

STUDENT GOVERNMENT ASSOCIATION



ADVISOR MANUAL

Summer • 2010

North Carolina Comprehensive Community College Student Government Association

Table of Contents

What is the N4CSGA?	1
What is an Advisor?	1
How to Develop a Good Relationship with Your Organization.....	1
What can Impact the Effectiveness of an Advisor?	1
Advising Styles	2
Suggestions for Being an Effective Advisor.....	2
Advisor Responsibilities	2
General Hints.....	3
Seven Key Steps to Reducing Risk	4
Liability	4
Recruiting Students	4
Contracts—A Brief Checklist	4
Ten Commandments of Good Communication	5
Common Problems in Student Organizations.....	6
Conferences: Advisor Responsibilities and Hints.....	7
Student Leadership Conferences, Trainings and Workshops	8
Student Affairs Professional Organizations	10
The Art of Relaxation and Signs of Stress.....	14

SAMPLE FORMS

Contract.....	15
Division Structure.....	16

What is the N4CSGA?

As stated in the Preamble of the N4CSGA Constitution: in order to promote better student government; to promote better academic achievement; to serve the participating institutions as a common bond, whereby, the institutions as unity present their common problems and practical solutions; to promote fellowship and the exchange of ideas for the advancement of our educational institutions; and to provide leadership training in the environment which permits the evaluation of wide range problems and activities; we do ordain and establish the Constitution for the North Carolina Comprehensive Community College Student Government Association.

What is an Advisor?

An advisor is someone who cares enough to get involved with the students and tries to make a difference in the students' lives and the campus as a whole. An advisor is a good listener, a counselor, caring and understanding, BUT, an advisor is also strong enough to say "NO", play devil's advocate and be the "bad guy". An advisor is someone who may be placed between students and administration. An advisor is able to handle adversity and heat from all directions. A really good advisor is available, attentive, and willing to go the extra mile. An advisor rewards, praises, and rejoices in the groups' success.

How to Develop a Good Relationship with Your Organization

- Share the responsibility for building the relationship among the advisor and the members of the organization.
- Strive for open and direct communication.
- Recognize that the advisor and the student organization members are human beings who make mistakes, follow their own value systems, and work according to their individual, professional, and personal styles.
- Understand that student organization members are continually growing, changing, and learning each within their own unique states of development.
- Encourage student organization members to talk by asking open ended questions.
- Be yourself and allow student organization members to be themselves.

What can Impact the Effectiveness of an Advisor?

- College's philosophy
- Student expectations
- Desire to develop student leader skills
- Supervisor's expectations
- Advisor's skill level/ability
- Knowledge of job/college culture
- Ultimate responsibility
- Management Style
- Skill level of students
- Job satisfaction
- College resources
- Advisor's commitment level
- Students' commitment level
- Administrative commitment level

Advising Styles

Educator

- Many approaches to advising (situational)
- Allows organization to make mistakes and take guarded risks that have been researched and evaluated by the group
- Always provides support
- Very responsive and non-assertive

Referee

- Attempts to educate/oversee, but actually handles group's disputes
- Needs to expose group to training programs (team building)
- Works best with groups in turmoil
- Tries to empower group to transform

Overseer

- Stays at a distance, serving when called upon
- Helpful when group needs experiential learning
- Assists in developing group's competencies
- Can be explosive if group expects more interaction

Boss

- Very authoritative and certain s/he has all the right answers
- Expects group to take orders
- Can be good advisor if motivational, persuasive, and educational
- Ineffective if president has the same style or if used in a threatening way
- Highly responsive and assertive

Copeland, T.R. (1996). Successful matches on advisor's style, group's stage. *ACUI: The Bulletin*, 64, 8-10.

Suggestions for Being an Effective Advisor *(Evaluate Yourself as a Leader)*

1. Express sincere enthusiasm and interest in the group and its activities.
2. Get to know the members. *(Be available and accessible to them. They will feel more comfortable with you and be more open to your input if they know you.)*
3. Be careful of becoming too involved with the group. *(You are not a member. Advise, assist, and facilitate; do not lead or do the work.)*
4. Know each student well enough to be perceptive of individual needs and how these needs influence individual aspirations.

Advisor Responsibilities

The maturity/skill of the organization and its leadership should influence your style of advising. *(If the leaders have low skill levels, you may need to be more actively involved in the group. As the leader's skill level matures, you can decrease the amount of direction you need to provide the group).* **As an advisor your job is never done.** Your responsibilities are many and varied. Most advisors are responsible for the following:

General

- Be open to feedback from the group. *(Talk with them regarding your role as advisor. Be willing to admit mistakes.)*
- Give the group feedback regarding their performance. *(Raise questions with them regarding their goals.)*
- Be aware of the College's policies and procedures so that you can be a knowledgeable resource for the group.
- Have a thorough knowledge of the SGA, its constitution, and its objectives.
- Have a belief in and an enthusiasm for the SGA and its purpose.
- Work closely with the SGA President and Officers.

- Act as liaison between students and administration.
- Attend all meetings of the SGA including committee meetings.
- Foster teamwork.
- Encourage an active interest of the SGA in campus-wide objectives so they will identify themselves as a part of the whole campus community.
- Monitor academic progress of all SGA officers to make sure they maintain satisfactory grades and present a positive image to fellow students.
- Maintain a flow of information concerning the status and activities of the SGA with the Dean or Vice President of Student Development.

Activities

- Coordinate and advise along with SGA Officers, a calendar of events consistent with school policy and with promoting the overall growth of the SGA. Advise the SGA on educational and social activities to ensure they are in accordance with school policy.
- Encourage participation of the membership as a whole in activities and services throughout the college.
- Edit and/or ensure the production of all publications sponsored by the SGA.
- Make arrangements to attend all conferences and distance meetings as deemed necessary and prepare your delegation for business of the conference or meeting.
- Accompany and supervise students to, from, and during all distance meetings and conferences.
- Ensure that all SGA elections are held in accordance with the SGA constitution.

Budget

- Prepare the SGA budget and allow recommendations from the board.
- Encourage good record keeping and sound financial and business practices.
- Approve all expenditures generated by the SGA.

General Hints

Here are some hints, suggestions, and general good ideas to follow when working with students or officers. Remember sometimes it isn't so much what you do but how you do it that really makes a difference with your group.

- Tell your students that you are there to advise—not dictate, nor be dictated to.
- Ask officers to consult with you before they approach faculty, staff, or administration (this can really save you some embarrassing moments).
- Provide leadership through example.
- Be a good listener.
- Network and communicate with your students.
- Have the courage to say “NO” and “YES” a lot.
- Treat officers as adults and expect “appropriate” adult-like behavior. Most times they will rise to meet your expectations.
- Let the student body know what is happening within the SGA through newsletters, minutes, bulletin boards, etc.
- Get involved with other advisors through the N4CSGA advisor’s meetings and other N4CSGA activities. Attend division meetings and advisors meetings at conference. Other Advisors are your greatest resource!!!
- Recognize that each year working with your SGA will be different. You must meet the challenges and continue it to the end.
- Have a dependable and accurate secretary (if possible) and put everything in the minutes.
- Contribute to the SGA’s discussion by listening constructively. If the discussion becomes counterproductive the advisor can contribute by encouraging the chair to return to the business at hand.

Seven Key Steps to Reducing Risk

(Steps to Foster Teamwork Between Advisors)

1. Be familiar with your job description, all duties, authority, and institutional protections.
2. Be familiar with your organization's constitution, by-laws, and guidelines.
3. Review the College's insurance policy.
4. Establish a good risk management program with the organization you advise.
5. Understand the law as it relates to the organization you advise.
6. Make sure the organization you advise has good financial practices in place.
7. Understand that alcohol is a significant risk factor with any student organization and review consequences that may result.

Liability (can be established if...)

There is some duty of care to the person or situation; that duty is breached; the breach results in injury, harm, or loss; and the breach is the proximate cause of the damage.

Recruiting Students / Involvement

1. (a) Name cards to faculty and staff to nominate students to run for an office.
(b) Letter to student to seek a position.
2. Workshop to explain SGA and its importance: slide shows, food, skills received, and resumé building.
3. Recruiting students with money.
4. Good publicity across campus and during registration.
5. Motivate current members to recruit.
6. Scholarships to officers which goes towards tuition.
7. Best practices from each college.

Contracts – A Brief Checklist

What follows is not intended to be legal or a complete guide to contracts, but a checklist of more obvious pitfalls in editing a contract or in writing your own contracts.

Remember, all contracts are negotiable. You never have to accept a contract the way it is presented to you. A contract is a mutual agreement designed to reach a goal with benefits for both parties. It should contain as much information as possible and be as straightforward as possible.

Some of the following tips might be helpful to you in negotiating a contract:

1. Know your vendor and his/her representative. Deal only with reliable firms. If in doubt, check with other advisors from other schools who may know.
2. Vendor should be clearly specified. Check for a clause that permits the substitution of a vendor of "equal standing" for a good cause. Make sure it is clear that you make the determination of the quality of the substitute, and that it should not be made without your consent.
3. Make sure that the College is the contracting party, not you. Never allow yourself to take personal liability by signing a contract or being named in one. If you sign the contracts for your events make sure that it is on behalf of the College.
4. Location, date and starting time should be clearly specified. If you have more than one vendor, indicate the starting time of each vendor you are contracting with. Make sure the date, day, and times match, otherwise you are at the mercy of the contract.
5. The duration, frequency, length and each task should be clearly outlined. If you expect the vendor to do other things (i.e., teaser in your student center) in addition to the performance, make sure each task is specifically outlined in the contract.

6. Make sure all “extras” are covered in the contract. (Example: do you need to provide stagehands, when is the sound check, does the vendor need any special equipment, what requirements do they have for the dressing rooms?) Request to see any and all riders before you have the contract signed and commit to anything. All contract performers must have either a Social Security number or a Federal Tax ID number listed on the contract.

Be aware of verbal contracts. A verbal agreement with a vendor can be a binding contract. Make sure you have thought through all aspects of a program before making any form of verbal agreement.

Once a contract has been fully executed, make alterations only in writing. The letter stating the changes should be signed by both parties. If you have been negotiating a date and, for some reason, choose not to go ahead, telephone the vendor or representative immediately and inform them of your intentions to void the contract. Follow-up all phone calls with a letter. *See an example of a contract that can be used and modified to work best for your institution on page 15.*

Ten Commandments of Good Communication

We not only communicate with words, but through attitudes and actions. Communication obviously encompasses all human behavior that results in an exchange of meaning. The following ten commandments of good communication might serve to help improve a leader’s communication skills with supervisors, advisees, and peers.

1. **Seek to clarify your ideas before communicating.** A prime reason for ineffective communication is the result of the initiator not having a clear concept of what is intended to be communicated in the first place.
2. **Examine the purpose of each communication.** A clear determination must be made of what the communicator really wants to accomplish with his/her message. A good guideline to follow is “Don’t try to accomplish too much with each communication.” The sharper the focus of the message, the greater its chances of success.
3. **Consider the total physical and human setting whenever you communicate.** Meaning and intent are conveyed by more than words alone. The circumstances under which a communication is transmitted has a great deal to do with the effectiveness of that communication. The physical setting, the social climate, and past practices will have an impact upon the net results of effective communication.
4. **Consult with others (when appropriate) in planning communications.** Such consultation often helps give additional insight and objectivity to the message. Moreover, those who have helped plan the communication will tend to give their active support.
5. **Be mindful of overtone as well as content of your message.** Your tone of voice, expression, and apparent receptiveness to the responses of others all have tremendous impact on those you wish to reach. Although frequently overlooked, these subtleties of communication often affect a listener’s reaction to a message even more than its basic content.
6. **Take the opportunity (when it arises) to convey something of help and value to the receiver.** People on the job are most responsive to the leader that values the message of the receiver and are perceived as helpers.
7. **Follow up your communication.** This can be done by asking questions, by encouraging the receiver to express his/her reactions, by follow up contracts, and by subsequent review of performance. Make certain that every important communication has feedback so that complete understanding and appropriate actions result.
8. **Communicate for tomorrow as well as today.** Be sure the long range interests and goals of the organization are taken into consideration.
9. **Be sure actions support communications.** In final analysis, the most persuasive kind of communication is not what you say, but what you do. When actions or attitudes contradict words, others tend to discount what was said.
10. **Seek not only to be understood but to understand.** Be a good listener. Listening is one of the most important, most difficult, and most neglected skills in communication. Only when she/he is listening can s/he detect the overtones and hear the feedback of his/her own communication. A person cannot talk and listen at the same time.

Common Problems in Student Organizations

Listed below are five common problems which may be encountered in the groups you advise. Should any of these seem insurmountable or if you would like help in addressing the problems, please seek assistance from one of the other advisors in the North Carolina State Community College system.

Lack of Participation

Possible Causes

- Members may feel insecure.
- More aggressive members may not give others a chance to participate.
- Members may not know how to participate.
- Members may not be interested in activities.

Possible Solutions

- Make sure members have a part in developing objectives.
- Make sure members have a part in planning programs and activities.
- Provide chances for younger members to serve where they can gain experience before assigning them a major task they might not be able to handle.
- Promote a friendly, helpful group spirit where no one laughs at or ridicules a person who makes a mistake.
- Take the opportunity to seek out timid individuals and encourage them to participate.

Failure to Accept Responsibility

Possible Causes

- Member, leader, and/or advisor may feel insecure.
- Member, leader, and/or advisor may view other things as more important.
- Members may not know what is expected of them.

Possible Solutions

- Make sure members and leaders have a part in planning the program and that they understand the objectives.
- Make sure members and leaders understand what is expected of them when they are asked to serve.
- Help members and leaders understand the importance of their role.
- Try to match assignments with individuals' abilities and skills.
- Give recognition and thanks for all work done.

Poor Standards of Operation

Possible Causes

- Members may lack interest.
- Members may not know what is acceptable or expected.
- Groups may have fallen into bad habits.
- Members may feel insecure and are trying to gain attention.
- Meeting times may conflict with other responsibilities.

Possible Solutions

- Discuss problems with members. Ask what standards are wanted.
- Encourage members to state their expectations.
- Hold workshops for members and leaders to increase knowledge and skills in areas such as parliamentary procedures.
- Change meeting time if it does not fit the group's majority.

Maintaining Involvement

Possible Causes

- Some people may not know about the group, what it does, or who the members are.
- Current members may not try to welcome new members.
- The organization may not be of interest to current or prospective members.

- Members may not have a way to get to meetings.
- Other organizations may be more exciting.

Possible Solutions

- Try to improve the atmosphere of the organization – make it warmer and/or friendlier.
- Make sure that current and prospective members understand the purpose of the organization.
- Involve members in developing an attractive organization.
- Give members responsibilities so they will have a role in the organization and feel important to the group.
- Give members recognition for what they do.
- Make members feel welcome and wanted.

Members are not interested in the organization

Possible Causes

- Member's personal objectives do not fit with those of the organization.
- Members may have had little part in planning the activities of the organization.
- Members may not find a satisfying role in the organization.

Possible Solutions

- Involve members in setting the organization's objectives.
- Involve members in program planning.
- Involve members in carrying out activities.
- Assign responsibilities that can be carried out successfully.
- Give members recognition for their contribution.

Conferences

There are both division and state-wide conferences held each year. Division conferences are held in the fall and the State-wide conference is held in the spring.

Responsibilities of SGA Advisors at Conferences include:

1. Return N4CSGA pre-registration material to the appropriate N4CSGA officer (listed on the pre-registration material) by the registration deadline.
2. Help delegation register upon arrival at conference.
3. Assist students with selecting committee meetings and workshops to attend.
4. Attend all business sessions.
5. Be available to your delegation at all times.
6. Exchange room and cell number with your delegates.
7. Request that another advisor be acting advisor for your delegation should you need to be absent.
8. Be assigned and actively participate on standing and ad hoc committees.
9. Be present at the hotel overnight.
10. Local advisors will be notified by the N4CSGA Advisory Council of any misconduct by members of their delegation.

General Hints

- Have a working knowledge of the N4CSGA Constitution and Code of Operations.
- It is recommended that students who are active in the SGA throughout the year attend conferences. Not only is this seen as a reward to the hard workers of the organization but in working with these students you should have some sense of the student's personality and behavior.
- Meet with your delegates prior to conference to cover rules and responsibilities such as attending meetings, dress code, meals, alcohol, behavior, and respect for each other. They also need to know to inform the advisor if anyone leaves the premises.
- Reward your students. If time permits in the schedule, take them out to eat, shopping, or sightseeing.

- Substance abuse – the N4CSGA does not tolerate any type of substance use at any function. Each delegation and advisor will need to make and discuss policies concerning the presence of any controlled substance at any N4CSGA conference or function.
- N4CSGA conferences may be the most exceptional event that happens for some students. Help make the occasion special for them!

Student Leadership Conferences, Trainings and Workshops

Advocacy

- **American Student Association for Community Colleges:** Each year during the National Student Advocacy Conference in Washington D.C. delegates from each ASACC member school meet to discuss and select the major priorities for the association. The priorities are printed and delivered to Members of Congress and their staff by the conference attendees. This conference is offered in the fall and spring. <http://asacc.org/conferences.html>

Conferences for Men

- **Minority Male Mentoring Conference:** Workshops, seminars and major addresses offer minority men and their advocates strategies for improving lives and communities. The conferences emphasize mentoring minority men in community colleges and reaching out to high school students about planning successful futures. Monty Hickman at hickmanm@ncccommunitycolleges.edu

Conferences for Women

- **National Conference for College Women Student Leaders:** This conference focuses on important and contemporary leadership issues. With sessions designed to address the needs of both current and aspiring leaders, NCCWSL is a perfect venue to enhance the leadership opportunities already available on your campus. <http://www.aauw.org/nccwsl/students.cfm>
- **Women Heightening Opportunities for Leadership and Empowerment (WHOLE):** An annual conference at NC Central University, centered on the WHOLE woman with a mission to create unity among all African-American females, promote self-worth, self-esteem, responsibility, importance of an education, and provision of community service. <http://www.nccu.edu/students/student-services/womenscenter/events.cfm>
- **Women in Leadership Development (WILD):** The WILD Conference takes place each fall and is designed to give women students the opportunity to explore and strengthen their leadership skills while celebrating the unique abilities they have as women. The conference attempts to foster a supportive environment in which to explore the challenges women leaders encounter and to teach knowledge, skills and wisdom that participants will find helpful in reaching their full potential. Location changes every year to a different college. <http://www.ncsu.edu/csleps/leadership/wild.htm>

Diversity

- **Elon University Multicultural Student Conference:** The mission of Elon's Multicultural Student Conference is to assemble students, faculty and staff, and practitioners from the Triad and Triangle regions of North Carolina to address current diversity issues and equip high school and college students with the tools and knowledge necessary to be global citizens and significant leaders in their communities. http://www.elon.edu/eweb/students/multicultural_resources/conference2010.xhtml
- **International Leadership Conference for North Carolina Students:** The conference will bring together international students, returning study-abroad and serve-abroad students, and students specializing in the field of international and global relations.

A major goal of the conference is to introduce leadership principles and community service through targeted workshops and a hands-on service project during the conference.

<http://www.ncaie.org/ncicl.html>

- **National Conference for Race & Ethnicity in American Higher Education (NCORE):** NCORE addresses the resurgence of racist incidents in higher education. Since its inception, NCORE has evolved into a vital national resource for higher education institutions, providing an annual multicultural forum that attracts Black/African Americans, American Indians, Asian/Pacific Islanders, Latino/as, and European Americans representing campuses across the United States.
http://ncore.ou.edu/about_ncore.html
- **Shades of Color Conference:** The Shades of Color Conference is an annual event that aims to create a safe, empowering, inclusive space for all community members of The University of North Carolina at Greensboro to discuss, reflect on and mobilize around issues of multiculturalism. A sense of awareness about intersecting social identities and the relationship between campus and other communities are both central to their goals. <http://maf.dept.uncg.edu/>
- **Southeastern African American Student Leadership Conference:** SEAASLC includes a number of creative and informative workshops focus on leadership and other topics affecting African American and other minority student leaders. The conference incorporates history, morals and values, leadership skills, self-improvement techniques, as well as community involvement opportunities to inspire and motivate African American collegians to be more productive leaders of today and tomorrow. <http://www.midlandstech.edu/seaaslcc>

Leadership

- **L.E.A.D. (Learn, Explore, Accomplish, Discover):** LEAD is an annual student leadership conference sponsored by the North Carolina College Personnel Association. This conference is specifically geared toward current and rising student leaders and is hosted at a different institution each year. The conference will allow students to network, learn how other leadership teams and programs function and to get ideas to bring back to campus. An integrated aspect of the LEAD program and leadership generally is to give back to others through a community service project designated by the host committee. <http://www.mynccpa.org>
- **Leadership Development Series at NC State University:** This series studies the many facets of leadership through interactive workshops and seminars. The LDS workshops provide the resources necessary to develop personal integrity, organizational understanding, communication skills, and an ethic of service. The general public fee is \$20.00 per workshop. <http://www.ncsu.edu/csleps/leadership/lds.php>
- **LeaderShape:** The LeaderShape Institute is an interactive, energizing, and unique experience that builds leadership skills no other program can match. But be prepared! It is six days of non-stop self-discovery and learning from practical experiences that build your leadership concepts and abilities. <http://www.leadershape.org/institute>
- **National Conference on Student Leadership:** Since 1978, the National Conference on Student Leadership has equipped collegiate student leaders and their advisors with comprehensive tools to achieve their leadership potential and positively impact their campuses and communities through practical, focused training and opportunities to collaborate with other student leaders. <http://www.ncslcollege.com>
- **National Society of Leadership and Success:** The Society is an organization that helps people discover and achieve their goals. The Society offers life-changing lectures from the nations leading presenters and a community where likeminded success oriented individuals come together and help one another succeed. The Society also serves as a powerful force of good in the greater community by encouraging and organizing action to better the world. <http://societyleadership.org/>
- **Student Leadership Institute (SLI):** Students will experience the fundamentals of leadership through daily workshops, speakers, interactive seminars and activities, and the completion of individual and group projects. As a result of the Student Leadership Institute, thirty students will initially be trained in skills that will provide a smooth and successful transition into tomorrow's workforce. <http://www.nccc-sli.com>

Student Government

- **American Student Government Association Conference:** The ASGA will provide all Student Government leaders and advisors nationwide with networking, research, and information resources and will teach them how to become more effective, ethical, and influential leaders on their campuses. ASGA also will promote the advancement of SGs, conduct research as the nation's only "SG Think Tank," and advocate the importance of having a vibrant, autonomous Student Government organization at every institution in America. <http://www.asgaonline.com/ME2/Default.asp>

Student Affairs Professional Organizations

Academic Advising

- **National Academic Advising Association (NACADA):** NACADA promotes and supports quality academic advising in institutions of higher education to enhance the educational development of students. NACADA provides a forum for discussion, debate, and the exchange of ideas pertaining to academic advising through numerous activities and publications. NACADA also serves as an advocate for effective academic advising by providing a Consulting and Speaker Service, an Awards Program, and funding for Research related to academic advising. <http://www.nacada.ksu.edu>

Admissions and Enrollment Management

- **American Association of Collegiate Registrars and Admissions Officers (AACRAO):** AACRAO is a nonprofit, voluntary, professional association of more than 10,000 higher education admissions and registration professionals who represent approximately 2,500 institutions in more than 30 countries. The mission of the American Association of Collegiate Registrars and Admissions Officers is to serve and advance higher education by providing leadership in academic and enrollment services. <http://www.aacrao.org>
- **Carolinas Association of Collegiate Registrars and Admissions Officers (CACRAO):** CACRAO is dedicated to the advancement of higher education in its fullest and broadest aspects; the promotion of professional development of its members; the fostering of a spirit of unity, cooperation and exchange of ideas through annual meetings, committee activities, workshops, and relationships with the Southern Association of Collegiate Registrars and Admissions Officers, The American Association of Collegiate Registrars and Admissions Officers, and their professional associations. <http://www.cacrao.org>
- **National Association for College Admissions Counselors (NACAC):** NACAC includes 23 state and regional affiliates and continues to lead the nation in serving students in transition to postsecondary education. Building on the work of 19 driven professionals in 1937 and many thousands of admission and guidance professionals in the following years, we continue to work collaboratively in providing the best possible assistance to students throughout the nation. <http://www.nacacnet.org>

Athletics

- **National Junior College Athletic Association (NJCAA):** NJCAA is the governing body of intercollegiate athletics for two-year colleges. As such, its programs are designed to meet the unique needs of a diverse group of student-athletes who come from both traditional and non-traditional backgrounds and whose purpose in selecting a two-year college may be as varied as their experiences before attending college. <http://www.njcaa.org>

Career Services

- **National Association of Colleges and Employers (NACE):** NACE is the leading source of information on the employment of the college educated. NACE forecasts trends in the job market; tracks legal issues in employment, the job search, and hiring practices; and provides college and employer professionals with benchmarks for their work. <http://www.nacweb.org>

- **National Career Development Association (NCDA):** The mission of NCDA is to promote the career development of all people over the life span. To achieve this mission, NCDA provides service to the public and professionals involved with or interested in career development, including professional development activities, publications, research, public information, professional standards, advocacy, and recognition for achievement and service. http://associationdatabase.com/aws/NCDA/pt/sp/home_page
- **North Carolina Association of Colleges and Employers (NCACE):** NCACE brings together the very best in resources, including career fairs and other networking opportunities. They help raise awareness of your organization among North Carolina college campuses and increase your offer/acceptance rate. <http://ncace.org>
- **North Carolina Career Development (NCCDA):** NCCDA is comprised of professionals engaged in the field of career counseling and development. NCCDA is organized and governed in accordance with the by-laws of the National Career Development Association. NCCDA is a division of the North Carolina Counseling Association. <https://nccounseling.org/NCCDA>

Community College

- **American Association of Community Colleges (AACC):** AACC has become the leading proponent and the national “voice for community colleges.” The association was conceived when a group of presidents representing public and independent junior colleges met in St. Louis, Missouri, for a meeting called by the U.S. commissioner of education. <http://www.aacc.nche.edu/Pages/default.aspx>
- **The National Council on Student Development (NCSDE):** NCSDE is an affiliate council of the American Association of Community Colleges (AACC) and the only organization solely dedicated to serving the needs of student development professionals in the community college. NCSDE is the nation’s primary voice for sharing knowledge, expertise, professional development and student advocacy for community college student development professionals. <http://ncsdonline.org/home/index.html>

Counseling

- **American Counseling Association (ACA):** ACA is a not-for-profit, professional and educational organization that is dedicated to the growth and enhancement of the counseling profession. Founded in 1952, ACA is the world’s largest association exclusively representing professional counselors in various practice settings. <http://www.counseling.org>
- **North Carolina Counseling Association (NCCA):** NCCA represents diverse interests of its membership through an Executive Council, geographically located members, specialty organizations, and committees. <https://nccounseling.org>

Disability

- **Association on Higher Education and Disability (AHEAD):** AHEAD is a professional membership organization for individuals involved in the development of policy and in the provision of quality services to meet the needs of persons with disabilities involved in all areas of higher education. NCAHEAD is a regional affiliate of AHEAD. <http://www.ahead.org>

Diversity

- **National Association of Multicultural Educators (NAME):** The Founders of NAME envisioned an organization that would bring together individuals and groups with an interest in multicultural education from all levels of education, different academic disciplines and from diverse educational institutions and occupations.
- **North Carolina Association of International Educators (NCAIE):** NCAIE is a professional organization of over 600 administrators, educators and community volunteers, committed to promoting the cause of international education in our state. The mission of NCAIE is to support and enhance the effectiveness of professionals and volunteers who advocate the education of international students and scholars, and international educational and cultural exchange. <http://www.ncaie.org/index.html>

Financial Aid

- **National Association of Student Financial Aid Administrators (NASFAA):** NASFAA promotes the professional preparation, effectiveness, support, and diversity of persons and organizations involved in the administration of student financial aid, and facilitates communication throughout its community. <http://nasfaa.org/Home.asp>
- **NC Association of Student Financial Aid Administrators (NCASFAA):** The purpose of NCASFAA is to develop and strengthen the professional competency of student financial aid administrators employed by North Carolina postsecondary institutions, agencies, and private and community organizations. <http://www.ncasfaa.com/index.html>
- **Southern Association of Student Financial Aid Administrators (SASFAA):** SASFAA is an organization of over 1,200 financial aid professionals working within the nine southern states and whose purpose is to promote the professional preparation of individuals within financial aid; to develop effective programs related to student financial aid; to facilitate communication between all interested parties within the financial aid community; and to continually evaluate and update our services.

Judicial

- **Association for Student Conduct Administrators (ASCA):** ASCA is dedicated solely to the advancement of student judicial affairs. ASCA has a membership of over 1700 members in the United States and Canada, representing over 800 institutions of higher education. <http://www.theasca.org>

Orientation

- **National Orientation Directors Association (NODA):** The mission of the National Orientation Directors Association is to provide education, leadership, and professional development in the fields of college student orientation, transition and retention. <http://www.nodaweb.org>

Student Activities

- **The Alliance for Student Activities:** The alliance was founded by a group of educators and trainers who realized the need for a unifying voice and network to promote the benefits and processes of co-curricular activities. <http://www.alliance4studentactivities.org/programs/pda.html>
- **Association for the Promotion of Campus Activities (APCA):** APCA is a national campus activities organization that was founded in 1994 and services the needs of Campus Activities Programming Departments throughout the United States. APCA offers various online services, including artist tour schedules, a campus activities employment search engine, professional training and an exclusive members area providing various membership services. <http://www.apca.com>
- **National Association of Campus Activities (NACA):** NACA links the higher education and entertainment communities in a business and learning partnership, creating educational and business opportunities for our student and professional members. The Association offers a wide variety of events, educational institutes, publications, educational sessions, face-to-face meeting opportunities and other programs just for you. <http://www.naca.org/Pages/Home.aspx>

Transfer Advising

- **College Transfer Program Association (CTPA):** The CTPA plays an active role in clarifying courses and their transferability to our senior institutions. Meeting occurs twice a year—in the fall and in the spring—to review the latest information and changes made by the TAC (Transfer Advisory Committee) and how these changes affect transfer institutions. CTPA also works with senior college officials and DCC personnel to assure our students make seamless transitions through higher education. <http://officialctpa.net>

Veteran Affairs

- **National Association of Veteran Program Administrators (NAVPA):** NAVPA is an organization of institutions and individuals who are involved or interested in the operation of veteran's affairs programs and/or the delivery of services as school certifying officials across the country. (There are also local chapters.) <http://www.navpa.org>

General

- **American College Personnel Association (ACPA):** ACPA, founded in 1924 by May L. Cheney, has nearly 8,500 members representing 1,500 private and public institutions from across the U.S. and around the world. Members include organizations and companies that are engaged in the campus marketplace. Members also include graduate and undergraduate students enrolled in student affairs/higher education administration programs, faculty, and student affairs professionals, from entry level to senior student affairs officers. <http://www2.myacpa.org/>
- **Association of American Colleges and Universities (AAC&U):** AAC&U is the leading national association concerned with the quality, vitality, and public standing of undergraduate liberal education. Its members are committed to extending the advantages of a liberal education to all students, regardless of academic specialization or intended career. Founded in 1915, AAC&U now comprises 1,200 member institutions—including accredited public and private colleges and universities of every type and size. <http://www.aacu.org/>
- **Association of College Administrator Professionals (ACAP):** The majority of ACAP's college administration members are the vice presidents of business, student services, or academic affairs. Other large numbers of members are controllers, directors of housing, physical plant, human resources, student activities, admissions, financial aid, security and safety, purchasing, college unions, food services, bookstores, auxiliary services, and many other college operations. <http://www.acap.org>
- **National Association of Student Affairs Professionals (NASAP):** NASAP is a professional organization dedicated to promoting excellence in the area of Student Affairs. The organization serves as a beacon for student affairs personnel addressing the issues and needs of today's college students. With a varied membership spanning across academic, administrative, corporate, and student affairs boundaries, the organization offers a variety of resources, and experiences. <http://www.nasap.net>
- **NASPA-Student Affairs Administrators in Higher Education:** NASPA is the leading voice for student affairs administration, policy, and practice, and affirms the commitment of the student affairs profession to educating the whole student and integrating student life and learning. NASPA is the foremost professional association for student affairs administrators, faculty, and graduate and undergraduate students. NASPA members are committed to serving college students by embracing the core values of diversity, learning, integrity, collaboration, access, service, fellowship, and the spirit of inquiry. <http://www.naspa.org/programs/development/default.cfm>
- **North Carolina Community College Student Development Personnel Association (N3CDPA):** N3CSDPA is an association of student development professionals from community colleges across the state which are organized to promote professional growth and development, to study problems which are of mutual interest and concern to members of the organization and to advance high standards of professional conduct within the field. <http://n3csdpa.org>
- **North Carolina College Personnel Association (NCCPA):** The North Carolina College Personnel Association, a state division of the American College Personnel Association, is committed to the education and development of postsecondary students in North Carolina and exists for the benefit of all student personnel professionals in the state. <http://www.mynccpa.org>
- **Southern Association for College Student Affairs (SACSA):** SACSA is an independent, regional, and generalist association designed for the professional development of practitioners, educators, and students engaged in the student affairs profession. <http://www.sacsa.org/index.cfm>

The Art of Relaxation

The best strategy for avoiding stress is to learn how to relax. Unfortunately, many people try to relax at the same pace as they lead the rest of their lives. For a while, tune out your worries about time, productivity, and “doing right.” You will find satisfaction in just being, without striving. Find activities that give you pleasure and that are good for your mental and physical well-being. Forget about always winning. Focus on relaxation, enjoyment, and health. Be good to yourself.

Signs of Stress

- General irritability, hyperactivity, or depression.
- Pounding of the heart.
- Dryness of the throat or mouth.
- Impulsive behavior, emotional instability.
- The overpowering urge to cry or run and hide.
- Inability to concentrate, flight of thought, and general disorientation.
- Feelings of unreality, weakness, or dizziness.
- Predilection to become fatigued.
- “Floating anxiety” or fear without knowing why you are afraid.
- Emotional tension and alertness, feelings of being “keyed up.”
- Trembling, nervous ticks.
- Tendency to be easily startled.
- High pitched, nervous laughter.
- Stuttering and other speech difficulties.
- Bruxism – grinding of the teeth.
- Insomnia.
- Increased tendency to move about.
- Frequent need to urinate.
- Diarrhea, indigestion, vomiting.
- Migraine headaches.

Contract

The undersigned Vendor and Purchaser agree to the following terms and conditions of the engagement herein described.

1. Name under which VENDOR operates: _____
2. Name of Purchaser: _____
3. Agreed Upon Price for Services: \$ _____
Payment Installment Agreement _____
4. Service Performance Date, Day, Time: _____
5. Service Performance Location (Address) _____
6. Length of Service: _____
7. Arrival Time: _____
8. Rehearsal Time: _____
9. Show Time: _____
10. Person to Report to: _____
11. If rider(s) are part of this agreement indicate by checking appropriate line:
Purchaser: _____ Vendor: _____
Agent: _____
12. Additional agreement provisions: _____

It is understood that the Vendor executes this agreement as an independent contractor and is not an employee of the Purchaser and that the Artist(s) shall have the exclusive control over the means, method, and details of fulfilling this obligation under this contract, except for performance time(s) and minimum and maximum length of act.

Vendor agrees to perform and discharge all obligations as an independent contractor under any and all laws, whether existing or in the future, in any way pertaining to the engagement here under, including but not limited to Social Security laws, Workman's Compensation Insurance, Income Taxes, State Unemployment Insurance Taxes or contributions and Public Liability Insurance. Vendor will hold Purchaser harmless against any such laws as well as against all union claims for welfare payments.

Vendor represents that in performing their services under the terms of this contract, they are not infringing on the property right, copyright, patent right or any other right of anyone else; and if any suit is brought or a claim made by anyone that anything, in conjunction with the ownership of the presentation of said act or appearance, is an infringement on the property right, copyright, patent right, or other rights, the Vendor is wholly and singly liable. Vendor will indemnify the Purchaser against any and all loss, damage costs, attorney's fees or other loss whatsoever by reason of Booking Agency permitting or allowing the presentation of the act or attraction called herein.

In the event of illness, strike, law, Act of God, governmental regulation or other force majeure occurrence, Vendor is unable or is prevented from performing the service or the Purchaser is unable to provide performance venue, Vendor and Purchaser shall reschedule the event based on a mutually agreed upon date and time. If no date can be mutually agreed to, Purchaser may cancel agreement and any deposit will be refunded to the Purchaser.

The Courts of the State wherein the engagement is performed shall resolve any controversies arising between Vendor and Purchaser pertaining to this contract.

The Purchaser, in signing this contract, warrants the s/he signs as a properly authorized representative of the institution and does not assume any personal liability for meeting the terms of this contract.

Date: _____

Contact Person: _____

VENDOR: _____

PURCHASER: _____

Address: _____

Address: _____

Agreed by *(Vendor or Authorized Signature)*

Agreed by *(Official Institution Representative)*

By: _____

By: _____

Federal Tax ID# or SS#: _____

Division Structure

Central

Alamance Community College
Central Carolina Community College
Central Piedmont Community College
Davidson County Community College
Durham Technical Community College
Guilford Technical Community College
Montgomery Community College
Piedmont Community College
Randolph Community College
Richmond Community College
Rockingham Community College
Rowan-Cabarrus Community College
Sandhills Community College
South Piedmont Community College
Stanly Community College
Vance-Granville Community College
Wake Technical Community College

Western

Asheville-Buncombe Technical
Community College
Blue Ridge Community College
Caldwell Community College and
Technical Institute
Catawba Valley Community College
Cleveland Community College
Forsyth Technical Community College
Gaston College
Haywood Community College
Isothermal Community College
Mayland Community College
McDowell Technical Community
College
Mitchell Community College
Southwestern Community College
Surry Community College
Tri-County Community College
Western Piedmont Community College
Wilkes Community College

Eastern

Beaufort County Community College
Bladen Community College
Brunswick Community College
Cape Fear Community College
Carteret Community College
Coastal Carolina Community College
College of The Albemarle
Craven Community College
Edgecombe Community College
Fayetteville Technical Community
College
Halifax Community College
James Sprunt Community College
Johnston Community College
Lenoir Community College
Martin Community College
Nash Community College
Pamlico Community College
Pitt Community College
Robeson Community College
Roanoke-Chowan Community College
Sampson Community College
Southeastern Community College
Wayne Community College
Wilson Technical Community College

N4CSGA

Produced by the N4CSGA Advisory Council

