Analyzing the Impact of the Women in Construction Club

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The Women in Construction (WIC) club at California Polytechnic State University, San Luis Obispo provides a support network for all students, but specifically serves women pursuing an undergraduate degree in construction management. The club’s mission statement is to ‘recognize and empower all students in construction through change, collaboration, and leadership development by leveraging connections.’ This study was conducted to determine the types and levels of impact the Women in Construction club has had on undergraduate students at the professional, academic, and personal levels. The study evaluates the different types of events held by the club, networking opportunities provided for both industry and social interactions, and reasons why students participate in club events. Utilizing an anonymous online survey, individuals who participated in club events were asked to evaluate the personal impact of the club. Additionally, several interviews were conducted with individuals who participated in club events to further analyze the personal, professional, and academic impact of the club. Responses indicated WIC has positively impacted members’ self-confidence, sense of inclusion, empowerment and social network. In general, support networks and organizations should be created and maintained in order to increase the number of females pursuing careers in construction.

**Key Words:** Women in Construction, Student Clubs, Construction Management, University, Involvement

**Introduction**

The construction industry has historically been a male dominated field, and while there are more women pursuing careers in construction than in the past, the industry continues to be predominantly male. Although women make up 46% of the workforce, fewer than a quarter of the scientists and engineers in America are women (Mervis, 2000). Similarly, the construction industry is a male dominated industry; as of 2018, women made up only 9.9% of the overall construction workforce (NAWIC, 2018). At California Polytechnic State University, San Luis
Obispo (Cal Poly), the construction management department has slightly higher gender diversity than the overall construction industry, with 20% of students female. Since construction management uses science, technology, engineering and math skills, it can be recognized as a science, technology, engineering and math (STEM) field. For women’s lack of involvement in STEM fields, the problem is not that women are not interested in construction; rather it is that they have received messages since they were young that STEM jobs are not for them (López-Sáez, 2011; Guimond, 2001; Francis, 2014).

Over the last few years, there has been increased attention to the lack of women in the construction industry. As a result, organizations have increased efforts to improve diversity within the industry, including the development and efforts of clubs and support networks. Involvement within student clubs and organizations are a way for students to create a purpose throughout their collegiate years; this involvement could potentially increase learning and encourage personal development. Although research has been conducted about the impact and benefit of participation in STEM-related clubs, no research has yet been conducted to determine the impact of a majority-women club in a construction management or construction engineering program. Participation in a STEM-related club may help women feel more connected to the STEM community, particularly given the presence of academic organizations in science and engineering. Similarly, participation in a construction related club, may help women feel more connected to the construction community. The Women in Construction club (WIC) at Cal Poly was founded in 2017; its mission is to ‘recognize and empower all students in construction through change, collaboration, and leadership development by leveraging connections.’ This paper will analyze the types and levels of impact the Cal Poly Women in Construction club has had on undergraduate students at the professional, academic, and personal levels.

**Literature Review**

The theory of student involvement suggests that students who spend time doing academically motivated activities throughout their collegiate career receive various benefits ranging from academic to professional to personal. Students may choose to participate in groups for a variety of reasons including: to develop a meaningful life, social interaction, connections with peers of similar interest, and leadership opportunities (Strauss, 2005); to develop a sense of community or belonging (Beilke, 1990; Strauss, 2005); and to develop communication skills (Angell, 1980; Hill, 1990). "The greater the student's involvement in college, the greater will be the amount of student learning and personal development" (Astin, 1985, p. 36). The acquisition of soft and hard skills is a large part of learning and personal development in a collegiate setting. Involvement in student clubs can develop soft skills not taught in the classroom such as “establishing collaborative, caring connections with others; refining interactive communication skills; and enhancing presentation skills” (Walker, 1999, p. 3). Involvement in student clubs can also develop hard skills such as team building, public speaking, technology integration, roles and responsibilities, intensive leadership activities, community service, critical thinking, mentorship, professionalism, and confidence building (Walker, 1999, p. 3).

Beyond personal benefits to the individual student and the development of soft and hard skills, society may also benefit from the knowledge and skills students gain through participation in clubs and organizations. Beilke (1990) identified several developmental outcomes for students
who participated in Business Professionals of America: acceptance, self-esteem, a sense of belonging, and perspective on leadership and management ability. Fulfilling responsibilities, sharing responsibility, coping techniques, conflict management, and commitment may be some of the skills gained through participation in clubs and organizations that will ultimately contribute to the betterment of society (Beilke, 1990).

When compared to their male counterparts, studies have found that women often lack confidence in their abilities and appear to have indistinctly defined career goals (Astin & Sax, 1996; Vetter, 1996). Additionally, one of the reasons that men are perceived to be better at construction jobs and STEM in general is due to the inability to picture women in these fields. The scarcity of women in the construction industry indicates that there is consequently a lack of female role models. It is easy for society to struggle to see construction as a viable career for women when they don’t see women in the industry (Pringle, 1998). However, when women interact with other women in STEM, it’s easier for them to recognize that women can be successful in STEM, to identify with technical careers, and do better on STEM tests (Stout, 2011; Milgram, 2011). When analyzing the collegiate setting, the absence of female faculty, in combination with few fellow women students in their classes, and the lack of supportive networks can also be a deterrent for women studying non-traditional fields; and many may choose to transfer into other fields (Hanson, 1997, National Council for Research on Women, 2001; Seymour, 1999; Seymour & Hewett, 1997). Espinosa (2009) noted that women of color who join a major-related club are 7.38% more likely to persist in STEM. Of those who persisted in STEM, approximately 64% of joined a STEM organization/club, giving further support to the importance of interpersonal interaction in an academic setting, with additional emphasis on the importance of formal peer-support structures (Espinosa, 2009, 103).

Methods

This research employed a mixed method approach, utilizing anonymous online surveys and semi-structured interviews. The subjects were invited to participate in the study via email and through social media. Participants were asked various questions that intended to provide insight into the impact of the club on both the individual and the construction industry. Additional information about the survey and semi-structured interviews is in the sections that follow.

Surveys

Anonymous online surveys were solicited from current and past members of WIC utilizing the club’s list serve, Instagram page, and via LinkedIn. The survey included 21 questions and 5 sections, split between demographics, reasons for membership, personal, professional & academic benefits, when compared to other clubs, and future involvement. The demographic questions collected information including gender, graduation year, and major. asking respondents to identify the impact of the club on such items as professional development, opportunities for outreach, creating support, increasing their interest in the industry, leadership opportunities, and providing academic support and resources using a Likert scale. A forced ranking system was used to identify the activities that most supported the members, including field trips, social activities, resume workshops, professional development workshops, panel
presentations, etc. Respondents were also asked to provide additional free responses to identify the personal impact the club has had on them, as well as opportunities that may have been missed by the club to make more impact. After completing the survey, participants were asked if they would like to participate in an interview and directed to an additional form. For a copy of the survey, see Appendix A.

**Interviews**

Following the surveys, interviews were held with several current and past participants of WIC to elaborate on the types and levels of impact of the club. In addition to the volunteers from survey respondents, various personal contacts were requested to participate in an interview. The goal was to conduct between six and ten interviews using Zoom. Recording was done in Zoom Cloud and a transcript of the interview was created using Zoom. Each participant’s name was replaced with a code number to maintain anonymity. The interview was semi-structured with standard questions asked and a few follow up questions identified. For example, alumni were asked if they sought or created opportunities to start or join a women's group within their company or if they have continued outreach that was first inspired by the club. These interviews provided insight to ways in which the WIC club may have lasting effects on the construction industry, and provided a model for current students within the club to emulate as they enter industry. After the interviews were completed, the transcripts were downloaded from the Zoom Cloud. The interviews were then coded and common themes were identified. For a full list of interview questions, see Appendix B.

**Results**

In this section, the questions from the survey will be reviewed and the answers will be analyzed. Additionally, interviews will be summarized and common themes across interviews will be evaluated.

**Survey Results**

Twenty-seven responses were received; three respondents identified as male, with 24 identifying as female. Twenty-five respondents were Construction Management (CM) majors, one respondent was a CM minor, and one respondent identified their major as ‘other’. Twenty-two of the respondents were members of the Women in Construction club, while five respondents were not. Twenty-four respondents were current Cal Poly students and three respondents were alumni. For a summary of the demographics, see Table 1.

<table>
<thead>
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<th>Table 1. Survey Respondents Demographics</th>
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<tr>
<td>Demographic</td>
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<tr>
<td>Gender</td>
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<td>Male</td>
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<td>Area of Study</td>
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<td>Construction Management Major</td>
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<td>Construction Management Minor or Other</td>
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<td>Membership Status</td>
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<td>Member</td>
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<td>Non-Member</td>
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<td>Student Status</td>
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When asked what the main reason was for joining the Women in Construction club, 26% percent of respondents said social events, seven percent of respondents said outreach events, 19% of respondents said professional development, 30% of respondents said networking opportunities and 18% of respondents were not members of the Women in Construction club (see Figure 1).

Survey respondents were asked to rank activities offered by WIC from least beneficial to most beneficial. Thirty-seven percent of respondents reported that field trips were most beneficial; 29.6% reported that panel discussions with women in industry were most beneficial, 11% reported that other workshops (estimating, plan reading, RFI, etc.) were most beneficial, 11% selected resume workshops as most beneficial, and 11% selected social activities (pizza night, movie night, virtual yoga, etc.).

When asked to elaborate about reasons for membership and ways in which the club was beneficial, one respondent wrote, “The workshops are where I felt the most growth and gained the most confidence conversing with men and women in our industry. I felt I gained the most one on one time during these workshops as well!”. Another respondent wrote, “[I] joined as a way to meet other women in the major. I knew my classes and the industry itself, would be very male dominated so I wanted to make sure I also had some girl friends to support me and be there if I ever had any questions or needed any help.”

Survey respondents were asked how participation or membership in WIC has affected areas such as: knowledge about the construction industry, professional network (industry professionals), personal network (peers), sense of inclusion, self-confidence, empowerment, communication skills, leadership skills, interest about the construction industry, and academic resources (such as study groups, or workshops). Ninety-five percent of respondents noted that participation or membership in the club has increased or greatly increased their personal network (peers). Ninety-two percent of respondents noted that participation or membership in the club has increased or greatly increased their sense of inclusion, empowerment, and self-confidence (see Figure 2).
Survey respondents were asked to elaborate on any personal, academic or professional benefits the club has had on them personally. One respondent noted, “in regards to personally benefitting, I feel like WIC has given me so many opportunities to better myself in so many ways.”

Survey respondents were asked to identify the benefits that WIC has had on areas such as: professional abilities, industry networking opportunities, social support (networking with peers) academic support, and community outreach when compared to participation with other clubs within the construction management department. When compared to participation in clubs in the department, 56.5% of respondents said that WIC provided a greater benefit in the area of Social Support (Networking with Peers).

**Interview Results**

Seven interviews were conducted. Of the seven interviewees, six were female and one was male. Of the seven interviewees, 3 were alumni and 4 were current students. Two of the alumni graduated in 2018, while one graduated in 2019. The current students are all to graduate in 2022 (see Table 3).

<table>
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<tr>
<th>Interviewee</th>
<th>Gender</th>
<th>Alumni or Current Student</th>
<th>Graduation Year</th>
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<tbody>
<tr>
<td>01</td>
<td>Female</td>
<td>Alumni</td>
<td>2018</td>
</tr>
<tr>
<td>02</td>
<td>Female</td>
<td>Alumni</td>
<td>2018</td>
</tr>
<tr>
<td>03</td>
<td>Female</td>
<td>Current Student</td>
<td>2022</td>
</tr>
<tr>
<td>04</td>
<td>Female</td>
<td>Current Student</td>
<td>2022</td>
</tr>
<tr>
<td>05</td>
<td>Male</td>
<td>Current Student</td>
<td>2022</td>
</tr>
<tr>
<td>06</td>
<td>Female</td>
<td>Alumni</td>
<td>2019</td>
</tr>
<tr>
<td>07</td>
<td>Female</td>
<td>Current Student</td>
<td>2022</td>
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During the interview, Participant 01 noted that her involvement with the beginnings of the club was “sparked with Stacy [a female professor]”. She said “The goal [of the club] was to empower
women, but really what came out of it were these professional development events where we connected with industry and with younger children who we wanted to encourage to see construction as a viable option for career path.” When asked what role the club played in her development as a woman pursuing an undergraduate construction management degree, she said that the club boosted her confidence and provided her a support network in a male dominated environment. Participant 02 shared a similar statement, stating that the Women in Construction club was beneficial on a personal and support level; as a minor she said that having support system gave her a sense of belonging within the construction management department. Participant 02 also mentioned that she was a founding member of a women in construction organization at her company. When asked about what her involvement with women in construction looks like postgrad, she said, “To have somebody that we can reach out to for anything and have that support…being in a male dominated industry and company it's nice to have somewhere where you feel like you belong, and you can just go to without any questions asked.” Participant 07 shared a similar sentiment stating that she relies on the community she found within the club because she has found a great support system. Participant 04 said the following when asked her reasoning for joining the Women in Construction Club.

My freshman year coming into Cal Poly as a construction management major, I was kind of worried because I knew it was a very male dominated industry so when I went to…my first ever construction management class… [and] I noticed that I was one of five girls in my class… At the beginning, I joined WIC to make some girlfriends in the construction management industry or major and then as years went on, I realized how many opportunities the club has given me.”

Participant 04 also noted the WIC Week Panel Discussion was extremely inspiring and provided her a sense of hope. Seeing successful women in the industry was really important for her to physically see and hear. She stated that the single most impactful aspect of the club was the connection she formed with other women. She also went on to say that having a support network who boosts your confidence is extremely important to her. In regards to the club’s greatest strength, Participant 04 said, the club’s greatest strength is “making women feel more confident and inspiring them to not give up and continue on in the industry, even though it is male dominated.” Participant 03 stated that Women in Construction Week was especially important to her because it is a celebration of the support network comprised of strong women who have helped her feel more confident. Participant 05 noted that the club provided him with an opportunity to build meaningful connections. When asked if as a male he felt as though he had been recognized and or empowered by the club, he responded “Definitely yeah”.

Analysis

Research shows that lack of supportive networks can foster an unwelcoming environment for women in male dominated fields. And for many, the inability to picture women in these fields is due to the lack of female role models in the construction industry. The shortage of female faculty and peers also poses a problem for the retention of women entering the construction industry. The absence of female professors and mentors in the construction management department at Cal Poly is a missed opportunity for a support network of women entering the construction industry.
Yet, when women interact with other women in the construction industry, the idea that women can be successful in their perspective and respective fields is far more recognizable.

The data shows that nearly 50% of respondents noted that participation or membership in the club has greatly increased their personal network (peers), sense of inclusion, and empowerment. When compared to participation in other construction management clubs, 56.5% of respondents said that WIC provided a greater benefit in the area of social support (networking with peers). The themes presented in survey responses, confidence, support system, and empowerment, were also reinforced in interview responses in regards to the impact of the club. Interviewees said the club: “really boosted my confidence”, “helped me on a personal level and on a support level” “helped me feel more confident in this industry”, “gave me a sense of hope”, “[makes] women feel more confident” and “feel very supported”. Beilke (1990) identified several developmental outcomes for students who participated in a business organization including acceptance, self-esteem, and a sense of belonging. The survey data and interview conversations show that WIC has been successful in these outcomes.

**Conclusion**

The purpose of the study was to determine the types and levels of impact the Women in Construction club has had on undergraduate students at the professional, academic, and personal levels. The study evaluated the different types of events held by the club, networking opportunities provided for both industry and social interactions, and reasons why students participate in club events.

This research aimed to build a better understanding of the benefits of a majority woman club specific to the construction industry, which is historically male-dominated. It also provided insight to ways in which the WIC club may have lasting effects on the construction industry, and aims to provide a model for current students within the club to emulate as they enter industry. Responses provided in the survey and interviews provide a better understanding as to the impact that the Cal Poly WIC club has had on its members and participants; WIC has positively impacted members self-confidence, sense of inclusion, empowerment and social network.

With this information, the existing Women in Construction club at Cal Poly can focus their efforts based on the results of the survey, and other colleges and universities that may want to establish their own women in construction club can do so if they do not have one already. Future research on this topic would be beneficial not only at the collegiate level, but at the industry level as well. Additionally, the information provided could be utilized by other universities that are developing their own women in construction clubs, or clubs that support specific identities to create a more inclusive and diverse workforce. Those involved with WIC organizations at the university level may also engage with similar groups in their professional career, which could have long-lasting impact on the industry. This impact could be in the form of outreach, creating a support network, or personal growth and development. In general, in order to increase the number of females pursuing careers in construction, support networks and organizations should be created and maintained. Future research may compare the retention of female students at a university who does not have a women in construction club compared to one that does. Future research may also explore the impact of the Cal Poly Women in Construction club from the
perspective of recruiting companies. Additionally, a limited number of respondents identified as male; future research could include additional responses from male participants.

As a woman in construction, the lack of diversity in classes at Cal Poly and in the construction industry is evident. Involvement within the Women in Construction club has greatly impacted the collegiate experience as a female in the industry and on campus. The club has provided an incredible support network and provided opportunities that greatly boosted confidence.

References


<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
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<tbody>
<tr>
<td>Q1 What is your gender/gender identity?</td>
<td>Male, Female, Transgender/Non-Binary, Not Listed, Prefer Not to Say</td>
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<tr>
<td>Q2 What is your major? If you are not a CM major, are you minoring in CM?</td>
<td>Architecture, Architectural Engineering, City and Regional Planning, Construction Management Major, Construction Management Minor, Landscape Architecture, Other</td>
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<td>Are you a member of Women in Construction?</td>
<td>Yes, No</td>
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<td>Q5 Whether or not you are a member, for how many years did you participate in WIC events or other offerings?</td>
<td>0, 1, 2, 3, 4</td>
</tr>
<tr>
<td>Q6 What was the main reason you chose to join the Women in Construction club?</td>
<td>social events, outreach events, academic offerings, professional development, networking opportunities, I am not a member of WIC</td>
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<tr>
<td>Q7 List the items below by those that have benefited you most to least.</td>
<td>Please place the item with the greatest benefit at the top.</td>
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<td></td>
<td>Resume Workshops, Other Workshops (Estimating, Plan Reading, RFI, etc.), Field Trips, Panel Discussions with Women in Industry, Social Activities (Pizza Night, Movie Night, Virtual Yoga, etc.)</td>
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</table>
Q8 While a student at Cal Poly, what WIC events did you/have you participated in? Select all that apply and rate their level of effectiveness.
Resume Workshops
Other Workshops (Estimating, Plan Reading, RFI, etc.)
Field Trips
Panel Discussions with Women in Industry
Social Activities (Pizza Night, Movie Night, Virtual Yoga, etc.)
**Extremely Effective, Effective, Neutral, Ineffective, Very Ineffective, Did not attend.

Q9 Please elaborate on any of the above questions regarding your reasons for membership and ways in which the club was beneficial to you.
Free response.

Q10 How has participation or membership in this club affected the following areas?
Knowledge about the construction Industry
Professional Network (Industry Professionals)
Personal Network (Peers)
Sense of Inclusion
Self Confidence
Empowerment
Communication Skills
Leadership Skills
Interest about the Construction Industry
Academic Resources (such as study groups, or workshops)
**Greatly Increased, Increased, Stayed the same, Decreased, Greatly Decreased

Q11 Has involvement or membership in this club provided you with leadership opportunities?
Yes, and I have been a member of the board.
Yes, and I have been a committee leader.
Yes, but I have chosen to not participate in the opportunity.
No, I have not been provided with leadership opportunities.

Q12 Do you feel as though you were recognized and/or empowered as a result of involvement in this club?
1 Not recognized and/or empowered
3 Somewhat recognized
5 Neutral
7 Moderately recognized
10 Extremely recognized and/or empowered
Choose on Likert Scale 1-10

Q13 How many companies have you interacted with at Cal Poly through WIC?
0
1
2-4
5-6
7-10
10 or more

Q14 Has a job opportunity been presented to you as a direct result of your participation with the club? (Select all that apply.)
Yes, full-time accepted position
Yes, accepted internship position
Yes, interview
Yes, declined offer for full-time employment
Yes, declined offer for internship
No

Q15 Please elaborate on any personal, academic or professional benefits the club has had on you personally. In addition, you may identify any opportunities that may have been missed by the club that would have benefited you personally, academically or professionally.
Free response.

Q16 Are you involved with any other clubs in the construction management department? (Select all that apply.)
Associated Students of Construction Management (ASCM)
Associated General Contractors of America (AGC)
Building Information Modeling (BIM)
Construction Management Association of America (CMAA) Student Chapter
CM-Entrepreneurs
Design Build Institute of America
Emerging Professionals (EP)
Mechanical Contractors Association of America (MCAA)
National Association of Home Builders (NAHB) Student Chapter
National Electrical Contractors Association (NECA)

Q17 Please identify the benefit that WIC has had on the following areas when compared to participation with the club(s) identified in question 16.
Professional Abilities
Industry Networking Opportunities
Social Support (Networking with Peers)
Academic Support
Community Outreach
**A Greater Benefit, A Slightly Greater Benefit, About the Same Benefit, Slightly Less Benefit, Less of Benefit

Q18 Please provide additional information on any benefits you received from WIC when compared to other clubs.
Free response.

Q19 Do you plan to join (or have you joined) a similar group when you are working full-time for a construction company?
Yes
Probably Yes
Maybe
Probably No
No

Q20 Fill in the blank: It is ____________________ for the company I work with to have a group for women within the organization.
Very important
Somewhat important
Neither important nor unimportant
Not important

Q21 Is there anything else you would like to add?
Free response.
Appendix B - Interview Questions

Questions have also been broken out into two interview sets – one for alumni and one for current students

(for alumni & current students) Housekeeping Questions to Begin Interview:

- Are you currently a student at Cal Poly?
  - If you are, what year are you?
  - If not, what year did you graduate?
- Please tell me your gender.
- Are you a CM major, minor or other?
- How many years have you been/were you involved with the Women in Construction club at Cal Poly?
- In what capacity (member, leadership, etc.)
- Why did you join WIC?

Questions for Alumni

- What type of construction company do you work for (alumni only)?
  - What is your role at the company (alumni only)?
  - Is the company you’re working for one that you met through WIC?
- Have you considered (did you consider) whether or not your potential company has a women in construction organization?
  - Does (did) that impact your hiring decision?
- What role, if any, has or did the Cal Poly Women in Construction club play in your development as a woman pursuing an undergraduate construction management degree?
  - Were there any club events or offerings that have shaped your time at Cal Poly?
    - Which ones and how did they impact you?
  - Was it helpful to be in a group that was a majority women in the department?
    - Why?
- What was the single most impactful aspect of the club?
- What personal, professional and academic benefits, if any, did you receive from membership in the Cal Poly Women in Construction club?
  - First, let’s talk about personal benefits.
  - Next, let’s talk about professional benefits.
  - Finally, let’s talk about academic benefits.
- Do you feel as though the club recognizes and empowers its members?
  - In what ways?
  - In what ways can the club better recognize and empower its members?
- Does your company have a women in construction organization at your company (alumni only)?
  - Are you a member of a women in construction organization at your company (alumni only)?
  - If your company does have a women in construction organization at your company, are there any males involved?
• Have you or will you become involved in a national women in construction organization (like NAWIC, WiOPS, Professional Women in Building, etc.)?
• As stated before, one of the goals of the club is to recognize and empower all students in construction through change. What does that mean to you? Do you think the club is successful in this goal? Why or why not?

Questions for Current Students
• Have you accepted a position with a company for full-time employment (fourth year students only)
  o What will be your role when you start with the company?
  o Is the company you’re working for one that you met through WIC?
• What role, if any, has or did the Cal Poly Women in Construction club play in your development as a woman pursuing an undergraduate construction management degree?
  o Were there any club events or offerings that have shaped your time at Cal Poly?
    ▪ Which ones and how did they impact you?
  o Was it helpful to be in a group that was a majority women in the department?
    ▪ Why?
• What was the single most impactful aspect of the club?
• What personal, professional and academic benefits, if any, did you receive from membership in the Cal Poly Women in Construction club?
  o First, let’s talk about personal benefits.
  o Next, let’s talk about professional benefits.
  o Finally, let’s talk about academic benefits.
• Do you feel as though the club recognizes and empowers its members?
  o In what ways?
    ▪ In what ways can the club better recognize and empower its members?
• Have you or will you become involved in a national women in construction organization (like NAWIC, WiOPS, Professional Women in Building, etc.)?
• As stated before, one of the goals of the club is to recognize and empower all students in construction through change. What does that mean to you? Do you think the club is successful in this goal? Why or why not?

Potential Additional Questions
• What is your favorite memory with the Women in Construction Club? Why?
• Do you still keep in touch with some of the women from the club (alumni only)? How many and why?
• Do you think the club should do more outreach? What would that look like?
• Do you think the club should do more scholarships? What would that look like?
• What is the club’s greatest strength?
• What is the club’s greatest weakness?
• Is it concerning that there are very few men involved in the club? Do you think men’s support is important?
• (for men) If you have participated in events, what has held you back from joining the club as a member?
• Have you been involved in a mentorship program through WIC? Tell me about that.
• Does the construction industry need to be changed?
  o In what ways?
  o In what ways do you think this club can help change the industry?
    How would a change in the industry impact you academically, personally, and/or professionally?