INTRODUCTION

In your efforts to role model authentic leadership as an advisor, allow this handbook to serve as a resource. You will find helpful information including University policies, organizational responsibilities, funding and banking resources, event planning guidelines, and best practices. You will also find ideas for how to encourage your students, both those in positional roles and the general membership, to be in touch with other leadership learning efforts on campus. Should you find any information to be unclear or not addressed, let us know! UCAE Student Involvement is committed to ensuring a positive experience for both our students and the advisors.

FROM UCAE STUDENT INVOLVEMENT

Dear Student Organization Advisors,

UCAE recognizes that student organization advisors play a critical role in the development of students and their organizations. UCAE Student Involvement would like to thank you in advance for all of your contributions and investment during the 2015–2016 academic year. It is important to think of every interaction with your students as a learning and leadership opportunity that we encourage you to take advantage of. Through you, students can better understand their group’s mission and how to positively contribute to campus culture.

Duke University provides students with a wide variety of developmental learning opportunities and resources to become involved on campus and throughout the community. There are currently over 300 registered student organizations here at Duke including academic, athletic, cultural, religious, political, common interest, and fraternities and sororities. As an advisor, you are able to make a difference to these organizations and the way they impact involvement at Duke. Student engagement is at the heart of the Duke experience. The mission of our institution calls upon students to lead while at Duke and beyond. You can help them realize that.

This handbook is intended to assist you in your efforts to actively advise a student organization. If you have any questions, please contact our office at 919–684–4741 or stop by to see us on the second floor of the Bryan Center.

Sincerely,
UCAE Student Involvement

• Why are you advising a student organization?
ABOUT UCAE

University Center Activities and Events

UCAE strives to offer the Duke community and external customers help with event planning and campus programming needs. Our unique teams provide a wide array of services available to Duke community members and campus visitors.

The UCAE Administrative Suite is located in Bryan Center 036 and is open Monday–Friday from 9:00am–5:00pm with the exception of university holidays and closings.

Phone: (919) 684–4741 Fax: (919) 660–1719

Mission

We envision a collaborative organization that harnesses the individual creative talents of a diverse staff and facilitates a model of student learning and development that is unique amongst our peers. Through excellence in both student and event services, we aim to create a holistic environment that incorporates a best practices approach in both the transformational and transactional, where learning and mentorship is embedded within the daily lives of students and staff alike, and resulting in personal development and transferrable skills.

Goals

- An organization that is student–centric and recognizes learning takes place both in and out of the classroom, and that creates opportunities for students to expand their knowledge and skills in new settings.
- An organization that is exemplary of the best practices in entrepreneurship and fosters innovation.
- An organization that provides integrated support services that embrace and further the strategic goals and initiatives of the Division and the University.
- An organization that is agile and resourceful and channels realized efficiencies into furthering the goals and mission of the department.
- An organization that seeks to maximize revenue in order to support department and Division objectives and minimize reliance on general allocation resources.

UCAE TEAM ROSTER

Business and Finance

The Business and Finance team serve every single area within UCAE by ensuring the flow of all financial information runs smoothly and appropriately, as well as supporting student organization finance. The team also manages payroll, revenue collection, invoice payments, student p–card transactions, reimbursements, and more.

Visit them in Bryan Center 036 or contact (919) 660–1774 or ucaebusinessoffice@duke.edu.

Technical and Media Services

Technical & Media Services provides equipment and services across campus, including sound systems, audio–visual equipment, professional media production services and even portable power distribution systems. Whether delivering and setting up equipment across campus or in our Bryan Center Recording Studio, the professional staff of Technical & Media Services is there to help students, faculty and departments across campus.

For questions, please e-mail techservices@duke.edu.

Ticketing and Theater

The Ticketing & Theater Operations team manages campus theatre spaces including Page Auditorium, Reynolds Theater, Baldwin Auditorium, Griffith Film Theater, and Theatre Lab Theater. The full service team provides solutions to all of your event needs including event consultation, production services, event logistics, and online ticket sales for campus events. For questions, please e-mail tickets@duke.edu.

Student Media

The Duke Student Media Collaborative is home to Duke’s student media organizations and serves as the administrative advisory branch for the Duke Student Media organizations, including Duke Student Broadcasting, Small Town Records, Freewater Records, Reynolds Theater, and the Undergraduate Publications Board. Located adjacent to the Duke Recording Studio, the Student Media Center includes student and staff offices, the DSB Studio, and production and editing facilities for students.

Center for Leadership Development and Social Action

LDSA provides developmental learning experiences and resources to enable Duke students to practice effective leadership and inspire positive change within the Duke, local, and global communities.

The Center seeks to advance integrative learning through the Duke University Leadership Framework—a developmental model for leadership, facilitating reflection and connection among various leadership opportunities throughout the Duke undergraduate experience. Through coaching, education, and personal development, the Center strives to create and elevate opportunities for students that encourage ownership of their leadership learning experience while at Duke and beyond. Visit them in Bryan Center 005A or contact (919)684–2911 or leadingatduke@duke.edu.

Student Involvement

The Student Involvement Team is committed to providing a wide variety of ways for Duke undergraduates and graduate students to pursue their interests and actively engage in the Duke and Durham communities. We do this through advising student leaders, coordinating programs, and providing support for student organizations. The Student Involvement Team is responsible for directly advising SOFC, DUJU, and dUARKS, managing DukeGroups, Launch, Arts Annex, DIDA, and offering general advising and support for all student organizations. The Student Involvement Team supports student organizations by providing training, resources, and daily support to student leaders and advisors in all aspects of student organization life.

Visit them in Bryan Center 036 or contact (919) 684–4741 or thesourcestaff–SA@win.duke.edu.

Conferences and Event Services

Whether it’s a theater, a meeting room, or the outdoor plaza, Conference & Event Services can assist with finding the right location, securing rentals, and working through the planning process from concept to completion.

Visit them in Bryan Center 036 or contact (919) 660–1760 or conferenceservices@duke.edu.
THE ROLE OF ADVISORS

The duties of an advisor include:
• Maintaining regular contact and involvement with the officers of their student organization(s)
• Being knowledgeable about the mission, goals and purposes of the student organization
• Helping the group uphold Duke University’s policies and guidelines
• Being familiar and involved with the activities and events of the group
• Providing resources and support for events and usage of spaces

Together, the President and the Advisor:
• Have reviewed the organization’s constitution as well as the Duke Community Standard In Practice
• Understand the financial status of the organization
• Have set general expectations for the advisor and student relationship

Given the myriad purposes, activities, and objectives of various student groups, the role of the Advisor will vary. UCAE Student Involvement believes that supporting student organizations is a team effort. In your role as an advisor, you should be both accessible and interested in the well being of the organization. An advisor accepts the responsibility for being informed about activities of the organization and for advising officers on pertinent policies and procedures. It is our hope that each advisor will maintain regular contact with their group as you will be UCAE’s primary faculty/staff contact for the student organization. Student Involvement is always striving to provide new resources to support advisors in their work and serve as advocates for the overall student organization experience.

You can also play a key role in developing the leadership of your students. Understand your own definition of leadership and communicate that to them. Encourage shared visioning in your interactions with them. When your students show strong acts of leadership, nominate them for recognition! The Center for Leadership Development and Social Action, is a great place to learn more.

UCAE Student Involvement commits to being your first line of support and appreciates your support in the continued process of educating leaders and empowering organizations to have a successful year!

EXPECTATIONS OF ADVISORS

The duties of an advisor include:
• Maintaining regular contact and involvement with the officers of their student organization(s)
• Being knowledgeable about the mission, goals and purposes of the student organization
• Helping the group uphold Duke University’s policies and guidelines
• Being familiar and involved with the activities and events of the group
• Providing resources and support for events and usage of spaces

Together, the President and the Advisor:
• Have reviewed the organization’s constitution as well as the Duke Community Standard In Practice
• Understand the financial status of the organization
• Have set general expectations for the advisor and student relationship

BENEFITS OF ADVISING

• The satisfaction of seeing and helping students learn and develop new skills
• Developing a personal relationship with students
• Furthering personal goals or interests by choosing to work with an organization that reflects one’s interests
• Getting to work with a group year after year and see the organization grow
• Making an impact on the lives and experiences of student leaders
WHAT MAKES AN ALL-STAR ADVISOR?

Here is what it takes to be an outstanding student organization advisor, from the perspective of student leaders. These quotes were taken from the 2015 STAR Advisor Award nominations. To find out more about the STAR Advisor Award, see the Recognition page in this handbook.

“Dr. Stewart has not only been actively helping our organization in developing some of our Duke ACE’s signature programs, but she has also continued to give us insights into the ways of which different cultural and social backgrounds affect one’s educational success.”—Guang Nguyen, Duke Alliance for Citizenship and Education of the Under-Resourced

“Dr. Clifford has been an integral part of our operations, whether it be in managing administrative challenges, serving as a wealth of information on the Latino community in Durham, or providing feedback on new ideas and directions we have considered taking the organization.”—Joshua Latner, Gente Aprendiendo para Nuevas Oportunidades

“Kristin has provided the student leaders with opportunities to attend leadership workshops, travel across the state, converse with student leaders from other schools, share our ideas and models more broadly, and collaborate with diverse minds with similar missions. Kristin instills the value of the student-advisor relationship.”—Arianna Price, LEAPS

“Alli has endless energy and enthusiasm, which motivates me to do great things. As an advisor, she truly cares about her students and has been able to maintain a professional/ productive relationship with me that is also personal and friendly. I know she can help me with anything DUU related and I feel comfortable going to her with any personal or outside problems, too.”—Christina Oliver, DUU Annual Events

“Adam helps us plan and execute more ambitious goals and inspires us to become a better chapter by strengthening our bonds with each other while simultaneously improving our relationships with our International Fraternity and Duke’s campus. He has facilitated a very successful year in our chapter, where we have seen greater performance in every domain.”—Jonathan Kersky, Sigma Chi

“Marianne is more than an advisor–she is our biggest cheerleader, our best teammate, and always making wise cracks in meetings. She goes above and beyond to make sure we have the resources to execute our mission and to encourage and challenge us in the short term and the long term. We couldn’t do what we do without her!”—Kesley Richards, Nasher Student Advisory Board

“Tearria goes above and beyond as an advisor. She is not only resourceful in providing students the means by which they can carry out programming events, but continuously makes an effort to support the students she advises. She helps us navigate our college experiences and cultivates our potential, helping to mold us into leaders.”—Chidinma Nnoromele, DUU Innovations

TEAMWORK AND COLLABORATION

You and your student organization are an important part of the larger Duke community. One of the best ways to support your students is to connect them with others across that community. Here are some strategies to model and encourage collaboration with others outside of your student organization:

- Be open-minded to your students’ ideas
- invite other people from across the community to your student group to host meetings or events
- open up your space for student group to host meetings or events
- keep up with things happening around campus and discuss them with your students
- Invite other offices to do presentations at group meetings
- challenge your students to exceed their own expectations, while providing support and encouragement
- Help your students prepare for their next steps after graduation
- connect your students to opportunities in other organizations or offices
- connect your students to colleagues with similar interests and opportunities
TOP 10 ADVISOR DO’S AND DONT’S

Do

1. Assist officers with procedural matters. Be knowledgeable of the organization’s purpose and constitution and help the general membership adhere to them.
2. Empower students to take action and to take satisfaction in seeing the student organization succeed.
3. At the beginning, develop clear expectations about the role of the advisor and your relationship to the organization.
4. Read the group’s constitution.
5. Enjoy the impact you can have on the students’ development. Help to develop the leadership potential within the group.
6. Be visible and choose to attend group meetings and events. At the same time, know your limits. Establish an attendance schedule at organization meetings, which is mutually agreed upon by the advisor and the student organization.
7. Encourage feedback!
8. Be consistent with your actions. Model good communication skills and listening skills. Develop good rapport.
9. Allow the group to succeed, and allow the group to fail. Learn when to speak when not to speak. Remember to let the students make the decisions while you provide guidance and advice.
10. Reach out to UCAE for assistance!

Don’t

1. Run the meetings.
2. Manipulate the group, impose, or force your opinions.
3. Tell the group what to do, or do the work of the president or other members of the executive board.
4. Take ownership of the group.
5. Be afraid to let the group try new ideas.
6. Assume the group handles everything okay and doesn’t need you.
7. Assume the organization’s attitudes, needs and personalities will remain the same year to year.
8. Plan your organization’s events.
9. Spend your organization’s money.
10. Say “I told you so.”

Model Leadership

SHARE YOUR KNOWLEDGE

Empower The Future

INSPIRE GREATNESS
UNDERSTANDING THE ORGANIZATION

Student Organization Registration
Registration is an annual process submitted in DukeGroups to ensure that we have updated information for your group. Advisors are not allowed to register student organizations in DukeGroups as the person submitting the registration will automatically become the primary contact in the system. This process includes but is not limited to updating the organization’s profile picture, interests, categories, roster information, and constitution.

There are five different types of undergraduate student organizations at Duke: SOFC Chartered, SOFC Recognized, Departmental, Greek, and Residential. As you can see in this flowchart, each type comes with different requirements. If you’re not sure of your organization’s type, you can find this information on their DukeGroups profile at dukegroups.com. This flowchart is also available on the UCAE website.

ACCOUNTABILITY

This outline is provided to create a transparent, common foundation and consistent accountability process. There are three levels of student group accountability, each with corresponding minimum action. Each level provides the ability to connect with UCAE Student Involvement to proactively support the group and limit further inappropriate actions. Keep your organization out of the penalty box by helping them interpret and follow University and UCAE policy.

LEVEL 1: WARNING
FIRST AND/OR MINOR INFRACTION
Formal e-mail to group president, treasurer, and advisor which will include:
• An overview of the infraction and restatement of expectations
• A list of appropriate support services, programs, and resources

Notification of warning may be shared with appropriate Duke staff as necessary

Further violations may result in an escalation to a higher level

LEVEL 2: AT-RISK
CONTINUED AND/OR MODERATE INFRACTION
Formal e-mail to group president, treasurer, and advisor which will include:
• An overview of the infraction and restatement of expectations
• A list of appropriate support services, programs, and resources

Added to the At Risk Organizations List, which is shared with the Division of Student Affairs staff and campus partners
• Organizations are removed from the At Risk List after new presidents and treasurers are appointed/elected, and incoming leadership and advisor have completed the Action Plan Meeting with UCAE Student Involvement, Advisor, President, and Treasurer to discuss an action plan for preventing future issues
All organization members required to complete online training

Further violations may result in an escalation to a higher level

LEVEL 3: FROZEN
CONTINUED AND/OR SEVERE INFRACTION
Actions from previous levels, plus:
• Organizations are removed from the Frozen Organizations List and placed on the At-Risk Organizations List after a minimum of one month and compliance with all expectations discussed at the required meeting with UCAE Student Involvement
Loss of privileges
• Fund code frozen resulting in an inability to access funds
• Inability to reserve event spaces
• Inability to host events
• Organization hidden from directory search in DukeGroups

Stop & Reflect

• What need does your organization fill on campus?
• How can you use your campus connections to the group’s advantage?
IMPORTANT POLICIES

This is a brief overview of the most frequently asked about student organization policies. These are only summaries of the policies—more detailed descriptions of each policy are available online. This list is also not comprehensive and policies can change throughout the year as student organization needs change. Student organizations are expected to follow all University, UCAE, and DCS policies and should regularly check the UCAE website.

UCAE Policies
UCAE is a dynamic organization that aims to provide exceptional services. UCAE is constantly changing with the landscape of the University and adapting to student needs and culture. That being said, internal policies are also dynamic to make the experience of student organizations as smooth and successful as possible. Students are expected to check the UCAE website regularly to stay informed on the most up-to-date policies.

The Duke Community Standard
The Duke Community Standard expresses a standard for behavior—a set of expectations of students who claim membership in Duke’s learning community. All incoming undergraduates, upon admittance to Duke, are required to sign a pledge to adhere to these values and to conduct themselves in accordance with these values throughout their undergraduate careers. The DCS, thus, is a statement of principles. The specific policies, or rules and regulations of the university, define the conduct for which students can be held accountable. For more information, please visit http://studentaffairs.duke.edu/conduct/aboutus/duke-community-standard

How do you ensure that your group follows all policies in an appropriate way?

Stop & Reflect

• How do you ensure that your group follows all policies in an appropriate way?

Approved caterers
Facilities and meeting rooms reserved by UCAE must adhere to the approved caterers list.

Contracts
Students can never sign contracts on behalf of their student organizations. All student event contracts should be submitted to university staff for review and signing.

Noise
Duke University restricts the times when outdoor amplified sound is permitted. Times vary depending on event location and day of the week and students cannot have outdoor amplified sound during restricted hours.

Chalking
Chalking is prohibited on any surface, including, but not limited to sidewalks, archways, and benches.

Gambling
It is against North Carolina state law and Duke University policy to gamble. Poker nights, casino games, and raffles are only permitted if no buy-in is required and no real money is exchanged.

Trademark and Licensing
When ordering customized items including t-shirts, giveaways, and awards, student organizations are required to use vendors approved by the Office of Trademark & Licensing. Use of certain Duke images, such as the chapel, are restricted. Student organizations must also go through the Office of Trademark & Licensing to register a domain name for their student organization website.

Events with Alcohol
Student events with alcohol can be either BYOB or distribution by a Duke Dining approved university bartender but never both. All student events with alcohol must have trained party monitors present and be registered in DukeGroups.

Fundraising/Donations
Donations to student organizations are not tax deductible. UCAE must pre-approve any donations to student organizations exceeding $999. Due to e-commerce regulations, student organizations cannot use online crowdfunding sites including, but not limited to, Kickstarter and GoFundMe.

Sponsored corporate solicitation
Student organizations bringing an outside corporation or organization to campus to table or host an event must receive approval from UCAE to bring the company to campus before the event.

Off-Campus event Protocol
All student organizations coordinating or participating in a field trip or sponsoring an off-campus event must have participants complete the Duke University Participation Agreement.

Stop & Reflect

• How do you ensure that your group follows all policies in an appropriate way?

Stop & Reflect

• How do you ensure that your group follows all policies in an appropriate way?
EVENTS AND PROGRAMS

Student organizations may host events any time during the academic year, except during reading period, exams, and new student orientation, unless authorized by the Vice President for Student Affairs, the Vice Provost and Dean of Undergraduate Education, or their designee. The university reserves the right to withhold event hosting privileges if proper advance arrangements are not secured.

Event Registration

Student organizations are encouraged to register any events in DukeGroups, but they are required to register events that meet any of the following criteria at least two weeks prior to the event date:
- Estimated Attendance of 100+
- Alcohol Present
- Outdoor Amplified Sound
- Outdoor Recreation Event
- Political Event
- Contracts and/or Paid Performer or Speaker
- Off Campus Attendees/Participants (including Minors)
- Charging Admission
- Pickets, Protests, and/or Demonstrations

To register an event, students can follow these steps:
Step 1: Log in to dukegroups.com
Step 2: Go to “Your Name” (top menu), “Memberships”
Step 3: Select their Organization and click “Organization Site”
Step 4: Go to “Events” (left menu)
Step 5: Click “Create Event”

In order for a student to see the “Create Event” button the student will need to be an “Event Planner” on the roster. The president/treasurer can make any student in the organization an event planner by going to roster manage roster edit positions next to the student’s name.

Students are encouraged to register their events as soon as they have an idea and have submitted a space request. They no longer need to wait until the space has been confirmed and all details of the event have been finalized. The form will help them with this process so the sooner students register their events, the more assistance they’ll have with successfully planning their event!

Approved Caterers

The caterers listed on the following website have been approved for providing catering service on the Duke University campus. They have complied with Duke University requirements for liability insurance and work from a Department of Health inspected facility. Select a company name for additional contact information.

Visit the UCAE website to view the approved caterers list.

For a complete list of policies please consult the Duke Community Standard, Student Organization Handbook, and the UCAE Website.

LEGAL INFORMATION

Advisors do have potential liability exposure, and should understand their obligations to actively and effectively provide advice (“legal duty of care”) to the organization to the extent advisors become the subject of claims or other liabilities as a result of their role, they are covered by the University’s liability insurance programs so long as the alleged acts giving rise to the claims/liabilities fall within the scope of their official duties.

Hazing

Duke University defines hazing as any action taken or situation created, whether on or off university premises, that is harmful or potentially harmful to an individual’s physical, emotional, or psychological well-being, regardless of an individual’s willingness to participate or its bearing on his/her membership status. As a student organization advisor, it is important that you discuss hazing with your members, work to prevent it from occurring, and report any incidents to administration. For more information, visit Duke hazing website at http://studentaffairs.duke.edu/conduct/z-policies/hazing.

Title IX of the Education Amendment Act of 1972 requires all entities receiving any form of federal funds and financial assistance to prohibit sex discrimination in their education programs and activities. Title IX applies to all aspects of education and programs at Duke University. Sexual harassment is a form of discrimination prohibited by Title IX. Student organization advisors should work to prevent these situations from occurring, as well as report any incidents to administration. To report an incident, submit a DukeReach report at www.studentaffairs.duke.edu/dukereach1/reporting-concern. For more information, visit http://web.duke.edu/privacy/harassment.html or contact Duke University’s Director of Title IX Compliance.

FERPA

Duke University adheres to a policy of compliance with the Family Educational Rights and Privacy Act (FERPA). The policy permits students to inspect their education records, limits disclosure to others of personally-identifiable information from education records without students’ prior written consent, and provides the students the opportunity to seek correction of their education records where appropriate. This is important to keep in mind in the case of organizations with grade point average requirements. Visit www.registrar.duke.edu/student-records for more information.

Stop & Reflect

- How do you advocate for your student group?
- Have you considered attending an event put on by your student group?
### The Student Organization Funding Committee

The Student Organization Funding Committee (SOFC) is the primary group on campus responsible for the recognition and funding of student groups. SOFC allocates the DSG portion of the student activities fee, which is included in all undergraduate students’ tuition. They allocate approximately $700,000 annually through the annual budget and event funding.

#### The Role of SOFC

The SOFC is an up to 17-person undergraduate committee elected by the Duke Student Government Senate to allocate student activities fee to recognized and chartered student groups. The main duties of the SOFC are:

- Reviewing and recommending emerging student groups for recognized and chartered status.
- Overseeing the Programming Fund, which is open to all recognized and chartered groups.
- Running the Annual Budgeting process, through which money is allocated to chartered groups for the upcoming year.
- Reviewing and recommending emerging student organizations for recognized and chartered status.

#### Annual Budget Funding

Only SOFC chartered organizations can apply for annual budget funding. This funding is for capital expenditures and member-only events. A capital expenditure is an item that is not meant for a specific event or that will be reused for multiple events. Some examples of capital expenditures include office furniture, cooking equipment, paintbrushes, organization banners, etc. Member-only events include retreats, conferences, competitions, and other events that can only be attended by members of the organization. SOFC reviews annual budget requests once a year in the spring semester for the upcoming academic year.

#### Event Funding

Both SOFC chartered and recognized organizations can apply for event funding. Event funding is allocated to student organizations on a rolling basis and is for expenses related to a specific event the organization is hosting. Student organizations can submit event funding applications through the SOFC website every week. Applications must be submitted by Saturday for review at the following Tuesday’s SOFC meeting. After submitting an application, SOFC will contact the organization to set up a time for the organization to present about its event at the next Tuesday meeting. Applications must be submitted at least two weeks before the event date.

### Funding Application Tips

Be very specific! For example, SOFC wants to see exactly where the organization is getting food from and how many people the group is serving. Don’t just write “food for 25” or “pizza for 25”. Instead, write “5 pizzas from Enzo’s, $14.99 each”.

Have a wide spread marketing plan for the event. The event must be open to all undergraduate students so the marketing must include ways for students not involved in the organization to find out about the event. Emailing the organization’s listserv is not enough.

Don’t ask for funding for items that SOFC can’t fund (see above list).

Explain what items are, especially if they are unique to the organization. Don’t assume that the members of SOFC will know what is meant. If you can, include a link to the item online in the description line.

Fill in a detailed description of the event in the box at the top of the application.

Apply early! SOFC will not fund anything that has been previously purchased, so the earlier funding applications are submitted the more student organizations can receive funding for and the less stressful the event planning is.

### OTHER FUNDING SOURCES

#### University/Cultural Fund

The Center for Multicultural Affairs administers the University/Cultural Fund each year. There are two calls for funding proposals: once in the Fall and once in the Spring of each academic year.

**Purpose**

The University/Cultural Fund provides student organizations with financial resources to develop programs that promote any of the following: arts, co-curricular education, health and safety, multiculturalism and diversity, university/community service, and/or cross-cultural collaboration.

**The University Fund**

The mission of the University Fund is to support programming that enhances the Duke student experience. The Center for Multicultural Affairs administers the U/F Fund each year with two calls for funding proposals: once in the Fall and once in the Spring.

**The Cultural Fund**

The mission of the Cultural Fund is to support student cultural organizations with more consistent funding for long-standing signature programs. The Office of the President established the Cultural Fund.

For more information regarding guidelines, application questions, reminders, etc. please visit studentaffairs.duke.edu/cma/universitycultural-funds

#### LEADERSHIP DEVELOPMENT AND CONFERENCE TRAVEL FUND

The UCAE Leadership Development & Conference Travel Fund is available to undergraduates who seek financial support to participate in leadership conferences and activities (e.g., conferences, workshops, training) that relate to their current roles in the Duke community and benefit their overall Duke experience.

A reimbursement of up to $150.00 is awarded on a one-time per academic year basis. Please note that this fund is for individual requests and is not designed for group submissions. In order to serve as many students as possible, no more than two students will receive funding to attend the same program.

This fund is not available for academic-related travel (for a class project or individual research interests) or competitions/tournaments without a workshop, training, or conference component.

Undergraduate students can apply by submitting an application at www.dukecampuslabs.com/budgeting at least two weeks prior to the activity for which funding is being requested. If the application is approved, the student will receive instructions regarding submitting receipts and reports to the UCAE business office in order to receive a reimbursement.

Here are some of the places Travel Fund recipients traveled to last year:

- Society of Women Engineers National Conference—Los Angeles, CA
- 4th National Students for Justice in Palestine Conference—Boston, MA
- The 2014 World Summit of Nobel Peace Laureates—Rome, Italy
- Unite for Sight: Global Health & Innovation Conference—New Haven, CT
- American College Dance Association—Milledgeville, GA
- College Unions Poetry Slam Invitational—Richmond, VA
BUSINESS AND FINANCE

Our Philosophy
The Presidents and Treasurers are expected to visit the Business and Finance Office to complete all financial transactions. We want the advisors to know and understand the financial processes as well, but only the students are able to complete transactions.

The UCAE Business and Finance Office supports undergraduate student organizations (including Greek organizations), graduate student organizations and house/selective living accounts. All financial transactions for each organization/account must be initiated through the UCAE Business & Finance Office. This office is available to answer financial questions and assist students in completing financial transactions.

Types of services provided:
• Assistance in making payments via:
  P-Card (credit card)
  Reimbursement
  Cash Advance
  Check
• Provide Fund Code balance and list of transactions
• Transfer funds between organizations/accounts
• Deposit cash and/or checks into Fund Code

Additional information, along with step-by-step instructions, can be found at https://studentaffairs.duke.edu/ucae/finance

Office Hours:  Monday–Friday 9:00am–4:30pm
Location:  2nd floor of the Bryan Center beside McDonald’s, UCAE Suite
Contact:  ucaebusinessoffice@studentaffairs.duke.edu

The Business and Finance Office now offers a Transaction Log in order to record organizational income and expenses. We encourage you to help your organization as it uses this tool to keep track of its finances.
RECOGNIZING STUDENT ORGANIZATIONS AND LEADERS

Balancing academics and work as a student leader can be rough. As an advisor, you are in a unique position to provide support and motivation for your student leaders. Here are some great ways to boost morale and cheer on your organization:

- Written thank-you notes
- Nominate them for Got Caught Leading
- Surprise them with their favorite snacks
- Give shoutouts in group meetings or e-mails
- Give end-of-the-year appreciation gifts
- Forward positive or praising e-mails
- Plant gratitude: tell others to check in when people are struggling
- Send praise through texts after meetings
- Pass along information about other cool opportunities outside of their position in your organization
- Offer recommendation letters
- Grab lunch or coffee to reflect and discuss the organization
- Make note of large events in their lives such as exams or dance recitals and check up on them
- Know when their birthday is and help them celebrate
- Find out their goals for their personal leadership development or for the organization, then help them reach them. Recognize when they do!
- Nominate them for awards at the end of the academic year
- Bring snacks to a group meeting
- Simply pass on words of encouragement or praise for a job well done

GOT CAUGHT LEADING!

The Center for Leadership Development and Social Action’s Got Caught Leading program is a way to recognize non-positional student organization members who have made contributions to their group. If you see a student creating change and working hard as a leader, let the office know! E-mail leadingatduke@duke.edu, and we will contact the student provide them with a token of recognition!

THE STUDENT ORGANIZATION LINE UP

The Student Organization Line Up is the recognition process being used by UCAE Student Involvement to recognize great work that student organizations are doing at Duke. Groups that have completed student organization requirements, attended Student Life programming initiatives, and hosted programs will be recognized for their efforts. Recognition will occur monthly for the duration of the academic year in the Source, on the UCAE window, and in multiple e-mails and newsletters. At the end of the year, all recipients will be invited to the In The Spotlight reception for recognition of their accomplishments. More information is available at www.studentaffairs.duke.edu/ucae/student-organizations/student-org-line

HEADLINER

This category will recognize one outstanding student group on campus each month that has gone over and beyond the requirements of being a student group.

Up & Comers

This category will recognize several groups that have made an impact on campus.

Opening Acts

This category will recognize all the new student organizations that have been established in the current academic year.

STAR Advisor Award

This one’s for you! The STAR Advisor Award is given annually to the university administrators and/or faculty members who, through their individual efforts, have aided in the development of students outside of the classroom.

Nomination Process

Nominations will be accepted in person, via webform, and through video submission. Please e-mail submissions to tearria.beck.scott@duke.edu with “Student Organization Line Up Nomination” as the subject line, and include the following information:

- Date
- Student Organization Name
- Student Organization Contact Info
- Nominated By
- Department/Job Title
- Your Contact Info
- Reason for nomination (as detailed as possible)

GOT CAUGHT LEADING!

The Center for Leadership Development and Social Action’s Got Caught Leading program is a way to recognize non-positional student organization members who have made contributions to their group. If you see a student creating change and working hard as a leader, let the office know! E-mail leadingatduke@duke.edu, and we will contact the student provide them with a token of recognition!

THE STUDENT ORGANIZATION LINE UP

The Student Organization Line Up is the recognition process being used by UCAE Student Involvement to recognize great work that student organizations are doing at Duke. Groups that have completed student organization requirements, attended Student Life programming initiatives, and hosted programs will be recognized for their efforts. Recognition will occur monthly for the duration of the academic year in the Source, on the UCAE window, and in multiple e-mails and newsletters. At the end of the year, all recipients will be invited to the In The Spotlight reception for recognition of their accomplishments. More information is available at www.studentaffairs.duke.edu/ucae/student-organizations/student-org-line

HEADLINER

This category will recognize one outstanding student group on campus each month that has gone over and beyond the requirements of being a student group.

Up & Comers

This category will recognize several groups that have made an impact on campus.

Opening Acts

This category will recognize all the new student organizations that have been established in the current academic year.

STAR Advisor Award

This one’s for you! The STAR Advisor Award is given annually to the university administrators and/or faculty members who, through their individual efforts, have aided in the development of students outside of the classroom.

Nomination Process

Nominations will be accepted in person, via webform, and through video submission. Please e-mail submissions to tearria.beck.scott@duke.edu with “Student Organization Line Up Nomination” as the subject line, and include the following information:

- Date
- Student Organization Name
- Student Organization Contact Info
- Nominated By
- Department/Job Title
- Your Contact Info
- Reason for nomination (as detailed as possible)

GOT CAUGHT LEADING!

The Center for Leadership Development and Social Action’s Got Caught Leading program is a way to recognize non-positional student organization members who have made contributions to their group. If you see a student creating change and working hard as a leader, let the office know! E-mail leadingatduke@duke.edu, and we will contact the student provide them with a token of recognition!
Welcome to The Source (Student Organization Resource Center), where you will find all you need to make your student organization a successful one! Located in the UCAE office on the second floor of the Bryan Center, at The Source we are committed to making things as easy and understandable as possible so you can focus on your mission and goals!

Students also have access to advertising materials, computers and copying, and work/study spaces.

RESOURCES AND SERVICES

Student Activities Fairs
Student Activities Fairs take place during First Big Week, and occasionally there is one held in the Spring semester. These fairs provide an opportunity for students to connect with registered student organizations here at Duke. Student organization members staff tables where they can recruit new members and distribute information about their organization to the Duke community.

Student Organization Mailboxes
If your student organization needs a quick, free, and easy way to send and receive mail, the UCAE suite has them covered! Located just inside the office (036 Bryan Center), in the Source, there are approximately 60 mailbox spaces available to student organizations.

Meeting Spaces
As a recognized student organization, groups have access to free and discounted space venues. Please visit the UCAE website for more information about space reservations.

Duke Innovative Design Agency (DIDA)
The Duke Innovative Design Agency is a student-staffed full-service marketing group available to all officially recognized student groups. DIDA offers a wide range of services including branding, graphic design, multimedia production, marketing strategy, and web design. To inquire about DIDA services, please fill out an official form online at didacube.org/html/. Services are subject to availability.

Student Groups Weekly Newsletter
Each week, UCAE sends out an e-newsletter to student organization leaders and advisors. This newsletter contains important announcements for student groups throughout the year, so be sure you are listed as you organization’s advisor on the DukeGroups roster. Student organizations can also submit announcements for this blast weekly using the link found on the UCAE website.

DukeReach
DukeReach directs students faculty, staff, parents, and others to the resources available to help a student in need. DukeReach is located in the Dean of Student Office and works with departments and groups across campus and in the community, including Housing, CAPS, Student Health, community health providers, the Academic Resource Center, and more. For more information or to report a concern, visit http://studentaffairs.duke.edu/dukereach1

DukeGroups
DukeGroups is an online student organization directory encouraging growth, development, and participation in student involvement.

DukeGroups allows student organizations to:
- Display their information in the public listing
- Display their information in the space reservation approval list
- Store important documents (Constitutions, rosters, minutes, etc.)
- Advertise events (both public and private)
- Manage and contact membership
- Complete student organization registration and re-registration processes
- Register for student activities fairs, training sessions, and other UCAE-sponsored opportunities
- Coordinate online polls and elections

DukeGroups allows students to:
- Find information about any recognized student organization
- Create an involvement record
- Manage and track involvement
- RSVP to events
- Create an individual profile

26 27
THE DUKE LEADERSHIP FRAMEWORK

Learning Objectives

- Students will explore dimensions of self, including identity, integrity, and values.
- Students will demonstrate congruence between their values and beliefs and their actions.
- Students will develop reflection skills to view and understand their experiences through multiple lenses and contexts.
- Students will develop cultural competency and an understanding of difference.
- Students will seek diverse voices and multiple perspectives in order to identify, organize, and mobilize their communities around shared goals.
- Students will engage formal and informal networks to act collectively for change.
- Students will understand the relationship among people, processes, and systems in order to act with purpose, civility, and intention in their communities.
- Students will actively reflect upon experiences and opportunities, applying their acquired knowledge in service to others.
- Students will employ creative problem solving when approaching community issues.
- Students will explore dimensions of self, including identity, integrity, and values.
- Students will demonstrate congruence between their values and beliefs and their actions.
- Students will develop reflection skills to view and understand their experiences through multiple lenses and contexts.

Is your event a leadership learning opportunity? Will students be gaining leadership skills? Feel free to add this logo to your flyer to identify it as such! Questions on how to use the logo can be sent to leadingatduke@duke.edu

Leadership Starts Here

The mission of LAUNCH, a student–led program supported by UCAE Student Life, is to enhance student involvement and leadership development at Duke University. The LAUNCH team provides web-based resources, individual and executive board appointments, retreat planning assistance, and workshops to facilitate peer–to–peer development for the purpose of enhancing individuals and groups in the Duke community.

Services Provided by LAUNCH:
- Individual appointments: assist students with finding involvement opportunities on campus
- Executive board appointments: assist student organization executive boards with identifying areas for improvement and developing/implementing solutions
- Workshops: provide advanced education and training on specific topics relevant to students and organizations
- Retreats: help student organizations effectively plan retreats to maximize benefit for individuals attending and the organization as a whole
- Online resources: provide increased resources and make information available to students 24/7 via the LAUNCH website

Topic Areas LAUNCH Specializes In:
- Budgeting/Finance: How to create and manage a budget, fundraising tips, maximizing your organization’s money
- Transitioning: how to retain valuable information about an organization, effectively pass along that information to new leaders, and train and develop future leaders
- Public relations: how to craft an image for your organization, repair a damaged image, and recruit new members
- Teambuilding/Retention: how to keep members engaged, build group cohesion, and facilitate teambuilding activities
- Involvement: How to match interests with involvement opportunities and apply co-curricular involvement to post graduation goals

To learn more about the LAUNCH team or to request one of our services, visit www.dukelaunch.org

To learn more about the LAUNCH team or to request one of our services, visit www.dukelaunch.org
ADDITIONAL RESOURCES

Online


Student Org Handbook
https://studentaffairs.duke.edu/ueae/student-organizations/student-organization-handbook

Print

UCAE Website
http://studentaffairs.duke.edu/ueae


Time management Analysis

Directions: Have the student log all his or her activities for the course of one week on an Activity Log. The log should include time spent sleeping, getting ready in the morning, being in classes, going to and from classes, eating, watching television, and so on. All twenty–four hours of each day should be accounted for. Following the student’s completion of the log, meet with him or her to analyze the information in order to plan accordingly.

1. Analyze the present situation by asking the student to respond to the following questions:
   a. How are you presently using your time?
   b. What are your time–wasting activities?
   c. For which activities do you have control of the amount of time you spend?

2. Have the student establish priorities for a given week.

3. Have the student set goals for the amount of time for each activity.

4. Have the student schedule the week according to the priorities set.

5. Have the student experience the week and record any modification to the schedule

6. Meet with the student to analyze the modification and develop another week’s schedule

Adapted from Student Organization Advisor Handbook, University of South Florida

SMART Goals

Goal: ___________________________________________________________________________________________

Verify that your goal is SMART.

Specific: What exactly will you accomplish? Think about who is involved, what you want to accomplish, where, and within what time frame. Keep in mind your reason for setting this goal.

Measurable: How will you know when you have reached this goal? Establish concrete criteria for measuring progress to keep you on track.

Attainable: Is achieving this goal realistic with effort and commitment? Do you have the resources to achieve this goal? Balance this without making the goal too simple.

Relevant: Why is this goal significant to your life?

Timely: When will you achieve this goal? Set a deadline for yourself
THE ROLE OF THE ADVISOR CHECKLIST

Directions: The advisor and each officer should respond to the following items, and then meet to compare answers and discuss any differences. For any 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 statement, respond according to the following scale:
1 = Essential for the advisor
2 = Helpful for the advisor to do
3 = Nice, but they don’t have to
4 = Would prefer not to do
5 = Absolutely not an advisor’s role

1. Attend all general meetings
2. Store all group paraphernalia during the summer and between changeovers of officers
3. Attend all executive committee meetings
4. Keep official file in his/her office
5. Attend all other organizational activities
6. Inform the group of infractions of its bylaws, codes and standing rules
7. Explain university policy when relevant to the discussion
8. Keep the group aware of its stated objectives when planning events
9. Help the president prepare the agenda before each meeting
10. Mediate interpersonal conflicts that arise
11. Serve as a parliamentarian of the group
12. Be responsible for planning a leadership skill workshop
13. Speak up during discussion
14. State perceptions of his/her role as advisor at the beginning of the year
15. Be quiet during general meetings unless called upon
16. Let the group work out its problems, including making mistakes
17. Assist organization by signing forms only
18. Preside at meetings
19. Attend advisor training offered by the University
20. Take the initiative in creating teamwork and cooperation among officers
21. As with TELL, the advisor takes responsibility for identifying the problem and arriving at a solution. But rather than simply announcing it, they take the additional step of persuading their students to accept the decision. They recognize possible resistance and seek to reduce resistance by their actions.
22. As with TELL, the advisor takes responsibility for identifying the problem and arriving at a solution. But rather than simply announcing it, they take the additional step of persuading their students to accept the decision. They recognize possible resistance and seek to reduce resistance by their actions.
23. As with TELL, the advisor takes responsibility for identifying the problem and arriving at a solution. But rather than simply announcing it, they take the additional step of persuading their students to accept the decision. They recognize possible resistance and seek to reduce resistance by their actions.
24. As with TELL, the advisor takes responsibility for identifying the problem and arriving at a solution. But rather than simply announcing it, they take the additional step of persuading their students to accept the decision. They recognize possible resistance and seek to reduce resistance by their actions.

Advising Style Inventory

Instructions: There are nine sets of words listed below. Rank order each set of words, assigning a 1 next to the word which best characterizes your leadership style, and so on. Be sure to assign a different rank to each of the four words in each set. Each word should have a number, 1-4. Now, total the columns, using only the sets of numbers below corresponding letter in the scoring section.

1. ___ forceful
2. ___ decisive
3. ___ expert
4. ___ resolute
5. ___ authoritative
6. ___ commanding
7. ___ direct
8. ___ showing
9. ___ prescriptive

T

S

C

J

234578
136789
234589
136789

Scoring

TELL – The advisor identifies the problem, considers alternative solutions, chooses one of them and the reports this decision for implementation. They may or may not give consideration to what they believe their students will think or feel about this decision. In any case they provide no opportunity for them to participate.

SELL – As with TELL, the advisor takes responsibility for identifying the problem and arriving at a solution. But rather than simply announcing it, they take the additional step of persuading their students to accept the decision. They recognize possible resistance and seek to reduce resistance by their actions.

CONSULT – The advisor identifies the problem, consults the students for possible solutions, and then makes the final decision. They recognize the need to effectively pull from the students their ideas to give them a sense of ownership and therefore commitment to the final decision as well as to discover other possible solutions.

JOIN – The advisor defines the problem and its limitation and then passes to the group (including themselves as a member) the right to make the final decision. They feel the students are capable of making decisions as good as or better than their own.
UCAE Student Involvement appreciates your willingness to serve as a student organization advisor. Leadership is a contribution, and we are truly grateful for all of the work you do with students in organization positional roles as well as general membership.

We realize that this is a significant commitment that takes time and energy, and hope you realize that by working with students outside of the classroom, you significantly further student learning. Please do not hesitate to contact our office with any questions you may have regarding your role as a student organization advisor. We are located on the 2nd floor of the Bryan Center and can be reached at (919) 684-4741.
ADVISORS ARE THE REAL MVPS