

TABLE OF CONTENTS

HOUSE COUNCILS	3
Overview	3
Profile of a House Council	3
Responsibilities of a House Council	3
Structure of a House Council	3
House Council Executive Board Position Descriptions	4
House Council Membership	5
Governing Groups – Definitions and Structure	6
Leadership Connections	7
MONTHLY CHECKLISTS	8
September	8
October	9
November/December	10
January/February	11
March	12
April/May	13
ACTIVITY & PROGRAM PLANNING	14
What is Activity Planning?	14
Why Do We Plan Activities?	14
How to Plan an Activity?	14
POLICIES AND PROCEDURES	17
Restrictions on Showing Videos in the Residence Halls	17
Solicitation and Distribution of Literature in Residence Halls	17
Risk Management	18
Reservation of Space on Campus	18
Visual Identity Guidelines	18
STAGES OF GROUP DEVELOPMENT	20
GOAL SETTING AND PLANNING FOR A SUCCESSFUL YEAR	22
Why are Goals Important?	22
Setting S.M.A.R.T. Goals	22
SAMPLE S.M.A.R.T. Goals	23
Goal Setting and Action Sheet	23
MEETING MANAGEMENT	25
What Makes an Effective Meeting?	25
How to Hold Productive Meetings?	25
Evaluate Your Meeting	26
Dealing with Difficult Members	27
DIVERSITY IN STUDENT GROUPS	28
RETAINING MEMBERS	28

TABLE OF CONTENTS (cont'd)

APPENDIX A – Forms	
Advisor/House Council Officer Contract	
Sample Meeting Agenda	
Event Planner	
Program Evaluation	
Annual Budget Worksheet	
Fundraiser/Event Budget Worksheet	
Goals Setting and Planning Sheets	
Meeting Attendance Form	
APPENDIX B – Resources	
Fundraising Ideas	
Keys to Getting Volunteers to Work for You	
Motivation	
Ways to Reward Organization Members	
APPENDIX C – Treasurer’s Section	
Money Management	
Fundraising	
Do’s And Don’ts of Fundraising	
Purchasing for House Councils	
House Council Treasurer Agreement	
APPENDIX D – SGA By Laws	
Title V of the Student Government Association (SGA) Constitution	

NOTE: An electronic copy of the manual and these documents exists on the Housing and Residence Life website at http://www.housing.umass.edu/living/gi_hc.html.

HOUSE COUNCILS

House Councils are the local or town government of the Student Government Association system. There is one House Council per Cluster. Each House Council is held responsible for following the guidelines and procedures of the SGA, Area Governments, and their own Constitution and By-laws (if exist). House Council's have four elected officers: President, Vice-President, Treasurer, and Secretary. House Councils receive funding through dues collection, fundraising, and by petitioning their Area Governments.

Typically, a House Council meets with their community once every other week to discuss events and community issues. They should also meet with their advisors, the ARD or RD, a minimum of bi-weekly. House Councils provide educational and social programming for their cluster often in conjunction with RAs and/or the Area Government. They also should be advocacy groups and consider how can their hall/cluster be a better place and what are the concerns of the constituents.

Profile of a House Council:

Several elements are common in most House Councils. They are an excellent way for students to become involved and develop leadership skills. It is not uncommon to experience frequent officer transition due to burnout or shifting priorities. Many House Councils experience a lack of vision or common goals, so they may initially need considerable direction from the advisor. House Councils serve as the "voice" of the residents. They offer a forum for decision-making and serve as a sounding board for house complaints. At UMass Amherst, House Councils also serve as a very effective programming body.

Responsibilities of a House Council:

Several responsibilities also are common among House Councils. These include purchasing and maintaining hall equipment, planning social activities, discussing possible hall policy revisions and representing the hall in all campus activities (e.g., Homecoming, Intramural sports). House Councils are a wonderful place to start traditions for the hall community.

House Councils are the local/city government. As with any local government, they may plan the festivals and picnics but also should be concerned heavily with the day to day happenings and issues of where they govern. Keeping this in mind, House Councils should be considering happenings in their cluster that effect the residents beyond just doing programming. House Councils can be very powerful advocates for their residents/constituents and should take this role seriously.

Structure of a House Council:

Most House Councils at UMass Amherst are structured with four primary executive officers: president, vice president, treasurer and secretary. Optional executive committee positions may also include a social chairperson, publicity chairperson and chairperson for special events (be sure to reference Title V for compliance when adding positions). Elections are generally held in early fall. Most House Councils meet with the general constituents of the cluster twice a month for 30 minutes to an hour each time. These meetings are usually held in the late evening to avoid class conflicts. Executive meetings are held once a week also, and may last for a similar length of time. Parliamentary procedure is suggested for meetings but is used for structure, and not usually followed strictly. Following are position descriptions of the executive board of the House Council.

House Council Executive Board Position Descriptions

President:

- Oversees the operations of your House Council
- Develops meeting agendas and conducts/facilitates bi-weekly House Council meetings
- Meets weekly with advisor and other House Council officers
- Encourages interaction and discussion among group members
- Attends weekly Area Government meetings or confirms designee is in attendance and sharing information effectively
- Acts as a spokesperson for your organization to other campus organizations
- Follows up with committee chairs or other officers
- Leads goal setting and group building among your team
- Responsible for co-signing on monetary matters

Vice President:

- Shares many responsibilities negotiated with President
- Focuses on “in-building” leaders such as floor reps or committee chairs
- Takes place of President in case of President’s absence
- Often serves as activity coordinator for House Council
- Meets weekly with advisor and other House Council officers
- Serves as spokesperson to community

Secretary:

- Primarily responsible for communicating with the cluster community
- Records meeting minutes and posts them
- Provides minutes to Area Government, Secretary of Administrative Affairs, and advisor
- Coordinates and edits newsletters
- Markets and designs publicity or activity promotions
- Maintains House Council bulletin board or posting area
- Meets weekly with advisor and other House Council officers

Treasurer:

- Responsible for all money management of the House Council including proper depositing and record keeping
- Monitors ethical money allocation
- Oversees all fundraising efforts of House Council
- Works closely with the Residence Life Business Manager as primary money advisor and reviews budget with A/RD advisor
- Submits semesterly budget report to Area Government and advisor
- Meets weekly with advisor and other House Council officers
- Responsible for co-signing on monetary matters

HOUSE COUNCIL MEMBERSHIP

House Council Dues:

House Council dues are collected throughout the academic year and provide the dues paying student with access to House Council events/activities and the ability to sign out cluster-specific equipment. A list of relevant equipment can be obtained from the House Council Advisor. When a student pays their dues, they then are able to have voting rights in the cluster, check out equipment, attend House Council events for reduced costs, etc. It is up to the House Council in each cluster to enforce membership and to make being a member of House Council worthwhile for the residents. Remember, as House Councils, this is your primary way of getting money to function throughout the year. So, it is in your best interest to make joining House Council a benefit to the students in your cluster.

The following is a breakdown of the current costs for dues that students should be charged:

Semester	Cost
Fall/Spring	\$10.00
Spring ONLY	\$5.00
Lost Card	\$5.00

Collection and Deposit of Dues:

Fall/Spring Opening

During the fall and spring openings, the staff collecting the dues will submit the collected dues at the end of each day to the A/RD of the cluster. The A/RD of the cluster will submit these to their Area Director for deposit.

Other times throughout the year

Dues that are collected should be immediately submitted to the A/RD of the cluster. The A/RD of the cluster will submit these to the Residence Life Business Manager or their Area Director for deposit.

Issuing the Card:

The person that collects the dues should write the student's name on the card, the academic year for which it is good for, and then give it to the student as receipt for payment of dues. Additionally, the staff will be required to document the student's name, building and room number, student ID number, date, student signature, and staff initials in the House Council Membership Tracking folder. This folder should be retained and names added throughout the year as additional students sign up to be members. No additional receipt will be issued.

Using the House Council Membership Card:

When a student is using the House Council Membership card they should always present their student ID with their card. This will allow for verification that the student is actually living in the cluster where they are trying to use the card.

Benefits of the Universal House Council Membership Card:

The universal House Council membership card is intended to serve a variety of uses

These include:

- Creates a consistency in the House Council membership process for the students.
- If a student moves to another cluster, their House Council Membership card remains active in the new cluster.
- Eliminate the need for staff to look up to see if a student is a House Council member when checking out equipment.

GOVERNING GROUPS DEFINITIONS AND STRUCTURE

Student Government Association (SGA)

The Student Government Association is the Trustee recognized governance body for undergraduates at the University of Massachusetts at Amherst. Through its various branches and agencies, the SGA is involved with issues which range from the University's state appropriation to quiet hours and most everything in between. It is organized along the same lines as the US Government, with a president, a central legislative body, a judiciary, Area Governments which are similar to state governments, and House Councils which would be the equivalent to local government. There is also a student Trustee who is separate from the rest of the structures. The SGA has a Trustee recognized Constitution that defines its structure and operational procedures. Included in this document is the power to legislate University policy. The SGA administers the approximately \$1.7 million Student Activities Trust Fund (SATF) to various student organizations including your Area Governments.

Connection to House Councils

The SGA Constitution defines the structure and procedures for House Councils and Area Governments. To assist in administering these guidelines, the Secretary of Administrative Affairs acts as an additional advisor to House Councils and Area Governments. The Secretary of Administrative Affairs is responsible for publishing Title V of the SGA Constitution (the section that deals with administering Area Governments and House Councils) and for publishing the Area Government Handbook. S/he is also responsible for insuring that Area Governments and House Councils implement Title V in the governance of their students. If you have questions about SGA as it pertains to your House Council, you can contact her/him directly. The Secretary of Administrative Affairs is located in 422 Student Union and can be reached at 5-1880.

The SGA Constitution

The SGA Constitution defines operating procedures for the governance of SGA and its members such as Area Governments and House Councils. If you are interested in reading the entire document, you can go to 422 Student Union to obtain one or visit the SGA website at <http://www.umass.edu/sga/> or by calling 5-0341.

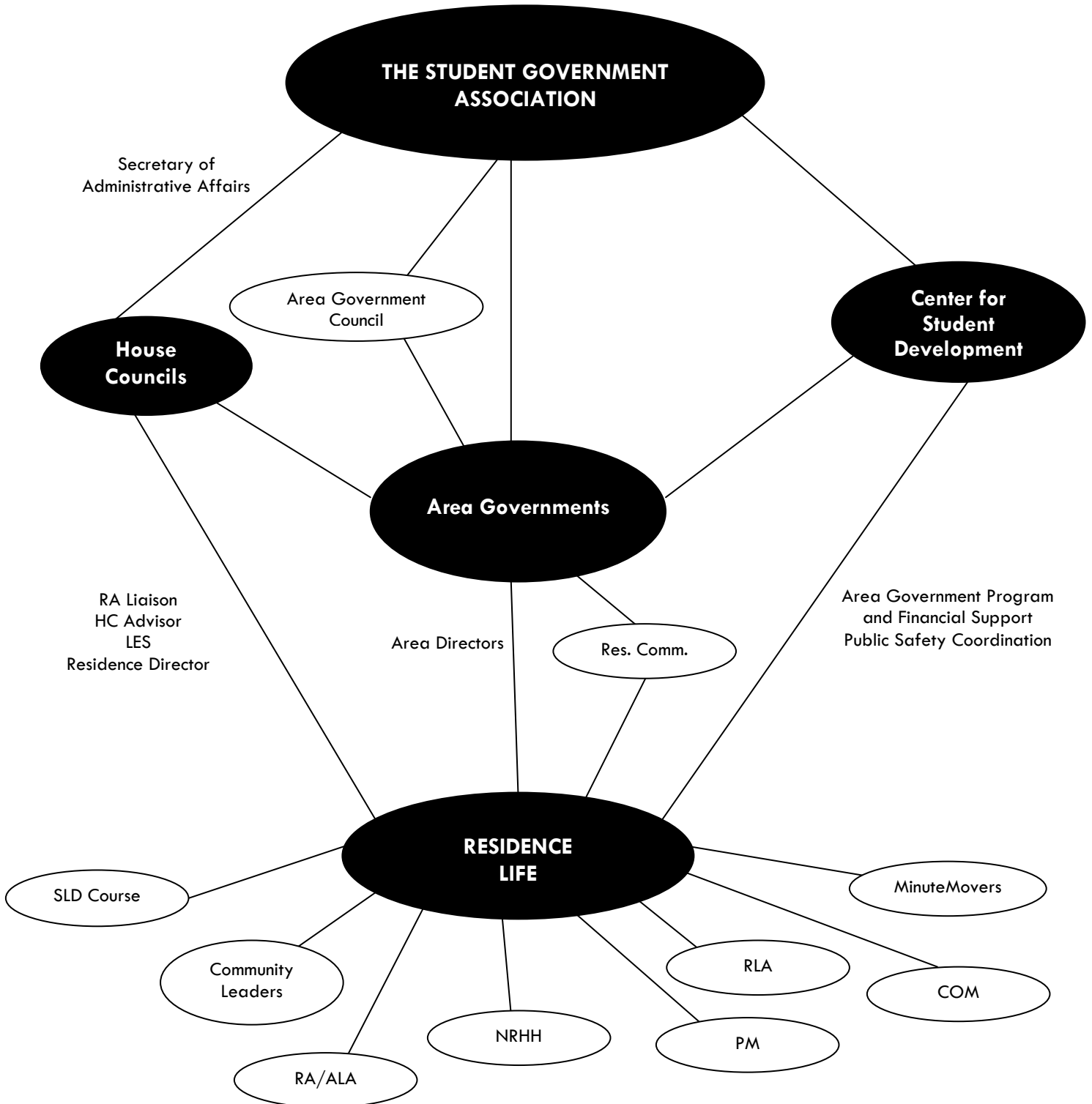
Title V of the SGA Constitution

Title V relates directly to Area Governments and House Councils and outlines procedures that must be followed for events such as elections and submitting a charter. General questions about House Council and Area Government structure and functioning can be answered by consulting this document which is Appendix D of this manual (Presidents and Vice Presidents).

Area Governments

Each Area Government consists of a Governor, Lieutenant Governor, Secretary and Treasurer. Area Governments usually receive between \$3000 and \$20,000 from the SATF each year. This is normally increased through fund raising and petitioning the SGA Senate for additional funds. The money is spent primarily on community building programming, with some money going towards administrative overhead. An Area Government's responsibilities include area wide issues, area wide programming and supporting its House Councils. Area Governments should work closely with your House Council.

Leadership Connections



MONTHLY CHECKLISTS

There is a pattern and consistency to how and when some things will need to happen with House Councils and in how groups form and function over time. Keeping that in mind, you will find in this section Checklists that correspond to the months of the academic year that outline the items for you and your House Council officers to work on throughout each time period. Some House Councils may be ahead or behind these timelines, but these checklists will be jumping off points for you and the group.

These checklists will reference areas of the manual or resources on the shared drive that you may find useful for some of the tasks.

SEPTEMBER

You will notice letters in parenthesis following each bulleted item. These letters represent the suggested position(s) to complete the task. The legend is: A=Advisor, S=Staff, O=All Officers, P=President, VP=Vice President, S=Secretary, T=Treasurer.

- Create 1:1 sign up times for HC officers when elected (A)
- Determine a regular meeting time for the House Council and post throughout the cluster (O/A)
- Recruit Floor Representatives (O/A/S)
- Begin to build relationships among the officers and advisor (O/A)
- Clarify the role of the advisor with the officers and complete the Role of the Advisor Worksheet (O/A)
- Send publicity announcing upcoming meetings and invite constituents (VP/E)
- Begin the goal setting process with the HC (P)
- Review Roles and Responsibilities of the Officers and expand as necessary (O/A)
- Nominate deserving officers/events for OTM awards (A/P)
- Establish HCO retreat date and reserve space if necessary, including training for Floor Reps (P/A)
- Notify the officers of the Officer Training date which is October 19th (A)
- Create a programming calendar for October (O/A)
- Attend HC Programs (O/A)
- Call and meet with Residence Life Business Manager (T)
- Complete programming assessment for any programs that were presented (S)
- Discuss meeting management and Agenda Development (P/A)
- Discuss group decision making and task delegation (O/A)

HOUSE COUNCIL CHECKLIST – OCTOBER

You will notice letters in parenthesis following each bulleted item. These letters represent the suggested position(s) to complete the task. The legend is: A=Advisor, S=Staff, O=All Officers, P=President, VP=Vice President, S=Secretary, T=Treasurer.

- Create 1:1 sign up times for HC officers when elected (A)
- Determine a regular meeting time for the House Council and post throughout the cluster (O/A)
- Recruit Floor Representatives (O/A/S)
- Begin to build relationships among the officers and advisor (O/A)
- Clarify the role of the advisor with the officers and complete the Role of the Advisor Worksheet (O/A)
- Send publicity announcing upcoming meetings and invite constituents (VP/E)
- Begin the goal setting process with the HC (P)
- Review Roles and Responsibilities of the Officers and expand as necessary (O/A)
- Nominate deserving officers/events for OTM awards (A/P)
- Establish HCO retreat date and reserve space if necessary, including training for Floor Reps (P/A)
- Create a programming calendar for October (O/A)
- Attend HC Programs (O/A)
- Call and meet with Residence Life Business Manager (T)
- Complete programming assessment for any programs that were presented (S)
- Discuss meeting management and Agenda Development (P/A)
- Discuss group decision making and task delegation (O/A)
- Review HCO files/budget and other materials from previous year (O/A)
- Create a programming calendar for November (O/A)
- Have a discussion around programming that occurs. What were the successes? What could have been done better? Who should be recognized for their efforts? (O/A)
- Set Expectations of each other. (O/A)
- Share ideas about the HCO training day—what did they learn? What would they like to have more training on? (O/A)
- Create a budget for the House Council based on dues collected and goals and have Exec Board approve. Turn in a copy to the Leadership Education Specialist (LES). (O/A)
- Complete the HC Activation and Changing Officers form. Due: TBA
- Discussion of group development/dynamics or any inter-group issues. Are they effectively completing and delegating tasks? How is meeting management going? (P/A...then O/A)
- Speak with your supervisor about how your advising is going. They may have suggestions and strategies to assist you! (A)
- Speak with your Advisor about Meeting Management. They may have suggestions and strategies to assist you! (P)
- Set up committees or project workgroups for the Floor Representatives to be a part of to get them involved. (O)
- Set up a spreadsheet and record keeping system to track the House Council spending. (T)
- Develop an attendance record keeping system for both Exec Board and General meetings. (S)
- Develop a system for disbursing meeting minutes to the Exec Board and the residents. (S)
- Confirm with the officers that they understand the process for spending money. (T)
- Submit the House Council Bi-Semester Program and Expenditure Report. Due: November TBA (S/T)
- Do an assessment of your residents to determine what they may want to see happen in the building in terms of programs, equipment and supplies available, and other changes that House Council can advocate for. (VP)
- Include House Council Programs on the Cluster Activity Report (A)

HOUSE COUNCIL CHECKLIST – NOVEMBER/DECEMBER

You will notice letters in parenthesis following each bulleted item. These letters represent the suggested position(s) to complete the task. The legend is: A=Advisor, S=Staff, O=All Officers, P=President, VP=Vice President, S=Secretary, T=Treasurer.

- Submit the House Council Bi-Semester Program and Expenditure Report. Due: December TBA (S/T)
- Meet with Residence Life Business Manager about budget and spending, account status (T)
- Attend House Council programs. (O/A)
- Have a discussion around programming that has already occurred. What were the successes? What could have been improved? Who should be recognized for their efforts? (O/A)
- Recognize the HC for their fall accomplishments, include Floor Representatives. (A/VP)
- Discussion or activity around goal evaluation. Have they accomplished their goals for the semester? What would they change? (O/A)
- Prepare for January opening and dues collection. Do they want to do anything special to welcome students back? Who will come back as early arrivals and staff the HC dues table for new students? (O/A)
- Create a program calendar for Spring semester. (O/A)
- Update the House Council Annual Information Binder. (S)
- Confirm that your group has the date for Spring Kick-off training (per your Area Government) marked in their calendars and that all officers plan to attend! (P/A)
- Prepare materials for any new officers that will be joining the group in spring semester. (O)
- Speak with your supervisor about how your advising is going.....they may have suggestions and strategies to assist you!! (A)
- Submit the House Council Bi-Semester Program and Expenditure Report. Due: November TBA (S/T)
- Attend Check in Meeting with LES (A)
- Nominate House Council Officers and programs or other students for end of semester awards. (O/A)
- Anyone deserve an OTM or URIT Award (O/A)
- Think about a House Council governing document for your cluster and what you would include. More information to come. (O/A)
- Have you met the minimum recommended guidelines for House Council (O/A)
- Include House Council programs on the cluster Activity Report (A)
- Prepare end of semester budget Report (T)

HOUSE COUNCIL CHECKLIST – JANUARY/FEBRUARY

You will notice letters in parenthesis following each bulleted item. These letters represent the suggested position(s) to complete the task. The legend is: A=Advisor, S=Staff, O=All Officers, P=President, VP=Vice President, S=Secretary, T=Treasurer.

- Make sure officers have their materials and welcome them!!! Check with SGA to make sure that officer lists are accurate and/or let them know of changes (5-1880). (A)
- Finish January dues collection, if not already done. (T)
- Develop a new one on one schedule for the semester. (A)
- Submit the HC Changing Officers forms if necessary. (S)
- Develop a regular meeting time for the semester for Executive Board and General Body. (O/A)
- Clarify the role of advisor with the group. Utilize the Advisor Role Worksheet. (A)
- Review the budget planning and management. (T/A)
- Group work on team building and setting goals for the semester, specifically focusing on goals they want to accomplish before spring break. (P/A)
- Group reflection about building on what they learned in the fall. What do they want to change or try new? (O/A)
- Follow up with the groups ideas and goals and check-in from time to time, possibly during 1 on 1's. (A)
- Engage the Executive board in a discussion around group development/dynamics or any inter- or intra- group issues. Remind them to delegate and practice effective meeting management skills. (A)
- Update the House Council Bulletin Board. (S)
- Review committees and project workgroups and assess changes or ways to keep them involved. (O/A)
- Promote 'Student Involvement' to all new students in the community (email, postcards). (S/VP)
- Speak with your supervisor about how your advising is going... they may have suggestions and strategies to assist you!! (A)
- Speak with the Advisor to strategize success in your position for the spring semester. (O)
- Attend roundtable training – TBA (O/A)
- Attend House Council programs. Debrief these and provide feedback of your observations. Remember to be an observer and let the officers learn as they work. (A)
- Consider nominating a program/person for an "Of the Month" or UR IT Award. (O/A)
- Include House Council programs on the cluster activity report form (A)
- Begin writing the House council Governing Document. More Information to come. (A)

HOUSE COUNCIL CHECKLIST – MARCH

You will notice letters in parenthesis following each bulleted item. These letters represent the suggested position(s) to complete the task. The legend is: A=Advisor, S=Staff, O=All Officers, P=President, VP=Vice President, S=Secretary, T=Treasurer.

- Solicit Nominations from your House Council Officers for Fall MinuteMovers. Have them talk to those students they think have talent. (A)
- Have a discussion around programming that has already occurred. What were the successes? What could have been improved? Who should be recognized for their efforts? (O/A)
- Reassess Goals. Where are we? What would we like to accomplish in April? What do we want to do in May? (O/A)
- Budget check-in: How are they doing? Will House Council need to do a last minute easy fundraiser? (T)
- Do a backwards planning meeting. Be certain to include all of their events including HC evaluations and executive board recognition, Area Government weekends, HC recognition night and other campus activities in the planning. Think about setting realistic goals given the academic pressures at the end of a semester. (O/A)
- Consider what end of the year awards to nominate House Council programs, officers, advisors for and complete nominations. (O/A)
- Submit the House Council Bi-Semester Program and Expenditure Report. Due: March TBA (S/T)
- Change your bulletin board to reflect end of the year events and opportunities. (S)
- Assess how you have been including the Floor Representatives? (VP)
- Think about what type of closure activities you can initiate with your executive board. Ideas include leading the group in reflecting and evaluating on their leadership experience, assisting them with archiving the year for the incoming officers and creating a scrapbook or yearbook to chronicle the events of the year. You may want to start compiling photos, favors and other items for it now. (O/A)
- Announce to the Floor Representatives the opportunity of MinuteMover positions. (VP)
- Update the House Council Annual Information Binder. (S/T)
- Include House Council programs on the cluster activity report (A)

HOUSE COUNCIL CHECKLIST – APRIL/MAY

You will notice letters in parenthesis following each bulleted item. These letters represent the suggested position(s) to complete the task. The legend is: A=Advisor, S=Staff, O=All Officers, P=President, VP=Vice President, S=Secretary, T=Treasurer.

- ❑ Are any of the officers returning or do you have newly elected officers? Make sure they have provided you with their contact information and student ID number to be included in the closing materials. (A)
- ❑ Create a *What is House Council and what they do?* display board or put together information for a bulletin board for fall opening. (S)
- ❑ Area Governments host a *large Spring Event* or *Host a Week*. Remember to adequately plan for your role in this process—assisting, offering feedback and on-site help. (O/A)
- ❑ Nominate programs/officers for an *Of The Month Award!!* (O/A)
- ❑ Plan for recognition of officers, advisors, floor representatives. Consult the 100 ways to Recognize Leaders in your leadership manual or the nacurh.com website for additional ideas. (O/A)
- ❑ Congratulate and recognize newly elected House Council or Area Government Officers if elected. Some ideas include hanging a poster near the building entrance, decorating their door or writing a congratulatory letter to the new officers. Be certain new officers are introduced at a final HCO or AGO meeting. (O/A)
- ❑ Implement closure activities with the executive board such as leading the group in a discussion on transition or in a reflective evaluation of their HCO or AGO leadership experience. (A)
- ❑ Organize the Annual Information Binder into a cohesive form for the next administration. Information that should be included are a list of current HCO and the incoming HCO (if elected), all officer reports such as budget expenses and copies of receipts, sample meeting agendas, project recommendations and an end of the year report. This binder should be stored in the RD office for the next administration. (O/A)
- ❑ Celebrate cluster or area accomplishments for the year. For example, they can create a newsletter to residents or a bulletin board that lists all of the activities that the HC or AG put on this year. Recognize the participants of such events. (O/A)
- ❑ Evaluate the work of the Officers, Advisor, and House Council as a whole. Provide them with a simple survey that asks what they appreciated, what they would like to see you do differently and asks for any suggestions they may have for you. (O/A)
- ❑ Reflect on your experience and give yourself a pat on the back for the work that you have done. Answer the following questions: What am I most proud of? What was one thing that I would have done differently? What am I most looking forward to next year? (O/A)
- ❑ Include House Council Programs on the cluster activity report (A)
- ❑ Turn in the House Council governing document for your cluster to the LES/SAA. More Information to come. (O/A)

ACTIVITY & PROGRAM PLANNING

Also see the **Program Planning, Evaluation and Budget Worksheets and the Event Planning Form in Appendix A – Forms.**

What Is Activity Planning?

Activities are planned or spontaneous events designed to meet the social and developmental needs of students. A speaker, watching a TV show as a group, showcase bulletin board displays, spotlight announcements, games, an athletic event, and eating functions are all examples of different activities.

The following section is information that advisors can use to educate student groups about the importance of activity planning and how to implement a successful activity. Please see the Policies and Procedures section for information and forms to assist in programming.

Why Do We Plan Activities?

Activity planning, an integral part of residence life at UMass Amherst, serves many purposes and benefits the student as well as faculty and staff. Reasons for activity planning include the following:

1. To promote and assist learning outside the classroom
2. To promote a living/learning environment
3. To provide opportunities for socializing, emotional and physical well-being, spiritual meanings, occupational clarification, and intellectual stimulation
4. To provide opportunities for cultural learning and expression
5. To provide residents with opportunities to teach and learn from one another
6. To foster a sense of community among the residents
7. To give students a chance to interact with staff on an informal basis
8. To expose faculty, staff and community members to an important facet of University life and life in the residence halls

How to Plan an Activity:

1. **Needs assessment/generating ideas**
Before starting an activity, advisors should encourage student groups to find out what the interests, talents, and needs of the students are. Following are some techniques for generating activity ideas:
 - a) **Interest Inventories or surveys**
Consider also distributing a personal interest inventory that asks residents to list skill/talents/hobbies.
 - b) **Personal Contact**
Ask residents what they enjoy and invite them to help plan an activity.
 - c) **Observation**
Watch what residents are doing and capitalize on these activities.
 - d) **Professional Staff**
Ask RDs and ARDs for ideas for activities.
 - e) **Listen**
In dinner conversations, talking, find out what excites students.

f) **Brainstorm**

With other residents or RAs, write the ideas down and prioritize the list.

2. **Planning the activity.** Advanced planning is more likely to result in a successful activity.

a) **Set a date**

- Make sure other hall or campus events do not conflict.
- Be aware of cultural holidays
- Check with TV listings to prevent conflicts with popular shows or movies.
- Find out from the residents what night is good for them.
- Set the date and stick to it!

b) **Activity Checklist**

- Formulate the ideas and set goals.
- Fill out the event planner form.
- Gain assistance from students/RAs/Committees.
- Set a date, time, and budget for the activity.
- Plan activity calendar.
- Check campus programs for possible conflicts.
- Contact the resource people.
- Make arrangements for food, lodging, needs of guests.
- Make arrangements for equipment.
- Plan publicity schedule.
- Turn in program registration sheets.
- Confirm ALL arrangements two days prior to the program.

3. **Publicize the Activity.** A well-planned activity can turn into a disaster without good publicity. Remember, if no one knows, no one goes...

a) **What to Include:**

- WHO - name of sponsoring group/s
- WHAT - name of event (should be short and catchy, but long enough to describe the event)
- WHEN - day, date, time
- WHERE - place to be held

b) **When to Publicize:**

- Start with teasers (3 to 5 weeks).
- Hit hard before the event with a blitz day (one week prior).

c) **Types of Publicity:**

- Posters, flyers, table tents
- school publications, radio announcements
- newsletters in bathroom

- banners, balloons, buttons
- personal invitations
- public area decorations
- skits in cafeteria
- mailbox stuffers
- door hangers
- sidewalk chalk
- posters on ceiling
- T-shirts
- word of mouth

d) **Publicity Guidelines:**

- Keep publicity clear with catchy titles or phrases.
- Make sure all information is accurate.
- Consult your advisor for your clusters posting guidelines.
- Take down old signs.

4. During the Activity

- Arrive early to set up, finalize details.
- Greet presenters, special guests.
- Make sure presenters are introduced.
- Make certain the room is well lit and ventilated.
- Make certain the participants feel welcomed and comfortable.

5. After the Activity

- Return any equipment.
- Pay bills.
- Remove publicity from the walls.
- Consider follow-up activities.
- Congratulate yourself on a job well done!
- Send out “thank you” letters to any outside speakers as well as those who helped with the program.

6. Evaluation

Informal and formal are both effective ways to evaluate an activity

a) **Informal**

Ask the participants if the activity met their needs and expectations? Did they learn anything? Was it worthwhile?

b) **Formal**

A written evaluation by the participants of the activity.

POLICIES AND PROCEDURES

In order for student groups to exist and conduct activities at UMass Amherst and the residence halls, there are several policies and procedures that must be followed. Advisors should inform student groups of the relevant policies and procedures. In addition, there is paperwork that needs to be completed for various requests.

Restrictions on Showing Videos in the Residence Halls

Copyright law dictates that the University must obtain the public performance rights for any video shown in public spaces in the residence halls, even if there is no admission charge. The courts have ruled that lounge space in college dormitories are considered to be a public space.

Housing Services pays for the public performance rights of several hundred entertainment videos. These videotapes are available at the **Residence Life Resource Center (Moore House)** to be checked out, at no charge, by Housing staff to use for programming purposes.

It is considered a copyright infringement to go to a video store, take out a videotape and show it in a residence hall lounge (private viewing in your room is permissible as long as it is not an advertised Housing activity). It is also illegal to show personal copies of commercial videos in public spaces in the residence halls.

Penalties for copyright infringements range from \$500 to \$20,000. The University will not support any staff who violates copyright law in the event that legal action is initiated. Further, staff should not allow building equipment to be used to view videos not covered by the University's public performance license. Staff may not use activity fees to pay for video rentals.

Solicitation and Distribution of Literature in Residence Halls

The following policy reflects the commitment of the University of Massachusetts to ensure quiet enjoyment and comfortable, non-intrusive living conditions for residential students by limiting private commercial business or other non-University group's access to living areas. Of equal concern is the provision of a secure environment, the maintenance of a lifestyle which protects residents from consumer exploitation, and the existence of a milieu which is conducive to and supportive of the University's academic mission.

This policy is not designed to limit activities of legitimate hall and area resident groups or Registered Student Organizations (RSOs). It does require non-residence hall University and student groups to obtain permission from the Division of Housing Services for any type of sales, solicitation, surveying, or posting or distributing of materials in the residence halls. For further information, please contact Housing Services, Residential Support Services, at 545-4565.

All research surveys and questionnaires distributed by RSOs, University agencies, or academic departments to residence hall students must be reviewed by Housing Services and may require the approval of other University agencies. The questionnaire must be submitted to the Associate Director for Residence Life, with a description of the project and the proposed use of data collected, at least four weeks before a proposed survey date.

All posters, flyers, survey forms, questionnaires, pamphlets, brochures, calendars, and similar items must be clearly labeled with the name of the sponsoring organization or office. Materials will be removed from the halls if incorrectly labeled or not identified in any way. The material must also comply with libel, copyright, and obscenity laws, postal regulations, and all other applicable laws and regulations.

Risk Management

When student groups sponsor an activity that may involve any amount of risk, participating students may be asked to sign a waiver statement. Advisors should consult the Residence Life Field Trip policies and forms for any House Council trips.

Reservation of Space on Campus

Space Reservation

When a student group is conducting an activity, it will need to identify a space for the activity. There are several spaces throughout campus that can be used for various activities.

Residence Halls

Space in the residence halls is coordinated through the cluster office. Usually, the A/RD has a form available for students to request use of residence hall space. A/RD's review all requests, make decisions accordingly and notify the requesters of the decision. **THIS INCLUDES IN YOUR OWN CLUSTER!** Do not just assume the space is available as other groups may already have it reserved!

Expectations for Events in Residence Hall Spaces

When a student group requests residence hall space, they will often be asked to complete a form in order to reserve the space. Please complete those forms completely, even if they are in your own cluster.

For other spaces on campus, talk to your Advisors about the reservation process!

Visual Identity Guidelines

The University of Massachusetts Amherst Graphic Identity Program is designed to clearly distinguish all campus print, online, presentation, products and merchandise, as belonging to the University of Massachusetts Amherst. It is composed of a system of coordinated graphic elements, including the UMass Amherst [Wordmarks](#), which spell out the name of the campus, either in print or on the Web, the [Campus Seal](#), which is the official mark of the University of Massachusetts Amherst, and the [Spirit and Athletic Marks](#), which are used to convey school spirit, particularly in conjunction with UMass Athletics. When consistently applied, the graphic identity elements convey the unique qualities of the University of Massachusetts Amherst and create a coherent image and message.

Please refer to <http://umass.edu/umhome/identity> for examples of seals, logos, colors, fonts, and other marks that are available to be used.

Some general guidelines are:

- ◆ Always refer to our campus as UMass Amherst or the University of Massachusetts Amherst.
- ◆ All print material should say University of Massachusetts Amherst or UMass Amherst and include the seal or wordmark. This includes posters in residence halls advertising programs, hall cluster newsletters, and table tents. The correct fonts and colors must also be used. Please refer to the visual identity website provided above for specifics.

- ◆ On all clothing apparel (T-shirts, sweatshirts, etc.) under the front right should be UMass Amherst or University of Massachusetts Amherst and the campus seal or wordmark. If you use a sponsor, the sponsor name/logo should not be more prominent than the University of Massachusetts Amherst name and seal or wordmark.
- ◆ All novelty items (e.g. key chains, mugs, candy bar wrappers made for students) must have either UMass Amherst or University of Massachusetts Amherst and the seal or wordmark displayed prominently.
- ◆ Any documents or posters for campus use (i.e. not cluster or area) must be approved by Amy Glynn. Please send these to your RD who will then forward them to the Associate Director for Residence Life for approval.
- ◆ The old U logo is no longer considered an acceptable option and should not be used in any circumstance.

If you have additional questions regarding this policy, please work with your advisor and visit <http://umass.edu/umhome/identity>

THE STAGES OF GROUP DEVELOPMENT

Group development is an essential aspect to consider in any group. Understanding each stage will help you understand where your group is developmentally and assist you in being able to facilitate your group through the stages. A well functioning group will be more productive and be more likely to attract more members.

On the following pages you will learn about the stages of group development known as Forming, Storming, Norming, Performing and Adjourning. Each of these subsections, forming, storming, norming, performing, and adjourning will contain the following information:

- **A Brief definition** of the stage
- **Symptoms of the stage** – Clues to look for to help with diagnosing the stage of your group
- **Quick Reference Chart of Good Advising Tips** – To help you advise them
- **Developmental Activities** – Designed for the particular stage of development

Your Advisor has access to activity ideas to help your House Council through each of these stages!

1. Forming - Forming is the first stage of group development. It starts when members of a group are first brought together and continues until members enter the next stage. This stage can last anywhere between a few days to a few months depending on group dynamics and time together.

Clues for this stage are that members may be:

- Feeling very optimistic, filled with high expectations
- Feeling uneasy and anxious about starting
- Figuring how they fit into the group
- Relying heavily on one leader
- Seeking for clear structure and parameters

2. Storming - Storming is a normal and essential stage of team development. Storming starts during the first conflict anywhere from a day to a few months after group formation. Groups that are unable to process through the storming stage will never function efficiently.

Clues for this stage are that members may be:

- Arguing view points instead of debating ideas
- People don't listen actively or support each others ideas
- Members talk about one another outside of meeting
- Meetings go in circles, little attention to process
- Pulling away, retreating
- Poor follow through, no one takes responsibility
- Avoiding conflict, people clam up and no longer participate
- Competing for control/power and or Leader is rejected
- Cliques form

What can cause storming?

- Interpersonal Conflict: Like some members; dislike others
- Lack of Skills: Listening and encouragement lacking due to lack of training
- Ineffective Leadership: Either too controlling or too laissez-faire
- Problems with the Task: Task may be too difficult, work load too much, task unclear
- Organizational Barriers: No team empowerment, people get frustrated with system

3. Norming – Norming is the stage that represents the process by which groups move between storming and performing. In norming the group will be confronting and finding solutions to problems.

Clues for this stage are that members may be:

- Creating empowerment plans
- Correcting problems and conflicts
- Redefining norms as a team

4. Performing – Performing stage means that members have already confronted and addressed conflicts among the group. Members are focused on their work with out distraction. A performing group will be a great deal easier to advise than a storming group, however it still requires advising.

Clues for this stage are that all members:

- Share power roles
- Have a clear idea of roles and responsibilities
- Facilitate ideals
- Support of one another
- Provide and receive feedback as a group
- Commit to the cause and bond together
- Make good decisions
- Use time and resources efficiently
- Confront one another in constructive, not destructive ways

5. Adjourning – The closing stage can be very difficult for groups that have spent a great deal of time together. At this time team members are looking for closure before they can move on.

Clues for this stage are that all members:

- Members leaving
- Focus on future status
- Mental with drawl of group members
- Members tense at meetings for seemingly no reason

GOAL SETTING AND PLANNING FOR A SUCCESSFUL YEAR

Why are goals important?

In setting specific goals, it is important to ask what needs to be accomplished. A vague sense of purpose will lead to a group being confused and disorganized. Andrew Wood uses the following excerpt out of Lewis Carroll's Alice and Wonderland as an example to show the importance of setting specific goals:

"Is this the right way?" said Alice to the Cheshire cat.
"That depends a lot on where you want to go," said the cat.
"I don't know where I'm going," said Alice...
"Then it doesn't much matter which way you go," said the cat.

Andrew Wood explains that many of us are very similar to Alice. We often go through conducting our business without ever knowing exactly where we are going. This is a clear recipe for getting "no where fast".

Taken from: http://www.joshhinds.com/goals/goals_awoodsmrtgoals.html

Setting S.M.A.R.T. Goals

Goal setting is a concrete way to plan objectives with your House Council. Take time during the beginning of the year to help your House Council set some goals and an action plan. Make use of the S.M.A.R.T. system.

Goal Setting and Action Plan Worksheets can be found in Appendix A - Forms

S.M.A.R.T. Goals

- Specific:** Goals should be as specific and detailed as possible. Do not set loose or broad goals.
- Measurable:** In order to clearly determine if objectives have been achieved, goals should not be ambiguous, but rather clear and concrete.
- Achievable:** Success and failures depend on practical goals. Goals should not be out of reach. They should be reasonable and achievable.
- Realistic:** Goals must be possible under current conditions.
- Time Framed:** Goals should have a time frame for completion. Having a time frame will give structure and allow you to monitor progress.

SAMPLE S.M.A.R.T GOALS

What are S.M.A.R.T. Goals?

Specific: Goals should be as specific and detailed as possible. Do not set loose or broad goals.

Examples: Our house council is going to plan meetings (poor).
Our house council is going to plan at least two general meetings a month, on the first and third Sunday of each month, and four officer meetings a month (better).

Measurable: In order to clearly determine if objectives have been achieved, goals should not be ambiguous, but rather clear and concrete.

Examples: Our House Council is going to get good turn outs at community service activities (poor).
Our House Council is going to draw at least 50 residents (10% of the building) at all community service activities (better).

Achievable: Success and failures depend on practical goals. Goals should not be out of reach. They should be reasonable and achievable.

Examples: Our House Council will obtain over \$50,000.00 in dues (poor).
Our House Council will obtain at least \$3,000 (\$500 more than last year) in dues collection (better).

Realistic: Goals must be possible under current conditions.

Examples: Our House Council will take students to New York City for free next week (poor).
Our House Council will offer a discounted trip to New York City in May (better).

Time Framed: Goals should have a time frame for completion. Having a time frame will give structure and allow you to monitor progress.

Examples: Our House Council will open a study center for students to work in on the main floor of the building (poor).
Our House Council will open a study center for students to work in on the main floor of the building by October 1st.

GOAL SETTING AND ACTION SHEET

Now that you have S.M.A.R.T. Goals, the next step is to design an action plan and an evaluation plan to see if your group is meeting its goals. Make sure your action and evaluation plans are specific and clear.

Example:

Goal 1: Our house council will increase dues collected by 10% (for a total of \$5,000)

Action A: Meet with RAs during their meeting to encourage RAs to pay dues as good role models and to talk to their floors about supporting house council.

Action B: Plan "first week" activities which residents need a house council card or the event is cheaper with a house council card. Have a membership sign up table at these events.

Action C: Construct a poster board presentation showing students what we have done in the past and what we are planning for any event in which we are collecting dues.

Evaluation(s): Treasure to make monthly revenue report at the end of every month to report on amount of dues we have raised.

SEE APPENDIX A for GOAL SETTING and PLANNING WORKSHEETS!

MEETING MANAGEMENT

What Makes an Effective Meeting:

Meetings can function as a highly effective workplace tool, useful for, among other things:

- Υ Delegating Tasks
- Υ Explaining a Project
- Υ Sharing Information
- Υ Coming up with New Ideas
- Υ Allowing Input for Important Decisions

They can also, however, be a drain on your time if they are not properly planned.

A good meeting should:

- Υ Have a clear written agenda - See *Sample Agenda in the Forms Appendix*
- Υ Start on time
- Υ Have a clearly defined purpose
- Υ Include necessary people for the subject at hand
- Υ Stay on schedule
- Υ Allow an opportunity for everyone to participate but no one to dominate
- Υ Provide short breaks when the meeting is longer than 90 minutes
- Υ Include “visual” information when appropriate
- Υ Be held in a comfortable environment
- Υ When appropriate, include a written record of what has transpired
- Υ Allow an opportunity for summarizing/reviewing at the end of the meeting

How to Hold Productive Meetings

Before the Meeting:

- Υ Schedule meetings regularly, preferable on the same day of the week and at the same time.
- Υ Determine specific objective for the meeting
- Υ Prepare and distribute the agenda in advance. Have a copy of the agenda and handouts for each member at the meeting.
- Υ Set time limits for the agenda.
- Υ Decide in advance who needs to be at the meeting. Inform or remind participants if they are expected to make a report or presentation of any kind and indicate time limits they should observe.
- Υ Let all participants know how long the meeting will last.
- Υ Select a meeting time and place that is both convenient and strategic in terms of work, availability of information resource people, etc.
- Υ Arrange for any audio/visual support you may need.
- Υ Be organized, gather important facts for decision making, and know what you are going to be talking about.

During the Meeting:

- Υ Greet members and make them feel welcome, even late members.
- Υ Always begin the meeting on time regardless of whether everyone is there. When latecomers arrive, do not stop to catch them up (although you should welcome them); instead, make sure they have easy access to an agenda when they arrive.

- γ Review the agenda and set priorities for the meeting. If you have a guest, let him/her speak first.
- γ Distribute or post minutes of previous meetings in advance to avoid wasting time.
- γ Announce time limits for potentially lengthy topics of discussion.
- γ State and stick to the agenda. This will help prevent interruptions, private conversations, and other distractions.
- γ Summarize progress and remind participants of time limits as necessary.
- γ Listen to opinions and encourage individuals to speak up. Ensure that everyone gets a voice at the meeting. Don't monopolize the discussion and diffuse arguments quickly.
- γ Clarify assignments, giving specific information about expectations and deadlines.
- γ Be confident. Your attitude is communicated to the group through your actions.
- γ Finish on time and on a positive note.

After the Meeting:

- γ Evaluate the meeting looking for areas of improvement. Discuss areas of concern with officers.
- γ Minutes should consist of clear statements of conclusions reached, actions taken, and assignments made.
- γ Keep track of unfinished business to include on next agenda.
- γ Distribute copies of the minutes as soon as possible.
- γ Follow up with individuals responsible for specific tasks at a reasonable time in advance of the established deadline.
- γ Give recognition and appreciation to excellent and timely progress.

In General:

- γ Be assertive in asking members who are consistently late to meetings, waste the group's time, or fail to carry through on assigned tasks to change their pattern of behavior. ¹

Evaluate Your Meeting

Consider the typical meeting you attend. Compare your meeting to the following characteristics of an effective meeting.

1. An agenda is prepared prior to the meeting.
2. Meeting participants have an opportunity to contribute to the agenda.
3. Advance notice of meeting time and place is provided to those invited.
4. Meeting facilities are comfortable and adequate for the number of participants.
5. The meeting begins on time.
6. The meeting has a scheduled ending time.
7. The use of time is monitored throughout the meeting.
8. Everyone has an opportunity to present his/her point of view.
9. Participants listen attentively to each other.
10. There are periodic summaries as the meeting progresses.
11. No one tends to dominate the discussion.
12. Everyone has a voice in discussion made at the meeting.
13. The meeting typically ends with a summary of accomplishments.
14. Participants periodically evaluate the meeting.
15. People can be depended upon to carry out any action agreed to during the meeting.

¹ Adapted from *The Center for Student Involvement, University of Missouri*

16. A memorandum of discussion or minutes of the meeting is provided to each participant following the meeting.
17. The meeting leader follows up with participants on action agrees to during the meeting.
18. The appropriate and necessary people can be counted on to attend each meeting.
19. The decision process used is appropriate for the size of the group.
20. When used, audiovisual equipment is in good working condition and does not detract from the meeting.

Dealing with Difficult Meeting Members

If some members of a group behave in ways that are disruptive, participation becomes difficult for others.

The leader must learn to deal with the following behaviors:

1. Talking for the sake of being heard.
2. Conducting side conversations.
3. Challenging attempts to move the group toward decisions.
4. Joking about everything that happens.
5. Interpreting criticism of ideas as personal attacks.
6. Waving off or negating all suggestions or new ideas from others.
7. Urging the group to take action before a problem is clearly identified.
8. Insisting on precise, clear definition of each idea to the point that the group becomes bogged down.
9. Domination of the meeting by one individual.

Such disruptive behavior may occur because preparation for the meeting has been inadequate. Clarification of purposes and development of a succinct agenda keeps the group focused on tasks and can reduce disruptive behaviors.

However, even with careful preparation, some disruptive behaviors may be exhibited. It is often possible in these cases to help difficult group members channel their energies toward more positive effects.

The following rules can help to improve the leader's ability to deal with difficult members:

- Listen, but do not debate
- Talk privately with members who continually exhibit disruptive behaviors
- Turn negative behaviors into positive contributions
 - Encourage the group to share the responsibility for handling difficult members.²

² Adapted from Milstein, *The 1983 Manual for Facilitators, Trainers, and Consultants*

DIVERSITY IN STUDENT GROUPS

Having a diverse student group is beneficial in many ways. Some organizations (i.e. governing groups) should be representative of the population they serve. Having a diverse membership also helps to ensure that all viewpoints are heard. As a result, the actions of the group benefit the entire constituency.

An organization with diverse members provides a unique experience. Students in these organizations have the opportunity to interact and learn about people different from themselves. The United States is becoming increasingly diverse, and students will need to be able to interact with a variety of people. Involvement in student organizations with diverse members is a good place to gain experience in working with others.

Many groups become stagnant and do the same activities year after year. People who are similar in background and experience tend to think alike. A diverse membership will bring new and different ideas to a group.

Some groups wonder why certain people do not attend their activities and meetings. Usually it is because the organization does not reflect diverse interests. Having a diverse membership can help attract diverse attendance because various ideas and needs are reflected in the activity or program.

Having a diverse membership has a snowball effect when trying to recruit new members from a variety of backgrounds. An organization will seem more supportive and friendly to someone if they can identify with the group's current membership. Advisors can help group leaders ensure diversity within their organization. These steps range from assessment to intentional recruitment to retention.

RETAINING MEMBERS

The new members, like old members, need to feel like they belong in the group. Advisors should work with the student group to retain new and old members. Following are some suggestions to increase retention:

1. Get the new members involved in organizational activities.
2. Solicit ideas from new members.
3. Do activities that interest new members.
4. Get to know the new members and help them to get to know you.
5. Do not treat new people as intruders invading your territory.
6. Let new members know their contributions are needed and appreciated.