Tools for Effective Leaders

Brainstorming

Is your group stumped for new ideas? Do you do the same activities the same old way year after year? Do the leaders and maybe just a few others seem to do all the talking?

Brainstorming may be just the technique to rejuvenate your organization and get everyone excited and involved. The purpose of this method is to get out as many ideas as possible. The more you have to choose from, the better your final choice will be. You can use brainstorming for almost anything; program ideas, themes, slogans, publicity, group goals, and problem solving.

Rules for Brainstorming

The rules are deceptively simple: Be sure the group understands them and someone has the job of making sure they are followed.

Step One – Set the Stage

1. Set a time limit—10 to 20 minutes, depending upon the size of your group and the complexity of your issue.
2. The best group size is 3 to 8 people, and no more than 15. If you have more, simply break the group into two or more sections and brainstorm simultaneously.
3. The question or issue must be one to which all participants can speak. Focus only on one issue.
4. Record ALL responses on a blackboard or on big sheets of paper so that everyone can see them. Do not record the name of the person suggesting. Record only key words and phrases, not word for word.

Step Two – Explain the “Rules”

1. Do not discuss ideas.
2. Do not criticize, praise, or judge.
3. Be spontaneous; no hand raising, just call out.
4. Repetitions are okay.
5. Quantity counts
6. Build on each other’s ideas; “hitch-hiking” or “piggy-backing” is encouraged.
7. It is okay to be outrageous, even silly.

Step Three – The “Game” Begins

1. Appoint a discussion leader and a note-taker (with larger groups, it might be a good idea to have more than one note-taker so that no ideas are missed).
2. The discussion leader should present the problem or idea, not giving any suggestions for solutions. Make sure the leader reminds the participants of rules and the time limit.
3. Begin the exchange of ideas; remember to write EVERY answer or suggestion down and DO NOT judge, criticize or praise.
4. Allow for silence if it happens. The leader must make certain that the flow of ideas stays on the topic at hand, while allowing for creativity and spontaneity.

Step Four – The Elimination

1. Once the time limit is over, the leader should end the discussion.

2. All participants should look at all the ideas and suggestions. Some ideas will need to be elaborated upon; other ideas will be eliminated.
3. It is a good idea to keep a listing of all the ideas (even those that do not seem feasible right now) for future use and consideration.

Budgeting

One of the tasks you face as a financial officer, especially if your organization transacts a great deal of business, is that of preparing a budget. A budget is a tool used for planning and controlling your financial resources. It is a guideline for your future plan of action expressed in financial terms within a set period of time. A budget does not have to be complex item that frightens other officers. It should be a simple tool that guides your organization through the year.

What a Budget Accomplishes

- It helps refine goals.
- It compels members or the organization to use funds efficiently.
- It provides accurate information to analyze, adjust, and evaluate programs and activities.
- It aids in decision-making.
- It provides reference to be used for future planning.

Pre-Budget Considerations

- What is the time period with which you are working? (i.e. one semester, the entire school year?)
- What does your group most want to accomplish?
- How will you accomplish this?
- How much will it cost?
- Where is the money coming from?

Preparing Your Budget

- Prepare an outline of your organization's planned future activities.
- Determine and record available funds. (Carry over the balance for the previous year.)
- Estimate and record expected income and when it will be available (dues, sales, fund raisers, ticket sales, etc.).
- Review, revise, and then assemble a final budget.

Successful Committee Systems

Why Have a Committee System?

Any organization, in order to be both viable and effective, must have an infrastructure. This infrastructure is the "skeleton" that supports the weight of the organization. It allows the club to tap the diverse talents and ideas of the membership; it enables the membership to further develop its interpersonal and organizational skills; it allows the group meetings to function properly while permitting the group's officers to focus on their responsibilities.

The infrastructure for any student organization is the committee system.

Functions of a Committee

- Carries important lines of communication
- Helps to keep the organization's goals in focus, and helps facilitate achievement
- Provides members the direct opportunity to make the organization better and, in doing so, meets their needs

A committee system does not replace the group's officers or the scheduled meetings. Rather, committees support and complement them. Once the organization has determined its goals, each committee should determine what it needs to do in order to help achieve those goals. Most committees should have the authority to make many decisions without an organizational vote. Key decisions of the committees, however, should be reported at an organizational meeting.

Types of Committees

There are two basic types of committees: standing and ad hoc.

- Standing committees deal with the basic, on-going programs of the organization.
- Ad hoc committees are temporary committees that are created from time to time to deal with specific issues. They are then dissolved when their specific task is completed.

The committee structure is one basic element of any organization. Committees add authority to members, which is one of the basic keys to motivation. Having authority is a learning experience.

Adapted from the *Delta Chi BRIEF*

Conflict Management

Conflict is inevitable in any interpersonal relationship or among members of any group. While we encounter conflict in many of our life situations, we often lack confidence in or a vision of what is appropriate to do. Most students already find the conflict in their personal relationships quite stressful; thus, conflicts in their organizations can become an even greater problem. Those who have a lower tolerance level for anxiety often choose to leave the organization.

Ability to manage conflict is probably one of the most important social skills an individual can possess.

Six Steps for Conflict Mediation

1. Do not take sides, but when necessary, ask questions for clarification or feedback of your perceptions (don't devalue their position, but help make them aware of how others perceive them).
2. Employ a win-win strategy when possible to resolving conflicts so that each person can walk away feeling understood and feeling as if they won part of the conflict.
3. Help assure that each person's personal integrity is maintained and that individuals do not feel humiliated or put down.
4. Get the conflicts out in the open where they can be discussed among the individuals.
5. Be aware of barriers to conflict resolution (i.e. defensiveness, judgmental reactions, etc.).
6. Do not heighten the conflict by brining in more people than necessary.

Delegation

Guidelines for Delegating Tasks

1. Before any delegation can be done, there must be some type of determination about the importance and order of accomplishment of the things to be delegated (one can delegate tasks, decisions, projects).
2. Again, before one can delegate, there needs to be an assessment of the people to whom one would delegate – that person's special strengths and weaknesses.
3. Some typical things that can be delegated in many situations include:
    - Routine or repeated work.
    - Frequently made but "minor" decisions (usually not around budgetary issues).

- Tasks that take up large blocks of your time and that keep you from other responsibilities.
- Things that you are least qualified to handle.

4. To delegate something:
    - Make sure the person to whom the task is to be delegated really has the time to do the work.
    - Provide details about the task – do not just say, “Handle this.”
    - Make sure the person understands the purpose of the task.
    - Set a realistic time deadline for completing the work.
    - The most important thing to remember in delegating a task is to be sure that the person has both the authority and the responsibility to do the job.
5. After you have delegated something:
    - Provide time and opportunity to find out how the work is progressing.
    - Be available for assistance when needed.
    - Provide some means (reports, feedback, whatever is needed) to hold the person responsible/accountable for completing the work according to the expected standards.

Do Not Delegate

- Without being clear on what is to be done, what the resources are, and when the deadline is for the completion of the task.
- Something that you would not be willing to do yourself (i.e. the menial work).
- A task to someone who may not possess the capabilities.

Methods for Delegating

1. Ask for volunteers. Explain the task and see who is interested.
2. A request for volunteers is often met with silence. Do not get discouraged; it is still a good idea and the members still want it to get done. Use your perceptions to select people for the task. Often, people will not volunteer for a task because they lack self-confidence. If you, the leader, express confidence in an individual by indicating that he or she might be good for the task, the individual will feel good about him or herself and will take on the responsibility.
3. Do not be afraid to assign tasks. Do not assume silence means a lack of interest. Take the initiative to suggest someone. The member always retains the option of saying “no.”
4. Spread the tasks around. Make sure that the same people do not always get the same jobs.

Effective Leadership

Good Qualifications

- Understand the people with whom you know and work to know why you want to be a leader.
- Know your own personal needs and know if they will interfere with your helping others.
- Be able to accept hostility without getting angry, punitive, or defensive.
- Be able to analyze and, thereby, deal with conflict.
- Know and understand the kind of group of which you are a leader.

The Important Jobs of a Leader. A Leader Should Be Able to…

- Bring needs and problems to light.
- Stimulate and encourage thinking.
- Clarify relationships among ideas and suggestions.
- Modify ideas.
- Suggest or propose new ideas, or a changed way of looking at the goal.
- Pull together or coordinate ideas and suggestions.

- Summarize what has occurred and suggest new directions (if needed).
- Stimulate group or individuals within the group.
- Mediate differences among members.
- Maintain communication channels.
- Encourage or facilitate the participation of everyone, never talking down, but as a peer.

21 Tips on Being a Good Leader

1. Decide what needs to be done (goals and objectives).
2. Learn to ask the right questions.
3. Choose the right person for a task.
4. Learn to identify weak points of individuals and then concentrate on the strong points.
5. Delegate, Delegate, Delegate! Make others feel needed.
6. Use your time and your group's time effectively (time management, meet deadlines).
7. Identify your resources (use your advisors).
8. Be creative (new ways).
9. Be a risk-taker.
10. Be a good group member.
11. Smile. Be positive and enthusiastic.
12. Say "thank you" as often as possible.
13. Admonish in private; praise in public.
14. Learn as much as you can about everything.
15. Be loyal and committed.
16. Be observant.
17. Work within the system that's set up, know where and who to go to.
18. Be compassionate and caring.
19. Be patient.
20. Look and act like a leader.
21. Stand back and allow the credit to go to the group.

Fund Raising

Many student organizations have big plans and excellent ideas for programs or services. However, few organizations have the finances to make these plans real. It is important for student organizations to have some kind of fund raising plans and to execute those fundraisers with the utmost professionalism, accountability, and legitimacy.

Fund raising events can be a lot of fun for all involved. It is important to make the fund raising project a group effort and to get as many people involved as possible. Not only will you have more help to accomplish your goals, but you will also get more people interested in giving money. The key to being successful in fund raising is to be creative and to keep your goal in mind.

The Importance of a Goal

Members of your organization will not get excited or interested in your fund raising efforts if they do not know where the money will go. In addition, members of the community will not give unless there is a good cause. Make sure that the reason you are raising money is a legitimate cause, and let everyone know why you are raising funds.

Be a Winner!

People like to be a part of a winning team. If your outlook is bleak and your needs are so great that it does not seem you will ever accomplish them, no one will give. However, if you are a group with great ideas, big plans, and a definite course of action that looks promising, people will want to join your cause.

Set a Realistic Goal

It is also very important to set an intended goal, and be specific about the dollar amount. Do not just say you would like to raise money to give to charity. Say that you want to raise $200 to give to the local children's home. Be realistic about how much you can truly make in the time period that you have allotted. Then communicate your intended goal to all involved – your volunteers, your donors, and the local media.

Need for a Deadline

Your project needs to have a timeline prepared, and you must have an ending date. Projects that drag on too long cause disinterest. The preferable time frame for a small fund raising project is one to two weeks. While bigger capital campaigns may last from six to eight weeks.

Planning Your Fund Raiser

1. Set a goal.
2. Ask for suggestions from your members. What do the members want to do? Brainstorm for ideas.
3. Find out what has been done before. What worked? What didn't? Why? How can you improve?
4. Check into local and state regulations. Check University policy.
5. Involve all segments of your group, not just the officers. People contribute to what they create. Get as many volunteers for your project as possible. Make sure they understand the cause and are willing to contribute their time and effort.
6. Determine your market: college students, community, parents, etc.
7. Know your overhead.
8. Advertise wisely.
9. Let everyone know your expectations in advance and update on progress. Using a goal poster is a great idea; make sure that poster is displayed prominently.
10. Recognize everyone involved in the planning and implementation of the fund raising project. Reward those who achieve. Make certificates, ribbons, or other type of small rewards for everyone who volunteered for the project.
11. Thank supporters. Give your big donors some kind of tangible reminder of how they contributed to a good cause. Create and maintain good will with these contributors, because they will tend to help in the future.
12. Complete a written evaluation or report. Make sure you include:
    - Contact names, addresses, and phone numbers
    - Time lines and important dates
    - Suggestions of things to do differently

University Policy Regarding Fund Raising

1. All fundraiser proposals must be on file with the Director of Annual Giving prior to any activity.
2. No group can solicit funds from individuals or businesses by phone or mail.
3. Gifts made directly to organizations are NOT eligible for a tax deductible receipt.
4. If a donor requests a receipt for their gift it must go through the Director of Annual Giving. The organization or its members cannot take the gift directly from the donor.

Contact: Kari Stephens
Director of Annual Giving
McKendree Alumni House
kbstephens@mckendree.edu
618.537.6500

A Few Ideas

The following are ideas for creative fund raising projects. This list just touches the surface of all the many projects available to raise money. Just be creative and do some great brainstorming for other ideas.

- Bake sale
- Candy sale
- Marathons
- Best beard contest
- Talent show
- Kite flying contest
- Spaghetti dinner
- Rummage sale
- Decathlons
- Road rally
- Invitational turtle races
- Paper airplane contest
- Recycling drive
- Drive-in movie
- Pig Roast
- Car washes
- Handmade boat contest

Here are more ideas…

- Sell candy canes at holiday time
- Sell buttons with school spirit slogans
- Sell flowers for special occasions
- Sell stadium seat cushions
- Pool/board game/bowling tournaments
- Hand out advertising flyers for companies

And even more ideas…

- Cartoon, horror movie, special films festival
- Product testing for local or national companies
- Pancake breakfast before hunting or fishing season
- Get on lists to act as group test subjects for surveys
- Euchre (or other card games) tournaments or marathons
- Carnival booth at Homecoming, Greek Week, or Family Weekend
- Pie auction. Bid for privilege of throwing a pie into another person's face
- Sell small throw pillows with the name of your organization glued on in felt
- Sell miniature paddles with the Greek letters or your organization's name painted on it
- Check with local trucking or car rental companies to wash their vehicles on a regular basis
- Watermelon contests i.e. seed spitting, eating the fastest, the most (timed), throwing, stack-relay

Corporate Sponsorship

One of the best ways to increase fund raising efforts is to obtain corporate sponsorship for an event, either through underwriting or direct contributions from companies. Corporations will help to fund an event if it is in their marketing plan. Are their customers likely to come to this event? Will sponsorship in an event help them attract new customers and get their name seen?

How to Ask for Corporate Funding

1. Plan far in advance. Most corporations plan their donation budgets six to twelve months in advance. Talk to a company as early as possible. Do not expect to get donations in a month.
2. Try to target a specific company who could definitely benefit from your cause rather than sending out blanket letters to everyone. By matching your cause and the company, there are better chances for a positive answer.
3. Learn as much about the organization you are soliciting before you actually ask for a dime. Knowledge of the company, their products and services, and their past charitable events will help see if they are the right match for you.
4. Address your pitch letter to the person in charge. Do NOT just write "To Whom It May Concern" or "Dear Sir/Madam." Call and obtain the person's appropriate name and title.
5. Put your proposal in writing. Enlist the help of your marketing and business majors to write the proposal in marketing terms.
6. State your cause in terms of benefits to the company. For example, a $25 ad in an ad book or a $25 poster that is going to be seen by 1,000 students at an event is inexpensive advertising for even small businesses.

Who to Ask

Since so many organizations are in need of the same kinds of donations and will be asking the same companies, it is a good idea to think of all the different possibilities. Your best efforts will be made with those firms and companies that primarily market their products or services to college-age students. Some examples are:

1. Businesses located around campus are good, but sometimes they are overused and get approached a great deal. Be creative.
2. Fast food companies (ice cream, frozen yogurt, hamburgers, etc.). You may need to ask the local manager or may need to write their district office. Many local fast food chains will provide free punch and drink cups if you are having a sporting event or project to benefit a local charity.
3. Real estate companies that specialize in rentals to college students.
4. Beauty supply distributors. Beauty shops may get ten requests for free gift certificates, but the distributors that sell them their products may not get any requests. As for the distributor's name and address, contact them directly.
5. Soft drink companies. Look for the local distributor.
6. Sportswear and clothing manufacturers.
7. Health clubs.
8. Cosmetic companies.

What to Ask For

1. Product: Straight-product contributions for samples to give to participants or for door prizes. Most companies have their products in trial sizes just for this purpose.
2. Printing: Underwriting the cost of printing posters, flyers, or t-shirts. In return, you will put their name and logo on all printer material.
3. Ads for Ad Books, Calendar or Program: Sell ad space in a campus calendar or program that is given out at the event you are sponsoring. You may want to give companies who donate products or supplies and materials free ads.
4. At an Event: Hang ads with logos on banners or posters for a fee. This is an excellent source of income at sporting events or anywhere there is a place to hang a poster during an event.

Goal Setting

How often has your organization spun its wheels for weeks, wondering in what direction to go first? On the other hand, how often has your organization been clear about its goals, but does not seem to get anywhere anyway? Do you never know who is supposed to be doing what in order to achieve the goals? There is one way to avoid these common organizational pitfalls – Follow a goal setting and action planning process.

Why Set Goals?

- Goals help to define the purpose of an organization
- They help to give directions and avoid chaos.
- They help to motivate members by clarifying and communicating what the organization is striving for.
- Goals are time savers because they help members and leaders become aware of the problems in time to develop solutions.
- Goals help the organization to plan ahead and be prepared.
- Goals are the basis of recognizing accomplishments and realizing your successes.

Setting Goals as a Team

Set your goals as a group; this creates many positive results because people will support the goals and will be responsible for what they help to create. You can expect:

- Greater commitment and motivation from members in achieving the chosen goals. There will be more involvement from members.
- Clearer understanding of the goals and the rationale for selecting them.
- Better goals – with everyone's ideas and opinions considered your goals would represent a group consensus rather than one person's opinion.

The Basic Steps in Setting Goals and Objectives

1. Brainstorm potential ideas as a group (See page 32 for more information on brainstorming).
2. Choose from that list the goals that you as a group want to work on.
   Criteria for a good statement:
   - Is a broad statement of what the group wants to accomplish within a relatively long time frame.
   - Begins with the word "to" and contains only observable, action verbs (such as establish, create, change, present, decide, recruit, train, improve, conduct, sponsor, or increase).
   - Reflects a specific, identifiable result; something that you can evaluate at the end as having accomplished or not.
3. Prioritize as a group.
4. Determine objectives for each goal and plans of action for each objective. Remember that there can be more than one objective for each goal.
   Criteria for a good objective statement:
   - Relates directly to an established goal.
   - Specifies a single key result to be accomplished, and sets a target date for completion.
   - Is specific, observable, countable, and/or verifiable.
5. Move into action; follow through. It is helpful to use a task sheet to chart and follow the action.
6. Evaluate progress on a regular basis. Be flexible, because sometimes circumstances may dictate necessary changes.

Action Planning

1. What is to be done? (State your objective.)
2. How will it be accomplished?
3. Identify appropriate resources.
4. Assign tasks to members.
5. Develop a timeline.
6. Determine results expected and how they will be measured or evaluated.

Meeting Management

While meetings are often the most necessary form of communication for your organization, they sometimes can be the most ineffective way to get your members' feedback and interest. Meetings can become too unorganized, too self-serving, too long, too short, or even too boring. How do you make sure that your meetings are effective, organized, and necessary? The following tips should help you organize your meetings better and be able to make your meetings more successful and worthwhile.

Before the Meeting

- Determine if a meeting is necessary.
- Review the minutes of the previous meeting for any unfinished business.
- Set the agenda, with input from group members.
- Schedule the facility for usage well in advance.
- Distribute a good, full agenda to members.
- Announce the meeting at least a week in advance.

During the Meeting

- Start on time. Begin the meeting on time whether everyone is there or not; do not penalize those arriving on time and reward latecomers by waiting for them.
- Watch group to make sure they are understanding, agreeing with what is happening, etc.
- Create a productive atmosphere; keep the purpose of the meeting before them at all times through the use of agendas; have things prepared for the members to keep them focused on their jobs.
- Adjust your style to meet group needs; if they are an advanced group, you do not need to tell them how to do everything.
- Use visual aids when possible.
- Carry out the purpose of the meeting carefully, but do not drag it out.
- Prevent interruptions, private conversations, straying from the topic, and distractions.
- Summarize progress and remind participants of time limits when necessary.
- Be informal.
- Make the group responsible; you as the leader, although present for guidance and know-how, should let the committee make the decisions.
- Keep everyone busy with definite jobs to be done – voluntarily.
- Ask questions; directed questions should start discussion, lead the talk to new channels, bring out new points of view, increase participation.
- Encourage everyone to participate.
- Delegate responsibility.

At the End of the Meeting

- Summarize the items that require action and confirm who is to do what, etc.
- Review the times and places of any committee meetings that will be held before the next meeting of the group.
- Set the date and place of the next meeting and develop a preliminary agenda.
- Evaluate the meeting as a group (Was advance information adequate? Did meeting start on time? Was agenda followed and purpose achieved in time allotted? Were the right people in attendance? Was time wasted?).
- Close the meeting on a positive note and on time.
- Clean up the room and leave it the way you found it.

After the Meeting

- Prepare the minutes and distribute them.
- Follow up on action items and begin to plan the next meeting.
- Follow up with the individuals responsible for specific tasks within a reasonable time frame, yet well in advance of the deadline.

Order of Business for a Typical Meeting

1. Call to Order
2. Roll Call
3. Additions, Corrections, Approval of Minutes of Previous Meeting
4. Additions to Agenda
5. Reports to Officers
6. Reports of Standing Committee and Boards
7. Unfinished (Old) Business
8. New Business
9. Roundtable
10. Announcements
11. Adjournment

Motivation

What do others want?

It is NOT money or personal gain that most people want. They want intrinsic satisfaction. People will work harder for intrinsic satisfaction than they will for monetary income. The following are some ways that you as a leader can help people satisfy those intrinsic needs:

1. **People Need to Feel Important**
   See people as worthwhile human beings loaded with untapped potential; go out of your way to express this attitude.

2. **Give Praise**
   Reinforce for continual achievement. All people need praise and appreciation. Get into the habit of being "praise-minded." Give public recognition when it is due.

3. **Give People Status**
   The more status and prestige you can build into a committee or an organization, the more motivated the members become. There are many status symbols you can use to make others feel important. For example, develop a "Member of the Week/Month" Award or "Committee Chairperson of the Month" Award. In addition, simply treating people with courtesy is a way of giving them status.

4. **Communicate**
   People like to know what is going on in the organization. They want to be told about problems, objectives, and "inside information." They feel recognized and important when they are kept informed. Two-way communication within the organization is necessary in order to achieve a mutual understanding. Mutual understanding leads to motivation!

5. **Give Security**
   People need more than financial security. People will look to you for intrinsic security. For example, they must know that you like them, respect them understand them and accept them not only for their strong points, but also for their weaknesses.

6. **People Need You – People Need People**
   They need you to give them what they want and need: intrinsic satisfaction. When you give them what they want, they will give you what you want. This is what motivation is all about. It is not something you do to other people, but something they do for themselves. You give them the reasons and that makes you the motivator – a person who gets things done through others.

7. **Develop Purpose**
   Always explain why. Instill in the members that their assistance is vital for success. Share ways that participation can encourage personal growth.

8. **Encourage Participation in Group Goal Development**
   Include all members when planning goals. Consider and follow through on members' suggestions. Remember that we support that which we help to create.

9. **Develop a Sense of Belonging**
   People like to belong. Those who feel like they belong will more likely invest themselves.

Specific Ways to Increase Motivation

- Give others credit when it is due them.
- Use "We" statements, and not "I."
- Play up the positive and not the negative.

- Make meetings and projects appear attractive and interesting.
- When you are wrong, admit it.
- Use members' names often.
- Let members in on the early stages of plans.
- Be fair, honest, and consistent – show no favoritism.
- Be careful what you say – do not gossip.
- Listen to others.
- Expect only the best and be proud when members achieve it!

Recruiting New Members

People join organizations for many reasons. They want to get involved, meet people and make new friends; they want to develop skills and have fun. Groups need new members because they bring new ideas and talents, in addition to replacing old members. It is vital that an organization has a well-conceived and executed recruitment and retention plan.

The following suggestions will help make your organization's recruitment efforts more successful:

1. **Know and Understand Your Organization**
   It is important that both the leadership and the membership know what the organization goals and objectives are.
   - Have an organizational meeting to discuss goals and objectives. Are your goals still accurate? Is it time to update them? Where do you plan for the organization to be in six months? A year?
   - Decide on a direction to take. During this "organizational housekeeping" process, a certain theme or direction should become clear. What is this?
   - Develop a membership profile. What type of people do you need to help the group succeed? Who would you like to have join? Who would complement your current membership?

2. **Set Recruitment Goals**
   Now that you know the type of people you are interested in recruiting, the next step is to set some recruitment goals. How many new members can your organization reasonably assimilate into the group? Will you allow people to join at any time or only during a pre-designated recruitment period? Will you hold a mass meeting or is membership by invitation only?
   - Keep your membership profile in mind. When designing your recruitment strategy, ask yourself what places do these prospective members most likely frequent? Do they have special interests? What kind of publicity would attract their attention?
   - Remember what made you get involved. Probably the most important step in designing a recruitment strategy is for you to think back to when you first became involved. What attracted you? How were you recruited? If you weren't, how did you hear about the group? Why have you stayed involved?

3. **Get Everyone Involved**
   Have your current members identifying people they know who might want to get involved. Personally invite them to attend a meeting. Word-of-mouth is the best and least expensive type of publicity you can use.
   - Talk about your group. Tell people what you have to offer them. Ask them about themselves – and really listen.
   - Sell your organization and the benefits of membership. Tell them how the organization can benefit someone like them. Personalize the message to each potential member. Let them know how their talents, skills, and interests would help the organization.

4. **Design an Advertising Campaign Using Visual Elements**
   Recruitment campaigns need to have a visual element as well. Have those members with artistic talents work on your posters, flyers, banners, bulletin boards, etc. Be creative. Get the publicity up

early enough. (Read the section in this handbook regarding Publicity and Promotion to make your publicity as effective as possible.) Your publicity can be effective only if it's noticed.

5. **Plan a Special Welcoming Meeting**
Many groups find it beneficial to have a meeting or ceremony to welcome new members. Group participation in some form of official initiation process is one way to make your members feel wanted, needed and appreciated.

6. **Hold an Orientation for New Members**
Developing and conducting an organizational recruitment campaign is very important. Yet, as we all know, retaining these new members is another matter entirely.
    - Don't make a mistake – Train your new recruits. All to frequently, groups skip any form of orientation and just place their new recruits directly on committees or organizational projects.
    - Teach them about your organization. Although involvement is crucial to the longevity of the group, understanding the organization and its goals and objectives, structure, norms, and taboos is equally as important. By taking the time to orient new members to the privileges and responsibilities of membership, you create a more educated membership – people who can and will make significant contributions to the organization.
    - Elements of a successful orientation program:
        - The rights and responsibilities of members
        - Organizational governance, operating policies, and procedures
        - Organizational history, traditions, and programs
        - Assimilation of new members into the organization
        - An overview of campus services, activities, programs for student organizations
        - Information about any support groups or affiliations a group may have

Adapted from Ball State University