Interested in Starting a New Club?

Students wanting to form a new student organization at York Technical College should submit a written proposal to the Student Activities Coordinator. Below are some quick steps to getting started.

1. Students should first locate a faculty member who would be willing to act as an advisor for the club.
2. Obtain a letter from that faculty member stating their interest in supporting the efforts to form this new organization.
3. Have a minimum of ten students sign the proposal indicating their interest in forming the organization.
4. Provide the Student Activities Coordinator with a completed, preliminary constitution outlining the mission of the organization, duties, membership, officers, and bylaws. (Sample constitutions are available in the Student Activities Office.)

The completed proposal should be submitted to the Student Activities Office. The Student Activities Coordinator will verify the information. Upon acceptance by the Student Activities Coordinator, the proposal is then forwarded to the Dean for Students who will distribute it to the Council on Academic and Student Affairs (CASA) for review. Once approved by CASA, the Associate Vice President for Academic and Student Affairs will present the request to the President of the College at the next Executive Committee meeting. For more information, contact the Student Activities Coordinator at (803) 981-7052 or read this guide.
Guidelines
for
Student Organizations
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Establishing a Student Organization

Students wanting to form a new student organization at York Technical College should submit a written proposal to the Student Activities Coordinator following the steps listed below:

Step 1

Establish the name of your student organization and determine an educational purpose for the organization.

Step 2

Identify a full-time York Technical College faculty or staff member to serve as the primary advisor. Obtain a letter from that faculty/staff member stating his/her agreement to fulfill the role and responsibilities of the student organization advisor.

Step 3

Have a minimum of 10 current students sign the proposal indicating their interest in forming the organization.

Step 4

Write a constitution stating the name, purpose, membership requirements, officers’ duties, election process, financial matters, meeting requirements, and amendment methods.

Step 5

Submit the constitution to the Student Activities Coordinator for review to ensure all items are adequately addressed. The Student Activities Coordinator will submit the proposed constitution to the Associate Vice President for Academic & Student Affairs (AVP). The AVP will take the proposed constitution to the Council on Academic & Student Affairs (CASA) for approval. If approved, the proposed request will be submitted to the Executive Committee for final approval. (A sample constitution is available in the Student Activities Office.)

Requirements for All Student Organizations

Note: New organizations must be significantly different from any existing organization.

- York Technical College student organizations shall be open to all students, faculty, or staff without discrimination on the basis of age, race, gender, religion, veteran status, national origin, or disability.
• York Technical College student organizations shall adhere to all college, state, and federal regulations, the current *York Technical College Catalog & Handbook*, and the *Guidelines for Student Organizations*, as the basis for establishment, operation, and continued existence.
• Amendments to an existing student organization’s constitution must be channeled through the approval process as outlined in Step 5.

**Annual Report/Renewal Process**

In July of each academic year, the student organization advisors must submit an annual report to their Associate Vice President (AVP) which lists the current officers, members, advisors, and activities of the organization for the preceding year. The AVP will forward the annual reports to the Student Activities Office. Failure to submit this information will make the organization ineligible for the College funding. If a change occurs in the slate of officers or advisors during the year, an update must be submitted to the Student Activities Coordinator.

**Inactive Status**

A student organization that is inactive for two consecutive years will be reviewed by the Council on Academic and Student Affairs to determine continuation.

**Minutes**

Minutes from each student organization meeting must be submitted to the Student Activities Coordinator within 30 days after the meeting date. The Student Activities Coordinator will place these minutes in the organization’s permanent file. The Deans’ Councils’ minutes should also be submitted to the Office of the President within the timeframe referenced above.

**Service Project**

Each student organization at York Technical College is required to sponsor a minimum of one service project per year. Service projects can benefit either the College or a community agency. A Student Activities Approval Form indicating plans for the service project should be submitted to the Student Activities Coordinator at least two weeks in advance of the service project beginning date.

**SCTEA Community Involvement Project**

Each year the South Carolina Technical Educators Association sponsors a competition among the sixteen technical colleges. Community service projects by any student organizations are eligible. The Student Activities Coordinator will forward project submission details to club
advisors in October of each year. All projects submitted are sent to the state competition, and cash prizes are awarded.

**Characteristics of a Successful Student Organization**

**Three core activities of any effective group include:**

1. The group works together to accomplish its goal and maximize student success.
2. The group maintains itself internally.
3. The group develops and changes in ways that improve effectiveness.

**Eight essential characteristics of a successful organization:**

1. **Group members should get to know each other well.** ~ This characteristic provides a method for team and community building within an organization and is the keystone on which all of the remaining characteristics are built. It must be present and continuously renewed if the organization is to function effectively.
2. **All members are involved in defining organizational purposes.** ~ The level of motivation of group members to work for group goals increases in proportion to the level of involvement by members in establishing those goals.
3. **All members help generate ideas.** ~ While it may be quite simple for a few group leaders to produce ideas for special programs, this does little to develop a sense of ownership and participation among other group members.
4. **There is a commitment to group decision making.** ~ People support programs they help to create. Full participation by the membership in generating ideas, coupled with group decision making, ensures a full measure of group participation and support.
5. **Skills, resources, and liabilities of the group and community are identified.** ~ Often, groups have access to many skills and resources through the club memberships. Likewise, additional resources are available through the College and the surrounding community.
6. **Systematic problem-solving techniques are used.** ~ Conflicts should be resolved when they arise and not allowed to escalate.
7. **The group effectively communicates itself and its projects to its members and the community.** ~ The time line with which the group communicates itself to others, both members and non-members, affects such important factors as recruitment of new members and attendance at functions sponsored by the group.
8. **The group participates in periodic evaluation and assessment.** ~ Groups need to become accustomed to routinely evaluating the various aspects of group life, ranging from the way meetings are handled to assessing the success of a particular project or program.
References


Reprinted courtesy of University of South Carolina Leadership Center.

*Five Most Important Factors in Student Success*

1. Establishing a good relationship with a faculty or staff member
2. Working on campus, either paid or volunteer
3. Leadership in a student organization
4. Membership in a student organization
5. Participation in campus activities

* Taken from a study done by Lee Noel, one of the nation’s most recognized enrollment authorities.

*Responsibilities of the Officers*

1. **Academic Standing** ~ Officers of student organizations must maintain standards of academic progress as outlined in the *York Technical College Handbook and Catalog*.
2. **Adherence to Guidelines** ~ Officers of student organizations are required to review the *Guidelines for Student Organizations* and ask their club advisors and/or the Student Activities Coordinator any questions they may have about the guidelines and college procedures. This review and clarification should take place during the first semester in office.
3. **Adherence to College Procedures** ~ Student organizations not adhering to procedures established by the College risk the loss of funding opportunities. Any incident by a student organization warranting disciplinary action will be reviewed and submitted to the Dean for Students for further action.
President’s/Vice President’s Responsibilities

The role of the president is to oversee the setting of goals for the organization and to ensure forward progress in attaining those goals; to plan the agenda for and preside over all meetings of the organization; to ensure that proper forms are submitted to Student Activities for all activities of the organization.

The role of the vice president is to assume the duties of the president in the event the president is absent and to assist the president as needed in all areas of responsibility.

It is the responsibility of the president/vice president to identify members to meet with the College administration, upon request, for student input on procedures which affect student life.

Secretary’s Responsibilities

Minutes

The secretary is responsible for submitting the minutes of the student organization meeting to the Student Activities Coordinator within 30 days of the meeting date. The secretary also should be responsible for obtaining an attendance list during the meeting to submit with the minutes. It is recommended that the secretary of the organization be responsible for typing the agenda for each meeting.

Correspondence

Correspondence and newsletters to the membership should be handled by the secretary and coordinated through the student organization advisor and the Student Activities Coordinator.

Treasurer’s Responsibilities

Bank Accounts

All student organizations which participate in fundraising activities are required to open an off-campus checking account. The advisor(s) should co-sign the bank account signature card. The treasurer or club advisor is responsible for depositing funds into the organization’s bank account, balancing bank account statements, maintaining the bank account ledger, and reporting to the members of the organization at each membership meeting.

Treasurer’s Rules and Procedures

1. Bank statements should be reconciled and signed by the treasurer and advisor each month.
2. All receipts and financial records should be retained in the advisor’s office.
3. The treasurer should have the treasurer’s report prepared for the meeting each month.
4. The treasurer or advisor will be responsible for answering any questions concerning 
record keeping.
5. After elections of officers, it is the responsibility of the outgoing treasurer to meet with 
the new treasurer and explain the duties.
6. All money collected should be verified by the club advisor and one club officer.
7. Money from fundraisers should be given to the club advisor within two days of 
collection.
8. Deposits to the student organization account should be made within five working days of 
collection and deposit slips should be retained.
9. Dues, if collected, must be kept in a separate book listing each member and the dues each 
has paid.
10. All bills should be paid by check or debit card.
11. Record each check immediately and write a complete description in the ledger.
12. Do not sign any blank checks.

College Resources to Assist Student Organizations

Campus Mail

Student organization members are asked to check their college e-mail accounts regularly for 
important college announcements, events, and requests for information. It is advisable for each 
student organization to have an e-mail distribution list of members for quick dissemination of 
information. Any paper mail received for the student organization will be routed to the club 
advisor.

Meetings on Campus

Meeting rooms can be reserved by contacting the Administrative Assistant at 803-981-7003 in 
AD-7 in the Administration Building as soon as possible to ensure that a room can be scheduled.

Printing

Some printing of student organization materials is available through the Student Activities 
Office. The limit is 25 copies per group, per month. All printing requests should be submitted to 
the Student Activities Coordinator at least three weeks prior to the event.

Postage

Assistance with postage may be available through Student Activities. Contact the Student 
Activities Coordinator for information.
Office Supplies

Assistance with office supplies, such as pens, pencils, note pads, and paper clips, may be available on a first-come, first-served basis through the Student Activities Office. Contact the Student Activities Coordinator for information.

Equipment Requests

Student organizations needing tables, chairs, ice chest, coffee pot, etc., should contact the Student Activities Coordinator.

Funds

Limited funds may be available through the Student Activities budget for student organizations sponsoring a college-wide event or community service. A written request for funds must be submitted to the AVP for Academic & Student Affairs by the advisor at least four weeks in advance of the date needed. As a general rule, each organization may receive $100 per year in funds for approved activities. The Accounting Office will send the funds to the club advisor for deposit in the organization’s checking account. These funds are not available to support fundraising efforts.

Meeting Times

Clubs and student organizations are responsible for determining their meeting dates and times based on the availability of the members and the club advisors. Every effort should be made to schedule meetings at times which will not interfere with class attendance.

Planning Events

Part of the work of all organizations is planning some kind of event or activity. It may be a fundraising campaign, a community service project, or a team-building event. They key to success is good planning.

Deciding on an Activity

Activity ideas can come in different ways: requests from college or community, events traditionally sponsored by the club, or from ideas generated by members.

Logistics

After you decide what to do, you need to work out the details of how to do it. Planning the logistics of the event takes most of the time. First, determine the time and place of your event. Then, you should plan the program; decide on refreshments, transportation, equipment, supplies; seek approval, and plan the publicity. During the logistics planning, you will need to identify
people to complete the tasks (i.e. someone to reserve the rooms, check on supplies, design the fliers, etc.). Be sure to choose a chairperson to oversee all of the planning.

An organization may not plan a function for the same time as a school-sponsored or Student Activities-sponsored event unless given special permission by the Student Activities Office. It is the organization’s responsibility to check the activities calendar. Club members may consult with the Student Activities Coordinator for advice and guidance in planning for the event.

**Notification**

The Student Activities Office and the organization’s advisor should be notified in advance of any event or meeting which the organization is planning.

The planned event will be posted in the *Student News* and on TECH TV for the general purpose of providing information to students who have questions regarding the event. Information to be included in the promotion should be submitted to the Student Activities Coordinator in time for the bi-weekly publication.

**Notices on Campus**

Posters or announcements publicizing events can be placed on campus but MUST be approved by the Student Activities Coordinator.

**Invited Guests on Campus**

Student organizations must obtain prior approval by the AVP for Academic & Student Affairs before inviting public officials or persons from the media on campus.

**Contracts**

Any contract for bands, etc., secured by an organization must be co-signed by the president of the organization as well as the advisor. This is for the organization’s protection as well as for the protection of the individuals signing for the organization. No student may contract on behalf of the College.

**Implementation**

Be flexible! Things seldom go exactly as planned. Try to have an extra person or two on hand to deal with minor “emergencies.”

**Evaluation**

Always remember to evaluate your event afterwards. It’s easy to remember what you would do differently right after the event, but difficult a year later.
On-Campus Events

Using College Facilities

See Meeting Rooms

College furniture and equipment cannot be removed from rooms/buildings without written authorization from the Administrative Assistant who schedules the rooms. A Maintenance Work Order may be required.

Off-Campus Events & Field Trips

Approval Process

Off-campus events, including travel to a conference, must be approved in advance. The student organization advisor must adhere to all field trip procedures and complete the appropriate field trip forms in accordance with the guidelines. The field trip procedures and forms are located on the College’s website at http://www.yorktech.com/Academic_and_Student_Affairs.php.

College Representative

The advisor of the organization or a designated employee of the College is required to accompany students and to attend any off-campus event sponsored by the student organization.

Alcohol and Drug Regulations

York Technical College does not sanction the use of alcoholic beverages or any illegal drugs at any event involving students of the College.

Student Behavior

Students participating in off-campus events have a duty to behave in a responsible, safe manner. Students should always uphold the image of the College and are expected to abide by the Student Code which is available on the College’s website at http://www.yorktech.com/Student_Life_documents/stud_code.pdf. Any problematic behavior at a student organization-sponsored event will be referred to the Dean for Students for review.

Scope of Responsibility

The College is not responsible for any travel conducted outside the scope of the conference or meeting being attended. Failure to comply with travel procedures may result in suspension of the organization’s charter.
Promotion and Publicity

T-shirts

If a student organization would like to have T-shirts printed, the designs must be submitted to the AVP for Academic & Student Affairs for prior approval. The Marketing Department also will be consulted prior to approval.

Media Coverage

The College’s Marketing Office is responsible for all press releases or news coverage concerning the College. Request for newspaper articles, press releases, television and radio coverage or promotion must be made in writing through the AVP for Academic & Student Affairs at least three weeks prior to the event.

Publicizing on Campus

Student organizations may post notices on bulletin boards after they are stamped “approved” by the Student Activities Office. When the event is complete, all notices should promptly be removed by the club members.

The Student News is a bi-weekly bulletin of events for students, faculty, and staff. You may submit articles about upcoming events, and/or fundraisers, or report on successful events after they have occurred. Send information to the Student Activities Coordinator for inclusion in the next scheduled publication. In addition, events are publicized on TECH TV.

An enclosed glass bulletin board is available in the Student Center for different organizations to use for a three- or four-week period. See the Student Activities Coordinator for approval to use the bulletin board.

E-mail is also an effective way to get information out to faculty and staff. Any e-mail communication using the College’s system must be approved and sent by the club advisor or the Student Activities Office.

Additional methods of promoting events are encouraged; however, student organizations must receive permission from the Student Activities Coordinator prior to implementing any promotional techniques on campus that differ from those described.

Fundraising

Officially chartered student organizations at the College have the privilege to raise funds on or off campus. The treasurer or club advisor is responsible for submitting a Student Activities Approval Form to the Student Activities Coordinator for any fundraising activity at least three weeks prior to the event. The AVP for Academic & Student Affairs will consult with the YTC
Development Office as needed and issue final approval. Fundraising is scheduled on a first-come, first-served basis. Duplicate fundraisers will not be allowed. Fundraising and solicitation projects must be consistent with the laws of South Carolina and policies and procedures of York Technical College.

**Purpose of Fundraising**

The specific purpose for the fundraising event must be clearly stated. Raising funds to increase the bank account is not specific; identify an actual event or purpose for raising the funds.

**Reporting of Funds**

The funds raised always should be counted and confirmed by the treasurer and another officer. The organization’s treasurer or club advisor is responsible for depositing the funds in the bank account within five working days from the date of collection.

**Solicitation Guidelines**

With approval by the AVP of Academic & Student Affairs, student organizations may sponsor a community business with an interest in selling products on campus if the sponsoring student organization receives a profit from the sales or if the student organization agrees to provide the event as a service to the students.

**College Contracts**

Fundraising such as the sale of books, paperbacks, newspapers, magazines, food(,) or other items which conflict with the existing contractual obligations of the College may require additional approval by the Vice President for Business Services.

**Loss of Privileges**

Fundraising privileges can be revoked for one or more semesters if the fundraising procedures are not followed.

**Bank Account Regulations**

**Tax Status**

Student organizations are tax-exempt for income tax purposes. Any student organization which has annual gross receipts exceeding $5,000 is required to complete a notification form (Form 1023) for the IRS. Student organizations are not exempt from paying sales tax.
**Bank Accounts**

All chartered York Technical College student organizations participating in approved fundraising activities are required to establish a checking account. The student organization is responsible for selecting the bank.

**Signatures on Checks**

Two signatures are required on student organization checks. The two authorized signatures are the treasurer and the advisor.

**Address on Checks**

Checks for the organization should include the name of the student organization on the first address line followed by:

c/o York Technical College  
452 S. Anderson Rd.  
Rock Hill, SC 29730

**Stolen or Lost Funds**

Stolen or lost funds or checks must be reported to the Student Activities Office. The student organization is responsible for attempting to collect lost or stolen funds. A college investigation into the matter also can be initiated by the AVP for Academic & Student Affairs.

**Inactive Club Status**

If the organization becomes inactive and funds remain in the bank account, the funds will be transferred into the Student Activities budget to be used for general student programming.

**Student Organization Donations**

Student organizations wishing to seek donations from external sources must be approved in advance by the AVP for Academic & Student Affairs and the YTC Development Office.

1. **Donation Listing:** The student organization is responsible for submitting a list of possible donors to the AVP for Academic & Student Affairs for review by the Development Office.
2. **Approval Process:** The list of requested donors will be reviewed and either approved or denied based on any conflicts that may exist.
3. **Notification:** The AVP for Academic & Student Affairs will notify the student organization of the decision with regard to external donations. Student organizations are expected to abide by the decision.
**Role of the Advisor**

Student Activities is committed to maximizing student success and enhancing the development of York Technical College students. This program strives to achieve its goal through the support of an active array of student organizations on campus.

An advisor of a student organization has the ability to impact students’ total development by promoting the purpose established by Student Activities which states:

> As a part of the College’s mission to emphasize and promote improvement of the quality of life in the communities it serves, the Student Activities program complements and enhances the total educational experience of students through exposure to and participation in a variety of cultural, social, educational, and recreational activities.

**Advisor’s Responsibilities**

1. Serve as the College liaison with the student organization.
2. Become familiar with the student organization’s information (constitution, bylaws, etc.).
3. Ensure a club advisor attends all meetings.
4. Attend all off-campus activities sponsored by the student organization or require the student organization to make arrangements for another faculty or staff member to attend.
5. Maintain and validate student membership roster each term and recruit new members as needed to keep the club vital and active.
6. Offer guidance to your student organization members and ensure that they follow the *Guidelines for Student Organizations* and other college rules and procedures.
7. Review club requests and promotions for appropriateness prior to the student organization members submitting them for approval.
8. Notify the Student Activities Office when the organization’s actions are contrary to its general purpose or procedures, or a program is planned without the approval of the advisor.
9. Ensure all of the student organization’s events, including travel, are coordinated in advance and are in compliance with designated procedures.
10. Ensure that the student organization adheres to all rules and regulations regarding off-campus events, travel, alcohol policy, and the *Student Code*.
11. Attend scheduled meeting for advisors conducted by the Student Activities Office.
12. Review all request forms prior to submission to the Student Activities Office including fundraising, off-campus events, travel requests, check requests, etc.
13. Advise the organization on financial and budgetary matters.
14. Retain all financial records, minutes, annual reports, etc., for the student organization and submit the annual report for renewal of the organization in July of each year.
15. Communicate with the organization on all College meetings and announcements affecting the group.
**Liability Issues for Advisors**

Advisors have the authority to make certain decisions or take certain actions within the stated responsibilities outlined in the *Guidelines for Student Organizations*.

**Scope of Duty**

An advisor is an official representative of the College. Any actions or behaviors not consistent with College policies and procedures constitute an individual act by the advisor.

**South Carolina Ethics Act**

Advisors should abide by the SC Ethics Act regarding honorariums and gratuities as printed in the *Faculty/Staff Handbook*. 
Request to Organize a New Student Organization

Date Received in the Student Activities Office: ________________________________________________

Proposed Name of the Organization: ______________________________________________________

Purpose (Must be specific): __________________________________________________________________

Local or National Affiliation (If any): _______________________________________________________

Primary Advisor’s Name and Phone Number: _____________________________________________
(Must be full-time faculty member.)

Approval of the Advisor’s Department Manager/Associate Dean

Signature: __________________________ Date: __________________________

Approval of the Advisor’s Associate Vice President

Signature: __________________________ Date: __________________________

Approval of the Associate Vice President for Academic & Student Affairs

Signature: __________________________ Date: __________________________

Approval of CASA

____ Yes  ____ No  If No, State Reason: _________________________________________________

Approval of YTC President

Signature: __________________________ Date: __________________________

It is understood that by submitting this request to organize, the proposed organization agrees to
abide by all college policies and procedures and all applicable state and federal laws.

Application submitted by: _____________________________________________________________

Colleague ID#: __________________________ Date: __________________________

Signatures and names of ten or more students are required to form an organization. All who sign
the petition must be current York Technical College students (part-time or full-time). Use Part B
of this form to submit names of students agreeing to participate/support this club.

Appendix A
An essential prerequisite for a student organization to be approved is that it has educational importance and that its objectives be clearly explained in a proposed charter.

The formation of organizations strictly as social clubs should be discouraged. Prior to consideration for approval as an organization, an organization constitution or bylaws must be prepared, and a full-time faculty member must be identified who is willing to serve as advisor, and the names of the charter members must be submitted.

By my signature below, I indicate I am a York Technical College student and I agree to support the proposed organization by participating as a member or an officer.

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Student Activity Request Form

A two-week notice is needed for the approval process.
The advisor will be notified of the status of the request via e-mail.

Club/Organization ________________________________________ Today’s Date ____________

Name of Activity/Event ________________________________________________________________

Date ______________ Time __________________________ Location _______________________

Activity Type (check all that apply):

___ Fundraising  ___ Educational (seminar, etc.)  ___ Leadership Development
___ Community Service  ___ Convention or Workshop  ___ Team-Building

If this is a fundraising activity, for what purpose are the funds being raised?
____________________________________________________________________________________
____________________________________________________________________________________

Equipment and set-up needs (i.e., ice, table, chairs, cash box, extension cords, etc.)
____________________________________________________________________________________

Transportation (off-campus activities): __________________________________________________

Publicity
Please attach information and/or flier for the Student News and TechTV if applicable.
Reminder—Student Activities Office approves campus fliers and bulletin board posting.

Signature of Club/Organization President ______________________________ Date ____________

Signature of Club Advisor __________________________________________ Date ____________

Approval Signature _____________________________________________ Date ____________
Student Activities Coordinator

Approval Signature _____________________________________________ Date ____________
Dean for Students/Associate Vice-President for Academic and Student Affairs

______________________________________________
Appendix B
Organization Name: __________________________________________________________________________________

Purpose of Organization: ____________________________________________________________________________

** * * * Organization officers are required to have a minimum of a 2.0 cumulative GPA. * * *

Student organization officers agree and accept the rights, responsibilities, and privileges associated with being a registered student organization at York Technical College. Officers further agree to uphold all the guidelines and policies of York Technical College. The Student Activities Coordinator reserves the right to access student records to determine officer eligibility.

President: ________________________________________ Student ID #: __________________
E-mail: ___________________________________________ Phone: __________________________

Vice President: ____________________________________ Student ID #: __________________
E-mail: ___________________________________________ Phone: __________________________

Secretary: ________________________________________ Student ID #: __________________
E-mail: ___________________________________________ Phone: __________________________

Treasurer: ________________________________________ Student ID #: __________________
E-mail: ___________________________________________ Phone: __________________________

Constitution & Bylaws: Most recent **electronic** constitution & bylaws must be submitted with renewal form.

Have any revisions been made to the Constitution and/or Bylaws in past academic year? ___Yes ___No

Club/Organization Advisor: The primary club advisor must be a full-time YTC faculty member.

Name: __________________________________________ Faculty ID #: _________________
Title and Department: ________________________________
E-Mail Address: _________________________________ Phone: _________________________
Signature: ______________________________________ Date: _________________________

Name: __________________________________________ Faculty ID #: _________________
Title and Department: ________________________________
E-Mail Address: _________________________________ Phone: _________________________
Signature: ______________________________________ Date: _________________________

Approval Signature: ______________________________ Date: _________________________
Student Activities Coordinator

Approval Signature: ______________________________ Date: _________________________
Dean for Students/Associate Vice-President for Academic and Student Affairs

Appendix C