



# STUDENT ORGANIZATION ADVISOR RESOURCE BOOK

**442 Memorial Union**

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## Introduction

Thank you for supporting UC Davis students by being an advisor to one of the many registered student organizations on campus! Each year thousands of important programs and services are offered by student organizations at UCD. Student organizations play an integral role in student retention, the quality of the campus environment and the educational process for students, faculty, staff and the community at large. Their activities directly enhance and support academic and career preparation, cultural diversity and awareness, campus tradition, public service, leadership, personal growth and a greater understanding of the world around us. These experiences can be enhanced when student organizations receive thoughtful guidance from faculty, staff, or community advisors.

This resource book aims to provide you with the information needed to be a transformative and knowledgeable advisor for the student organizations you support. You will find material pertaining to the roles and expectations for advisors, strategies to support and challenge student organization officers, and information about relevant campus policies and procedures. Advisors seeking additional support can contact the Center for Student Involvement (CSI) or refer to the [CSI website](#),

## Center for Student Involvement: Student Organization Headquarters

The Center for Student Involvement is the campus department through which groups officially register as a student organization at UC Davis. We are here to help student organizations operate successfully and support student organization advisors.

### Our Mission

The Center for Student Involvement empowers students to be responsible members of society and fosters respectful communities at UC Davis. We believe that students enhance their education through co-curricular experiences. We give students opportunities for campus involvement, leadership development, community service, cross-cultural competence and collaboration by providing resources and support to student organizations and programs. We further support the recruitment and retention of a diverse student body. We promote the UC Davis Principles of Community which affirm the right of freedom of expression within our community and our commitment to the highest standards of civility and respect, by helping students learn from each other in a safe and constructive environment.

### How CSI Can Help You and the Organization(s) You Advise

The CSI staff and Peer Advisors are experienced program consultants and administrators with extensive knowledge about student organizations and co-curricular activities; event planning; campus and community resources; and campus, local, state, and federal policies and procedures. We can provide you with information in the areas of group development, motivating members, leadership development, financial management, problem solving, conflict resolution and navigating campus policies so you can be better prepared to support the student organization(s) you advise.

### Programs and Services Provided by CSI

#### CSI Student Organization Headquarters (442 Memorial Union):

- Staff and Peer Advising for all student organization operations on campus (e.g., reservations and fundraising)
- Campus account services
- OrgSync organization management system
- Free website through OrgSync
- Computer stations and work space
- Mailboxes and use of campus mail
- Lower Freeborn storage lockers

#### Promotion:

- Online listing as student organization at UC Davis
- Participation in annual [Involvement Fair](#), [Davis Dance Revolution](#), and Picnic Day with thousands of interested students
- Use of Memorial and Silo Union outdoor tables. This opportunity is hosted by Memorial Union Guest Services located on the second floor of the Memorial Union.
- [CSI Student Org of the Month](#)
- [CSI Student Leader of the Month](#)

#### Leadership Resources:

- [Fundamentals of Leadership](#) (EDU160B) classes for 2 units credit
- [On-Demand Leadership Workshops](#)
- [Leadership Library](#)
- [Online leadership resources](#)
- The Bulletin: Weekly newsletter with announcements, deadlines and opportunities sent via OrgSync
- Online resources for operating on campus

#### Financial Support:

- Eligibility for [Club Finance Council](#) grants and loans (undergraduate groups)
- Eligibility for [Beyond Tolerance Program](#) grants
- Eligibility for [Pepsi Production Funding](#)
- Managing Group Funds

**Reservation Support:**

- Approval of meeting reservations for exceptions to 4 hour weekly limit, fundraising, food service, amplified, sound, etc.
- Coordination of special event approval process
- Coordination of student organization liability insurance and waivers
- Event planning checklist and advising

**Advising Support and Leadership Development:**

- Registration Questions
- Recruitment and Retention of Members
- Organization Dynamics and Development
- Financial Management
- [Fundraising](#)
- [Event Planning](#)
- Publicity
- [Liability Insurance and Waivers](#)
- Team Building
- Effective Meetings
- Risk Management
- Conflict Management
- Officer Transition
- [Campus Resources](#)
- [Campus Policies and Procedures](#)

## Role of Advisor

An advisor is a valuable source of information and continuity for student organizations. Advisors' roles vary depending on the relationship they have with the student organization they are advising. Below are benefits of being an advisor and information on different types of advisors. Tools to help you determine your relationship with the student organization can be found in [Appendix C](#).

### Advisors May:

- Provide information/advice to the group
- Participate in orienting and training new members and officers
- Attend group meetings and participate in discussions.

### Advisors May Not:

- Select members (but may participate in selection discussion).
- Determine or direct the group's programs, goals, or performances.
- Control group's finances.
- Vote or hold office.
- Reserve campus facilities or represent the group to the University or community

## Benefits of Being an Advisor

- The satisfaction of seeing and helping students learn and develop new skills.
- Watching a disparate group come together to share common interests and work toward common goals and an understanding of differences.
- Developing a personal relationship with students.
- Furthering personal goals or interests by choosing to work with an organization that reflects one's interests.
- Sharing one's knowledge with others (Adapted from the ACPA Advisor Manual).
- Gaining recognition from the students, the organization, and the campus for your work and support.
- Mentoring students.
- Ability to stay up to date on fads and connected with campus activities and climate.
- The chance to serve the institution (Dunkel, Schuh, and Chrystal-Green, 2014).
- Identifying students to recruit to do research with or work in your lab.

## Types of Advisors

Advisors can come to be trusted mentors for student organization officers, a campus liaison to connect students with needed resources, or a neutral sounding board when conflicts arise. Regardless of what advising style you use, it is important to remember your role should focus on guiding and supporting the organization- not leading and directing the organization. What type of advisor are you?

- **Mentor**
- **Team Builder**
- **Conflict Mediator**
- **Reflective Agent**
- **Educator**
- **Motivator**
- **Policy Interpreter**

(Adapted from the ACPA Advisor Manual)

## Leadership and Visionary Support for Registered Student Organizations

### Motivating Members

We all know it can be difficult to stay motivated throughout the school year. Try using some of these strategies to keep student organizations, officers, and yourself motivated throughout the quarter.

#### GRAPE THEORY OF MOTIVATION

Use this acronym to remember factors to contribute to keeping individuals motivated.

- **Growth** - Increasing one's skills and competencies, performing new or more complex tasks, participating in training programs.
- **Recognition** - Promotion within the organization, praise for achievements, positive and constructively critical feedback, receiving an award, printed references to an individual's activities, being "listened to."
- **Achievement** - Solving a problem, seeing the results of one's efforts, reaching established goals to create a 'whole' tangible product.
- **Participation** - Involvement in the decision making, planning and scheduling one's own work and controlling one's own work activities.
- **Enjoyment** - Having fun in a friendly, supportive atmosphere.

(Rochester Institute of Technology, Center for Campus Life)

#### SPECIFIC WAYS TO INCREASE MOTIVATION:

- Give others credit when it is due.
- Use "We" statements, not "I."
- Play up the positive, not the negative.
- Make meetings/projects appear attractive and interesting.
- When you are wrong, admit it.
- Use members' names often.
- Let members in on the early stages of plans.
- Be fair, honest, and consistent.
- Do not show favoritism.
- Be careful with what you say. Do not gossip.
- Listen to others.
- Expect only the best. Be proud when members achieve it!

(Rochester Institute of Technology, Center for Campus Life)

### Recruitment

There are several opportunities for student organizations to recruit new members in the fall and throughout the year.

- **Involvement Fair**- This is CSI's annual student organization showcase. The event takes place on the Quad in early October, features 180+ student organizations, and attracts thousands of students.
- **Tabling at the Memorial Union and Silo**- Registered student organization can reserve a table outside of the Memorial Union or Silo to recruit members, promote events, or conduct approved fundraising activities. Memorial Union Guest Services oversee the reservation process for these tables. For more information call Guest Services at 530-752-2222.
- **Get on the Fall Welcome Calendar**- Student organizations can spread the word about their fall welcome events by posting them on the Fall Welcome Calendar. Contact CSI for more information about how to apply.
- **Use OrgSync**- Every registered student organization has a profile on OrgSync, but not all organizations use OrgSync to its full potential. Officers should make sure their profile on OrgSync is up-to-date and welcoming. They can upload pictures, notify members about upcoming meetings, and tell interested students how to join. Once an interested student finds an organization they want to get involved in, they can request to join organizations through OrgSync. By learning [how to locate and approve pending requests to join](#), officers can utilize this great tool to connect with potential new members.

## Communication

Clear and consistent communication is a key factor when it comes to the success of a student organization. Advisors for student organizations can play an important role in establishing clear lines of communication for a student organization. When working with students advisors should keep the following points in mind.

1. The arrangement of furniture and the surroundings should not create a barrier to clear communication.
2. The distance between the speaker and listener plays a role in creating a welcoming, connected feeling.
3. Non-verbal signals (posture, gestures, eye contact, foot tapping) convey both the speaker and listener's attitude, energy level, approachability, and true intentions.
4. Volume and tone help establish the emotion or attitude behind how a message is portrayed and received. (Dunkel et al., 2014, p. 109-110).

Important elements of communication include verbal communication, non-verbal communication, listening, tone, word choice, writing ability, and method of communication. When working with students, advisors should be mindful of the different ways in which students communicate. Formal methods of communication (memos and phone calls) have been replaced with new- sometimes less formal- methods of communication (text messages and social media).

Communication is a two way street; ideally both parties will be able to adapt their communication styles to meet the needs of each other. Advisors should find a balance between professional and relatable that works for them in order to connect with the students they are supporting.

Students and advisors should set clear expectations on the best methods of communication and try to understand the other party's communication style. Being clear, open, and consistent in your communication makes your relationship with the student you advise stronger, improves how the student organization operates, and prevents conflict. Self-reflective tools to improve communication between you and the officers of the organization and between members of the organization can be found in the appendix (Dunkel et al., 2014).

## Conflict Resolution

Unfortunately, conflict is not something that can be prevented or avoided. Conflicts may arise between officers of the organization you are advising, between you and the officers, and/or between the organization you advise and other campus and community members. Everyone approaches and reacts to conflict differently. There are five conflict management styles. In [Appendix G](#), there is a self-assessment tool to determine which of the following five conflict management styles best describes you. Have the officers of your organization do the self-assessment so they can discover their conflict management style and learn how to interact with each other more effectively.

- **Shark**- competitive, maintaining relationships is a low priority, can get aggressive, have a need to win
- **Owl**- collaborative, conflicts are problems that need to be solved, want to come up with win-win solutions for all that are involved, values the relationships and resolutions
- **Turtle**- avoids or withdraws from conflict, unassertive, gives up personal goals, may not value relationships or resolutions
- **Teddy Bear**- accommodating, places the emphasis on maintaining relationships, puts the needs of others before their own
- **Fox**- values compromise, prioritizes goals and relationships, assertive and cooperative

When conflict arises between members of the student organization, advisors will hopefully be able to be neutral mediators. During conflict mediations, the conflicting parties should avoid personal attacks, remain focused on the issue at hand without bringing in outside concerns or past conflicts, and strive to find a workable solution for both parties. After the conflict is resolved, advisors should try to reframe the conflict as learning experiences. What caused the conflict? How can this conflict be prevented in the future? In what way can the organization come out of the conflict stronger than before?

One conflict resolution strategy is the R.E.S.P.E.C.T. Method.

**Recognize the problem** – attack the problem not the people you are in conflict with

**Engage in a productive conflict resolution** - no blame, no guilt. First step should be to define the conflict as a workable problem

**Solutions** - propose possible solutions; don't try to "Band-Aid" the conflict. This should be done with both parties participating

**Pros and Cons of the solutions** - talk directly and openly about one solution - based on suggestions above

**Exclusion is bad!** Integrate solution into normal behavior - there needs to be a change from one or both parties. If nothing changes, go back up to #1 and redefine the problem

**Check-in-** Follow-up with each other to see how the solution is working

**Togetherness-** Once conflicts are resolved. (University of Michigan, Edward Ginsberg Center for Community Service and Learning)

### Goal Setting

Student organizations- or any organization for that matter- should have clearly defined goals to work towards. Goals are valuable because they set the direction for the organization's actions, motivate members, organize the work to be done, clarify members' tasks, and serve as benchmarks for measuring success and progress. The students- not the advisor- should determine the goals for the organization. As goals are being developed, all the members of the organization should be involved and the values of the organization should not be forgotten. While advisors cannot be involved in the goal setting process, they should remind the students that they should be making SMART goals.

- **S- specific-** provide direction and point to behavior
- **M- measurable-** quantifiable way to determine the goal has been met
- **A- action oriented-** clarify what performances or actions are needed to meet the goal
- **R- realistic-** the organization has the necessary resources
- **T- timetable-** target dates and deadlines to accomplish tasks

### Delegation

It can be hard for those in leadership roles to successfully delegate tasks. Often student leaders either don't know how to delegate or they are afraid to delegate since they do not trust those they are delegating tasks too. Advisors should role model how to successfully delegate tasks. The following steps have been used by student organization officers to successfully delegate tasks in the past.

1. Identify the projects/tasks that need to be done.
2. Identify to whom you will delegate the different tasks.
3. Define how much authority is being granted to the person who has been asked to complete the task(s)
4. Describe the project to the tasks to those involved.
5. Delegate the objective, not the procedure. Tell people what the end goal is but not how to achieve that goal.
6. If appropriate, provide training and resources needed to complete the task being delegated.
7. Communicate. If possible, set deadlines for when tasks need to be completed together. Make sure everyone has the same understanding of what is being delegated.
8. Specify when updates need to be given and what information needs to be provided in the update.
9. Give feedback on how the task was carried out at the end.

### Hazing and Non-Discrimination Policies

UC Davis has policies in place that prohibit hazing and discrimination. These policies apply to Registered Student Organizations' recruitment practices and general operational standards. More information about campus policies, California laws, and complaint processes can be found in [Appendix D](#).

## Administration Support for Registered Student Organizations

### How to Renew Student Organizations

Student organizations are required to register annually with Center for Student Involvement to maintain their status and benefits. Registration expires each year on June 30 and groups may renew registration beginning May 1 for the following year. To register, either the president or treasurer of the organization must complete the [Online Registration Orientation](#), the organization's portal must be updated on OrgSync, and all five officers must accept the terms and conditions of being an officer sent to them via email from OrgSync. A Center for Student Involvement staff member would be happy to walk officers through this process.

### Other Notes Regarding Registration/Renewal

- The President or Treasurer will need to check with CSI for any holds placed on the organization. Applications will not be considered until all holds are cleared. There is a \$25.00 CSI fee to release any hold placed on organizations due to overdraft Agency Accounts.
- The officers of any new organization that wishes to register with CSI must be able to demonstrate how the organization is unique and different when compared to the existing registered student organizations on campus.
- All registered student organization must have five currently enrolled UC Davis student listed as officers on the OrgSync profile.
- Student organizations that have liability insurance from a parent or national organization must provide the Center for Student Involvement with a valid Certificate of Insurance before the organization can be renewed.

### Event Planning

Registered student organizations are able to reserve certain campus facilities. Most facilities on campus can be reserved through the Conference and Event Service's online system. To make reservations through the Conference and Events Services system, the request must be submitted by one of the organization's authorized reservers and the organization must have an activate Agency Account. In order to have successful activities and events, it is important to plan and identify your space needs as far in advance as possible. Center for Student Involvement staff can walk authorized reservers through the reservation process and discuss what fees could possibly be incurred. Information about when reservations can be made is outlined in [Appendix B](#).

#### EVENT PLANNING STEPS

- Assess the need for the event and the resources available to the organization.
- Decide what program, event or activity the organization will plan.
- Select a date, time and location for the event.
- Create and monitor a detailed budget.
- Reserve facility, confirm speaker(s)/performer(s), and obtain any needed permits. Begin by submitting a reservation request on [Conference and Event Services](#).
- Identify and delegate tasks. (Speaker/performer/film; facility; publicity; ticket sales; fundraising; security; insurance; equipment; decorations; food; printed program; parking; hospitality; set-up; volunteer coordination; host role at event; clean-up; equipment return; sending thank you cards; evaluation; etc.).
- Develop a realistic timeline for each task and subcomponent using backward planning.
- Hold the event.
- Complete post-event tasks: clean-up, return equipment, send thank you letters, review evaluations, create detailed file with all documents and recommendations.

## Risk Management and Liability

Advisors need to encourage their student organizations to assess and manage risk. Before events take place, advisors and officers should review events to determine possible risks and develop strategies to manage and mitigate said risks. Below is a list of things to consider when assessing the risks involved with an upcoming event. The list is not extensive and should only be seen as a starting point.

- Does the equipment being used meet the industry's safety standard?
- Is the mode of transportation to/from the event safe? Do drives have insurance? Are the vehicles being used in good operating condition?
- Are their alternatives to the event being planned that are less risky?
- Did the organization obtain any needed waivers or insurance?
- Is the organization violating any copyright laws by screening a movie?
- Have the proper procedures been put in place to ensure any minors at the event will remain safe and looked after?
- Will alcohol be served at the event? Have measures been put in place to make sure minors cannot drink alcohol, no one operates a vehicle after drinking, etc.?
- Does the setup of the venue have enough exits so everyone can leave safely in case of emergency? (Dunkel et al., 2014)

## INSURANCE

Student organizations need liability insurance to operate on campus and use campus facilities. The University has created an insurance program for registered student organizations for most on campus activities. If the organization does not have its own liability insurance, the organization must activate the liability insurance provided and paid for by the University for any activity held on campus. Center for Student Involvement Staff can help the student organization determine if they need to apply for additional insurance for an upcoming event and walk the students through the process. More information can be found on CSI's [Insurance Info](#) webpage.

Student organizations that have their own liability insurance or are covered through a national or parent organization are not eligible for the liability insurance provided by the University.

**Student organizations that have their own liability insurance will not be able to register with the Center for Student Involvement or reserve campus facilities until a copy of their valid Certificate of Insurance is on record with the office. A new Certificate of Insurance must be provided prior to the old policy's expiration date. A lapse in coverage may result in organizations losing their registration status with CSI and the ability to reserve campus facilities.**

Groups need to provide a Certificate of Insurance that meets the following requirements:

- Your registered student organization at UC Davis must be listed as the Insured or Additional Insured.
- The REGENTS OF THE UNIVERSITY OF CALIFORNIA must be listed as Additional Insured.
- The Insurer/Producer name and contact information must be on the certificate.
- The policy start and end date must encompass **the entire policy year**.
- The policy must include General Liability coverage of at least \$1,000,000.
- The Certificate of Insurance must provide 30 days' advance written notice to the University of any modification, change, or cancellation of any component of the insurance coverage.

Send Certificates of Insurance to Center for Student Involvement, UC Davis, One Shields Avenue, Davis, CA 95616, or via email to [rso-help@ucdavis.edu](mailto:rso-help@ucdavis.edu).

## WAIVERS

Collection of a signed liability waiver is required from all participants in any physical, sporting or dance activity. Center for Student Involvement staff can help the student organization prepare waivers. All waivers must be submitted within 5 business days of collection to CSI.

## Managing Finances and Fundraising

### AGENCY ACCOUNTS (On-Campus Bank Accounts)

Registered student organizations may open and maintain an Agency Account on campus through the Center for Student Involvement. **There is a \$35 annual fee to activate accounts.** Although it differs from a typical bank account in that there is no checkbook, it may be used as the organization's general operating fund for all income, expenditures and campus recharges. More information can be found [here](#) on the Center for Student Involvement website. Only the officers listed as President or Treasure on OrgSync have the ability to withdraw money from the account and check the account's balance.

### OVERDRAWN ACCOUNTS

If an account is overdrawn, it will result in a negative balance. **A hold will be placed on the account and the organization will lose campus privileges.** In addition, holds may be placed on the transcripts and registration materials of the five listed officers. To clear the hold, the overdrawn account must be cleared and a \$25 hold release fee must be paid to CSI. After the deposit is completed, the student(s) must take the receipt for the deposit with the \$25 hold release fee to CSI to clear the hold.

### ON-CAMPUS GRANTS AND DEPARTMENTAL SPONSORSHIPS

When granted funding from a department, a Student Organization representative will begin by submitting the [Departmental Sponsorship Form](#) on OrgSync. In order to receive a department sponsorship, the appropriate department personnel must complete a supplemental form through OrgSync which will be sent to them when this form is submitted. Either the President or Treasurer of the student organization can complete this form. The departmental sponsorship procedures can be found [here](#).

- Departmental Sponsorship cannot be transferred to an account without a transaction. This can be either on-campus charges or the group submitting a check request.
- Students must indicate if the sponsorship is for on-campus charges. If it is not on-campus charges a check request will need to be submitted by either the President or Treasurer.

### ON-CAMPUS FUNDRAISING

For University purposes, fundraising is defined as "any activity in which money is collected on campus." Even if all the organization wishes to do is break even or recover costs, the activity will be considered fundraising if money is collected. A separate Application to Raise Funds must be completed on OrgSync and approved for each on-campus fundraising activity. Funds cannot be used for personal gain and must always be consistent with the purpose of the organization. Some examples of fundraising are tournament entry fees, t-shirt and bake sales, registration and ticket sales including those for events held off campus, raffles and donations. Student organizations are only allowed to [sell baked goods](#) made by members. Sale of any other food and beverages is generally prohibited. If the organization plans to sell an apparel item (i.e., t-shirts, caps, sweatshirts, etc.) or button/ bumper sticker with text or design, they must complete and submit the CSI Design Approval Form on OrgSync. **Prior to ordering or printing any product, be sure your application has been approved by CSI.** If the organization wishes to use any form of the UC Davis name or logo, they must comply with [University Trademark Guidelines](#) and order items through a [licensed vendor](#).

**NOTE: PLAN AHEAD!** In order to raise funds on campus, student organizations must have prior approval from CSI. Student should ask questions, and get approval for their project early. Approval may take 5-7 business days.

### OFF CAMPUS FUNDRAISING

Soliciting donations, gifts or sponsorships from off-campus individuals, businesses or organizations does not require CSI fundraising approval when the solicitation takes place entirely off campus. However, organizations must explicitly state that they are acting in a private capacity and not as a representative of the University. The name of the University may not be used except to identify the location of the group.

## TAXES

### Tax Identification or Employer Identification Number (EIN):

An Employer Identification Number (EIN), also known as a Federal Tax Identification Number, is used to identify a business entity or organization. If an organization wants to open a bank account, it will need an EIN. Apply online at <http://irs.gov> to establish an EIN.

### Note on Tax Exemption:

Getting an EIN **does not** establish tax exempt status for the organization. Student organizations must follow state and federal guidelines regarding tax exemption. Tax donations to student organizations are not tax deductible unless they are made to the University through their gift account. For more information, contact Center for Student Involvement. If the organization wishes to establish tax exempt status, the group needs to submit a 501(c)(3) application to the IRS.

### Using OrgSync

OrgSync is a powerful tool student organizations can use to make their organization successful. In addition to being the platform used to register student organizations, OrgSync is also used to apply for fundraisers on campus, stay in contact with members, and get help promoting events planned by the organization. Every week, Center for Student Involvement sends out The Bulletin- our newsletter- through OrgSync. The Bulletin is full of helpful hints and reminders about upcoming deadlines. Center for Student Involvement staff is available to help officers learn how to navigate OrgSync.

## References

ACPA Commission for Student Involvement. Advisor Manual.

<http://www.myacpa.org/sites/default/files/acpaadvisormanual.pdf.pdf>

Dunkel, N.W., Schuh, J.H., & Chrystal-Green, N.E. (2014). *Advising Student Groups and Organizations*. Jossey-Bass.

Rochester Institute of Technology, Center for Campus Life. *Club member motivation*. Retrieved from <https://www.rit.edu/studentaffairs/campuslife/clubs/motivation>.

University of Michigan, Edward Ginsberg Center for Community Service and Learning (2015). *Conflict management styles*. Retrieved from <http://ginsberg.umich.edu/content/conflict-management-styles>.

University of Michigan, Edward Ginsberg Center for Community Service and Learning (2015). *R.E.S.P.E.C.T. conflict resolution method*. Retrieved from <http://ginsberg.umich.edu/content/respect-conflict-resolution-method>.

## Appendix A -Campus Resources

- [Accessibility at UC Davis](#)
- [Living the Principles of Community](#)
- [Report Hate and Bias](#)
- [Responding to Distressed or Distressing Students](#)
- [Sexual Violence Resources](#)
- [Student Life Resource Guide](#)
- [Student Life](#)

## Campus Departments

- [AB540 and Documented Student Center](#)
- [Conference and Events Services](#)
- [Student Recruitment and Retention Center](#)
- [Cross Cultural Center](#)
- [Lesbian Gay Bisexual Transgender Queer Intersex Asexual Resource Center](#)
- [Women's Resource and Research Center](#)
- [Student Academic Success Center](#)
  - [Educational Opportunity Program](#)
- [Internship and Career Center](#)
- [Services for International Students and Scholars](#)
- [Center for Leadership Learning](#)
- [Office of the Ombuds](#)
- [Financial Aid and Scholarships](#)
- [Undergraduate Research Center](#)
- [Campus Rec and Unions](#)
- [Transfer Reentry Veterans Center](#)
- [Student Health and Counseling Services](#)
  - [Community Advising Network](#)
  - [Multicultural Immersion Program](#)
  - [Health and Education Promotion](#)

## Training

- [Peer Education and Community Empowerment \(P.E.A.C.E.\)](#)
- [UndocuAlly Program for Educators](#)
- [LGBTQIA Ally Training](#)
- [Health Education and Promotion](#)
- [Staff Development and Professional Services](#)

## Appendix B- Annual of Events

### Fall Quarter

- The BUZZ- Student organizations can sign-up to perform or to volunteer during the summer.
- [Student Organization Leadership Summit](#)- During **Welcome Week**, Center for Student Involvement hosts a half-day conference to help student organization officers prepare for the coming year.
- [Involvement Fair](#)- Student organizations can sign-up to table or to volunteer during the summer.
- Reserving Campus Facilities- Student organizations can start reserving campus facilities for meetings starting the first day of Fall Quarter. Student organization can start reserving campus facilities for special events once they are renewed for the school year.
- Center for Student Involvement Open House- A great way to meet Center for Student Involvement staff and learn more about the services provided by Center for Student Involvement.
- MU and Silo Tables- During the first three weeks of the quarter, student organizations can make reservations for tables outside of the MU and Silo online through MU Guest Services. During the rest of the year, student organizations can make reservations in person at MU Guest Services put to four weeks in advance.
- [Club Finance Council](#), [Beyond Tolerance](#), and [Pepsi Production Funding](#)- Applications open.
- [Fundamentals of Leadership](#)- Students that are officers for student organizations or wish to learn more about leadership can sign-up for this two unit, pass/no pass class with Center for Student Involvement.

### Winter

- Picnic Day- (Student Organization Fair, [Davis Dance Revolution](#), and Parade)- Information about how to sign-up will go out in The Bulletin.
- [Fundamentals of Leadership](#)- Students that are officers for student organizations or wish to learn more about leadership can sign-up for this two unit, pass/no pass class with Center for Student Involvement.
- Reserving Campus Facilities- Student organizations can begin reserving campus facilities for events taking place in Winter Quarter during the last week of Fall Quarter.
- Recruiting CSI Student Staff- Center for Student Involvement begins recruiting student staff members for the following school year during Winter Quarter.

### Spring

- Picnic Day- Normally takes place in April. Student organizations can participate at the Student Organization Fair, by having a food booth, in the parade, or at [Davis Dance Revolution](#).
- Reserving Campus Facilities- Student organizations can begin reserving campus facilities for events taking place in Spring Quarter during the last week of Winter Quarter.
- [Renewing Student Organization Registration](#)- Student organizations can begin renewing their registration with Center for Student Involvement for the following school year starting **May 1**. Once a student organization is renewed for the following year, they can start reserving campus facilities for special events.
- Lower Freeborn Lockers- Student organizations that are registered for the following school year can apply for a locker in Lower Freeborn. Information about how and when to sign-up will be sent in The Bulletin.
- Registration Expiration Date- Student organization registrations will expire each year on **June 30** unless the student organization is already renewed for the following school year.

### Summer

- The BUZZ- Information about signing up for performing and volunteering will be sent out through The Bulletin.
- [Involvement Fair](#)- Information about tabling and volunteering will be sent out through The Bulletin.
- MU and Silo Tables- During the first three weeks of the quarter, student organizations can make reservations to tables outside of the MU and Silo online through MU Guest Services

## Appendix C-The Care and Feeding of Advisors

### Overview

At UC Davis your club is not required to have an advisor, but it is strongly encouraged and recommended. Advisors may be UC Davis staff, faculty, or community members.

### Purpose

Advisors can provide the continuity of information and expertise that might otherwise be lost with the shifting student population. They can supply information that will enable the organization to avoid past mistakes and capitalize on the successes. Give them a real sense of belonging . . . that they are honestly needed . . . because they are!

### Facts about Advisors

Advisors volunteer to work with student organizations because they want to do it, and because they feel they can make a contribution to the organization's success. Advisors are human.

#### *The Student Organization Can Help The Advisor By:*

- Making clear the role they would like the advisor to take in the organization (See Activity below)
- Keeping the advisor informed of the organization's plans and problems.
- Making use of their background of experience with the organization and the campus.
- Working out tentative solutions to problems before going to them whenever possible.
- Observing lines of responsibility. Don't go "over their head" or bypass them entirely.
- Taking the initiative in arranging for regular executive committee meetings with the advisor.
- Inviting them to all activities. Don't take their attendance for granted.
  - Do they attend "free"?
  - Are their families invited?
- Making them feel like a member of the organization.
- Showing an appreciation for their services -- by a letter, by appropriate comments at meetings and other occasions, and by nominating them for campus awards.
- Asking their advice! Ask them to be a "sounding board" for various ideas.
- Reviewing feelings with them concerning their role as advisor.
  - Are they enjoying working with the organization?
  - Would they like to change their advisory role in some way?
- Making sure they have an updated constitution and by-laws of the organization.

### UC Davis Policy on Advisors

#### *Advisors may:*

- Provide information/advice to the group;
- Participate in orienting and training new members and officers;
- Attend group meetings; and
- Participate in discussions

#### *Advisors may not:*

- Select members (but may participate in selection discussion);
- Determine of the direction of the group's programs, goals, or performances;
- Control the group's finances;
- Vote;
- Hold office;
- Reserve campus facilities or represent the group to the University or community.

## Activity

Listed below are some possible expectations student leaders may have of their advisor. The advisor and leaders should each respond to the following items then discuss answers and resolve any differences. For some items, which are determined not to be the responsibility of the advisor, it would be valuable to clarify which officer will assume that responsibility.

For each of the statements, determine whether the function is:

- 1- Essential for the advisor to do
- 2- Helpful for the advisor to do
- 3- Nice, but advisor does not have to
- 4- Would prefer the advisor not do
- 5- Absolutely not an advisor's role

The Advisor Should:

- \_\_\_\_\_ 1. Attend all general meetings
- \_\_\_\_\_ 2. Attend all executive committee meetings.
- \_\_\_\_\_ 3. Call meetings of the executive committee when he/she believes it is necessary.
- \_\_\_\_\_ 4. Explain College policy when relevant to the discussion.
- \_\_\_\_\_ 5. Explain College policy to the executive committee and depend upon the officers to carry them out through their leadership.
- \_\_\_\_\_ 6. Explain university policies to the entire membership at a general meeting once a year.
- \_\_\_\_\_ 7. Schedule an appointment with the president/chairperson before each meeting.
- \_\_\_\_\_ 8. Help the president prepare the agenda before each meeting.
- \_\_\_\_\_ 9. Serve as parliamentarian for the group.
- \_\_\_\_\_ 10. Speak up during discussion when he/she has relevant information.
- \_\_\_\_\_ 11. Speak up during discussion when he/she believes the group is likely to make a poor decision.
- \_\_\_\_\_ 12. Remain quiet during general meetings unless asked for advice.
- \_\_\_\_\_ 13. Exert his/her influence with officers between meetings.
- \_\_\_\_\_ 14. Take an active part in formulating the goals of the group.
- \_\_\_\_\_ 15. Initiate ideas for discussion when he/she believes they will help the group.
- \_\_\_\_\_ 16. Be one of the group - except for voting, holding office, and conducting business on behalf of the group.
- \_\_\_\_\_ 17. Attend all group activities.
- \_\_\_\_\_ 18. Review group finances with the treasurer commitments are made.
- \_\_\_\_\_ 19. Request to see the treasurer's books at the end of each quarter.
- \_\_\_\_\_ 20. Check the secretary's minutes before they are written in final form.
- \_\_\_\_\_ 21. Check all official correspondence before it is sent.
- \_\_\_\_\_ 22. Get a photocopy for all official correspondence.
- \_\_\_\_\_ 23. Be custodian for all group paraphernalia, records, etc. during the summer and between
- \_\_\_\_\_ 24. Keep the official files in his/her office.
- \_\_\_\_\_ 25. Inform the group of infractions of their bylaws, codes and standing rules.
- \_\_\_\_\_ 26. Keep the group aware of its stated objectives when planning events.
- \_\_\_\_\_ 27. Mediate interpersonal conflicts that arise.
- \_\_\_\_\_ 28. Be responsible for planning leadership skills workshops.
- \_\_\_\_\_ 29. State what his/her advisor responsibilities are, or as he/she sees them, at the first meeting of the year.
- \_\_\_\_\_ 30. Let the group work out its problems, including making mistakes and "doing it the hard way."
- \_\_\_\_\_ 31. Insist on an evaluation of each activity by those students responsible for planning it.
- \_\_\_\_\_ 32. Take the initiative in creating teamwork and cooperation among the officers' group.
- \_\_\_\_\_ 33. Let the group thrive or decline on its own merits; do not interfere unless requested to do so.
- \_\_\_\_\_ 34. Be available to assist the group in any conflicts with members of the university staff.
- \_\_\_\_\_ 35. Be familiar with College facilities, services and procedures that affect group activities.
- \_\_\_\_\_ 36. Recommend programs, speakers, etc.
- \_\_\_\_\_ 37. Take an active part in the orderly transition of responsibilities between old and new officers at the end/start of the year.
- \_\_\_\_\_ 38. Advise the group to cancel any activities when s/he believes they have been inadequately planned.

**Please add any other expectations you have for the advisor's role:**

*Adapted from the AntLeader Leadership Series (Special thanks to the Dean of Students Office at U.C. Irvine ) and the Organization and Advisor Manual of the California State Polytechnic University, San Luis Obispo Activities Center*

## Appendix D- Policies and Laws

### Discrimination

Consistent with section 70.10 of the UC Policy on Registered Campus Organizations, organizations will not discriminate on the basis of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition (cancer related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services, except that membership in an officially recognized sorority or fraternity may be limited by gender. This certification shall override any language to the contrary in the organization's bylaws, constitution, or other documents, and approval of this application does not include approval of such contrary documents.

The campus has both formal complaint procedures and an informal advisory system for the resolution of complaints of discrimination or harassment based on race, color, national origin, religion, sex, sexual orientation, physical or mental disability, or age.

#### **Formal Complaints**

As a general rule, formal complaints will not be considered unless a written complaint is filed with the Office of Student Judicial Affairs within 30 calendar days of the time the student could reasonably be expected to have knowledge of the injury allegedly caused by the offensive action.

#### **Informal Complaints**

Students may attempt to resolve their complaints informally, and may seek information and assistance from a variety of campus resources on an informal basis. CSI coordinates all informal complaints as they apply to student organizations. Individuals can submit a complaint form from the CSI office. The Office of Student Judicial Affairs has been designated to coordinate the informal advisory system for student complaints of discrimination, and to provide advisory, investigatory, mediation and conciliation services to students having such complaints. Student Judicial Affairs is located at 3200 Dutton Hall, and may be reached by phone at 752-1128.

Other campus units that students may contact for assistance on an informal basis include:

- Office of Campus Community Relations, 752-2158
- Counseling and Psychological Services (CAPS), 752-0871
- Sexual Harassment Education Program, 752-9255
- Women's Resources and Research Center, 752-3372
- Lesbian Gay Bisexual Transgender Queer Intersex Asexual Resource Center, 752-2452
- Cross Cultural Center, 752-4287
- Graduate Student Association, 752-6108
- The House, 752-2790
- Student Disability Center, 752-3184
- Student Housing Office, 752-1736
- Student Judicial Affairs, 752-1128
- College/Division Dean's offices
- Office of the Ombuds

## Hazing

### UC DAVIS DEFINITION OF HZING

It is against the law for student organizations to conduct any activities which involve "hazing." Violations may result in loss of registration as a student organization, action by the Office of Student Judicial Affairs, or referral to local law enforcement agencies.

Action and activities which may constitute Hazing include, but are not limited to, the following\*:

1. Forms of physical activity not part of an organized, voluntary athletic contest or not specifically directed toward constructive work.
2. Any activity that might reasonably bring physical harm to the individual.
3. Paddling, beating, or otherwise permitting someone to hit another individual.
4. Requiring one to wear any degrading or uncomfortable garments.
5. Depriving one of the opportunity for sufficient sleep (6 hours per day minimum), decent and edible meals, or access to means of maintaining body cleanliness.
6. Activities interfering with one's academic efforts by causing exhaustion, loss of sleep, or reasonable study time.
7. Requiring one to consume large amounts of alcohol.
8. Forcing, coercing, or permitting one to eat or drink foreign or unusual substances such as raw meat, raw eggs, salt water, onions, etc.
9. Having substances such as eggs, paint, honey, etc. thrown at, poured on, or otherwise applied to the bodies of individuals.
10. Morally degrading or humiliating games or any other activities that make an individual the object of amusement, ridicule, or intimidation.
11. Kidnaps, road trips, etc., which are conducted in a manner that endangers the health or safety of an individual.
12. Subjecting one to cruel or unusual psychological conditions for any reason.
13. Any requirement which compels someone to participate in any activity which is illegal, perverse, publicly indecent, contrary to the individual's genuine moral and/or religious beliefs, or contrary to the rules, policies and regulations of the University.

\* These rules apply to undergraduate, graduate, alumni, potential or active members.

### CALIFORNIA HAZING LAW

#### Education Code Sections 32050-32052 "Hazing" 32050.

As used in this article, "hazing" includes any method of initiation or pre-initiation into a student organization or any pastime or amusement engaged in with respect to such an organization which causes, or is likely to cause, bodily danger, physical harm or personal degradation or disgrace resulting in physical or mental harm to any student or other person attending any school, community college, college, university or other educational institution in this state; but the term "hazing" does not include customary athletic events or other similar contests or competitions.

#### Criminal Penalties for Hazing 32051.

No student, or other person in attendance at any public, private, parochial, or military school, community college, college, or other educational institution, shall conspire to engage in hazing, participate in hazing, or commit any act that causes or is likely to cause bodily danger, physical harm, or personal degradation or disgrace resulting in physical or mental harm to any fellow student or person attending the institution.

The violation of this section is a misdemeanor, punishable by a fine of not less than one hundred dollars (\$100), nor more than five thousand dollars (\$5,000), or imprisonment in the county jail for not more than one year, or both.

#### Forfeiture of Funds and/or Loss of University Recognition Due to Participation in Hazing 32052.

Any person who participates in the hazing of another, or any corporation or association which knowingly permits hazing to be conducted by its members by others subject to its direction or control, shall forfeit any entitlement to state funds, scholarships, or awards which are enjoyed by them and shall be deprived of any sanction or approval granted by any public educational institution or agency.

The governing board of any public school, public college, public university or other public educational institution or agency shall adopt rules and regulations to implement this section. If the Attorney General or the district attorney of any county or city has reason to believe that a forfeiture should be declared under this section, he or she may institute a special proceeding in the superior court to establish such forfeiture. Any funds so forfeited shall be deposited in the State Treasury and credited to the State School Fund.

## Fundraising

1. A registered student organizations or sport club must have prior fundraising approval from CSI and must clearly identify itself when raising funds. Sport clubs and Professional School Organizations must have their designated department representative sign the Application to Raise Funds prior to submitting it to CSI.
2. All registered student organizations must have a financial account (campus Agency Account or off campus bank account) in order to raise funds on campus. They must also have a Treasurer/ Financial Officer who maintains accurate records of the group's income and expenses.
3. Individuals are not permitted to raise or solicit funds on campus, with the exception of student government candidates who may solicit funds to participate in student government elections.
4. No individual member may profit from an organization's fundraising on campus nor may a member normally be a paid participant in a fundraising event. This policy is not intended to prevent legitimate and fair compensation when an individual member contributes to the event through their artistic, musical, dramatic or other talent.
5. Student organizations are not permitted to raise funds on campus for the purpose of making rent or mortgage payments. A registered student organization may apply to raise funds on campus for capital improvements on its facilities that it can demonstrate will benefit the organization's program.
6. Student organizations are charged a reservation fee for use of campus facilities for all fundraising activities. The University does not subsidize fundraising on campus by student groups. This fee is currently \$40 per room per day, in addition to any facility rental fees.
7. Student groups sponsoring events on campus that are open to the public and charge admission are required to arrange and report ticket sales and receipts through the Ticket Office.
8. Student organizations or sport clubs planning to use an off-campus or commercial promoter to help sponsor or organize an on-campus event must contact a CSI Advisor for special guidelines before making any arrangements or contractual agreement. Publicity and promotion must make it clear that the function is sponsored by that organization acting in a private capacity and not as a representative of the University.
9. Student organizations and sport clubs may not sign any contracts on behalf of the University or act as its agent.
10. Fundraising approval for donations and table sales will be approved for no more than one quarter at a time.
11. Solicitation of donations in outdoor areas is prohibited except at tables immediately outside the MU and Silo, with prior approval from CSI.
12. All fundraising activities shall comply with licensing and tax laws as well as University and campus regulations.
13. If you are co-sponsoring a fundraising activity with another student organization, all co-sponsoring groups must complete a separate [Application to Raise Funds](#). Your activity will not be approved until all applications are received.

### **SPECIAL FUNDRAISING REQUIREMENTS**

#### **Drawings/Raffles**

State law requires that raffle tickets and raffle contest publicity materials clearly indicate that no purchase or donation is necessary to participate in the contest. Anyone requesting a free raffle ticket must be provided one. Printed tickets must have the name of the organization and, if a dollar amount is listed, the word "donation" must appear.

#### **Food and Beverage Sales**

Food and beverages (other than bake sales) may be sold on campus by student organizations and sport clubs only under limited and specific conditions. These sales require advance training and approval by CSI, Environmental Health and Safety (EH&S), and if applicable, Fire Department to determine compliance with detailed regulations. Food preparation is usually required to take place in a University-approved kitchen. Contact a CSI Advisor for more information.

#### **Poker Tournaments**

Casino nights or poker tournaments can be conducted only under limited circumstances. Poker tournament players cannot win any money or prizes, including trophies, only "bragging rights". Refer to Penal Code 337j(e)(1).

Appendix E- Group Communication Inventory

**Your behavior in your student organization**

	<b>Yes</b>	<b>Sometimes</b>	<b>No</b>
Do you ever ask the other person to tell you how she feels about the point you may be trying to make?	_____	_____	_____
Do you have a tendency to do more talking than other people in the group?	_____	_____	_____
Do people have a hard time hearing you speak?	_____	_____	_____
Do you actively listen when others are speaking?	_____	_____	_____
Do you find yourself not paying attention while in conversation with others?	_____	_____	_____
In discussions, do you let the other person finish talking before reacting to what is being said?	_____	_____	_____
Do you ask for clarification if you don't understand what has been said or decided?	_____	_____	_____
When you are talking, are you aware of how your tone influences how people perceive what you are saying?	_____	_____	_____
When speaking, do you speak slowly enough so people can understand what you are saying?	_____	_____	_____
If the words you use have an unintended negative impact, do try to learn from the experience?	_____	_____	_____
Are you mindful of how non-verbal elements of communication influence the way your message is received?	_____	_____	_____
When giving directions, do you make sure the instructions are understood by those you are talking to?	_____	_____	_____
When interacting with people from a different background, are you considerate of the different communication styles you both bring to the table?	_____	_____	_____
Do you respond to emails/Facebook messages/text messages in an appropriate amount of time?	_____	_____	_____
Are you aware of how easily tone can be misinterpreted in written text?	_____	_____	_____

**Your observations about communication within you student organization**

**Yes      Sometimes      No**

Major points are summarized throughout the meeting. \_\_\_\_\_

People actively listen when others speak. \_\_\_\_\_

Everyone in the group is listened to. \_\_\_\_\_

If a point or a decision is unclear, the group asks questions until we all understand. \_\_\_\_\_

Personal issues do not interfere with our sharing of information and opinions. \_\_\_\_\_

Everyone in the group understands what is happening during meetings. \_\_\_\_\_

Personal issues do not interfere with who is listened to. \_\_\_\_\_

There is a reliable method of communication to stay in contact with members of the organizations. \_\_\_\_\_

Everyone is respectful of the different communications styles members of the organization have. \_\_\_\_\_

All members of the organization, not just officers, have a space to voice their concerns and ask questions. \_\_\_\_\_

Our organization has a consistent “voice” on social media. \_\_\_\_\_

Our organization utilizes social media to engage with members outside of meetings and events. \_\_\_\_\_

Three things that would help our group communicate better are:

Three things I personally can do to improve communication are:

## Appendix F- LISTENING ASESSMENT

This self-assessment can help you become more aware of your listening skills, determine where your strengths are, and discover what aspects you could develop more fully. Circle the number that represents your choice for each question.

	Almost Always	Frequently	Some-times	Almost Never
1. Pay full attention to the speaker's message instead of what that person looks like?	4	3	2	1
2. Assume you know what the speaker will say and quickly start thinking of other things?	4	3	2	1
3. Listen carefully to others whose opinions are different than your own	4	3	2	1
4. Make extra effort when you hear an accent?	4	3	2	1
5. Avoid listening if it will take extra effort to understand?	4	3	2	1
6. Listen without making judgments?	4	3	2	1
7. Let own emotions get in the way?	4	3	2	1
8. Make the speaker think you're giving your full attention even if you're thinking about other things?	4	3	2	1
9. Figure out and acknowledge the feelings that the speaker may be experiencing?	4	3	2	1
10. Attempt to determine the purpose of the communication	4	3	2	1
11. Talk more than listen?	4	3	2	1
12. Become distracted easily by external sounds, people or events?	4	3	2	1
13. Summarize in your own words what you heard the speaker say?	4	3	2	1
14. Turn your listening experience into a learning one, especially regarding differences in people, places and ideas?	4	3	2	1
15. Start thinking what you will say while the speaker is still talking?	4	3	2	1
16. Recognize your "hot buttons" and not let them get in the way of your listening?	4	3	2	1
17. Interrupt without giving the speaker opportunity to finish the thought?	4	3	2	1
18. Check assumptions about the message, the messenger, and the means of communication before you respond?	4	3	2	1

Total the number in each category you have circled on the Self-Assessment questionnaire to get your score.

Your Score: \_\_\_\_\_

Super Listener	59-72
Better than Average	46-58
Average	32-45
Needs Improvement	18-31

## Appendix G- Conflict Management Styles

**Instructions:** Listed below are 15 statements. Each strategy provides a possible strategy for dealing with a conflict. Give each a numerical value using the following scale.

(i.e., 1=Always,, 2=Very often,, 3=Sometimes,, 4= Not very often,, 5= Rarely,, if ever.)

1. \_\_\_\_\_ I explore issues with others so as to find solutions that meet everyone's needs.
2. \_\_\_\_\_ I try to negotiate and adopt a give-and-take approach to problem situations.
3. \_\_\_\_\_ I accept the recommendations of colleagues, peers, and coworkers.
4. \_\_\_\_\_ When there is a disagreement, I gather as much information as I can and keep the lines of communication open.
5. \_\_\_\_\_ I am firm in resolve when it comes to defending my side of the issue because I am usually right.
6. \_\_\_\_\_ When I find myself in an argument, I usually say very little and try to leave as soon as possible.
7. \_\_\_\_\_ I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?
8. \_\_\_\_\_ I find conflicts challenging and exhilarating; I enjoy the battle of wits that usually follows.
9. \_\_\_\_\_ Being at odds with other people makes me feel uncomfortable and anxious.
10. \_\_\_\_\_ To break deadlocks, I would meet people halfway.
11. \_\_\_\_\_ I may not get what I want but it's a small price to pay for keeping the peace.
12. \_\_\_\_\_ I argue my case with peers, colleagues and coworkers to demonstrate the merits of the position I take.
13. \_\_\_\_\_ I try to reach compromises through negotiation.
14. \_\_\_\_\_ I try to accommodate the wishes of my peers and colleagues.
15. \_\_\_\_\_ I avoid hard feelings by keeping my disagreements with others to myself.

**Scoring:** The 15 statements you just read are listed below under five categories. Each category contains the letters of three statements. Record the number you placed next to each statement. Calculate the total under each category. The lower the score.

Collaborating	1. _____	4. _____	7. _____	Total: _____
Compromising	2. _____	10. _____	13. _____	Total: _____
Accommodating	3. _____	11. _____	14. _____	Total: _____
Competing	5. _____	8. _____	12. _____	Total: _____
Avoiding	6. _____	9. _____	15. _____	Total: _____

### Results:

Dominant style: \_\_\_\_\_ (lowest score)

Back-up style: \_\_\_\_\_ (second lowest score)

Least used style: \_\_\_\_\_ (highest score)

Adapted from:

(University of Michigan, Edward Ginsberg Center for Community Service and Learning)