

SECTION II

CAMPUS CHAPTER MANAGEMENT

The purpose of this section is to assist the advisor and officers of an existing SAM university/college chapter in managing their chapters effectively.

The primary job of a SAM chapter officer is to run a successful chapter. This section will provide detailed lists of how to do various things pertaining to the office's requirements. Reading through long lists of instructions is not always the easiest way to understand, therefore this section begins with some general ideas. Remember that leadership is a personal activity, and methods that work well for some may not work for others. Based on one's personality, every officer will develop a management style that works for him or her. What needs to be developed is a general idea of how to be an effective leader. Following are a few ideas to get started.

I. CHAPTER ORGANIZATION

I.1: ORGANIZING FOR SUCCESS:

The chapter is a success if it provides leadership opportunities for every member. If this is accomplished, then every chapter member receives a benefit from SAM membership that has great value. Leadership skills mark the difference between a successful beginning manager and an average one.

Everyone in a business or management program wants to succeed on his or her first job. By providing leadership training, each chapter gives its members a competitive "edge" after graduation. SAM is a professional management society; it is not just a social gathering.

The kind of member needed in a chapter is one who takes an active, not passive role in chapter activities. If there are 100 people, 5 of whom do all the work and 95 of whom just enjoy the events, then 5 people are getting very tired and 95 people are just having a party. It is better to have as many active members as possible to allow them to become good management professionals and look back on their student chapter as a valuable part of their management training. The following examines how each chapter officer can organize his or her chapter for success.

A. Providing Positive Leadership

To attract members in contributing to the chapter, it is important to present a professional image. The four elements of good leadership are:

- ❑ PLANNING
- ❑ DELEGATION
- ❑ FOLLOW-UP
- ❑ PRAISE

This means that a chapter officer,

PLANS activities in advance, involving as many members possible
DELEGATES the task of managing these activities to members at large

FOLLOWS-UP to insure those activities are successful, and
PRAISES everyone who contributes or helps

If the officers are well organized and follow these four basic principles, members will sense that the chapter is doing something and will derive personal enjoyment by being part of an active professional organization.

B. Getting off To A Good Start

At the beginning of the year, before the first general meeting, chapter officers should do the following:

1. Plan a number of activities for the first month or two.
2. Put this list of activities on a neatly printed activity sheet or on a large calendar.
3. Post this list or calendar on a large bulletin board for everyone to see.
4. Start a roster of your members. This may be a list or a set of index cards such as the following:

Student Name: _____
Address: _____
Telephone: _____ Field of study: _____
Permanent Home Address: _____
Graduation Date: _____

5. Contact members of the chapter and ask them to run each of the planned events.
6. Prepare a treasurer's report.
7. Establish and post a notice of the first meeting date.
8. Prepare and post a typed agenda for the meeting.
9. Arrange to have a space at the course registration, club fair, or similar activity. There the chapter can display a calendar of upcoming events, hand out SAM promotional materials, agenda for the first chapter meeting, and membership applications.

If all of this is performed before classes get underway for the semester, then the chapter will present a very organized image to prospective members.

The first meeting is very important, as it is an opportunity to engage the interest of members and potential members so that they will be eager to participate. This first meeting should have:

1. A good speaker.

2. A membership table to welcome old and new members, as well as prospective members. Have samples of *SAM Advanced Management Journal*, national newsletters, and applications.
3. Short business meetings in which committee reports, treasurer's report, and an outline of the upcoming activities are formally presented. Since there will be a member assigned to run each activity, that person can introduce himself or herself as the presiding officer and present the agenda.
4. Refreshments.

A scenario for the first meeting of the semester is as follows:

“Our first activity of the year is a plant visit to Acme Industries. Joan Davis will be chairing that activity. Stand up Joan so that everyone can see who you are. Joan will be calling some of you to assist her in running this event.”

“Our next activity will be _____.” And so on.

The above scenario represents a well-organized professional group. Potential new members should see that activities are well planned and well managed. Typed agendas, smoothly run meetings, and people in charge of things represent the kinds of image that attract people who wish to be active and involved in the chapter.

I.2: DELEGATING

Once the activities are planned, the job of making the posters, ordering the food, and obtaining transportation for the speaker, etc. should be delegated to various members of the chapter. Everyone should be given a chance to run at least one activity. Contacting members personally and asking them to manage an activity is much more effective than asking for volunteers in a meeting or doing everything by oneself. **New members enjoy feeling needed!**

Always keep in mind that few people are born leaders. Remember to continuously offer encouragement and enough support so that they are not worried about failing. Tell the members what the chapter is going to do, how it will be done, and how fantastic it will be.

In the beginning, the “leaders” will consist of a few officers: A president, a secretary, a treasurer, and several vice presidents. For each specific event, consider forming temporary committees. These consist of members appointed to handle individual activities.

Remember that if the chapter leadership structure is securely fixed rather than being flexible at the beginning of the year, one may never uncover individuals that can make one’s job easier by taking over some function. It is important to provide a mechanism with which members can be cycled through positions of responsibility. As one works with each temporary committee, he or she will find people to trust who can carry out specific tasks with minimum supervision.

It is important to make up a general form that can be used as an aid in planning a guest speaker and other events. A sample of such form follows:

ACTIVITY PLAN

WHAT	Guest speaker
WHERE	Room 407
WHEN	November 6, 7:00 PM
COORDINATOR	Judy Brown
TASKS	Reserve room Contact speaker Order food Advertise
FOR HELP	Bob, 714-7103

By having a completed activity plan, the person in charge of this committee will be much more willing to do this job because:

1. Everything that needs to be done will have been decided.
2. There are people to fall back on if someone needs help.
3. This person has been personally contacted.

I.3: FOLLOW-UP

Once people are assigned to an activity, one should follow-up to ensure that the tasks are completed. By contacting the student in charge of a project and offering any necessary assistance, the tasks will run smoothly.

By using the roster of members, a telephone, and the calendar of events, 15 minutes each night are invested to follow-up on all the projects.

I.4: PRAISE

When each event is over, remember to praise everyone that participated. There are several ways of praising students. Applause from the members and special "President's Awards" may be given to offer support for a job well done.

The basics of: PLAN, DELEGATE, FOLLOW-UP, and PRAISE allow chapter officers to give everyone in the chapter a chance to practice leadership. The key is to invest the time to create a roster with telephone numbers and use the telephone to keep in constant touch with each activity. It requires some extra effort at the beginning of the year to get started, but it pays off greatly.

I.5: CONTACT IS THE KEY

Personal contact with every member of the chapter is the key to success; letters, notices on bulletin boards, and general announcements to the group as a whole are not very effective. Use the telephone to personally contact every member of the chapter several times per year. Remind them of activities, invite them to meetings, and ask them to do something, all while offering assistance.

It may be necessary to divide the task of calling among the officers or among committee members. Developing this skill will make a great difference in successful careers in the business world.

I. 6: COMMITTING TO QUALITY

The student chapter exists to provide leadership opportunities as well as service to the members, community, and the profession. How well have these objectives been met in the past? Do your meetings, programs, and social activities run smoothly, or do officers rush around at the last minute fixing things that someone forgot? Do people in charge of activities do a good job? If asked, are members impressed by the way the activity functions? Are there gaps, delays, speakers that don't show up, cold food, and last minute confusion? If such complaints apply to the student chapter, **people will stop participating.**

Many organizations suffer from quality decay, and it is often believed that the cause of chapter problems is a poor program. When organization leaders are asked to write down some of their most difficult problems, they often have these questions:

"HOW DO WE:

1. Get more members?
2. Raise money?
3. Get members to participate?
4. Have good activities?"

The answer to these questions is, by practicing quality leadership.

The chapter does not need a list of 25 good fundraising ideas or 25 good social activities. The real problem is poor leadership. The best program idea dies if the leadership does not plan, delegate, follow-up, and praise-- in other words, EXECUTE!

Decide now that smooth, well-organized activities run by people who know what is supposed to take place, are more important than ANYTHING else done. Decide that leadership will be professional and enthusiastic NO MATTER WHAT THE COST! Of all the goals set, doing a quality job has to be the most important of all. This requires self discipline on the part of every leader to get there early, prepare and practice a speech, learn the background of a speaker, double check on the food, publicity, etc., all far enough in advance. If this commitment is made, then the chapter's year will be successful.

II. CHAPTER ORGANIZATION DETAILS

II.1: THE CHAPTER BOARD OF DIRECTORS

Individuals serving on the executive board determine the policies and direction that the chapter takes. The largest problem in chapter management is the fluctuation in membership that can occur each year due to graduating students. Max Weber, the theorist who expanded upon the theory of bureaucracy, believed that the members of an organization are interchangeable. The organization should go on even if members change. Board members are here for a short period of time. They, in addition to their own duties, should each be training potential replacements. Thus, when a Vice-President of Membership graduates, there is someone already trained who can be appointed or elected into the position. This continual replacement activity will ensure that the chapter remains viable. Once individuals have been placed into key positions, the Chapter President should insist that replacements be trained.

In a small chapter, positions may not all be filled. As a result, some of the important activities of the chapter are neglected. It is vital that all the normal functions of the chapter be performed, even if persons are filling more than one job. This is not as hard as it seems because a smaller chapter does not have to plan as many activities as a large chapter.

The primary chapter leaders constitute the board of directors. The chapter constitution and bylaws specify the officers that make up the chapter's board of directors. Usually the board consists of a:

- President
- Executive vice-president
- Vice-president for membership
- Vice-president for programs
- Vice-president for publicity
- Secretary
- Treasurer
- Immediate past president

Depending on how formal the organization, there may be a large or small list of official duties for each of these officers to fill. Some possible duties for each of these officers are listed below. To successfully execute the duties precisely requires that all board members be conscientious, dependable, and hard working, and that they work effectively together.

Remember that the student chapter is a training ground for leadership and no one expects it to be conducted as efficiently as an established business or with the skills of an experienced manager.

At least one long executive board meeting must be held prior to the start of each semester. During this meeting, the activities are planned for the semester. At the meeting plans will be finalized regarding the dates of the general meetings, the dates of films/speakers, and all

fundraising activities for the semester. For example, a suggested plan could include a sporting event raffle in September, a grocery store shopping spree in October, a Thanksgiving raffle in November, and a candy sale for Christmas.

Planning the general meetings, speakers, films, and fundraising events ahead of time provide direction to those persons in the chapter who have been assigned each function. For example, if the Vice-President of Programs knows the dates for which a speaker is desired, he or she is now free to contact various speaker possibilities in order to set up their appearances. In the planning process, the President and Executive Vice-President assume significant responsibility in ensuring that assignments are carried out.

Planning should follow the guidelines established by the International Headquarters. Following International's guidelines can qualify the student chapter for achieving International recognition.

President

This individual performs the management functions, provides leadership, direction, and maturity in the guidance of the student chapter. The position is elected and usually runs from December to December. So an experienced officer is in charge at the beginning of the school year in September.

1. Appoints officers, chairpersons, and committee members to positions not filled through elections, in cooperation with the Board.
2. Coordinates overall chapter planning.
3. Establishes chapter objectives for the year and coordinates specific goals and programs with committee chairpersons.
4. Makes campus chapter policy decisions in cooperation with the board.
5. Serves as Ex-Officio Member of all committees.
6. Appoints a nominating committee for the election of new officers.
7. Serves as liaison between the chapter, faculty advisors, the college's administration, local senior chapter, and, in some cases, student government.
8. Calls and chairs all board meetings.
9. Conducts all general meetings.
 - a. Publishes an agenda in advance
 - b. Publishes minutes from the previous meetings
10. Insures that an effective internal and external communications network is in place:

- a. Internally sees that members of the board exchange information and ideas.
 - b. Internally supervises that a chapter newsletter, publicity, and other methods of communication are maintained to insure members are informed.
 - c. Externally establishes contact with the department, the school faculty advisor, and local senior chapter.
 - d. Externally may serve on an advisory committee of student organizations to represent the campus chapter.
11. Keeps the chapter involved in services to the campus and community.
 12. Enforces the provisions of the chapter's constitution and bylaws.
 13. Supervises all chapter activities and committees.
 14. Prepares an annual report on campus chapter activities and status at the end of his or her term.
 15. Requires periodic reports from committees and project managers.
 16. Insures the smooth transition to the newly-elected board.
 17. Supervises the establishment of the performance appraisal point system; monitors its use; ensures that points are calculated and distributed correctly.

Executive Vice-President

The Executive Vice-President serves as a member of the Executive Board, assists the President in the management of the chapter, and replaces the President whenever necessary. This position is elected and the term usually runs from December to December.

1. Assists the president in the management of chapter affairs.
2. Attends all board meetings.
3. Acts in the presidential capacity when the president is absent.
4. Succeeds to the presidency in the event the president is unable to serve.
5. Coordinates activities as designated by the president.
6. Coordinates the Campus Chapter Performance Program.
7. Coordinates the Annual Report and sends it to SAM International Headquarters.

8. Coordinates and supervises various committees as determined by the president. Coordinates and supervises functional vice-presidents, secretary, treasurer, and accepts progress reports from them.
9. Trains an individual to assist in the completion of the Annual Report.
10. Evaluates the performances of the various other executive board members. Meets with President and Faculty Advisor in order to suggest possible replacements to fill unexpired terms.

Vice-President for Membership

This individual recruits and administer a membership committee, which contacts prospective members, develops a recruiting plan prior to each semester, assists in developing recruitment publicity, gathers membership applications, and supervises the performance appraisal system utilized by the chapter. The Vice-President of Membership is an elected position that runs from December to December.

1. Selects a committee as needed to assist in membership development. This committee conducts an active and aggressive recruiting campaign to accomplish the membership goals established by the board.
2. Attends all meetings called by the President.
3. Reports to the President or Executive Vice-President as necessary.
4. Coordinates activities with the Vice-Presidents for Publicity, Program, and Arrangement.
5. Insures that membership applications and membership promotional materials are on hand and available at chapter functions.
6. Prepares a report on membership activities as required by the president and the board.
7. Trains "Assistant To" Vice President of Membership to ensure continuity in position upon expiring of term.
8. Talks to faculty advisor and previous Membership Vice-President in order to obtain recruiting ideas.
9. Talks to other faculty to encourage continued support for SAM's requests that faculty announce SAM events at beginning or end of class periods.
10. Emphasizes that the target market for new SAM members are students majoring in business administration or other majors interested in management.

11. Institutes contact with potential members through personal contact, telephone, duplicated letter, etc.
12. Follows-up on SAM member prospects. Makes sure that interested applicants are provided with information, including dues information, benefits, meetings etc.
13. Provides the President with names of new members prior to the start of each general membership meeting. The President can then announce names and introduce new members.
14. If the chapter utilizes a performance appraisal plan, such as the recommended point system, the Vice-President of Membership must develop and submit a recordkeeping system that is fair and accurate for approval to the Executive Board.

Vice-President for Programs

1. Selects a committee as needed to assist in program development.
2. Produces a calendar of events for the year.
3. Attends to the details of chapter functions such as room reservation, set up, refreshments, etc.
4. Prepares meeting and event announcements and sends them to the Vice-President for Publicity.
5. Prepares a preliminary budget for activities and submits it to the Treasurer at the beginning of the year to aid in chapter planning.
6. Attends all meetings called by the President.
7. Prepares a report on program activities as required by the President and the Board.
8. This committee generates ideas for:
 - a. Monthly chapter meetings
 - b. Annual chapter activities such as speakers, plant tours, social events, etc
 - c. Regional conferences
 - d. Workshops
 - e. Determines the chapter's activity schedule of meetings and other events in conjunction with the President and the Board.
9. Submits Campus Chapter Performance Material (CCPP) on promotions to Executive Vice-President.
10. Discusses potential speaker topics with the Executive Board. Arranges for guest speakers, rooms, publicity, and follow-up.

Vice-President for Publicity

1. Selects a committee as needed to assist in publicity.
2. Develops contact with the campus and community news media.
3. Prepares and distributes news releases concerning speakers, meetings, membership drives, workshops, conferences, and other affairs of the chapter.
4. Prepares a preliminary budget for publicity and submits it to the Treasurer at the beginning of the year to aid in chapter planning.
5. Attends all meetings called by the President.
6. Supplies the Secretary with news releases and event publicity to be passed on to the succeeding Publicity Vice-President and to serve as the chapter's historical record.
7. Prepares a report on publicity activities as required by the President and the Board.
8. Selects a Promotions/Programs Committee to assist in publicity for the chapter events.
 - a. Acquires names, addresses, and phone numbers of interested members at first general meeting.
 - b. Schedules committee meetings during common times or times that are convenient for committee members.
9. Maintains a publicity file of past events, which can be used as models for the next semester's events.
10. Secures approval of Student Affairs prior to posting signs.
11. Writes and submits articles for school newspaper to publicize events.
12. Follows-up on all delegated promotion and publicity work to make sure that it is done. Publicizing events is vital to a chapter's recruitment and continued success.

Vice-President of Fundraising

This person develops fundraising proposals, submits them for board approval, and supervises the fundraising implementation and follow-up. The position is elected and runs from December to December. A key goal is to raise enough money to finance the team's trip to compete in the International Case Competition at the SAM International Management Conference.

1. Serves as member of the Executive Board; attends all meetings.

2. Prior to the start of each semester, submits ideas for fundraising events to be considered by the Executive Board for implementation during the semester.
3. Supervises all chapter fundraising events.
4. Selects fundraising committee members to assist on major projects. Establishes temporary committees for certain fundraising events.
5. Trains potential replacements for the Vice-President of Fundraising position as "Assistant To" Vice-President of Fundraising.
6. Arranges for the set-up and printing of raffle tickets. Sorts finished tickets into bundles of appropriate size (ten is recommended). Records numbers of all issued raffle tickets.
7. Arranges for and supervises the collection of raffle, candy, or any other monies.
8. Prepares schedule for student involvement in selling raffle tickets in school lobby, cafeteria, etc.
9. Coordinates with Secretary-Treasurer on submission and accountability for all funds.
10. Meets with Executive Vice-President in order to balance collected funds. This includes determining numbers of tickets sold with amount of monies collected. This also includes the tallying of points for the point system.
11. Meets with Membership Vice-President to turn in updated fundraising point totals.
12. Contacts candy companies to arrange for high-profit fundraisers in sale of Christmas/Easter candy. Receives and distributes candy order forms to students.
13. Works with Vice-President of Promotions and Programs to publicize all chapter fundraising events. Arranges with Vice-President of Promotions and Programs to place announcements in campus newspaper.
14. Recommends raffle and candy money submission days to President.
15. Supervises deliveries of orders or any fundraising orders to SAM members.

Treasurer

The Treasurer receives and disburses funds, and manages financial affairs of the chapter. The position is elected annually.

1. Attends all meetings called by the President.

2. Secures signature cards and necessary papers for changing signature at the bank prior to the start of each year.
3. Discharges all financial obligations incurred by the chapter (pays the bills!) upon approval by the President and the Board.
4. Keeps a proper record of all receipts and expenditures.
5. Handles account deposits, reconciliation of bank accounts, cashbooks, and payment of accounts.
6. Reconciles the bank statement monthly.
7. Collects all dues from chapter members. Issues receipts and maintains the roster of student members.
8. Remits national dues to SAM Headquarters.
9. Prepares financial statements as required by the President and the Board.
10. Prepares a preliminary budget for the chapter based on the estimates provided by the chapter officers and chairpersons.
11. Assists in establishing fundraising goals.
12. Collects fees and makes payments as necessary at all chapter functions.
13. Based upon information received from the Vice President of Membership, forwards or writes checks to cover the dues of new members; remits the checks to national headquarters.
14. Keeps records of all expenditures through use of a voucher system.
15. Prepares a statement of the chapter's financial condition at the conclusion of the semester and a copy of the preliminary budget versus actual expenditures by category. Submits the statement to President and Executive Vice-President for use in Campus Chapter Performance Program (CCPP).
16. Prepares final report of the year's activities.
17. Meets with the President once a month to review statement of accounts.
18. Identifies and trains potential replacements.

Secretary

The Secretary serves as a recorder of the minutes of Executive Board meetings and general meetings, handles correspondence as directed by the President, and maintains the membership records.

1. Notifies all officers and chairpersons of meetings of the Board.
2. Attends all meetings called by the President.
3. Records attendance at each meeting.
4. Prepares and maintains the minutes of all Board meetings.
5. Keeps minutes of all general chapter meetings.
6. Maintains electronic file and correspondence of campus chapter activities including:
 - a. Membership records
 - b. Correspondence
 - c. Chapter history
 - d. Annual reports
 - e. Minutes of meetings
 - f. Other records from committee chairpersons and board members.
7. Handles campus chapter stationery, letterheads, and mailings.
8. Handles chapter correspondence as designated by the President.
9. Maintains the chapter Constitution and Bylaws and sees that they are kept up-to-date. Reports any changes to SAM Headquarters.
10. Assists with the Campus Chapter Performance Program.
11. Supplies SAM Headquarters with names, addresses, and telephone numbers of the faculty advisor and chapter officers at the beginning of each year.
12. Informs that SAM Headquarters of the current officers' names, addresses, and telephone numbers.
13. Writes Thank You letters to speakers, donors, etc.
14. Identifies and trains potential replacements.

Immediate Past President

1. Advises the President at his or her request.

2. Attends meetings as requested by the President.
3. Insures continuity from one administration to the next.
4. May chair certain committees or perform special functions at the request of the President.

Depending on the qualities of the elected and appointed officers, these various tasks may be distributed differently among the Board. It may be easier to make a list of the specific activities that must be addressed by administration and then assign them to different members of the Board. Some of the important activities are listed below.

1. Plan chapter activities.
2. Interact with faculty advisor and school or college administration.
3. Interact with other student chapters through e-mail and other means.
4. Interact with other campus organizations.
5. Conduct meetings.
6. Produce an agenda.
7. Take meeting minutes.
8. Publish a newsletter.
9. Distribute posters, advertisements of activities.
10. Keep SAM Headquarters informed.
11. Keep records of all activities and functions.
12. Write an annual report.
13. Maintain financial records.
14. Collect dues.
15. Pay bills.
16. Recruit members.
17. Write annual financial report.

18. Coordinate programs and activities.
19. Appoint committees to handle individual events.
20. Coordinate Campus Chapter Performance Program.
21. Coordinate International Conference Case Competition.
22. Publicize events.
23. Prepare budgets.
24. Present awards.

Regardless of how the chapter is organized, the important thing is to have some form of organization and a mechanism for planning and control of that organization. Deciding what the chapter will do in advance, setting goals for membership recruitment and fundraising, assessing the chapter's financial status, delegating tasks, following up, and praising are key elements to success.

II.2: SPECIAL COMMITTEES

If committees are organized efficiently, various individuals that are not members of the board may be appointed to carry out many of the chapter activities. Coordinating activities and programs can be turned over to different members. This gives more people in the chapter an opportunity to practice leadership skills and is a good way to identify potential new officers for the next year. Members of the executive board then act as advisors and monitors, using the telephone to follow-up and support. Creating special committees to handle membership or fundraising drives and following with praise makes more people feel that they are contributing.

III. ACQUIRING SUPPORT FROM THE ADMINISTRATION

Administrative support is valuable. Always practice diplomacy when requesting support. Remember that this support is a two-way street. Both the administration and the organization must work together.

It is important to begin thinking about what the chapter can do for the college or department that will make the administration look good. If a service is provided for the administration, the administration will reciprocate. Some examples of activities that the chapter can do for the administration are as follows:

1. Hold a faculty/student picnic and other socials.
2. Organize case competition at the campus level, with invited faculty serving as judges.

3. Make a gift to the department of part of the proceeds gained from a successful chapter activity. These gifts may be used to recognize outstanding students. Some deans may match them.
4. Maintain a bulletin board of summer job opportunities or pictures of each graduating class for the department.
5. Write an article about the department for the student newspaper.
6. Create some awards to recognize outstanding faculty.
7. Start a scholarship fund with proceeds from your activities.
8. Set up a tutoring service.
9. Organize or participate in keeping the college building beautiful.
10. Participate in an alumni gift campaign.
11. Send copies of all activity announcements and meeting minutes to the faculty.
12. Assist with career fairs or other department-sponsored campus activities.

The above suggestions are provided as examples. It is important for the department or college to present a better image to the public (or be better off in some measurable way) because the SAM chapter exists than it would be if it did not exist. If this is achieved, the administration will realize that it is in its best interest to support the chapter when needed.

IV. RECRUITING MEMBERS

An important goal of any organization is continuous improvement and growth. Without members, there is no organization. Be concerned about recruiting quality members. If each present member recruits one new member, membership can be doubled in one year. Most people do not realize that the greatest experience in SAM is the management activity that goes on within the chapter itself. Working with people that may become lifelong friends and future business contacts is important in SAM.

SAM is an organization for all fields who are interested in management. Publicize that SAM is a business organization, whose membership is not limited to management majors. The more interdisciplinary the chapter, the stronger it can become. Remember that recruiting new members is a source of funds for the organization, as the organization retains the local dues.

New members will be attracted if the chapter presents a professional image. The word will get around that the chapter is active and people will want to join, however recruiting new members is especially important at the beginning of each school year. The key is to look

professional and do things in an extraordinary way so that the SAM chapter stands out as significantly different from other student organizations. Here are some ideas.

1. Obtain a booth at registration or set up outside the registration building. Dress well, have good looking materials to hand out, and take down names and telephone numbers of interested people so that someone can personally invite them to the next meeting.
2. Go into business and management classes and give a pitch for SAM. This direct appeal by active, enthusiastic SAM members is much more effective than having the instructor make an announcement
3. Post the SAM logo all over the school. Have every member carry something with SAM on it every day like stickers on books, key chains, or pens. If necessary, give rewards to all members who consistently carry SAM promotional material or bring potential members to a meeting or event.
4. Make sure that notices of SAM activities go on every bulletin board, in every newspaper, and on every blackboard.
5. Do creative things to attract attention. Carry large SAM signs around; hold sales, raffles, giveaway, etc. Make sure every student knows what SAM is. For example, buy 100 inexpensive pens, and then walk around campus with a big sign that says, "If you can tell me what SAM means, I will give you a free pen."

Do not overlook the importance of planning in membership campaigns. Recruiting is like advertising; there is a need to identify potential target markets, set goals, and plan strategies. Recruiting personnel also have to be trained. Take time to examine the chapter's strong points and make sure that those who will do the "selling" know how to stress them. Have answers ready for standard questions that may be asked. Also, make sure to follow-up. Always try to get names and telephone numbers so potential members may be contacted.

V. PLANNING ACTIVITIES

The activities and programs conducted are the products of an organization. These are what "customers" see. Programs must be well organized and publicized. This is why planning is so important. Here are some potential programs ideas:

1. Speaker Topics:
 - a. Power Point presentations
 - b. Public Speakers
 - c. Career strategies and opportunities
 - d. The current economic or political situation
 - e. How to interview for a job
 - f. How to succeed on your first job

- g. Salesmanship
- h. Resumes
- i. Personal finances
- j. Women/minorities in management
- k. Ethics
- l. Running your own small business
- m. Dealing with difficult people
- n. Substance abuse in the work place
- o. Professionalism

2. Sources of Speakers:

- a. College faculty or administrators
- b. Local business executives
- c. College placement services
- d. Local real estate, law enforcement, physicians, counselors, attorneys, etc.
- e. Recent alumni
- f. Local Chamber of Commerce

3. Tours:

Tours of local businesses are always good activities. A manager or executive of a local company is often a very interesting speaker, especially on his or her own turf.

Be sure to plan such tours at a time when most members can participate. If necessary, conduct the tour at two different times so that more people can attend. Remember to contact the business and publicize the event well in advance.

Tours to distant industries require a contract with transportation companies and sufficient time to arrange. In such cases, one may want to arrange for students to be absent from class and use a college or university bus. The faculty advisor needs to be recruited to assist in this.

Don't forget that tours can be conducted on the college campus for incoming freshmen! This also is a good opportunity to sell SAM to prospective members.

4. Special Events:

Events in cooperation with other student groups are helpful. In addition to sporting and social activities, one may also conduct joint plant tours or speaker programs. Working with another student organization can help defer the cost of an expensive program.

Workshops can be very popular special events. The campus career placement office will generally be happy to conduct workshops on aspects of career planning. Also try to contact the personnel or training departments of local businesses. Many are glad to donate training materials or conduct workshops for the chapter.

Don't forget awards banquets for one's own SAM chapter!

VI. SOCIALS

As often as once a month, it may be a good idea to have members meet to socialize and network among present students and previous members of SAM. A suggested location for this event is a private club/lounge. However, because today's society is very conscious of lawsuits, it is important that the SAM chapter go on record by stating that the "SAM Student Chapter at _____ University does not condone or encourage underage drinking." If the chapter decides to have a social, make sure the chapter President repeatedly states this policy. Although socials are set up to encourage SAM members to meet, they are not set up to be drinking binges. Inform all members that the local lounge will be carding guests. Do not place the chapter in jeopardy. Tell them the SAM chapter does not want to see underage drinkers attending socials. **“Never, as a chapter, should alcohol be purchased or dispensed at any function.”** Protect the chapter's interest at all times. Make sure that the college/university policy regarding the use of alcoholic beverages is followed.

In recent years, colleges and universities have become very cognizant of insurance liability. Whenever a SAM chapter conducts an activity, the university and SAM run the risk of liability. Who pays if students are injured in an accident during a business tour or if a SAM student is injured due to alcohol at a SAM function? Such instances can be disastrous to the chapter, its members, the college or university, and SAM. This is why such social events should be held in commercial facilities with professional staff serving.

Most universities have established policies about liability and alcohol. Chapter officers should consult with university officials and understand such policies fully. Abuse of alcohol on campuses may become a target of a lawsuit. Make sure that everyone knows where the chapter stands with respect to these policies and conducts chapter activities accordingly.

VII. FUNDRAISING

Fundraising is one of the key areas of the chapter. Without proper fundraising activities, the chapter is weaker. A student SAM chapter should be financially self-sufficient. It is easy to raise funds for the chapter, and if one plans these fundraisers in advance and keeps dollars invested small, then any fundraiser that is undertaken will be profitable. Even small chapters can raise enough funds to handle their expenses. For proper fundraising activities, the following rules should be examined.

1. Make sure that a specialist handles all fundraising. This job should not be assigned in addition to something else. This is a full-time executive board position performed by the Vice President of Fundraising.
2. Do not sell or raffle anything that costs a lot of money, such as trips. Do not sell baked goods, cookies, hoagies, plants, etc. as none of these fundraisers bring in enough money. Further, there is much labor attached to them and inventory that must be disposed of quickly.

3. Raffling of donated items such as movie tickets, sporting event tickets, dinners, etc. is a good activity for fundraising. Even if SAM has to pay for prizes that cost \$50.00, raffling off those tickets may return \$500 to the chapter. In this manner the organization is way ahead. When the tickets are printed, distribute them to students and arrange for a table to be set up in the school lobby or cafeteria. Have the Fundraising Vice-President schedule members to sit at the table. Service points may be awarded to a member for each ticket sold.
4. In a small chapter with few people available to sell tickets, set a goal of selling sufficient raffle tickets for each fundraiser. Many people ask how to go about soliciting donations of dinners, sports events, and movies. One way is to simply go to the business, restaurant, etc. and tell them about the organization. Explain to them that if they donate a dinner for two, their gift will be publicized in the newsletter. The chapter advisor may also consider writing a letter, which can be used to verify the assistance of the SAM chapter.
5. During a fundraising event, the Executive Board members should be continually informed on progress. In addition, separate fundraising teams can be set up for each different event. Fundraising teams can also be established as a competition within the club. The team raising the most funds over a specific period of time could be treated to a pizza party by the club.
6. As stated previously, plan on two fundraisers per semester. During the time of these fundraisers, members should be totally committed to the particular fundraiser in progress. It is not a good idea to overlap fundraisers. Complete one, then start the other. Money earned from fundraising has to be available around March 1. That is generally the date that National Conference fees must be mailed, reservations made at the conference site, and airfare paid. Most of the fundraising activities must be finished on or before March 1.
7. Having fundraisers continually in the school tends to tire out the students. Try to vary the fundraisers so that some are in the school, some are out. For example, Thanksgiving Day Raffles in which the winner receives a turkey and all the trimmings are better conducted outside of school. Consider having teams set up a table outside a local grocery store. Christmas and Easter candy sales appeal more to persons other than students, therefore they can be effectively sold at a workplace, if available.
8. Secure the assistance of the school's audio-visual department in promoting sporting event raffles. For example, if there is a hockey ticket, baseball ticket, basketball ticket, or football ticket raffle, have a VCR set up in an area heavily traveled by students. Pick a good game to replay. Students will stop, watch the action, and likely buy a ticket or two. Further, for any fundraising event, make sure that the person in charge of promotions has sufficient publicity posted throughout the school.

9. Student Affairs at the school should be contacted. Many times they have access to low-cost discount tickets. Also, it is a good idea to establish open communication with Student Affairs.
10. Finally, with regard to fundraising, the most important thing to do is to set up one fundraiser and work it well. When it is successful, this will motivate some of the members to want to do more fundraisers for the chapter.

VIII. THE PERFORMANCE APPRAISAL SYSTEM

Since SAM is a volunteer organization, one cannot rely on paying people for their efforts. Students will join SAM because of some non-monetary benefit. Either they like running an organization, the networking, or they want to work towards being selected to compete in the case competition. Student motivation should be utilized to the benefit of the chapter. While the organization cannot pay students for their services, a reward or point system may be created that rewards any contributions that a student makes to the chapter.

The point system enables the organization to weigh those activities of most importance to the chapter's survival and continued success. A properly weighted point system results in increased chapter revenues and healthy competition for the chapter's participation in the national conference. Student members will compete with each other by recruiting new members, selling raffle tickets and candy, and attending meetings and professional dinners held by a senior chapter in the area. The point system depicted below is meant as a guide. The executive board, in adopting a point system, should consider the needs of each individual chapter. Thus, the point system each chapter uses will be modified somewhat.

- Member recruits new student member =5 points
- Member attends SAM general meeting =2 points
- Member attends a guest speaker meeting =3 points
- Member attends a committee meeting, serves as a chair, or organizes an event =2 points
- Fundraising--one (1) point for every \$10 raised =1 point

It is a good idea to begin the point system on or around February 1. This is because the International Conference usually occurs in March or early April. The case to be utilized in the Case Competition is issued during January. So, by February 1 the chapter's Case Competition team needs to be determined. This gives at least three weeks to do some preliminary work on preparing for the case.

IX. FILMS AND SPEAKERS

The chapter should have at least one speaker or one film per month. A perfect time period is during a lunch break between classes. There should be a general membership meeting about every other Tuesday. On the Thursday of the week falling between the two general meetings, schedule a film or speaker. Films can be arranged through the faculty advisor and audio-visual department. Once again, make them interesting.

Arrange with the faculty advisor to have any announcements of speakers, films, meetings, and fundraisers to be printed by the school's printing department. Use colored paper and a computer program to make bright, colorful, and professional looking announcements. Announcement posters may be obtained through the National SAM Headquarters. Other student organizations may be invited to attend guest speaker presentations. Invite non-members also.

It is a good idea to keep a file of past SAM speakers. Many persons who speak before a group can use the experience to better themselves. Some companies encourage employees to speak professionally. Some speakers are trying to establish themselves as consultants. Regardless of the reason, the file of speakers can be used again and again. Wait several years, and then invite a particularly good speaker back again. The present Vice-President of Programs/Promotions should write some short notations as to the quality of the speaker or the film.

X. OTHER IMPORTANT SUGGESTIONS

X. 1: LEADERSHIP

The best leadership style to use is one that is firm, but not demanding. It is important for each board member to feel that his or her contribution is appreciated. Establish deadlines for projects and insist that they be met. After a particularly successful fundraiser or even one that is not too successful, thank the members for their help. Encourage members to become involved. At the end of a semester, surprise all members at the last general meeting by having a combination pizza party and awards assembly. Have the Executive Board pick five persons who are graduating and who have contributed substantially to the chapter's success. Buy some small service plaques and present them at the meeting. A small investment here will reap enormous rewards later on. The athletic departments in most colleges have contacts with local trophy shops. Sometimes those shops will give special prices to student groups like SAM. If plaques are too expensive, have a printer make up some certificates or publish student names in the newsletter. SAM Headquarters can provide some certificates of appreciation at a nominal cost.

X. 2: THE CHAPTER NEWSLETTER

One of the best methods for keeping members informed is to provide them with a newsletter. Ideally, this should occur once a month. However, if the chapter is small, they may not be able to do a newsletter once a month. A good goal is once every 2 months. Have several individuals write articles on fundraising results, preparation for the case competition, professional dinners, upcoming events, point system update, thanks to members helping out, speakers, etc. Make sure the newsletter is typed and looks professional. New members should be provided with a copy when they join SAM and samples of all publications should be sent to SAM Headquarters. The chapter may be mentioned in the International Newsletter and some of these ideas may benefit other chapters.

X. 3: PHOTOGRAPHING EVENTS

On occasion, it is a good idea to have someone take pictures of the chapter's events and activities. Put these pictures into an album and use this album at school organizational fairs as a recruiting device. If a team is sent to the international conference, take pictures of the event. Have some of the better photos enlarged and put on display at organizational fairs. The chapter might consider videotaping some of their events. For example, a tape made of the surroundings at the site of the annual conference could reap significant dividends during membership recruitment at the start of the fall semester. If tape is too expensive, a slide show can be conducted as an alternative during fall recruitment.

XI. CONCLUSIONS

These suggestions for managing a SAM campus chapter have been designed as a guide. As long as the chapter adheres to the SAM Code of Ethics and SAM International policies, the chapter is free to try anything that produces results, e.g. a learning experience, increased SAM membership, and the pride of knowing each member contributed to the success of the chapter.