

Leadership Training Manual

Presented by the Clarkson College
Student Government Association



Prepare to be the **best.**

You've proven
your desire to
play an active
role on campus.

Let's set you up
for success.

College is a time full of self-discovery, growth and—most certainly—fun.

We're thrilled your main objective is to pursue a future in health care, and we want you to look back on your college education and recollect all of things you experienced—lectures and textbooks aside. Your involvement on campus will benefit your development as an aspiring health care professional and also as an individual.

Leadership is an important part of your college experience, and it's something we don't take lightly. We want to help further your leadership and organizational skills during your time here. The Clarkson College student organizations are available to help provide opportunities that shape your college experience.

The information contained in this manual serves as a resource to student leaders and their officers throughout their leadership endeavors. Our hope is to set your organization up for success by providing assistance in the development of your organization's structure. Here's to your future achievements!

The Benefits of Student Leadership

Individuals who have positive leadership experiences within student organizations take those skills into adulthood. According to the Student Activities and Leadership Programs office (SALP) at Western Michigan University, "through participation in leadership programs, students will develop and cultivate the knowledge and skills necessary to impact and influence" (SALP, n.d., para 4).

Leadership education of college students is an important and ongoing process within higher education institutions. Mentors and student leaders play an exemplary role in coordinating, shaping and evaluating the development of leadership courses and programs within our colleges and universities (American College Personnel Association, 2009).

To succeed after college, students need more than just academic intelligence and specific job skills. In today's organizations, they are looking for experienced leaders that are ethical, well-organized communicators with the ability to motivate and energize others. In joining student organizations, young people can gain experience in both academia and social skills. This can offer students the opportunity to network with professionals and provide for future experiences (Student Leader, 2004).

Mentoring Tips

Consider your mentoring commitment carefully

- › Make sure you have the time
- › Make sure you are sincerely interested in mentoring

Determine if your mentoring role is formal or informal

- › Informal: Allow for mentoring relationships to evolve naturally
- › Formal: Establish rules and regulations

Establish clear goals

- › Create a contract with your leaders
- › Ask for updates from your leaders every time you meet with them
- › Revisit goals on a continual basis with your leaders

Establish a reasonable pace

- › Distribute your knowledge and experience a few sections at a time
- › Keep discussions focused on relevant goals or challenges

Be accessible

- › Establish a meeting schedule with officers
- › Determine parameters for your availability with e-mail, voice mail etc. between mentoring sessions

Don't create a clone of yourself

- › Offer ideas for your students, but don't expect them to use your exact same ideas
- › Encourage creative and individual thinking

Be an encouraging confidant

- › Encourage your students to aim for high goals
- › Balance praise with constructive criticism
- › When a plan fails, remind them that this is a learning experience
- › Be confidential
- › Celebrate achievements

Don't give all of the answers

- › When asked for help, ask your student to suggest their ideas first
- › Encourage specific direction only if you feel they may make a disastrous decision. Otherwise let them make choices and decisions on what they feel is best

Know when it's time to go

- › Help your students to plan for the future
- › Allow them to continue to grow and develop

Adapted from "The Leader's Tool Kit" by Cyril Charney

"To pursue the vision means to create organizational strategic alignment to preserve the core ideology and stimulate progress toward the envisioned future."

– Jim Collins & Jerry Porras

Developing a Vision & Goals

We live in a pretty diverse world, and with that comes a variety of different values and beliefs from various backgrounds. You might find that your organization is very diverse in age, gender, ethnicity and other various characteristics. When you decide to dedicate your time and energy to this organization, you need to find out how to work with your peers and be able to work toward your goals through your vision.

A vision statement is not what the organization is currently about but what you hope it to become. It may be what you are already doing or what you as leaders intend to do. However, it is up to you to keep it on track and set standards for the group by setting goals. This allows you to move your organization to a higher level within a given time period.

The vision statement becomes the values that your organization wants to obtain. Your organization's vision statement should not be more than a couple of sentences that clearly outline a specific goal of the organization, while not providing the details of how your goals will be reached. It provides the direction for the organization, while not inhibiting the development of the goals with which you hope to accomplish (Mind Tools, 2009).

How to Develop a Vision for Organizations

Brainstorming

Start your creative thinking process. Do word associations with poetry or brainteasers. Remember no idea is a bad one.

Make a list

Pick out three things that your group is already doing—your main purpose.

Post them up

Post your items on a large sheet of paper and put them up on the wall. Highlight the verbs in yellow and underline the adjectives in red.

Draft a vision statement

Narrow down your lists into one or two sentences to incorporate all your points.

Review

Create a focus group (outside of the leaders working on this project) to review the statement to get honest feedback.

Incorporate

Instill within your organization your vision statement into your group's identity.

Adapted from wisegeek.com, 2009

Goal Setting Strategies

Goal setting can affect your organization internally as well as externally through its performance. Your group's goals should be both relevant to the organization and realistic, as well as achievable by your leaders. Mentors and student leaders must give group members a clear direction when it comes to goal setting so that your objectives are being met. The organization's goals should matter to the whole group. This will empower all members to know that what they do is important to the organization's success. The results of such empowerment can increase motivation within the group and increase a sense of loyalty to the organization.

SMART Goals

A useful way of making goals more powerful is to use the SMART mnemonic. While there are plenty of variants, SMART usually stands for

- › Specific
- › Measurable
- › Attainable
- › Relevant
- › Time-bound

Adapted from Locke's Goal Setting Theory, 2009

How to Motivate Leaders & Maintain it

Motivation can come in many different forms, but the list provided below will help establish a few that most institutions can fulfill easily in a short amount of time. Each of them can be very valuable to the leaders that receive them. Praising leaders can truly make a difference in their performance. By recognizing their efforts and awarding them, you can inspire them to achieve great goals. Training and increasing a leader's responsibilities can ensure that their position is a learning experience. All of these steps can help leaders to realize their potential and increase their interest in the organization.

Motivation techniques for student leaders include, but are not limited to:

- › Positive feedback (praise)
- › Increases in responsibilities and challenges
- › Training and education for the position
- › Recognition (awards)

Adapted from "The Everything Coaching and Mentoring Book"

**"The world is calling for
leaders to step up and
play big on the planet.
Making a difference
begins with you."**

– Jacqueline Cornaby

Tips for Good Communication Skills

Broadcast your agenda

- › Talk about your group's mission, values and goals.
- › Put announcements on bulletin boards and message boards.

Acknowledge resistance

- › Neutralize opposing arguments before they start.
- › Anticipating and overcoming objections before they begin can help solidify a group.

Show enthusiasm

- › Enthusiasm for goals energizes people within a group.
- › If you as the leader are excited about a goal it will spill over to the other members.

Show humor

- › Humor shows your human side of being a leader.
- › Humor allows people to relate to you.

Persevere

- › Be persistent with your group's values and goals.

Listen

- › Good leaders get their message across and then listen to their members.

Be accessible

- › Be approachable so members feel they can come to you with any concerns or suggestions.

Celebrate and praise often

- › Praise people that work toward achieving the goals of the organization.
- › You can re-energize people by recognizing and rewarding those that practice the values.

Don't demean members

- › Remember that you are all members of the group striving for common goals; treat your peers with respect and honor.

Use the right words

- › Use words throughout your meetings like "service" and "team" to keep your group thinking about their goals.

Adapted from "The Agile Manager's Guide to Leadership"

Conflict Resolution

Conflict resolution is the key to handling and growing an organization. Because your organization is made up of people from different backgrounds, conflicts will arise, but the important element as a leader is to know how to handle conflicts and find a compromise.

When leaders are negotiating and problem solving disagreements, keep in mind these simple rules:

Separate the people from the problem

Focus on working on the common goal. Build trust among members.

Focus on interests not positions

Decide what is important for the organization's success and not just for the individuals.

Invent options for mutual gain

Brainstorm for solutions that can meet the needs of both parties.

Insist on objective criteria

Find a set of criteria that both parties can agree on to settle the dispute.

The goal of conflict resolution is to reach a common conclusion for both parties. Success can build a cooperative atmosphere. Take the perspective of the other person and work together to reach a joint solution.

Adapted from "Leadership: A Communication Perspective"

Team Building

Team building is such a widely used concept, but what is it really? Team building is about taking individuals from all walks of life and developing them into an interrelated group that works and functions toward common goals. Leadership effectiveness can be largely increased through team efforts, and your organization can soar to great heights with good group cohesiveness. It allows a group to react quickly to events and adapt to constant, rapid changes (Northouse, 2007).

"The very essence of all power to influence lies in getting the other person to participate."

– Harry Overstreet

When starting to build your team, you may find that people come to your organization with many different agendas, but in the end everyone needs to work together. You may have “problem personality types,” but just remember that in order to accomplish your group goals, you need to build your relationships. The following identifies personality types that might be problematic to working together. Review the following and consider the strategies associated with each.

Personality Types

Disinterested type

- › Stress the benefits to be gained from the organization.
- › Direct questions at the individual to get their involvement.
- › Seat this person in the middle of the discussion flow.

Argumentative type

- › Direct questions raised by others to this individual as well as their questions to the group.
- › Let the group settle issues. Avoid being drawn into an argument.
- › Seat this person next to you.

Overly talkative type

- › Direct questions away from this person to other group members.
- › Privately, suggest the value of letting others participate.
- › Seat this person next to you.

Rambling type

- › Suggest listing the point presented to lead these individuals into organizing ideas.
- › Briefly summarize all important points so far to bring them into focus.
- › Point out the need to stay on schedule to curtail rambling.

Controversial type

- › Try to foresee points of controversy and plan answers to them.
- › Defer points for later report.
- › Defer points for private discussion.

Adapted from “50 One-Minute Tips for Trainers”

Activities for Team Building & Officer Transitions

In order to produce a well-rounded team, you need to provide ways for organizational members to get to know one another. On the following pages, there are several examples of team building activities that will allow your group to gain the effectiveness your organization requires.

Keep in mind that when working with team building activities, you will want to provide an agenda to maintain some structure to the event. You may also want to develop a theme to help organize your thoughts about the day. A theme can also be something that carries you through your year with the organization. A theme develops an element of fun, which should be the cornerstone to this type of event. You should also consider putting together reflective questions that you may ask your leaders to ensure that they are gaining the intended outcomes from the training.

In order for your group to start out on the right foot, consider hosting an officer transition session with your older officers training your new officers. This can give your out-going officers the chance to clean out their officer binder, file boxes, office drawers, etc. It will also remind them of any files they have saved on an organization or personal computer to download to a position flash drive/CD.

For your incoming officers, it gives them the chance to ask questions of their predecessor. They will also have the chance to go through their new materials first hand to discuss what the job entails. During transitions each pairing should go through materials and any office spaces that the organization has so that when the new group of leaders start they feel confident and ready to go.

Team Building Activity: Sugar House

Timeframe

10 minutes

Supplies

30 sugar cubes, bandana, plate, note pad/pen, stopwatch

Roles

Forman, builder, secretary and encourager

Directions

Everyone plays different roles in life, as these workers will soon find out. We are going to build a house made out of sugar. The house needs to be 3"x3", and you can build it however you want regarding that one stipulation. The forman is the only person who can give directions to

the builder. The encourager can only give encouraging words to the builder, nothing more. The secretary's job is to only take notes; no talking is allowed. This person is to observe the group's dynamics and record verbal and non-verbal communication for each group member. Lastly, the builder's sole purpose is to build the house with the directions given by the forman only. This person is also blindfolded throughout the event.

Reflective Questions

- › How is everyone feeling?
- › What were the challenges for the group this time?
- › Did everyone feel comfortable during the exercise? Why or why not?
- › How effective was your communication?
- › What role did trust play throughout the exercise?
- › What happens when our peers have blind faith?
- › What happens when our peers are tentative?

Team Building Activity: Survival Scenario

Timeframe

10 minutes

Directions

Your world is about to change and your new world will be very different. Your group must decide how your race is to survive with the expertise of the people listed. Keep in mind you can only take seven people on the boat to get to your new world. Who will you leave behind, and who will go with you on this adventure? The existence of humanity is up to you now. How will you survive?

Roles

Sailor: Male, age 25

Priest: Male, age 43

Expectant Mother: Female, age 28

Child: Female, age 6

Carpenter: Male, age 68

Veterinarian: Female, age 32

Culinary Expert: Female, age 57

Wild Life Biologist: Male, age 49

Engineer: Male, age 22

Financial Advisor: age 33

Female: age 36

Teacher: Female, age 23

Marine: Male, age 19

Reflective Questions

- › Who would survive and make it to the new world?
- › What is your justification for this decision?
- › What have you learned from this exercise? What organization and prioritizing skills are necessary?

Team Building Activity: Magic Carpet Ride/Tarp Flip

Timeframe

10 minutes

Supplies

Tarp, ball (see variation below)

Set up

Lay out a tarp on the ground and have all team members stand on it. The smaller the tarp the more challenging the exercise! No tarp? Use taped together newspaper sheets—the fragile paper makes the challenge even more interesting!

Directions

While standing on top of a completely open tarp, the group must create a plan to get everyone on the opposite side of the tarp without anyone stepping off. The size of the tarp should be defined by the number of individuals in the group.

Variation

Standing in a circle, group members begin by holding the edges of a tarp with both hands. A ball is placed in the middle of the tarp. The object is to flip the tarp so that the object rests on the opposite side of the tarp, facing up. Participants cannot let go of the tarp at any time and the object should remain on the tarp at all time.

Standing on the tarp, have group members fold it in half under them without stepping off. When they are successful, have them fold it again (and again, and again) until someone falls off.

Reflective Questions

- › What was the most difficult part of this exercise?
- › What did you learn from the process?
- › Did a leader emerge from the group?

Team Building Activity: Celebrity Party Ice Breaker

Supplies

Nametags, marker, list of celebrity names or demographic characteristics (see variation below)

Set Up

Write out the names on the tags ahead of time. Be sure to have brief bios descriptions to help with the debriefing.

Directions

From the participants' perspective, the object of this activity is for each group member to discover the personality that is written on their own back. You begin by assigning each group member a "personality" by sticking a nametag with the name of a famous person or character to his or her back. Do not show this nametag to the participant! Participants should be able to view the personalities of all other group members, just not their own.

You then instruct the group to mingle, and ask questions of the other "guests at the party." Individuals can ask yes or no questions about their personalities of others in the group, such as "Am I a woman? Am I a singer?" etc. Instruct participants to ask each member of the group only one question at a time, moving on to another person after each question. Encourage participants not to offer hints.

Variations

You can also use this activity to address issues of stereotypes by using an intentionally diverse group of name tags. For this variant, the facilitator goes around to the group and sticks the name tags to the participants' foreheads. When each participant has received their label, ask the participants to introduce themselves and shake hands with others. Participants try to guess what their label is by the way they are treated by others. Possible labels may include a cheerleader, football player, baseball player, banker, hearing impaired person, race car driver, pediatrician, professional wrestler, movie star, teacher, coach, Olympic gold medal winner or a bull fighter.

Meetings & Events

Tools to Help with Your Meetings

You will find that running your meeting and planning for your events can be very time consuming. There are many things that you may want to consider using to make sure your organization is working to the best of its ability. In conjunction with the diagram provided below, there may be

additional things for your organization to consider when beginning your leadership position. For example, you may want to provide a contact list of all your officers to promote communication between your officers.

You also may want to consider keeping your minutes in a place that is readily available to your members and constituents such as a shared drive, e-mail them to members or post them in a shared file. Within this section, you will find different samples on how to run your meetings smoothly. Look through this section, as it will help make your leadership experience efficient and well-organized.

Provide an Agenda

A sample agenda is below.

Name of Organization

Date

Call the Meeting to Order President

Roll Call Secretary (optional)

Minutes Secretary

A motion to approve is not necessary. The minutes are either approved as read or as corrected without a vote.

Speaker (optional)

Officer/Representative(s) Reports

Reports include correspondence and individual reports.

Reports of Special Committees

Reports include correspondence and individual reports.

Old Business

Any issue that was not concluded, was postponed or was tabled during the prior meeting. The secretary's minutes should inform the chair which items to add to this section.

New Business

This is the time for announcements, educational programs and introduction of speakers. It is best to anticipate issues the membership may present.

Announcements

These inform the assembly of other subject and events.

Adjournment

A motion to adjourn may be made at any time in the meeting. The assembly should never be forced to meet longer than it is willing to meet.

Have a Roll Call List

A sample roll call list is below. Be sure to list the names of your officers and any additional officers your organization may have.

Names	Dates			
President				
Vice President				
Secretary				
Treasurer				
Public Relations Chair				
Representative				
Representative				

Minutes for Every Meeting

A sample of meeting minutes is below. Meeting minutes should be filed in an appropriate place where all student members can view them.

(Organization Name) Formal Meeting

Date

President called meeting to order at (time)

Roll Call Secretary

Present:

List all attendees who were present

Minutes were read by secretary and approved

Speaker:

Name and information s/he discusses

Old business:

Information discussed at previous meetings

New business:

Anything new for the good of the organization; new events/concerns for the organization

Officer reports:

Chance for the officers of the organization to talk about what they are working on

Announcements:

Anything for the good of the group

Meeting Adjourned at (time)

Keep a Voting Log

A sample voting log is below.

Names	Dates			
President				
Vice President				
Secretary				
Treasurer				
Public Relations Chair				
Representative				
Representative				

The Method of Voting on a Motion

Voice

The chair asks those in favor to say “aye” and those opposed to say “no” (for majority votes only). A member may move for an exact count.

Roll call

If a record of each person’s vote is needed, each member answers “yes,” “no” or “present” (indicating the choice not to vote as his/her name is called).

General consent

When a motion isn’t likely to be opposed, the chair says, “If there is no objection...” Members show consent by their silence. If someone says, “I object,” the matter must be put to vote.

Show of hands

Members raise their hands to verify a voice vote or as an alternative to it. This does not require a count. A member may move for an exact count.

Ballot

Members write their vote on a slip of paper. This is done when secrecy is desired.

Lay the motion on the table

This motion is used to lay something aside temporarily to take care of a more urgent matter. It should not be used to prevent debate or to kill a question. Members can “take from the table” a motion for reconsideration. This must happen by the end of the current or next session (depending on how soon the next session is scheduled).

Postpone a motion

This is parliamentary strategy. It allows members to dispose of a motion without making a decision for or against. This is useful in case of a badly chosen main motion for which either a “yes” or “no” vote would have undesirable consequences.

Adapted from Channing L. Bete

Sample Bylaw Checklist

A sample bylaws check list is below.

1. Is the organization name listed and defined?
2. Is the reason for formation clear (purpose)?
 Are the objectives understandable (what are the goals)?
3. Is the required non-bias/non-discrimination statement included?
 Does it state which people are qualified for membership?
 Does it state the rights/privileges of full-membership?
 Does it state how/why membership could be revoked?
4. Are minimum qualification for officers listed (GPA, etc.)?
 Are office lengths and term limits listed?
 Is the nominating procedure clear?
 Are nomination times listed?
 Is it clear how the nominees will present qualification for office?
 Are election times listed?
 Are there run-off procedures listed?
 Are the titles and duties of each officer listed?
 Is there a procedure listed for the removal of officers?
5. Is the required advisor duties statement included?
 Is the advisor selection process included?
 Is the advisor removal process included?
6. Is the frequency of group meetings listed (weekly, etc.)?
 Is the process for determining meeting times clear?
 Is there an attendance policy?
 Is there a quorum. If so, what is it?
 Is there a procedure for calling special meetings?
 Are the rules of order listed (Robert's Rules, etc.)?
7. Are there dues being collected?
 Is the process for collecting dues clear? (subjective)
8. Is there a procedure in place for proposing and approving amendments to the bylaws?
9. Is the ratification process clear and concise?
10. Are there any articles requiring attention (committees, executive board, etc.)? (subjective)

How to Develop an Organization's Bylaws

A sample of bylaws is below.

Article I

Preamble: Main purpose of your organization.

Article II

Name: The name of the student organization cannot include Clarkson College, abbreviation or logo but can be part of the name, such as "Chess Club at Clarkson College." Name should reflect the purpose of the organization and clearly differentiate the group as a student organization and not a College department or program. The choice of language within the name should remain reflective of the Clarkson College mission.

Article III

Purpose: Why does your organization exist? What does your organization wish to accomplish?

Examples:

- › Promote harmony among students, staff and faculty...
- › Advocate on behalf of...
- › Provide an environment that supports...

Article IV

Membership: Who is considered a member and what are their rights? What are membership qualifications? Please note that the bylaws must clearly state that only Clarkson College students may be voting members. Faculty and staff can participate but do not have voting privileges. Your organization must also have a non-discrimination clause.

Examples:

- › Must be a currently registered Clarkson College student to be a voting member.
- › The following will be members of this organization...
- › Only members who are in good standing with the College.
- › Only members who have attended three consecutive meetings.
- › Only members who have attended at least half of organization sponsored functions.

Article V

Governing Structure/Officers: Clarkson College requires each organization to have at least a president/chair and a financial officer/treasurer. These two positions cannot be held by the same person. Give a detailed outline of how officers are elected. Define the advisor role among the organization. Each officer's duties must be outlined.

Examples:

- › There will/will not be an executive team (It's up to you how you're going to structure your organization above and beyond the president/point person and financial officer).
- › Other positions may include: Vice President, Secretary, SGA Rep and Event Coordinator

Appointments/Election of Officers: How are officers appointed/elected. Be specific (majority vote of membership, 2/3 votes, consensus, etc).

1. **Removal of Officers:** If questions regarding an officer were to arise, how would an officer be removed from office (2/3 vote, consensus, etc).
2. **Length of Term:** Officer positions will normally be held for a one-year term. Be specific about when a position begins and ends. Electing officers in spring allows a "shadowing period" with outgoing and incoming officers.

Article VI

Officer Duties: Define the duties of each office to assist with officer transition from year to year.

Examples:

President/Chair/Head Coordinator

- › Attend meetings or arrange for an alternate to attend. Convey all information from meetings to membership. Represent and advocate concern of members in public and private. Co-sign checks.

Financial Officer

- › Maintain records of financial transactions of the group. Be available for co-signing checks as required. Regularly advise the membership of its financial status.

Article VII

A meeting should be defined too. Attendance, when they are held, where they are located.

Article VIII

Budget: How is the budget put together, where does the money come from. How does the checking account work.

Article IX

Amendment of the Bylaws: How is the student organization bylaws amended (additions and deletions to this document)

Examples:

- › The bylaws may be amended at any meeting subject to the following: Two-thirds of the voting membership in attendance must vote in favor of the amendment. Notice of amendment must be broadcast to all

voting members at least two weeks prior to the meeting at which consensus will be sought. Amendments pass with a majority vote, 2/3 vote, consensus, etc., by...

Basic Parliamentary Procedure

What does it mean?

Parliamentary procedure is a set of rules that enables organizations to conduct business at meetings and public gatherings in an efficient manner. These "rules" are based on the consideration of rights: rights of the majority, the minority, individual members, absentee members and of all of these groups together.

Why is parliamentary procedure important?

According to Robert's Rules of Order (10th ed.), Introduction, p. XLVIII, "The application of parliamentary law is the best method yet devised to enable assemblies of any size, with due regard for every member's opinion, to arrive at the general will on the maximum number of questions of varying complexity in a minimum amount of time and under all kinds of internal climate ranging from total harmony to hardened or impassioned division of opinion."

Most organizations use Robert's Rules of Order as their parliamentary procedure guide. This resource is the definitive source of information about parliamentary procedure.

Adapted from Channing L. Bete

Five General Types of Motions

Main motion

These introduce subjects for consideration. They cannot be made when another motion is before the assembly.

Example: "I move that ..."

Subsidiary motion

These change or affect how the main motion is handled. They are voted on before the main motion.

Example: "I move to amend the motion by striking out..."

Privileged motion

These concern special or important matters not related to pending business. In general, they are considered before other types of motions.
Example: "I move we adjourn..."

Incidental motion

These are questions of procedure that arise out of other motions. They must be considered before the other motion.
Example: "I move to suspend the rules for the purpose of..."

Motion that brings a question again before the assembly

These enable certain items to be reconsidered. In general, they are brought up when no business is pending.
Example: "I move to reconsider..."

Adapted from Channing L. Bete

What Being a Student Leader is All About

It's about doing what most people do at age 40 when you're 20.

It's about getting an education and not just a degree.

It's about taking your higher education deeper.

It's about transcending political correctness and striving for human righteousness.

It's about valuing your self-reliance more than your social security.

It's about having a passion and not about holding a position.

It's about building your reputation not just your resume.

It's about being a windshield and not a bug.

It's about giving not getting.

It's about who you become, not what you get.

It's about leading yourself so that you can lead others.

It is about focusing 90% of your time on solutions and only 10% of your time on problems.

It's about growing antennas, not horns.

It's about realizing that community service is the rent we pay for the privilege of living in this world.

It means getting along with yourself so you can get along with others.

It is about labeling bottles and not people.

It is about scheduling your priorities as well as prioritizing your schedule.

It's about making love an action verb.

It's about challenging the status quo rather than accepting.

It is about being a pragmatic idealist.

It's about nurturing your own strength so you can be a source of strength.

It's about knowing that you are an X, which means you are not an unknown, rather you are a multiplication factor.

You are not just a pebble in this pond. You are a boulder in the ocean.

You are a student leader.

"Inspiration for Student Leaders" by Anthony J. D'Angelo

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