

# STUDENT ORGANIZATION ADVISOR HANDBOOK

2018-2019



STUDENT INVOLVEMENT  
& LEADERSHIP

---

The University of Alabama at Birmingham

Dear Advisors,

On behalf of Student Involvement & Leadership, I'd like to thank you for your commitment in serving as an advisor to one of UAB's student organizations. It is through these organizations, that our students have the opportunity to combine the knowledge gained in the classroom with leadership, communication, and problem-solving skills developed through their organizational experiences.

An essential component of this co-curricular experience is the wisdom and advice offered by a full-time faculty or staff advisor. Whether you are experienced or new to the position, UAB's student organizations are better because of the guidance and support that you have and will continue to provide.

This handbook along with the [Student Organization Handbook](#) was created to serve as a resource to you during your time in this role. In the instance that you don't find the support you need in these two documents, please know that the Office of Student Involvement & Leadership is here to provide additional support as questions arise.

Thank you for taking on this important role for our student community and for your contribution to the co-curricular experience.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Griffin". The signature is fluid and cursive, with a large initial "J" and "G".

**Jennifer Griffin**

*Director, Student Involvement & Leadership*

*205.934.8020*

*griffinj@uab.edu*

## Contents

University Departmental Guide .....	2
About Student Involvement and Leadership: .....	3
Mission: .....	3
Serve. ....	3
Inspire. ....	3
Lead.....	3
Contact Information.....	3
Why Does an Organization Need an Advisor? .....	4
Who is Eligible to Serve as an Advisor? .....	4
Duties of an Advisor .....	4
The Do's and Don'ts of Advising .....	4
ENGAGE.....	5
Event Submission .....	5
RSO Newsletter .....	5
Roster and Messaging.....	5
Student Organization Advisor Resources.....	6
Advisor Roles.....	6
Advising Styles.....	8
Developmental Advising .....	8
Prescriptive Advising.....	9
Situational Advising.....	9
Appreciative Advising.....	10
Strengths-Based Advising.....	11
Proactive (Intrusive) Advising .....	12
Clery Act Training .....	13
Risk Management .....	14
Methods to Manage Risk .....	14
UAB Non-Discrimination Clause.....	15
Recognition Opportunities.....	16
Student Organization Deadlines/Requirements .....	17
Process for Reporting Concerns.....	17
Works Cited.....	18



## University Departmental Guide

### **Catering**

Elizabeth Evans  
Catering Director  
205-996-6568  
[elizabeth.evans@sodexo.com](mailto:elizabeth.evans@sodexo.com)

### **Off-Campus Student Services**

Dori Weldon  
Assistant Director  
205-996-1580  
[dweldon1uab.edu](mailto:dweldon1uab.edu)

### **Student Affairs Marketing & Communications**

Bryna Reid  
Assistant Director  
[samarketing@uab.edu](mailto:samarketing@uab.edu)

### **Space Reservation (Hill Student Center)**

Meghan Wilson  
Scheduling Coordinator  
205-996-1841  
[lwilsonmt@uab.edu](mailto:lwilsonmt@uab.edu)

### **Space Reservation (Academic Department Buildings)**

Tiffany Hearn  
Assistant Registrar  
205-996-6115  
[thearns@uab.edu](mailto:thearns@uab.edu)

### **Student Outreach**

Debbie Morgette  
Assistant Director  
205-975-9509  
[sarc@uab.edu](mailto:sarc@uab.edu)

### **UAB Sustainability**

Julie Price  
Sustainability Coordinator  
205-996-5362

### **Student Involvement and Leadership**

Jennifer Griffin  
Director  
205-934-8020  
[getinvolved@uab.edu](mailto:getinvolved@uab.edu)

### **Undergraduate Student Government Association**

Siddhu Srikakolapu  
President  
[sidsri@uab.edu](mailto:sidsri@uab.edu)  
Ankit Bansal  
Vice President of Finance  
[bansalan@uab.edu](mailto:bansalan@uab.edu)  
Sunna Savani,  
Director of Funding  
[ssavani@uab.edu](mailto:ssavani@uab.edu)  
Matthew Hudson  
Assistant Director of Funding  
[hudsonma@uab.edu](mailto:hudsonma@uab.edu)  
Tyler Huang,  
Travel Grant Program Coordinator  
[Tyler115@uab.edu](mailto:Tyler115@uab.edu)  
Shaun Kuo  
Emergency Student Loan Program  
Coordinator  
[shaunkuo@uab](mailto:shaunkuo@uab)



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

## About Student Involvement and Leadership:

Student Involvement and Leadership values and encourages all form of leadership to cultivate an inclusive, socially responsible, and vibrant campus community. Through engagement with students, we have the opportunity to watch as they progress academically, discover their values, develop their identity, and realize their full potential. This is achieved through advising students and student organizations; creating innovative leadership opportunities and promoting involvement in the campus community.

### Mission:

Student Involvement and Leadership exists to provide intentional experiences outside of the classroom that prepare UAB students to serve, inspire, and lead.

### Serve.

Through volunteerism and intentional reflection, students will become responsible citizens on campus and in their respective communities.

### Inspire.

Through the development of, exposure to, and participation in campus programs, students will forge community, create and sustain traditions, and build health interpersonal relationships.

### Lead.

Through meaningful, collaborative, values based leadership experiences, students will develop and enhance an understanding of self, others, and community.

## Contact Information



**Jennifer Griffin**

- Director of Student Involvement
- griffinj@uab.edu



**Lauren Hobbs**

- Assistant Director of Leadership & Service
- ldhobbs@uab.edu



**Kristen Bowen**

- Assistant Director of Fraternity & Sorority Life
- kristeb@uab.edu



**Andrea Bennett**

- Coordinator for Leadership & Service
- arbennett@uab.edu



**Jessica Brown**

- Coordinator for Student Activities
- jcnathan@uab.edu



**Kelby Lamar**

- Coordinator for Fraternity and Sorority Life
- klamar@uab.edu



**Undre Phillips**

- Coordinator for Student Activities
- uphillip@uab.edu



**Dayla Raths**

- Coordinator for Leadership Development
- draths@uab.edu



**Maggie Tucker**

- Office Services Specialist
- tuckerm3@uab.edu



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

## Why Does an Organization Need an Advisor?

The advisor serves as a resource for students. By providing leadership, the advisor is an educator, helping students to learn by doing. The advisor provides a sense of direction for the organization and promotes student and faculty/staff interaction in, and out of, the classroom. An advisor also provides the support necessary for the student leader to build and maintain a successful organization.

## Who is Eligible to Serve as an Advisor?

An advisor must be a full-time faculty or a staff member at The University of Alabama at Birmingham. Advisors are expected to be actively involved in the affairs of their organizations. Selection of a particular person as advisor is the choice of the organization and is by mutual agreement of both parties.

## Duties of an Advisor

- Annually re-assess organization's objectives, constitution, and bylaws
- Establish regular meeting times with executive leaders
- Assist leaders with University policies and risk management procedures
- Help members explore alternatives as they plan activities and events
- Respond in case of an emergency at events which require an advisor or university official
- Help leaders during periods of transition in an effort to maintain continuity
- Assist with understanding funding guidelines
- Alert student leaders to potential organizational problems
- Complete Clery Act Training
- Uphold your role as a Campus Security Authority and mandatory reporter

## The Do's and Don'ts of Advising

 <ul style="list-style-type: none"> <li>...serve as a resource</li> <li>...interpret and clarify University policies</li> <li>...suggest program ideas</li> <li>...serve as a role model</li> <li>...provide history for the organization</li> <li>...act consistently with what you say</li> <li>...allow the group to succeed</li> <li>...allow the group to fail</li> <li>...enjoy the experience</li> </ul>	<div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold; margin-bottom: 10px;">Don't</div> <ul style="list-style-type: none"> <li>...micromanage the organization</li> <li>...run organization meetings</li> <li>...use veto power over organization decisions</li> <li>...be the sole recruiter for new members</li> <li>...say "I told you so"</li> <li>...break promises</li> <li>...be unavailable</li> <li>...take everything seriously</li> </ul>
--	---

- It's important to note that this is not an exhaustive list of Do's and Don'ts, but a tool to assist you in navigating your advising.
- References: ACPA Commission for Student Involvement; Bloom, He, & Hutson, 2008; Coles, 2012; Klenowski, 2016; Penn State Office of Student Activities, 2018; Student Involvement - Student Organizations Staff, 2018



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

## ENGAGE

Engage is The University of Alabama at Birmingham's online campus community and organization platform. Engage enables UAB students to connect with opportunities to engage on campus, join and manage student organizations, and create an involvement resume. Through Engage, the Office of Student Involvement and Leadership oversees the organization registration process. Once registered, each organization has a public-facing organization page where information can be shared with both the campus and the public. Organizations also list events on Engage, which allows students to RSVP and save events to their personal calendars.

### Event Submission

Student Organizations and Departments are able to build and promote their events through ENGAGE. This campus portal enhances the student experience and allows for students to find events by their criteria. This is important to keep in mind when submitting an event for approval within Engage.

Only primary contacts and positions with full access over Events can create events within an organization. All organization events (outside of regularly scheduled meetings) must be registered with the Office of Student Involvement and Leadership at least three (3) weeks before the event. Event Coordinators within your organization will be the only ones permitted to make requests for space on campus. (Engage, 2018)

As a method of continuing to be involved and providing over-sight, please review events with your organization. This will allow for the students to think beyond their organization and successfully reach their audience.

If an event is labeled as "high risk", the advisor is required to be present for that event. Please note that events labeled "medium risk" may still require the advisor to be present depending on the circumstances.

### RSO Newsletter

The RSO Newsletter goes out every Monday to all the Student Organizations registered within Engage. If your organization has information to be added to the Newsletter, they can contact the Pathfinders at least two (2) business days prior to the release of that week's Newsletter.

### Roster and Messaging

Engage provides rosters for organizations which enables you to directly reach out to those members you may need to contact, as well as create rosters for meetings and the like. Engage uses Message Relays (Relays) to allow you to send an email message to many people based on their involvement data in Engage, even other organizations' contacts. For example a message to all Presidents of Student Organizations about a potential collaborative effort. (Engage, 2016)

For specific questions and assistance with Engage, please contact The Office of Student Involvement and Leadership or visit the [Engage FAQ website](#).



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

## Student Organization Advisor Resources

There are a number of Student Organization Resources that could enhance or assist you with your experience as an advisor.



## Advisor Roles

- **Mentor**  
Students may look to mentors for advice regarding their career, activities, or personal goals. Good mentors are enthusiastic, interested, understanding, and honest. Mentors should have a desire to stimulate and expose their students to new experiences and challenges.
  - Set Expectations
  - Role Model
  - Challenge Students
  - Listen
- **Team Builder**  
Establishing relationships that will enhance the ability of the organization's leadership and members to work together is key to team building. Advisors facilitate an environment in which they assist students in understanding their strengths, weaknesses, work styles, and goals.
  - Establishes group relationships and collaboration
  - Leadership Development
- **Mediator**  
Advisors should be able to work with the students and the organization to resolve any conflict within the group or other University party. Successful mediators only get involved when students cannot resolve their issues on their own. It is important to remain as impartial as possible so as not to show a bias toward any one student within the organization. The ultimate goal is to reach a win-win situation for the students and the organization.
  - Conflict Management
  - Communicate
- **Motivator**  
Advisors can motivate students through recognizing their efforts, appealing to their aspirations, and connecting their experiences at the University.



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham



- Recognition
  - Encouragement
  - Be an advocate
- **Reflective Agent**

Advisors should encourage their students to engage in activities that contribute to the student's ability to make meaning of their own experiences. Advisors can do this by asking probing and honest questions. These conversations are essential to challenge students to really learn about themselves and the world around them. Make time for the student(s) reflect on their successes and failures.

  - Guide along the learning process
- **Policy Interpreter**

A policy interpreter must adhere to policies and procedures for Student Organizations. Advisors are asked to familiarize themselves with policies and procedures so that they can assist students in their understanding of how to work within University parameters.

  - Organization Policies
  - Student Conduct Policies
  - University Policies

Information sourced from: Coles, 2012; Klenowski, 2016; Penn State Office of Student Activities, 2018; Student Involvement - Student Organizations Staff, 2018



## Advising Styles

---

### Developmental Advising

---

### Prescriptive Advising

---

### Situational Advising

---

### Appreciative Advising

---

### Strengths-Based Advising

---

### Proactive (Intrusive) Advising

#### Developmental Advising

This model of advising holds that the advisor and the student are partners in discovery in which responsibility is shared between the participants. This advising method focuses on students and their on-going needs over an extended period of time. This form of advising challenges students to achieve their learning potential and take risks. It helps students to process and understand what is important to them.

“A developmental model of advising permits the advisor to help the advisee focus, through self-reflection, on interests and goals.” (Burton & Wellington, 1998) This allows the advisor and the advisee to work together in a collaborative effort to achieve commonly understood goals. The process of Developmental Advising also emphasizes the student’s reasons for being involved in the student organization, therefore making the work of an advisor even more tailored to the student and student group.

Utilizing the O’Bainon Model of Academic Advising, as seen in Figure 1, advisors can better understand students’ goals and aspirations in order to point them in the right direction and grant them significant opportunities. The students’ experiences in an organization on campus should be a supplemental educational experiences to their classroom learning in order to better prepare them for their future.





Figure 1: The Original 1972 O'Bainon Model of Academic Advising (Burton & Wellington, 1998)

### Prescriptive Advising

This model of advising holds that the academic advisor tells the student what to do, and the student does it. Prescriptive advising is linear communication from the advisor to the advisee and places most of the responsibility on the advisor, not the student. The advisor is required to have all of the answers.

### Situational Advising

This model of advising allows you to change your advising style to match the development needs of the individual or organization you advise. You will vary your style based on your assessment of the student's/group's readiness level. Situational Advising identifies and defines 4 advising options:

1. Directing – The advisor provides specific instructions and closely supervises task accomplishments. Use this style with students/groups who are at a low level of readiness.
2. Coaching – The advisor continues to direct and closely supervise task accomplishment, but also explains decisions, solicits suggestions, and supports progress. Use this style with groups that have a few leaders that are at a higher level who will need your support with the rest of the group to get things accomplished.
3. Supporting – The advisor facilitates and supports the efforts toward task accomplishments and shares responsibilities for decision making with students. Use this style with students/groups that are just starting to understand the concepts that will lead to success – the group is just starting to “get it”.
4. Delegating – the advisor empowers the students to conduct their own decision making, problem solving, and delegating. Use this style with students/groups who are at a high level of readiness.

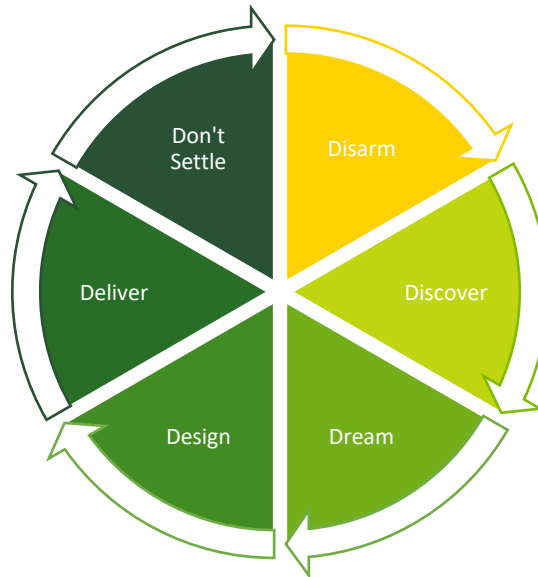


STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

## Appreciative Advising

This style of advising optimizes advisor interactions with students in both individual and group settings. “Appreciative Advising is the intention collaborative practice of asking positive, open-ended questions that help students optimize their educational experiences and achieve their dreams, goals, and potential.” This method of advising is broken down into 6 phases.



1. Disarm
  - a. Make a positive first impression with the student, build rapport, and create a safe, welcoming space.
  - b. Be mindful of your nonverbal communication:
    - i. Gestures
    - ii. Smile
    - iii. Eye contact
    - iv. Focus on them
  - c. Be mindful of your verbal communication:
    - i. Call students by name/Be sure thy know your name
    - ii. Use inclusive pronouns “Let’s look at this together.” “We can find the answer to that.”
    - iii. Small talk
    - iv. Give feedback to students “That’s great!”
    - v. Ask for student feedback. “Am I going too fast?”
2. Discover
  - a. Ask positive open-ended questions that help advisors learn about students’ strengths, skills, and abilities.
  - b. Notice the student’s:
    - i. Strengths
    - ii. Skills
    - iii. Passions



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

## iv. Accomplishments

3. Dream
  - a. Inquire about students' hopes and dreams for their futures.
  - b. Listen purposefully, really listen to what the student is trying to convey.
  - c. Make connections between information from the Discover phase and dreams being shared during this phase.
  - d. Encourage students to be open to possibilities and remind them that there is more than one right answer.
4. Design
  - a. Co-create a plan for making their dreams a reality.
  - b. Explain technical information in easy to understand language.
  - c. Encourage inquiry and engagement from the student.
  - d. Make effective referrals.
  - e. Clarify who is responsible for what and by what date.
5. Deliver
  - a. The student delivers on the plan created during the Design phase and the advisor is available to encourage and support students.
  - b. Review what you have accomplished.
  - c. Review responsibilities and deadlines.
  - d. Encourage the student to contact you with any problems or concerns.
  - e. Reiterate your confidence that the student can accomplish the goals set.
6. Don't Settle
  - a. Advisors and students need to set their own internal bars of expectations high.

### Strengths-Based Advising

This style of advising taps into student motivation in order to engage students in their own learning, so that they can achieve their potential and experience success. This approach promotes student achievement because it a.) Builds self-efficacy and intrinsic motivation, b.) Generates positive emotions that enhance students' problem-solving and capacity for creativity, and c.) Develops a wider repertoire of success strategies and coping skills.

This method of advising is broken down into 5 steps:

1. Identify student's strengths.
2. Affirm their strengths and increase their awareness of their strengths.
3. Envision a future by discussing their aspirations and how their strengths can help them reach their goals.
4. Plan specific steps that students can take to meet their goals.
5. Apply their strengths to challenges they face. Help students identify the skills and knowledge they need to add to their natural talents in order to develop strengths.



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

### Proactive (Intrusive) Advising

This style of advising involves deliberate intervention to enhance student motivation, uses strategies to show interest and involvement with students, works to educate students on all options and engages students before situations develop. This advising style anticipates student challenges.

For an advisor to be effective it is very important that they be kept informed as to the operation and needs of the organization. It is the responsibility of the student leaders to see that the advisor receives all minutes of meetings and is kept abreast of the program, upcoming events, and meetings. It is not the role of an advisor to impose themselves on an organization, but to be an available resource to the leadership and members. The Office of Student Involvement and Leadership staff serves in a general advisory role to organizations and advises as need and particular questions arise.



## Clery Act Training

The Clery Center's Campus Security Authority (CSA) Training helps CSAs understand their role and responsibilities under the Clery Act. **As an organization advisor, you will be a CSA and required to complete this training each year on the UAB Learning System (LMS).**

"In April 1986, Jeanne Clery's life ended tragically when another student raped and murdered her in her residence hall room. Alarmed at the lack of transparency around crime and violence on college campuses, Jeanne's parents, Connie and Howard, committed themselves to create enduring change. In 1990, Congress approved the Crime Awareness and Campus Security Act. Later renamed in Jeanne's memory, the Jeanne Clery Act took effect in 1991." (Campus Security Authority Training, 2018)

It requires that colleges and universities:

- Keep a public crime log.
- Publish an annual security report that includes crime statistics and security policies.
- Provide timely warnings to students and campus employees about a crime posing an immediate or ongoing threat to students and campus employees.
- Ensure certain basic rights for victims of sexual assault, dating violence, domestic violence, and stalking.

The U.S. Department of Education enforces the Clery Act, and is responsible for collecting and disseminating crime statistics from colleges and universities each year

The short, 15-minute video training covers the following training areas:

- Introduction to the Jeanne Clery Act
- Who is a CSA?
- Who is NOT a CSA?
- Listening, Documenting, & Reporting: Understanding Your Role & Responsibilities
- After Reporting: How Information is Used Under the Clery Act

Each year the Office of Professional Standards/University Police and Public Safety Department will send out the CSA Training. As an advisor, your email will be shared with this department in order to continue to be in compliance with Clery Act.



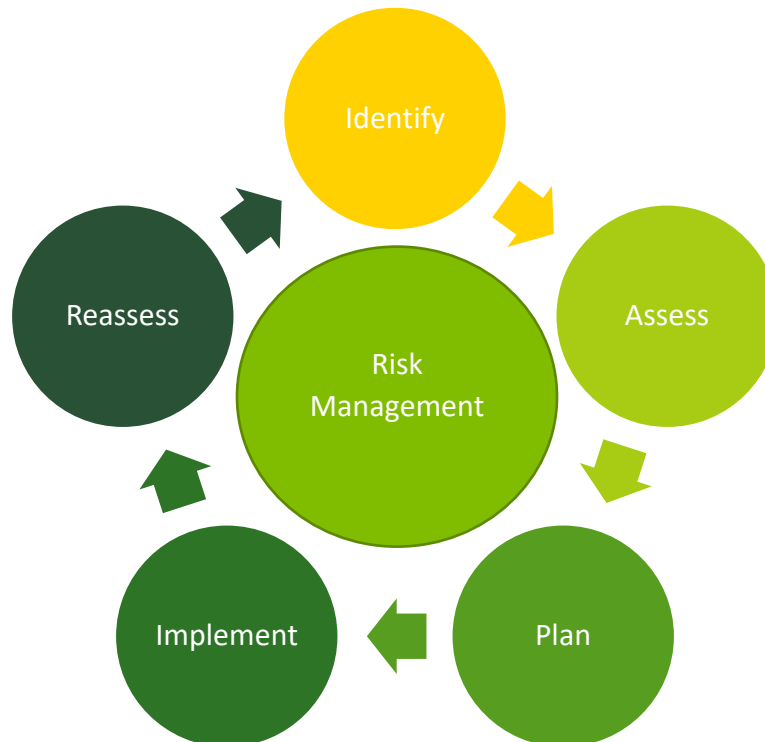
STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

## Risk Management

Risk management is the process of analyzing risks posed by activities and determining and implementing methods to manage the risk.

- Identify – risky behavior and activities (hazards)
- Assess – the probability/severity of adverse outcomes
- Plan – actions to take
- Implement – controls to eliminate or reduce the risk
- Reassess – the activity after the risks have been managed



(The Office of Student Involvement, 2018)

### Methods to Manage Risk

- Avoid
  - Decide that the event or portion of the event is not worth the risk.
- Transfer
  - Use university waivers (be cognizant of the procedures and regulations for these waivers, email [Risk Management in The Office of Compliance](#) for more information)



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham



## UAB Non-Discrimination Clause

Every organization agrees to uphold the UAB Non-Discrimination Clause and must include it within their constitution. It is important that this policy is upheld and that decisions by the organization are being tested against this policy.

**Student organizations must use the following non-discrimination policy statement:**

*“The University of Alabama at Birmingham and (insert organization name) prohibits discrimination in admission, educational programs, and other student matters on the basis of race, color, religion, sex, sexual orientation, gender identity, gender expression, age, national origin, disability unrelated to program performance, veteran status or genetic or family medical history.”*



STUDENT INVOLVEMENT  
& LEADERSHIP

---

The University of Alabama at Birmingham

## Recognition Opportunities

The University of Alabama at Birmingham is proud of all the accomplishments of its students and organizations. We strive to recognize the successes of UAB and want to make sure that efforts do not go unnoticed. Some opportunities for recognition of your students or student organizations are listed below, please note this is not an exhaustive list of ways in which to recognize your students.

- Student Excellence Awards
  - Examples of Categories:
    - Excellence in Service
    - Inclusive Campus Commitment
    - Outstanding Scholastic Achievement
    - Rising Star
    - Outstanding Student Leader
  - Held each year in April
  - Nominations will be accepted by UAB faculty, staff, and students through the Student Excellence Award Nomination Form.



STUDENT INVOLVEMENT  
& LEADERSHIP

The University of Alabama at Birmingham

## Student Organization Deadlines/Requirements

- Re-registration Period
  - **Fall Re-Registration period: July 1 – August 31**
  - **Spring Re-Registration period: December 1 – January 31**
- Student Organization Summit
  - Each September
- Fall Leadership Conference
  - Each November

## Process for Reporting Concerns

In the case of a concern in your advising experience, please contact the Office of Student Involvement and Leadership by emailing [getinvolved@uab.edu](mailto:getinvolved@uab.edu). We will respond to your concern as soon as possible and proceed as needed.



STUDENT INVOLVEMENT  
& LEADERSHIP

---

The University of Alabama at Birmingham

## Works Cited

- ACPA Commission for Student Involvement. (n.d.). Retrieved from Advisor Manual:  
<https://docs.google.com/file/d/0B1UK9aJ3Zlyqamkwb3IDWHdXRW8/edit>
- Bloom, J. L., He, Y., & Hutson, B. L. (2008). *The Appreciative Advising Revolution*. Champaign: Stipes Publishing.
- Burton, J., & Wellington, K. (1998). The O'Banion Model of Academic Advising: An Integrative Approach. *NACADA Journal: Fall, 18*(2).
- Campus Security Authority Training. (2018, 11 7). Retrieved from UAB Learning System:  
<https://www.healthstream.com/HSAPP/CourseDetails?courseInstanceId=cfec12c4-87dc-e811-8a75-005056b10774>
- Coles, A. (2012). Belmont University - Student Organization Advisor Handbook 2012-2013. Nashville, TN, USA.
- Engage. (2016). *Roster Walkthrough*. Retrieved from CampusLabs:  
<https://engagesupport.campuslabs.com/hc/en-us/articles/115001617606-Roster-Walkthrough>
- Engage. (2018). *Creating a New Event in your Organization*. Retrieved from CampusLabs:  
<https://engagesupport.campuslabs.com/hc/en-us/articles/204033924-Creating-a-New-Event-in-your-Organization>
- Klenowski, L. B. (2016). Xavier University Student Organization Advisor Manual 2016-2017. Cincinnati, Ohio, USA.
- Penn State Office of Student Activities. (2018). *Advisor Handbook*. Retrieved from Penn State Student Affairs: <https://studentaffairs.psu.edu/involvement-student-life/student-organizations/advisor-resources/advisor-handbook>
- Student Involvement - Student Organizations Staff. (2018). University of Nebraska–Lincoln Student Organization Advisor Guide. Lincoln, Nebraska, USA.
- The Office of Student Involvement. (2018). *Advisor Resources*. Retrieved from Auburn University:  
<http://wp.auburn.edu/involve/advisor-resources/>





## STUDENT INVOLVEMENT & LEADERSHIP

---

The University of Alabama at Birmingham