

PACE UNIVERSITY

Student Organization

Advising Manual



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Welcome

Although accepting a position as an advisor entails additional responsibilities and demands on your time, advising a student organization brings justifying returns and satisfaction as you will have an opportunity to work with students outside of the classroom and office environment.

This manual outlines some of the principles and specific responsibilities of advisement as well as the nature of the relationship between you and your group. It also serves as an important supplement to the organizational section of this manual as a guide outlining the policies and procedures pertaining to activities and organizations. A copy of the student organization manual is available on the Student Development and Campus Activities (SDCA) website (link found on pg. 15). The organization manual is updated on a yearly basis and it is responsible of our student organizations to read and adhere to its contents.

In addition to the many faculty and staff members who act as advisors, there are professional staff members in SDCA to assist you in your advisory role. SDCA provides organizations and advisors with guidance and assistance in all matters pertaining to activities, programs and social events. Should you ever have any questions or concerns, please feel free to stop by or call. We would be more than happy to assist you. Our office hours are Monday through Friday 9:00am to 6:00pm or call us at 914-773-3767.

Requirements of Student Organization Advisors

1. An advisor must be a full time employee of Pace University- Westchester, part-time adjunct faculty may be considered. Exceptions will be made at the discretion of Student Development and Campus Activities.
2. The advisor must sign the Pace University- Pleasantville Student Organization/Advisor agreement (link found on pg. 15) and are requested to attend one meeting per semester held for advisors by Student Development and Campus Activities.
3. Advisors should be fully acquainted with the student organization advisor handbook along with following and understanding all policies and procedures of the Center for Student Development and Campus Activities.
4. A student organization advisor cannot advise more than two student organizations at any time.

Advisor Responsibilities

Advising a student organization does not require an individual to take charge of or run the organization. It is important that advisors recognize the autonomy of the group and view themselves as a guiding resource. While recognizing the autonomy of the group, an advisor should also keep in mind that they have the potential to have a large impact on a student group.

Responsibilities of Student Organization Advisors

In assuming the role of student organization advisor, it is inherent that the advisor has accepted and agreed to fulfill these responsibilities in the manner listed below:

1. Take an active role in advising the student organization, to be defined by the advisor and student organization.
2. Have knowledge of the student organization including but not limited to the following:
 - a. Know and understand the general purpose of the organization and be familiar with all provisions outlined in the organization's constitution and by-laws.
 - b. Understand the goals of the organization, both outlined in the Constitution and those made by the e-board for the academic year.
 - c. Be familiar with the officers of the organizations.
 - d. Know the number of current members of the organization.
 - e. Be informed of the organization's process for gaining new members.
3. Aid in the necessary requirements to remain a recognized student organization, if applicable.
4. Meet with the organization's e-board on a regular basis (at least once each month is recommended as the minimum requirement).
5. Remain informed of all activities sponsored by and conducted by the student organization.
6. Advisors are encouraged to attend the various functions of their student organization held after normal business hours.
7. Establish with the student organization e-board the manner and frequency in which the advisor will participate in the organization's activities: i.e., programs, social events and meetings.
8. Offer guidance to the organization on goal setting, organization management, program planning, problem solving, and group evaluation.
9. Take an active part in the orderly transition of responsibilities between old and new officers and maintain records, history, and items during transition and over the course of the summer.
10. To be knowledgeable of and adhere to University policies and procedures which pertain to student organizations, and to inform the student organization president of his/her responsibility to do the same.
11. Be knowledgeable of policies and procedures listed in the Guiding Principles (as listed in the Student Handbook).
12. Refer questions concerning the Guiding Principles and Student Handbook to the appropriate department and where the case is not clearly discernible, to the Assistant Director of Student Development and Campus Activities.
13. Report immediately to the Assistant Director of Student Development and Campus Activities any activities that may or will violate University policies along with any risk management areas of concern.

In sum, an advisor is responsible to:

- the organization
- the officers of the organization
- the individual group members
- the University; and,
- the Center for Student Development and Campus Activities.

Responsibilities to the Organization

- To encourage the organization to hold events that cultivate the eight different areas of the wellness dimensions: emotional, intellectual, physical, social, vocational, cultural, environmental, and spiritual.
- To be familiar with the policies of the University; also to assist members in becoming acquainted with these policies.
- To be familiar with the organization's constitution and history, including major changes in the group's goals and purpose.
- To be well informed about all the plans and activities of the group, through frequent consultation with the organization's officers.
- To assist in the recruitment of new members to the organization.
- To facilitate a discussion among the members about goals for the semester. Position expectations should also be discussed. Review their plan of events for the semester.
- To develop an understanding of self-assessment. Ask students how they are completing their responsibilities within the organization and their classes. Be sure to stress the importance of academics and the need for time management.
- To follow up with students on all programs and events that the organization sponsored. Have them review both the strong and weak points of the program or event. Also, it is important to evaluate the student's performance throughout the year. By providing feedback you allow students to learn and develop.

Responsibilities to Officers of the Organization

- To assist the officers in formulating long-range goals and in planning and initiating short term projects.
- To serve as a resource person and assist the officers with University procedural matters.
- To assist the officers in evaluating group projects and performance.
- To make suggestions that enables the officers to develop and improve leadership skills.
- To be available when emergencies or problems arise.
- To work with the president and executive board to develop a professional relationship. Team building exercises can be used to establish relationships between group members. Samples of exercises are available in SDCA.

Responsibilities to Individual Group Members

- To encourage and support the educational and personal development of organization members.
- To assist students in maintaining a balanced lifestyle.
- To encourage students to accept responsibility for planning events and help them to recognize the importance of their role in relation to the organization as a whole.
- To help students develop an understanding of various forms of communication, along with establishing various forms of communication between you and the group. This could include weekly meetings with the president or executive board, e-mail listserv for the organization, or walk-in office hours.

- To recognize the wide range of emotions that you may deal with in your workings with students. Be prepared to listen to a variety of concerns the students may have above and beyond those dealing with organizational business.

Responsibilities to the University

- To share accountability for the actions of the organization members, as far as actively participating in the activities and planning of the organization. This would not include actions which the organization specifically hides from you.
- To guide the organization in accordance with the purpose and educational objectives of the University.

Responsibilities to the Center for Student Development and Campus Activities

- The advisor and the SDCA staff will work together to enforce University policy and maintain order among event participants.
- To encourage the maintenance of accurate financial records and consultation with SDCA when assistance is required.
- To assist in the implementation of organization policies developed by SDCA.
- To inform SDCA of any improper activities or serious problems concerning the organization.
- As an advisor to a student organization, you have the opportunity to have a direct impact in creating a positive experience for everyone involved.

This coming year, many of these students will look to you for leadership & guidance. Here are some helpful hints to ensure a positive advising experience for you and the student organization.

The Do's of Advising

- | | |
|---|--|
| ✓ Do serve as a resource to the organization. | ✓ Do advise officers in decision-making matters. |
| ✓ Do interpret and clarify university policy and procedure. | ✓ Do provide historical continuity for the organization. |
| ✓ Do suggest program ideas. | ✓ Do act consistent with what you say. |
| ✓ Do serve as a personal role model. | ✓ Do allow the group to succeed. |
| | ✓ Do allow the group to fail. |
| | ✓ Do teach leadership. |
| | ✓ Do keep your sense of humor |

Don'ts for Advising

-  Don't control the group.
-  Don't run the organization meetings.
-  Don't have veto power over decisions.
-  Don't be the sole recruiter for new members.
-  Don't know it all.
-  Don't say "I told you so".
-  Don't break promises.
-  Don't take ownership of the group.
-  Don't be the leader.

Advising Styles

You will need to vary these based on your assessment of the student's/organization's competency level. Many times, advisors may struggle with students because they believe that they need a higher level of interaction or direction when the student is actually able to accept more of a delegating style and vice versa.

Directing: The advisor provides specific instructions and closely supervises task accomplishments. Use this style with students/groups that are at a low level of readiness/confidence/ability.

Coaching: The advisor continues to direct and closely supervise task accomplishment, but also explains decisions, solicits suggestions, and supports progress. Use this style with groups that have a few leaders that are at a higher readiness level who will need your support with the rest of the group to get things accomplished.

Supporting: The advisor facilitates and supports the efforts toward task accomplishments and shares responsibilities for decision making with the students. Use this style with students/groups that are just starting to understand the concepts that will lead to success - the group is just starting to "get it".

Delegating: The advisor empowers the students to conduct their own decision making, problem solving, and delegating. Use this style with students/groups that are at a high level of readiness/confidence/ability.

Advising Skills

Flexibility: You must be able to move from one style to another in order to meet the needs of the different types of students and multiple circumstances you will encounter.

Diagnosis: You have to learn how to diagnose the needs of the students you advise. Determining what is needed as opposed to what is wanted is sometimes a difficult task. It is also important to note that what is needed is not always the thing that will get the most positive response - it is what will lead the student through a problem, set the standard for the future, or help to teach the student a valuable life lesson.

Contracting: You have to learn how to come to some agreements with students. It can be helpful to work together to reach an agreement as to which advising style they seek from you. This is a valuable lesson for assisting students with understanding the rules of engagement and interaction that will be carried forth as they mature.

Stages of Team Development

Successful relationships require work. Often, we have to remind students that teams take work, too. It's not called "team work" because it is easy. When teams are forming, including student organizations, there are stages of development that you may observe as a student organization advisor. Typically, the stages below occur in sequence, but can overlap, and may even "regress" if the team is changed, membership is altered, etc. Below are the stages of team development, characteristics associated with each stage, and recommended roles for leaders. We would recommend that you assist student leaders in the organization to assume leader roles, but it may also be useful and beneficial for you (as the organization advisor) to fill these roles at times.

- **Forming**
 - A time of "orientation" for group members to "break the ice" and get to know each other. The group is exploring or questioning what behavior might be acceptable in this particular group. There is a high degree of uncertainty if members do not know the ground rules or expectations of members, leaders, and advisors. Members will usually accept whatever power or authority is offered. If someone steps up to a leadership role, or presents themselves as the authority in the group, the group will usually accept it in this stage.
 - The Leader Role in this stage is to facilitate communication and interaction among *ALL* team members. They should ensure people who are on the outskirts of the group are included in group activities and relationship building. The leaders should be able to outline general expectations from the team's perspective, University perspective, etc.

- **Storming**
 - Individual personalities start to emerge as members start asserting their role(s) more. Conflict and disagreement occurs as the members start to form “subgroups”, debate the group’s mission/goals, roles and responsibilities, ways of completing the work, etc. There is a lack of unity or cohesiveness amongst the group – causing some members to withdraw from the conflict (or even the organization altogether), compete with one another, or grow frustrated with efforts to reunite the group. The group needs to move beyond this stage or performance is highly unlikely.
 - The Leader Role in this stage is to encourage participation by everyone in the organization. They should help discuss and identify the common vision/values/goals/ of the group. Although it seems counterintuitive, it is essential that leaders intentionally surface conflict and help team members work through differences. In SDCA, we are more than willing to help provide any resources, training, or support in such challenging situations.
- **Norming**
 - At this stage, most of the group’s conflict has been resolved. Team unity starts to emerge. Natural team leaders have emerged (even those who are not in official positions of leadership) and members’ roles are clear. Team members understand and accept each other – which would not be the case if they avoided conflict and discussion in the “storming” stage. There is an establishment of order and cohesion amongst the group. This is typically a SHORT stage as the group moves onto the next stage.
 - The Leader Role in this stage is to emphasize continued openness, facilitate communication amongst team members, and help to clarify team roles, norms, values, goals, decision, etc.
- **Performing**
 - In this stage, groups will emphasize the accomplishment of team goals. Members are committed to the team’s mission. There is a high amount of interaction (sometimes in smaller committee groups, sometimes within the group as a whole) and coordination of actions. There will still be disagreements that emerge, but they will usually be handled maturely and productively (perhaps without Eboard/Advisor knowing). Problems tend to be confronted and resolved.
 - The Leader Role in this stage is to concentrate on facilitating high task accomplishment and help teams “self-manage”.
- **Adjourning**
 - Whether the organization has completed an event or an entire year together, it is important for a group to reflect on their experience(s). This is an opportunity to celebrate member contributions, organizational success, and the great experiences they shared. This stage provides closure. It is beneficial for future organizational success to debrief the successes but also brainstorm future improvements necessary to make the event and organization stronger in the future. If we do not take this time

to celebrate and improve, we may miss an opportunity to thank members, acknowledge achievement, and grow our organization/members.

Requirements of Student Organizations

As an advisor it is important to understand what your student organization must do in order to be recognized by the Student Government Association (SGA).

SGA Compliance: In order to be an SGA recognized student organization, certain requirements need to be kept.

Student Organizations must have a:

- six member minimum (full time undergraduate, PLV)
- full E-Board
- constitution
- advisor

Student Organizations must participate/complete the following:

- attend weekly SGA meetings (Fridays at 12:15)
- attend training, twice a year
- complete the programming model (4 programs per semester)
- Registration for both Fall and Spring semesters

If a student organization fails to meet or complete the above items, it can result in a disciplinary action.

Disciplinary action for Student Government Association meetings:

- First absence/tardy = Verbal Warning
- Second absence = Written Warning
- Third Absence= Sanction

Sanctions

If an organization violates the Student Handbook, SGA Constitution, Bylaws, its own constitution, or any university policies, a written notice will be given. The organization then has 72 hours to schedule a meeting in order to affirm or negate the charges. The outcome can be that the organization will need to do community service or pay a fine.

As an advisor you may need to guide your students through this process. A new E-board may not be aware of all the SGA requirements, therefore you should be aware of them and help them to understand what needs to be done.

Program Planning

When an organization is recognized by SGA they will have to follow Pace- U programming model (see link on pg. 15). Therefore, your organization will have to understand the proper steps to holding a successful event. Members of your organization must be aware of the event planning process, including budget allocation, space registration, performer contract negotiations, catering, and other facilities requirements. Pre-planning can happen at any time, but optimally occurs at least eight weeks prior to the event. The following information is provided to help you guide students from your organization with this process.

When planning an event on campus it is important to consider these fundamental steps:

- Who
- What
- When
- Where
- How
- Why

Who is Involved with the Program?

Who will be involved with planning and implementing the program? Are committees appropriate and who will be on them? Who needs to approve the program?

What - Description of the Program?

What will the program accomplish? Is it necessary? What is your target audience? How many people do you estimate attending? What is the description of the event? What are the costs involved with the Program?

- Consider food, supplies, advertising, tickets, prizes, transportation off campus, etc. Should the program be co-sponsored with another group?

When will the Program happen?

Does the date conflict with major exams, holidays, or other important events around campus. Student Organizations are given a calendar at the beginning of the semester to reference.

Where will the program be held?

For the location, many things must be taken into account such as size, lighting, sound, electrical needs, etc. Securing space can be competitive, so it is important to plan ahead and have two alternative space ideas.

How will people know about the program?

What needs to be done to advertise the program-posters? When does the advertising need to go out? Who will be in charge of doing so? Will you be using the Flush Flash or Setter Signs? Has the poster been approved by SDCA?

As an advisor, challenge students to think beyond posters and be innovative in their marketing efforts.

Why?

What is the purpose of the program? What are our goals? Why are we doing this? How does this program support the vision and scope of the group?

*Once all of these things have been considered and planned, the group can move forward with a room request.

Registering the event in R25

All events need to be registered through the SDCA office. Simply go to events.pace.edu to complete a reservation request. The form will require the following information:

- Description of your event
- Services that will be required (i.e., food services, EdMedia, transportation, security)
- Possible alternative locations
- Set-up needs - how many chairs, tables, stage, podiums, etc.

Once a space has been confirmed the group can move forward with the funding request and approval process.

Funding Request and Approval Process/ Using Organization's Agency Account

The student group must schedule a Programming Consultation meeting. This is when a representative from the organization comes in to meet with someone in SDCA to make sure that everything has been accounted for to ensure a successful event.

If funds are being taken out of your Agency Account: a member of the student organization must schedule an Execution Meeting with an SDCA Staff member to organize and prep for the event. An Organization Agency Account Transaction Form must be filled out and signed by at least six members of the organization to use agency account funds (see pg. 15 for a link to the form).

If funds are being requested from the Budget Allocation Committee (BAC): Members of the student organization must fill out a Budget Management System (BMS) request which can be done through their Orgsync page. Once the BMS is filled out the organization must schedule a meeting with an SDCA staff member to review the request and formally approve the form to be sent to BAC for review. During this meeting all necessary paperwork will be reviewed pertaining to your budget request including the following:

- Catering Order
- Educational Media
- Room Set-ups and any special requests
- Contracts
- Security
- Guest Lists
- Payments
- Transportation

*The fund is known as the student activity fee, which is a fee paid by each full time undergraduate student. An event/ program funded by the student activity fee must be open to the general student body.

If BAC approves the requested budget, then the organization must schedule an Execution Meeting with an SDCA Staff member to complete the planning process to successfully prep for your event, within one week of approval.

Please reference the Student Organization Manual for further information (See link on pg.15). Also, find below a link on page 15 to a programming planning checklist that you can give to your student organization to use as a guide.

Transitions

One of the most important functions of an Advisor is to assist in the transition from one Executive Board to the next. The advisor helps to provide stability during this process. The key to a successful transition is making sure new officers know their job **BEFORE** they take office. It is ideal for the old officers to train the new officers.

Transition Month and Elections

March is Transition Month for student organizations. During this time, student organizations hold their election of officers. Student organizations are encouraged to complete their election process by the end of March. Updated roster sheets should be submitted to SDCA via OrgSync no later than the last day of March. Newly elected officers will be contacted by the first week of April for information regarding the Transition Training in April, to assist new leaders in learning the traditions and responsibilities they have accepted and the opportunities available for them. As an advisor you should plan to attend this training as well.

The Advisor's role in transitioning may be to:

- Facilitate discussion
- Organize and provide structure
- Offer suggestions on various questions
- Refrain from telling new officers what they should do
- Fill in the blanks. If an outgoing officer doesn't know how something was done, or doesn't have records to pass on to the new officer, you can help that officer by

- providing the information he/she doesn't have to the best of your abilities.
- Provide historical background when needed, help keep goals specific, attainable and measurable and provide advice on policies and procedures.
 - Retain copies of any important paperwork for organization transition.
 - Have an updated copy of the constitution for your records.

OrgSync for Advisors of Student Organizations

The why:

It is the position of our office, the Center for Student Development & Campus Activities, that students develop a better sense of self, the ability to navigate group dynamics, leadership and a core set of transferable skills when supported by their peers, our staff and their advisors. National research also shows that strong organizations work well and have great balance in navigating policy and procedure of a University because of the Advisor and their presence.

We use OrgSync to leverage efficient and effective modes of communication with our undergraduate students in their leadership roles within student organizations. As our direct partners in the development and procedural processes that affect our student organizations, we have felt the need to develop a page just for our Advisors.

The goal of this page is to expose you to three major components:

- Exposure to the system, its benefits and uses for your student organization members
- Provide a system and common language for your role(s) as a student organization advisor
- Have more access to our staff, its resources and a commonplace for Advisors to communicate with one another

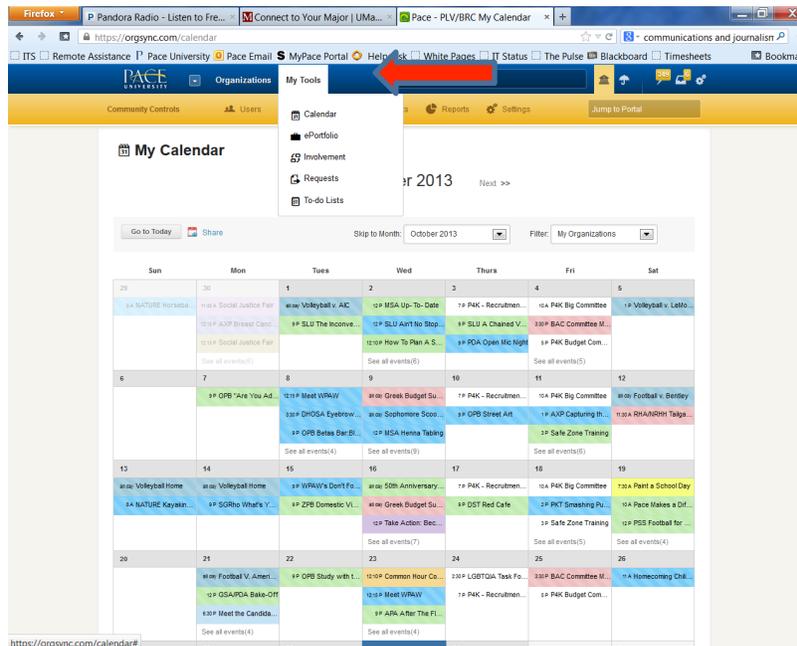
Primary Uses of OrgSync for our Students:

Minutes – these are the weekly records of the officer and general body meetings of which often provide evidence and planning as it relates to decisions made within the organization. Students have been encouraged to follow Robert's Rules of Order in their meetings.

Treasury – this is our term for Budget Allocations and Agency Account records. Students use the BMS, or Budget Management System, in OrgSync to request funds for services and programs allocated from the Student Activity Fee. Each organization also has their own Agency Account, a rolling balance by which students can fundraise and use for other organization specific needs (t-shirts, food, celebrations, conference, etc.) that are not open to the general student body. You can view Budgets and Agency Account activity by selecting the organization you advise, then proceeding the left hand tool bar and selecting Treasury.

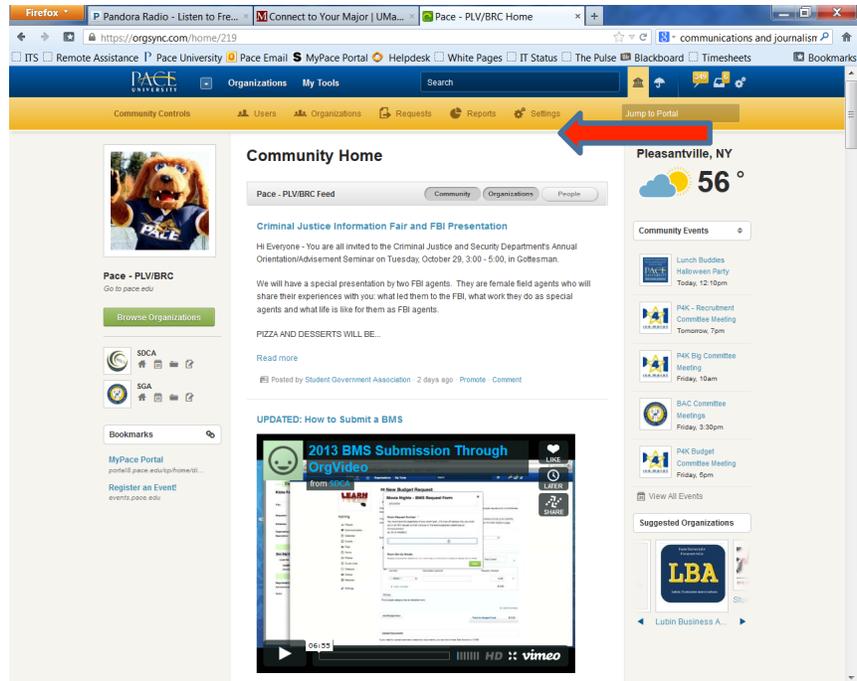
Events Calendar – be aware of your own organization’s programs but also that of others around campus. We encourage our students to do less independent work and to collaborate more often. Strengthening programs by working with faculty or other student organizations have endless benefits. Our community calendar links directly to the student events listing on the Pace Mobile Application so this is extremely important!

View the Community Calendar here: on the top tool bar select Tools, then select Calendar.



Registration periods – every student organization that falls under the Center for Student Development & Campus Activities will need to renew their Registration with our office each semester. There are periods where this is open and deadlines by which student organizations must adhere. The elements of a Registration include advisor agreements, updated rosters, revised Constitutions, etc. You will be CC’d on all future Registration reminders to student organizations moving forward.

Announcements – being engaged on campus is more than leading organization activities and attending meetings. Other announcements are often posted on OrgSync that benefit the general student body. For our office, OrgSync isn’t just a tool that benefits our students but we hope it will benefit all of our campus communities. These come through on the Community Feed located here:



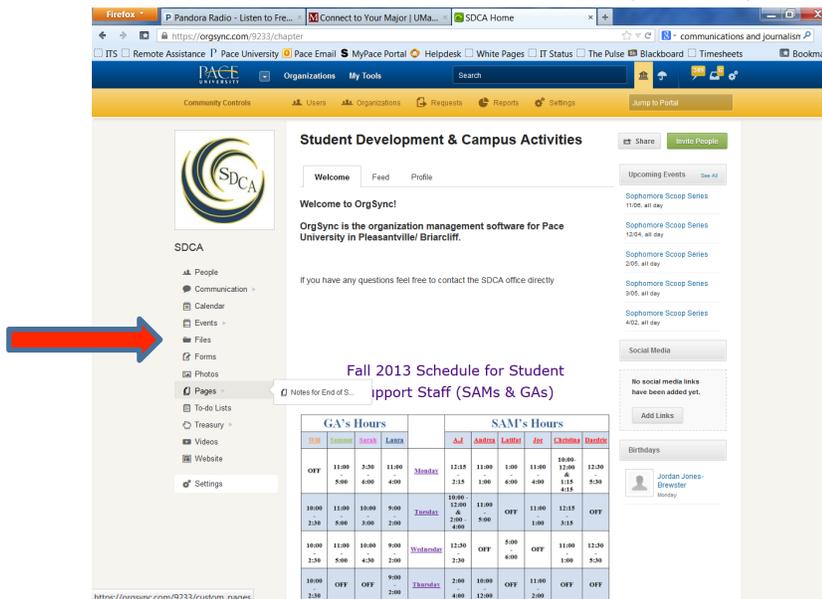
Advisors should Use:

Email Communication – OrgSync has an internal email communication tool. To use this function you can easily identify which members or officers you wish to communicate with and OrgSync stores copies of sent and received messages within itself.

To-Do Lists – accountability and delegation are important aspects of the learning that takes place between Advisors and their students. Our system provides a To-Do List system which will ease the leverage of communication gaps and holding members responsible for their duties and obligations.

Files (specifically Constitution and Minutes) – be in the KNOW! As an Advisor we hope that if nothing else you can be specifically knowledgeable about two things on the organizational level. Please locate the Files tab and read through both the Constitution and spot check or review weekly the organization’s minutes.

To access Files: Enter your organization page and look at the left hand, vertical column. Inside the Files function there should be folders for Constitution, Minutes, and much more!



OrgSync for Advisors

Discussion board – please use this wisely and widely. It is important to create a venue for Advisors to chat with one another and learn from best practices. This feature in OrgSync will provide just that for each of you and our staff will monitor the dialogue and offer advice as well!

Resources – our staff is committed to making this both an enjoyable and manageable experience for all of our Advisors. We will be working to expand on the resources based on needs that arise and your feedback. Current resources are found under the files section of OrgSync.

Important Events

Registration

Each semester every student organization needs to register by filling out the proper paperwork and including a roster of members (including U numbers), constitution and Student Organization/Advisor Agreement via OrgSync within the first month of each semester based on announcements made by The Center for Student Development and Campus Activities.

Campus Involvement Fair

At the beginning of the Fall and Spring Semesters a fair is held where student organizations can register and have a table in order to increase awareness and interest of the organization.

Pace Pride Awards

At the conclusion of the academic year, The Center for Student Development and Campus Activities hosts the annual awards reception honoring the excellence and achievement of our campus community including student leaders and organizations. A special evening of awards, friendship and fun, the event is often considered the culminating highlight to a year of hard work and accomplishment. Award recipients are nominated by their peers, advisors and/or through self-nomination. A committee of faculty, staff and students will review and select the award recipients.

Leadership Training

All SDCA recognized student organizations are required to participate in fall training. Participants must include five members of a student organization including at least one e-board member. The participants will experience team builders, discussion of specific topics related to student organization and event functions, and provide leadership tools to help in leading an organization.

Homecoming

Homecoming is an annual event which provides student organizations opportunities to participate in competitions, fundraisers, and show their Pace Pride.

*Each semester organizations are given a date in which they cannot have a program after that date. It is important to be aware of this date when planning for the semester.

Internet Resources

[Link for Pace U programming Model](#)

[Link for the Student Organization Manual](#)

[Link to SGA Constitution](#)

[Link to Sample Constitution](#)

[Link for Program Planning Checklist](#)

[Link to Advisor Agreement Form](#)

[Link to Orgsync](#)

[Link to Organization Agency Account Transaction Form](#)

Thank you!

Student Development and Campus Activities appreciates your willingness to serve as a student organization advisor. We realize that this is a significant commitment that takes time and energy and hope that you realize that by working with students outside of the classroom, you significantly further student learning. Please do not hesitate to contact our office with any questions you may have regarding your role as a student organization advisor.