____

Title _____

Date _____

7. President of the Multi-Cultural Council (MGC)

Name _____

Title _____

Date _____

RITUAL OUTLINE

Tapping Procedures

Materials and Pre-Initiation Procedures

Initiation Ceremony

Officer Installation

Introduction to Installation

TAPPING PROCEDURES

- A. The Tapping should be conducted at a highly visible Greek function (i.e., banquet, Greek Week activity, chapter meeting)
- B. All members should be encouraged to participate.
- C. Each Tappee should be presented an invitation card with (but not limited to) the following information (See Example A):
 - Welcome/Congratulations
 - Date/Day/Time/Place of Initiation
 - Initiation Fee

Example A

Dear _____:

Congratulations on being invited to join Order of Omega. Formal initiation and will be held on _____.

At that time, you will receive your pin and certificate of membership* together with the symbolism of the Order. Your initiation fee of \$_____ is due to the Secretary/Treasurer on _____. Again, please accept our personal congratulations. Now, join us in tapping other worthy Greek men and women.

Interfraternally,

(Signed by all Chapter Officers)
 * The pin and certificate may be given at a later date.

OPTION A: TO BE READ AT AN INDIVIDUAL CHAPTER MEETING.

For (his/her) contributions to (his/her) fraternity, the betterment of the Greek Community, concern for the welfare and development of (the college/university) and for (his/her) contributions in the furtherance of Interfraternal relations seeking the ideals of Fraternal (Brother/Sister)hood. ORDER OF OMEGA recognizes from _____ (fraternity/sorority), (Mr./Ms.) _____.

OPTION B: TO BE READ AT AN ALL-GREEK FUNCTION.

For their contributions to their fraternity, the betterment of the Greek Community, concern for the welfare and development of (the college/university), and for their contributions in the furtherance of Interfraternity relations seeking the ideals of Fraternal (Brother/Sister)hood ORDER OF OMEGA recognizes (Mr./Ms.) _____ from _____ (fraternity/sorority).

PRESIDENT:

Congratulations! As President of Order of Omega and a fellow Greek, it gives me great personal pleasure to welcome you as a candidate member. The purpose of Order of Omega is threefold:

First, to recognize those who have attained a high standard of leadership in inter-Greek activities, to encourage them to continue, and to inspire others to strive for similar goals.

Second, to bring together the most representative fraternity and sorority members, and to create an organization to help mold the sentiment of the institution on questions of local and intercollegiate affairs.

Third, to bring together the faculty, staff, alumni and student members of the institution's fraternities and sororities on a basis of mutual interest, understanding and helpfulness.

You have been selected as a candidate member because Order of Omega believes you will be able to accomplish this purpose. We look forward to seeing you at the initiation. Again, our congratulations!

(President presents candidate members with initiation cards. See Example A.)

NOTE: Local customs may vary.

MATERIALS

- Eighteen (18) white candles*
- Eighteen (18) candle holders
- Matches
- Stoles (required for officers/optional for all members)
- Order of Omega membership pin and certificate for each candidate (optional, may be presented at another time)
- Four (4) scripts (President, Vice President, Secretary, Treasurer)
- List of candidates (with phonetic pronunciation of difficult names)
- Tablecloth
- Chapter roll book and pen

Optional:

- Folders as backing for scripts
- Other enhancements to the room such as candelabra, flowers, banner

* Two candles are used to light the other 16 or 16 battery-operated candles may be substituted.

TIME REQUIRED

Depending on the number of candidates, the actual ceremony should take about fifteen minutes.

SET UP

Arrange the sixteen candles on a table in the form of an Omega, two on each side forming the base of the Omega, and twelve arranged in an arch forming the top of the Omega. (The Chapter may have an Omega built with holders for the candles.

The table should be covered with a tablecloth. A flower arrangement on either side is optional.

Place the pins on the table or in a basket if still in the boxes. Place the certificates on the table, in alphabetical order. A standing candelabra with lighted candles adds to the effect. The lights in the room should be dim.

The candidates should assemble in a separate area and be brought into the room at the beginning of the ceremony. Ensure privacy by posting a sergeant-at-arms at the door before and during the ceremony.

PERSONNEL

- All candidates
- President, Vice President, Secretary and Advisor (or their representative)
- Sergeant-at-Arms
- Usher to guide the candidates into the correct places
- Sponsor (optional) for each candidate
- Current membership
- Invited Guests (optional and based on individual chapter bylaws)

PROCESS/LOGISTICS

The four officers stand behind the table. The four front candles are lit, prior to the start of the ceremony. Real candles require two additional lit candles to be used for lighting the remainder during the ceremony.

The candidates are led into the room in alphabetical order and stand in front of the table in a semi-circle. If there are a large number of people in a small space, arrange the initiates in two rows.

The sponsors and current members stand behind the candidates.

The ceremony is ready to begin.

INTRODUCTION TO INITIATION

Order of Omega

PRESIDENT: Fellow Greeks: We are gathered today for a most special event--the initiation of new chapter members in the _____ Chapter of Order of Omega.

This initiation acknowledges members of our Greek community deserving to be recognized for furthering the philosophy of the college fraternity. Order of Omega was founded at the University of Miami in the fall of 1959 by Parker F. Enright, the fraternity advisor. For several years, the group operated as a local honorary recognizing University of Miami students. On February 9, 1967, a second chapter was chartered at the University of Southern Mississippi, under the direction of Dean Patrick W. Halloran (Hal-o-ren), and the organization was begun.

Since that time, more than 500 campuses have been honored with the establishment of a chapter of Order of Omega. In the spring of 1977, another phase of the organization's development came with a vote to become a co-educational organization. In 1983, a Board of Directors and Executive Officers were established to provide continued leadership and direction. Since that time, Order of Omega has experienced rapid growth. A student board member is elected annually, there has been an increased focus on chapter services, the newsletter has been expanded, and Order of Omega has a home page on the world-wide web. In addition, an active scholarship program for undergraduates and a fellowship program for student affairs staff have been initiated.

VICE PRESIDENT: The _____ Chapter was chartered in
and began an active role on campus. Since our founding, we have
initiated more than _____ members.

And today, we acknowledge another noteworthy event with the initiation of
these new members at _____ (college/university).

We initiate you today to the ranks of those named to this honor across the
United States. Let us proceed.

RITUAL AND INITIATION

Order of Omega

INSTRUCTIONS: Four officers of the Chapter gather behind sixteen candles which have been previously arranged on a table in the form of an Omega. Four of the candles are lit before this section of the ceremony begins. All other lights in the room should be dim. Each of the four officers (preferably President, Vice President, Secretary and Faculty Advisor) read one tenet, in rotation, and light one candle, until all twelve tenets are completed and all sixteen candles are burning. The President opens the ceremony.

I. THE TENETS OF ORDER OF OMEGA

PRESIDENT: We Greeks embrace many principles. We have heard them pronounced with great resolve in our respective fraternity rituals. We accepted these tenets as valid and have attempted to live by them. Let us, members and initiates, reaffirm these ideals. After each candle is lit, we shall indicate our affirmation by responding "Alpha - Omega" indicating our agreement with the sequence of statements.

PRESIDENT: Alpha - Alma Mater, (insert college/university name), parent and perpetuator of our Order; long may she endure. (*Lights candle*)

GROUP: Alpha -- Omega

VICE PRESIDENT: Beta -- Bond, a belief in unity and cooperation of all humankind, a prime reason for Our Order. (*Lights candle*)

GROUP: Alpha -- Omega

SECRETARY: Gamma -- Gavel, sign of leadership; use it wisely. (*Lights candle*)

GROUP: Alpha -- Omega

TREASURER: Delta — Devotion; a commitment to spiritual growth emphasizing the values, ethics and principles of good citizenship and social responsibility. (*Lights candle*)

GROUP: Alpha — Omega

PRESIDENT: Zeta — Zareeba, an enclosure formed by a thorn hedge, permitting entry only to Greeks -- those rituals of fraternity life intended to strengthen character. (*Lights candle*)

GROUP: Alpha - Omega

VICE PRESIDENT: Theta -- Themis, Greek goddess of law and justice, who reminds us to honor the ideas of fairness and objectivity prior to each decision. (*Lights candle*)

GROUP: Alpha - Omega

SECRETARY: Iota -- Ideals; the goals that each fraternity strives to instill in its members and that Order of Omega wishes to honor. (*Lights candle*)

- GROUP:** Alpha -- Omega
- TREASURER:** Lambda -- Loyalty; we shall remain loyal to the highest ideas of life and spirit. The principle that gives continuity to our commitments. (*Lights candle*)
- GROUP:** Alpha -- Omega
- PRESIDENT:** Sigma-- Scholarship, the principal vocation of college men and women, without which fraternity life would not be possible. (*Lights candle*)
- GROUP:** Alpha -- Omega
- VICE PRESIDENT:** Phi -- Philosophy, that love of wisdom which builds in us a better understanding of each other and of our world. (*Lights candle*)
- GROUP:** Alpha -- Omega
- SECRETARY:** Psi -- Psyche, the soul; or the interior force of fellowship, which inspires fraternity men and women to serve the university and the community. (*Lights candle*)
- GROUP:** Alpha -- Omega
- TREASURER:** Omega -- the end in which our purposes attain fulfillment. Each end brings a new beginning with new hope and resolve. This is the secret of life and death. (*Lights candle*)
- GROUP:** Alpha -- Omega
- PRESIDENT:** Brother and Sister Greeks, you have heard the reading of the primary tenets of Order of Omega, and you have expressed your agreement with them.

As you now reflect upon those twelve statements and your own personal beliefs, make certain you still embrace all twelve tenets, for we now challenge that if there is any doubt in your mind concerning the acceptance of these vows, we offer you at this time the opportunity to retreat from the ceremony.

(Pause)

Then, we are all in harmony. Let the initiation proceed.

II. THE PRESENTATION OF CANDIDATES

INSTRUCTIONS: Vice President steps behind each candidate, moving counterclockwise, and says:

VICE PRESIDENT: Mr./Ms. President, I present to you the following candidates to be admitted as members of Order of Omega. *(Reading the names is optional.)*

_____ from _____
 (each candidate's name) (affiliation)

(Insert list of candidates' names and affiliations here for each ceremony.)

III. THE PREAMBLE OF THE CONSTITUTION

INSTRUCTIONS: When the Vice President has presented the candidates, he/she returns to the place at the table. The President, still standing at the center of the group, says:

PRESIDENT: Hear again the Preamble.
 The purpose of Order of Omega shall be threefold:

First, to recognize those students who have attained a high standard of leadership in inter-Greek activities, to encourage them to continue along this line, and to inspire others to strive for similar conspicuous attainment.

Second, to bring together the most representative fraternity and sorority members, and to create an organization which will help to mold the sentiment of the institution on questions of local and intercollegiate affairs.

Third, to bring together members of faculty, alumni, and student members of the institution's fraternities and sororities on a basis of mutual interest, understanding, and helpfulness.

IV. THE COMMITMENT OF THE CANDIDATES

ADVISOR: Do you intend to maintain the principles of Order of Omega as you have heard them read in the Preamble to the Constitution of The Order? If so, answer "I do."

GROUP: I do.

ADVISOR: Will you work to promote the Greek community, to foster its best image, and to encourage others to share in the privileges of fraternity life? If so, answer "I will."

GROUP: I will.

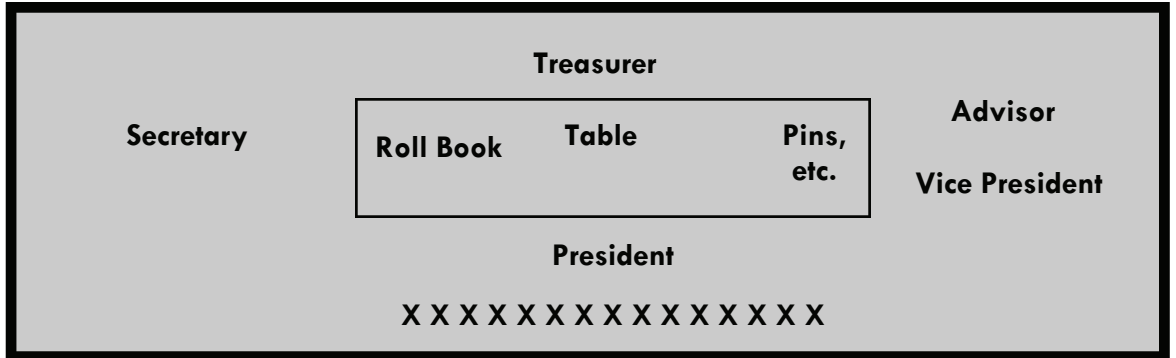
ADVISOR: Will you work to encourage all students at (college/university name) to be more deeply concerned for the highest standards of scholarship and social life so that our college/university will be known for its maturity of outlook and attitudes? If so, answer "I will."

ALL CANDIDATES: I will.

V. THE FORM OF ADMISSION

PRESIDENT: Candidates, I now admit you into membership of the (chapter name) Chapter of Order of Omega.

If Pins and Certificates Available



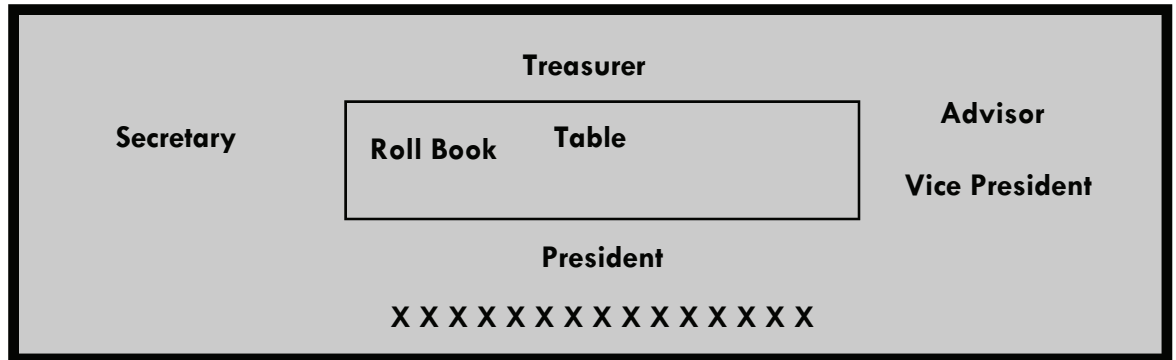
SECRETARY: As I call your name and affiliation, please step forward, sign the Chapter Roll Book, and receive your pin and certificate.

_____ from _____
 (each candidate's name) (affiliation)

INSTRUCTIONS: Each candidate signs the Chapter Roll Book, Vice President hands pin and certificate to President who presents these to each new member with a handshake. The new member returns to place in line. When all are presented, President returns to place at table.

PRESIDENT: Display proudly your pin and certificate to show that you have acquired the highest honor that can be given to a fraternity man or woman on this and many other campuses.

If Pins and Certificates Are NOT Available



SECRETARY: As I call your name and affiliation, please step forward and sign the Chapter Roll Book.

_____ from _____
 (each candidate's name) (affiliation)

INSTRUCTIONS: Each signs the Chapter Roll Book, shakes President's hand and returns to place in line.

PRESIDENT: When you receive your pin and certificate, display these proudly to show that you have acquired the highest honor that can be given to a fraternity man or woman on this or many other campuses.

VI. THE EXPLANATION OF THE SYMBOLISM OF THE ORDER

PRESIDENT: Ladies and Gentlemen, you were chosen for this high honor because you have been noted as one who holds the Greek community in highest regard, and you have striven to promote its values on this campus. The stole of the Order is worn on formal occasions when membership in Order of Omega is to be appropriately noted.

VICE PRESIDENT: The Omega represents the continuation of the ideals of fraternity life as they are passed from class to class through the years. Those privileged to wear the stole of Omega express their understanding that the goals of fraternity life, though customs vary as symbolized by their Greek letters, are the common ideals as expressed in the final letter of the Greek alphabet -- Omega.

SECRETARY: The Omega stands for the end toward which we all strive, that we might share our concern for closer bonds of friendship and common interests. The Omega is open at the bottom. This reminds us that values established in our undergraduate years will remain with us beyond this brief period, to contribute deeper meaning to associations and commitments formed in later life.

PRESIDENT: We welcome you now into full, voting membership in Order of Omega. Your first and last continuing responsibility is to exercise an influence on members of your fraternity or sorority so that they will desire this same distinction. Congratulations.

INSTRUCTIONS: President leads officers, followed by previously initiated members, to shake hands with new initiates.

(May be adapted to meet the needs of each campus)

- OUTGOING PRESIDENT:** Today begins a new phase in the development of the Greek community at _____ (college/ university). Order of Omega is the honor and leadership society for sorority and fraternity members of this campus and of the Greek Community across the nation. The members of Order of Omega are chosen from among an elite group on this campus and, from that group, you have been elected as leaders. Your election is considered an honor, but with it comes great responsibility. The outgoing officers will explain these responsibilities to you now.
- OUTGOING TREASURER:** _____(name of new treasurer), as Treasurer, you are charged with the responsibilities of keeping accurate financial records, collecting dues, sending the proper amount to the Executive Office, and disbursing other funds as authorized. Will you, _____(name), as Treasurer, perform these duties to the best of your ability?
- TREASURER:** I will.
- OUTGOING SECRETARY:** _____(name of new secretary), as Secretary, you are charged with the responsibilities of keeping the memorabilia and archives of the organization in an orderly manner. This includes keeping minutes of all meetings of the organization, maintaining a current copy of chapter bylaws, and annually adding an update to the chapter history. Will you, _____(name), as Secretary, perform these duties to the best of your ability?
- SECRETARY:** I will.
- OUTGOING VICE PRESIDENT:** _____(name of new vice president), as Vice President, you are charged with the responsibilities of working alongside the President and assisting with the duties of that office. You will preside at any meetings or ritual ceremonies in the absence of the President. As Vice President, you will chair the membership selection process, will check all ritualistic properties and provide for their safekeeping. You, also, will be responsible for making physical arrangements prior to the ritual ceremonies. Will you, _____(name), as Vice President, perform these duties to the best of your ability?
- VICE PRESIDENT:** I will.

OUTGOING PRESIDENT:

_____ (name of new president), as President, you are charged with the responsibility of seeing that the chapter continues to grow according to our purpose and goals. You have the responsibility of planning, organizing, and presiding over all meetings of the executive officers and members of the organization. You will preside as chair of the Officers' Council which meets before regularly scheduled meetings of the general membership. You will also preside at rituals of the organization. Will you, (name), as President, perform these duties to the best of your ability?

PRESIDENT: I will.

OUTGOING PRESIDENT:

As officers, you have been elected to serve and guide the (to all new officers) _____ Chapter of Order of Omega for the ultimate purpose of the growth and development of the entire Greek community at _____ (college/university). As the chapter officers, you are primarily responsible for the direction of Order of Omega, its present and its future at _____ (college/university). We challenge you to make contributions that will be significant in this chapter's history and that will provide opportunities for personal development of each and every fraternity and sorority member on our campus.

Congratulations!

INTRODUCTION TO INSTALLATION

SPEAKER: Fellow Greeks: We are gathered today for a most special event: the installation of the _____ Chapter and the initiation of the charter members of this Chapter of Order of Omega. This initiation acknowledges members of our Greek community deserving to be recognized for their furtherance of the philosophy of the college fraternity. Order of Omega was founded at the University of Miami in the fall of 1959 by Parker F. Enright, the fraternity advisor. For several years, the group operated as a local honorary recognizing University of Miami students. February 9, 1967, a second chapter was chartered at the University of Southern Mississippi under the direction of Dean Patrick W. Halloren (Hal-o-ren) and the organization was begun.

Since that time, more than 500 campuses have been honored with the establishment of a chapter of Order of Omega. In the spring of 1977, another phase of the organization's development came with a vote to become a co-educational organization. In 1983 a Board of Directors and Executive Officers were established to provide continued leadership and direction.

SPEAKER: The _____ Chapter at _____ (college/university) was chartered on _____ (date on charter), and today begins an active role on campus. We acknowledge this noteworthy event of the chartering of the Chapter and welcome you into Order of Omega. You join more than four hundred chapters across the nation in a shared commitment to the ideals and values of the men's and women's fraternity movement. As charter members, today's initiates take a special place of honor among those named to the Order.

The Board of Directors of Order of Omega presents (college/university) with this charter with all congratulations and best wishes. (Hand charter to designated campus official.) Let us proceed.

The Fellowship and Scholarship Program were established to recognize scholarship, participation and leadership in professional organizations and citizenship and service to Order of Omega and campus Greek community. Since 1985, Order of Omega has awarded 1,270 scholarships totaling \$484,100. Since 1988, the Order of Omega has awarded 151 fellowships totaling \$99,750.

SCHOLARSHIP AWARDS

Order of Omega sponsors over 100 undergraduate scholarships annually in the amounts of \$1,000, \$750, \$500 and \$100 undergraduate Scholarship Awards in the names of our current and past Executive Directors, *Dr. Kent L. Gardner, Patrick W. Halloran, and Parker F. Enright*. Scholarship applicants must display leadership and service to their Order of Omega chapter, Greek community and campus.

Applications are accepted each fall and are due in November. Please check the Order of Omega website for complete details on application and deadline for the current year's scholarship program.

Applicants are judged on their contributions to Order of Omega, Fraternity/Sorority, Greek community and campus community. Applicants must be nominated by their respective Order of Omega chapter, and the chapter must be in good standing with the Order of Omega Executive Office. Each chapter may nominate only two members for consideration.

Applicants are reviewed by the Scholarship Committee, whose recommendations are approved by the Executive Council at the Winter Board Meeting. Recipients are notified by mid-December. Short biographies and pictures of each recipient are published in the spring *Omega Trends* newsletter.

FELLOWSHIP AWARDS

The Order of Omega sponsors three levels of graduate fellowships: the *Jacque Placette Chapman Master's Fellowships*, the *William J. Brennan Graduate Assistant Fellowships* and the *Doctoral Fellowships*. A number of awards are given each year based on the merit of each individual applicants.

Applications are accepted each fall and are due in early November. Please check the Order of Omega website for complete details an application and deadline for the current year's fellowship program.

Applicants are reviewed by the Fellowship Committee, whose recommendations are approved by the Executive Council at the Winter Board Meeting. Recipients are announced at the Order of Omega Fellowship Reception held at the Annual AFA/NIC Meeting in December. Short biographies and pictures of each recipient are published in the spring edition of the *Omega Trends* newsletter.

OUTSTANDING CHAPTER AWARD

The Outstanding Chapter Awards honor chapters for their scholarship, diversity of membership and efforts to foster a positive image within their Greek community, on campus and in their community at large. Applications are accepted each fall and are due in early November. Currently, four chapters are awarded annually. The award, which includes a monetary award, is presented at each recipient's respective regional Greek conference.

Applicants must be active and in good financial standing with the Order of Omega Executive Office. Please check the Order of Omega website for complete details an application and deadline for the current year's program.

STUDENT BOARD MEMBER

Each year an undergraduate member of Order of Omega is selected to serve as the Student Board Member of the Board of Directors. Student are selected from a different region each year on a rotating basis. Applications are due in the Spring. For complete details and deadlines for this year's selection, please visit the Order of Omega website.

POSITION DESCRIPTION

- Be aware of the current issues, problems, and concerns facing Greeks across the country;
- Be able to speak for and represent a cross-section of the student members of Order of Omega;
- Be mature in attitude and judgment;
- Attend the summer board meeting following selection to the position (July of the year selected), the winter board meeting (December of the year selected), as well as the summer meeting concluding his/her year of service (July after the year selected) [All expenses for these meetings will be paid by Order of Omega];
- Be responsible for Scholarship recipients follow-up study; and
- Orient the next student selected to this position

QUALIFICATIONS

In order to qualify for Order of Omega Student Board Member position, a student must:

- Be an undergraduate in good standing with the institution during the term of office;
- Be actively involved in the Omega chapter of his/her campus;
- Be an exemplary student with proven academic success; and
- Be nominated by the Greek Advisor on his/her campus.

CHAPTER NEWS

Order of Omega is always interested in its chapter's activities and accomplishments. Please send a short article, pictures and contact information for any event or achievement you think should be shared with all Order of Omega chapters.

MERCHANDISE ORDER FORM

Order form now online at www.orderofomega.org.
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INITIATION FORM

Initiation form now online at www.orderofomega.org.
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The following is an outline of the minimum expectations for each officers' duties. Please expand these duties to fit your local chapter and its officers' structure, goals and programs.

The President shall:

- Have overall responsibility for the operation of the Chapter.
- Call and preside at all regular and special meetings of the Chapter.
- Call and preside at all Chapter Executive Board meetings.
- Review, approve and sign all the Chapter's checks and contracts.
- Serve as an ex-officio member of all Chapter Committees with voice but not vote.
- Report as required to Order of Omega.
- Maintain a complete and up-to-date President's file, including the current Order of Omega Constitution and Bylaws, Standing Rules, the current budget, current correspondence and materials received from the Order of Omega Executive Office, and other pertinent materials.
- Keep in regular contact with the Chapter Advisor.
- Represent the Chapter to outside parties.
- Perform all other duties as required.

The Vice President shall:

- Develop and implement special programs (i.e. New Member Symposium, Greek Awards Night, Greek Retreat) per chapter vote.
- Keep notebook containing all records and notes for each program sponsored.
- Supervise subcommittees coordinating and implementing each program.
- Coordinate all membership recruitment activities according to the Constitution.
- Train membership on proper selection procedures and how to obtain the most diverse membership pool.
- Perform the duties of the President in their absence, inability to serve or as requested by the President.
- Oversee tapping and initiation activities per Order of Omega rituals and policies.
- Keep all initiation supplies in proper condition.

The Secretary shall:

- Keep an up-to-date membership roster and call roll at all meetings.
- Keep current statistics concerning the number of initiated members and honorary members and their respective Greek affiliation.
- Keep all meeting minutes and record all actions taken by the Executive Board.
- Maintain a complete and up-to-date file, including meeting minutes since the Chapter's inception, copies of all contracts and current correspondence.
- Be responsible for the official correspondence unless provided for otherwise.
- Sign Order of Omega contracts when authorized.
- Publish a chapter newsletter at least once a semester.
- Keep Order of Omega Executive Office informed of all membership changes.

The Treasurer shall:

- Be responsible for the general supervision of Chapter finances.
- Prepare the annual budget for approval by the Chapter.
- Receive all payments, collect dues and issue receipts.
- Promptly pay all bills of the Chapter.
- Maintain up-to-date financial records, give a financial report at each regular meeting and provide an annual report at the close of their term.
-

THE EXECUTIVE BOARD**The Executive Board shall:**

- Appoint all standing and special committees and their Chairs. When making these appointments, consider the representation of all member fraternities.
- Conduct routine business meetings and all business approved for action by Chapter vote.
- Report all action taken by the Executive Board at the next regular meeting via the Recording Secretary and record the action in the meeting minutes.
- Keep the membership informed of all Order of Omega policies and guidelines.

The following are common questions you may be asked. If you need further assistance, contact the Executive Office or your Regional Chapter Director.

1. **Where do I get any resource materials I may need?**
Contact the Executive Office. Also, a great deal of information is available on our website at www.orderofomega.org
2. **What does it cost to belong to Order of Omega?**
Each student member pays a one-time \$50 initiation fee of to the Executive Office for their certificate and pin. If a chapter decides to charge local dues, it sets the amount. Remember, membership should not be a financial hardship to individuals. All honorary initiates pay a one-time \$10 membership fee.
3. **What should I do if I suspect hazing in the Chapter?**
Immediately after gathering information from the chapter, you must report any such incident to your advisor, who will, in turn, report the incident to the Executive Director. They will determine a course of action with you and your advisor.
4. **What if our chapter is not using the official Ritual?**
Each chapter president and advisor has a copy of the Ritual. If you need a copy of the Initiation and Ritual, please contact the Executive Office. The Order of Omega Ritual must be used. There are few acceptable, local adaptations including room set-up and allocation of the speaking parts. If there are parts of the ritual with which your chapter has an issue, please notify your advisor.
5. **Is there a limit on the number of members?**
The number of students initiated each year may not exceed 3% of the total number of enrolled Greek undergraduates at the beginning of the academic year, or 15 members, whichever number is greater. (See Constitution, Article VI, Section 2.)
6. **May a chapter initiate members of local sororities or fraternities?**
Student membership is limited to members of Greek-letter, social organizations (Article IV, Section 1). Members of Greek-letter organizations recognized as part of the local Greek community are eligible, whether or not the chapter is affiliated with a national organization.
7. **May non-Greeks be initiated?**
Faculty/Staff members or other honorary members (elected honoris causa by the chapter) do not need to be affiliated with a fraternal organization. All student members must be members of Greek-letter organizations recognized as part of the local Greek community.
8. **Is there a limit to the number of honorary initiates a chapter may have?**
No, there is no limit. Chapters should recognize those who have given exemplary service to Greeks, choosing at least one honorary member at each initiation. There is a \$10.00 fee per honoree. It is recommended that the chapter be responsible for this fee.
9. **How does a chapter get a replacement charter or replace a member certificate if it is lost or incorrect?**
Contact the Executive Office for replacements or corrections.
10. **How do you get members of the Board of Directors to present a program or be a part of initiation on our campus?**
Contact the Executive Director as far in advance as possible to schedule a visit. Six to twelve weeks is not too early. The Executive Director will determine the closest person who meets the program's needs. In some cases, the Executive Office will assist with travel expenses, matching your funds.
11. **How long does it take to get certificates and pins made and sent to the chapter?**
Allow at least two weeks. If for some unavoidable reason you cannot meet this deadline, call and discuss your needs with the Executive Office.

12. Is there an Order of Omega convention?

No; however, Order of Omega holds functions and/or educational sessions at each regional IFC and Panhellenic conference. Members are encouraged to attend these meetings as part of their college/university delegation.

13. How can we get news and photos in the Omega Trends on-line Newsletter?

Order of Omega is always interested in news and pictures of chapter activities. Please send all materials directly to the Executive Office via our physical address or hq@orderofomega.org

14. How do we obtain more stoles for initiation? Can we make them locally?

Stoles may only be ordered from the Executive Office. The cost is \$15.00 each. Allow two weeks for delivery.

15. How do we obtain graduation cords?

Graduation cords are an excellent way to display your Order of Omega membership at graduation. They may only be ordered from the Executive Office and are \$10 each. Allow at least two weeks for standard delivery. If you need cords sooner, please contact the Executive Office. Payment must be received before materials are sent.

16. How do I submit the names and fees of new initiates?

Complete an initiation form, which can be downloaded at www.orderofomega.org, and submit it along with the membership fees to the Executive Office. The membership fee is \$50 for student members and \$10 for honorary members. Allow at least two weeks for standard delivery. If you need materials sooner, please contact the Executive Office. Payment must be received before materials are sent.

17. How can I speed up the delivery process?

To receive your order within 2-3 days, there is an optional \$25 rush fee. It is also helpful to pre-send your list via e-mail or fax so we may begin working on your order and have it ready to send when the check arrives.

18. What forms of payment do you accept?

Order of Omega only accepts checks or money orders. We DO NOT accept credit cards.

19. How do we obtain Order of Omega T-shirts?

T-shirts can be ordered through the Executive Office. They are \$10.00 each and come in small, medium, large, x-large and xx-large.

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One of the tasks you face as a financial officer is preparing a budget. There are many methods for preparing budgets from flipping coins to using computers. No one method is best for all organizations. The method described below is fairly simple.

WHAT IS A BUDGET?

A budget is an organizational tool for planning and fiscal control within an organization. It is a formal written guideline for your plans, expressed in financial terms within a set time period.

WHAT CAN A BUDGET ACCOMPLISH?

- Help match goals to resources
- Compel members to use funds efficiently
- Provide accurate information to adjust, analyze and evaluate programs and activities
- Aid in decision making
- Provide a historical reference to be used for planning.

BASIC COMPONENTS OF A BUDGET

- A statement of the organization's goals, objectives and priorities
- A specified time period to which the budget applies
- Method of reviewing budget plans and procedures
- Financial statements including an estimated detailed expense and income breakdown

DEVELOPING A BUDGET

- Begin a month or more prior to the close of the current year.
- Prepare an outline of the organization's planned activities for the upcoming year.
- Do careful studies and investigations of income sources and costs.
- Determine available funds (previous year's balances, available cash, funds in the bank, etc.)
- Rank order activities by their relative importance.

FINANCIAL REPORTING

As you record, reconcile and balance your organization's ledger, you are probably wondering what to do with this information. Well, this information is crucial data your organization needs to operate effectively and successfully. The question most frequently asked by members is *"How much is available to spend?"* The financial report will give a global picture of the financial transactions, which have occurred and how the organization is doing financially. The following guidelines will assist you:

- Date the financial report
- Total like expenditures within logical categories (i.e. printing, recruitment)
- Total and list alphabetically each source of revenue and the amount
- Determine total revenue and double rule total
- Total and list alphabetically each expense description and the amount
- Determine total expenses and double rule total
- At the bottom of report include: total revenue & expenses, profit or loss, beginning fiscal year balance and net balance as of present date
- Note commitments, which may affect the true amount of the balance
- Include your name and title
- Financial reports should be prepared monthly, quarterly and annually
- Each month present a financial report to your members

Developing a successful fundraising strategy helps your organization to cover operating expenses, complete projects and programs, and create a small cushion for the future. Many organizations find the success of their fundraising can be attributed to the following principles:

THINK POSITIVELY

As you plan for the year, think big -- dream a little! Ask yourself, "If money were not an issue, what would the group do?" Use your imagination. Generally, it is easier to scale down your plans than to scale up at mid-year. After you have identified ideal activities, begin to assess the feasibility of your goals in light of your resources. Although you have to look at these realistically, be positive -- do not permit a lack of available funds to stifle your plans.

ESTABLISH FINANCIAL GOALS

If you do not know where you are going, you will never know if you have arrived! When planning your organization's budget, proposed expenses must be developed and reviewed against existing resources. The difference between your total budget and operating expenses will be your organization's fundraising target. Now, be creative, yet realistic!

DEVELOP CREATIVE FUNDRAISING OPTIONS

Once you have established a financial goal, identify all potential sources of funds and develop creative ways to tap your resources. Successful organizations utilize multiple approaches to fundraising.

ESTABLISH YOUR FUNDRAISING PLAN

Fundraising can't be successful if left to chance. Answer these basic questions:

WHO? WHAT? WHERE? WHEN? WHY?

As you creatively explore various fundraising options, it is important to consider the costs to your organization and the risks involved. Once a financial plan is developed, write it down.

EVALUATE FUNDRAISING ACTIVITIES:

It is imperative that you evaluate your fundraising activities. This evaluation should include a quantitative and qualitative analysis and conclude with recommendations for future fund raising activities.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Here is a list of fundraising projects. Before selecting any fundraising project, be certain to check the needs and abilities of your group.

- Bake sale (make sure items are properly packaged or from a license kitchen)
- Snack sale (i.e. bagels, pretzels)
- Banquets/roasts
- Fashion show/luncheon
- Candy sale
- Progressive dinner
- Wine tasting party (make sure participants are of legal drinking age)
- Used book sale
- Alumni donations (i.e. money, goods or services)
- Garage/rummage sale
- Merchant donations/pledges
- Auction
- Service auction (donate members' time and effort)
- Membership dues
- Balloon, art/poster, plant sale
- Penny drive
- Immobile bicycle-a-thon
- Marathons-run/walk/jog/rock/eat/see-saw/dance/card/boardgame/etc.
- Sell buttons/T-shirts/bumper stickers/unusual items with University logo
- Art fair
- Holiday bazaar
- Carnival/circus
- Benefit dance
- Student-faculty talent/art show
- Birthday cake delivery
- Singing messages
- "Kidnaps" for ransom (also good for charitable donation drives)
- Finals care package
- Haunted house
- Balloon bouquet delivery
- Serve as ushers for events
- Recycling drive
- Car wash
- Work day at alumni/faculty/staff homes
- Ad or coupon book
- Eating contests
- Guess beans in jar (or variation)

DO'S

- DO** be energetic, creative and enthusiastic.
- DO** think positively.
- DO** your homework on immediate needs and short and long-term goals.
- DO** thoughtful planning — too many events are the product of impulse.
- DO** keep records of everything you do.
- DO** give donors something tangible for their donation (i.e. printing their logo on promotional material.)
- DO** keep track of those who have supported you in the past.
- DO** watch for opportunities to build on other's efforts (i.e. co-sponsoring events.)
- DO** donate supplies and services as often possible.
- DO** double work — sell T-shirts at a dance marathon.
- DO** get groups together before and after every event to applaud successes and determine what could be improved.
- DO** spend as little time as possible fundraising— they can really bog a group down.
- DO** make successful fundraisers annual events.

DON'TS

- DON'T** rely totally on dues.
- DON'T** allow fundraising to disrupt regular business or programs.
- DON'T** expect too much from members— you can have fun and raise money.
- DON'T** focus on cash— seek operational support (i.e. phone usage, copying) to minimize expenses.
- DON'T** have a fundraiser based on impulse— plan carefully.
- DON'T** wait until the last minute — be prepared.
- DON'T** let one person completely control all the finances— have at least two people verify transactions.
- DON'T** ask anyone to make a donation because you “need” the money.
- DON'T** ask for a fixed price when a donation will do.
- DON'T** assume all new members will automatically pay— you may have to remind them.

As many organizations discover, having adequate funds available for programming is usually not the case. So, student organizations are often faced with the unpleasant task of finding ways to meet their budgets. A popular choice is to find an outside sponsor to help underwrite the cost of programs. This is often mutually beneficial for both; the student organization is able to hold the event, and the corporate sponsor gains publicity in the student market. There are several important steps you must take first:

UNIVERSITY RESTRICTIONS

Find out if there are any University restrictions about whom you may and may not approach for sponsorship. You will need to know the University's stance on alcoholic beverage company sponsorships; whether there are products and/or services being officially boycotted; if there are restrictions on giving away or selling products on campus; and which, if any, corporations the University Development Office is soliciting for major contributions. It is advisable to make an appointment with your advisor to learn about University policies regarding sponsorships and to get referrals to other appropriate staff members regarding information for your particular circumstances.

POTENTIAL SPONSORS

Once you have identified and spoken to the appropriate university office(s), your next step is to determine individuals or corporations that would be interested in affiliating with your organization and sponsoring your event. Narrow the field by determining what kind of business would be most interested in your target audience. Next, decide if you will concentrate on local businesses or offices of national corporations. Once these issues have been sorted out and agreed upon, brainstorm a list of possible sponsors. Then, review and edit this list down to a reasonable size. (See the brainstorming section for more detailed information.)

It might be helpful to take this list to the staff you previously talked with and ask for their comments and feedback. Also, take this opportunity to inquire whether they have any contacts at these corporations. University development officers often have the name of the appropriate person or office to contact regarding sponsorship. It is possible one of them may become interested in your particular program and help you break through the red tape by either making the initial contact or writing a letter of introduction on your behalf.

NATIONAL SPONSORS

If you choose to approach national corporations through their local offices, it is important to know they measure sponsorship such as student activities in terms of cost per thousand. Therefore, they prefer programs, which reach more than one campus. To have access to such a sponsor, you may have to go through a promotional marketing agency specializing in nationwide campus programs. Don't be discouraged. Proceed, giving yourself plenty of time -- often a term or more before the scheduled event.

Because the local office will have to check with the regional and national offices, it will expedite matters if you mail a program proposal to all three offices. Along with your proposal, send a cover letter introducing you and your program, the your campus demographics, your target audience and any other information you think will persuade them to sponsor your event. Be sure to include the kind of sponsorship you are seeking. In each letter, be clear that you have contacted the other offices. The type of sponsorship is most important. Be clear about what you are asking for, but do not be inflexible. Be willing to accommodate reasonable requests. Potential sponsors may have some insights or suggestions, which could benefit your program.

Sponsors may feel they have to put their mark on the program. Carefully consider the pros and cons of any requests. Don't sell out or sell yourself short. Remember, you are asking outside agencies that don't know you to become involved in and supportive of your efforts and ideas. You must convince them you are a worthwhile investment.

POTENTIAL SPONSORS' QUESTIONS

Once approached, corporate contacts will have a series of questions regarding the benefits of sponsorship. Allow them a week to receive your information packet, then call and inquire if they have received it and if they need further information. Be prepared to thoroughly answer these kinds of questions:

- How will our corporation be publicized?
- What kind of publicity will you be doing? Can we change it?
- How many people do you reasonably estimate will attend?
- Who will they be? (Demographics: male/female, age, year in school, students only or open to the university and community, Greeks, etc.)
- Has this program been offered before? If so, what was the audience response? Was there a sponsor? If so, why aren't you using them again?
- Most importantly, what kind of sponsorship are you seeking? Do you want only money; or do you want other items such as balloons, t-shirts, banners, tickets, food and/or beverage giveaways, prizes, publicity and promotions, help, advice, etc.?

LOCAL SPONSORS

If you decide to concentrate on local businesses, approach them as you would national corporations. Follow the same steps even though it will likely take less time to get an answer. Local companies should not be taken for granted. They are constantly being approached by student organizations. If you want to be successful, give all potential sponsors plenty of time to work your request into their budgets.

CONCLUSION

It will benefit you to follow these tips before you approach a potential sponsor. If you are prepared and knowledgeable, the corporate contact will take you seriously and may want to business and negotiate. This method shows you are on top of things, plan ahead and can anticipate your sponsor's and audience's needs.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Good design includes a logical needs analysis of the publication (poster, flyer, banner, etc.). Layout is simply the process by which words and pictures are brought together on paper. The following are some pointers to remember when designing and laying out a message:

FUNCTION

Design must quickly and clearly communicate your message to a mass audience (thousands of University students). Visual elements can attract the reader from a distance and communicate the concepts you are promoting, (i.e. a large heart for a blood drive, the message being "Have a Heart - - Donate to Campus Blood Drive.") Graphic design grows out of the needs of the message and is therefore subservient to it.

SIMPLICITY

Focus on one element, which will grab the reader's attention and interest. Keep this main theme in the printed message. Fonts should vary in size and weights (i.e. bold, unbold), but use no more than two fonts. This keeps the design uncluttered and allows for emphasis. Keeping the layout simple to deliver an effective message.

INTEGRATION

The overall design must be integrated so the separate parts complement each other. Proximity and nearness indicate related ideas and relative size and isolation of an element indicate its importance. A good test of effectiveness is to look at the layout from a distance of 8 - 10 feet. Check for symbols and print, which are too close and may blend together. Emphasis may be created by bordering all or part of the design.

In summary, the three guidelines for effective graphic design are FUNCTION, SIMPLICITY, and INTEGRATION. Analyze the needs of your message, select the key element to use as the focal point, arrange the words into a clear, concise format and keep it simple!

EFFECTIVE graphic design, the composite visual appearance of the words and graphics can help you reach your target audience by

- GRABBING the attention of passers-by
- SUSTAINING the reader's interest
- ELICITING response from the reader.

GOOD design should look good in print. Flyers on brightly colored paper account are very eye-catching and inexpensive publicity. The sharp contrast between a simple, clean design and bright flashy paper follow the principles outlined above.

GENERAL TIPS

- Pre-made templates in popular desktop publishing software can make flyer design quick and easy. These templates are often easily adjustable and serve as an excellent springboard for your own creativity.
- Check out examples of good design in magazines, websites, newspapers, etc. to begin your design process.
- Make four to six thumbnail sketches, which are small, quickly drawn ideas, to experiment with different layouts and design ideas. This should be done with paper and pencil.
- Font is the easiest, cheapest design element. Experiment with size, case, placement and color.

- Most desktop publishing programs offer extensive clip art collections, which can be searched by keyword. Pay attention to copy write regulations regarding clip art use.
- Position graphics, pictures and clip art so they face the page and not off of it. This will keep the reader's attention on the page.
- Remember to include date, time, place, cost and contact information (i.e. name, phone number, office location, e-mail.)
- Have someone else (i.e. advisor, president) proof your publication. It is often difficult to catch mistakes after working with a publication awhile.
- Consider how your publication will be published. Do not use color while designing your publication if the final copy will be in black and white.
- If you are taking your publication to a commercial printer, find out which file formats and programs they can use. The best design is useless if the printer cannot open the file. Ask if graphic and font files need to be included on your disk. This is especially important for fonts which are not widely available. Finally, bring a hard copy of your publication so the printer will know exactly how it should look.
- Allow plenty of time to design, proof and print your publication. Good design takes much longer than you think. Further, calculate in the time needed for proofing and printing. Contact your printer to determine the lead time needed or ensure the printers you plan to use will be available when you need them.
- Enjoy this opportunity to be creative!!!

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

The list of potential publicity outlets in your community and on campus is virtually endless. So, consider the following before expending time, energy and other limited resources.

WHO IS YOUR TARGET AUDIENCE?

There are five basic publics to consider

- **Internal** - your organization members (both present and past), parents and family members.
- **Campus** - faculty, administration, Greeks, non-Greeks, students and alumni of the University.
- **Community** - those who live and/or work in your area
- **Visiting Publics** - foreign students, visiting students.
- **General** - businesspeople, the media, civic organizations, city, state and federal officials.

WHERE ARE THEY?

Determine location where they frequent, live and what media they pay attention to.

WHAT IS THE IMAGE OF YOUR GROUP AND THE PROGRAM?

Certain publicity outlets may be inappropriate. Match the various media to your image and message.

DETERMINE YOUR RESOURCES

Consider budget, time, talent, and personnel.

POSTING POLICIES: BEFORE posting flyers or other publicity pieced on or in campus buildings, check out the rules regarding permissions needed and designated areas for publicity.

PUBLICITY - THE PLANNING PROCESS

When beginning a publicity campaign, proper planning can be instrumental to success. Remember, the five "W's." These are who, what, where, why and when. Map these strategically.

WHO is doing it? Describe your group.

WHAT is happening? Describe the event or activity.

WHY is it happening? List general goals and purposes and specific objectives in measurable terms.

WHOM is it for? Describe your target audience.

WHERE is it happening? List all relevant locations, (i.e. where to pick up applications, buy tickets, attend the event.)

WHEN is it happening? List day, date and time (i.e. Wednesday, September 1 at 12:00 p.m.)

How will you turn the five W's into an effective publicity campaign? Decisions about timing, media, placement, and delegation of responsibilities need to be closely coordinated as each impacts on the other.

TIMING

Work backwards from the date of your program. Some considerations are:

- Optimal release time of publicity
- Ad deadlines
- Time needed for copy-writing, design, printing and distribution.

BUDGET

Good publicity doesn't have to be expensive, but it should not look cheap. Consider the following:

- Available funds
- Possible donations
- Possible hidden costs
- Free publicity available

PUBLICITY - THE IMPLEMENTATION PROCESS**MEDIA SELECTION**

Be sure to use brainstorming techniques. Consider the following:

- Talent available in your group or for hire
- Money and time available
- Appropriateness of media relative to desired image of group event

DELEGATION OF RESPONSIBILITY AND FOLLOW-UP

Share the responsibility. Publicity is a big job and small steps can easily be forgotten or overlooked. Using your timeline and media lists, write down chronologically for each piece of medium.

EVALUATION AND RECORDS

Remember to evaluate the success of your publicity campaign against the program goals and objectives. This can be done by surveying participants, members, etc. Design a relevant, useful method and set a deadline for completion. Don't make your successors re-invent the wheel. Keep originals of all publicity and several copies of any newspaper articles, flyers, posters, etc.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Publicity is an important part of any organization. Without the proper publicity campaign, your organization's goals of raising money, attracting new members and providing a service or program will not be adequately met.

An effective publicity program allows the reader to grasp all the important information in the quickest manner possible. Promotional material should be professional and communicate a specific message intended to evoke a response from the reader. Your publicity does not have to be extremely artistic, but graphics can add a lot of fun and color to the information. The key is that your message should be clear and understandable.

SOME IMPORTANT CONSIDERATIONS ARE:

BUDGET: How much can be spent on publicity? Is this figure realistic? How can your organization effectively use this amount ?

AUDIENCE: Who is your audience? Is there a target market? What is the best approach? Keep in mind publicizing an event for students is completely different than publicizing an event for non-students.

INFORMATION: Make sure your campaign materials contain all the appropriate information. Answer the questions of who, why, what, when and where. It is usually best to publicize the aspect of your program that people have heard of or to which they can relate.

RESOURCES: What resources are available to your organization? List people, talent, materials, etc.

LOCATION: Where will your materials have the most visibility? Creativity is vital. Choose heavily traveled areas and give thought to placing your publicity in different or unusual places. If there is a lot of publicity in the same general area, try brightly colored materials.

SCHEDULE: How much time is available? What kind of time line do you have? The optimum time to begin advertising an event is 2-3 weeks in advance. Make a calendar with deadlines and monitor this closely to keep on the right track. Be realistic.

Once you have planned, your publicity campaign is ready to begin. All that is needed is the appropriate medium. Here is a list of different media, which will help you formulate a successful publicity push.

MEDIA TYPES

Word of mouth is probably the best medium, not to mention the least expensive. Once you have established a publicity committee, they should sell your event to the public. If everyone talks up the event in classes, club meetings, residence halls and campus cafeterias, people will become interested. ENTHUSIASM IS CONTAGIOUS!!!

Newspapers usually have an "event column" and will advertise your event absolutely free-of-charge. For additional information concerning procedures and deadlines, contact your campus newspaper.

A **Press Release** (a proposed news article written by you) should be no more than one page in length. Convey only essential information. Your press release may be edited before being printed.

HELPFUL HINTS FOR PRESS RELEASES

Identification Organization letterhead is best; but if unavailable, make sure your organization's address and phone number are included.

Disposition This tells the editor when the release should be published. The day, date and year

should be placed below the last line of identification in capital letters. If you want the release published upon its receipt, type "FOR IMMEDIATE RELEASE."

Headline This is a brief, one line summary of the release, which appears directly above the body.

Copy/Body Copy should be straight news style with an informational sentence in the first paragraph which includes "who, what, when, where, why and how." It is extremely important to include a name, number and e-mail where someone may contact you with additional questions or concerns. Your release should be double spaced and arranged in order from the most important to least important facts.

PROMOTIONAL IDEAS

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

- Posters
- Flyers
- Banners
- Showcase displays
- Buttons
- Skits
- Flyers on car windshields and in residence hall mailboxes
- Logos
- Banners on cars
- Doorknob signs
- Table tents
- Announcements to campus organizations
- Classroom bulletin boards
- Free tickets
- Leaflets passed out while waiting in line
- T-shirts
- Bumper stickers
- Paper footprints or arrows leading people towards events
- Booth on Arcade
- Announcements in student newspaper
- Announcements to university officials

The constitution of an organization contains the fundamental principles which govern its operation. The bylaws establish the specific rules by which the group is to function. All but the most informal groups should have their basic structure and methods of operation in writing.

WHY HAVE A CONSTITUTION?

By definition, an organization is a "body of persons organized for some specific purpose, as a club, union or society." The process of writing a constitution will clarify your purpose, provide building blocks for an effective group and delineate your basic structure. It also gives both members and potential members a better understanding of what the organization is and how it functions. If you remember the value of having a written document, which clearly describes the basic framework of your organization, the drafting of the Constitution will be a much easier and more rewarding experience.

WHAT SHOULD BE COVERED IN A CONSTITUTION?

Below is an outline of the standard information to be included in a constitution. The objective is to draft a document, which covers these topics in a clear and concise manner.

Article I	The name of the organization
Article II	Affiliation with other groups (local, state, national, etc.)
Article III	Purpose, aims, functions of the organization
Article IV	Membership requirements and limitations
Article V	Officers (titles, term of office, how and when elected)
Article VI	Advisor (term of service, how selected)
Article VII	Meetings (frequency, special meetings and who calls them)
Article VIII	Quorum (number of members required to transact business)
Article IX	Referendum and Recall (procedures and handling)
Article X	Amendments (means of proposal, notice required, voting)
Article XI	Ratification (requirements for adopting this constitution)

WHY HAVE BYLAWS?

While the constitution covers the fundamental principle, it does not prescribe specific procedures for operating your organization, Bylaws set forth in detail the procedures for conducting business by a specific chapter.

WHAT SHOULD BE INCLUDED IN THE BYLAWS?

Bylaws must not contradict the constitution. They generally contain specific information on the following topics:

- Membership (selection requirements, resignations, expulsion, rights and duties)
- Dues (amount and collection procedures, any special fees and when payable)
- Duties of Officers (powers, responsibilities, special job descriptions, procedures for filling unexpired terms of office, removal from office)
- Executive Board (structure, composition, powers)
- Committees (standing, special, how formed, chairperson, meetings, duties, powers)
- Order of Business (standard agenda for conducting meetings)
- Parliamentary Authority (provisions for rules of order, generally Robert's Rules of Order)

- Amendment Procedures (means of proposal, notice required, voting requirements)
- Other specific policies and procedures unique to your organization necessary for its operation

WHAT DO WE DO WITH THEM?

A constitution and bylaws articulate the purpose of your organization and spell out procedures for orderly functioning. Constitutions usually require a 2/3 vote of the membership for adoption. Bylaws require only a simple majority for passage. Once you have developed these, they should be reviewed often. The needs of your group will change over time and the constitution and bylaws should be kept up to date to reflect the current state of affairs.

Make sure each member has a copy of these. This will help unify and educate your members by informing them about the opportunities that exist for participation and the procedures for being an active, contributing member. A thorough study of the constitution and bylaws should be a part of officer training and transition.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Parliamentary law has evolved as a set of procedures to protect the individual and the group in their exercise of the rights of free speech, free assembly and the freedom to unite in organizations for the achievement of a common aim. It is based on common sense and courtesy. It allows you to conduct your organization's business in an orderly and timely fashion. The following basic rules of procedure should be followed. For specific questions on the more technical aspects of parliamentary law refer to Robert's Rules of Order - Newly Revised.

FIVE BASIC PRINCIPLES OF PARLIAMENTARY PROCEDURE

1. Only one subject may be discussed at a given time.
2. Each proposition presented for consideration is entitled to full and free debate.
3. Every member has rights equal to every other member.
4. The will of the majority must be carried out and the rights of the minority must be preserved.
5. The personality and desires of each member should be merged into the larger unit of the organization.

DEVELOPING AN AGENDA OR ORDER OF BUSINESS

It is customary for every group to adopt a standard order of business for meetings. When no rule has been adopted, the following is the order:

- Call to order
- Reading and approval of minutes
- Reports from officers and standing committees
- Reports from special committees
- Unfinished business
- New business
- Program
- Adjournment

MOTIONS

The proper way for an individual to propose the group take a certain action is by "making a motion." The following is the process for handling a motion:

1. A member rises and addresses the presiding officer for recognition.
2. The member is recognized.
3. The member proposes a motion.
4. Another member must second the motion.
5. The presiding officer states the motion to the assembly.
6. The assembly can now discuss or debate the motion. Only one person at a time may speak. He/she must first be recognized by the presiding officer. Preference should be given to:
 - a. The person who proposed the motion.
 - b. A member who has not spoken yet to the motion.
 - c. A member who seldom speaks as opposed to one who frequently addresses the assembly.

The presiding officer should try to alternate between those favoring and those opposing the motion. Discussion must be confined to the question that is "before the house."

7. The presiding officer takes the vote on the motion. Voting can be done by voice, show of hands or balloting.
8. The presiding officer announces the result.
9. The floor is now open and another motion can be proposed.

AMENDING A MOTION

The purpose of the motion TO AMEND is to modify a motion, which has already been presented in a way which will be more satisfactory to the members.

METHODS OF AMENDING

The most important principle to understand in connection with any form of the motion TO AMEND is an amendment "MAY BE HOSTILE, BUT IT MUST BE GERMANE."

'Hostile' means opposed to the spirit and aim of the motion to which it is applied.

'Germane' means having direct bearing upon the subject of the motion, that is, relevant or relating to it.

An amendment may be opposed to the actual intent of the original motion and, in fact, nullify it; but if it relates to the same subject matter, it is germane or relevant.

TYPES OF AMENDMENTS**NO AMENDMENTS BEYOND SECOND RANK**

It is never in order to propose more than one amendment of each rank at a time. If you want to amend two separate, unrelated parts of a motion, this must be done by two amendments of the first rank. One must be voted upon before the other is proposed. It is possible to have a motion, one amendment to the motion (amendment of the first rank) and one amendment to the amendment (amendment of the second rank) before the assembly at once. Until the amendment of the second rank has been voted upon, no other amendment of the second rank is in order. Likewise, until the amendment of the first rank has been voted upon, no other amendment of the first rank can be proposed.

ORDER OF VOTING ON AMENDMENTS

Amendments are voted upon in inverse order; that is, the one of second rank is disposed of first.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

PARLIAMENTARY PROCEDURE AT A GLANCE

To Do This:	You Say This:	Speaker?	Seconded?	Debatable?	Amendable?	Vote Required?
Adjourn the meeting	"I move that we..."	No	Yes	No	No	Majority Required
Recess the meeting	"I move that we recess until..."	No	Yes	No	Yes	Majority Required
Complain about noise, room temperature, etc.	"Point of privilege."	Yes	No	No	No	No Vote Required Decision of Chair
End debate	"I move the previous question."	No	Yes	No	No	2/3 Vote Required
Postpone consideration of something	"I move we postpone this matter until..."	No	Yes	Yes	Yes	Majority Required
Have something studied further	"I move we refer this matter to committee."	No	Yes	Yes	Yes	Majority Required
Amend a motion	"I move that this motion be amended by..."	No	Yes	Yes	Yes	Majority Required
Introduce business	"I move that..."	No	Yes	Yes	Yes	Majority Required
Object to procedure or to personal affront	"Point of Order."	Yes	No	No	No	No Vote Required Decision of Chair
Request information	"Point of information."	Yes, if urgent	No	No	No	No Vote Required
Ask for a vote by count to verify voice vote	"I call for a division of the house."	No	No	No	No	No Vote Required Unless Objection Arises
Object to considering an undiplomatic or improper matter	"I object to the consideration of this question."	Yes	No	No	No	2/3 Vote Required

PARLIAMENTARY PROCEDURE

To Do This:	You Say This:	Speaker?	Seconded?	Debatable?	Amendable?	Vote Required?
Take up a matter previously tabled	"I move we take from the table..."	No	Yes	No	No	Majority Required
Reconsider something already disposed of	"I move we now (or later) reconsider our action relative to..."	Yes	Yes	Yes, if original motion is debatable	No	Majority Required
Consider something out of its scheduled order	"I move that we suspend the rules and consider..."	No	Yes	No	No	2/3 Vote Required
Vote on a ruling by the chair	"I appeal the Chair's decision."	Yes	Yes	Yes	No	Majority Required

A MUTUALLY BENEFICIAL RELATIONSHIP: AN ORGANIZATION AND ITS ADVISOR

You might be wondering why a student organization would want a faculty or staff advisor. After all, you were elected because you are a competent and capable leader, right? RIGHT!

BUT ...

- Do you sometimes have trouble cutting through administrative red tape?
- Do you wish your group had more support from academic or service departments?
- Could your organization benefit from some "connections" with university policy-makers?
- Even though you are doing a super job now, will the group have to start again from scratch next year?

A faculty or staff advisor could help alleviate these and other problems, WITHOUT TAKING OVER the leadership of your organization.

THE ROLE OF ADVISOR IS TO

- Serve as a "sounding board," someone with whom you can discuss new ideas
- Support your group
- Be knowledgeable of policies that impact on your organization's decisions, programs, etc.
- "Run interference" and cut through red tape
- Provide continuity and stability as student leadership changes
- Provide an "outside" view or perspective
- Provide your group with connections

Sound good? Better still is the organization/advisor relationship benefits the advisor too. Being involved with a student organization offers the faculty or staff member

- A unique opportunity to know and work with students outside the classroom or office
- The reward of watching the group develop to its fullest potential
- The reward of watching students develop their individual skills and talents
- The chance to informally share his/her knowledge and expertise on relevant topics
- An opportunity to feel satisfaction and accomplishment through making a special contribution to a particular group of students

Now that you know how much your organization and its potential advisor can gain from one another, how do you find this advisor? There are at least two things your organization should do first: develop a clear statement of group goals and advisor expectations, in terms of role and time commitment. Also, outline what the advisor could fairly expect of the group. With this information, you will be ready to approach potential advisors and discuss with them advising your group. The most suitable advisor is one who shares a common interest with your organization.

Poll your group members for the names of professors or staff members whom they have found helpful and interested in student life. Approach potential advisors confidently and positively. Remember to be clear about the purpose and activities of your organization, your expectations of the advisor and all the benefits the advisor will enjoy.

Once your advisor begins, keep him/her well-informed, clarify expectations and roles as needed, and draw on his/her expertise. Occasional thank you's and acknowledgements are a good idea. If you have organization t-shirts, for example, make sure your advisor has one, too! Finally, enjoy what can be an extremely rewarding and mutually beneficial relationship.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Committees are an extremely important facet of basic organizational management. However, the word "committee" sometimes has negative connotations associated with it because members do not understand the role, importance or function of a committee structure. When members hear the word "committee," they visualize

- One or two members (perhaps a clique) dominating the meetings, not listening to other members' input, doing whatever they want (motivation by self interest, poor leadership or hidden agendas.)
- People sitting around, wasting their time and not knowing what to do (unclear goals, lack of focus, unnecessary time commitment.)
- Actual work never getting done; and when it does and the committee reaches a decision, but does nothing (lack of follow through on assignments, inconsistent commitment, leadership unresponsive to the committee, no action taken.)

However, this does not need to be seen within your organization. You CAN make your committee system productive. Committees also provide for decentralization of power. Productive groups carry out the organization's work without the bureaucratic structure of a leader. Their smaller membership usually makes it easier to convene and to handle complex subjects. Since most committees have "hand-picked" members chosen for their skills and interests, they are more likely to be sincerely interested in their tasks. Finally, committees provide a superb training ground for emerging leaders.

SELECTING YOUR COMMITTEE MEMBERS

Of course you want the best possible solution to your organization's problems or concerns. That is why it is important to select a representative group. Choose committee members who hold different points of views and concerns. Allow for new ideas and input while maintaining group cohesiveness. It is also important for each member to assess the importance of the committee's functions. Each member should have basic knowledge and access to the necessary resources to be an active participant in the success of the committee.

ORGANIZATION OF A COMMITTEE

When you begin forming your committee, it is imperative to consider the structure and membership. As the organization's leader, it is necessary to clearly define the committee's purpose, limitations and jurisdiction. Have your committee members determine what commitment each can give; then schedule a meeting which accommodates everyone.

For a committee to function successfully, the members must feel they can express themselves both honestly and openly. Should this atmosphere not be provided, the committee's problem-solving ability will be inadequate and it will not operate to capacity. It is often helpful to spend time identifying everyone's concerns to create a positive environment.

Ask the members for their perceptions of the group's needs and problems. Then, the group should form a plan of action which adheres to those goals and objectives. A helpful problem-solving process is to

- See the difficulty
- Recognize and define the problem at hand
- Consider all the positive solutions
- Gather all the information
- Get assistance from additional people and resources when appropriate
- Select and provide the solution

Furthermore, groups need to have operating procedures. Defining roles and selecting a good chairperson helps guarantee group success while reducing ambiguity. Be sure to include guidelines on how the committee will function. Provisions may be necessary if the original structure proves to be dysfunctional or inappropriate. When setting your guidelines, keep these things in mind:

- Will members work as individuals or in a group?
- When differences arise, how will they be solved?
- How can you encourage maximum participation?
- What will be the decision-making process?
- How will meetings be run?
- How will changes be made if the appropriate results are not produced?
- How will assignments be made and who will do the delegating?

In conclusion, if you follow these guidelines, it is likely you will have a committee which works effectively. The successful committee will:

- Understand its purpose and effectively work toward its goals
- Have open communication among members; participants will feel comfortable articulating their feelings and attitudes
- Listen to both majority and minority points of view and then make decisions acceptable to all members, thus ensuring commitment
- Strike a balance between group productivity and satisfaction of individual needs
- Implement a review process which identifies group problems and suggests appropriate solutions
- Provide an opportunity for members, who are from differing factions, to work cooperatively; give opinions; collaborate on solutions and share the responsibility of working together.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Are your meetings long, dull, unproductive and unorganized? How your organization runs meetings can often determine its success. The nature of your organization determines the level of formality. Whether your group meetings are formal or informal, an effective leader strives for maximum participation and communication to maintain cohesiveness. Most of all, a meeting should allow a group to pull resources together for decision-making.

The following are some suggestions to assist you in making your next meeting productive, successful and fun:

PRIOR TO THE MEETING

- Develop an agenda with the assistance of your officers and advisor. This should be done at least one day in advance to allow time to obtain information, resources or materials.
- Planning an efficient agenda is the best way to ensure your meetings are thorough and expedient. It is strongly suggested that each member have the agenda and background material to refer to during the meeting. This will allow your members to feel more involved, up-to-date, as well as, prepared! Below is a sample agenda:
 1. Call to order
 2. Roll call (silent, oral or written)
 3. Correction or approval of the minutes
 4. Officer reports
 5. Standing committee reports
 6. Special committee reports
 7. Unfinished business
 8. New business
 9. Adjournment
- Select an appropriate time for your meeting. Set a time limit and stick to it! If your meetings are productive, predictable, and as short as possible, members will be more likely to attend. Choose a location which is appropriate for your group's size.
- Check the seating arrangement before the meeting starts. Whenever possible, arrange your chairs in a semi-circle or circle to facilitate eye contact and maximum participation. A leader has better control when they he/she is centrally located.
- Post a large agenda for the members. Use visual aids for interest (i.e. posters, diagrams.)

DURING THE MEETING

- Greet members and make them feel welcome. If possible, serve refreshments, which make your members feel special and welcome.
- Start on time and finish in a timely manner.
- Stick to your agenda.
- Encourage group discussion to get all points of view and ideas. The results are better quality decisions, as well as, highly motivated members.
- Encourage feedback. Ideas, involvement and commitment to your group improve when members see their impact in the decision-making process.
- Keep your conversations moving toward a decision. Ask for only constructive and non-repetitive comments. Tactfully end discussions that are not going anywhere or are becoming unproductive.
- Keep minutes for future reference in case a problem or question arises. Send a copy to your organization's advisor.
- Be a role model by listening, showing interest, attentiveness and confidence in your members. Admit your mistakes.

- Summarize agreements reached and end the meeting on a positive or unifying note.
- Set the date, time and place for the next meeting.

AFTER THE MEETING

- Discuss with officers and your advisor any problems encountered during the meeting. Discuss methods for improvement.
- Try to hold members accountable for follow through on delegated responsibilities. See that all members understand and carry out responsibilities.
- Write up and distribute minutes within two days. Quick action reinforces the importance of meeting and reduces memory errors.
- Be sure to express your appreciation for the participation of any invited guests or speakers at your meeting.
- Place unfinished business on the agenda for the next meeting.
- Conduct a periodic evaluation of the meetings. Weak areas should be analyzed and improved for more productive meetings.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Being a secretary for your organization is not a job to take lightly. This responsibility should not be assigned/delegated to just anyone. Think about these responsibilities when you are considering who will fulfill this role:

- Is this person reliable; does he/she keep appointments?
- Is this person well organized; does he/she complete tasks in a timely way?
- Is this person on top of what is going on; is he/she able to appropriately weed out the trivial information and record the important facts for the record?

As you can see, the role of a secretary is more than "just taking minutes." The secretary is responsible for complete, objective record-keeping; he/she is, in effect, the historian. What the secretary records will be referred to by current members as a reminder of finished and unfinished business, what actions were taken, and what needs follow-up. It will also be kept for future members to read to gain an understanding of where the organization has been and why.

Many organizations make it the secretary's responsibility to notify the membership about upcoming meetings - time, date, location - as well as any important items to be discussed. It is critical that the secretary attend all meetings. If your organization has a structure which includes committees - be they ad hoc or standing - there always needs to be a secretary present to accurately record what has transpired. It is not necessary to take down everything unless members request their remarks be entered for the record. It is necessary, however, to take complete notes. Motions and resolutions do need to be taken verbatim and should be read back during the meeting to make sure they have been accurately recorded. (More information on minute taking is included below.)

It is the secretary's responsibility to signal the chair and ask questions regarding the subject being discussed for purposes of clarification. A secretary should not wait until the meeting has been adjourned to clear up any confusion; individuals can lose their perspective, issues can become less important and one's memory can alter what actually occurred.

Immediately after the meeting, the secretary must review his/her notes while everything is fresh for the following information:

- Type of meeting (executive, standing committee, etc.)
- Date, time and place
- Time of call to order
- Approval and/or amendments to previous meeting's minutes
- Record of reports from standing and special committees
- General matters
- Record of proposals, resolutions, motions, seconding and final disposition, a summary of the discussion, record of vote.
- Time of adjournment
- Nomination of submission and transcriber's name.

Once the minutes have been transcribed into draft form, they should be submitted to the chair for review and/or correction. Once returned, they need to be prepared in a formal format - preferably agreed upon beforehand - for final approval at the next meeting. These minutes should be sent out to all members within a few days of the meeting. This allows members time to read the minutes for accuracy before the next meeting and while the previous meeting is still fresh in their minds.

Use a standard format when preparing minutes. Some helpful hints on format and final preparation are as follows:

- Capitalize and center the heading designating the meeting
- Indent paragraphs five spaces
- List names of those in attendance and those absent
- When recording sums of money write them first in words and then put the figures in ()
- Number each page at center bottom

MINUTE TAKING

It is often helpful for the secretary to prepare himself/herself before each meeting. He/She should read the minutes of previous meetings, paying attention to style and format and reviewing the agenda and any attached documents. If the organization has agreed upon a standard format for minutes, he/she can use a standardized form and fill in preliminary rough draft information before the meeting so that the discussion may be added as it occurs.

The secretary should be present at all meetings. If he/she is unable to attend, a substitute, preferably with the characteristics defined earlier, should be appointed. If a substitute is taking minutes, the following hints will make the job easier:

- Identify yourself before speaking
- Speak slowly
- Present motions in writing to the secretary (*This is a good practice even when the regular secretary is present*)
- Raise hands high during vote counting
- Summarize discussions

There are several ways to take minutes and each organization needs to choose the most appropriate method for them. Minutes can be recorded in writing or on tape. If you choose to tape the minutes, you can record the entire proceedings and listen to them later, pulling out the pertinent information following the guidelines related earlier. Taping an entire meeting is an extreme form of minute taking and can be very time consuming; it is akin to sitting through the same meeting twice!

A second, more practical option is to record a summary of debates, agreements and disagreements with a sufficient explanation of the character of each.

The third method is to tape action minutes whereby the very essence of decisions reached and responsibilities assigned is recorded. In any of these cases, make note of the following:

- The names of people proposing any action, stating an opinion or making a motion
- Any motions, resolutions, amendments, decisions or conclusions (Take down word-for-word)
- Who seconded the motion
- Whether or not a motion was withdrawn and what assignments were made and to whom

It is often helpful for both minute taking and for those attending the meeting to have either the chair or the secretary summarize decisions reached. The summarizer should be most careful in clarifying points of greatest controversy.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

An organization is composed of a group of individuals who have come together out of mutual interest. Each person brings his or her special talents, skills, unique set of experiences, a set of norms and values. Team building shifts the focus of the group to its members rather than the organizational tasks, thus allowing members to feel important and cared for.

Team building is the group process which uses activities requiring members to work together to discover shared interests and lays the groundwork for new and deeper friendships. When done effectively, team building highlights each person's differences in values, personality and skills while simultaneously building the membership into a cohesive, trusting and mutually supportive group. Building strong interpersonal ties increases member satisfaction and group productivity. Team building should not be used to make everyone the same.

There are many methods of team building, each designed to produce differing results. To find the appropriate exercise for your organization, please read the entire list below, paying close attention to the expected results. If this is the first time your organization will be participating in a team-building process, you might find it better to pick one of the less risky exercises. You can always choose a riskier exercise after you have been working together for a while and are more comfortable as a group.

Whatever you select, it is important to emphasize both the group and individual benefits gained through team building. Never force a member to participate. Not all people are comfortable participating in an activity which requires self-disclosure; they will when they feel it is time.

After you have completed your team-building exercise, it is necessary to spend time as a group discussing this experience. Part of any team-building process is sharing what has been learned and experienced; what members liked and disliked; and, most importantly, how they felt while participating. Team building is hindered if inadequate time is allotted for discussion or if individual feelings surface and are not addressed.

Although team building is essential to newly formed groups or an organization with a large number of new members, there are other times it can be effective as well. You might find it helpful to use team-building techniques when

- Members seem bored or irritable
- Members appear to be going off in different directions or drifting away from the group
- There is a great deal of conflict or "infighting"
- Members have been apart for a while (vacations, breaks, etc.)
- You want to take a break from the normal routine or boost team spirit

EXAMPLES OF TEAM-BUILDING EXERCISES

Self-disclosure/relationship building helps break down barriers and allows members to get to know one another on a more intimate level. It is very appropriate for groups where people will be working together closely and/or members will be together for long periods of time.

Intimate Interviews: Members pair off and interview one another for five minutes each. One of the partners introduces the other to the group speaking in the first person as if he or she were the person being introduced.

Personal Crest: Members make a personal coat-of-arms in which they express important aspects about themselves through drawings or short phrases. Possible topics or questions to include in the crest: the most significant event in your life; how you react when upset; your primary goal for the year; where you would like to be in 5 years.

Trust exercises generally rely on some form of physical contact but have the added element of requiring participants to trust one another to complete the activity. They are appropriate in most groups; but be careful if someone is really afraid, he/she is not pressured into participating.

Trust Walks: Members take turns being blindfolded and led by another on a short walk.

Trust Falls: Members stand on a raised platform or chair and fall backwards into the arms of the other members.

Physical exercises help eliminate tension and distance between people and make them more relaxed and comfortable with each other. These are appropriate in most groups; but beware of individual reactions to touching/being touched.

Cooperation exercises help people learn to work together. These exercises can give an indication about the roles members will play in group situations (thinker, leader, organizer, dominator, follower, etc.). These are appropriate in any group particularly if tasks demand teamwork.

Perfect Square: squares of construction paper in different colors are cut into odd shapes. Members each take a piece and then work with others who have the same color to form a perfect square. This exercise is often done in silence without talking permitted.

Brainstorm: Members are asked to contribute ideas regarding a specific problem or question facing the group. Ideas are recorded without judgment.

Group Goal-Setting: Members participate in reviewing and setting the group's goals and objectives. People are more committed to a course of action they helped to choose.

Other: Parties, potlucks, meals and retreats help break the monotony of regular meetings and provide an opportunity for members to get back in touch with each other on a social basis. These are appropriate anytime in a group and are particularly helpful when motivation is lacking, morale is low or members are drifting apart.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Goals are statements describing exactly what your organization wishes to accomplish. They are the ends towards which your efforts will be directed. However, it is very important to review these goals periodically; and it is very normal to change them from term to term or even year to year. The timing will depend on your particular organization. When reviewing your goals, you should keep in mind the following:

- Do they fit with the overall purpose of the group?
- What is the status of membership currently?
- How does the group stand financially?
- What new programs can realistically be accomplished?

Bear in mind your goals should be...

Realistic Attainable Measurable

Objectives are descriptions of exactly what is to be done in order to meet and reach your goals. They are concise, clear statements of exactly how you plan to accomplish your goals. They are short-term, measurable and attainable over a specified period of time. It is quite normal to have several or even quite a few objectives for each goal.

Many leaders wonder why goals are so important. The reason is clear: they help define your organization, give direction and assist your organization in avoiding mild chaos. They can help motivate members by clarifying and communicating what the organization is striving to achieve. They are also great for membership recruitment by allowing potential members to know what your group is all about. They could also be considered time savers by helping members and leaders become aware of problems in time to develop solutions. They help organizations plan ahead and be prepared. Best of all, they are a basis for recognizing accomplishments and realizing your successes.

The following represents some steps for setting goals and developing an action plan:

- It is best to set goals as a group. This will create many positive results because people support what they help to create. You can expect from your members
 - ◆ Better commitment
 - ◆ More motivation among members and officers
 - ◆ Better understanding of the goals and the rationale for selecting them
 - ◆ Better goals as a result of having more ideas and opinions in the decision process
- Brainstorm goals as a group
- Prioritize your goals as a group
- Determine objectives for each goal and plan of action for each objective
- Move into action (if you fail to complete this step, your goals will never be achieved)
- Evaluate your progress on a regular basis
 - ◆ Remember circumstances change, so be flexible and allow your objectives to change with them.
 - ◆ A good way to review what you accomplish is by placing your goals on a large sheet of poster board and marking through them as they are accomplished. This visually shows your group that you are on the way towards success.

Once your organization has written its goals and objectives, it is now time to take the task one step further and develop an action plan. This could be defined as the actual mapping out in detail of what should be accomplished in a specific time frame.

- *What is to be accomplished (your objective)?*
- *How will it be accomplished?*
- *What are your resources in terms of people, money, and materials?*
- *Who is responsible for completing each task?*
- *When will it be accomplished?*
- *How will you know when it has been accomplished?*
- *How will you measure it?*

EXAMPLE OF AN ACTION PLAN

GOAL

To improve membership recruitment, retention, and involvement

OBJECTIVE

To develop a committee structure whose purpose is to increase member involvement by 70% by next term.

HOW

- *Brainstorm ideas to increase member involvement. Review your list and weed out either impractical or impossible ideas.*
- *Discuss this edited list with the executive board. Determine which will be done and delegate the final process of setting up the final system to one or two officers.*

RESOURCES

- Members
- Executive officers
- Handouts on motivation, recruitment, delegation
- Your organization's advisor

WHO

- Executive board
- Consultants

WHEN

- By next term
- Try to set a specific date if possible

RESULTS

- Acceptable - membership involvement increases by 40 - 70%
- Unacceptable - membership involvement increases by less than 40%
- Better than expected - membership involvement increases by more than 70%

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Is your group stumped for innovative ideas? Do you do the same activities every year? Do the same members and leaders seem to do all the talking?

Brainstorming may be just what you need! Brainstorming can and will get everyone excited and involved in your club or organization. The purpose 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 -- themes, program ideas, problem-solving, publicity, slogans and group goals.

The rules for brainstorming are simple. Be sure the group understands them and assign someone has the job of ensuring they are followed.

FIRST . . . you must set the stage:

- Set a time limit of 10-20 minutes, depending upon the issue's complexity and the group's size.
- The best group size is 3-15 people. If you have more, break into two or more groups and brainstorm simultaneously.
- The question or issue must be one to which all participants can speak. It is important to focus on only one issue.
- Record all responses on a chalkboard or big sheets of newsprint so everyone can see them. Don't record the name of the person suggesting. Record only key words and phrases.

SECOND. . . explain the following "rules":

- Do not discuss ideas
- Do not criticize, praise or judge
- Be spontaneous -- no hand raising, just call out
- Repetitions are OK. Quantity counts
- Build on each other's ideas
- Enjoy the silences -- often the best ideas come out of them
- It's okay to be outrageous, even silly

THIRD . . . make good use of your members' creativity:

- If several groups brainstormed the same idea, post the lists for everyone to read.
- Group ideas into related categories for review.
- Decide which ideas are most promising and which can be eliminated (can be done by group putting pluses and minuses by items).
- Rank order the most promising.
- Select those with the greatest potential and high-ranking priority for either implementation or refinement by committee.
- Be sure to utilize the ideas generated. It is extremely demoralizing for a group to invest its time, energy and creativity and have its ideas disappear. Seeing your idea come to fruition is extremely rewarding.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

The primary goal for an icebreaker or getting acquainted exercise is the development of an environment which is anxiety-reducing and allows individuals the opportunity to get acquainted by having fun. Icebreaker exercises should be used with any group which appears to be extremely anxious in the initial stage of development (i.e., first meeting of clubs, program boards, etc.)

Icebreakers should not be used to avoid dealing with anxiety but rather to provide your members with a less-threatening environment. A non-threatening environment initiated at the beginning of development may make way for more meaningful interaction during the life of the group. *Remember the following about icebreakers and getting acquainted exercises:*

- They can be excellent devices to help members feel more comfortable with themselves and with others and feel more "at home" in a group.
- They break up the "cliques," invite people to form random groupings, and help individuals meet others in a non-threatening and fun way.
- They can be used to set a tone for the time a group will be together, to encourage people to feel "safe" and hopefully to evoke lots of laughter in releasing tension.

Some fun examples of icebreakers are

- **Hometown:** Members tell where they are from and information about their hometown.
- **Name games:** Why or how a member got their name or a fun nickname. Tell name and hobby; members try to memorize information.

Getting acquainted exercises could include:

- **Dyads.** Members get into groups of two and find out information about each other. Possible questions to use:
 - ◆ Who do you think is the most important person who has lived in the past 100 years?
 - ◆ What is the best movie you have seen recently?
 - ◆ What is the title of the last book you read?
 - ◆ If you could be any animal other than human, what would you be?
 - ◆ If you could travel to any place in the world, where would you go?
 - ◆ What is your favorite sport?
 - ◆ One adjective to describe me is
 - ◆ The emotion I find most difficult to control is
- **Crest or Coat of Arms.** Members create their own coat of arms by filling in information about themselves using words or drawings. Information can include:
 - ◆ Hobbies
 - ◆ Hometown
 - ◆ Major
 - ◆ Favorite Emotion
 - ◆ Family Members
 - ◆ Five or Ten Year Goals

- **Forced Choice.** Ask members to stand in the middle of the room and have them move to either side to indicate their choice.
 - ◆ More like a Cadillac or a Volkswagen?
 - ◆ More like a saver or a spender?
 - ◆ More like New York or Colorado?
 - ◆ More yes or no?
 - ◆ More like a student or a teacher?
 - ◆ More here or there?
 - ◆ More religious or non-religious?
 - ◆ More like the present or the future?
 - ◆ More like a file cabinet or a liquor chest?
 - ◆ More intuitive or rational?
 - ◆ More like a tortoise or a hare?
 - ◆ More like a roller skate or a pogo stick?
 - ◆ More like a bubbling brook or a placid lake?

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Conflict is inevitable in any interpersonal relationship or among members of any group. While we encounter various types of conflict in many of our life situations, we often feel a lack of confidence and vision of what is really appropriate to do. Most students find conflict in their personal relationships quite stressful; thus any conflict within student organizations becomes overwhelmingly unbearable. Those who have a lower tolerance level for anxiety often choose to leave the organization.

Why do we shy away from dealing with conflict? It is often because many of us were raised to believe conflict is something to be avoided, an experience of failure. However, conflict does not have to lead to failure or even to the termination of a relationship. We all see and experience the world in a different way and have different ideas about what is best for "my group" or "our group."

Recognizing this can help free us from the negative conclusion that conflict is a signal of failure. It is actually a sign that change is needed and even possible.

Ability to manage conflict is probably one of the most important social skills an individual can possess. This information is designed to assist you in developing this skill. Specifically, it has three purposes:

- To help you raise your consciousness of the different ways in which people deal with conflict.
- To help you increase the awareness of your own style of conflict management.
- To discuss a constructive method of conflict management which not only will lead to greater satisfaction of both parties involved, but also will promote growth and development of your group.

There are several styles of conflict. Some are more effective than others.

- Both sides win
- Satisfaction
- Mutual respect
- Both parties feel enriched rather than belittled
- Continuing effort of both parties

HOW TO USE THE COLLABORATING APPROACH (WIN-WIN NEGOTIATION) TO DEAL WITH CONFLICT IN STUDENT ORGANIZATIONS.

DIAGNOSIS is the starting point. Determine the nature of the conflict.

INITIATION is the second step.

ACTIVE LISTENING is the third step. Negotiators must be capable of hearing the other person's point of view.

- While listening, do not think about how to reply in order to persuade.
- Argument provoking replies should be avoided.
- Active listening involves paraphrasing or restating what the other says. Ideas or content should be considered as well as feelings.

PROBLEM - SOLVING is the final step.

- Clarify the problem. After the above steps, each party should have a clear idea about the tangible issue.
- Talk about what is needed and/or wanted (be clear on facts and information).
- Generate a list of possible solutions. While doing this, let go of the solutions you thought you had. This is the opportunity to be creative!!! The best negotiator makes the other side feel good. Start by thinking "How can I make the other side happy?"
- Decide together on the best solution acceptable to all parties. Do not try to persuade or coerce.
- Plan the implementation of the solution, make assignments of the who, what, where, when and how involved.
- Plan an evaluation or review of the solution after a specified period of time.

All five styles of conflict management obviously have advantages and disadvantages. When dealing with conflict in personal relationships, any of these types may be useful and necessary in certain situations. However, the last style, collaboration, is highly recommended for dealing with conflict in student organizations. It has the most promise of resulting in something satisfactory to all parties. People often feel proud of themselves and feel a sense of personal power when they use this method. It is a sign of integrity and self-confidence when one is able to use this method with patience, regardless of how difficult the situation may be.

Two issues which you may have to deal with when confronting a conflict:

PEOPLE WHO WILL NOT NEGOTIATE - Some people refuse to negotiate because they want to protect their special interests and privileges. Here are a few steps to use with these types:

- Start to negotiate anyway.
- Explain why it is in their best interest to negotiate and why it is worthwhile for them to deal with the existing problems.
- Talk about their problems and how the collaboration will help solve them.
- Make it their problem. For example, bring to their attention the joint image your subgroups project on the organization.

WHEN TRUST IS AN ISSUE - Here are a few suggestions for this problem:

- Be trustworthy. Do what you said you would do.
- Find a higher value you both agree on (i.e. you both want to protect your group image.)
- Listen
- Make an agreement in way that you know when it is carried out.
- Start small
- There are people who simply can't/won't trust you, but do your best anyway.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Student organization members and leaders make decisions in the group all the time. The decision making process could be stressful because some members see it as a form of power struggle; some people cannot bear the idea of losing an argument; and some people simply do not like to make decisions.

Decisions are an important part of group life, and you may wonder how your group could improve in this area. There are several types of group decisions such as

- **UNILATERAL** - a decision made by one person, often the nominal leader without consultation with other group members. At times it can be inappropriate; these decisions usually carry a very low group commitment.
- **HANDCLASP** - decisions made by two members. One suggests, the other endorses and carries it through without adequate discussion or group consideration. Has high commitment for the two who made it, but generally not for others.
- **CLIQUE** - similar to the handclasp, but with more people involved. This type usually occurs when a close subgroup decides what is good for the rest of the group. Repeated clique decisions cause splintering of the group and low commitment.
- **BAITING** - a technique that reduces discussion around decisions. A person will say, "Now we are all agreed, right?" and only the very brave will speak up. This usually suppresses obvious dissension and lowers group commitment.
- **MAJORITY RULE** - a popular way of making decisions. However, if the outcome of a secret ballot would produce any surprises, it is not a good time to make majority rule decisions. What happens is that a sizable segment of the group may feel devalued and lose their commitment to the decisions on which they "lose" the vote.
- **CONSENSUS** - similar to Majority Rule, but everyone knows that what they think and value is being considered by all, and there will be no surprises if you vote. Each person will agree that, under the circumstances, the decision made is a fair and workable one and they can live with it and support it.

You may be able to think of and classify other types of decisions. Any type may prove effective under a given set of circumstances. However, it is obvious that the first five approaches are likely to reinforce the powerful in the group and create tension. Morale and membership commitment can be lowered if these are the usual practices of the organizational decisions.

Since members possess the essential ingredients for the solution of all disagreements, group decisions should be based on all the members' input. Certainly, if there are decisions that only take a few people to make, it may not be necessary to involve the entire group. We recommend that you consider the following points about the liabilities and assets of consensus decisions.

- Greater sum total of knowledge and information.
- Greater number of approaches to a problem.
- Participation in problem solving increases acceptance (a low quality solution that has good acceptance can be more effective than a higher quality solution that lacks acceptance).
- Better comprehension of the decision. The chances for communication failures are greatly reduced when the individuals who must work together in executing the decision have participated in making it.

- **Social pressure** - It has been shown that minority opinions in leaderless groups have little influence on the solution reached even when these opinions are correct. Reaching agreement in a group is often confused with finding the "right answer."
- **Individual domination** - Skilled manipulators or dominant individuals can take more than their share of influence on the outcome.
- **Conflicting secondary goal** - Some may try to win the argument at the cost of a best answer.
- **Risk taking** - The risk of not getting their own way can prevent people from fully participating in the discussion.

FACTORS THAT SERVE AS ASSETS OR LIABILITIES, DEPEND LARGELY UPON THE SKILL OF THE DISCUSSION LEADER

- Disagreement can serve either to create hard feelings among members or lead to a resolution of conflict and perhaps an innovative solution.
- Conflicting individual interest vs. mutual interest.
- More time may be needed to reach consensus.
- The group member with the greatest influence could change his/her position and reinforce the existing power structure, stifling further member input and cooperation.

Having understood the advantages and possible problems of the consensus approach, you are encouraged to use this method to make decisions whenever possible. A consensus decision is made when every member of the group can say, "Well, that may not be exactly how I would have done it, but I can live with it and support it."

GROUP CONSENSUS GUIDELINES

Effectiveness in communication is of paramount importance in the consensus decision making process. You can enhance your group communication by paying attention to the following 'DO's and DON'Ts.'

DO

- **LISTEN** not only to the words, but to the rationale being offered.
- **PURSUE** your point and be persistent if you have good information.
- **MANAGE** your time effectively, relative to the number of decisions that are being made.
- **INVOLVE** all team members to ensure use of their knowledge and experience.
- **STRIVE** for the best answer. Thinking in cause-and-effect terms avoids dealing only with symptoms.

DON'T

- Don't argue for the sake of winning your point. You may learn something by being open-minded.
- Don't give up on your conclusion simply to avoid conflict. Let objective reasons or sound information prevail.
- Don't allow the group to get hung up on a specific item. Move on and come back later.
- Don't compete by assuming that someone must win and someone must lose. Look for the best alternative.
- Don't resort to voting. This tends to split the group into winners and losers.

THE LEADER'S ROLE

This approach to group decision making places the leader in a particular role in which he/she must cease to contribute, avoid evaluation and refrain from thinking about solutions or group products. Instead he/she must concentrate on the group process by assuming responsibility for accurate communication among members.

The way decisions are made testify to the degree of group effectiveness. Here is a list of facts about effective and ineffective groups:

EFFECTIVE GROUPS

- Generate more ideas than individuals
- Have a high level of participation
- Develop a climate where members can be relaxed, open and direct
- Are task oriented

INEFFECTIVE GROUPS

- Eject nonconforming members
- Force members to comply or compromise
- Engage in "groupthink"
- Take action because they cannot think of any reason not to

EFFECTIVE GROUP MEMBERS

- Defer to members who they are certain have the facts
- Form loyalties to their own group
- Encourage and support other group members
- Mediate differences in the group

INEFFECTIVE GROUP MEMBERS

- Give in on items they are sure of
- Oppose or block decisions without cause
- Dominate discussions

By following these tips concerning group work and achieving consensus, your group can avoid the negative aspects and enjoy the reward of knowing your group has done its best to achieve a true consensus.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

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Developing and conducting an organizational recruitment campaign is very important. Yet, as we know, retaining these members is another matter entirely. All too frequently groups skip any form of orientation and just place their new recruits directly on committees or organizational projects.

Although involvement is crucial to the longevity of the group, understanding the organization and its goals and objectives, structure, norms and taboos is equally as important. By taking the time to orient new members to the responsibilities and privileges of membership, the organization will develop people who can and will make significant contributions. A successful organizational orientation program should include:

- Organizational history, traditions, and programs
- Assimilation of new members into the organization
- Rights and responsibilities of members
- Organizational governance, operating policies and procedures
- An overview of campus services, activities and programs for student organizations
- Information about any support groups or affiliations the group may have

*When planning your orientation program, keep the word **AIM** in mind.*

Acquaint Inform Motivate

ACQUAINT

The purpose of any orientation program is to acquaint your recruits to both the organization and each other. Knowing the in's and out's of the group is only one aspect of being in an organization. It is important to note people join groups for many different reasons such as

- Wanting to get involved
- Learning new skills
- Making friends
- Having a good time

Therefore, it is important to structure time for the membership to get to know each other and develop personal relationships. *Get acquainted exercises that are helpful are:*

- Pairing off with someone you do not know
- Write down ten words or phrases that describe yourself
- Take five minutes to tell your partner about yourself -do not go over the list
- After you have talked to your partner, write down five words or phrases to describe him/her
- Swap lists and compare yours with the one your partner made of you
- Gather into a group of six or more and introduce your partner to the rest of the group. Try to include as much information as you can recall

Officers should be included in the exercise. When all the groups have finished, have the officers take time to tell the entire group about themselves; be sure they include their job descriptions.

INFORM

Informing your members should include the organization's history, purpose and structure. If there are written records, be sure to give everyone a copy. In addition, include organizational charts, officer descriptions and a complete membership list.

If you do not have a written history, have the group write one. The following will be helpful in starting this project:

- Place newsprint on the wall and select a recorder
- Ask membership to tell what they know about the organization
 - ◆ How the group was formed
 - ◆ When and where it started
 - ◆ What past members were like
 - ◆ Programs and/or services they offered
 - ◆ How the organization was structured
 - ◆ How the organization has evolved over the years
- When recording this information, use your creativity and think up interesting chapter titles

It is important to remember this is an oral history and you are recording people's perceptions about the group. Although these may be inaccurate, they are important because they influence people's feelings about the group. This collective writing of your group's history also provides the leadership with the opportunity to dispel myths and rumors.

MOTIVATE

Motivate your members and get them excited about the group. Provide time for "older" members to meet the new recruits and share ideas and expectations. Below is a good exercise for both your old and new members. Have the group break into groups of old and new members to discuss the following:

- Outgoing Members
 - ◆ What accomplishments are you most proud of?
 - ◆ What advice would you offer to new members?
 - ◆ If you had your year to do over again, how would you do it differently?
- New Members
 - ◆ What would you like this organization to mean to you one year from now?
 - ◆ What would you like to ask the old members?
 - ◆ What goals would you like to accomplish this year?
 - ◆ What problems do you anticipate and how would you solve them?

Spend at least 15 minutes in your group discussing these questions. When time is up, gather together as one group and report what you discussed. It is often most effective to have the outgoing members report first, followed by the new members.

Finally, it is important to learn what new members' interests are and what skills they bring to the group. Using this information, give them tasks which successfully use their interests and talents. Further, give them a reason to be committed. Whenever possible, recognize members' accomplishments, both publicly and privately. If they report to a committee chair, be sure to let their superiors know about their contributions.

By including the above suggestions in your new members' orientation program, you will discover that you have built group cohesion. By following these tips you will ensure

- New members know the organization and are able to articulate its purpose
- Members understand their rights and responsibilities to self and organization
- Leadership and discipline

The purpose of organizational education is better members who make a better organization!

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

If you are planning a large event and do not quite know where to begin, this information should help you through the process and smooth out the rough spots of planning and preparing for a successful event.

WHY YOU ARE PUTTING ON THE EVENT?

- *What do you want to achieve by having this program?*
- *What are your organizational goals and how does this event help you meet them?*
- *What do you, as a planner, hope to gain from this experience?*
- *Is there a current need or an interest in this program area?*
- *Are other similar programs being offered?*
- *Does this matter?*
- *Has a similar event been held in the past?*
- *What was the response?*
- *Are your members enthusiastic about organizing this event?*
- *Is organizing this event worth your members' time?*
- *Is there enough time to thoroughly organize the event and design and distribute publicity so it will be effective?*

The answers to these questions should clarify what you are doing and why.

Once you have satisfactorily answered these questions, the actual program planning is quite simple if you follow these easy suggestions:

- **IDENTIFY** Needs
- **DEVELOP** Program Goals and Objectives
- **ORGANIZE** Program Plans
- **IMPLEMENT** Plans
- **EVALUATE** the Event

IDENTIFY NEEDS

Who is the audience and what is their previous experience with, and knowledge of, this kind of program? What are the audience's needs? What method of assessment will you use to determine and/or confirm this, e.g., word-of-mouth, surveys, suggestion box? How big do you want this event to be? Does the type of event you are planning limit the audience size? If so, how will you determine who can attend and who cannot?

DEVELOP PROGRAM GOALS AND OBJECTIVES

Which of the needs you have identified are most important to your audience? Of these needs, which ones do you want to have your event address? How does this affect what you want the audience to get out of the program?

Be clear about the kind of program you are planning. Will it be social, cultural, educational, or a fundraiser? Will it be some sort of combination? Do you have the people to successfully organize this type of event? Can you identify other resources to assist you when and where necessary?

ORGANIZE YOUR PLANS

What do you specifically need to do to accomplish your objectives? When do you want to hold this event? Be sure to consider whether or not you have enough time to make all the necessary arrangements. Will your members be able to complete all their tasks? Many program planners find it helpful to make a time line working in reverse: start at the day of the event and fill in publicity

deadlines, facility agreements, etc. This can help you see if you are being realistic or if you are setting yourself up for impossible obligations. Getting everything down on paper is a long process, but it can be very rewarding and a great learning experience. It will give you a tremendous sense of accomplishment. For many, this process is just as or more rewarding than the program itself.

SCHEDULING FACILITIES

Where you hold your program is very important -- Facilities can determine your audience size, date, and time. It can also set the mood-formal, informal, workshop or auditorium style.

SETTING AN APPROPRIATE BUDGET

How much money do you have? Do you have to generate revenue or can this program spend? What kind of resources do you have? If you plan to charge admission, it is important to consider what costs you anticipate the fee will cover as well as how much you can anticipate your participants will spend.

Other questions to address: Will there be a reduced rate for early registration? Will students be charged less than faculty, staff, or community participants? Will tickets/registration be taken at the event or only beforehand?

METHODS AND RESOURCES

The format of your event is very important. As stated earlier, the facilities can affect the format as well as the audience. Be sure to consider the style which works best for your program may not appeal to the audience. Is there a way to compromise? Another point is often speakers and entertainers will want you to sign a contract. Read it thoroughly and carefully. If you have any questions, ask for clarification. There may be inappropriate clauses that need to be struck.

PUBLICITY

There are many different ways to publicize an event -- posters, flyers, banners, kiosks, bus signs, newspaper ads, direct mailings, public service announcements, etc.

CLEANUP AND FOLLOWUP

Make a list of what needs to be done before, during, and after the scheduled event. What are your equipment needs? Do you need registration tables, special power hook-ups for audio equipment, computers, telephones? Be sure to ask your speakers what they need to do their part.

IMPLEMENT PLANS

Be very clear about assignments of tasks and roles. Working this out in advance is very important: it will save time and a lot of grief, as well as miscommunication and anxiety. Be very realistic when delegating tasks and responsibilities. Give people enough time to complete their work and assign them responsibilities that match their capabilities. Set people up to succeed.

EVALUATE THE EVENT

The evaluation process is threefold:

- Audience's feedback
- The planner's thoughts and recommendations
- The presenter's experience and recommendations

Each group should be asked whether they feel the program accomplished what it intended to. What went well? What could be improved?

There are several ways to get this information, but the one most often used is a written evaluation distributed after the program. When the program planners evaluate the event, be sure to find out whether there was sufficient time allowed for planning and implementation. Did the program reach its goals and objectives? Did the anticipated audience come?

A well thought out and thorough evaluation allows you to learn from your successes and failures. Evaluations can also serve as a historical file for the organization and can be a useful reference for future programmers.

The following represent some general tips and hints on program planning:

- In the ideal program, everything runs smoothly so participants see little evidence of planning or behind-the-scenes work.
- Do not compromise on details or settle for second best.
- Do not assume anything or allow situations to continue which make you uncertain or even nervous. Meet all problems head on, sensitively and firmly.
- People support what they create -- involve as many people as meaningfully as possible in the planning process.

Usually something goes wrong -- but seldom horribly -- if you are properly prepared and avoid panicking, most problems can be solved.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

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A retreat is a place and time for contemplation, time an organization can use to accomplish one or several of its goals. *A retreat may:*

- enhance experiences
- eliminate daily distractions
- foster informality (recreation)
- create shared experiences

To ensure the retreat will be a most positive experience for everyone involved, there are several issues to keep in mind while planning. These include

- **GOALS** The first thing is to determine the retreat goals. Participants should know why they are there and what the group expects to accomplish. *Possible goals include:*
 - ◆ Team building/unity/awareness
 - ◆ Training
 - ◆ Communication
 - ◆ Problem solving
 - ◆ Socializing
 - ◆ Learning
 - ◆ Orienting
 - ◆ Developing a sense of community
- **FUNDING** *items to consider are*
 - ◆ Budget
 - ◆ Transportation (set up carpools, distribute directions)
 - ◆ Food and drink
 - ◆ Sleeping arrangements
 - ◆ Recreation
- **LOCATION** Where will the retreat be held?
- **WHO TO INCLUDE?**
 - ◆ Full-time staff
 - ◆ Consultants
 - ◆ All members
- **LENGTH AND TIMING** How much time is available and necessary to accomplish your group's goals?
 - ◆ One day
 - ◆ One weekend
 - ◆ Bear in mind football Saturdays and mid-terms are not a good time
- **WORKSHOPS AND EXERCISES** Who would be the best facilitator? *Some qualities of a good facilitator are:*
 - ◆ Perception - ability to clearly assess a situation
 - ◆ Listening skills - ability to listen carefully and remember what he or she has heard
 - ◆ Interpretation and summarization abilities - ability to clearly and concisely articulate what has been said by others
 - ◆ Respect of group
 - ◆ Concern for group

- **AGENDA**
 - ◆ Make sure every minute is planned ahead of time
 - ◆ Each member should receive a copy of the agenda
- **CLEAN-UP**

RETREAT PLANNING CALENDAR

At Least Two Months in Advance:

- Decide the exact date and make sure there are no major conflicts
- Research and reserve your retreat site
- Appoint committee heads to be in charge of particular parts of the retreat
- Determine the retreat format
- Contact outside resource people (i.e. guest speakers)

Three Weeks in Advance:

- Send letters to your members giving them the necessary information concerning dates, times, costs, travel arrangements, what to bring, etc.
- Copy agendas, maps and any other handouts
- Round up any equipment or visual aids needed
- Make final arrangements for meals if you have to provide your own

One Week in Advance You Should

- Contact the retreat site to finalize arrangements
- Have the final planning meeting to ensure everyone knows exactly what to do
- Make a list of what to bring

The Day Before the Retreat You Should

- Check with the committee heads for last minute problems
- Rest so you will be fresh and enthusiastic for the retreat!

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

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When your year as an officer ends and new officers are selected, how can you leave your position gracefully? How can you ensure the new officers are ready to provide your organization with strong leadership? A thorough leadership transition plan is the answer and has several benefits.

- Most obvious is the opportunity for transferring significant organizational knowledge.
- Minimize officer transition confusion. Often, precious time is lost while new officers try to figure out what is going on! This lag affects the whole membership and the group's ability to accomplish its goals and tasks.
- The process of transition can give outgoing leaders a sense of closure, by helping them let go, which is often a difficult for committed members.
- Leadership transition ensures the valuable contributions of experienced leaders will be utilized. They are often the most taken for granted group members.
- Finally, shared information gives the new leadership more knowledge and greater confidence in their ability to be effective in their roles.

A SMOOTHER TRANSITION CAN OCCUR IF YOU:

- Begin to identify emerging leaders in your organization early in the year.
- Encourage potential leaders through personal contact, skill development, delegation of responsibilities, shared benefits of leadership and clarification of job responsibilities.
- When new officers have been elected, orient them as a group with all the outgoing officers. This allows new officers an opportunity to understand each other's roles and begin team building. It is also recommended that new and old officers meet to transfer detailed information about organization business.
- Transfer the necessary knowledge, information, resources and materials.

More specifically, what is important to transfer? Reflect on your first few weeks; what did you wish someone had told you?

PERSONAL EXPERTISE, KNOWLEDGE AND EXPERIENCE

- Effective leadership, qualities and skills
- Share problems, ideas, procedures and recommendations
- Write and share reports about traditions, ideas for completed projects, continuing projects and concerns, or ideas never carried out
- Review personal and organizational files together
- Acquaint new officers with physical environment, supplies and equipment
- Introduce related personnel (advisor, contact, etc.)

KNOWLEDGE OF THE ORGANIZATION'S STRUCTURE, GOALS AND ACCOMPLISHMENTS

(through complete and organized files)

- Constitution and bylaws
- Job descriptions and role clarifications
- Organizational goals and objectives
- Status reports on current projects
- Evaluations of previous projects and programs
- Previous minutes and reports
- Resources
- Financial books and records
- Historical records, equipment, scrapbooks

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Delegating responsibility is an indispensable concept that any successful leader must grasp and utilize. Delegation is so important because it

- Allows more members to be actively involved.
- Distributes the work load among members.
- Motivates members by dispersing value, talent, and importance.
- Enables organizations to run more smoothly and effectively.

However, it is important to distinguish when and what should be delegated:

- Repetitive tasks or matters
- Frequent decisions which are of minor importance
- Details which take up large or substantial amounts of time
- A task which someone has expressed a specific interest in
- Tasks which match an individual's particular qualifications

It is equally important that you know when NOT to delegate such as

- A decision that involves someone else's morale
- Situations where you have to change someone else's behavior
- A task which involves trust or confidence
- Something you yourself would not be willing to do
- A decision that would not be appropriate for someone else to make

Some successful methods for delegating responsibilities include

- Asking for volunteers. Those who possess interest or belief in a particular task are most motivated for success.
- Suggesting someone you feel possesses the necessary skills for the task. Silence in response to a request for volunteers should not be interpreted as lack of interest. Often an individual lacks self-confidence and this prohibits him or her from volunteering.
- Assigning the task to someone. They always have the option of declining.
- Spreading the "good" tasks around. Good jobs give people status and value. However, the same person should not always get the good tasks.

Successful and effective delegating is, indeed, a fine art. Your members are your greatest resource. Let them create and put their creativity into action!!! Some guidelines for effective delegation are as follows:

- Select the appropriate people by interview. Take into consideration their time, energy, interest, and capabilities. Specific responsibilities to be delegated to each person must be appropriate for the growth and developmental needs of that person.
- Explain why the person was selected for the task.
- Delegate segments that make sense, not bits and pieces of a task.
- Discuss the task at hand. Mutually set goals and objectives. Whenever possible, give those who will be responsible for carrying out a program a voice in decision-making. Maintain high standards and keep your members motivated!!
- Clearly define the responsibilities being delegated to each person. Explain exactly what is expected and the bounds of authority. Be sure agreement is reached on areas where the person can function freely.
- Provide accurate and honest feedback. People want reinforcement as to how they are doing. They deserve to know. This is both an opportunity for giving satisfaction and encouraging growth. Allow for risk-taking and mistakes.

- Support your officers and chairpersons by sharing information, knowledge, and planning with them. Increasing information will decrease errors. Share the failures as well as the successes.
- Really delegate. Most people do not appreciate someone looking over their shoulders or taking back parts of their assignments before they have ample opportunity to complete their tasks.
- Stress the importance of evaluation. You need to evaluate and measure the extent to which your actions conformed to your plans, if your plans went well, or if your original plans were appropriate and worthwhile.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

Have you ever asked yourself how some people are able to work in many different activities into their schedules while others seem barely able to squeeze the time to attend classes? Are they smarter? Doubtful. More organized? You are getting warm. Better at managing their time? Time management is important to any person, but particularly to student leaders. Involvement in extracurricular activities means that in addition to classes, homework, meals, jobs and socializing, another significant chunk of time is automatically taken up with organizational obligations. The purpose of this handout is to provide you with some suggestions on how to more effectively manage your time.

It is important to note that time management is a very personal skill; only you know your peak work hours, your attention span, your eating and sleeping needs, your limitations. The important thing to remember is these three tips, not specific applications. You need to consider that whatever method works best for you is the "right" one. Try these suggestions, see what works best, and then be sure to integrate them into your lifestyle. Learning effective time management now will help you throughout your personal life and career.

THE BIG THREE

The three steps to effective time management are

- Organize
- Prioritize
- Schedule

But be flexible and allow for the unexpected. One thing to remember is that whatever you are uncertain about will inevitably happen.

ORGANIZATION

Ideally, you should make a list each morning of everything that you want or need to do for that day. Do not plan out every minute, and don't even think about which task is most important; just write them all down. Some people find it more helpful to list "their things to do" in 5- to 7-day groupings. In this way they can plan for longer projects and get a better sense of their week. Whichever method you choose, keep in mind that everyone has good and bad days. Don't chide yourself if you don't accomplish everything -- just add the uncompleted tasks to your next list and get them done.

PRIORITIZE

After you have recorded your "things to do," go back over the list and rewrite it in order of priority with the things you need/want to do at the top and the least important tasks at the bottom. Bear in mind the appropriate due dates, time commitments, and whether or not these tasks involve others.

SCHEDULE

The final thing is to take this list and begin to work these "things to do" into your work/class schedule. Don't get too overly ambitious by planning every minute of your day; this can make you feel crowded. Whatever schedule you make stick with it. There is no use making a schedule that is either impossible to follow or that you don't follow that is just a waste of time.

If you follow these three simple steps, you will find that you can manage your time more effectively; and a little more time is something everyone can use more of. The following are some final comments about the efficient use of time.

Student leaders are constantly confronted with the question of whether or not they should go to class. When put in this position, it is important to wisely consider these alternatives.

- Skipping a class may give you more time now but leave you with less in the long run.
- You could read the assigned material, but will that suffice? Without knowing what is happening in the classroom, (i.e., what is important to the instructor) it is often difficult to fully understand the course. Reading materials are chosen and assigned to supplement the lectures.
- Borrowing notes from someone else in your class is often a way to supplement the readings when you choose to miss a class. However, this is not always as profitable as it may seem. First of all, you must find someone who has the notes and will lend them to you. As the number of lectures you attend decreases, so does the probability of knowing someone who will do this favor. Many times the difficulty in finding someone who will give you their notes becomes such a hassle, and an embarrassment, that it is often not pursued out of sheer frustration.
- Furthermore, notes, as the word implies, are just that -- personal reminders of what was said to help the taker recall the material. Also, people take notes in their own style, so accurate interpretation is not usually possible.

As you can guess, choosing not to attend class is often more of a waste of time than going in the first place. However, if you must limit your academic time, then sharpen your studying and reading skills. If you fall behind in your readings, you can always catch up later; but it is virtually impossible to make up for lost classroom time.

Another helpful hint is to always carry your books with you so that you can study in "wasted time" places. Read or review your notes while standing in line, waiting for a class to begin, or waiting for an appointment. Although these segments of time may be short, they can be effectively utilized.

And if you find that you cannot concentrate because you have other things on your mind, then by all means stop what you are doing and get these other obstacles out of the way. This will allow you to devote 100% of your concentration to the issue at hand, whatever it may be.

We give credit to the University of Michigan Student Organization Development Center for the development of this information.

Updated 7/02

The key to motivation lies in the extent to which you as a leader give the members what they are looking for in an organization. But how can you determine what the members of your organization really want? Chances are, there is no single answer to this question. In fact, there may be as many answers as members. Look to each individual member's reason for joining your organization as a guideline to what he/she wants to gain from group involvement.

Some students may have joined the organization to meet people and make new friends. You must motivate them by involving them in tasks that require working closely with others (committees, events, etc.). Other members may have joined your organization because they strongly believe in what your organization represents. Motivate these individuals by encouraging them to voice beliefs, opinions, and invite them to speak at meetings, seminars, etc.

Students sometimes join groups as a social outlet to learn or explore something new. To motivate these members, try planning programs and events that appeal to their curiosity (or better yet, ask them to assist you in the planning of these activities).

Members are also attracted because they associate the group with their major or future career. You could possibly motivate these members by providing the opportunity to practice theory developed in the classroom.

Finally, students may have joined your organization to have a place where they "belong" -- where they feel satisfied and needed. Providing opportunities for these people to make contributions to the organization is an especially important means of motivation. It is important to note that you should acknowledge their accomplishments frequently and publicly. Let them know and feel how important they are! Of course, this applies to all your members, no matter why they joined your group. The following methods have universal applications too. Try these with your new members:

- Use people's names often a person's own name is the sweetest sound in the world.
- Give titles and build prestige into the job.
- Use team-building exercises to strengthen loyalty and commitment.
- Sponsor contests and give rewards!
- Involve members in goal setting and decision making within your organization.
- Be courteous and respectful at all times.
- Keep your members well informed!
- Clarify your expectations of members and their expectations of you!
- Be honest, fair and consistent. Be an impartial leader.
- Provide honest feedback -- praise successes publicly and privately. Give constructive criticism to help them learn from mistakes.
- Provide individual attention and demonstrate that you understand members and accept their strengths and weaknesses.

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Updated 7/02

Each Order of Omega chapter should develop a program(s) which will benefit the Greek community. When planning an event or activity, remember the wealth of information and resources that are available to you on your campus. Whenever possible, utilize departments such as the Greek Life Office, the Office of Student Activities and Organizations, Student Health, the Counseling Center, the Career Planning Office, etc., to assist you in the planning and implementation of your programs. If you are not sure what the program possibilities are for your chapter, the following includes programs Order of Omega chapters across the country are currently sponsoring:

LEADERSHIP EDUCATION

Programs and activities that will open the minds and develop skills of new members and future leaders of the Greek system:

- Greek Leadership Conference
- New Member Symposium/Pledge Retreat
- Officer Transition Workshop
- Facilitate Workshops for individual chapters
- Sponsor roundtable discussions among all chapter scholarship chairmen, pledge/new member educators, treasurers, etc. Some topics to cover:
 - ◆ creative party planning
 - ◆ risk management
 - ◆ multicultural relationships
 - ◆ goal setting
 - ◆ Hazing
 - ◆ AIDS/sexual responsibility
 - ◆ scholarship/academic tips
 - ◆ values clarification
 - ◆ ethical behavior and personal responsibility
 - ◆ trends in the Greek system (nationally and locally)
 - ◆ career planning
 - ◆ Greek community accountability
 - ◆ neighborhood relations
 - ◆ house management

SERVICE

Projects that benefit the community through time and effort:

- All-Greek Service Projects
 - ◆ canned food drive
 - ◆ trash pickup
 - ◆ holiday caroling
 - ◆ entertain at children's homes or retirement homes
- Fundraiser for Philanthropy or Scholarships
 - ◆ build a giant sundae
 - ◆ dunking booth
 - ◆ all-Greek dance
- Sponsor Alcohol or Drug Awareness Weeks
- Provide tutoring for area high schools and at risk University students or Greek members
- Sponsor an all campus philanthropy

PUBLIC RELATIONS

Activities that publicize the organization through positive interaction:

- See also SERVICE
- An Order of Omega Newsletter
 - ◆ list accomplishments
 - ◆ publicize upcoming events
 - ◆ spotlight activities or outstanding members
 - ◆ thank contributors from campus
- Host an event for parents' weekend
- Talk about college life to high school students
- Be a tutor or mentor to high school students
- Coordinate all press releases for chapters to insure promotion of outstanding events and individuals to the public

FACULTY RELATIONS

- Host faculty wine and cheese functions
- Sponsor outstanding professor banquet
- Sponsor brown bag/meet the professor lunch
- Have chapters invite faculty for dinner at their house

GREEK RELATIONS

- Greek Awards Banquet
Honor academic achievement, service, programming, interfraternity/sorority relations
- Sponsor Greek Man/Woman of the Year
- Host alumni activities at Homecoming
- Host a non-alcohol party

In this section, include copies of the following from your chapter, college/university and Greek community:

- Membership roster with member affiliations
- Directory of current members with addresses and phone numbers
- Directory of fraternity and sorority chapters, including the chapter president's name
- Local bylaws
- Listing of Honorary members
- Important campus resources and contact persons
- Chapter newsletter
- Chapter minutes, budget and important records