learned of the move by reading it in the document itself.

I came unglued Tuesday night at Laura after the staff meeting. I ensured that everyone else except the execs were out of the office to allow for us to vent amongst ourselves. We shot at each other pretty hard.

I learned that I haven’t kept them as involved in the decisions I’ve made as I should have. Granted, I am the president, but I promised to try to keep them as involved as I possible could. Further, I need them to use as a sounding board to ensure the decisions fit the intentions of our team.

**Lesson learned:** the other three members of your slate are just as important to your plans as you are, because you would not be in your position if they had not run with you. You ran as a team, and need to remind yourself of that as often as you can.

Back to the issue, I was upset for two key reasons: 1) I had refused to make a position statement in the senate the week prior to allow the slate to discuss the issue beforehand and 2) we had agreed to not endorse controversial items until we had discussed it amongst ourselves.

Another pressure was that if I dissented, I would have be splitting the slate’s position. I have grave reservations about the policy, and I was forced to watch my p’s and q’s in discussing the policy.

Because I am prepared to clearly demonstrate that the appropriate amount of research has not been accomplished on the project, I will indirectly attack their position as the key sponsors of the work. After this happens, what will be the impacts on the team’s cohesiveness?

I chose not to state my position on the resolution until next week, and I will make clear my concerns in the senate meeting. Other areas were demanding my attention.

I met with Dr. Worthen to get him up to date on the status of our projects. We discussed the Mayor’s proposition to adjust the traffic flow on the campus, particularly with McKinley Avenue. He was surprised to find that the city was demonstrating a certain flexibility with us that was unprecedented in recent years.

I think that there is great potential for us in the coming months to make some significant progress in building the relationship with the city. It is important for the next few SGA administrations to capitalize on this momentum.

Probably the most positive part of the week was a period of three hours Wednesday morning where Rowan and I had a heart to heart talk where he expressed his frustration with his limited involvement with
the major decisions being made around here. I think that I need to remember that I might die tomorrow and the rest probably wouldn't know where to pick up the pieces.

**Lesson learned**: a true standard of leadership must be that the functions of the group could continue to operate in the leader's absence.

The rest of that morning was capped by the announcement of free, anonymous HIV testing being brought to the campus beginning in January. Rowan was interviewed about our progress, which was a good thing. My ego loves the press, but I want to see the other members of the team make the news, too.

**Lesson learned**: as the figurehead, it is critical that you ensure the rest of the team be recognized for their accomplishments, and mentioning their names in public and associating them with their accomplishments builds loyalty. Neglecting this destroys it.

### 4 December-10 December

The pressures came to a focal point this week, as the Senate voted 32-6 to include sexual orientation in the AA/EEO measure amidst a great deal of media attention. The decision came despite the active participation of several religious organizations and concerned students in the discussion.

I spoke as a neutral party with grave concerns that the measure was premature and that I would not be able to fully execute the statement with as many gaping holes in the research.

The *Daily News*, who had endorsed the action last week, made a surprise move to endorse a presidential veto of the measure to provide the resolution proponents with the opportunity to fill in the cracks. The ROTC program, religious organizations, employee spousal benefits, and the effects on housing are legitimate concerns that have not been addressed to date.

The DN recognized this, and helped me out immensely. I finally could see that I was not alone in feeling this. There are significant reasons why the university has not already made this change, and very little has been done to incorporate their stances in the presentation.

It has been an important part of my decision making process in attempting to detach my Judeo-Christian values and place my emphasis on the weight of each individual factor. Care must be taken not to limit the freedom of one group by providing new freedoms to another group.
Conversely, a presidential veto would be an unacceptable statement that nearly condones the discrimination of a group. An endorsement of an unprepared and incomplete policy would be a poor leadership move on my part. If I do veto the resolution, chances are that the senate might be bull-headed enough to override it. The veto power has never been used, nor tested, since its inclusion as a power of the president a year ago last spring.

I did not state my position, nor will I until we return in the spring.

A decision made last week still does not sit well with me as I type this out. We made a deal with the Black Student Association in regards to the funding for Unity Week. Rather than fight them on the grounds that they were unprofessional in not budgeting our support in the manner we had consistently specified, we chose to concede and allow them to have the full amount of $1600. We made certain exactly where the money would be spent, however, and made it explicitly clear that any deviations of the budget would have to be authorized by our exec. prior to the change.

Lesson learned: be explicit in all financial matters and remind all parties involved that you are spending public funds on their projects.

### 11 December-7 January

Don’t underestimate the work that can be accomplished over your breaks. Summer served as a job familiarization time and gave me the opportunity to tie up the great deal of work Rowan got done in our absence. I used the shorter breaks to catch up on my personal stuff, like the classes I often made an attempt to attend.

One of the perks attached to this job is the “duty” to represent the students at a big away football game and functions like the Las Vegas Bowl. These events provide a unique opportunity to lobby the real movers and shakers of the university like the administrators, the Trustees, and the BIG donors. Also along for the trip are key legislators that we make an effort to demonstrate just how worthy this university is of increased state support to help KEEP TUITION DOWN.

**FUTURE PRESIDENTS:** If you need to talk business with any one of them, I advise that you grab a copy of the *BSU Profiles* book that lists their job and gives you a photo to figure out who they are. I’ve included in this final packet the BSU hierarchy with the names attached so you can easily reference them. It has also proven helpful for us to also get this information out to the staff and any movers and shakers in the Senate.
I was able to talk with several administrators and the university attorney, John Moll, about the impending AA/EEO decision. I expressed to him the deep concerns that the groups have expressed on each side, especially on the rights of religious organizations. He agreed to offer a legal brief on behalf of the university to offer legal guidance to both the administration and to me as I made my decision.

The challenges are many. I must shape the outcome to do many things: protect the rights of all students without limiting the rights of others; make compromises that Ang, Rowan, and Laura can accept; empower the students’ involvement in this whole process, and maintain our composure in the face of adversity.

I think that I’ve got a good plan laid out for us to make it happen in a way that will best serve the students. I believe that when dealing with individuals that are taking a “Damn the torpedoes and full speed ahead” approach to their cause, the only way to effectively alter their course is to hit them from the side. A strong, glancing blow must be used to make them stop and consider the “troubled waters they’re charging into.

I’ll keep you posted as the plans continue to develop. Don’t forget to use the break to recharge for the next few months, because you may be the only one in the office focused on doing the job instead of elections.

8 January-14 January

“The hotter the flame, the stronger the steel. Turn up the heat.”

Oh boy. This motto is one of many that is used in ROTCland, and I find it highly applicable to this past week. After careful deliberation, I chose to veto the Senate’s document. The following statement was read to the Senate as well as submitted to the Daily News as a “Your Turn” column:

11 January 1994

An open letter to the students of Ball State and their representatives:

On December 8, 1993, the Student Senate approved a resolution to urge the leaders and administrators of the university to add “sexual orientation” in its Affirmative Action/Equal Employment Opportunity policies. With a vote of 32-6, they then sought my Presidential endorsement.

As the President of the Student Government Association, I may either veto the initiative, or I may allow it to become effective using one of two methods. Without my signature that signs it into official SGA policy or a veto, the resolution still goes into
effect at the next regularly scheduled senate meeting.

As the body ultimately responsible for executing the will of the Senate, the Executive Branch has been granted a check in the form of the Presidential veto. The Latin root roughly translates to, "I forbid." In action, it kills the Senate resolution.

Clearly, a veto could lead to stifling discussion of an issue. If that is not the aim of the Chief Executive's action, it is important that he/she makes it clear he/she is sending the document back to the Senate for revision. Therefore, when this power is used, it could also signal, "Not in this form."

Indeed, an individual's qualifications and/or merit should be the only basis by which employment decisions are made. Significant legal actions have been taken over the years to protect an individual's rights as a citizen and policies have been implemented to enforce the programs.

As the elected representatives of the students, it is our responsibility to protect the needs of our constituents. Difficulty arises, however, when a proposed right is in conflict with another, already protected right.

Prior to the vote taken on 8 December, I raised several concerns regarding the issue and offered a possible solution to one of them. The Senate chose to close discussion and vote on the resolution without addressing these questions.

Two key areas of concern deal with the impact on student organizations (particularly the religious groups) and our relationship with the federal government. Although I do not officially speak for either area, it is appropriate for me to raise these concerns for us to consider.

Religious organizations will be required to include "sexual orientation" in their constitutions if the university adopts this policy suggestion. These groups formed on the campus under regulations that required the inclusion of an anti-discrimination clause that reflected the list of classes protected by federal and Indiana laws. Sexual orientation is not included in either the U.S. or Indiana policies.

If condoning and accepting homosexuality conflicts with a group's religious beliefs, it can be argued that a forced inclusion may limit their ability to practice their beliefs. Although some may argue that we, as a state institution, have no obligation to recognize religious groups, Ball State has set a precedent by choosing to do so. To retroactively order a group to adopt a policy that violates their openly expressed mission may be an unfair action unless there is a federal or state law as support.

Another area of concern is our relationship with the federal government. Homosexuals in the military, as an issue, will continue to be debated nationally. Under the current Commander-In-Chief, the ROTC's recruiting procedures should not come under conflict. It is important to note, however, that the issue is volatile and unpredictable.

I presented a method that we may avoid this conflict by modeling ourselves after the University of Michigan policy that adds a statement, "This will not affect
our relationship with the Federal Government, military, or ROTC." Unfortunately, the Senate chose to vote without discussing this option.

A further concern expressed by the university's attorney is that the initiative would be without state or federal support. Although two sister schools have chosen to implement this initiative, we need to also consider the action recently taken at Purdue University.

In essence, Purdue's policy lists the protected classes and then further states that individuals are to be evaluated on qualities "relevant to the situation." If Ball State were to model itself after this statement and couple it with our strict anti-harassment policy that is already in place, we would have adopted solid protections for homosexual and bisexuals in our community without exposing us to with a policy that the state doesn't endorse.

I applaud the Senate and hope that they maintain their aggressive posture for the betterment of the students we represent. However, I ask that they reconsider this document and that they open themselves to address the concerns set forth in this letter and by their constituents that will be affected on both sides of the issue.

To facilitate this discussion and revision of this bold initiative, I must veto Student Senate Resolution #135-93. I ask the senate to more heavily weigh these concerns and return an appropriately revised document for approval.

My action is not one of intolerance or in the attempt to delay action to protect members of our community. Rather, it is an effort to ensure we do not protect the rights of one group at the expense of another's. I look forward to working with the senate to expedite the process.

Sincerely,

Adam L. Mildred
President,
Student Government Association

A great deal of controversy surrounded this move, although it did not seem to surprise the authors a great deal. David Eppley seemed to take it the hardest. It's unfortunate that he has taken such personal offense to my decision.

In response to the veto, he attempted to overturn it and his motion was tabled because a majority of the senators believed in the principle of the veto; I ultimately asked for a revision, not an outright defeat of the issue.

On Thursday, I called him to offer an olive branch. It is my belief
that some compromise could have been made if he would have chosen to accept my offer to work together to resolve both his cause and my concerns.

Although I have gone on record saying that I would work with them to develop a better policy and that I was not defeating the initiative, David vehemently retorted that I had used the “I forbid” definition of the veto power and that he looked forward to seeing my decision overturned on Wednesday.

I then called other members of the Senate leadership to talk about his response, and I felt it appropriate to ask that some sort of compromise be worked out by any member of the body and the executive to provide a more acceptable statement. His unwillingness to work out the problems with me clearly demonstrates how much he has taken personal offense to my request for a revision.

As I talked to him, I offered the examples of Mandela/de Klerk and Rabin/Arafat as a demonstration of how two diametrically opposed views could be brought into one agreement that is acceptable to both sides. I further stated that, until he was willing to put the needs of the students before his own personal motivations and feelings aside, we would get nowhere in the debate and ultimately send a message to the university that we are divided on the subject.

Hopefully, something will get hammered out. I just hope his political aspirations don’t get in the way.

15 January-21 January

“The best way to lose success is to become comfortable with it.”

I spent Saturday pondering over whatever Steph and Co. might come up with as their proposed compromise. It turned out to be nothing more than what Eppley had originally proposed on the day I vetoed the document.

Disappointed with that offering, and the denied opportunity to help shape this statement, I then began to contact other members of the senate in the attempt to hammer out a proposal that would meet both concerns. I found such an individual in Todd Wood, a recent addition to the Senate body.

Todd prepared a “bridge” between the original document and my
veto statement for next Wednesday. I strongly support the piece's efforts to declare support for religious diversity and working to ensure that no-one's rights should outweigh the already-protected rights of another. It also contains a statement about our relationship with the military and federal government that I have consistently argued for and been even more consistently ignored by the Senate as a whole.

The week kicked into high gear as Unity Week and incredibly cold weather made significant contributions to the week. Monday was spent ensuring that the MLK speech was run over the VIS. There were some technical difficulties on the end of WCRH, and I recommend that the NEXT PRESIDENT ensure his/her Director of Multi-Cultural Affairs gets this one tied down by the end of October to be on the safe side.

We ran a full page ad on detailing the directions for viewing, sent out a letter to all the Academic Departments, and informed the University Senate of our plans. I would advise that the info letters be sent out before and after the Christmas Break to ensure that the faculty are as aware as possible.

Since we worked through WCRH, we were able to get more groups involved. I would recommend that the NEXT PRESIDENT make sure that the VIS department's assistance be explored as an alternative to using WCRH. As always, GET IT IN WRITING.

Tuesday, I called Dr. Worthen at 7:14 in the morning to request that classes be canceled because of the incredibly bitter cold that students and faculty would walk and drive in. I further argued that other Indiana universities had closed because of the cold. Despite the wind chill that dropped to -76 degrees, Dr. Worthen chose not to close classes.

The DN interviewed him and he made a few comments that made the student body howl for several days. He argued that people ski in weather like this all the time and that no medical authority supported closing the university. The pressure was heightened as both Muncie papers criticized his decision and comments.

As a demonstration of the importance of responsible leadership, Rowan chose to cancel the Wednesday Senate meeting because of the required attendance policy for the senators. This decision was challenged by some senators because they felt it was a delay action on the motion to overturn the veto. One particular senator's approach was very disheartening that he represents the student body.

David Eppley, on learning of the cancellation, verbally harassed one
of the office assistants over the phone and later did the same in the office. He further chose to call the senators at 3:00, just fifteen minutes prior to the original starting time, and wrongly inform them that a regular meeting will take place, despite the fact that they had all been informed that the meeting was canceled.

We are still discussing how we are going to address this highly inappropriate behavior on the part of the Senate’s Parliamentarian. **LESSON LEARNED:** Make sure that the Parliamentarian is on your side because he/she can be a major obstacle to working with the Senate if he/she is not willing to work with you.

The weather continued to be a topic of concern at Thursday’s U Senate meeting, and Worthen has seemed to be more receptive to the whole idea of a uniform policy for class dismissal due to adverse weather concerns. The university became a kinder, gentler institution as it adopted a uniform posthumous degrees policy for seniors that die enroute toward graduation.

I’ve got just nine more journal entries to make as the President of the Student Government Association, and I’m getting tired. The emotional rollercoaster would be fine if I didn’t have to balance it with academics and other involvements. I volunteered for this job, however, and will do my best to bring it home to the next team to take the wheel. I just hope she holds together that long.

22 January-28 January

"And all I can do is just pour
some tea for two
and speak my point of view
But it’s not sane, it’s not sane.”

"No Rain" by Blind Melon

**Wednesday saw my personal integrity challenged,** the constitutionality of my veto questioned, and the digression of this very volatile issue to pettiness and a cat fight for who would get the credit. The Senate felt so strongly about the AA/EEO resolution that they chose to override my veto and then amend it in effort to recognize my concerns. I contemplated vetoing the document a second time because it was a new document in my eyes, but I felt that this would detract from the bigger picture of getting this out into the entire university community.
FOR FUTURE PRESIDENTS: Don't let this happen again. Here's why: Their argument was based on the fact that the body can rescind any decision that they make with a two-thirds majority (Roberts.) Where this is weak is that Robert does not have a reference to a higher body. Since it is subject to your veto (a higher body), they can't use this lower rule to over-rule your Constitutional powers. Common sense says that if it was good enough to override your veto, then it should be strong enough to stand as is without any changes.

It's unfortunate that they have taken this issue so personally that they would ignore the possible alternative that Wood had presented. They raised arguments that his work was a “plagiarized” document, to quote Mr. David Eppley. The last time I understood the meaning of plagiarism, it involved some sort of ownership.

The owner of any document introduced on the Senate floor is none other than the students we supposedly represent...not the individual senators. For David to be concerned about who “owns” the work presented makes me wonder what his motives are. I get sick when I try fathom that anyone could be using this issue for personal gain.

I'm just glad that we can now just get on with it. As I reflect on the whole thing, I am disgusted about the whole damn thing. Because of the “us vs. them” attitude taken by many of the senators, I was forced to play the “Bad Guy” which resulted in numerous personal attacks that have left me frustrated and more than a little concerned about the future leadership of the organization.

I used the quote above because it best describes how sad I feel that we have to walk away from this whole thing feeling hurt and deceived. I've been studying Machiavelli lately, and I can't but help to see some of his disciples in our midst. There seems to be a lot less focus on being proactive with student issues unless the individuals are going to benefit from it, and this saddens me.

In this 75th anniversary year, I hope that the 100th sees its SGA (or whatever they're calling it by then) remembering its charge to ensure the students’ issues are brought to the university agenda and by making sure that student's needs are met. This leaves no real room for personal motives.

29 January-4 February
Some may say
I'm wishing my days away
no way
and if it's the price I pay
some say
tomorrow's another day
you say
I may as well play
Keep it up, Keep it up”

"Walking on the Moon" by the Police

I used my 24 Hour Rule last week, and we drove on with the job. (I learned this motivation-sustainer from my high school football coach. When either extremely successful or unsuccessful, I allow myself 24 hours to celebrate/mourn the event. I must then pick up and keep driving on.

I found out this week that I have mono, which puts a damper on things. The other three are probably gonna have to pick up a bit as I let go of a few things. The doctor says that it’s important to get as much rest over the next few weeks as I possibly can. Yeah right.

We’ve got two major platform items to discuss over the next few months, book coding and this whole Escort Service thing. I think Rowan is going to commission an ad-hoc committee to develop this one. PEG’s are another battlefield for us to enter, and we’re running out of time before the final reallocation is approved by the Board of Trustees.

Yet another issue under development is this whole weather thing. Laura and I sat down with Worthen and McKonkey on Tuesday in the effort to hammer out an extreme weather/class attendance policy. Worthen is more game on suspending the required attendance policy than on canceling classes outright. I then worked with several senators to put together a resolution to be brought forward next Wednesday.

I also began to do some reorganization that should have been done months ago, like simplifying the President’s filing system. So much is duplicated in the President’s files that could be included in the main organization’s records that I am simply putting them together. It looks like and avalanche hit my desk, and rest assured I’ll be recycling most of the waste paper.

There isn’t much else to report, as I have been lessening my involvement this past week. I guess that I should have expected it, based on how I’ve been pushing myself over the last few months.

LESSON LEARNED: Don’t burn two candles at both ends
simultaneously because you can get distracted by that third candle called your personal life and health. Let some things either become irrelevant with time or, better yet, delegate them to somebody else.

5 February-11 February

This week’s events have been centered around one major event, the call for a change in the university’s severe weather/attendance policy. Based on the information Laura and I gained from the meeting with Worthen and McKonkey last week, we have been able to work with some senators to hammer out a policy statement that calls students to be allowed to not attend classes in the event of extreme weather conditions, similar to the ones we experienced last month.

Several political factors had to be considered during the approach of both the administration and the University Senate. It was also important that we approach the situation with at least two different suggestions for implementation, with one being more aggressive than we really wanted. This strategy allows for us to not only appear willing to compromise, it also allows the other party little room to maneuver away from the BIGGER PICTURE. Rather, it allows them choices within the envelope of what you want. Ideally, this works because it also allows the party to feel empowered in the discussion. Worthen, however, doesn’t necessarily need to feel empowered, because he knows that he already is by position.

He had some major considerations that we needed to be aware of because it allowed us to better understand his official position. He had taken a great beating in the DN and the Muncie papers for both his decision and his subsequent comment about the public outcry that ensued. Therefore, PR-wise, he had to do something. The other consideration for him dealt with his working relationship with the U Senate.

If there ever is a true rally point for the faculty, it is ACADEMIC FREEDOM. Clearly, if Worthen were to impose a suspension of the attendance policies for any reason, it could be argued that it is an infringement of the instructor’s freedom to calculate attendance in the students’ final grades. Therefore, it is important not only to include the U Senate in the debate, but to also make them equal partners in pushing for this change.

People management also became important to us in the SGA Exec. Our decision to move our book-coding project, which is in its final
marketing stages, from the Director of Academics to our Communications Director has been clearly communicated to the DirAcad first. She reacted in a manner that has not been positive. I'm not sure what we're going to do. This project has been continually bailed out by the other staff members, and she hasn't performed anywhere near her potential. I'll keep you posted as it finally unwinds.

12 February-18 February

"Heroes don’t come easy" Monty Got a Raw Deal by R.E.M.

Not everyone can be a hero, but come election time, everybody wants to be one. It’s kinda funny as I see those that have ambitions for next year turning up their performance now that they have a very real stake in the whole affair. Others, who are on their way out are coasting or have already exited the door without leaving their nametags. Still others are keeping steady and working to the best of their ability to meet their goals.

Chris Poland, Asst. Dir of Environmental Affairs, unveiled his plan for Dave Foreman to come speak to the community on March 1. Chris has been tasked out by several outside obligations, but is delivering marvelously on his stated goal. Foreman is an environmental radical that was a co-founder of Earth First, a very vocal activist organization.

Chris Pappaianou, Dir of Community Affairs, has begun delivery on his housenaming contest. The idea is one of my predecessor’s campaign promises that never happened; we are offering a motorcycle or $100 to the house that comes up with the best name. What we don’t publicize is that the motorcycle is crushed into a 3’x3’x3’’ cube. We figure that the individuals who name their houses will find the humor in it.

Our infamous “Golden Cockroach/Righteous Pad” awards are continuing to gain more applicants. This concept is an effort to recognize and educate the students about some of the best and worst rental properties in the area. Another of Pap’s ideas, I just hope that we don’t get sued over it.

Halfway into the SGA Service Month, where we are publicizing the services we provide and are “Making Rounds” to other organizations, Stacy Holt has been hard at work to make all this happen for us. She’s also got an open house lined up for next week, where we’ll have cookies and punch
Next week, Rowan and I will be meeting with Laureanne Nordstrom, the Student Legal Services attorney to perform an evaluation of her work. We have been very impressed by her service and dedication to the needs of the students. I’ve met with Dr. Jones about what we probably need to address in the evaluation. This includes the review of the original job description and ways to improve the communication between the SGA and SLS offices. Ms. Nordstrom is very congenial and I look forward to the meeting on Monday morning.

Wednesday saw a great deal of activity, to include our unanimous adoption of membership in Lead or Leave, a grass roots lobbying organization that works to help young people to have influence on our elected leaders. After several conversations with one of their representatives, I recommended that this be brought out to the Senate and that we become charter members of the program.

For dinner, I sat in with Rowan, Dr. Jones, one of her graduate assistants named M.B., Steph Oberlie, and David Eppley. We discussed the positive and negative impacts that have come as a result of the way that the sexual orientation resolution was handled. Not everything was expressed that I wished would have been, but we agreed not to discuss in detail what was said in our meeting so will refrain from doing so.

On Thursday, both the sex/or and the weather resolutions were brought out on the floor of the University Senate. The sex/or has been sent to the Student Campus Life Council and the weather resolution has been sent to the Academic Polices Council. Each has been sent to these standing Councils of the Senate to be discussed and debated. FOR THE NEXT PRESIDENT: It’s up to you to be in contact with these appointees of the SGA president to ensure that the students will be adequately served. The students that sit on these councils wield a great deal of influence on the final outcome of the project.

19 February - 25 February

"Challenging Academic Freedom = DEATH" 11m

Dr. B. J. Pascal and I had words this week. After reading his statements in his infamous letters to the editor recently, I became outraged with his use of rape imagery to describe the relationship between
Worthen and the American Federation of Teachers. I felt that his statements were highly inappropriate and in poor taste.

Since I am not able to bring a grievance against him because I am not a faculty member, I made a public call for any faculty or staff member to join us in calling his behavior into question. Bad move. Academic freedom is the most sacred of sacred cows within the university community... and rightly so. I think that I am going to go the route of seeking a possible SGA censure of Dr. Pascal.

He called me on Friday to "recommend that I speak to my attorney before I make any more moves..." after repeatedly referring to me as "young man" and "son." Before any real discussion on the issues took place, however, I politely informed him that he "may address me as Adam, Adam Mildred, Mr. Mildred, or any of my titles because I have paid..." him "...the proper respect of..." his "... position as a member of the faculty." I then reminded him that he would not like to be referred to as "old man."

The bottom line to the whole debate was that he can say what he wants to, and so can I. Academic freedom goes both ways. As long as I stick to my feelings about matters, he can sue all he likes, but he won't win a damn thing. Further, I'll bet that my attorney via my position is better than his.

The Parliamentarian and I had words about the previously mentioned bylaws/Roberts conflict and I told him that I was tired of waiting and will call on the open floor of the senate for someone else to take charge of the matter...since he obviously didn't want to relinquish his authority... at least that's how I would then perceive it. I'll keep you posted.

Stacey's open house--well...SGA members ate 25 dozen cookies this week, despite the fact that we advertised our plans in the DN. I think that it was a hell of an idea and that it would have worked if we could get a couple of really big trucks to transplant the SC to the "New Quad" area by WB. Just like book coding, location kills us.

Marc Schmalz, a student Senator, wrote to a Lilly Endowment representative asking for adaptive equipment for blind students. We'll be happy to hear what the results will be. A major concern we might encounter is that all of our records are on MacIntosh and the equipment he is asking for will be IBM.

Although we could could set up another work station for this system, care must be taken to ensure that our office assistants will not only
understand how to make this work, but to make sure that it doesn’t double their workload. As a former notetaker for blind students, I appreciate what a positive step this could be for the organization.

However, he didn’t consult the individuals that are responsible for the operation of this office before making his moves. Care must be taken, on my part, not to stifle this positive initiative.

The Director of Academics, although displeased with the book-coding decision I made, is working on the Cardinal Pride and Ball State’s Finest awards and receptions. Ultimately, I can’t afford the time to do these projects myself, so I am not going to make any waves with the situation.

Finally, I had a very positive meeting with Ms. Nordstrom, and told her that we planned to renew her contract for the next year as well as recommend that her salary be increased proportional with whatever the final increase for university employees will be.

FOR THE NEXT PRESIDENT: Meet one-on-one with the attorney so you can feel out how much or how little management you’ll need to provide for that service of the SGA. I’d further recommend that you allow her/him to address the Senate as soon as the leadership is established so everyone can learn what services s/he can provide not only to the organization, but also to our constituents.

Just a few more hard loops are left in this rollercoaster ride. I’m feeling a few mixed feelings as I prepare to turn over the keys.

26 February - 11 March

This was the week before Spring Break, and also the official opening of the ELECTION SEASON. Whew...almost home, but it often gets the darkest just before dawn. Our election procedures should be analyzed to find a more suitable alternative to the current system used during the gathering of signatures on nomination petitions.

Currently, a candidate or slate may not make speeches until after the nomination convention. However, a slate must convince 400 people to sign their petition before being nominated at the convention. It is naive to assume that there isn’t some campaigning going on prior to the convention when the petitions all but mandate it.

The slates addressed the senate and the Presidential candidates were interviewed live on WCRH. Our group has watched with glee as others have put up their posters and adorned themselves with buttons. We’re
glad that it's them and not us.... if you don't understand now, give it until next March.

One unique part of the week was that all of the slates went to Dill Street for dinner together... which I thought quite good to see. I hope that this is an indication of a lack of animosity between the groups.

About the Dill Street thing... I highly recommend that you go someplace for dinner after the Wednesday Senate meeting, and allow for everyone to just get along, keeping the discussion of business at a minimum. It is at times like this that you can build the friendships that will allow you to survive this office.

Afterward, Tracy Ogden, the Director of Information and one of the office assistants, and I had a long talk about the year and how friendships had come and gone. We talked about the difficulties working with people who are volunteers and how this requires the utmost diplomacy... and my occasional lack there-of.

I'm really glad that I've taken the time along the way to build friendships rather than just doing the business of the organization. More than ever before, I've begun to realize the importance of the human element in managing this group.

12 March - 18 March

The Elections Board made "autonomous" a truly come to life. These guys have refused to take any suggestion or amount of reasoning from anybody. It is unfortunate that the EB Chair, who supposedly works for the President, has let the EB dictate what is to happen during the election.

The EBC appoints his/her board as he wishes, and this year's EBC did just that. They are currently functioning as if they have no accountability to anyone, and I am incredibly frustrated by it. I have to balance my displeasure with both the board and the chair's refusal to take a leadership role in it and the fact that we have to run an election in a week that I am not prepared to run myself.

Many factors have entered into the disarray, including the fact that the EBC's fiance is on the board and their difficulties have entered into the function and she seems to have more influence over the Chair than I do. Further, the majority of the EB and its chair are close friends with one of the slates. From the outside, their decisions appear slanted in favor of this group, and this makes me very uncomfortable.
LESSON LEARNED: Make sure that you have absolute accountability from the chair and that you have influence as to who is appointed to the board to ensure that it is not slanted toward any group.

This lack of accountability was manifested in our organization’s largest embarrassment of the year. On my recommendation, the EB contacted Steve Bell, the former ABC Washington correspondent, to be the moderator of the major slate debate. I thought that it might make the elections seem more professional. I couldn’t have been more mistaken.

Because of the lack of accountability and their outright refusal to inform the Exec. of their plans in anything but a cursory fashion, the EB proceeded into a live, televised debate without a printed game plan. Steve Bell didn’t even have a script that allowed him to become familiar with the four slates, much less the camera crew!

The EB did not consult anyone with a T-Com background, much less the program director of WCRH as to the finalized plan for the evening. As one of the panelists for the debate, I was able to quickly scrawl out a plan for Mr. Bell to work from. I was embarrassed for SGA and furious at the EB for their incompetence.

Much may have to be done to rebuild the relationship SGA and the T-Com people. Mr. Bell maintained his composure, but evidently was furious with our group’s failure to plan this program.

During the debate, I asked biting questions of three of the four groups, forcing them to define their positions on a variety of subjects, to include the slates’ position regarding the proposed EEO/AA policy change and its potential impacts on religious organizations. This will probably serve as a death knell for one of the groups, as their treasurer candidate said that the groups “...would just have to deal with it.”

I started to clean out my office this week. I’ve ordered a dump truck to arrive on Monday.

19 March - 25 March

The election was this week, and the winner had over 40% of the votes. I think that this was largely due to the involvement of the campus’ religious organizations and that they endorsed the winners. The endorsement came as there was a growing concern for the continued presence of the religious groups on the campus, and the winners had demonstrated a commitment to the RG’s preservation.
I followed the guidance provided by "Leadership Secrets of Attila the Hun" by publicly proclaiming that the organization was in good hands and that I wished them the best of luck. In private, I have concerns that have arisen out of the week of transition and my observation. I hope that this apprehension is solely rooted in my reluctance to turn the leadership over to someone, anyone, that may not care for it as I have.

Recognizing that I have no choice, however, we established a meeting where we all discussed our roles with the new group and then met one on one with the person who is taking over the position next week.

26 March - 30 March

"The King is Dead. Long live the King."

On Tuesday, Rowan, Ang, Laura and I made good on a bet I made with the SGA president from ISU by planting a magnolia tree in their quad area and singing their school song. The other president and I wanted to resurrect a tradition that was instituted over football games. We won’t play ISU in football for a long time, so we chose basketball to be the sport of choice. I thought it was a relatively safe bet, but we lost in overtime by one field goal.

The trip home was one of the most beneficial events for us as a team because we completely unloaded our thoughts and brought closure to the whole thing. Our circle had been pushed and pulled worse than we had ever imagined, but we were able reforge it as we left that night.

Rowan gave us all matching Grateful Dead shirts that had a powerful message: "Not confined, but unbound." As we moved forward with our lives, we agreed that these experiences together would just be the start of our careers. LZ suggested that we wear the shirts as we became students again, and we did.

It was weird swearing in Nate Adoba as the next president, because it seemed only like yesterday that I was up there, wide eyed and scared, just as he appeared. Indeed, "...what a long, strange trip it’s been."

Hindsight

I’ve made some painful mistakes in this job, as can be noted by the many "Lessons learned" sections throughout this journal. If there was anything that I have learned about leadership from this role, it has been
that your success depends on two major factors: the decisions you make and the relationships with those around you.

Not only do your decisions have impacts, but also your methodology for determining your course of action will affect how it is received. This often proves just as critical as the decision itself.

As the President, you are often forced to make decisions that only you can be truly responsible for, and the level of involvement you allow for your fellow Exec. members will directly affect not only their knowledge, but also their loyalty to your decision. Further, the Staff’s involvement will also help determine their dedication to your administration’s goals. If your administration has been involved with both the decision and they are kept abreast of its development, a leader can anticipate not only greater support, but also a sharing of the burden.

Just as this strength is built with communication and a leader’s genuine concern for the development of the subordinate, so too are many other relationships within this position. As the president, you have the unique opportunity to supervise and work with about fifteen other staff members who happen to be VOLUNTEERS.

They don’t have to be anywhere, do anything, or give up anything for you or the organization you lead. Since this is the case, you probably want to explore what drives each of them, and build each staff member up based on what your findings are.

Although respect from one’s peers and professors is a very positive reward for their hard work, as are the great lines on an individual’s resume, the most powerful benefit I have been able to observe is the friendships that have formed through professional interaction. More than any positive rewards or recognition, this one factor helped to keep our administration together in the roughest times.

This “People Factor” has demanded that I grow in appreciation of others over the year. Additionally, I learned more about my limits, and refined my thirst for political involvement. I have made many mistakes, but I can honestly say that I have been as decisive as I know how, relying on the “Strong and Wrong” system as a last resort in uncertain positions.

It has been demonstrated to me over and over again that it is okay to sometimes make a mistake, AS LONG AS YOU OWN UP TO IT AND TRY TO CORRECT THE SITUATION. I knew that I wouldn’t be perfect, nor am I now, but I knew that I would do my damndest to be as close as possible because the students had entrusted me with their representation. My ego
loved all the attention and I had to make a constant commitment to not losing sight of what I was responsible for.

I hope my experiences and failures help you through your year. If you keep no reserve and do what you think is right, you should have no regrets because you did your best. I'll leave you with a quote from one of my favorite Presidents, Ronald Reagan: "You don't become the President; you are entrusted with the position." Best wishes.

Adam L. Mildred
This Sponsorship Contract is entered into between the Student Government Association and __________________________, the "Sponsoring Organization."

The Student Government Association (SGA), in response to the Sponsoring Organization's request for assistance, agrees to assist the Sponsoring Organization by providing the support indicated below to be used exclusively for staging the following event:

Name of event: ____________________________________________

Total cost of event: ____________________________

Location of event: ________________________________________

Date/time of event: ________________________________________

☐ Financial. Funding in the amount of $ ______________. Funds will be used for the following purpose: ________________________________________________________________.

Manner of disbursement: (check one) ___ Reimbursement to Sponsoring Organization. ___ Direct payment to Sponsoring Organization. ___ Direct Payment to Third Party.

☐ Personnel. Labor in the amount of ______ individuals to assist the Sponsoring Organization with the following activities: ________________________________________________________________.

In consideration for SGA's support of this event, the Sponsoring Organization agrees to the following conditions:

Publicity. The Sponsoring Organization will adequately publicize this event to ensure that the target audience, and the student body as a whole, is aware of this event. All publicity shall include the following statement: "This event is sponsored by your Student Government Association." In addition, unless otherwise agreed, event posters, flyers and Daily News advertisements shall have displayed the SGA logo no smaller than the SGA logo printed at the top of this page.

Representation. The Sponsoring Organization will include at least one SGA representative in welcoming reception/activities in honor of the guest(s). The Sponsoring Organization shall provide SGA with information and advance notice of the welcoming reception/activities so that an SGA representative will be in attendance.
Programming. The Sponsoring Organization will be solely responsible for staging the event. This programming shall include adequate event planning and administration, as well as sufficient labor to support the planning and successful execution of the event.

Arbitration. If the parties to this Contract have any dispute arising from an alleged breach of contract or arising from the contract itself, that dispute shall be submitted to the arbitration provided by Ball State University’s Consumer Education Council. The CEC arbitrator’s written decision shall be binding on the parties.

Additional Provisions. 

By signing below, the parties acknowledge that they have read and understand this agreement and that they agree to its terms.

SGA President/Date

SGA Adviser/Date

Sponsoring Organization Representative/Date

Sponsoring Organization Adviser/Date
Appendix C:

One on One Budget Talks

Director's Name: ________________________________

Department: ________________________________

Staff Member's Goals ________________________________

Amount you anticipate working with ________________________________

How does this amount fit your goals? ________________________________

Amount the Exec suggests ________________________________

Comments ________________________________

Director's Signature ________________________________

Exec Signature ________________________________
The following ten pages are handouts from Ron Dalton, the Director of Student Voluntary Services. I was able to gain these materials from him as he was preparing to give a presentation on volunteer management at a conference at Notre Dame University.

In reading them, I realized that I couldn't possibly improve on what he had prepared. I hope it serves you well as you work with the ALL VOLUNTEER SGA Senior Staff to accomplish your goals.
Continuously, but always inclusively, the subject of recognition is discussed by student leaders of campus organizations. There is great agreement as to its importance but great diversity in its implementation.

Listed below are some possibilities of how you can recognize your volunteers who work on your committee. There is some blank spaces at the end of the list for you to begin your own list of recognition ideas.

It is important to remember that recognition is not so much something you do as it is something you are. It is sensitivity to others as persons, not a strategy for discharging obligations.

1. Smile
2. Put up a volunteer suggestion box
3. Treat to a soda
4. Ask for a report
5. Send a birthday card
6. Arrange for discounts
7. Plan annual occasions
8. Recognize personal needs and problems
9. Accomodate personal needs and problems
10. Be pleasant
11. Use them in an emergency situation
12. Post Volunteer Honor Roll in office
13. Respect their wishes
14. Encourage their ideas
15. Keep challenging them
16. Say "Good Morning"
17. Greet them by name
18. Learn their name
19. Provide good training
20. Help develop self-confidence
21. Take time to explain fully
22. Be verbal
23. Motivate Execs and Chairs to communicate them
24. Give additional responsibility
25. Afford participating in team planning
26. Respect sensitivities
27. Enable them to grow with their experience
28. Inform others of newsworthy information
29. Have parties!
30. Say "Good Afternoon"
31. Honor their preferences
32. Create pleasant surroundings
33. Enlist to train other volunteers
34. Have a public reception
35. Utilize their ideas
36. Assist in their leadership development
37. Take time to talk to them
38. Defend against hostile or negative others
39. Make good plans
40. Send a valentine
41. Give them explicit responsibilities
42. Make thorough pre-arrangements
44. Persuade your members to equate volunteer experience
45. Offer advocacy roles
46. Utilize as consultants
47. Write them thank you notes
48. Invite participation in policy development
49. Surprise with coffee, cake, candy, etc.
50. Celebrate outstanding projects and achievements
51. Nominate for awards
52. Carefully match volunteer with assignment
53. Praise them to their friends
54. Provide substantial in-service training
55. Provide useful tools in good working condition

56. Say "Good Night"
57. Plan special social events
58. Be a real person
59. Accept their individuality
60. Provide opportunities for conferences and evaluation
61. Maintain meaningful files
62. Send impromptu fun cards
63. Plan occasional extravaganzas
64. Utilize purchased newspaper space

65. Promote a "Volunteer-of-the Month" program
66. Plan a "Recognition Edition" of the newsletter
67. Send commentary letters to Execs and advisors
68. Say "We missed you"

69. Promote staff smiles
70. Facilitate personal maturation
71. Distinguish between groups and individuals
72. Maintain safe working conditions
73. Adequately orientate
74. Be available
75. Award special citations for extraordinary
76. Send Christmas, Hanakkah Halloween, Labor Day, etc. cards
77. Be familiar with the details of the assignment
78. Plan a theatre/concert party
79. Attend a sports event
80. Have a picnic
81. Say "Thank You"
82. Smile!!!
83. Send anonymous, humorous cards during hectic times
84. Leave candy kisses at volunteer stations
85. Send 1 cent valentines all year round
86. Silly posters
87. Anonymous notes of praise on the bulletin board

88. Silly or serious fillers in the organization newsletter
89. Letters of reference
90. Provide opportunities to speak to groups
91. Bulletin Board or poster with photos and names of your volunteers
92. Pat on the Back awards
93. Seek off campus recognition
94. Color code name tags, badges to honor time spent in agency
VOLUNTEER MANAGEMENT

INTRODUCTION
* Ask everyone to state their name, organization, school, and what they hope to get out of today's session.

* Ask, "How do we keep our volunteers satisfied while managing their efforts efficiently?" Responded:
   A simple question with a complex answer. There is not just one thing you can do to keep your volunteers content. As administrators and leaders it is our responsibility to be aware of all the elements that go into a successful volunteer program. Recruitment, placement, skill enhancement, security, transportation, environment, recognition, etc., etc., etc. All of these things combined go into determining how successful your program will become.

* The cornerstone of any successful program is those volunteers who believe in what they are doing and that they are truly making a difference. If we can understand what motivates people, we can predict behavior, success, and appropriate management techniques while at the same time instilling the previously mentioned virtues.

I. MOTIVATION
(note that motivation is being covered in another session, however, it is important to discuss here due to its relationship to good management)

A. Definition- Motivation is whatever stimulates people to act by offering them an opportunity to do what they are interested in doing.

B. Interest- To motivate and satisfy your volunteers you need to provide them with opportunities that truly interest them and thus allows them to personalize and/or internalizing their experience. For instance, in the 90's three things that seem to interest and motivate most volunteers are EDUCATION, ETHICS and ECOLOGY. By making a determination as to what motivates a person they will in turn...
   1. accept a position more readily.
   2. have greater satisfaction in the position.
   3. stay longer.
This is why it is important to let your public know what opportunities you have available when marketing your organization. Your recruitment efforts will be more effective if you provide these materials by interest areas (show SVS directory).

C. Mission Statement- Possible volunteers should be provided a copy of your mission statement upon their first visit to your organization. If not, the volunteer may rely on some preconceived notion regarding the operation of your organization and do severe damage to your reputation.
   Make sure the interest of the volunteer is in line with the goals of the organization. If they are, the volunteer will be even more motivated to serve
and if they are not you need to discuss why they want to be involved.

D. Effects- Motivation shapes more than just retention.

It will also effect:
1. Work Climate
2. Attitudes
3. Production
4. Team Building
5. Recognition
6. Morale
7. Leadership Development
8. Recruitment
9. Public Relations
10. Visibility
11. Creativity
12. Problem Solving

... in short everything you do!!

Just remember NEVER to promise more than you can deliver!

E. Placement- The key is to place people in a situation where they become passionate for the vision or purpose of the program and are surrounded by others of alike mind. Enthusiasm will become contagious. However, keep in mind unmanaged enthusiasm can be dangerous.

1. OVERLOAD DEMONSTRATION

* Volunteers often overload themselves with task because of their extreme desire to succeed and serve the cause. If we, as managers ignore the fact that someone is overloading themselves, even if they do not realize it, we will soon not only lose a volunteer but also endanger all of the programs with which that person was associated.

2. Timid Volunteers- Overload can be avoided by encouraging those who do not normally volunteer to do so. Not only does this take the pressure off those who do volunteer all the time, but it also allows the underutilized individuals the opportunity to grow out of their shyness and participate as well as develop like everyone else.

F. Goal- Your ultimate goal should be to understand and accept your volunteers for who they are and why they are serving. Then educate them as to what the goals of the organization are and how they can help to realize them. Work these volunteers into the system while utilizing their whatever talents they possess and appreciating them for however long you may have them.

II. PERSONALITY TRAITS

There are three main types of personalities that exist within a group of volunteers. Although all three will manifest themselves at one time or another there will be one that seems to dominate each individual. Recognizing which is most prevalent in your volunteers will allow you to manage them more effectively.

A. Achievers
B. Affiliators
C. Empowerers

(REFER TO HANDOUT)
III. RECOGNITION

This term has crept up all during this session. It is extremely important for a manager to know how to properly recognize our volunteers. By doing so we will be helping to insure that we will be getting the maximum effort from these individuals.

A. Definition- recognition has been defined as:
1. to be aware of
2. acknowledgement and approval
3. gratitude
4. to notice in passing

So often we think of recognition as being a certificate, plaque, banquet, reception all designed to show appreciation at the end of the term. This is great, but what happens during the year?

Remember, the definition begins with “being aware of.” This means that we not only need to be aware of who in volunteering and what they are doing, we also need to know why. Again, motivation is seen to be very important. Too often we rely on physical observation to determine how we acknowledge people without taking the time to get beyond the physical outside to get to know the real person inside. Naturally, in a reasonably large organization you will not be able to know every single volunteer. However, by making the effort to get to know your leaders and thus being an example to them, they in turn will show the same interest in their volunteers. If done properly, you will start a chain of genuine concern and caring between your members that could forge an unbreakable bond.

B. Where To Begin?- Recognition is not an event that is only done at the end of the year. “Recognition is not so much something you do as it is something you are.” Start by:
1. Re-examining how you handle your annual recognition ceremonies. Tradition is good and should be upheld. However, even the best traditions can become outdated and need improving. Remember, it too at one time was a new idea. The first step in your re-examination is to ask yourself and others:
   a. Who is really being recognized?
   b. How does everyone really feel about way things are done?
   c. Do people feel appreciated and recognized?
2. Try to make recognition something that is continually happening. (refer to SVS’ Pat-On-The-Back and pass out the list of recognition activities.)
3. Herzberg’s “Motivation-Hygiene Theory”- There are two categories of what affects people and how they perform.
   a. Hygiene Factors: Aspects of people’s environment including policies, administration, work place, work conditions, status, security and compensation. Realize that the presence of these factors will not make anyone work harder, however, a deficiency in anyone area could result in a loss of productivity and morale.
b. **Motivational Factors:**
   * Challenging Work
   * Increased Responsibility
   * Growth and Development
   * Achievement
   * Recognition for Accomplishment

The first four are rewards within themselves while the fifth is specifically designed for the individual.

4. Recognition is a multifaceted and subtle practice. We as managers should take the time to provide our volunteers with a work environment that is rewarding within itself, plus formal and informal recognition for ongoing accomplishments.

CONCLUSIONS

Managing volunteers is more than placement, orientation and record keeping. It’s cultivating people. There is a Chinese Proverb that reads:

* If you want one year of prosperity, grow grain.
* If you want ten years of prosperity, grow trees.
* If you want one hundred years of prosperity, grow people.

Our challenge is to continue to manage our offices while cultivating our people. If we succeed, a Win-Win-Win situation is created for our volunteers, organization, and you.
TEN COMMANDMENTS OF SERVICE MANAGEMENT

Thou Shalt...

I. Greet your volunteers with a smile and treat them with respect.

II. Not promise what you cannot deliver.

III. Ask questions to determine what the interest of the volunteer's are and place accordingly.

IV. Educate your volunteers as to what your organization's mission statement is.

V. Provide a safe work environment in which to serve.

VI. Provide opportunities for your volunteers to become more involved while being careful not to overload them or ignore those who may be too shy to speak up in public.

VII. Foster an environment conducive for your volunteers to reflect upon and process their experiences.

VIII. Plan a variety of creative ways to recognize your volunteers throughout the year.

IX. Evaluate your volunteers, program, leaders and yourself.

X. Keep accurate records of who has volunteered, for what programs and the duration of their service.
PERSONALITY TRAITS OF VOLUNTEERS
Adapted from Sue Vinyard's Secrets of Motivation

How We Can Motivate Achievers:

Those people most motivated by Achievement have the following characteristics:

1. Want to do their personal best.
2. Measure "success" against past performances of self and others.
3. Deep concern with excellence and reward for same.
4. Will take only highly calculated risks.
5. Set goals and checkpoints to measure progress.
6. Like to problem solve and take responsibility for same.
7. Like to achieve unique accomplishments.
8. Like pressure and hard work.
9. Need specific instructions (what's "right") and job designs.
10. Tend to quantify everything; turn efforts into list formats to check off.
11. Need definition of what success is and feedback along the way.

These people spend time thinking about how to do their job better, accomplish something important, be very visible as they solve problems, attain concrete goals and advance on a career path.

As We Work With Such People, We Need To:

1. Be very clear as to what we want them to do, why, when and where.
2. Tell them how and when success will be measured.
3. Offer checkpoints along way to help them know they are on the right path.
4. Give them something concrete and measurable to work on.
5. Understand they can work independently - they don't need companionship.
6. Reward them by documenting success to significant others in measurable terms; i.e. a letter to their boss recognizing the exact number of hours they spent contacting X people and raising X amount of dollars for the cause.
7. Offer them a challenge that can stimulate their desire for measurable achievement, especially if it's unique or "first" or "biggest", etc.
8. Involve them in the designing of processes to achieve goals. They typically are very good at creating step by step plans to get from point A to point B.
9. Understand that their goal is to attain success through measured excellence or improved performance.

Jobs they typically enjoy and stick with, include:

fundraisers * gathering data * treasurers * designing systems * keeping records * program developers * information specialists * committee or event chairs * working Board positions
How We Can Motivate Affiliators:

People most motivated by Affiliation are characterized by:

1. A need to be accepted and liked.
2. A focus on relationships - a desire to include others.
3. A need for interaction, inclusion and close proximity to others.
4. A dislike of working alone.
5. A deep concern for keeping people happy and congenial.
6. A desire to know fellow workers personally and even intimately.
7. A real concern for helping people in trouble.
8. A desire to avoid risk if possible.

These people spend time thinking about relationships, inclusion, keeping the peace, being liked, helping or "fixing" others, feeling of others and themselves.

As We Work With Such People, We Need To:

1. Establish a personal relationship with them.
2. Express our appreciation of them personally.
3. Give them opportunities to interact with others.
4. Recognize them in front of their peers.
5. Help them feel included.
6. Assign them to tasks involving a lot of people.
7. Personalize recognition efforts.
8. Learn about their family, pets, hobbies, etc. and show genuine interest in these things that matter so much to them.
9. Understand that being able to interact with others during work is not a waste of time but an insurance policy that these people will "stay with" a job placement.

Jobs they typically enjoy and stick with include:

client services * social event chairs * coaches * committee work * nursing home visitors * church visitors * hospital committees * information desk * recruitment * welcoming committees * school aids * task force assignments * tutors
How We Can Motivate Power Oriented People:

People most motivated by Power considerations are characterized by:

1. Desire to impact and influence positively.
2. Desire to create - to cut their own path.
3. Willingness for high risk - to be different and change things.
4. Feeling challenged by what others feel is impossible.
5. Concern for their reputation and position.
6. Desire to advise and have ideas heard.
7. Having strong feelings about status and prestige.
8. Usually being verbally articulate and forceful.
9. Often seen by others as strong, powerful and opinionated.
10. Ability to see how things connect; the big picture and steps needed to get there.

These people spend their time thinking about influence, advising, channeling others and program in the direction of their visions, and how to use their influence to change and challenge the status quo.

As We Work With Such People, We Need To:

1. Let them follow their own plan after giving them their assignment and any information and parameters.
2. Give them access to anyone and any information they need.
3. Give them challenging work, then step back.
4. Insure that they see the vision of what is to be done.
5. Allow them to risk.
6. Reward them publicly.
7. Give them a title that commands respect.
8. Involve them in planning that requires advocacy and political savvy.
9. Give them responsibility and authority.
10. Insure that they are continually sensitive to others.
11. Recognize and encourage their activity.
12. Channel their enthusiasm. (Good Luck!)
13. Move them frequently from job to job - they become bored easily if called on to do the same thing over and over again.
14. Understand their extreme enthusiasm for conceiving and managing an original event or program and their subsequent lack of enthusiasm at having to maintain the effort. They are start-up leaders but not maintenance managers.

Jobs they typically enjoy and stick with, include: YOURS!!
Appendix E:

Success Report

Department ___________ Week Ending ______

What we did (Situation, action taken, and monetary cost):

Our results were (what happened and people's reactions):

Why we did it (cost/benefit analysis and justification for our decision):

If we try this again we should:
For your consideration, I have provided copies of the materials placed in each Director's Folder that I prepared. These items, as well as 9 months' supply of Success Report forms, were instruments that the Exec felt would be useful as we worked our way through the year.

I also provided for the Staff some motivational words that are at the end of these eleven pages. I encourage you to develop a similar set of expectations and helpful tools modeled after your own leadership styles, as well.
Expectations

Do:
- Attend all Senate and Staff Meetings
- Complete weekly SUCCESS reports by Friday of that week by 4:30 pm
- Establish and keep at least 4 office hours per week
- Help each other as much as possible
- Get prior Exec approval of expenditures
- Plan ahead as far as possible
- Use (not abuse) the talents of the SGA receptionists
- Respect your peers as you wish to be respected
- Communicate problems and successes

Don’t:
- Hesitate to ask for help or resources from Exec, Dr. Jones, or each other
- Allow criticism to disrupt your success, use it purely as an evaluation
- Forget that you are a student
- Forget to make backups of your work
- Allow burn-out to make you or your colleagues an involvement casualty
- Forget that in the PUBLIC EYE, you ARE what a Ball State student IS.
Discipline

Obstacles may include lack of performance, representational, and relations with other staff members.

1. Private meeting with Exec to discuss the obstacle and how we will resolve it.
2. Second meeting, written assessment of obstacle and plan for its resolution.
3. Dismissal of said staff member.

Rewards

Along the way, we hope you will:

Make Ball State a better place than when you stepped on campus
Build new friendships
Discover new talents and develop ones you already knew you had
Success builds confidence builds success
Build a network of resources for the future
Tax your mind and talents to increase their strength
Personal recognition of your successes
SETTING GOALS

A goal is:
1. A desired future condition.
2. Is long range in its time frame.
3. Broad in focus.
4. Expressed in either quantitative or qualitative terms.

An objective is:
1. A desired accomplishment.
2. Narrow in focus.
3. Always expressed in quantitative measurable terms.

An action plan has:
1. A list of specific tasks.
2. A specific deadline for completion.
3. A specific individual or group responsible for completion.
4. A focus so it is obvious when each task has or hasn't been accomplished.

Writing objectives and action plans

1. Specify the action to be taken.
   Commitment to action is fundamental.

2. Focus on an identifiable target result.
   It should be clear to all concerned when the objective has or has not been done.

3. Be time limited.
   A target date or time period should be stated. Pre deadlines are helpful.

4. Assign responsibility.
   A group or individual must be held accountable for the completion of the objective or action plan.

5. Be measurable, tangible or verifiable.
   If it is not measurable or quantifiable, then it may be verifiable as a subjective.

6. Be challenging.
   It represents an improvement over past performance. It destroys the status quo and points to growth and development.

7. Be realistic and attainable.
   Within your reach and scope of authority.

8. Be relevant and important.
   As time and resources are limited, objectives should be worth pursuing. The goals set by the entire group should be considered when writing objectives.
PROGRAM PLANNER

Use of this form will ensure that details are attended to and proper procedures are followed when planning an activity.

1. What are the purposes and objectives of your particular activity?
2. What is the context of your event or presentation?
3. What will you title your program?
4. How many people do you think will attend?

TIMING:
5. When (date and time) do you wish to hold the event? Does it conflict with another event? (Refer to the Student Activities Staff for your campus master calendar.)

LOCATION:
6. Where do you want to hold the event? Does it need to be reserved? Where? Who will reserve it?

WHO IS INVOLVED:
7. Whom do you wish to present the program? Who will call? Who will participate? Do they need to be invited? Who will write/disperse invitations?

SPECIAL DETAILS:

PUBLICITY:
9. When should it be posted? What type should be used? Where? Who is responsible for designing? For dispersing?

REFRESHMENTS:
10. Will you have refreshments? How much will they cost? Where will the money come from? Who will order them? Who will go get the order? Who will set up, cook, serve, clean up? Do you need utensils, plates, napkins, etc.?
**MATERIALS:**

11. Do you need change?  
   Paper:  
   Pencils:  
   Note pads:  
   Who will get: ______________________ By when: ______________________

**EQUIPMENT:**

12. Do you need a Projector?  
   Overhead?  
   Screen?  
   Podium?  
   Tables?  
   Chairs?  
   Extension Cord?  
   Microphone?  
   Chalkboard?  
   Other?  
   Who will get what? ______________________ By when: ______________________

**HOST RESPONSIBILITIES:**

13. Who will meet the speaker, or entertainer?  
   Who will introduce speaker or entertainer?  
   Who will be the host person?  
   Who will field questions before, during, and after?  
   ______________________ ______________________

14. Who will clean up? (Make sure you have names and commitments ahead of time)
   ______________________

15. Do "Thank you" notes need to be sent? Who will purchase them?
   Who should write them, sign them, send them?
   ______________________

16. Total Cost?
   Means of Funding?
   ______________________

17. What will be your basis for evaluations?
   (attendance, revenue, feedback, written, verbal, both, etc.)?
   ______________________

**Administrative Decision for next year:**

REPEAT AS IS, WHY?  
DO NOT REPEAT, WHY?  
REPEAT WITH MODIFICATIONS, WHAT MODIFICATIONS?

Who will be in charge of the event (student and advisor):

Name: ______________________ Name: ______________________
Phone: ______________________ Phone: ______________________
(Student) (Moderator)
STANDARD OPERATING PROCEDURES

1. It ain't as bad as you think. It will look better in the morning.

2. Get Mad, Then get over it.

3. Avoid having your ego so close to your position that when your position fails, your ego goes with it.

4. It CAN be done.

5. Be careful what you chose. You may get it.

6. Don't let adverse facts stand in the way of a good decision.

7. You can't make someone else's choices. You shouldn't let someone else make yours.

8. Check small things

9. Share Credit

10. Remain calm. Be kind

11. Have a vision. Be demanding

12. Don't take counsel of your fears or naysayers.

13. Perpetual optimism is a force multiplier.

14. Sometimes being responsible means pissing people off.

15. You never know what you can get away with, unless you try.

General Colin Powell
"The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company... a church... a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one thing we have, and that is our attitude... I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you... we are in charge of our Attitudes."
1. IF YOU ALWAYS DO WHAT YOU HAVE ALWAYS DONE, YOU WILL ALWAYS GET WHAT YOU HAVE ALWAYS GOT!!!!!

2. IN ORDER FOR CHANGE TO OCCUR, YOU HAVE TO GIVE YOURSELF PERMISSION TO DISTURB, IN SOME SMALL DEGREE, THE STABILITY AND CERTAINTY OF THE TENOR OF YOUR LIFE TO PERMIT A SPACE FOR GENUINE NEW LEARNING AND CHANGE!!!!
Taking Charge

There’s a lot of talk in personal growth circles about “taking charge.” Everywhere we go, we hear people exclaiming: “I’m going to take charge of that!” “Why aren’t you taking charge of this?” “I’m taking charge of my life!”

Taking charge is great, but many people misunderstand what it is, exactly, they can take charge of.

As far as we can tell, the only thing you can take charge of is the space within the skin of your own body. That’s it. Everything (and, especially, everyone) else does not belong to that of which you can take charge.

Considering the vastness of the Universe, “the space within the skin of your own body” doesn’t sound like much. But consider what’s contained in there: your mind, your body, your emotions, and whatever sense of You you’ve got. That, to paraphrase Sir Thomas More, is not a bad public.

Even if we could take charge of people, things and events outside ourselves, our first job would still be to take charge of ourselves.

What would “taking charge” of yourself be like? ●

You would have charge of your thoughts. You would never find yourself thinking about things you didn’t want to think about. Your mental focus would be directed, creative and positive at all times.

You would have charge of your body. You would be healthy, energetic, fit, glowing, radiant, exuberant and fully alive.

You would have charge of your emotions. You would never feel anything you didn’t want to feel. You would feel joy, happiness, fulfillment, contentment, enthusiasm and love.

To the degree we do not have charge of our minds, bodies and emotions, we have our work cut out for us. Do we really have any extra time to spend taking charge of others?

Try New Things

The more we do, the more we learn. Even if we don’t do it “right,” we have at least learned yet another way of not doing it. That’s learning; that’s growth.

So, you don’t (yet) know how to do something. So? “For the things we have to learn before we can do them, we learn by doing them.” And that was said by none less than Aristotle.

We’re not suggesting you do more of what you already find comfortable. We’re encouraging you to explore the things you find uncomfortable — the ones you’re afraid to do, the ones you don’t think you’d have the energy to do, the ones you’re sure you’ll be judged harshly by others if you do.

The underlying question in trying new things: Would I hurt myself physically (not emotionally, not mentally) if I did this? Not could (we could hurt ourselves doing almost anything), but would. If the answer is no, then do it.

It may not be comfortable (it’s not supposed to be), and you may make a lot of mistakes (count on it), but you’ll learn more than if you sat home in, “That indolent but agreeable condition of doing nothing,” as Pliny (the Younger) put it a couple thousand years ago.
Bolted into a schedule that keeps you running around the clock? Here's...

How to Unlock Time

Condensed from "Timelock" Ralph Keyes

"Which kid needs to be driven where?"
"Sorry I'm late."
"Is it that time already?"
"If there were only more hours in a day."
Any of this sound familiar? When traffic is so congested it can no longer move, we call it "gridlock." When we feel it's impossible to wring one more second out of a crowded day, we're in a state of "timelock."

Diane Robb, a 37-year-old copywriter and mother of two from Holland, Mich., compares her life to "riding a wave: jump on your surfboard at six in the morning, wash up on the beach at ten that night." She doesn't know how she'd cope without a microwave oven and takeout pizza. Yet her mother—a schoolteacher who owned far fewer conveniences—always seemed to have free time. "She even had time to hang clothes on the line and bake pies," says Robb.

What is going on? Wasn't modern technology supposed to provide less work and more leisure? Just the opposite may be true. One Louis Harris survey reported that between 1973 and 1987 the average American's free time had shrunk from 26.3 hours to 16.6 hours a week. From telegrams to faxes, one technological innovation after another has met our demands for a faster tempo, then speeded it up some more. Labor-saving devices eased the drudgery of our lives but added to the expense. So we become two-paycheck families, work overtime and moonlight.

We're time warriors who keep huge appointment calendars on the kitchen wall and message pads by every phone to balance our hectic schedules. We buy gadgets that promise to save us time, give up such activities as reading as luxuries from the past, try to do everything just a bit faster and wonder why none of the above seems to ease time's crushing pressure.

There are two basic approaches to coming to terms with time. The more prevalent one emphasizes squeezing maximum productivity out of each second with better planning. The less conventional approach suggests just the opposite: reducing the volume of one's activities and becoming less concerned about time in order to stay focused on what really matters. The former may contribute to your feelings of being timelocked. If you want to avoid timelock, consider the following suggestions:

"Make time your friend. The harder we try to control time, the more it controls us. Once we stop trying to wrestle time to the ground, its grip on our throats eases. So stop trying to "conquer" time. Work with it."

The first thing Larry Little, a businessman from Plano, Texas, blocks out on a new calendar is time for himself. That entry becomes inviolate. "You must establish gospel time that you don't tread on for anything," he says. This technique is especially helpful for those who try to squeeze a little more out of every available hour.

Bill Stothers and Cynthia Jones of San Diego plan their time together before "it gets invaded by all kinds of other stuff." Doing this may sound contrived. But for many, scheduling time for themselves is the only way to make sure they get some.

"Learn to take is easy." Dora Harvey, who grew up on a Missouri farm in the 1920s and '30s, observed that time pressure was no less intense then, but it ebbed and flowed. Her childhood winters were low-key, "a time of relative peace. But from the beginning of spring until the end of the harvest season, life was very pressured."

Work was done to the task, not to the clock. Alternating periods of stress and ease were the normal human pattern until recently. Even today those who control their own time alternate periods of hard work and idleness. "Peak performers," as author Charles Garfield calls them, prefer working in bursts of extended industry, followed by time to loaf, recuperate and brainstorm before taking on a new task.

"Take naps. Do as Winston Churchill did. At the peak of
World War II, he insisted on an afternoon nap. "I regretted having to send myself to bed like a child every afternoon," he once wrote, "but I was rewarded by being able to work through the night until two or even later."

History's other nappers include Napoleon, Anwar Sadat, Harry Truman and Thomas Edison.

Among today's sleep researchers there is a near consensus that regular naps improve alertness, energy and mood.

Waste time productively. Sometimes the best way to tackle something is to stop doing it. Norman Vincent Peale counsels busy people to drop everything and simply walk for half an hour if they're stuck on a problem at work. Peale himself finds chores to do or just reads mysteries as he waits for solutions to wend their way up from his subconscious.

In this society we tend to dread "wasting time" that way. But some of the best hours one spends can appear useless at first. Scientists, artists and other creative people routinely 'spend' long, periods of time idling about, as ideas slowly germinate.

James Michener has always said that the foundation for his successful career as a novelist was laid in the years he spent floundering before starting to write at age 40. As Michener put it: "It may well be that the years observers describe as 'wasted' will prove to have been the most productive."

Use "found time." We can't control most of life's nagging delays; we can control our response to them. With a simple change of perspective, standing in line, waiting for a delayed flight or even being stuck in traffic can be regarded as "found time."

William Repp of Honeoye, N.Y., carries poems with him to memorize while waiting in lines (something he'd always wanted to do, but never found time for). One of singer-songwriter Larry Gatlin's best country songs, "All the Gold in California," was composed during a Los Angeles traffic jam.

Curb the technological invasion. We tend to be so dazzled by high technology and its promise of ease that we don't always compare it objectively to low-tech counterparts. "We have a food processor that never comes out of the cupboard," reports Steven Kelly-Reif, a Sacramento, Calif., physician. "The time it takes to clean the thing after you chop two carrots just isn't worth it. Get out a knife."

The point is not to eschew all technology, but to make sure it doesn't control the pace of our lives. Consider the Pennsylvania Amish, the 'Mennonite sect that severely limits the use of modern conveniences. "Anyone stepping into an Amish society suddenly feels time expand and relax," says sociologist Donald Kraybill in The Riddle of Amish Culture. "The great irony here is that in Amish society, with fewer labor-saving devices and other technological shortcuts, there is less 'rushing around.'" The perception of rushing seems to increase directly with the number of 'time-saving' devices."

Prune your family calendar. One Kansas family tried to break the grip of timelock on their lives by comparing lists of things each one loved and hated to do. The results surprised them. The father hated putting in so much overtime at work. His wife didn't enjoy all her many community activities. Their son said he preferred gardening to soccer. They all loved family activities such as camping or just taking walks. As a result the boy quit soccer, and his parents cut back on their commitments. They now do more walking and camping.

According to Dolores Curran, who studied scores of families for her book Stress and the Healthy Family, the ones who dealt best with stress made a point of reviewing schedules to be sure that they included time with one another. "If the schedule looks impossible, they try to find ways of eliminating some activities," notes Curran. "In short, they pay attention to time before time squeezes become pressures that affect family relationships and harmony."

Become a good vacationer. It's always tempting to try to get our money's worth out of a vacation by squeezing in as much as possible. But a good vacation must allow one to ignore time. This happens best when you're not obliged to do anything or when you're engaged in a thoroughly engaging activity. After an eight-day bike tour, Diane Armer, a Santa Clara, Calif., businesswoman, reported, "It was delightful to find my goals reduced from a ten-year plan for climbing the corporate ladder to whether or not I was going to make it to the top of the next hill."

Just say "no." The single most important time-balancing word is no— as in, "No, I don't have time for that." No can be a hard word to say. It tamps fears of not being liked, of not being respected and, especially, of not being productive. Actually, by forcing us to become more focused, refusing to take on more tasks can make us more productive.

Cutting back our schedules isn't easy. It means accepting that we can't do it all; that we can't catch every movie; that we'll never keep house the way mother did; that our career track might not be the straight upward trajectory we'd imagined. What do we gain in return? The most precious possession of all: time.

Reprints of this article are available. See page 218.

Ballpark Figure: Explaining why baseball players aren't overpaid, Texas Rangers outfielder Pete Incaviglia said, "People think we make $3 million and $4 million a year. They don't realize that most of us make only $500,000."

—Sports Illustrated
Grab Bag O’ My Thoughts

As if I didn’t give you enough to mentally digest, here’s a final section that contains my thoughts and experiences on specific parts of the SGA Presidency
Appointments

The Staff that you appoint will determine your final success as a leader. They are the workers that make your vision happen. You cannot accomplish great things as a leader by yourself, because you can’t be a leader without followers that share your vision.

Within the first week of office, I recommend that you begin to advertise not only what positions will be available, but also a description of what the jobs will try to accomplish during your administration.

As you fill these positions, you may be filling them with people who were promised the job because of political favors or help with your campaign. If this is the case, please don’t mislead the public into thinking that you will accept other applications for the job. I advise against doing this altogether because you may overlook talent for political loyalty that you might be able to build in another person.

Applications for this are currently placed in the office assistant’s desk. To facilitate the interviewing process, Rowan (the VP) and I arranged our evening schedules to make sure that we were consistent throughout.

When the applicant entered the President’s office, we had him/her read their job description from the By-Laws and informed them what our plans were for that position, emphasizing that they would be free to also...
pursue their personal goals as well. We then used a standard battery of questions for each position in order to be both fair and consistent.

Afterwards, we would discuss what we felt about the applicant's performance and then present it to the other two members. In this way, we were able to keep the Secretary and Treasurer involved in the process without disrupting their schedules as well.

**Budgeting**

Under your direction, the Treasurer must prepare and present a budget to both the Senate Finance Committee and then to the whole Senate. This may or may not prove to be one of your greatest tests of diplomacy as you attempt to find a balance between your goals for the SGA, the plans of the Directors, and the will of the Senate.

To aid in developing our budget proposal, we placed an emphasis on making sure every member of the Executive Branch was familiar with all of their fellow Directors' desires and how they fit into our bigger group's plans. In anticipation of both the budget presentation and building cohesiveness, we conducted One On One Budget Talks during the Staff Retreat that we held in early September.

As you may have noted from the sample I have provided for you, there is room for as much discussion between an Exec and the Staff member as is necessary for consensus. Each "side" of the meeting had prepared both a goal list and a draft of a departmental budget to discuss
how much cash is reserved for its functions.

In this manner, not only did we take into consideration our own goals, but others as well. Most importantly, however, was the way that the Directors were included in each phase of the decision making process.

*It Ain't YOUR Office*

One of the most profound and helpful things that my father has ever said to me was during a long distance call to him in Fort Wayne over the summer. I was talking about how I enjoyed working in *My* office and how it was *MY* organization that I was president of.

He shocked me as he raised his voice a bit and informed me that it wasn't *MY* anything, that it was merely entrusted to me by the students of Ball State to use in representing them. He stressed that this possessive attitude of a public good could be my downfall as a leader and cause me personal heartache at the end of the term as I had to give it up.

Since that humbling, I found it easier to remember that student money paid for the extra services I had at my disposal. More importantly, however, was the implied responsibility to use those resources in the most positive manner possible. Not everyone gets the perks of the Presidency because not everyone is expected to pour his/her soul out in service to the student body. The section in the *Atlantic* summed it up nicely as it stated that you wouldn't be there if you weren't leading your peers.\(^{17}\)

\(^{17}\) Wills, p. 64
Advisors

Advisors can be an incredible resource for you to draw from as you meet your challenges. Although your advisor may not have been in your exact position, chances are he/she has had the opportunity to work with and observe your predecessor or others like him.

Currently, the SGA advisor is an Associate Vice President for Student Affairs, which allows him/her to provide a great deal of insight into the functions of the university and the path of least resistance to accomplishing your goals. The SGA advisor for 1993-4 was Dr. Barb Jones, who proved to be an incredible aid in knowing where to look within the University for answers to the questions we were asking.

Although you don’t have to listen to their suggestions regarding policies, it is good to remember that they are more than likely speaking from their observations and professional experience. I strongly recommend that you consider the advice to develop your policy positions as an Executive team.

It should be noted that the BSU organization structure is set up so that you can’t spend a dime without the advisor’s consent. If your experience is similar to mine, this Advisory power will be used strictly for accounting purposes and not as a control measure.
Co-sponsoring organizations

The Student Government Association has a lot of money to spend over the course of the year. Currently, the SGA receives a $64,000 allotment to work with. Of the over 300 student organizations on-campus in 1994, only a small handful are given an allotment that they can conduct programming with.

Some organizations will seek out financial support for their programming ideas. I believe that this is an appropriate way that the SGA can serve the students by co-sponsoring campus-wide events.

It has been my position that we are accountable to the student body as a whole for every dime that we are allotted. In the event that we supported a group's plans, I felt that it was appropriate that the students be notified that we were spending their money. For this reason, I requested that our attorney draw up a sponsorship contract that would guarantee this.

It has been my unfortunate experience that some organizations assume that they will be funded by the SGA, and place little stock in the fact that you have a certain degree of ownership of the program. SGA deserves its proportion of the credit as a sponsor because the students have a right to know how SGA's money is being spent.
In the Army, we have a certain principle to presentations and instructions for subordinate leaders. It's known as the KISS Principle: Keep It Simple Stupid.

In trying to apply this around me, I found that it might prove helpful in our record keeping. As I surveyed this area, I realized that there were redundant and incomplete files throughout the years on the activity of the organization.

In analyzing this dilemma over the summer, it dawned on me that we, as students, don't have enough time to first do homework, then serve in a leadership capacity and keep accurate records for the future leaders of our organization. To remedy this, I developed the Success Report that you may have seen earlier following a Keep It Simple Student principle.

Not only is it simple to use, it answers the four basic questions one might need when reviewing a project: What we did, what our results were, why we did it, and what we would do differently if we had to do it again.

The form was designed to be completed on a weekly basis, as well as kept in one, single reference notebook. In this way, we kept an accurate, weekly log of our progresses and lessons learned for the next administration to review as they might need.
It seemed to prove helpful in keeping records concise and up-to-date without requiring an extensive filing system. I hope that future administrations are able to build on this experimental system.

Transition of Power

This was probably the hardest part of my term: handing over the keys. I had never done anything like this before, and had no idea until the last day just how much this group has meant to me as a person.

To help guide me through the final transition, I consulted my good friend Attila to gain some advice. Throughout the his chapter entitled, “Ashes to Ashes,” the author stressed that, despite any reservations I might have about leaving, I had to appear confident and turn the reins over to my successor in a way that demonstrates my commitment for the continued success of the organization.

Attila suggested that the best way to accomplish this transition is to publicly proclaim that I was sure that the new leadership would serve the students\(^8\) well and that I should sever any decision making ties as quickly as possible, referring people to their new leader in the event they sought my counsel.\(^9\)

I highly recommend this action to any future leaders. Depart with nobility and remember to thank all who have made you successful.

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\(^8\) Roberts, p. 100

\(^9\) Roberts, p. 99