

Student Leader Member Engagement Handbook

Engineering Leadership Program
Engineering Student Services
College of Engineering
Iowa State University

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Recruitment & Retention

Memorial Union 203 – Oregon State University – 541.737.LEAD – oregonstate.edu/sli

Why People Join Organizations

There are four major reasons people join organizations. If your organization can meet the needs of prospective members, then you are more likely to recruit and maintain a strong membership. An organization needs to have multiple recruiting plans in order to meet the needs of different types of prospective members.

- 1. Want to Be Involved:** This is the most common reason people join organizations. When recruiting someone that simply wants to get involved, you need to be able to articulate what involvement opportunities your organization provides. It would be beneficial to have a flyer, which lists your organization's traditional programs, events, service activities, and social activities. The list of activities will indicate to prospective members that your organization will provide them with a connection to campus and other students. Once recruited, it is essential to get this type of person immediately involved in the planning of an upcoming event. Talk to your new members about their skills, interests, and previous experience. To be sure their first organizational experience is a positive one, assign new members tasks that are well within their skill level and that they can successfully accomplish.
- 2. Want to Meet People:** Many students join organizations to make new friends. These people are seeking a sense of belonging. During the recruitment process, it is essential to make them feel comfortable and valued – assure them that your organization wants them to join. Again, it is helpful to have a list of activities that your organization participates in to assure these prospective members that they will have the opportunity to engage in social activities besides meetings. Once recruited, it is essential to immediately provide this type of person with social contact. Be sure to address new members by name; this will make them feel valued. Every time a new member joins (especially if many new members arrive at one time), it is important to have everyone introduce him or herself. Icebreakers and team-builders are highly suggested as a way to help new members become integrated into your organization. If the first meeting a new member attends is a business meeting where their presence is not acknowledged, they are not likely to return. It is good practice to have a short icebreaker at the beginning or end of every meeting – this keeps the organization fun and interesting for those that are seeking social contact.



3. **Want to Develop Leadership Skills:** Some students join organizations because they know they want to be a student leader or because they think it will look good on their resume. These students were usually involved in high school or another college, or they wish they had been involved before and see involvement as an opportunity to develop some new skills. During the recruiting process, organizations need to assure this type of student that there are opportunities to chair committees or hold positions within the organization. Once recruited, these members need to feel that the organization is accomplishing something. For these members it is important to have well-organized meetings with agendas, so that the new members can visually see what is being accomplished and decided. Again, it is important to immediately get these members involved in the planning of an upcoming event. Members that are seeking leadership opportunities want to feel valued by the organization – give them feedback and let them know that you are glad they joined your organization.

4. **Believe in the Cause / Purpose of Your Organization:** The last type of person that joins is one that feels strongly about the purpose of your organization. For this type of prospective member, it is important to clearly convey the mission and goals of your organization. It is helpful to have a flyer that describes the purpose of your organization and the activities that you engage in to support the purpose. Once recruited, these members need to feel the group is living up to the mission and purpose of the organization. Having a new member orientation where both new and old members review the mission and goals of the organization is helpful. Throughout the semester, the organization should review this document to make sure that everyone is still on track.

Most people join for a combination of reasons. Your recruitment materials and tactics should address all possible motivations. **All types of people are needed to have a strong organization.** Do not discount members that seem to only be social-butterflies; they are fulfilling a vital role in your organization. The key is to find a balance between those that are very task-oriented (want the business accomplished as quickly as possible) and those that are more process-oriented (don't care if anything is accomplished as long as everyone has fun).

Remember that your organization is only as strong as its weakest link. If you have members that seem to be doing nothing but taking up space, ask them why they joined and what they want out of the organization. Help them to feel needed by helping them find their role within the organization.

Adapted from UNLV Leadership Resources at: <http://www.unlv.edu/studentlife/sia/leadership/resources.html#library>



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What employers look for on resumes...

- Matching interests
- Education & GPA
- Engineering & other skill-building work experiences
- Teamwork & leadership experiences

Jane Doe
141 Schilleter Village, Jdoe@iastate.edu
Ames, IA 50010 (515)710-0000

Objective
Obtain a full-time position beginning May 2014 in the field of Aerospace Engineering

Education
Iowa State University, Ames, Iowa 50011
Bachelor of Science in Aerospace Engineering, anticipated May 2014
Cumulative GPA - 3.68/4.0

University of Valencia, Spain
Study Abroad Program
Summer 2012

Employment Experience
The Boeing Company, Seattle, WA June 2012 to December 2012
Structural Engineering Intern

- Authored structural test plans and work authorizations, which provided a detailed understanding of aircraft certification testing.
- Explored various structural analysis methods.
- Gained team integration skills while managing certification test project schedule status.
- Prepared systems brackets design guide and proposal to reduce weight of systems brackets.

Iowa State University, College of Engineering, Ames, IA August 2011 to January 2011
Research Assistant

- Applied engineering problem solving to force measurement problems.
- Developed masking procedure for experimentation with the Edinburgh Etch on copper.

Farway Food Stores, Clear Lake, IA May 2008 to August 2009
Stock Clerk

- Maintained a high level of customer satisfaction by maintaining the proper level of inventory and assisting customers as needed.

Activities
Team Leader, Performance Group, Cyclone Business Jet Design Project

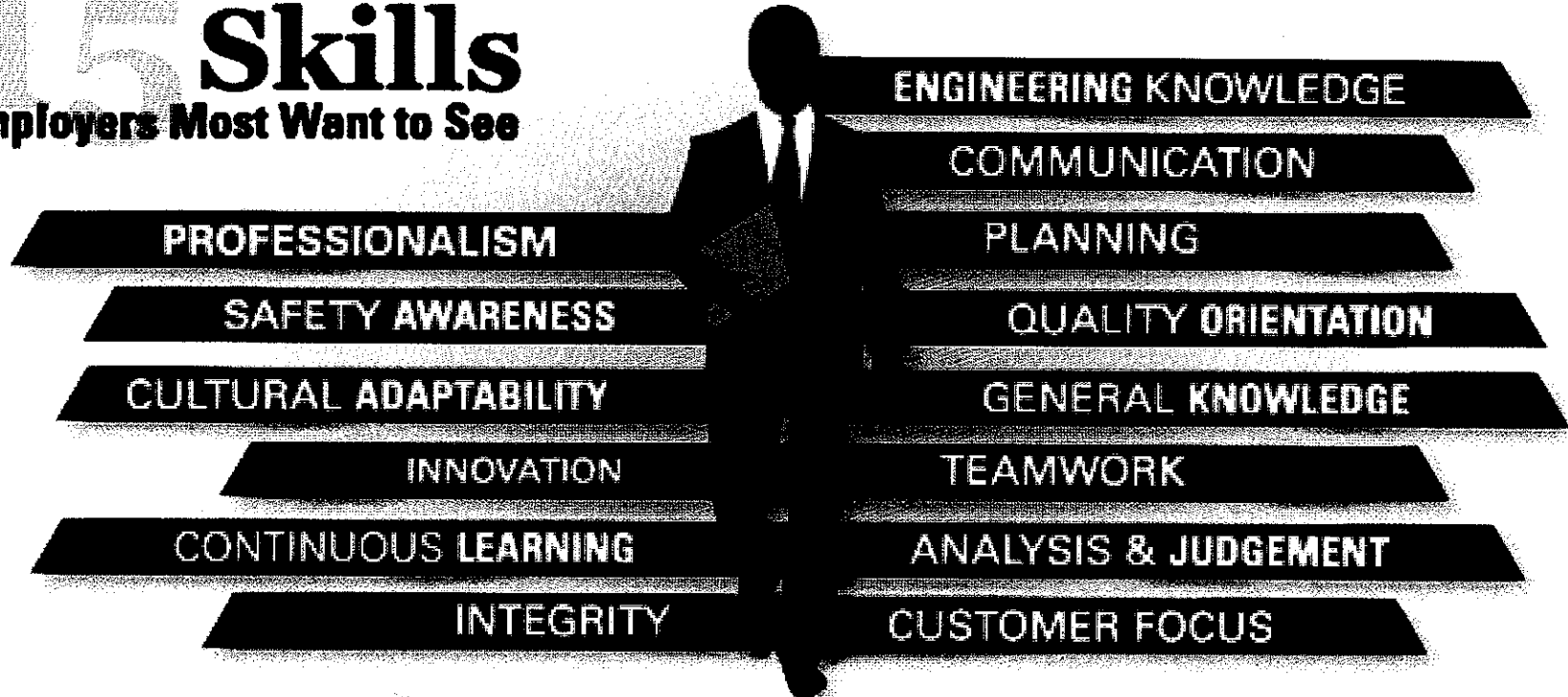
- Organized and directed team meetings, led goal setting activities, coordinated assignments to optimize group effectiveness, maintained communication between project subgroups.
- Wrote C++ static performance code to calculate performance data
- Analyzed dynamic wing/tail/body loading on a preliminary aircraft design

Small Group Leader, Tau Beta Pi Engineering Honor Society
Member, Sigma Gamma Tau Aerospace Engineering Honor Society

Honors/Awards
ISU Scholarship Recipient, Fall 2009
Dean's List, Fall 2010 to Present

Understanding Employers of Engineers

15 Skills Employers Most Want to See



Four-Year Career Plan

Freshman Year

- ⇒ Attend Clubfest and get involved in an engineering student organization.
- ⇒ Bookmark and review the Engineering Career Services website (see URL below).
- ⇒ Listen to Engineering Career Services in Engr 101 class and read "ECS" emails.
- ⇒ Login and update your CyHire (Career Services Management System) account: cyhire@iastate.edu.
- ⇒ Update your resume or create one. A resume is used to apply for all jobs!
- ⇒ Attend company information sessions and ECS seminars to learn from employers and career service professionals.
- ⇒ Attend the fall and spring career fairs to practice networking, and learn about employers and future employment opportunities. Attend all fairs every year!

Sophomore Year

- ⇒ Volunteer for tasks or project leadership positions in your student organizations to develop teamwork, planning, communication and other skills.
- ⇒ Revisit the ECS website and learn more about job search, resume development and other 'best practices' in preparation for an internship.
- ⇒ Update your resume to reflect new leadership and/or work experiences.
- ⇒ Refine your professional image by having a professional voicemail message and posting professional material on your social media accounts.
- ⇒ Attend information sessions, seminars, and career fairs with the intent of developing and marketing yourself for internships.
- ⇒ Use CyHire regularly to check job listings, track company on-campus events, research companies, and manage resumes and letters.

Junior Year

- ⇒ Attend an ECS resume seminar and update your resume.
- ⇒ Attend seminars on cover letter writing, interviewing, etc. to refine your skills.
- ⇒ Continue to seek out leadership positions and consider becoming an officer of a student organization.
- ⇒ If your path is graduate school; work with faculty on an undergraduate research project, seek advice from faculty and grad students, begin researching schools, and prepare to take entrance exams.
- ⇒ Plan your technical electives to match specialty areas and industry preferences.
- ⇒ Attack the career fairs hard! Talk with companies big and small with a goal of obtaining multiple interview opportunities and land an internship!

Senior Year

- ⇒ Prepare well for the Fall Career Fair and recruiting season. Many companies attempt to fill most of their full-time positions during this period.
- ⇒ Connect with past company contacts and network to create new contacts to maximize your full-time job opportunities.
- ⇒ Continue utilizing CyHire as your primary job search tool but also use secondary sources like company web sites, other job boards, and professional organization resources since not all companies recruit at ISU.
- ⇒ Attend an ECS seminar on evaluating job offers, and use our website information and salary data to prepare for the exciting task of considering offers.
- ⇒ Just prior to graduation, please respond to our placement survey so we can satisfy our federal reporting requirements. The data also helps the ISU engineers that follow you!

Contact Engineering Career Services anytime you have a question or use CyHire to schedule a private advising session.

308 Marston Hall, 294-2540, www.engineering.iastate.edu/ecs

Recruitment Tips

Student groups often think that they only need to recruit new members at the beginning of the year, but recruitment is actually something that can be done all year long. New ideas, new energy, and new faces will help keep your organization fresh. Use these tips to help recruit new members:

- *Determine your target group members.* What are you looking for in members? This will help you decide where and how to recruit.
- *Stand out.* Try something new that sets you apart from the crowd. For example, wear traditional clothing or set up a booth in the quad. Being visible is very important, but your organization should also attempt to incorporate your purpose as a group into your recruitment efforts.
- *Create a business card* with your organization's contact information as well as meeting times. Hand them out at events or information fairs.
- *Bring sign-up sheets for new members to all of your events.* Students will appreciate that they can take action right when they feel enthused and excited about your organization. Get their email addresses and phone numbers, and contact them quickly after the event to give them an opportunity ask any questions about the group or to tell them about your next meeting.
- *Elect a recruitment chair* to focus on this aspect of your student organization. This will ensure that the organization is continually working on recruitment throughout the year.
- *Collaborate with similar groups.* You may find people who are interested in the type of work that your group does but who have not yet heard of the opportunity to join your organization.
- *Be creative.* Don't feel limited by methods that your group has used in the past.
- *Call the Barometer* to see if you can have an article written about your organization. If the Barometer is already writing an article about an event that your group is hosting, be sure to plug your group meetings as well.



Member Recruitment Plan Worksheet

Utilize this worksheet to create a comprehensive recruitment plan.

Step 1 – Examine Your Organization

You need a solid understanding of your organization's goals, activities, and purpose in order to sell your organization and attract new members.

- Purpose/Mission of Group:

- Future Goals/Plans of Group (Long & Short-Term):

- Target # of People to Recruit (How many people are realistically needed in order to constructively function as an organization?):

- Why did you join the organization? What benefits have you received from your involvement?

Step 2 – Determine a Recruit Profile

After you take the time to develop an understanding of your group, you can then begin to focus on who you want to recruit. You want to make sure that you recruit members who are committed to your organization's purpose and will be contributing members. Think about the following:



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- How will diversity amongst members enhance your organization (gender, ethnicity, religion, age, etc)?

- Are academic major and/or level important?

- Are there any skills/talents you are looking for in members?

- Are there any particular hobbies or interests your members should have?

Keep in mind that all OSU students are entitled to join OSU clubs. In deciding on your recruit profile, you are only trying to determine who would be most interested in your club so you can target those people as potential members. However, people you don't expect may also be interested in joining!

Step 3 – Advertising and Marketing

- What medium would appeal to your new members (e.g. If you are creating a music club, you may want to advertise on KBVR-FM.)?

- What spots on campus is the ideal recruit likely to be (e.g. for a math club, get faculty permission to speak during a math class. For first year students, target the residence halls.)?



- What are some creative, attention-grabbing ideas for promoting your club that reflect your club's purpose and activities?

- What resources, such as time, money, and people does your club have to give to a publicity campaign?

Remember, there are also free ways to advertise, such as the OSU Today email newsletter, Facebook, chalking sidewalks, setting up a table in the Quad or in the MU, etc.

- What does your club have to offer prospective members? (Remember to include your mission statement, activities, and benefits in your publicity.)

Step 4 – Create an Action Plan

Now that you know what messages to send, who to target, and strategies to market your club, it's time to identify who will do what by when. For example, "Marketing flier will be created by Maria by October 10. Flier distribution around campus will be done by Jordan on October 12. MU Quad reservation will be made by Sam by October 12."

Task	Who is Responsible?	Deadline
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Step 5 – Retaining Your Members

Now that you have new members, keep them interested and active in your club!

- Help new and returning members get to know each other and develop relationships.
- Have regularly scheduled, productive meetings. Actively work towards both short term and long-term goals.
- Communicate upcoming events and meetings to all members. Personal contact makes a difference.
- Be positive and have fun!



Retention Tips

Sometimes getting new members is easier than keeping them. It's really important that you make them feel that they are an important part of the organization. Students get involved for all sorts of reasons. Maybe they want to have a sense of belonging or they want to feel like they are making a difference or they want to gain skills that will help them in the future. Whatever the reason, you need to make them feel like an important part of the group right away.

- *Give responsibility to the new members.* Find out what their interests are, and try to give them a task that will help them build their skills. The task might be designing a flyer or it might be helping plan decorations for an event. Whatever it is, if new members get something to do right away, they will feel connected and important. Make sure your new members feel ownership in your organization by working on your group's projects.
- *Show appreciation, and take time to celebrate!*
- *Plan team-building activities* to make your organization into a community. Have a "meeting" just for fun or pick a day to have dinner together once a week.
- *Pick meeting times that work well* for group members. Find a way to keep members with time conflicts informed. Send out minutes or contact people directly to keep them up to date, so that they still feel like they are part of the group.
- *Plan a new member orientation* to help clarify expectations. It's important to inform new members right away about the group's goals, how the group is organized, and the past successes of the organization.
- *Create a new member coordinator position.* Some groups have a position that is responsible for the new members and their orientation. They contact the new members about meetings and upcoming events and help orient them to the group.



Some Needs of People in Groups

1. I need a **sense of belonging** -
 - a. A feeling that no one objects to my presence.
 - b. A feeling that I am sincerely welcome.
 - c. A feeling that I am honestly needed for myself, not just for my hands, my money, or to make the group larger.
2. I need to have a share in **planning the group goals**. My need will be satisfied only when I feel that my ideas have had a fair hearing.
3. I need to feel that the **goals are within reach** and that they make sense to me.
4. A **sense of accomplishment**. Take notice when goals are met and things go well. It helps if the group can have an early success to build confidence as well as to get used to working together as a team.
5. I need to feel that what I'm doing contributes something important to **human welfare** -- that its value extends beyond the group itself.
6. I need to share in **making the rules of the group** -- the rules (expectations/agreements) by which together we shall live and work towards our goals.
7. I need to know in some clear detail just **what is expected of me** so that I can work confidently.
8. I need to have **responsibilities that challenge**, that are within range of my abilities, and that contribute toward reaching our goals.
9. I need to see that **progress** is being made toward the goals we have set, and that I am making progress toward my other personal goals.
10. I need to be **kept informed**. What I'm not up on, I may be down on.
11. I need to have **confidence in our leaders** -- confidence based upon assurance of consistent, fair treatment, or recognition when it is due, and of appreciation for steady, consistent, contributing membership.



References

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