



KAPPA OMICRON NU

Chapter Policy Handbook

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KAPPA OMICRON NU

Chapter Policy Handbook

I. Mission (Mega-End)



The mission of Kappa Omicron Nu is
empowered leaders
 who use an integrative approach to enhance quality of living

II. Ends

- 1.1 Excellence in scholarship, leadership and research
 - 1.1.1 Recognition
 - 1.1.2 Reward
 - 1.1.3 Advancement
- 1.2 Strong networks that develop scholars, researchers, and leaders

These ends will enhance the ability of the organization and chapters to prepare scholars and researchers as leaders for the 21st Century.

Glossary of Terms

- **Ends** – the human needs to be met. These are written with a long-term perspective and embody long-range planning.
- **Excellence** includes but is not limited to accessibility of body of work and utilization of diverse perspectives.
- **Integrative approach** includes but is not limited to cross-discipline, cross-specialization, cross-functional perspectives.
- **Student scholarship** is demonstrated academic achievement, ethical action, critical thinking, context-based learning, service learning.
- **Professional scholarship** is demonstrated ethical action, critical thinking, academic achievement, and excellence in discovery, engagement, and/or teaching.
- **Leadership** is demonstrated application of the reflective human action model.
- **Affiliation networks** include KON chapters, other boards, and other honor societies.

III. KON Board of Directors/Chapter Relationship

The chapters are chartered by the board to carry out the ends of the organization.

A. Delegation to the Chapters

To facilitate optimum effectiveness, the board of directors of Kappa Omicron Nu recognizes its responsibility as being generally confined to communicating the constitutional standards and the ends of the organization, leaving implementation and any reasonable interpretation of the standards and ends to the chapters.

1. Only the board, by majority agreement, has authority over the chapter charters.
2. Policies about ends direct the chapters to achieve certain results; constitutional standards constrain the chapters to conduct the business of the organization within the limitations.
3. Authority for the relationship with the chapters is delegated through the Kappa Omicron Nu Executive Director (ED) who is accountable to the board.
4. The ED may use any reasonable interpretation of constitutional standards and ends policies to make decisions and take actions.

B. Unity of Control

Ends policies of the KON Board and the Kappa Omicron Nu Constitution are binding on the chapters. Accordingly, chapter bylaws will comply with the Constitution and the ends policies of the Board.

C. Accountability of Chapters

The chapter adviser is the KON Board's official link to operational achievement and conduct of the chapter; thus accountability of the chapter, as far as the board is concerned, is situated in the adviser with appropriate linkage to chapter officers.

Chapters are expected to submit information requested by the ED.

D. Monitoring Chapter Performance

The KON Board will track chapter performance by monitoring in such a way as to have systematic assurance of constitutional and policy compliance.

1. The KON Board will monitor compliance with ends policies and constitutional standards to confirm that a reasonable interpretation was used.
2. Monitoring will occur by
 - a. Annual program reports (Appendix A)
 - b. Annual financial reports (Appendix B)
 - c. Periodic review of chapter bylaws

IV. Chapter Limitations

The Chapter Executive Committee (EC—elected officers) may not conduct the business of the organization in a manner that is illegal, unethical, imprudent, or in violation of Kappa Omicron Nu or institutional policy. Because Kappa Omicron Nu recognizes the importance of chapters in the development of empowered leaders through scholarship, research, and leadership development, chapters shall not fail to self-monitor and be accountable with respect to the following.

A. Inclusion

Chapter affiliates will not fail to

1. Extend invitations for membership to all qualified individuals.
2. Respect membership rights (Appendix C).
3. Establish non-discriminatory criteria for member recognition at the chapter level.
4. Establish local criteria for KON products that are consistent with national guidelines found in the Chapter Handbook.

B. Risk Management

Chapter leadership shall not fail to honor the national written risk management policy (Appendix D) that addresses alcohol and drug consumption, sexual harassment, health and safety, and abuse. Further, the chapter bylaws shall include a provision to appropriately remove an officer (Appendix E, Model Bylaws, Article IV, Section 6).

C. Chapter Integrity

The chapter shall not fail to

1. Operationalize commitment to the scholarship, research, and leadership development agenda of the organization;
2. Conduct itself in an ethically, morally, and socially responsible manner;
3. Provide an orientation to new or prospective members.
4. Respect the rules in your chapter's use of the name, logo, and/or related materials of Kappa Omicron Nu (Appendix F).

D. Chapter Management

It is not acceptable for the chapter leadership to fail to

1. Devise and adhere to a written plan of action for the chapter's activities in each academic year, including at least one activity that promotes scholarship, research and leadership development; suggestions appear in the Chapter Handbook.
2. Maintain records of chapter
 - a. Membership
 - b. Activities
 - c. Income and allocation of funds;

3. Plan for income and expenditures and the long-term consequences to the financial security of the chapter;
4. File the annual financial report with the ED
5. Develop, maintain, and periodically review chapter bylaws.
6. Use Chapter Benchmarks (Appendix G) to assess chapter support, development, and learning.

E. Chapter Support

A chapter may not fail to

1. Have an advisor to provide guidance, including oversight of KON and institutional policies;
2. Establish criteria to recognize exemplary advisors;
3. Provide for the continuity of the chapter.

V. Chapter Adviser Role

Chapter Advisers represent the college/university in upholding the high standards of the Kappa Omicron Nu charter and the tenets of the National Constitution and Chapter Bylaws.

A. Policies

1. The adviser monitors chapter procedures to assure fairness, dignity, and equality.
2. The adviser serves as the guardian of the official chapter records.
3. One or two assistant advisers should be appointed so that stability and continuity is maintained when the chief adviser position changes.
4. The adviser teaches leadership through modeling effective leadership.
5. The adviser assesses status of officer leadership skills in order to set realistic goals for advancing student leadership.
6. The adviser facilitates program planning, including the selection of the Required Program.
7. The campus chapter is a student organization. The adviser is part of the team but not the captain.

B. Procedures

Chapter Management: The following principles and procedures may provide a framework for successful management.

1. Team concept of management
2. Shared leadership
3. Quality, not quantity
4. Balance of enthusiasm and realism

5. Officer training to establish duties and responsibilities
6. Executive Committee review of President's Handbook and Chapter Handbook
7. Annual calendar of events and programs
8. Regular executive committee meetings
9. Regular meetings of president and adviser
10. Phone tree for officers
11. Annual evaluation and needs assessment

Motivation and Participation: Humans are goal-striving and purpose-oriented creatures, and they will participate in organizations that meet their needs and that provide a comfortable atmosphere. Because motivation is an internal force that commits one to goals, the key to participation is managing the organization in such a way that members have an opportunity to meet their personal needs in a climate that is acceptable to a variety of individuals.

"Motivating a person" is a myth. The organization must manage the structure, the climate, and the activities of the organization to give members the freedom and opportunity to get involved and to anticipate meaningful outcomes that will lead to further involvement.

The following practices help build relationships and create opportunities for commitment:

1. Schedule a chapter event very soon after Initiation and publicize at Initiation
2. Review involvement opportunities and encourage participation at Initiation
3. Build relationships through ice breakers and name tags
4. Appoint new initiates to committees at first meeting after Initiation
5. Schedule incoming and outgoing officer planning session
6. Schedule personal success stories at each meeting (e.g., internship appointment, acceptance of a paper for publication or presentation, fellowship announcement)
7. Issue personal notes of congratulations
8. Schedule brown-bag seminars

Eligibility Lists: Determining who is eligible and securing correct addresses are probably the most difficult tasks of advisers. Because college and university procedures vary, there is no tried and true method. Most registrars and administrators of units will be able to assist the adviser in developing a fair and efficient procedure. Advisers who have exhausted local resources should contact the Executive Director for ideas and suggestions.

Each chapter should have a system for managing unintentional exclusions from the list of potential members.

Empowering Leaders: Leaders in the twenty-first century will need to be articulate, energetic, and empowering. The adviser can inspire, train, and support leaders so they can learn to manage themselves and empower others. An effective adviser therefore

guides, not prescribes; suggests, not dictates; and encourages, not demands. The advising role could be described as teacher-facilitator, the guide-on-the-side (Appendix H). The following actions will empower students:

1. Preparation

- Be enthusiastic about the potential of the chapter. Encourage visualization and emotional involvement.
- View chapter work as an authentic, student-centered activity.
- Schedule training in team building, planning, and group problem solving. Help students construct their own meaning by fitting new information together with what they already know.
- Create high expectations and a “can do” attitude. Dig deep. Strive for miracles.
- Give opportunity for experimentation. Emphasize flexibility in thinking. Beware of rigidity in thinking.
- Stimulate interest in integration of academic and co-curricular goals, especially supporting and recognizing undergraduate research.
- Support student’s work toward goals and help them find resources.
- Reward successes and help students learn from disappointments and failures, to accept limitations as challenges.

2. Communication

- Give feedback when requested.
- Facilitate decision making by students.
- Encourage group resolution of problems and conflicts.
- Check on progress, and listen for ways to support efforts.
- Show students how to accept diverse points of view and resolve disagreements.

3. Support

- Serve as informal educator and mentor.
- Provide information, equipment, and materials to achieve goals.
- Keep abreast of new information.
- Give credit where credit is due. Be positive and supportive.
- Facilitate the process of leadership.

4. Modeling

- Encourage broad participation. Demonstrate and build trust.
- Display consistent and caring behavior.
- Teach by example. Have fun. Love what you do.

VI. Chapter Executive Committee (Governance) Process

The Chapter Executive Committee (elected officers) represents all owners (members). The duty of the Executive Committee (EC) is to achieve its mission in a prudent, effective, ethical, and legal manner.

A. EC Job Description

The EC job description is its perpetual agenda, from which it develops meeting agendas.

The EC is responsible for the achievement of the Kappa Omicron Nu mission in ways that are:

1. Unique to its trusteeship role by connecting the organization with its ownership.
2. Necessary for proper governance. This is accomplished by writing and reviewing (annually) governing policies.

B. Relationship of EC to Chapter Membership

The ownership of Kappa Omicron Nu shall be perceived conceptually as all members of the chapter. The EC represents all the members, not specific groups among the membership.

Diversity is inherent in the membership of KON and that diversity has many definitions. The EC is not a repository of diversity but serves as a channel for expression of the membership's diversity (breadth of experience, knowledge, culture, etc.). Therefore, the EC shall educate itself regarding the values held by the members it represents and shall act always under the influence of those values. The EC may facilitate its education by:

1. Involving members in annual program planning.
2. Reviewing member feedback and comments by key informants.
3. Monitoring the need for contributions to the academic program and co-curricular activities.

The EC shall communicate periodically with the ownership on its stewardship. At least once each year, the EC shall disseminate a statement of its values and give an accounting of its financial resources and the extent to which these funds have been translated into services.

The schedule for linkage with the members shall include the following:

1. Annual program planning meeting for all members.
2. Evaluation of each chapter program.
3. Annual discussion with unit administrators to identify chapter contributions to the academic program and co-curricular activities.

C. EC Composition

The EC must be comprised of visionary leaders in the chapter who offer diverse perspectives, expertise, and skills that further the mission of the chapter.

D. Governing Philosophy

The EC will approach its task in a way that emphasizes strategic leadership more than administrative detail, a future orientation, and proactivity rather than reactivity. The central challenge of the group of the EC is to converge many divergent views. On any issue, the EC must elicit as much diversity as possible to ensure that it is adequately considering the range of views held by the ownership. Yet these divergent views must be resolved into a single organizational position, spoken with one voice. In this spirit, the EC will:

1. Sustain its major focus on the intended long-term impact of the chapter.
2. Inspire the organization through the careful deliberation and establishment of policies. Policies will be statements of values or strategies that address Ends (what benefits?...for whom?...at what cost?), KON EC of Directors/Chapter Relationship, Chapter Limitations, Chapter Adviser Role, EC (Governance) Process.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, policy-making principles, respect of clarified roles, speaking with one voice, and self-policing of EC tendencies to stray from rigorous governance.
4. Be the sole authority over its own agenda, which is based upon the perpetual agenda.
5. Exercise restraint, in accordance with the EC's commitment to enforce upon itself whatever discipline is needed to govern with excellence.

E. Cost of Governance

Because poor governance costs more than learning to govern well, the EC will invest in its governance capacity. Accordingly EC skills, methods, and supports will be sufficient to assure governing with excellence.

1. Orientation of new members and candidates for membership increases clarity of chapter values and ends.
2. Officer training after election will prepare officers for chapter leadership.

G. Role of Chapter President

The President assures the integrity of the EC's process and, secondarily, occasionally represents the EC to outside parties. Accordingly:

1. The EC behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues that, according to EC policy, clearly belong to the EC to decide.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and to the point.
2. The authority of the president consists in making decisions that fall within topics covered by chapter policies. The president is authorized to use any reasonable interpretation of the provisions in these policies.

- a. The president is empowered to chair EC meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
- b. The president has no authority **separate from the EC** to make decisions about policies created by the EC within Ends and Executive Limitations policy areas.
- c. The president may represent the EC to outside parties in announcing EC-stated positions and in stating president decisions and interpretations within the area delegated.
- d. The president may delegate authority, but remains accountable for its use.

H. EC Member's Code of Conduct

The EC commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as EC members.

1. EC members must have loyalty to the ownership and avoid conflicts caused by loyalties to other organizations and any personal interests.
2. EC members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. When the EC is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall abstain, without comment from not only the vote but also from deliberation.
 - b. EC members will not use their EC position to obtain special favors.
3. EC members may not attempt to exercise individual authority over the organization.
 - a. EC members' interaction with other groups must recognize the lack of authority vested in individuals except when explicitly EC authorized.
 - b. EC members' interaction with public, press or other entities must recognize the same limitation and the inability of any EC member to speak for the EC except to repeat explicitly stated EC decisions.
4. EC members will respect the confidentiality appropriate to issues of a sensitive nature.
5. EC members will be properly prepared for EC deliberation.

I. Ends Agenda

To accomplish its job products with a governance style consistent with EC policies, the EC will follow an annual agenda which (a) completes a re-exploration of Ends policies and (b) continually improves EC performance through EC education and enriched input and deliberation.

1. The cycle will conclude each Spring (unless officers are elected on a calendar year basis) so that planning and budgeting can be based on accomplishing a one-year segment of the EC's most recent statement of long-term Ends.

2. The cycle will start with the EC's development of its agenda for the next year during the initial EC meeting through
 - a. Consultations with selected groups in the ownership, or other methods of gaining ownership input.
 - b. Governance education, and education related to Ends determination.
3. Throughout the year, the EC will attend to requests from National Kappa Omicron Nu as expeditiously as possible.

J. Release of Information

All announcements of chapter program of work, activities, and positions on matters of public concern shall be issued by the chapter president. All chapter publicity releases shall be issued by the chapter president (or EC designated officer).

K. Chapter Committee Principles

The chapter bylaws document designates Standing Committees. Accordingly:

1. Chapter committees are to help the EC and chapter officers do their job.
2. Chapter committees may not speak or act for the EC except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the EC.

Appendix A: Chapter Annual Report

Annual Chapter Report Policy

Kappa Omicron Nu announces a new annual report that offers chapters an opportunity to assess chapter effectiveness and outcomes. This is an effort to establish standards for effective chapters and to help members improve chapter effectiveness and member satisfaction. This initiative recognizes the importance of positive outcomes of Kappa Omicron Nu membership and of the current emphasis on outcome assessment in higher education. It is important to know that the **annual report must be filed** in order for the chapter to be eligible for Scholar Program grants and transfer of chapter dues collected in the national annual alumni dues renewal process.

The Student Organization Effectiveness Rubric offers assessment in three areas: Chapter Effectiveness, Learning Benchmarks, and Evaluation Benchmarks. We encourage chapters to use the assessment to make changes that meet the shared goals of officers, members, and the academic unit. It is the belief of Kappa Omicron Nu that chapters have the opportunity to offer co-curricular benefits to its members and serve the educational objectives of the academic unit.

These standards are based on the work of the Council for Assessment of Standards in Higher Education (CAS) in defining student learning and development goals and the work of Kappa Omicron Nu in describing an effective chapter.

Kappa Omicron Nu Board of Directors
March 25, 2010

Kappa Omicron Nu Collegiate Chapter Annual Report (Form A)

Form A should be submitted online (or by fax) before November 1 to:
Kappa Omicron Nu, 4990 Northwind Drive, Suite 140, East Lansing, MI 48823-5031
Online: www.kon.org/annrptA.asp • Tele: (517) 351-8335 • FAX: (517) 351-8336

Name of Chapter:

Name of College/University:

Name of Human Sciences Unit:

Name of Administrator:

Signed _____ Date _____
Vice President

Signed _____ Date _____
Adviser

Describe tentative plans for this academic year.

Kappa Omicron Nu Collegiate Chapter Annual Report (Form B)

Form B should be submitted on line (or by fax) on or before June 1 to:

Kappa Omicron Nu, 4990 Northwind Drive, Suite 140, East Lansing, MI 48823-5031

Online: www.kon.org/annrptB.asp • Tele: (517) 351-8335 • FAX: (517) 351-8336

Name of Chapter:

Name of College/University:

Name of Human Sciences Unit:

Name of Administrator:

Number of Kappa Omicron Nu student members at end of chapter year _____,
including _____ initiates

Number of Chapter Meetings/Year _____

Signed _____ Date _____
Vice President

Signed _____ Date _____
Adviser

Limit report to pages herein. Retain a copy of this report for your files.

Chapter Programming

1. List all meetings for the year (date topic), identifying Required Program:

2. Briefly describe campus or community projects, activities, or events:

3. Describe the tentative plans for next year:

4. Optional: For entry in the Chapter Awards Program, complete application for one or more topics; see announcements at <http://www.kon.org/awards/awards.html>. Application deadline is June 1, annually.

5. Complete the attached self-assessment rubric.

Chapter Effectiveness Rubric

Organization: _____

Standards	5 - 4 Exemplary	3 - 2 Satisfactory	1 - 0 Unacceptable	Score*
Chapter Effectiveness Benchmarks				
• Registration with appropriate institutional office	Goes beyond minimal policies to ensure institutional recognition	Meets institutional policies for registration	Is not registered with the institution	
• Participation in institutional training for student groups	Participates in institutional training; uses information to improve organization	Participates in institutional training	Does not participate in institutional training	
• Procedures for election of officers	Develops policies to support bylaws; makes changes when feedback suggests deficiencies	Follows the bylaws for election of officers	Has unclear or no set procedure for election of officers	
• Officer training plan	Uses officer training program to review responsibilities and make plans for strategic thinking	Conducts training program with old and new officers; supplies officer handbook to new officers	Has unorganized or non-existent officer training plan	
• Structure for selection and initiation of members	Evaluates processes to enhance selection and initiation of members	Follows regulations in bylaws and handbook	Has unorganized or no structure of selection and initiation of members	
• Structure for member input into setting goals for chapter activities	Conducts strategic thinking process to identify needs and set goals with participation of all members	Seeks input from members after officers have set goals	Has unorganized or no structure for member input	
• Process for planning annual activities to respond to goals	Develops action plan for achieving goals as part of strategic thinking process	Assigns committees to plan activities	Has unclear or no process for planning activities	
• Participation in national conference	Is represented at national conference; shares ideas to enhance organizational program and/or structure	Is represented at national conference most of the time	Is not represented at national conference	
Standards	5 - 4 Exemplary	3 - 2 Satisfactory	1 - 0 Unacceptable	Score
Learning Benchmarks				
• Co-curricular activities that enhance academic goals	Supports co-curricular goals through chapter planning and programming processes	Plans activities that enhance academic goals	Is not interested or engaged in enhancing academic goals	
• Activities respond to shared goals	Uses strategic thinking process to identify shared goals and to plan programs to achieve them	Seeks input from members about program plans	Does not identify shared goals	
• Participation in National Required Program initiative	Chooses Required Program initiatives and leadership development during strategic thinking process	Chooses at least one Required Program initiative	Does not participate in Required Program initiative	

Standards	5 - 4 Exemplary	3 - 2 Satisfactory	1 - 0 Unacceptable	Score*
• Effective leadership	Demonstrates skill in guiding and assisting a group, organization, or community in meeting its goals; identifies and understands the dynamics of a group; exhibits democratic principles as a leader or group member; communicates a vision, mission, or purpose that encourages commitment and action in others	Focuses on the exercise of leadership but limited or no collaborative efforts; has a vision for the group but lacks ideas for implementation and/or outcomes; sometimes deals with difficult or delicate situations and considers others' feeling	Has an incomplete or vague notion of the group purpose; operates independently of the group; fails to deal with difficult situations; is mostly concerned with own feelings	
• Social Responsibility	Has a clear vision and detailed ideas about the outcomes	Demonstrates personal commitment to social responsibility	Shows little concern for social responsibility	
• Sense of Civic Responsibility	Actively contributes to the welfare of the community	Behaves in the interest of community	Shows little or no concern for community	
Evaluation Benchmarks				
• Yearly evaluation of chapter activities	Has a comprehensive plan for evaluating activities	Evaluates some of the activities	Does not evaluate chapter activities	
• Yearly evaluation of programming	Develops comprehensive report of evaluations for use in strategic thinking process	Uses feedback to improve chapter	Does not use feedback to make improvements	

* Use a NA in the score column if the chapter is unable to accept a standard because of lack of institutional resources.

Kappa Omicron Nu – Dorothy I. Mitstifer – © 2010 - The Effective Leadership, Social Responsibility, and Sense of Civic Responsibility learning and development outcomes and exemplary statements are components of the CAS learning and development outcomes.

Appendix B: Chapter Financial Report

This form should be completed and submitted on or before June 1 so that National KON can file the Chapter IRS Report.
 Kappa Omicron Nu, 4990 Northwind Drive, Suite 140, East Lansing, MI 48823-5031,
 Telephone: (517) 351-8335 * FAX: (517) 351-8336

Chapter _____ Academic Year _____

University _____

A. Balance at Beginning of Year:

Petty Cash	\$ _____	
Checking or Institutional Account	\$ _____	
Savings Account	\$ _____	
Other Funds (Specify) _____	\$ _____	
Total		\$ _____ (A)

B. Income:

Initiation Fees	\$ _____	
Local Chapter Dues		
Collected Locally	\$ _____	
National Reimbursement	\$ _____	
Scholarship Funds		
Collected Locally	\$ _____	
National Grants	\$ _____	
Program Award	\$ _____	
Interest	\$ _____	
Other	\$ _____	
Total		\$ _____ (B)

C. Expenses:

Initiation Fees	\$ _____	
Initiation Expenses	\$ _____	
Program Expenses	\$ _____	
Scholarships and Awards	\$ _____	
Conclave Delegate Expenses	\$ _____	
Other Expenses	\$ _____	
Total		\$ _____ (C)

D. Balance at End of Year:

Petty Cash	\$ _____	
Checking or Institutional Account	\$ _____	
Savings Account	\$ _____	
Other Funds (Specify) _____	\$ _____	
Total Funds to Carry Forward		\$ _____ (D)

(A)\$ _____ + (B)\$ _____ - (C)\$ _____ = (D)\$ _____

Chapter Treasurer _____ Date _____

Chapter Adviser _____ Date _____

Retain a copy of this report for your files.

Appendix C: Membership Rights

The Kappa Omicron Nu Board of Directors is fully aware that chapter advisers and officers are concerned about the level of participation of members in chapter activities. Requests for the establishment of national standards for attendance have been received. **The interest in increasing the effectiveness of chapters is fully understood, but chapters need to be aware that a compulsory attendance standard is not included in the criteria for membership and therefore cannot be enforced.** Kappa Omicron Nu abides by the eligibility standards of the Association of College Honor Societies. Any chapter that attempts to establish mandatory attendance standards could be vulnerable to legal action by members who feel that their membership rights have been violated. National Kappa Omicron Nu will not defend the chapter's position if such a situation arises.

Furthermore, humans are goal-striving and purpose-oriented creatures, and they will participate in organizations that meet their needs and that provide a comfortable atmosphere. Then, too, there may be extenuating circumstances that limit participation. Because motivation is an internal force that commits one to goals, the key to participation is managing the organization in such a way that members have an opportunity to meet their personal needs in a climate that is acceptable to a variety of individuals.

"Motivating a person" is a myth. The organization must manage the structure, the climate, and the activities of the organization to give members the freedom and opportunity to get involved and to anticipate meaningful outcomes that will lead to further involvement.

The following practices help build relationships and create opportunities for commitment:

- Implement a communication system that is effective in keeping members aware of chapter activities and opportunities
- Schedule a chapter event very soon after Initiation and publicize at Initiation
- Review involvement opportunities and encourage participation at Initiation
- Build relationships through ice breakers and name tags
- Appoint new initiates to committees at first meeting after Initiation
- Schedule incoming and outgoing officer planning session
- Involve members in setting chapter goals and planning for their achievement
- Offer interactive program activities
- Schedule personal success stories at each meeting (e.g., internship appointment, acceptance of a paper for publication or presentation, fellowship announcement)
- Issue personal notes of congratulations

One legitimate practice is the establishment of a chapter point system for awarding Kappa Omicron Nu medallions for participation and involvement (all members may have honor cords, but medallions may be reserved for an award program). Points could be awarded for meeting attendance, chapter leadership, committee work, participation in service projects, etc. The chapter must involve all members in developing and approving the award system.

National Kappa Omicron Nu values participation and involvement of members, but mandatory standards and controls are counterproductive and not in the best interests of the honor society.

August 28, 2009

Appendix D: Risk Management Policy

The Risk Management Policy of Kappa Omicron Nu includes the provisions that follow and shall apply to all honor society entities and all levels of honor society membership.

Alcohol and Drugs

- The possession, use, and/or consumption of **alcoholic beverages**, during an official event, or in any situation sponsored or endorsed by the chapter, must be in compliance with any and all applicable laws of the state, county, city, university, and other institutions.
- No alcoholic beverages may be purchased through the chapter treasury nor may the purchase of same for members or guests be undertaken or coordinated by any member in the name of or on behalf of the chapter.
- No chapter members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor.
- The possession, sale, and/or use of any **illegal drugs or controlled substances** at any chapter sponsored or endorsed event, or at any event that an observer would associate with the honor society, is strictly prohibited.
- No chapter may co-sponsor an event with a charitable organization, alcohol distributor, or tavern where alcohol is given away, sold, or otherwise provided to those present.
- No chapter may co-sponsor or co-finance a function where alcohol is purchased by any of the host chapters, groups, or organizations.

Safety

- All chapters shall comply with local fire and health codes and standards for ceremonial and food functions.

Abuse

- No chapter may conduct activities that create embarrassment, harassment, ridicule, or any other activities, which are not consistent with the regulations and policies of the educational institution.

Civil Rights

- Membership in Kappa Omicron Nu is open, without restriction as to race, creed, sex, national origin, conditions of handicap, and sexual orientation.

Education

- An annual review of the Risk Management Policy of Kappa Omicron Nu is required of each chapter.

Appendix E: Model Kappa Omicron Nu Chapter Bylaws

(The Chapter Bylaws may not conflict with the
National Kappa Omicron Nu Constitution.)

ARTICLE I - NAME

The name of this organization shall be the _____ Chapter of Kappa Omicron Nu, hereinafter referred to as the Chapter and the National Society.

ARTICLE II - MISSION AND PURPOSE

Kappa Omicron Nu is a national honor society dedicated to recognizing and encouraging excellence in scholarship, research, and leadership in the human sciences. The mission is empowered leaders who use an integrative approach to enhance quality of living. To accomplish this mission, _____ Chapter shall

- promote scholarship and encourage intellectual development,
- promote research and foster the spirit of inquiry,
- confer distinction for high achievement,
- promote leadership development,
- stimulate student and faculty dialogue,
- enrich the intellectual environment of higher education institutions,
- encourage high standards of practice and ethical behavior, and
- promote attitudes of professional responsibility for the public good.

Note: Any additional professional objectives/purposes (that relate to the national mission above) unique to the individual chapter may be inserted here.

ARTICLE III - MEMBERS

Section 1. Active Members. Collegiate and professional members whose financial obligations to the Chapter and to the National Society are paid and current are active members, with all privileges of active membership, including the right to vote, hold office, serve on committees, and be elected a delegate to Conclave.

- A. Collegiate members shall be students enrolled in undergraduate or graduate programs at the time of initiation.

Note: Membership requirements must meet the minimum criteria as stated in the Constitution of the National Society. Any chapter, at its discretion, may establish higher criteria.

1. Undergraduate students shall be enrolled in (name of institution), have declared a major in (name of Unit) or one of its specializations, have completed _____ semester hours or equivalent, have a minimum grade point average of _____ on a 4.0 scale, and rank in the top ____% (not less than 25%) of their class. Transfer students shall have completed _____ semester hours at (name of institution).
 2. Graduate Students shall be enrolled in a graduate program in (name of unit), or one of its specializations, have completed _____ semester hours (not less than 12 hours) of graduate work or equivalent, and have a minimum grade point average of _____ (not less than 3.5) on a 4.0 scale.
- B. Professional Members. Alumni of collegiate chapters shall be professional members. Others meeting the following criteria may be elected to professional membership: (a) earned one or more degrees in the human sciences (or alternate unit title) with a _____ grade point average as undergraduates or _____ as graduate students and not have been previously initiated into Kappa Omicron Nu or its predecessor societies, or (b) have earned one or more degrees qualifying them to work in the field with a _____ grade point average as undergraduates or _____ as graduate students and have made a distinctive contribution to the profession.

- C. Membership in the Chapter is open to qualified candidates including persons with disability, without regard to age, color, gender, national origin, race, religion, and/or sexual orientation

Section 2. Nominations for Membership.

- A. Nominations of collegiate members shall be made by the Chapter Advisory Council. Nominations of professional members shall be made by the Chapter with the approval of the Chapter Advisory Council.
- B. Chapters are eligible to nominate for National Honorary Membership persons outside the field, excluding those who are employed in the field, who have made distinctive scholarly and research contributions to the field.

Section 3. Election shall be by ballot vote. A two-thirds vote shall elect.

Section 4. The membership process shall include an informational meeting, orientation session, and initiation activities.

Section 5. Membership in _____ Chapter is open to qualified candidates including persons with disability, without regard to age, color, gender, national origin, race, religion, and/or sexual orientation.

Section 6. Upon initiation, a member shall pay an initiation fee and national dues as established by the National Society, and local dues as established by the Chapter. Undergraduate collegiate members shall not be required to pay further national dues until after the baccalaureate degree is granted.

ARTICLE IV - OFFICERS

Section 1. The officers of this Chapter shall be the President, Vice President, Secretary, Treasurer, and Editor.

Note: There must be at least three elected officers representing the above functions. A chapter may also have other officers if desired, such as president-elect, additional vice presidents, recording and corresponding secretaries, historian, etc.

Section 2. At the regular Chapter meeting preceding the meeting at which the election of officers is to be held, a nominating committee of _____ active members shall be elected. The chair shall be a member of the Executive Committee (Article VII, Section 1), and at least one member shall be a faculty member of (name of institution). It shall be the duty of the committee to nominate candidates for the offices to be filled at the regular meeting in (month). Before the election, additional nominations from the floor shall be permitted.

Section 3. The officers shall be elected by ballot to serve for one year or until their successors are elected, and the term of office shall begin _____.

Note: Term of office may vary, however, it is recommended that no member serve more than two years in the same office.

Section 4. No member shall hold more than one office at a time, and no member shall be eligible to serve more than two terms in the same office.

Section 5. Should the office of President become vacant, it shall be filled by the Vice President. A vacancy in any other office shall be filled by the Executive Committee with the approval of the Chapter Advisory Council.

Section 6. Any elected officer of the Chapter may be removed for just cause. Sufficient cause for such removal may be violation of the Chapter Bylaws or Society Constitution or any lawful rule, practice, or procedure adopted by the Chapter or other conduct deemed to be prejudicial to the best interest of the Chapter. For removal of an elected officer for cause, it shall be necessary for the Chapter Executive Committee to hold a formal hearing. A statement of the charges shall be sent by registered mail to the last recorded address of the officer, accompanied by notice of the time and place of the meeting at which the charges are to be considered. At least thirty days notice shall be given, and the officer shall have the opportunity to appear in person or to be represented by counsel and to present any defense to such charges before action is taken. The Chapter Executive Committee shall adopt such rules as may be necessary to assure due process to the officer. Upon a two-thirds affirmative vote, the Chapter Executive Committee shall recommend removal to the Society Board of Directors. The Society Board of Directors shall, by majority vote, approve or reject the recommendation of the Chapter Executive Committee either at the next meeting or through an electronic meeting.

ARTICLE V - DUTIES OF OFFICERS

Section 1. The officers shall perform the duties prescribed by these Bylaws, the constitution of the National Society, and by the parliamentary authority adopted by the Chapter, and shall fulfill such other duties and requirements as may be determined by the National Society.

Section 2. The President shall have general supervision and direction of the officers of the Chapter, shall preside at all meetings of the Chapter and the Executive Committee, shall appoint (with the approval of the Executive Committee and the Chapter Advisory Council) all chairs and members of standing and special committees unless otherwise stated elsewhere in these Bylaws, and shall be ex-officio member of all committees except the nominating committee.

Section 3. The Vice President shall have the powers of and perform the duties of the President during any absence or disability of the President, shall be chair of the program committee, and shall have such other duties as may be determined by the Executive Committee or the President.

Section 4. The Secretary shall record the proceedings of all meetings, maintain all membership records, attend promptly to all Chapter correspondence, maintain adequate inventory of supplies from the National Society, and have such other duties as may be determined by the Executive Committee or the President.

Section 5. The Treasurer shall be responsible for all monies of the Chapter and shall serve as chair of the finance committee. Accurate records of all transactions shall be kept. The Executive Committee shall be responsible for causing the Treasurer's accounts to be audited annually.

Section 6. The Editor shall be responsible for assembling and submitting articles for publication as requested by the National Society, and shall serve as chair of the publicity committee.

ARTICLE VI - MEETINGS

Section 1. Regular Meetings. The Executive committee and Chapter Advisory Council shall determine the number of regular meetings to be held during the year, and shall distribute a schedule of these meetings to each active member.

Section 2. Special meetings can be called by the President or the Executive Committee and shall be called upon the written request of ____ active members of the Chapter. The purpose of the meeting shall be stated in the call, and business shall be limited to that which is stated in the call. Except in cases of emergency, at least three days' notice shall be given.

Section 3. Quorum. Those active members present shall constitute a quorum.

ARTICLE VII - EXECUTIVE COMMITTEE

Section 1. The Executive Committee shall consist of the officers of the Chapter.

Section 2. The Executive Committee shall have general supervision of the Chapter between its business meetings, fix the hour and place of meetings, make recommendations to the Chapter, cause all reports required by the National Society to be submitted in a timely manner (officer list, annual report, financial report), and perform such other duties as are specified in these Bylaws and the Constitution and rulings of the National Society.

Section 3. Meetings of the Executive Committee shall be called by the President or by any ____ members of the committee.

ARTICLE VIII - CHAPTER ADVISORY COUNCIL

Section 1. The Chapter Advisory Council shall consist of three or more professional members, at least one of whom shall be a member of the faculty of (name of unit).

Section 2. The Chapter Advisory Council shall assist the Chapter in fulfilling its Mission and Purposes and shall perform such other duties as are specified in these Bylaws and the Constitution and rulings of the National Society.

ARTICLE IX - COMMITTEES

Chapter committees shall consist of the chair and at least two additional active members. Standing Committees shall be established by the Chapter. Special Committees may be established by the President, the Executive Committee, or the Chapter. The Standing Committees of _____ Chapter shall be:

Section 1. The Publicity (Public Relations) Committee shall promote Kappa Omicron Nu within the (name of institution) community, especially within the (name of unit). The Editor shall serve as chair.

Section 2. The Honors Event Committee shall cooperate with the (name of unit) to arrange events to recognize honor students. The Vice President shall serve as chair.

Section 3. The Initiation Committee shall make arrangements for initiation ceremonies. A member of the Executive Committee shall serve as chair.

Section 4. The Program Committee shall select programs and make arrangements for meetings. The Vice President shall serve as chair.

Section 5. The Finance Committee shall prepare the budget and make an annual analysis of Chapter fiscal management. The Treasurer shall serve as chair.

Section 6. The Bylaws Committee shall submit amendments to the Bylaws to provide for changing Chapter needs and to provide consistency with the National Society Constitution and (name of institution) policies for student organizations. The President shall serve as chair.

Note: These committees may not be needed by all chapters. Some chapters may have other committees. The Standing Committees of the Chapter should be included in this article.

ARTICLE X – INACTIVE STATUS OR DISSOLUTION OF CHAPTER

Assets remaining after providing for debts and obligations of the Chapter shall be distributed to the National Society for deposit in the New Initiatives Fund for special projects and program initiatives.

ARTICLE XI - PARLIAMENTARY AUTHORITY

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the Chapter in all cases to which they are applicable and in which they are not inconsistent with these Bylaws, the Constitution of the National Society, and any special rules of order the Chapter may adopt.

ARTICLE XII- AMENDMENT OF BYLAWS

These Bylaws may be amended at any meeting of the Chapter by a two-thirds vote, provided the amendment has been submitted in writing at the previous regular meeting or has been submitted in writing to all active members of the Chapter at least two weeks prior to the meeting at which it is to be considered. No amendment shall become effective until approved by the National Society.

These Bylaws shall not be in conflict with the Constitution of the National Society. Any amendment of the National Society Constitution affecting these Bylaws shall cause this document to be amended automatically to concur with such amendment.

Appendix F: Use of Name, Logo, and Other Intellectual Property

Purpose: It is important for Kappa Omicron Nu chapters, their advisers, and their members to understand the nature and scope of acceptable use of the Kappa Omicron Nu name, logo, and other protected intellectual property of the Society; failure to enforce its rights dilutes the ability to protect these marks in the future. In recent years, there have been cases of institutional use of honor society logos for graduation paraphernalia and use of names and logos by for-profit companies without the permission of the honor society in question. The National Office is therefore issuing this advisory to clarify its policies regarding use of its name and logo, in the hopes that chapter advisers will be of assistance in helping all members of the Kappa Omicron Nu family nationwide protect our shared stake in the good name and reputation of the Society.

Guidelines: Please take note of and respect the following rules in your chapter's use of the name, logo, and/or related materials of Kappa Omicron Nu, National Human Sciences Honor Society (hereinafter "Kappa Omicron Nu," "the Society" or "KON"):

1. The official name of the Society is "Kappa Omicron Nu," and this name, along with certain logo, design, stylistic, and/or other elements, is protected by various intellectual property laws. Chapters and their advisers and members, when using the full form of the name should take note of the proper name and refrain from referring to Kappa Omicron Nu as a "club," "group," "honorary," or similarly incorrect nomenclature in verbal or written communications with their members, departments, or the public.
2. *Bona fide*, authorized chapters of Kappa Omicron Nu at colleges and universities, by virtue of the granting of their chapter charter, are given a *limited license* to use the name and/or logo of KON in conjunction with the Greek letter chapter designator assigned to them upon issuance of the charter—e.g., "X Chapter of Kappa Omicron Nu"—for the purposes of self-identification and the conduct of routine daily business. Informally and with clearly limited, local use, this license extends to referring to the chapter as "Kappa Omicron Nu" as long as the nature of said use makes it clear to recipients that the reference is to the local chapter only (e.g., the chapter advertises a departmental "Kappa Omicron Nu Seminar," where it is clear the local chapter alone is the sponsor). As described above, a limited license for use of the logo at <http://www.kon.org/KONlogo.gif> is hereby granted. For certain purposes, a higher resolution logo may be obtained from the National Office.

The license also includes the right to use the name and/or logo of the Society, accompanied by the Greek letter chapter designator, in verbal or email communications regarding chapter business, the printing of temporary announcements or invitations regarding a chapter activity that comport with the mission and purpose of the Society, and other routine business designed to facilitate the chapter's activities. The license *does not* extend to allowing the use of the name or logo of the Society in products, partisan political, or other special or non-routine business, and chapters intending to engage in this sort of activity must request and receive a use-specific additional license under the terms of Rule 7, below.

3. Any use of the Kappa Omicron Nu name or logo in public (and particularly graphic or written) materials—e.g., flyers, checks for a chapter checking account, business documents, business cards, or other materials intended for receipt or consumption by non-Society or non-chapter parties—must be accompanied by use of the Greek letter chapter designator, e.g., "X Chapter of Kappa Omicron Nu announces..." or "Kappa Omicron Nu, X Chapter presents..." This is a critically important term of the license from Kappa Omicron Nu under which local chapters operate, as it distinguishes the specific group of members of the Society at a specific college or university that is undertaking the action being advertised to the public.
4. Chapters are *never authorized* to produce their own versions of commemorative, scholarly, or official documentation of membership items, using the name and/or logo of the Society or any variant thereof, that are provided by the National Office—this includes membership certificates or documents that could be reasonably

construed to be same, pins or other jewelry, mugs, honor cords, banners, etc. Chapters may be approved to use or reproduce the name or logo of Kappa Omicron Nu on other materials if they abide by the terms of Rule 7 regarding submission of a request for use of the Society's intellectual property for chapter purposes. No guarantee of permission or additional license, express or implied, is made by these rules, however.

5. Chapters must be aware of the fact that the types of items they make available to members, even if they are in compliance with the above rules regarding proper disclosure of the specific chapter providing them or an additional license or permission has been granted as per Rule 7, may nevertheless be of an objectionable nature to the National Office given the tax-exempt status, reputation, purpose, and/or name of the Society (chapter-provided certificates of appreciation, for example, are appropriate; a line of KON-logo designer underwear or something labeled "KON and Coca-Cola present..." are more objectionable, for example). The National Office reserves the right to revoke, wholly or in part and permanently or temporarily, the license granted to any chapter to use or incorporate the Society's name and logo for any reason and/or in any manner depending upon circumstances in any case that comes to its attention. Furthermore, advisers are required to make inquiry of the National Office *prior* to creation of permanent items bearing the KON name or logo.
6. Advisers should take reasonable steps to ensure that student members of their chapters understand these rules; students should recognize clearly that membership or status as a student officer in the chapter does not give them any right or legal ability whatsoever to produce merchandise, stationery, business cards, etc. containing the Society's name or logo for essentially private purposes. This prohibition extends to the creation of same for chapter purposes or benefit, except as they may be authorized to do under license from or permission of Kappa Omicron Nu.
7. Chapters may be provided additional licenses, rights, or privileges to use the Kappa Omicron Nu name, logo, or other intellectual property by the National Office at any time and under any circumstances or in any primary or derivative form, but only upon the making of a written request to the National Office describing with sufficient particularity the nature, form, intent, and/or duration of the use, and only after receiving in writing a reply from either the Executive Director of the National Office, personally or electronically signed, granting said request. In this case, the written chapter request and the written granting of permission, as well as any written communications of clarification between the times of issuance of those documents if they exist, shall be taken together as a fully integrated agreement, and no additional or subsequent oral discussions, understandings, or agreements shall be construed to modify the terms of the agreement.
8. It is the intent of the National Office to provide assistance, support, and guidance to chapter advisers as to all matters, including this one, of a legally or administratively complex nature. As such, advisers should feel absolutely free and entitled to contact the National Office through any preferred medium at will to request reasonable assistance in complying with and administering these rules or any other issues that they believe may affect the successful and enjoyable operation of their chapter. We are here to help!

* Adapted from Pi Sigma Alpha Chapter Advisory, issued 11/25/08.

Appendix G: Student Organization Effectiveness Rubric

Organization: _____

Standards	5 - 4 Exemplary	3 - 2 Satisfactory	1 - 0 Unacceptable	Score
Institutional Support Benchmarks				
<ul style="list-style-type: none"> Student Affairs commitment to registered student groups 	Requires registration of student groups; sets standards for chartering	Requires registration of student groups	Does not require registration	
<ul style="list-style-type: none"> Institutional commitment to a support system and recognition of advisers 	Has a well-established program for supporting student organizations and recognition of advisers	Responds to requests for support and adviser recognition	Has no support system nor adviser recognition program	
<ul style="list-style-type: none"> Academic unit commitment to staffing of advisers for student groups 	Acknowledges advising in tenure and promotion	Staffs advisers of student organizations at academic unit level	Gives no credit for advising student organizations	
<ul style="list-style-type: none"> A centralized system for maintaining records and supplies 	Has a centralized policy for maintaining records and supplies	Provides space for records and supplies at academic unit level	Provides no space for records and supplies	
<ul style="list-style-type: none"> A financial system for banking and paying bills 	Has a policy for holding funds and paying bills through a central student organization system	Holds funds within the academic unit financial system	Has no policy for holding funds and paying bills	
Chapter Development Benchmarks				
<ul style="list-style-type: none"> Registration with appropriate institutional office 	Goes beyond minimal policies to ensure institutional recognition	Meets institutional policies for registration	Is not registered with the institution	
<ul style="list-style-type: none"> Participation in institutional training for student groups 	Participates in institutional training; uses information to improve organization	Participates in institutional training	Does not participate in institutional training	
<ul style="list-style-type: none"> Procedures for election of officers 	Develops policies to support bylaws; makes changes when feedback suggests deficiencies	Follows the bylaws for election of officers	Has no set procedure for election of officers	
<ul style="list-style-type: none"> A plan for officer training 	Uses officer training program to review responsibilities and make plans for strategic thinking	Conducts training program with old and new officers	Supplies officer handbook to new officers	
<ul style="list-style-type: none"> Structure for selection and initiation of members 	Evaluates processes to enhance selection and initiation of members	Follows regulations in bylaws and handbook	Has no structure of selection and initiation of members	
<ul style="list-style-type: none"> Structure for member input into setting goals for chapter activities 	Conducts strategic thinking process to identify needs and set goals with participation of all members	Seeks input from members after officers have set goals	Has no structure for member input	
<ul style="list-style-type: none"> Process for planning annual activities to respond to goals 	Develops action plan for achieving goals as part of strategic thinking process	Assigns committees to plan activities	Has no process for planning activities	

Standards	5 - 4 Exemplary	3 - 2 Satisfactory	1 - 0 Unacceptable	Score
<ul style="list-style-type: none"> Participation in national conference 	Is represented at national conference; shares ideas to enhance organizational program and/or structure	Is represented at national conference most of the time	Is not represented at national conference	
Learning Benchmarks				
<ul style="list-style-type: none"> Co-curricular activities that enhance academic goals 	Supports co-curricular goals through chapter planning and programming processes	Plans activities that enhance academic goals	Is not interested in enhancing academic goals	
<ul style="list-style-type: none"> Educational activities respond to shared goals 	Uses strategic thinking process to identify shared goals and to plan programs to achieve them	Seeks input from members about program plans	Does not identify shared goals	
<ul style="list-style-type: none"> Participation in Required Program initiative 	Chooses Required Program initiatives and leadership development during strategic thinking process	Chooses at least one Required Program initiative	Does not participate in Required Program initiative	
Faculty Support Benchmarks				
<ul style="list-style-type: none"> Value for student organizations 	Demonstrates value for student organizations by including representation in academic unit structure	Shows value for student organizations through individual faculty member commitment	Shows no support for student organizations	
<ul style="list-style-type: none"> Professional/technical support to student organizations 	Shows support for student organizations; provides professional and technical support through mentoring and providing resources	Shows support for student organizations through individual practices	Provides no professional or technical support for student organizations	
<ul style="list-style-type: none"> Participation in chapter activities 	Is well represented by faculty members in chapter activities; contributes to achieving goals	Is represented by a few faculty members in chapter activities	Does not participate in chapter activities	
National Support Benchmarks				
<ul style="list-style-type: none"> Technical assistance for operational procedures 	Takes advantage of the available technical assistance	Knows of available technical assistance	Is not aware of available technical assistance	
<ul style="list-style-type: none"> Guidelines for maintaining organization excellence (benchmarks) 	Uses guidelines to evaluate and improve organization	Knows of guidelines for organization excellence	Is not aware of benchmarks	
<ul style="list-style-type: none"> Effective distribution of orders and supplies 	Asks questions and gives input to national to increase effectiveness	Uses forms for ordering supplies	Is not aware of national supplies	
<ul style="list-style-type: none"> Awards and recognition for excellence 	Establishes procedures for taking advantage of national awards and recognition	Provides information to members about awards and recognition opportunities	Is not aware of national awards and recognition	
<ul style="list-style-type: none"> Standards for organizations in good standing 	Establishes standards that exceed minimum standards	Meets minimum standards for organizations in good standing	Is not aware of minimum standards for organizations	
<ul style="list-style-type: none"> Program resources 	Uses the national program resources in the action planning process	Uses some of the national program resources	Is not aware of national program resources	

Standards	5 - 4 Exemplary	3 - 2 Satisfactory	1 - 0 Unacceptable	Score
• Officer training	Modifies national plan for officer training based upon feedback from officers	Uses national plan for officer training	Does not conduct officer training	
• Adviser training	Participates in national training; uses national benchmarks to improve practices	Uses national adviser handbook	Does not take advantage of national adviser handbook and training	
• Training for chapter development	Uses national benchmarks to evaluate chapter and make changes	Participates in national conference to improve chapter	Does not work on chapter development	
• Legal structure for protecting the rights of members	Shares information about member rights	Is aware of national constitutional protection of member rights	Is not aware of structure for protecting rights of members	
Evaluation Benchmarks				
• Yearly evaluation of chapter activities	Has a comprehensive plan for evaluating activities	Evaluates some of the activities	Does not evaluate chapter activities	
• Plan for improving chapter based on evaluation	Develops comprehensive report of evaluations for use in subsequent strategic thinking process	Uses feedback to improve chapter	N/A	

Appendix H: Adviser as Teacher Rubric

Philosophy - Effective education reaches far beyond the classroom through a co-curricular approach to student activities. Among the goals of student organizations is the opportunity for development of the whole person and for creating a sense of belonging. A critical component is leadership development, which may encompass experiences at the university, college, department, or community levels. The adviser holds the key to the progression of leadership development. The Adviser as Teacher approach to advising is antithetical to the laissez-faire position, which holds that the responsibilities for organizations reside fully with students.

The following benchmarks recognize the elements that contribute to excellence in advising:

Standards	5 - 4 Exemplary	3 - 2 Satisfactory	1-0 Unacceptable	Score
Institutional Responsibility Benchmarks				
Value for the role of student organizations in student learning and development	Perceives value of student organizations and encourages alignment of goals with the curriculum	Perceives value of student organizations	Shows no interest in student organizations	
Commitment to a support system and recognition of advisers	Has a well-established program for supporting student organizations and recognition of advisers	Responds to requests of support and adviser recognition	Has no support system nor adviser recognition program	
Commitment to staffing of advisers	Acknowledges advising in tenure and promotion	Staffs advisers of student organizations at department level	Gives no credit for advising student organizations	
Commitment to funding adviser participation in National Conference	Establishes grants for adviser participation	Supports adviser participation at department level	Does not support adviser participation	
Adviser Selection Criteria Benchmarks				
Enthusiasm for the role of student organizations in learning and development	Shows enthusiasm and encourages others to support student organizations	Shows commitment	Fills role without enthusiasm	
Belief in the role of adviser as teacher	Accepts the role of adviser as teacher and sets goals for improving competency	Accepts the role of adviser as teacher	Holds laissez-faire position	

Standards	5 - 4 Exemplary	3 - 2 Satisfactory	1-0 Unacceptable	Score
Adviser Responsibility Benchmarks				
Awareness of institutional procedures, standards, and regulations	Knows institutional procedures, standards, and regulations and interprets for students	Knows how to find information about institutional procedures, standards, and regulations	Lacks knowledge of institutional infrastructure	
Commitment to the following functions: maintenance or custodial, group growth, program content	Works with students to increase the effectiveness of the organization in achieving its goals	Shows concern for developing the group and delivering programs	Commits to maintaining the organization	
Continuity and history of the organization to new members	Helps students communicate organizational outcomes to attract new members and plan for recruitment	Helps students plan recruitment	Holds laissez-faire position	
Commitment to personal relationships and task functions	Is effective in mentoring students and facilitating leadership development	Develops relationship with students and helps them identify organizational tasks	Does not develop personal relationships with students	
Commitment to modeling leadership principles	Models leadership and sets goals for increasing effectiveness	Models leadership	Does not model leadership	
Coach and consultant for individuals in their duties within the organization	Creates a system for mentoring and coaching	Offers to provide coaching and consulting for organization leaders	Holds laissez-faire position	
Commitment to helping students				
Articulate a vision and mission for their organization	Helps officers develop and communicate vision and mission to members/recruits	Accepts national vision and mission	Lacks information about vision and mission	
Prescribe and practice ethical behavior	Helps members interpret ethical behavior in organizations	Values role of ethics in organizations	Shows no interest in the ethical component of organizations	
Recruit, select, supervise, and develop others in the organization	Helps students examine bylaws and policies to improve recruitment, selection and initiation of members, supervision, and student development	Helps students follow established policies	Holds laissez-faire position	

Standards	5 – 4 Exemplary	3 – 2 Satisfactory	1-0 Unacceptable	Score
Manage financial resources	Helps students evaluate rules and policies and change those that would strengthen internal controls	Helps students follow established policies	Holds laissez-faire position	
Maintain up-to-date governance documents and policies	Helps student review governance documents and policies to strengthen the organization	Helps students follow established policies	Holds laissez-faire position	
Maintain centralized storage of organization records and documents	Helps students evaluate the efficacy of present policies for storage of records and historical documents and strengthen them	Helps students follow established policies	Holds laissez-faire position	
Celebrate accomplishments and recognize leadership	Helps students examine ways to improve celebration of accomplishments and leadership; explores opportunities for organizational and institutional recognition	Helps students continue established practices	Holds laissez-faire position	
Conduct election of officers and implement officer transition	Helps student examine the processes of electing officers and transitioning so that they can be improved	Helps students continue established practices	Holds laissez-faire position	
Conduct annual evaluation in order to				
Determine quality of programs	Helps officers evaluate programs and make recommendations for the future	Encourages students to evaluate quality of programs	Holds laissez-faire position	
Improve chapter based upon evaluation	Helps officers evaluate chapter operations and activities and make recommendations for improvement	Encourages students to evaluate chapter operations	Holds laissez-faire position	
Improve leadership development and officer training	Helps officers evaluate leadership development and officer training and make recommendations for improvement	Encourages students to evaluate leadership development and officer training	Holds laissez-faire position	

Standards	5 – 4 Exemplary	3 – 2 Satisfactory	1-0 Unacceptable	Score
Learning Benchmarks				
Co-curricular activities that enhance academic goals	Helps students make contacts with program administrators to identify activities to enhance academic goals	Helps students identify activities to enhance academic goals	Holds laissez-faire position	
Participation in national initiatives	Helps students explore national program initiatives and choose initiatives based upon shared goals	Encourages participation in national initiatives	Holds laissez-faire position	
National Support Benchmarks				
Technical assistance for operational procedures	Help officers take advantage of the available technical assistance	Makes officers aware of available technical assistance	Is not aware of national support and resources	
Guidelines for maintaining chapter excellence (benchmarks)	Provides training in using benchmarks to evaluate chapter excellence	Provides national rubric for evaluating chapter excellence	Is not aware of national support and resources	
Awards and recognition for excellence	Helps officers make plans to take advantage of awards and recognition opportunities	Provides information about awards and recognition	Is not aware of national support and resources	
Standards for Chapters in Good Standing	Helps officers meet standards for chapters in good standing	Makes officers aware of standards for good standing	Is not aware of national support and resources	
Program resources	Helps officers examine resources and choose those that fit program planning goals	Provides information about program resources	Is not aware of national support and resources	
Officer training program	Help officers conduct officer training	Provides national plan for officer training	Is not aware of national support and resources	
Adviser standards (benchmarks)	Uses benchmarks in evaluating practices	Is aware of national rubric for evaluating adviser excellence	Is not aware of national support and resources	
Leadership training program	Helps officers institute a plan for annual leadership training	Provides leadership training resources	Is not aware of national support and resources	
Legal structure for protecting the rights of members	Helps officers make members aware of membership rights	Is aware of constitutional protection of rights	Is not aware of constitutional protections for the rights of members	