

Student Programs Starter Kit

From our Co-Founders

As we look at how far we've come since 1982, we think of how students have helped bring our organization to the next level. Without your dedication and support, we would not be who we are today.

We hope to ignite a spark that creates action, the spirit that drives volunteerism, and the compassion that inspires you to be an impactful leader in the global community. When you use these abilities and talents to help others, the outcome is immeasurable. We need your help in reaching those who cannot be reached by spreading awareness of what our organization does, and we welcome you into a family that believes students can make a difference.

Thank you for being a part of Operation Smile.

Sincerely,



Bill and Kathy Magee
Co-Founders, Operation Smile

WELCOME TO OPERATION SMILE

Operation Smile is an international children's medical charity that heals children's smiles, forever changing their lives. As an international charity for children, we measure ourselves by the joy we see on all of the faces we help. At Operation Smile, we're more than a charity. More than an NGO. We're a mobilized force of medical professionals and caring hearts who provide safe, effective reconstructive surgery and related medical care for children born with facial deformities such as cleft lip and cleft palate.

THE ISSUE

Every three minutes a child is born with a cleft. The children who survive are often unable to eat, speak, socialize or smile. In some places, they are shunned and rejected. And in too many cases, their parents can't afford to give them the surgeries they need to live a productive life. Every child deserves access to safe, quality surgical care. Every child deserves a future filled with hope.

OUR HISTORY

In 1982, Dr. Bill Magee and his wife, Kathy, traveled to the Philippines with a group of medical volunteers to repair children's cleft lips and cleft palates. They discovered hundreds of children ravaged by deformities, and although they helped many children, the volunteers were forced to turn away the majority of those who sought aid.

That's where we come in as the largest volunteer-based medical charity providing free cleft surgeries. Since 1982, Operation Smile — through the help of dedicated medical volunteers — has provided over 220,000 free surgical procedures for children and young adults born with facial deformities.

Our work creates a lasting global impact. We train local doctors in developing countries and strengthen healthcare systems so more children in some of the poorest areas in the world can be treated. Thanks to the generosity and spirit of volunteerism shown by our supporters, we continue to heal thousands of children each year to give girls and boys a new chance at life.

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STUDENTS CREATING MIRACLES FOR CHILDREN

On one of the first Operation Smile medical missions, Kathy Magee discovered the unique strength, endurance, and sensitivity her teenage daughter displayed while comforting a small child after surgery.

Upon returning to the United States, Brigette Magee (Clifford) and her friend, Danny Rosen, were asked to raise funds for a school in the Philippines near the first mission site. Together, they gathered a group of students willing to give their time and effort to children in need, collecting funds and books for the school. Exceeding their original goal, they enabled the Filipino community to build an entire wing for the school and named it appropriately The Happy Club School.

Since Brigette's first mission, the Magees have depended upon students around the world who contribute, even for just a brief moment, their youthful energy, enthusiasm, and imagination to make a child smile. Realizing that you have the ability to change someone's life for the better is the first step in joining the Operation Smile Student Program. Within each of us is a given strength and compassion that will never reach its fullest capacity until we commit to making that step.

Elementary school, middle school, high school and college students have formed Operation Smile Student Clubs across the United States, Asia, Africa, and Latin America. These Student Clubs annually contribute much-needed funds to the surgical costs of the children, as well as donate hundreds of toys and school supplies for the patients and their families.

Through their combined efforts, strengths, and compassion, students have proven that together they can achieve amazing results. As Operation Smile has grown, so has the student support for programs. Our vision is to help more children. Patient needs are great and the number of people who need help can be overwhelming. Patients who are turned away are usually half of the children screened. You have the ability within you to give a part of yourself, and to share your compassion with another human being. This is your opportunity to use your talents to the greatest of your ability.

6 WAYS YOU KNOW IT'S OPERATION SMILE

1. **We reach the unreachable.** Our medical missions mobilize medical professionals from all over the world to treat children with facial deformities. We bring together the latest, most effective practices and training to deliver safe surgery to developing areas. The impact of our missions is lasting. When each mission is over, we leave behind a legacy of trained medical staff, surgical equipment and professional partnerships that work year-round to ensure more children are healed and more lives are changed.
2. **We work from the heart.** Operation Smile surgeries are conducted by our credentialed medical volunteer base of thousands of surgeons, anesthesiologists, dentists, nurses and other professionals. These dedicated individuals donate time and talent throughout the world, giving children a new chance at life. Our volunteers are the drive, spirit, and reason we've been able to provide over 200,000 new smiles at no cost to our patients and their families.
3. **We apply Global Standards of Care.** We bring the highest quality of care to every child, every time. We are the only cleft organization supporting the World Health Organization's "Safe Surgery Saves Lives" initiative. Our Global Standards of Care is our commitment to ensuring that every patient cared for by Operation Smile will benefit from the same sophisticated equipment, procedures and highly trained, credentialed medical professionals, no matter where they receive treatment.
4. **We build self-sufficiency worldwide.** The global demand for cleft repair surgery is staggering and can only be met if we build a self-sustaining solution. Education, training, medical equipment, best surgical practices and an expanding network of Operation Smile Care Centers are some of our highest priorities. With a presence in over 60 countries, more than half of our missions originate in-country and follow the proven Operation Smile model — allowing us to deliver essential high-quality care to more and more children each year.

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5. **We lead the way.** Raising awareness and fighting to end cleft conditions are major initiatives. Our student leadership programs, network of global foundations, and research and advocacy efforts in the world health community are making significant strides in these initiatives. By engaging students from kindergarten through to college, we aim to build future leaders and humanitarians who will mobilize to help heal more smiles worldwide.
6. **We continually educate and train.** Worldwide education is one of the cornerstones of our organization. We are steadfast in our commitment to help build local expertise through intensive and ongoing training and sharing of best practices on a global level. Working through a collaboration of volunteers, business leaders, universities and governments, our goal is to create an expanding network of highly trained local medical volunteers that will provide the best care possible to the children we help.

Today, students participate on almost all of Operation Smile's medical missions as community educators, journalists and interpreters. With thousands of students involved across the globe in hundreds of Student Clubs, students are making a significant impact.

PHILANTHROPIC PILLARS OF STUDENT PROGRAMS

1. **Education:** Operation Smile Student Programs instills the value and power of learning and provides youth with real-life opportunities to use that knowledge to make a positive difference in themselves and the lives of others. Operation Smile offers education driven conferences and workshop and fosters ongoing opportunities for students to connect to global networks of likeminded peers. Through education, students are exposed to authentic experiences, diverse cultures and practical facts about facial deformities and global healthcare. University students can share this knowledge to elementary and middle school students through the U-Pave program.
2. **Leadership:** Operation Smile Student Programs empowers youth to be an active voice that advocates for children around the world and guides individuals to be champions and leaders within their own community. We encourage and cultivate leadership through innovative and inspiring programs and provide the tools and experiences that can help youth realize and share with others their impact in helping transform children's lives.
3. **Service:** Operation Smile Student Programs helps youth understand the value of service, both locally and globally, and the importance of being an active participant in supporting and alleviating suffering for those living in vulnerable and impoverished conditions around the world. We provide platforms for students to take personal ownership of a cause and encourage and promote opportunities to volunteer, raise funds, and educate others about the power of uniting as advocates.
4. **Awareness:** Operation Smile Student Programs helps provide youth with greater insight and a more rounded global perspective especially as it relates to the economic, social, and healthcare implications of children and families living with facial deformities. We empower students to engage their leadership skills and use their voice to educate others so they too can recognize the importance of advocating for those in need. On medical missions, university students are given the task of serving as a journalist and a photographer. They document the day-to day occurrences on the mission, as well as submit patient and volunteer stories to the Operation Smile website. These stories are accessible to all of our supporters and help Operation Smile raise awareness for its cause.

Quick Facts about Cleft

URGENT NEED

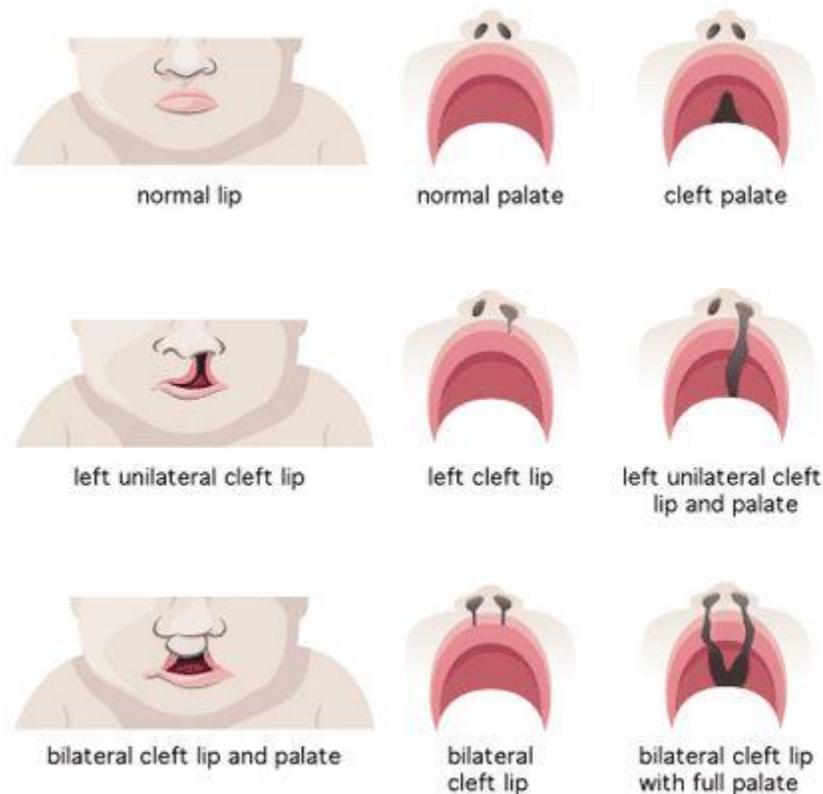
- It is estimated that two billion people, or one-quarter of the world's population, lack access to basic surgical care.
- Every 3 minutes, a child is born with a cleft lip and/or cleft palate.
- Children with cleft conditions may have difficulty eating, breastfeeding, speaking, hearing or breathing properly.
- One in 700 children globally is born with a cleft lip and/or cleft palate.
- A baby born with a cleft has twice the odds of dying before celebrating their first birthday.
- Babies born with cleft palate are more likely to have a lower birth weight than infants born without clefts.
- There is a shortage of trained surgeons to handle the growing need and backlog of cleft cases.
- It takes as few as/as little as 45 minutes to repair a cleft lip and/or cleft palate.

CLEFT LIP AND CLEFT PALATE

1. **What is a cleft lip and cleft palate?** A cleft is an opening in the lip, the roof of the mouth or the soft tissue in the back of the mouth. A cleft lip may be accompanied by an opening in the bones of the upper jaw and/or the upper gum. A cleft palate occurs when the two sides of a palate do not join together, resulting in an opening in the roof of the mouth. A cleft lip and palate can occur on one side or both sides. A child can suffer from a cleft lip, a cleft palate or both.
2. **What causes clefting?** The exact cause is unknown. Cleft lip and cleft palate are congenital defects that occur early in embryonic development. Scientists believe a combination of genetic and environmental factors.
3. **How frequently do cleft lips and cleft palates occur?** One in 700 children globally is born with a cleft lip or cleft palate.
4. **Does a cleft lip or cleft palate cause problems for a child?** Children with cleft conditions may have difficulty eating, breastfeeding, speaking, hearing or breathing properly.
5. **Can cleft lip and cleft palate be repaired?** Yes. A pediatrician and a plastic surgeon work with a child's parents to choose the best timing for surgery. Most surgeons agree that a cleft lip should be repaired by the time a baby is 3 months old. To repair the partition of mouth and nose as early as possible, a cleft palate generally is repaired between the ages of 12 and 18 months. Any surgical procedure is dependent upon a child's general health and the nature of the cleft lip or cleft palate.

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CLEFT LIP AND CLEFT PALATE DIAGRAMS



Cleft lip and cleft palate. Retrieved September 16, 2013 from: <http://www.multicare.org/marybridge/cleft-lip-palate>

OPERATION SMILE MEDICAL PROGRAMS

1. **What does it cost to provide a surgery for a child with cleft?** Operation Smile is able to provide free cleft lip surgeries for children and young adults around the world for as little as \$240. This is possible thanks to the generous contributions of medical professionals who volunteer their time and corporations that donate critical supplies and equipment necessary for safe surgery. This cost includes travel for essential medical team members to an international mission site, expenses incurred to purchase the additional supplies required for the medical mission and cargo costs to help ship these critical supplies.
2. **Do all surgeries cost \$240?** Some sites are more difficult to reach and lack essential medical resources and infrastructure. For example, in remote locations such as the Amazon region of South America, or in a country like Rwanda, where there are only two specialized surgeons serving a population of 10 million people, surgeries may cost more. These sites require that Operation Smile fly in the majority of medical volunteers due to the lack of local medical professionals, which can make providing free surgeries more costly. However, this cost is balanced out by many of our partner countries like Vietnam where Operation Smile has had a presence for more than 20 years.

Operation Smile continually works to build sustainable programs around the world through establishing a strong local medical infrastructure, building local partnerships, conducting ongoing medical training and education, and fostering volunteerism within local communities. As a result of these efforts, local medical professionals perform over 60% of surgeries at a greatly reduced cost.

Student Engagement Opportunities

INTERNATIONAL STUDENT LEADERSHIP CONFERENCE

Each year, hundreds of student volunteers from around the world come together to participate in the International Student Leadership Conference, where they learn how to meet challenges and take confident steps toward leadership and strong character development.

In late July, 2013, we held our annual International Student Leadership Conference at Old Dominion University in Norfolk, Virginia. More than 450 students from over 20 countries came together for this four day conference. At each ISLC, participants are given opportunities to learn lessons of leadership from those who lead. Through these experiences, Operation Smile empowers students to reach their goals, achieve dreams, and change lives.

The International Student Leadership Conference is one of the major events planned by Operation Smile Student Programs. It is a great experience for all of those involved, including the students, sponsors, and staff.

STUDENTS ON MISSIONS

We take two high school students on each international medical mission with us to work in the mission country with the mission team. The role of the students on missions is to teach primary health care to patients and families at the mission site. Students give interactive presentations on topics including burn care and prevention, nutrition, dental care, and oral rehydration.

The students and their sponsor also travel to schools and orphanages in the surrounding areas to give the healthcare presentations and to share their Operation Smile involvement. Selection criteria include student involvement and participation in their Operation Smile Student Association and other community service areas.

Additionally:

1. Student candidates must have attended an International Student Leadership Conference (ISLC) that we hold in the summer each year.
2. Student candidates must have successfully completed the Mission Training Workshop (MTW). The Mission Training Workshop (MTW) requires that an application be completed and be accompanied with an essay from the applicant and two letters of recommendation. The Student Programs Team reviews all applications and the students with the highest scores are then selected to attend MTW which is held twice each year: once in January in Norfolk, VA and once prior to the ISLC each summer. Upon successful completion of the MTW, the students will be assigned to one of our international missions which will take place within a 6 or 7-month timeframe.

U-VOICE

The U-Voice program offers university students the opportunity to join one of our medical missions as a student journalist. Their job during the medical mission is to capture stories from our patients, volunteers, and mission as a whole. When they return from the mission their job is to share their stories and spread awareness about Operation Smile.

Starting your Operation Smile Club

GETTING STARTED

Your time in school is an exciting time and a great opportunity to meet people, discover new interests, and rediscover old interests. Many schools have hundreds of activities that cover all areas of academic, athletic, cultural and worldly interests. It is likely that at any school, there's an activity perfect for you but when you can't find exactly what you are looking for, all you have to do is create what you're looking for! It may seem like a daunting task, and at times it may feel that way but your contributions to student life will be appreciated.

While the information in the following pages will be helpful for you either at the high school or university level, we understand that each school will be a unique experience for you.

DO YOUR RESEARCH

Research the requirements for starting a new club. At every school, there's a governing office or group that oversees all clubs and activities, and is also responsible for helping students launch new programs that previously did not exist.

FIND A FACULTY ADVISOR TO HELP YOU

Once you have researched the requirements for starting an Operation Smile Club on your campus, you are ready to ask a faculty advisor to help you out. Most universities require that you have a faculty advisor, so it would be good to find one that can help you through the beginning stages of founding your club. The faculty advisor can help you locate campus and community resources that will help you get your club off the ground. In addition, inform the advisor that his/her role is not a huge commitment but would require them to be at every event and might take them away from their duties as a professor. Their role is to mainly be the point person to sign papers, approve of activities and other paperwork logistics.

COMMON REQUIREMENTS AND RESOURCES

Hold a small meeting to explain your goals and your school's requirements for starting a club. Prepare a timeline or an outline of what needs to be done and who needs to be contacted and divide up tasks between you and your friends. Be positive and don't scare them away with oversized long-term goals that are unrealistic. Keep it simple and make it enjoyable.

- 1. Contacting the Office of Community Service (where applicable):** Many schools have a separate office that deals with organizing and supporting community service initiatives. Others use their SGA or, in universities, the College Activities Office. In many ways, Operation Smile is a community service organization and further, a world service organization. The Office of Community Service would be very excited to hear about Operation Smile, if they aren't already aware of it, and would likely be able to offer you support and guidance for starting an Operation Smile Club.
- 2. Writing a Constitution:** You may be required to submit a written constitution in order to be officially approved as a club. The process of writing a constitution can feel stressful and daunting, but it is not impossible. The best way to start would be to obtain a constitution from a group on campus that has similar objectives to your Operation Smile Club. You will then be able to use theirs as a model, and will find it easier when you write your own. If you cannot obtain a sample constitution from a club, ask the activities office directly, and they may be able to supply you with one. As you prepare to write your constitution, keep the following in mind:
 - a. The Program statement of your Operation Smile Club
 - b. What positions will be held and how they will be chosen
 - c. The impact your club will have on student life

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Once you draft the constitution, ask the activities office to review it and make suggestions for changes and amendments. Revise the constitution and prepare to formally present it to the Activities Director, SGA and other administrative officials.

- 3. Getting approved by your school:** When you arrive at this point you will have accomplished a lot, faced many obstacles, experienced success, and maybe experienced some rough moments. As you come close to seeking final approval, be prepared to defend the causes you believe in and stand up for an organization that helps children around the world. Contact the Activities Office and ask what you need to do to become approved. If necessary, schedule a meeting with the appropriate people and be prepared to formally present your ideas for the Operation Smile Club. Have a copy of the constitution to leave with them, as well as any marketing materials you have received from Operation Smile. Contact student.programs@operationsmile.org if you need additional support.

A short video or picture book is very useful when presenting about Operation Smile to someone who has never been exposed to it. If your proposal is not immediately approved, ask what you can do to make your proposal acceptable. Be flexible and cooperative, and you will be well-received.

- 4. Registering your Operation Smile club:** Once you have been approved by your administration, make sure your Operation Smile Club becomes official. Ask the Activities Office to include the name of the group where they list the school club activities. They may even have space for you to use to advertise for Operation Smile on an activities website.
- 5. Registering with Operation Smile Headquarters:** You will also need to notify Operation Smile's headquarters that you are an official Operation Smile Club. To do so, complete the short registration form found at www.operationsmile.org/clubs.

Once you register with us we will keep you updated on different Student Programs initiatives. Every year, you must re-register your club through this online process.

Club Management Overview

PERSUADE OTHERS TO BECOME INTERESTED IN OPERATION SMILE

By choosing to start an Operation Smile club on your campus, you have taken a huge step in the right direction! You are allowing other students to share in the Operation Smile mission. You also let other students see how they can make a big impact on children at an international level and meet other like-minded students.

Network with your peers and faculty members and get them excited about our cause. When you share your enthusiasm and ignite that spark in others, you create an environment in which people can believe in the potential of their impact, and you will find that this makes starting a club much easier.

A club is only as strong as its members. Keeping current members involved and recruiting new ones is not an option, it's a necessity. One extremely important thing to remember is that when it comes to recruiting members, quality is much more important and more effective than quantity. It is much better to have a club with 10 people who are all active and dedicated than to have a club of 50 people who do little.

KEYS TO SUCCESSFUL RECRUITMENT AND RETENTION

1. **Continuity:** Hold regular meetings and set fundraisers. Stable sponsors and officers can also strengthen your club. If people see an active and organized club, they will also be more likely to join.
2. **Effectiveness and creativity:** The key to not burning out people's interest is to keep meetings concise, fundraisers organized, and awareness continuous. Make sure members don't die off during certain seasons. Plan your events wisely. If you sense the same event gets boring, be bold and bring in a new event.
3. **Give credit where it's due:** Gratitude is a severely underrated emotion. It doesn't take a lot to send out a thank-you note. People remember who appreciates them, their talents and their time.
4. **Variety:** Having a club that consists of the same personality types will never work. Too many leaders and not enough followers lead to chaos. Also seek out the quiet, creative, hard-working students who are always there, but too shy to jump into the action on their own.
5. **Ignite the participation of underclassmen:** Older members will inevitably graduate and move on to other places, so the only way to ensure the longevity of the establishment is to convert them into Operation Smile junkies while they're still young. Don't be afraid to make qualified underclassmen high-ranking officers. It might teach them some essential skills they'll need to maintain an active club when an older member leaves.
6. **Network:** Everyone knows at least one person who might be interested in working for a good cause, whether they're family, neighbors, teammates, or friends. The more the merrier ... so rally up your posse and get them involved when your club hosts events and other activities.
7. **Make allies:** Don't kid yourself into thinking that Operation Smile is the only worthwhile cause around. Instead of getting competitive, play nice and plan an activity with another organization. A successful partnership will not only boost awareness, but also remind the community that you don't have a one-track mind.

NETWORKING IDEAS

One of the best ways for you to spread the word about what you do with Operation Smile is to contact other groups and create a partnership. There is strength in numbers; the more people who know about Operation Smile, the more opportunities you will have to fundraise and create awareness in your university community and beyond.

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1. University students living on campus: Talk to people who live on your floor or residence hall, or approach your Resident Assistant for help. At many schools, RAs are required to put on programs or gatherings for their dorm.
2. Go to other club meetings and mention Operation Smile as part of your conversation with others. Ask others if they'd be interested in getting involved. It isn't important whether they have been involved with Operation Smile before or not, just as long as they share in the desire to help others. Certain groups on campus also have funds that are designated for charity or service projects and/or groups. By targeting these campus clubs, you increase your chances of obtaining some of those funds.
 - a. **University fraternities and sororities:** Greek life can be a great networking opportunity! Fraternities and sororities like to have fun and also do a lot of volunteering in community centers and fundraising for charities. Send an email to all of the Greek life organizations on campus and let them know about Operation Smile... ask them to visit the website and invite Presidents to your next meeting or event. Fraternities and sororities have the manpower and resources to help out your organization!
 - b. **Athletes:** Varsity, club, and intramural athletic teams are great outlets for awareness building and fundraising. One of their games could have a portion of the proceeds donated to Operation Smile or you could do a week of service, where all sporting events that certain week have some impact on the organization.
 - c. **Medical students:** There are student groups sincerely interested in pursuing a medical career and also highly involved in humanitarian efforts. Thus, reaching out to the graduate school students would be a great way to keep people involved.
 - d. **Other clubs:** Many other clubs on campus look to make a contribution to the community in some fashion, and you shouldn't hesitate to invite them to be a part of Operation Smile. Even if they only volunteer to help at a fundraiser or awareness event, you will still have more resources than before.
 - i. Cultural groups
 - ii. Academic societies
 - iii. Religious clubs
 - iv. International groups
 - v. Other community service organizations
 - vi. For a complete list of clubs and groups on your campus, look on your university website or contact the Campus Activities Office.
3. A booth at a club fair at the beginning of the school year will attract students to come talk to you about Operation Smile. It is extremely important to try to speak with confidence and knowledge at these fairs. When participating in club/organization fairs, it is important to have a club signup sheet where potential members can write their name and best method of contact so you can follow up with them. *TIP: Send a thank you message within 24 hours to everyone on your new list.*

PUBLICITY

The Awareness Committee of your Operation Smile Club will be responsible for planning meetings and activities. You must decide how often to hold meetings, and also try to have them on a regular basis. **It is important to make sure there is a reason to have a meeting.** Not every meeting has to be formal. It is vital to get the word out well in advance so people can make time in their schedules to come. Be respectful of others' time.

Awareness is spreading the word about Operation Smile and increasing its support base. The more people who know this organization, the more action will be taken to help raise money for surgeries and enlist more volunteers. Awareness can be as simple wearing an Operation Smile button or t-shirt, but can also include posters and fliers at fundraisers and around your community.

Keep in mind that Operation Smile is an extremely visual organization. Before and after pictures can say more than a novel and are one of the best ways to raise awareness and get the message across. Visual aids are important and help share our story easily and in the most impactful way. Videos and photos of patients truly describe our work better than

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words. Before/After pictures are touching and motivating, and easily accessible. Before/After pictures with the patients stories can be found on the Operation Smile website (www.operationssmile.org).

Ideas for promoting your club activity:

1. Personally invite your friends to come and follow up with them to make sure they remember.
2. Hang up posters around the school or hand out flyers.
3. Make announcements in your classes, over the school's intercom, or during a campus radio broadcast.
4. Have officers/committee members wear their Operation Smile t-shirts on the day of meeting to remind club members. Have the club wear their t-shirts before big fundraisers or events.
5. Have a calling tree where committee members will call club members to remind them.
6. Send e-mails to all members and promote sharing.
7. Use social media to spread your message.

ONGOING MANAGEMENT OF YOUR CLUB

Starting an Operation Smile Club is only the beginning of your work. Maintaining a club and facilitating its continuous growth requires lots of time, dedication and cooperation. No club, especially at the university level, can survive without networking and forming partnerships within the club, with other campus organizations and with restaurants, eateries and stores in and around your school.

1. **Establish a 10-month plan for your club:** Decide what activities you want to focus on. For instance, decide how many fundraisers you aim to coordinate and what their focus will be. Do the same for any awareness projects and/or collection drives you may want to conduct. This is also a good time to discuss mission applications, the upcoming summer leadership conference, and mission training for anyone who is interested. Inform the members or attendees of your realistic and attainable long and short-term goals for the club. Creating a schedule is highly recommended.
2. **Create and maintain a club calendar:** Once you have a direction, set up a tentative calendar for your club year, planning events and deadlines in advance.
3. **Invite guest speakers:** Choose a guest who is familiar with the subject matter but restrict them to a certain amount of time. The best way to get a point across is to have a person share their personal experiences. Plan to have an Operation Smile speaker visit your Club. This will inspire your members and provide them with a different perspective on the organization. Speakers may be medical professionals, student volunteers or even patients. There are many volunteers spread across the country that would love to share their story with you. Contact headquarters to help locate someone who can speak for you.
4. **Keep records and stay organized:** As you develop and run your events, you need to keep track of your finances, supply stock, and follow-up (e.g. forms, applications, handouts). Consider drafting a checklist that will include important preliminary planning stages, pressing deadlines, and reminders for every event.
5. **Stay informed:** Keep informed on what is going on with Operation Smile (www.operationssmile.org). Encourage club members to sign up for the Student Newsletter – contact student.programs@operationssmile.org for more information. Always keep your officers, club members, club advisor, and school community informed of all club activity and key Operation Smile news in order to ensure school-wide participation and support.
6. **Make to-do lists:** List what you want to get accomplished, also known as objectives, within the given time frame. Talk about concerns and remedies for the club. Discuss future plans and select dates for them to be carried out.
7. **Provide a timeline and give visualization:** Make expectations clear and achievable. Provide feedback along the way. Try to stick to the schedule, but know that things don't always go according to plan. In fact, they almost never do. Be flexible without breaking. Expect unforeseen walls, but overcome them; be strengthened by them,

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and then keep going. Show club members your timeline. Show them the children they would be helping, and make the club something personal. Give them things to put on their walls to keep morale and motivation high.

8. **Review minutes:** Allow time for a summary from the previous meeting and begin the process of creating an agenda from there. Be sure to compile and distribute a list of meeting dates and locations so everyone knows where and when to come to meetings. It is a good idea to keep meetings on a regular date, such as "every other Monday night at 8PM in the library." Keep it simple!
9. **Educate:** Telling people about Operation Smile is not enough. It is essential that you explain how important surgeries are to the patients and their families. When teaching others about Operation Smile, be sure to include some of the organization's history and of course the tremendous good that comes out of every medical mission. Continuously teach club members about Operation Smile and make sure they understand the mission statement, cleft lips and palates, and their purpose in your club. By sharing knowledge, you start a chain of awareness.
10. **Be creative with incentives:** Free food is a great motivator! Encourage members to help out by adding an incentive such as doughnuts at a car wash or snacks at a meeting. Offer prizes to top fundraisers to boost your results. Creating an agenda does not have to be frustrating. Find ways to reward yourself and the committee with refreshments and/or door prizes. Sometimes it's nice to start with refreshments because it gives late-comers a few extra minutes to get there. Then everybody doesn't have to stay longer when the meeting is over.
11. **Recognition:** Acknowledge members' hard work and time by saying "Thank You." Have an ice-cream party. Make a slideshow of events you hosted. Recognition from family and people your members respect are great incentives. Allow them to feel satisfied after achieving a goal. You might have created the agenda but you cannot hold a successful meeting by yourself. Thank those who help you by giving them recognition.
12. **Remind members why you're meeting:** Sending weekly or bi-weekly emails out to club members that pertain to the purpose of Operation Smile will ensure that they're always thinking about the organization; the email could be as simple as a meeting reminder, along with a quote about smiles (or smiling) or it could be the official Operation Smile news email about what progress the organization has made that month. Keeping the students involved and thinking about the great cause will keep them motivated.
13. **Be open-minded and use members' ideas — collaborate:** After you have completed the objectives, include time for questions and allow people to share ideas. They will see that their opinions matter and will be more inclined to help with activities in the future. It helps them to take ownership in their projects. Split the members up and let them communicate with each other. Together they will have more fun and be ready to work harder. Work with other schools and organizations as well.
14. **Communicate well:** If you are a good listener, people will be more open to listening to you. Speak clearly and slowly. You are not in a race.
15. **Challenge members:** Make actions a personal investment for greater student involvement. If group members feel ownership, they may be more open to staying engaged and involved. Don't be afraid to delegate responsibility.
16. **Stay positive and enthusiastic:** Students want to have fun! They don't want anyone reprimanding them or telling them what to do, so stay positive and be enthusiastic. Your energy will be contagious. A happy voice and a cheerful smile will go a long way. Let your members see that you are excited, and they will follow your lead. Never say never. Don't be pessimistic. Always be kind and encouraging. Help people dream, reach beyond themselves and accomplish great things.
17. **Find balance:** Being enthusiastic and energetic about Operation Smile encourages others to work hard for the Club's common goals. However, you must also be serious and stress that even though Operation Smile is a great and fun way to help people, it requires serious commitment.

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Know the value of your kindness and respect for others. Be patient, be kind. Be of service to others. Be uplifting in your support for others. Be professional in your communication and behavior. Show the officers your genuine appreciation.

FIRST CLUB MEETING

There are many points to address in your first few meetings so attendees will be able to decide whether or not this is a club for them. You should include the following in your first meeting:

What is Operation Smile?

Operation Smile mobilizes a world of generous hearts to heal children's smiles and transform lives across the globe. We believe all children deserve to live their lives with dignity. And for those suffering from cleft lip, cleft palate or other facial deformities, dignity begins with a smile. Driven by our universal compassion for children, we work worldwide to repair childhood facial deformities by delivering safe, effective surgical care directly to patients. The global partnerships we create, the knowledge we share and the infrastructure we build leave a legacy that lives well beyond our medical missions, making a lasting difference in our world.

Our impact is felt not just through the children we heal, but through the daily transformation of donors, volunteers and staff as we fulfill our shared vision and see immediate, life-changing results.

Other ways in which students play a critical role

1. **Leadership:** Encouraging your members to take leadership roles within your club and community will only strengthen your club. The International Student Leadership Conference is a perfect opportunity to motivate members to understand leadership and become leaders. There are also opportunities that allow College students to attend medical missions, which will be explained later on in this handbook.
2. **Service:** Operation Smile's Program provides medical services (specifically reconstructive facial surgery) to children and young adults in developing countries. Students give to children around the world, but they are also encouraged to give back to their local communities through service projects. These service projects can include making cards for retirement homes, baking cookies or making arts and crafts with children in your community or even adopting a street or highway cleanup project.
3. **Fundraising:** Operation Smile is a non-profit organization that functions solely via donations and volunteers. Fundraising is essential for covering travel costs of the medical teams, cargo, and the costs of tools and equipment needed for surgeries.

SECOND OR THIRD MEETING: ELECTION OF CLUB OFFICERS

After several meetings, it is time to select your officers who will be leaders within your club. Have elections that include platforms and/or speeches, and then officially vote. Tailor your Club's governance to your school and Club's needs as well as its goals. For example, if you need positions to represent each grade, have elections for class representatives. Examples of the possible officer roles include: president, vice president, secretary, treasurer, and grade representatives.

Officers and areas of responsibility

1. **President:** Must be devoted, hardworking, responsible, and organized. Acts to unite the members and the officers and the club with the student body and administration. Oversees all club functions, conduct meetings, and delegate responsibility to other club members. Inspires other officers through their diligence and hard work. Conducts leadership training for the other officers on a regular basis.
2. **Vice President:** Must also have the same characteristics as the president. When the president is not present or active, the vice president must step up to the responsibility. Assist the president and fill in for the president when necessary. Act as a liaison for interschool activities, if needed. Helps out wherever help is needed.

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3. **Secretary:** Must take attendance, maintain events calendar, take detailed notes and maintain an updated member roster. Take minutes at the meetings and at club functions. Contact members to inform of club functions. Prepare a detailed history of the year's events to be passed on to the next year. Also responsible for keeping a list of accomplishments and for sending out thank-you notes to those who assist your club.
4. **Treasurer:** Must be responsible for deposits, receipts, checks, and other accounting duties. Keep track of all club finances: Money from dues, fundraisers, expenses, etc. Must maintain a report of fundraisers and other donations. This person should forward all profits made to Operation Smile headquarters.
5. **Community Service Chair:** Organizes community service events on and off campus. Organizes service projects that strengthen the local community. Also manages service projects specific to Operation Smile. Oversees the service committee.
6. **Social Media Chair:** Is responsible for starting and maintaining all social media networks on your college campus: posting events and updating the members. You may find that the best way to reach out and notify your members and other people on campus is through social media.
7. **Fundraising Chair:** Organizes at least one big fundraiser each year. Also, helps junior high/middle schools and elementary schools have successful fundraisers throughout the year. Supervises ongoing fundraisers like the spare change jars at local gas stations etc. Oversees the fundraising committee.
8. **Public Relations/Awareness Chair:** Recruit members and publicize events. Get the word and the name out. Oversee the publicity committee. Reach out to nearby high schools to develop new clubs, and strengthen existing clubs.

For a sample constitution, please see the Additional Resources packet as part of the Student Programs Guide.

CREATE ACTIONABLE OBJECTIVES AND GOALS

The sponsor and officers should create goals and then present and review them with the entire club. These goals should be covered in the beginning of the year, and then touched on again every semester to keep everyone on track. Students have a lot on their agenda, so let your members know about specific expectations. Write out the objectives and goals of your club. This will allow officers and members to be on the same page. Goals based on fundraising, service, and awareness will keep your club focused and motivated.

1. Fundraising, service, awareness goals (i.e. 2 fundraisers, 1 service project per semester and monthly awareness projects.)
2. Set a goal based on funds. Start small and as the club grows, increase goals.
3. Club dues: Every Operation Smile club is encouraged to have dues. This will give the club a basis for fundraising supplies and activities.

CREATE WORKING COMMITTEES

Set up several specific committees to make sure everyone has at least a little to do and can act more efficiently. Committees will empower your members and encourage them to become more active in your club. To create successful working committees you will need volunteers who are dedicated and want to have fun. Begin by separating individuals by their talents and/or interests.

1. **Fundraising:** Those members who are POSITIVE and COMPETITIVE will fall into this category. Suggestions: Put coin jars in local convenient stores for spare change, or hold a raffle or an auction.
2. **Service:** Individuals who love to give back to the community by HELPING OTHERS belong in this group.

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- a. Volunteer at a local hospital or retirement home, or send cards to children who feel sad or lonely.
3. **Awareness:** Those members who have a CLEAR SPEAKING VOICE and are not afraid to SPEAK TO LARGE AUDIENCES would be successful in this committee.
 - a. Hold an informative seminar. Ask various teachers around the school if they would be willing to offer bonus points to those students that attend. Wear Operation Smile buttons or have a "yellow shirt day."
4. **Recruitment/Marketing:** Individuals who love to MEET NEW PEOPLE, and are SMOOTH TALKERS would be perfect for this committee.
5. **Suggestions:** Pass out flyers to create more awareness about the club's objectives. Hold an interest meeting and pass around an information sheet to each person. Include the name, phone numbers, email address, committee of interest, and anything else you might think is important. Be sure to keep in contact with those who attend. How are you maintaining your relationships?
6. **Other tips:**
 - a. Earn trust: Show others you value their contributions, and they will be more willing to help.
 - b. Show respect: Show respect for others.
 - c. Practice active listening: Sit back, clear your mind and LISTEN to people around you. There is a difference between listening and hearing. Your club members have much to offer if you only let them.
 - d. Let officers make decisions: If you allow members to see that other officers can make a difference in the club, they will continue to be enthusiastic toward you and the organization.
 - e. Be open: Before you delegate a task, try to have constructive input. You will hear what the officers think about certain issues or ideas and how they can be improved.

FOURTH MEETING AND BEYOND: BE CONSISTENT

Have monthly meetings that are at the same time and same place. Even host them in places where a lot of students gather: in a dining hall during meals, café or library. This is a great place to promote your club and allow other students to spark an interest in Operation Smile.

You may also want to consider holding meetings and events at other places within your school's community or at schools that are near you (with permission from that school of course). This will allow you to make a broader connection in your area and allow more people to get involved.

Publicize and announce meetings and events in advance via email, Facebook, Twitter, etc., so members and the community are aware and reminded. Always have an agenda of what needs to be covered during each meeting. Keep them fun!

1. **Stay in contact with other Clubs, your local Operation Smile Chapter, and the College Council or Executive Leadership Council:** Combining forces with other Operation Smile Clubs can increase fundraising success, and allow you to learn from each other's triumphs and setbacks.
2. **Remember to leverage your relationships with clubs outside of Operation Smile:** This will increase your support base and form a sense of cooperation and camaraderie among different community organizations. Try speaking with the pre-professional clubs about their club and their choice of organizations.

From our Student Program Leadership

Dear Operation Smile Student Leaders,

To our new volunteers, welcome to Operation Smile Student Programs! To our returning volunteers, welcome back!

We hope that you are all as energized as ever to make a difference in the lives of others.

Operation Smile believes that our students are our future and that you are capable of changing the world. In the past year, our students have raised over \$1 million for Operation Smile and 80 students have traveled on international medical missions. We thank you for your unwavering support of our organization and our mission.

We hope that you find this handbook to be a valuable resource. Whether you're starting a club for the first time or trying to maintain your club's momentum, this handbook will provide you with tips for success. It is made for students, by students, and includes all of the lessons our student leaders have learned along the way.

We would like to reiterate our thanks to you as you join our thousands of student volunteers across the globe. In as little as 45 minutes, a child's life can be changed forever. These children have endured a life of hardship but now can enjoy a lifetime of smiles thanks to the generosity and support from people like you. Remember, this change is possible because of you and children all over the world can smile because of your dedication to Operation Smile.

We wish you the best of luck this upcoming year and will continue to assist you!

All the best,

Operation Smile Student Programs Staff, Executive Leadership Council and College Council
student.programs@operationsmile.org