

Bringing Awareness of Associated Students, Inc. Club Funding Opportunities to Cal Poly Clubs:

Increasing Participation Through Public Relations

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## **Abstract**

The following study investigates the strategies and tactics that are most important when developing and implementing a public relations campaign geared towards university students. It analyzes the best practices of researching, creating and evaluating awareness programs. This study serves as the basis for the “Bringing Awareness of Associated Students, Inc. Club Funding Opportunities to Cal Poly Clubs: Increasing Participation Through Public Relations” campaign. In this campaign, Associated Students, Inc (ASI) Club Services is seeking to increase awareness and participation in its club funding program. The campaign includes a situation analysis, SWOT analysis, goals, objectives, target audience, media, strategies, tactics, evaluation, timeline and budget that is recommended to be implemented in the coming 2018-2019 school year.

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# Chapter 1

## Introduction

### Statement of the Problem

When it comes to funding most college clubs can never get enough. It is crucial for club leaders to adhere to a strict budget in order to allocate the correct amount of money for meetings and events to last an entire year. Cal Poly Associated Students, Inc. (ASI), a student-driven organization that provides and maintains programs, services and facilities that enhance and develop the student learning experience, offers club funding to chartered Cal Poly clubs.

Clubs may apply for both ASI Club Sponsorship and ASI Event Co-Sponsorship funding with a maximum combined allotment of \$1,650 per club per fiscal year (ASI Club Services, 2018). Cal Poly recognizes over 380 clubs and organizations; however, the problem is most clubs are either unaware of the funds or fail to use them by the end of the academic year says Ruby Ludford, Club Funding Liaison and member of ASI Board of Directors. As of February 6th, 2018, there was \$26,924.30 (31%) available left for clubs to apply for. Only \$44,081.91 (19%) had been used and Cal Poly is more than halfway through its fiscal school year. There is another \$71,502.96 (50%) that has yet to be used by clubs; meaning clubs have the money in their accounts, but have yet to spend it (Ludford, Formal Board Meeting, February 6, 2018).

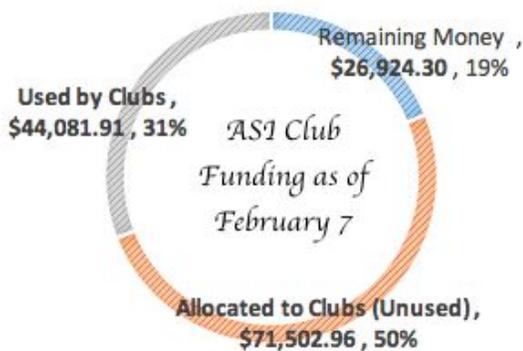


Figure 1. Club Funding Numbers, February 2018

\*Graph provided by Ruby Ludford, Club Funding Liaison 2018

## **Background of the Problem**

Every club is eligible to receive \$500 per year in club sponsorship to support the club's mission, programs, activities and general operations that take place throughout the year. Clubs can also apply for ASI Co-sponsorship funds, which can amount to an additional \$1,150 if they are hosting an approved event such as a career fair. None of the funds can go towards directly supporting or opposing any candidate for public office, charitable donations, alcohol, door prizes, awards, gifts, sole use for transportation or sole use for lodging (ASI Club Services, 2018).

In order to acquire co-sponsorship, clubs must apply and have their event approved. To do this a club leader must first submit an E-Plan to ASI and then submit an ASI Club Event Co-Sponsorship Application to ASI Club Services at least 14 days prior to the event. Funding must be approved by the ASI Club Funding Liaisons, who are appointed members of student government, and if approved clubs will be informed via email.

When implementing an awareness campaign geared towards college students, it is essential to capitalize on the relationship they have with their institution and organizations they associate with, otherwise known as their brand communities (McAlexander, Koenig and Schouten, 2004, p. 62). A two-way symmetrical model of public relations is crucial when attempting to build relationships with narrowly targeted markets, such as college students (Grunig, 1984). In this model, a public relations practitioner should serve as a liaison between the organization and key publics, rather than as a persuader (Simpson, 2014). This campaign (See Appendix A) will bring awareness to Cal Poly clubs about the funding they can receive

from ASI through an integrated mix of messages, strategies and tactics with the above elements in mind.

### **Purpose of the Study**

Each quarter student fees are allocated towards club funding, thus it is administration's hope that the funds are completely spent in the same year that students were charged. This way the students who bear these fees get to utilize every opportunity that their money is going towards, rather than saving the money for other students to use in subsequent years. There is an obvious lack of awareness of club funding on Cal Poly's campus, so the question arises, how does one use public relations to increase club awareness and participation in university club funding opportunities?

By studying the use of public relations to effectively implement an awareness campaign geared towards university students, one can use the information gathered to strategize the proper method of capitalizing on university brand communities to outreach. In conducting research on university awareness campaigns, it is vital to discover tactics, models and theories that will aid in the creation of an effective public relations campaign. Therefore, studying tactics, strategies and evaluation methods to create a successful awareness campaign will raise awareness of Cal Poly clubs to the funding they can receive from ASI.

### **Setting for the Study**

This study will be completed with a two-pronged approach. The first is secondary research found in the databases through the California Polytechnic State University Library in

San Luis Obispo, California. This will include sources provided from intellectual journals, essays and other documents that have explored campaign tactics geared towards students.

The second method will be through three in-depth interviews, each person will have a stake in club funding. These three interviewees will include: a club funding liaison and two student club leaders. Each interviewee will be asked a series of questions to answer the research gaps through primary sources.

### **Research Questions**

The following research questions were the basis of this study. They were meant to guide its direction by filling in knowledge gaps and providing evidence of past awareness campaigns and theories based on reaching university students. The research questions were designed to advise in the creation and implementation of a public relations campaign geared towards bringing awareness to Cal Poly clubs about the funding they can receive from ASI.

1. How do you increase awareness of club eligibility to receive university club funding through the idea of brand communities?
2. How do you increase club participation in applying for university club funding?
3. How do you use public relations to increase club awareness and participation in university club funding opportunities?
4. How do you evaluate the effectiveness of public relations campaigns geared towards university students involved in clubs?

## **Definition of Terms**

The following terms are defined in order to clarify any confusion or jargon throughout this research. It will provide context for the duration of the study.

Associated Students, Inc. (ASI)- A student-driven organization that provides and maintains programs, services, and facilities that enhance and develop the student learning experience. Cal Poly students are stakeholders in ASI and have access to leadership positions through Student Government and on-campus employment (ASI Club Services, 2018).

Club Funding- Clubs may apply for both ASI Club Sponsorship and ASI Event Co-Sponsorship funding with a maximum combined allotment of \$1,650 per club per fiscal year. For example, if your organization requests \$500 through ASI Club Sponsorship, your club is still eligible to apply for up to \$1,150 in ASI Club Event Co-Sponsorship for a maximum allotment of \$1,650 (ASI Club Services, 2018).

Club Funding Liaisons- Student Government appointed ASI Club Funding Liaisons who either approve or deny applications for ASI Club Sponsorship and ASI Event Co-Sponsorship (ASI Club Services, 2018).

Brand Communities- A university, as a branded institution, constitutes a brand community, which consists of all the people for whom a particular brand is relevant and the relationships they form in the context of using the brand (McAlexander, Koenig and Schouten, 2004, p. 62).

Model of Brand Community- Proposed model of brand community in the context of higher education that includes four relationships: the customer-product relationship, the customer-brand relationship, the customer-institution relationship, and the customer-customer relationship (McAlexander, Koenig & Schouten, 2006, p. 111).

Two-way Symmetrical Model- Model of public relations as described in Grunig's Excellence Theory is focused primarily in making sure that decisions made by an organization are mutually beneficial between itself and its audiences (Grunig, 1984).

Collegiate Student Orientation Scale (CSOS)- Scale designed to serve as a tool with which college/university administrators can empirically assess, from the students' perspective, the degree to which the institution is considered to be customer/student oriented and to provide a means by which university officials can generate information key to the development of effective and timely marketing strategies (Bristow & Schneider, 2003).

Measurement, Analysis, Insights and Evaluation Model (MAIE)- A measurement model used to evaluate public relations campaigns using measurement, analysis, insights and evaluation (Mcnamara, 2015).

## **Organization of Study**

This study will be organized into five chapters. The first, which preceded this section, included the background of the problem, purpose of the study and definition of terms. Chapter 2 will determine the strategies and tactics necessary in developing an awareness program geared

towards university students by reviewing scholarly literature. Chapter 3 will focus on the methodology of the study. Chapter 4 will present the data in regards to analyzing themes that will aid in the development of a client action plan (See Appendix A) designed to bring awareness to Cal Poly clubs about the funding they can receive from ASI. Finally, Chapter 5 will summarize the end of the study and include recommendations for future programs implemented by ASI to bring awareness to club funding.

## **Chapter 2**

### *Literature Review*

This review of literature outlines the use of public relations to effectively implement a campaign that brings awareness to Cal Poly clubs about the funding they can receive from ASI (See Appendix A). It is intended to utilize existing literature on campaigns geared towards students and will explain the importance of creating brand communities within a university. In addition, this review will outline specific measurement methods to evaluate the success of this awareness campaign.

### **University Brand Communities and Public Relations**

Branding is a key element that can aid in the implementation of public relations campaigns that target students on a university campus. Universities are branded institutions, which constitute a brand community; these communities uphold traditions and rituals and can serve as a means by which students engage on campus (Moriuchi, Smith, & Nichols, 2015). A university's brand community consists of sub-groups of student communities where students

have opportunities to interact with one another and form lasting connections (McAlexander, Koenig, & Schouten, 2004, p. 63). According to Canterbury (2000), these interactions and dynamic opportunities will contribute to experiences and associations which will clarify and change the lives of adolescent college-goers.

The university experience is a transformational experience for students where "shared and extraordinary experiences provide situations that build relationships" (Canterbury, 2000). These strong interpersonal ties among students, in addition to an overall feeling that they enjoyed their time at the university influences students to feel loyal to their university- both during their time in school and after (McAlexander, Koenig, & Schouten, 2004, p.65). The critical component of strategically implementing a public relations campaign geared toward students on a university campus is capitalizing on their solid brand communities. The brand community is built over time and a successful public relations campaign will be built with that relationship in mind.

When developing a strategy to raise awareness of a program to students on a university campus the public relations consultant must first decide on a theory model to base the awareness campaign in a brand community. According to McAlexander, Koenig & Schouten (2006, p. 111), the strength of student identification with a brand is directly correlated to its brand community. A proposed model of brand community, in the context of higher education, includes four relationships:

1. The Customer-Product Relationship - Student and alumni perceptions of the quality of their education and satisfaction with the educational experience; one's perceived identity connection with her university education.

2. The Customer-Brand Relationship - Values and meanings derived from a brand; one's personal connection developed with the university brand and its personality.
3. The Customer-Institution Relationship - One's interpersonal relationships with agents of the university; relationships between students and alumni and faculty and staff of the university.
4. The Customer-Customer Relationship - Social groups (dorms, fraternities and sororities), affiliations (major, student organizations), and events (cultural, athletic) that allow students to interact with one another and form connections.

This model of brand community helps explain the relationships students form with their university, as well as, identifies the brand community theory that should be the foundation of the public relations awareness campaign. For the “Bringing Awareness of Associated Students, Inc. Club Funding Opportunities to Cal Poly Clubs” Campaign (See Appendix A) to be successful in its mission, it must follow an integrated mix of the customer-institution and customer-customer relationship model. Students must receive information on club funding from the institution itself and from the club or organization they associate themselves with.

### **Student Awareness Through Public Relations**

Marketing and public relations for university purposes has evolved drastically over the years. In the past it was overlooked, but in recent years universities began budgeting for

marketing and awareness campaigns, both to recruit new students and to improve relationships with existing ones.

The first step in a successful awareness campaign is research. Research can contribute to goal identification, for example, by finding out what social media or communication platforms on-campus clubs use most, one illuminates trends and past patterns. A strategic communication plan then adopts strategies for addressing awareness problems with target publics. It includes a series of measurable tactics through which to implement those strategies (Botan, 1997).

Strategies to raise awareness of a program to students on a university campus must be based in Grunig and Hunt's Two-way Symmetrical Model (1984). This model serves as a guideline to create programs, strategies and tactics. The two-way symmetrical model argues that the public relations practitioner should serve as a liaison between the organization and key publics, rather than as a persuader. The term "symmetrical" is used because the model attempts to create a mutually beneficial situation. The two-way symmetrical model is deemed the most ethical model, one that professionals should aspire to use in their everyday tactics and strategies (Simpson, 2014). For example, Cal Poly ASI should listen to club leaders, members and students when creating and implementing a campaign to bring awareness of club funding opportunities to do so in the most effective manner.

Coombs and Holladay (2010) define public relations as "the management of mutually influential relationships within a web of constituency relationships." For example, in the case of this awareness campaign, the influential relationship manager is Cal Poly ASI, specifically the Club Services Department, and its constituents are Cal Poly clubs. The liaison's of this relationship are the Cal Poly Board of Directors, Club Funding and ASI Marketing.

Successful public relations campaigns geared towards students will build relationships between the university and its students. Using the two-way symmetrical model, ASI Club Services will use student voices and opinions to create awareness around the opportunity to receive club funding. This will build a positive, lasting relationship between the two entities.

### **Effective Evaluation of Public Relations Campaigns**

Several studies have been conducted about institutions of higher learning and corporate marketing philosophies. According to Bristow and Schneider, satisfaction of both consumer and organization are key. In order to achieve this, they emphasize the importance of universities continually seeking to better understand and satisfy the needs of their students, while at the same time achieving the educational and fiscal goals of the institution.

The Collegiate Student Orientation Scale (CSOS) was designed to serve as a tool with which university administrators can assess, from the students' perspective, the degree to which the institution is considered to be student oriented (Bristow & Schneider, 2003). The three core, underlying principles will provide a means by which university officials can generate information key to the development of effective and timely marketing strategies:

1. Customer Orientation- Marketers make strategic decisions based upon market intelligence that includes exogenous market variables (competition, economic conditions, etc.) and current as well as future consumer needs.
2. Cross-functionality- All functional units within an organization work together in a coordinated effort to understand and satisfy consumer needs.

3. Long-term Profitability (or, for nonprofit organizations, long-term viability)- Marketing organizations must achieve a balance between satisfying the needs of consumers, remaining profitable and meeting the needs of various other stakeholders.

The CSOS helps explain the attitude of university students towards the university itself. The CSOS can help marketers and public relations practitioners build strategies to target students based on the desired outcome of the campaign.

Two scales of measurement are the intended beneficiary scale and the strategic nature scale. The first model of measurement considers success to be the planned benefit of one party. The second, takes into account the developing and nurturing of relationships between parties. With the emphasis on nurturing a relationship between an organization and its publics, many practitioners now embrace the relationship management as an integral role in public relations (Jo, 2006). The strategic intent behind public relations activities and whether such activities were proactive or reactive in nature are all important considerations for analyzing a public relations practice (Heath and Coombs, 2006. p. 166). According to Heath and Coombs, public relations and its measurements tactics have moved from corporate-centric to relationship building. It is important that ASI adopts the relationship building, two-way asymmetrical model of public relations. Thus leading the organization to adopt the strategic nurture scale of measurement.

Exact measurement and evaluation of this awareness campaign targeted to Cal Poly students should follow the Measurement, Analysis, Insights and Evaluation (MAIE) Model as defined by Mcnamara (2015):

1. Measurement- Includes both qualitative and quantitative research.

2. Analysis- Involves intensive analysis of academic literature, but also includes market analysis, competitor analysis and business analysis.
3. Insights- Identify insights that can inform future business or organization strategy. Insights are forward-looking, creating potential for value adding initiatives by the organization.
4. Evaluation- Collaborative process with management and stakeholders that involves qualitative assessments. Insights capture the value-add, which is therefore likely to reflect a much higher level of appreciation and perceived value among internal stakeholders than retrospective reports.

The MAIE Model utilizes qualitative as well as quantitative research and adds to the process of in-depth analysis based on exogenous as well as endogenous data to produce insights that inform future organizational strategy- ideally for the mutual benefit of the organization and stakeholders (Mcnamara, 2015). Using this model to measure and evaluate the “Bringing Awareness of ASI Funds to Cal Poly Clubs” Campaign (See Appendix A) will lead to further development of relationships between ASI Club Services and Cal Poly clubs.

### **Chapter 3**

#### *Methodology*

This chapter will be used to discuss the methods of data collection containing in-depth interview sources, data collection, presentation of the information and delimitations of the outreach program.

## **Data Sources**

To further explore the research questions, a club funding liaison and two student club leaders were interviewed. In-depth interview guides were produced and developed in order to answer the question, how does one use public relations to increase club awareness and participation in university club funding opportunities?

## **Participants**

Ruby Ludford (Participant 1) is a member of ASI Board of Directors representing the College of Liberal Arts. She also serves as a Club Funding Liaison who works with an administration member of the Club Services Department at Cal Poly to approve funds being allocated to clubs. Since it is ASI's money, Ludford ultimately has to sign her approval on behalf of ASI in order to move the funds from ASI's account to a club's.

Lauren Goff (Participant 2) is a senior at Cal Poly. She worked for the Giving Center as a student caller for donations. As time progressed, she became the student philanthropy liaison on behalf of the Cal Poly Annual Giving Department. She is also the president/CEO/founder of the Teaching Annual Giving Team and recruited eight people to join as well. It's a volunteer club that organizes and executes Week of Giving for students to show appreciation towards Cal Poly's benefactors. Her mission is to exemplify a spirit of philanthropy on Cal Poly's campus.

Julia Freet (Participant 3) is senior communications studies major at Cal Poly and is president of the Cal Poly Communications Club. The club essentially aims to aid in the development of students educationally and professionally. The main goal of the organization is

to introduce students not only to faculty, but also to professionals that are specifically seeking out students with a degree in communications all with like-minded goals and similar skill sets.

### **In-Depth Interview Design**

The in-depth interview guides were created in advance of the interviews. Two separate guides were created for the three participants, however they followed the same basic order. One was created with questions tailored to the club funding liaison and one was created for the two club leaders. Prior to each interview the necessary recording equipment was acquired to ensure accurate data. These interviews gave greater insight to fill in the knowledge gaps asked in previously stated research questions. This primary research generated conclusions relating to bringing awareness of ASI Club Funding opportunities to Cal Poly clubs and helped formulate recommendations for a public relations strategy. See Appendix B-1, C-1 and D-1 for each in-depth interview guide.

### **Data Collection**

Qualitative data will be collected throughout each interview with audio recordings that will then be transcribed into written notes. Qualitative data will be analyzed by consistent themes found in each of the in-depth interviews. All three interviews will be presented in an objective and unbiased way and will include all the aforementioned methods of observation.

The data collection process began with the creation of the in-depth interview guides (See Appendix B-1, C-1 & D-1). Two different, but similar, scripts with the same research questions were followed. One guide was made for the club funding liaison interviewed and another was

made for both club leaders. Each individual interviewee was then asked to participate in the study. After they each consented, they were questioned with the in-depth interview questions found in the appendix. Before the interview began, each interviewee was asked to consent to be recorded for clarification and further analysis after the interview. After the interview, each audio recording was transcribed into written format to provide physical evidence for this study.

### **Transcripts**

The interviews were transcribed verbatim from the audio recordings of each interview. These transcripts were the initial data collected for the analysis. The transcripts of each interview can be found in Appendix B-2, C-2 and D-2.

### **Analysis- Themes**

Each theme was either referenced or not referenced through a quote from the interview. Chapter 4 “Results by Theme” provides evidence for each of the themes through quotes from the interviews and compares and contrasts interviewee answers.

### **Analysis- Participants**

To analyze the themes of this research, each transcript was read twice. After thoroughly looking into the answers provided by the interviewees, the transcripts were read again. This time, however, each question was categorized into four themes. The results of the analysis are placed in Table 2 in Chapter 4.

## **Limitations**

The main limitation of this study was the fact that it was due within one collegiate quarter from January 2018 to March 2018. The awareness campaign created to compliment this study, could not be implemented due to time restrictions and an inability to both create the campaign and implement it in two weeks. In addition, funding ceases to be allocated towards to the end of the school year due to lack of applications and inadequate amounts of time to spend the funds. This campaign is merely advisory in nature.

## **Delimitations**

Certain boundaries that came across were the availability of the participants, as finding time to meet with them was considered a challenge. Their schedules were often unavailable, which prevented time to go in-depth to every facet of club funding.

## **Chapter 4**

### *Data Analysis*

Following the methodology provided in Chapter 3, data was collected and analyzed. This chapter presents the data analysis of key themes by participant.

## **Results by Themes**

For this outreach program, it becomes vital to effectively research the strengths and weaknesses of current club funding efforts in order to communicate the message to the community to be active participants in applying for the money. Through primary qualitative research, four themes were concluded:

*Theme 1: Lack of awareness of club funding opportunities*

Participant 1 made it clear that outreach efforts were in place, but that there is much room for improvement. Participant 3 is aware of club funding, but admits that only hearing about it at the beginning of the year is not enough. In addition, participant one provided numbers that stated that there was still over \$26-thousand left for clubs to apply for and that there was over \$70-thousand left unspent in club accounts. Participant 2 admitted to having never heard of club funding from ASI, but once informed, was eager to apply.

*Theme 2: Lack of means of communication to advertise club funding to club leaders*

Participant 1 stated that the best means of communication Club Services has with club leaders is email, which might be an outdated and overused medium. Participant 3 is on the email alias, but only received one email in the beginning of the year reminding her club to fill out its charter. Participant 2 is a club leader, but is not on the email alias, therefore receives zero communications from ASI Club Services.

*Theme 3: Lack of participation in club funding both in the initial application phase and in the spending of the funds throughout the year*

Quantitative research shows that more than halfway through the year, 19% of the funds allocated towards club funding are still sitting in the account and have yet to be applied for. It also reveals that 50% of the funds are in club's bank account, but have yet to be spent. At the end of the year, if funds are unspent they will be returned to the club funding reserve account.

*Theme 4: There is an opportunity for improvement*

Participant 1 is excited about administration's support for increasing club funding spending. Participant 2 is eager to apply for both general club funding and co-sponsorship funds. Participant 3 believes that club funding is vital to healthy clubs and does not see a reason why members would not utilize the opportunity. All three participants agree that social media on ASI platforms would be an effective way of communication.

### **Results by Participant**

Each theme was either referenced or not referenced through a quote from the interview. The following table presents these references as evidence for each of the themes through quotes of the interview. If the theme was not referenced, the person would be supplied with "N/A." See Table 2.

Table 2. Evidence of Themes, by Interviewee

<b>Themes</b>	<i>Interviewee 1</i> <b>Ruby Ludford</b>
<i>Theme 1:</i> Lack of Awareness	“We've tried to do a lot of outreach so far, but people don't read emails, so it's difficult to express ‘oh there is still \$26-thousand left that clubs still need to apply for. I think only 200 out for 350 clubs have applied for that funding.”
<i>Theme 2:</i> Lack of Means of Communication	“We've tried to do a lot of outreach so far, but people don't read emails, so it's difficult to express ‘oh there is still \$26-thousand left that clubs still need to apply for. I think only 200 out for 350 clubs have applied for that funding. Whether or not those clubs are active or not, its very hard to get a read on what clubs are doing because they see an email and just kind of ignore it.”
<i>Theme 3:</i> Lack of Participation	“A lot of clubs have applied and used the money. A lot of clubs it's just sitting in their bank accounts. So really encouraging them to use the money because whatever they don't use, just gets taken out of their account.”
<i>Theme 4:</i> Opportunity for Improvement	“I think it's really just how to reach the broadest number of students, which I think in today's day and age is social media.”
<b>Themes</b>	<i>Interviewee 2</i> <b>Lauren Goff</b>
<i>Theme 1:</i> Lack of Awareness	“I did not know there was a way for clubs to apply for any funding.”
<i>Theme 2:</i> Lack of Means of Communication	“If I were to hear about it, I would expect it to be through ASI... Social media, emails too. I don't know if there's an exact best practice.”
<i>Q3 Theme:</i> Lack of Participation	N/A
<i>Q3 Theme:</i> Opportunity for Improvement	“I would love club funding.”
<b>Themes</b>	<i>Interviewee 3</i> <b>Julia Freet</b>
<i>Theme 1:</i> Lack of Awareness	“ I just mean that I thought I would be hearing more from ASI as far as like ‘oh, you have to do all these things.’ Instead of just a 30-minute slideshow and now you have the president's email.”
<i>Theme 2:</i> Lack of Means of Communication	“I don't know if ASI Club Services, not just ASI, but Club Services itself has its own Facebook page or Instagram account, just devoted to that section of it, I think that would be really helpful. This could encourage more notiarity when it comes to clubs.”

<p><i>Q3 Theme:</i> Lack of Participation</p>	<p>“As far as the \$1,150, I’m slightly less familiar with that because my club hasn’t sought that out yet, I’m not sure we will this year.”</p>
<p><i>Q3 Theme:</i> Opportunity for Improvement</p>	<p>“I think that is something that could be more well marketed. I think you could argue that the \$500 could be marketed more because it’s not a ton of money, but it’s a really good starting point.”</p>

## Chapter 5

### *Discussions and Recommendations*

#### **Summary**

The Bringing Awareness of ASI Club Funding Opportunities to Cal Poly Clubs Campaign (See Appendix A) was developed by a Cal Poly public relations major. The student worked closely with an administration member who works in Club Services, ASI Student Government Club Funding Liaisons and Cal Poly club leaders. Club funding is an important program that allows clubs to achieve greatness. Without funding to put on events, host speakers and aid in general operations, clubs would become obsolete. This campaign includes recommendations for marketing strategies, advertising collateral, an implementation timeline and a budget. This campaign recognizes three goals:

1. Raise awareness of club funding on Cal Poly’s campus
2. Increase participation in club funding in the 2018-2019 school year
3. Encourage clubs to spend the funds in their bank accounts throughout the 2018-2019 school year

In order to meet these goals four main research questions directed the methodology and data collection in order to guide the creation of this awareness campaign:

1. How do you increase awareness of club eligibility to receive university club funding through the idea of brand communities?
2. How do you increase club participation in applying for university club funding?
3. How do you use public relations to increase club awareness and participation in university club funding opportunities?
4. How do you evaluate the effectiveness of public relations campaigns geared towards university students involved in clubs?

In order to incorporate these research questions into primary research, two separate in-depth interview guides were developed to provide an explanation and answer to each of these questions:

1. How aware are Cal Poly clubs of the availability of club funding at Cal Poly?
2. How Can we outreach to Cal Poly club leaders about the availability of these funds?

The purpose of this study and campaign, conducted over the past three months, is to raise awareness about club funding through public relations strategies, tactics and tools. The mission of this campaign is to educate Cal Poly club leaders and students on their club's eligibility to receive funds from ASI with the vision of encouraging multidisciplinary involvement through club membership.

The three target audiences for this campaign are first, club leaders, then club members and finally, Cal Poly students in general. These students attend Cal Poly and live in San Luis

Obispo, either off campus or in on campus residencies. Club leaders are the primary target audience because they have the ability to apply for the funds and are likely more motivated to do so. Club members are a secondary audience, because of their close proximity to club leaders. Club member's ability to inform club leaders of the available funds makes them a crucial market. In addition, general Cal Poly students are a secondary target audience because at some point in their college career they might join a club or might have a connection to other student club members. These audiences are all between the ages of 17 and 24. Taking this age group into consideration, this campaign specifically focuses on social media in order to bring awareness to club funding opportunities. Through an integrated mix of email, social and media this campaign lays out a specific, recommended course of actions for the 2018-2019 ASI Club Funding Liaisons, see full client action plan in Appendix A.

## **Findings**

Through both secondary and primary research this study concludes that while there is participation in club funding, it is imperative that Cal Poly increase its outreach efforts to continue raising awareness around the availability of the money.

Secondary research, conducted in various Cal Poly Library databases, leads this study to conclude that when marketing towards students in a university, awareness programs should be based in brand communities. A "Customer-Customer Relationship" accounts for relationships students form in clubs and a "Customer-Institution Relationship" focuses on the attitudes they feel towards their university, according to McAlexander, Koenig & Schouten (2006, p. 111).

Therefore this campaign will focus on Cal Poly club leaders as its primary target market and is recommended to be implemented by the institution, specifically the Club Services department.

In addition to recognizing brand communities, this campaign will follow a two-way symmetrical model of public relations. The two-way symmetrical model argues that the public relations practitioner should serve as a liaison between the organization and key publics, rather than as a persuader (Grunig, 1984). Following this research, the creator of the campaign took into account the opinions of administration members, club funding liaisons and club leaders that were found in primary research to follow the two-way symmetrical model.

After the implementation of the campaign, evaluation must be conducted to measure its effectiveness. The Collegiate Student Orientation Scale (CSOS) was designed to serve as a tool with which university administrators can assess student attitudes towards programs and actions taken by a university. The three core principles, customer orientation, cross-functionality and long-term profitability, will provide a means of categorical assessment that will help evaluate the campaign. In addition, the Measurement, Analysis, Insights and Evaluation Model (MAIE), will help to evaluate the bringing awareness of ASI club funding to Cal Poly clubs campaign using measurement, analysis, insights and evaluation (Mcnamara, 2015).

After conducting both secondary and primary research, the main medium of communication that will be used as an outreach method for this campaign will be social media. In addition to social media, the university's newspaper, Cal Poly Now App and monthly newsletter will serve as the links between ASI Club Services and club leaders.

## **Recommendations**

This study recommends that ASI Club Services and the 2018-2019 Club Funding Liaisons oversee the implementation of the public relations campaign thoroughly laid out in Appendix A. This campaign was created with the intent of increasing awareness of club funding on Cal Poly's campus.

### **Study Conclusions**

Cal Poly administration and student government members are eager to increase awareness and participation in club funding money. Clubs foster a spirit of Learn by Doing as they promote collaboration, productivity and hand-on experiences. If implemented correctly the "Bringing Awareness of Associated Students, Inc. Club Funding Opportunities to Cal Poly Clubs: Increasing Participation Through Public Relations" campaign expects to see quantitative results. The goals of this campaign are to increase the amount of funds used by clubs by 24 percent (from 31% to 55%) percent, decrease the amount of money remaining unapplied for in the club funding account by 9 percent (from 19% to 10%) and to decrease the amount of funds unused but allocated to clubs by 15 percent (from 50% to 35%), all by March 2019. This campaign seeks to educate club leaders, club members and the general Cal Poly student population on the basics of club funding- what the money is, where students can apply and when student can apply. Through an integrated mix of social media, traditional media and email marketing, this campaign will increase awareness around club funding, which will ultimately increase participation in the program and decrease the amount of leftover funds each academic year.

## Appendix

### Appendix A

#### Client Action Plan

Bringing Awareness of Associated Students, Inc. Club Funding Opportunities to Cal Poly

Clubs: Increasing Participation Through Public Relations



For: Trisha Sanchez, Assistant Coordinator ASI Club Services

Aдриene Le, ASI Club Funding Liaison

Ruby Ludford, ASI Club Funding Liaison

By Abby Cavanaugh

## Executive Summary

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Cal Poly offers various opportunities for clubs to receive funding from Cal Poly Associated Students, Inc. (ASI). However, there is a general lack of awareness of these opportunities among club leaders and members. This campaign seeks to raise awareness of club funding, which will ultimately increase the number of applicants to the program.

### **Section 1**

#### *Client Background Information*

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Cal Poly ASI, a student-driven organization that provides and maintains programs, services and facilities that enhance and develop the student learning experience, offers club funding to chartered Cal Poly clubs. There are over 380 clubs at Cal Poly, each with diverse and unique missions. Clubs range from the Waterski Club, to Chinese Society Club, to Christian Club, to Accounting Club. However, different these clubs may seem, they all have one thing in common: they bring together like-minded students who are passionate. Clubs may apply for both ASI Club Sponsorship and ASI Event Co-Sponsorship funding with a maximum combined allotment of \$1,650 per club per fiscal year (ASI Club Services, 2018).

Every club is eligible to receive \$500 a year in club sponsorship to support the club's mission, programs, activities, and general operations that take place throughout the year. Clubs can also apply for ASI co-sponsorship funds up to an additional \$1,150 if they are hosting an approved event such as a career fair. None of the funds can go towards directly supporting or

opposing any candidate for public office, charitable donations, alcohol, door prizes, awards, gifts, sole use for transportation or sole use for lodging (ASI Club Services, 2018).

In order to acquire co-funding, clubs must apply and have their event approved. To do this a club leader must first submit an E-Plan to ASI and then submit an ASI Club Event Co-Sponsorship Application to ASI Club Services at least 14 days prior to the Event. Funding must be approved by the ASI Club Funding Liaisons, who are appointed members of student government, and if approved clubs will be informed via email.

### *Client Needs*

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Cal Poly Club Services recognizes over 380 clubs and organizations; however, the problem is most clubs either are unaware of the funds or fail to use them at the end of the academic year says Ruby Ludford, Club Funding Liaison and member of ASI Board of Directors. As of February 6th, 2018, there was \$26,924.30 (31%) available left for clubs to apply for. Only \$44,081.91 (19%) has been used and Cal Poly is more than halfway through its fiscal school year. There is another \$71,502.96 (50%) that has yet to be used by clubs; meaning clubs have the money in their accounts, but have yet to spend it (Ludford, Formal Board Meeting, February 6, 2018).

Each quarter student fees are allocated towards club funding, thus it is administration's hope that the funds are completely spent in the same year that students were charged. This way the students who bear these fees get to utilize every opportunity that their money is going towards, rather than saving the money for other students to use in subsequent years. There is an

obvious lack of awareness of club funding on Cal Poly's campus, so the question arises, how does one use public relations to increase club awareness and participation in university club funding opportunities?

## **Section 2**

### *Situation Analysis*

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The University officially recognizes clubs and organizations. ASI is a partner with the University in administering club services and support. Participation in student clubs fosters personal and intellectual growth, effective communication, career choices and leadership development among many other things. Club involvement promotes healthy behaviors, meaningful interpersonal relationships, collaboration, social responsibility and productive lifestyles (Club Services, 2018).

Cal Poly is eager to support club's activities and general operations, in addition to special events they might put on throughout the year. Supporting clubs is supporting the university's staple phrase, Learn By Doing. However as eager as Club Services is to allocate the money, there is a general lack of awareness of the availability of funds from ASI to help clubs succeed. There is just under \$30-thousand left for clubs to apply for. Seeing as the school term is halfway over, this is a lot of money that will not be used this year. Another part of the problem is funding almost ceases to be allocated during spring quarter because there is simply not enough time left in the fiscal school year for clubs to spend that money.

In order to create awareness of club funding, which will ultimately increase the number of clubs who apply for the funding, public relations and marketing must be used. The goal of this campaign is to increase participation and speed up the spending of club funds by March 2019. The goals of this campaign are to increase the amount of funds used by clubs by 24 percent (from 31% to 55%) percent by March 2019, decrease the amount of money remaining unapplied for in the club funding account by 9 percent (from 19% to 10%) by March 2019 and to decrease the amount of funds unused but allocated to clubs by 15 percent (from 50% to 35%) by March 2019.

*SWOT Analysis*

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<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>● Funds available for clubs to use</li> <li>● Michelle Crawford, Trisha Sanchez, Ruby Ludford &amp; Adriene Le are committed to increasing the spending of these funds</li> <li>● ASI has the resources to increase student awareness and participation</li> <li>● Utilize ASI Marketing for designs</li> <li>● Ability to print in-house through ASI Marketing</li> <li>● Use ASI Student Government social media platforms for marketing and public relations</li> <li>● Utilize Outreach and Communications Committee to create awareness</li> <li>● Clubs <i>need</i> this money</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>● General lack of awareness of club funding</li> <li>● Cal Poly student lack of awareness of student government happenings</li> <li>● Low following on ASI Student Government social media platforms</li> <li>● Time limit- funds must be allocated before spring quarter in order to ensure enough time for clubs to spend it</li> </ul>
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<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>● Cal Poly Administration is eager to support club funding awareness efforts</li> <li>● Other organizations such as CCPR, PRSSA, The Brock Center and AMA might want to get involved in the future because the funding is relevant to them and their members are aspiring public relations/marketing professionals</li> <li>● Partner with ASI Marketing</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>● Student-paid membership dues are required to be associated with a club</li> <li>● Other priorities in the club services department</li> </ul>
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**Strengths:**

- ASI has the resources to both give more funds to clubs and to bring awareness of that funding. There is opportunity to utilize ASI Marketing for graphics, social media and events. The Club Services team and Club Funding Liaisons are committed to this venture and improving awareness of club funding.

**Weaknesses:**

- There is a general lack of awareness of club funding opportunities and a lack of following on social media platforms which might be used as channel for bringing about that desired awareness.

**Opportunities:**

- Members of administration are willing and eager to create more awareness around club funding opportunities. Because of this we can expect full support.

**Threats:**

- Students already pay membership dues to be part of clubs.

## *Goals and Objectives*

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**GOAL 1:** Raise awareness of club funding on Cal Poly's campus

Objective 1: Create interest by featuring club funding opportunities in a Mustang News article at the beginning of the 2018-2019 school year

Objective 2: Provide information on club funding through marketing collateral and monthly club newsletters

**GOAL 2:** Increase participation in club funding in the 2018-2019 school year

Objective 1: Increase the amount of funds used by clubs by 24 percent (from 31% to 55%) percent by March 2019

Objective 2: Decrease the amount of money remaining unapplied for in the club funding account by 9 percent (from 19% to 10%) by March 2019

**GOAL 2:** Encourage clubs to use funds in their bank accounts throughout the 2018-2019 school year

Objective 1: Decrease the amount of funds unused but allocated to clubs by 15 percent (from 50% to 35%) by March 2019

Objective 2: Encourage club spending through marketing collateral and monthly club newsletters

*Target Audience/Publics*

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**TARGET AUDIENCE #1:** Cal Poly club leaders

**TARGET AUDIENCE #2:** Cal Poly students involved in clubs

**TARGET AUDIENCE #3:** Cal Poly students who might join a club sometime in their time at the university

*Key Messages/Themes*

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A key message of the campaign is to highlight the availability of funds that Cal Poly Club Services is ready to allocate to clubs. Club Services knows that clubs provide opportunities that incorporate instruction, scholarship and service in a Learn by Doing environment. The club funding money comes from student fees, so Cal Poly administration is eager to see those funds spent each year rather than sent to a reserve fund. This campaign seeks to bring awareness of ASI club funding opportunities to Cal Poly clubs, which will ultimately increase productivity and enhance club experience on campus.

*Mission/Vision/Values*

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**MISSION:** Educate Cal Poly club leaders and students on their **club's eligibility** to receive funds from ASI.

**VISION:** Encourage multidisciplinary involvement through club membership and **supporting clubs in their endeavors.**

**VALUES:** Provide club leaders and students with the **knowledge and tools** they need to help other students get involved, foster genuine connections and follow the Learn by Doing mentality.

### Section 3

#### *Strategies/Tactics/Tools*

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1. **Strategy 1:** Raise awareness of club funding on Cal Poly's campus
  - a. **Tactic 1:** Team up with ASI Marketing to create graphics for club funding awareness (See appendix for Graphics Request Form description)
    - i. **Tool 1:** Create posters, TV displays, Facebook cover photo, Facebook graphic, Instagram story graphic
    - ii. **Tool 2:** Add "Club Services" tab to Cal Poly Now App
    - iii. **Tool 3:** Create monthly club newsletter that highlights club accomplishments such as events and career shows, as well as promotes applying and spending club funding money
      1. Work with ASI Marketing to draft a standard newsletter template
    - iv. **Tool 4:** Print stickers and place on Julian's coffee sleeves
  - b. **Tactic 2:** Publish article on club funding opportunities in Mustang News
    - i. **Tool 1:** Write press release
  - c. **Tactic 3:** Use student government social media to promote the club funding program
    - i. **Tool 1:** Create a Facebook page for all club leaders
    - ii. **Tool 2:** Team up with social media liaisons to post graphics on Cal Poly ASI Instagram story and ASI Student Government Facebook
  - d. **Tactic 4:** Continue researching club emails and compile an updated list

- i. **Tool 1:** Send mass email encouraging clubs to apply for club funding
      - ii. **Tool 2:** Use alias to send out monthly newsletter
    - e. **Tactic 5:** Research club meeting times and compile an ongoing list, then send student government representatives to meetings to inform members of club funding
      - i. **Tool 1:** Work with Outreach and Communication Committee to create a short, standard presentation
2. **Strategy 2:** Increase applying/spending for/of club funding in the 2018-19 school year
- a. **Tactic 1:** Build relationships between Club Services and clubs
    - i. **Tool 1:** Send out monthly newsletters
    - ii. **Tool 2:** Send mass email encouraging clubs to continue applying/spending club funding
  - b. **Tactic 2:** Use student government social media to promote the club funding program
    - i. **Tool 1:** Post content reminding clubs to apply/spend their funds throughout the year

Marketing Collateral

Club Funding Awareness Social Media Graphics-  
Graphics Request Form (GRF)

# ASI GRAPHICS REQUEST FORM

BEFORE SUBMITTING THIS FORM, PLEASE VERIFY THAT ALL INFORMATION FIELDS ARE COMPLETE AND ACCURATE

DEADLINE INFORMATION	CONTACT INFORMATION
Request Date: <u>11/15/2018</u>	Name: <u>2018-2018 Club Funding Liaisons</u>
In-hands Date: <u></u>	ASI Program: <u>Club Services</u> Phone: <u>TBD</u>
Event Date (if applicable): <u>N/A</u>	Email: <u>TBD</u>

**REQUEST INFORMATION**

Graphics Request Title: Club Funding Awareness Graphics

Date Range for digital/web display materials to be posted (if applicable): Fall Quarter 2018

Design Suggestions: Graphics reminding students to apply for club funding.  
Simple step-by-step instructions on how to apply.

**PROJECT FORMAT**

SPECIALTY PRINTS (PLEASE ALLOW 5-7 WEEKS FOR PRINTING)	PRINT MATERIALS	#	DIGITAL DISPLAY MATERIALS	✓
T-Shirts (Allow 7 wks. Provide Qty. Below) S <input type="checkbox"/> M: <input type="checkbox"/> L: <input type="checkbox"/> XL: <input type="checkbox"/> XXL: <input type="checkbox"/>	22x28" Poster	<u>4</u>	Horizontal TV Display	<input checked="" type="checkbox"/>
Banner (Provide Size Below) 1'3" x 6' is standard size Size: <u></u>	11x17" Poster (Min. Qty. 15)	<u>15</u>	Vertical TV Display	<input checked="" type="checkbox"/>
Coffee Sleeve Labels <u>400</u>	8.5x11" Poster (Bus Sign Size)	<u>50</u>	UHTV Advertisement	<input checked="" type="checkbox"/>
Other: <u></u>	8.5x11" Poster — Self Print	<u>50</u>	Cal Poly Student Portal	<input checked="" type="checkbox"/>
	Mustang News Ad (Select Size Below)		Charging Station (Gtr long, general ads only)	<input checked="" type="checkbox"/>
	B&W: <input type="checkbox"/> Color: <input checked="" type="checkbox"/>		<b>WEB MATERIALS</b>	<input checked="" type="checkbox"/>
	Full: <input type="checkbox"/> Jr: <input type="checkbox"/> 1/2 Pg: <input checked="" type="checkbox"/> 1/4 Pg: <input type="checkbox"/> 1/8 Pg: <input type="checkbox"/>		ASI Homepage Button	<input checked="" type="checkbox"/>
	3" Front Pg: <input checked="" type="checkbox"/> 1.5" Front Pg: <input type="checkbox"/>		Calendar Graphic	<input checked="" type="checkbox"/>
	*See <a href="http://marketing.business.net">marketing.business.net</a> for pricing.		Facebook Event Cover Photo	<input checked="" type="checkbox"/>
			Instagram Photo	<input checked="" type="checkbox"/>
			Snapchat Geofilter	<input type="checkbox"/>

PLEASE SEE REVERSE SIDE FOR ADDITIONAL INFORMATION

Requestor: Club Funding Liaisons Approval:   
Director/Assistant Director

**OFFICE USE: PLEASE LEAVE BLANK**

Designer:  First Draft Date:

Date Assigned:  Final Draft Date:

# ASI GRAPHICS REQUEST FORM

**TEXT OR VERBAGE TO BE INCLUDED ON MATERIALS**  
PROJECTS WITHOUT FINAL INFORMATION AND IMAGERY WILL NOT BE ASSIGNED TO DESIGNERS

Event Title: Club Funding Awareness Graphics

Event Date: N/A Event Time: N/A

Location: N/A

Other Necessary Information (e.g. Free w/ Polycard, RegisterOnline, etc.): Visit ASI Clubs & Organizations tab on the Cal Poly website. Then click on "Running A Club," then "Club Funding."

Additional Event Sponsors to be represented (e.g. Logos or Mention, etc.): ASI Student Government and Clubs & Organizations

**PLEASE INCLUDE OR ATTACH ADDITIONAL INFORMATION**  
(E.G. INSTRUCTIONS, CLASS LISTS, TRIP SCHEDULES, ETC.)

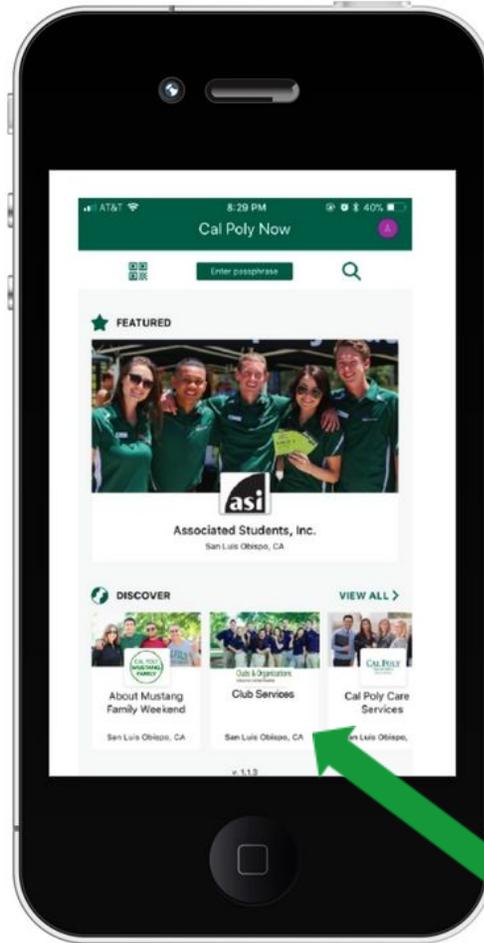
-These graphics should be awareness graphics that are clean, simple and eye-catching  
-In large print it should say "Has your club applied for club funding yet?"  
-In subtext the graphic should read "if not, here's how!"

visit <https://clubs.calpoly.edu>

then, click on "Running a Club"  
then, "Club Funding"

Scroll down to find the application

# Cal Poly Now App



Press Release



## **PRESS RELEASE**

**FOR IMMEDIATE RELEASE**

Contact: Trisha  
Sanchez

Nov. 15, 2019

Assistant Coordinator of Club Services  
trsanche@calpoly.edu

### **Free money to clubs for just existing**

SAN LUIS OBISPO, CA- Cal Poly Associated Students, Inc. Club Services Department is eager to allocate club funding to all chartered clubs on campus.

There are two forms of fund clubs can apply for: club sponsorship and club co-sponsorship. Club sponsorship is \$500 from ASI for general operations. Co-sponsorship requires an additional application, but clubs can receive up to \$1,150. For example, if a club want to a host a career fair and their budget is \$1,000, ASI will match that with an additional \$1,000.

“If your organization requests \$500 through ASI Club Sponsorship, your club is still eligible to apply for up to \$1,150 in ASI Club Event Co-Sponsorship for a maximum allotment of \$1,650” according to Ruby Ludford, ASI Club Funding Liaison 2018.

Last year around February there was \$26-thousand dollars left in the club funding account for clubs to apply for. Funds leftover from the 2017-2018 school year go back into a pool to use for this year.

Cal Poly clubs are an integral part of campus life. Club Services recognizes all different types of chartered clubs from Waterski Club, to Chinese Students Society, to STATS Club. Funding clubs fosters a Learn by Doing environment that promotes collaboration and a productive lifestyle.

###

## Monthly Newsletter (Template)

ASSOCIATED STUDENTS, INC.

### Clubs & Organizations

*Embrace Your Unlimited Possibilities*



**Club Accomplishment Monthly Newsletter**

**APPLY FOR CLUB FUNDING**  
There is still \$45-thousand left to be allocated!  
**SPEND YOUR CLUB FUNDING**

**Club Updates**

**American Marketing Association**

**What Happened**

Hosted marketing career fair!

Instagram Story



## Sample Facebook Post

\*Post graphic created by ASI Marketing

Caption: “Want free money? Your chartered Cal Poly club is eligible for \$500. So apply today at <https://clubs.calpoly.edu/asi/asi-club-funding>.”

## Second sample Facebook Post

\*Post graphic created by ASI Marketing

Caption: “Is your club looking to do something big? Well ASI can help! Apply for up to \$1,650 in Club Co-Sponsorship. We can help you make that career fair, event or project happen. Apply today at <https://clubs.calpoly.edu/asi/asi-club-funding>.”

## *Methods for Evaluation*

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In order to evaluate the success of this campaign various questions must be asked and answered:

1. Did Club Services achieve its objectives?
  - a. Did we see an increase in the amount of funds used by clubs by 15 percent by March 2019?
  - b. Did we see a decrease in the amount of money remaining in the account by 9 percent by March 2019?
2. Did the program reach its intended audiences?

- a. Did it reach Cal Poly club leaders, club members and general students?
- 3. How many media impressions did the Mustang New article create?
- 4. How large was the reach of email marketing?
- 5. How many impressions did the digital and social media messages leave?

The following table presents an evaluation method for this campaign through inputs, activities, outputs, outcomes and relationships. These inputs were determined through internal and external data collection, as well as through qualitative analysis. See table 1.

*Table 1. Evaluation Approach Table*

Inputs	Activities	Outputs	Outcomes & Relationships
Staff and ASI Club Funding Liason time	PR, marketing and advertising related functions <ul style="list-style-type: none"> <li>● Social Media</li> <li>● Email Alias/ Newsletter</li> <li>● Press Release</li> <li>● Standard Presentation</li> <li>● Cal Poly Now App</li> </ul>	Collateral is created and disseminated	Audiences see, read and hear promotions  Audiences learn more about campaign  Audience applies for/spends club funding

*Timeline*

The following table presents an estimated timeline for effective implementation of this campaign. These dates are recommended for success in the 2018-2019 school year and these tools should be implemented by next year's ASI Club Funding Liaisons. See table 2.

*Table 2. Implementation Timeline*

Date	Marketing Tool	Social Media?
Summer 2018	Request club funding awareness graphics from ASI Marketing (Fill out GRF)	N/A
Fall Kick Off 2018	Request resource fair graphics from ASI Marketing (Fill out GRF)	
Fall Kick Off 2018	Strategically reach out to all chartered clubs for their email addresses	Create updated email alias
Fall Kick Off 2018	Request club newsletter template from ASI Marketing (Fill out GRF)	
September 23, 2018	Use alias to create Facebook page with club presidents and treasurers	Update Facebook cover photo to club funding awareness graphic
Early November 2018	Resource Fair	Use Instagram story and Facebook post; post in club president and treasurer Facebook group
Early November 2018	Club President's Banquet	Send out email via alias; post in club president and treasurer Facebook group

Early November 2018	Start having a conversation about adding a “Club Funding” tab to Cal Poly Now App	
November 15, 2018	Send press release to Mustang News Media Group	If picked up, post social content around the article
November 15, 2018	Social post encouraging clubs to apply for club funding	Instagram story, Facebook post
November 30, 2018	Send out first club newsletter	Use Facebook group to make sure everyone is included on the email alias
December 10, 2018	Social post encouraging clubs to apply for club funding	Instagram story, Facebook post
January 15, 2019	Social post encouraging clubs to apply for club funding	Instagram story, Facebook post (Encourage student government members to share with their organizations and clubs)
January 30, 2019	Second club newsletter (December was Christmas break)	
February 3, 2019	Social post encouraging clubs to continue spending their club funding money	Instagram story, Facebook post
February 15, 2019	Social post encouraging clubs to apply for club funding	Instagram story, Facebook post, Instagram post (Organic content, not graphic)
February 30, 2019	Send out third club newsletter	
March 3, 2019	Social post encouraging clubs to continue spending their club funding money	Instagram story, Facebook post, Instagram post (Organic content, not graphic)
March, 2019	Attend Club Showcase	
March 15, 2019	Social post encouraging clubs to apply for club funding	Instagram story, Facebook post, Instagram post (Organic content, not graphic)

March 30, 2019	Send out third club newsletter	
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Social Media Handles:

Facebook- Cal Poly ASI Student Government

Instagram- calpolyasi

LinkedIn- Cal Poly Associated Student, Inc

Snapchat- CalPolyASI

*Budget*

Table 3. Budget

Item	Quantity	Amount
Julian's Coffee Sleeves	400	Free
22x28" Poster	4	Free through ASI Marketing
8.5x11" Poster	15	Free through ASI Marketing
Horizontal TV Display	1	Free through ASI Marketing
Vertical TV Display	1	Free through ASI Marketing
UHTV Ad	1	Free through ASI Marketing
Cal Poly Student Portal	1	Free through ASI Marketing
Charging Station	3	Free through ASI Marketing
Facebook Event Cover Photo	1	Free through ASI Marketing

Instagram Photo	1	Free through ASI Marketing
	<b>Total</b>	<b>\$0</b>

*References*

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Rubdu Ludford | rludford@calpoly.edu  
 Adriene Le | ale49@calpoly.edu  
 Trisha Sanchez | trsanche@calpoly.edu

*Sources*

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ASI Club Services, Learn by Doing. (n.d.). Retrieved February 12, 2018, from  
<https://www.calpoly.edu/>

Smith, R.D. (2013). Strategic planning for public relations (4 ed.). New York, Routledge.

## Appendix B

### B-1: In-Depth Interview Guide- Participant 1 (Participant 1)

# INTERVIEW GUIDE

#### RESEARCH QUESTIONS:

3. HOW AWARE ARE CAL POLY CLUBS OF THE AVAILABILITY OF CLUB FUNDING AT CAL POLY?
4. HOW CAN WE OUTREACH TO CAL POLY CLUB LEADERS ABOUT THE AVAILABILITY OF THESE FUNDS?

OPENING QUESTION:	<p>Tell me your name and your involvement in Cal Poly organizations?</p> <p>PURPOSE: To get the participant to answer this question in under 30 seconds. This makes the participant feel comfortable speaking early on.</p>	30 seconds
INTRODUCTORY QUESTION:	<p>What is your involvement with club funding at Cal Poly?</p> <p>PURPOSE: To introduce the topic at hand and get the participant thinking about his or her connection with the topic.</p>	2 minutes
THINK BACK QUESTION:	<p>Think back to the last time you had a club funding meeting. How did you decide on what types of funding to grant clubs that applied?</p> <ul style="list-style-type: none"><li>• What limitations do you have?</li></ul> <p>PURPOSE: To serve as the logical link between the introductory question and the key questions. This question will also tap into the logic behind club leaders purchases and what factors play into these decisions.</p>	4 minutes
TRANSITION QUESTION:	<p>What do you know about the success of the use/allocation of club funding from ASI?</p> <p>PURPOSE: To introduce the topic at hand and get the participant thinking about his or her connection with the topic.</p>	2 minutes

	<p>INTERVIEWER SAYS: “Chartered Cal Poly clubs are eligible to receive ASI Club Funding. If your organization requests \$500 through ASI Club Sponsorship, your club is still eligible to apply for up to \$1,150 in ASI Club Event Co-Sponsorship for a maximum allotment of \$1,650. ... Is that correct?”</p> <p>PURPOSE: To introduce the topic of club funding because it is not common knowledge.</p>	30 seconds
TRANSITION QUESTION:	<p>What do you know about getting/applying for funds from Cal Poly?</p> <p>PURPOSE: To serve as the logical link between the introductory question and the key questions. We are moving from club funding awareness in general to how to actually go about receiving that funding.</p>	2 minutes
KEY QUESTION:	<p>How did you feel about awareness surrounding club funding at Cal Poly?</p> <ul style="list-style-type: none"> <li>● What needs to change?</li> <li>● What can we improve?</li> </ul> <p>PURPOSE: To move the interview from a broader perspective to a more specific focus.</p>	2 minutes
KEY QUESTION:	<p>Do you feel that most clubs use their club funding?</p> <ol style="list-style-type: none"> <li>a. Why or why not?</li> <li>b. Would there be anything stopping them from using these funds?</li> </ol> <p>PURPOSE: To continue moving the interview a specific focus- Club Funding.</p>	3 minutes
KEY QUESTION:	<p>How would you expect to hear about club funding?</p> <ol style="list-style-type: none"> <li>a. (If social media mentioned): What type of content would you expect from ASI?</li> <li>b. What would make you follow them?</li> </ol> <p>PURPOSE: To get a deeper understanding of how students use social media. Finding out the specific social media platforms students would expect to hear about club funding on will be beneficial in the marketing plan.</p>	5 minutes

KEY QUESTION	<p>Are there any reasons you would expect clubs not to use club funding?</p> <p>Purpose: To start dissecting reasons why students would not take the first step to applying for club funding.</p>	5 minutes
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**Appendix B-2: Interview Transcription (Participant 1**

Interview: Ruby Ludford

Time: 1 p.m. to 1:15 p.m. on Feb. 16th

University Union

<p><i>Tell me your name and your involvement in Cal Poly organizations?</i></p> <p>My name is Ruby Ludford and I am one of the ASI Board of Directors for College of Liberal Arts.</p>
<p><i>What is your involvement with club funding at Cal Poly?</i></p> <p>I serve as one of two club funding liaisons for ASI Student Government.</p> <p>What we do is, we applied and then the chair of the board chooses who he or she thinks will do a good job. We meet with the ASI staff member who handles all of club funding, Trisha Sanchez, and we approve all the applications. We are the two who approve the money because it is ASI's money and because we are on the board, so ultimately we are the ones who have to give that final signature.</p>
<p><i>Think back to the last time you had a club funding meeting. How did you decide on what types of funding to grant clubs that applied?</i></p> <p>One of the things we look at is how broad of a student base the funding will serve. So if it's very narrow focused to only a certain club or small amount of students, especially in the co-sponsorship, we tend to not approve it. For general funding, any chartered club is welcome to that money.</p>

*What do you know about the success of the use/allocation of club funding from ASI?*

One thing that I think is really cool, is we've seen a lot of tangible impact especially of the co-sponsorship. Women in Business and the AG Career Showcase, they co-sponsor through ASI. So it's a lot for events that reach a really broad number of students.

*Could you go into greater detail on what club finding is? The difference between club funding and co-sponsorship?*

Event co-sponsorship is ASI is willing to co sponsor an event, we will put in half of up to \$1650 of what a club is willing to spend. If it's an \$1000 budget, well spend \$500 and clubs will spend \$500. And that's for events, maybe a career fair. The line dancing club does barn dances in the UU. That's open to a lot of different students and reaches a broad base.

General funding is \$500 open to any club that is chartered. It's for general club expenses. Maybe to bring in a speaker to a meeting, or food, or t-shirts. Every club has the ability to get \$1650 total. So whether they do \$500 of general funding or \$1150 of co-sponsorship, it builds up to \$1650.

*INTERVIEWER SAYS: "Chartered Cal Poly clubs are eligible to receive ASI Club Funding. If your organization requests \$500 through ASI Club Sponsorship, your club is still eligible to apply for up to \$1,150 in ASI Club Event Co-Sponsorship for a maximum allotment of \$1,650.*

*... Is that correct?"*

Yes.

*How did you feel about awareness surrounding club funding at Cal Poly?*

We've tried to do a lot of outreach so far, but people don't read emails, so it's difficult to express 'oh there is still \$26-thousand left that clubs still need to apply for. I think only 200 out for 350 clubs have applied for that funding. Whether or not those clubs are active or not, its very hard to get a read on what clubs are doing because they see an email and just kind of ignore it.

*What do you know about getting/applying for funds from Cal Poly?*

It's all on the Cal Poly ASI website under clubs. It's a document you can either type it or fill it out handwritten if that's easier. The money is given out on a first come first serve basis so we timestamp down to the second all of the documents in case it gets down to the end. If there's only \$500 dollars left and two clubs apply for their general funding, the club who applied first receives it.

*What are you currently doing for outreach efforts?*

We do have an alias with all the clubs emails with their president and treasurer. And then we did a club president banquet where we went over all the resources available for them. We had a little resource fair at the beginning of the year, where the other liaison and I some on how to apply for the money and what the money's for. Beyond that trying to just reach out to clubs individually. I know every person I walk by who mentions being in a club, 'I'm like have you applied for your \$500 yet?'

*Do you feel that most clubs use their club funding?*

A lot of clubs have applied and used the money. A lot of clubs it's just sitting in their bank accounts. So really encouraging them to use the money because whatever they don't use, just gets taken out of their account. So it will just get go to another club. It's not like it will be better spent elsewhere, it's theirs to use, it is there for them. So just really encouraging clubs to use their money. At the end of the year it will go into a reserve account. It will go right back to club funding for next year.

- a. Why or why not?
- b. Would there be anything stopping them from using these funds?

*How would you expect to hear about club funding?*

I think it's really just how to reach the broadest number of students, which I think in today's day and age is social media. But it's just really hard because our direct contact with the clubs is email. Email is just so overused, it's like 'oh another email just delete or skim like it's not important.' Really finding new and interesting ways to get the message out there is key.

- a. (If social media mentioned): What type of content would you expect from ASI?
- b. What would make you follow them?

*Are there any reasons you would expect clubs not to use club funding?*

Not that I can think off. It's literally free money. It only takes the president's signature and their advisors signature to get the \$500.

## Appendix C

### C-1: In-Depth Interview Guide (Participant 2)

# INTERVIEW GUIDE

## RESEARCH QUESTIONS:

1. HOW AWARE ARE CLUB MEMBERS OF THE AVAILABILITY OF CLUB FUNDING AT CAL POLY?
2. HOW CAN WE OUTREACH TO CAL POLY CLUB LEADERS ABOUT THE AVAILABILITY OF THESE FUNDS?

OPENING QUESTION:	Tell me your name and your involvement in Cal Poly organizations?  PURPOSE: To get the participant to answer this question in under 30 seconds. This makes the participant feel comfortable speaking early on.	30 seconds
INTRODUCTORY QUESTION:	Are you aware of club funding at Cal Poly?  PURPOSE: To introduce the topic at hand and get the participant thinking about his or her connection with the topic.	2 minutes

<p>THINK BACK QUESTION:</p>	<p>Think back to the last time you wanted to host a club event. How did you decide on what types of activities/food to have at your meeting?</p> <ul style="list-style-type: none"> <li>• What limitations do you have?</li> </ul> <p>PURPOSE: To serve as the logical link between the introductory question and the key questions. This question will also tap into the logic behind club leaders purchases and what factors play into these decisions.</p>	<p>4 minutes</p>
<p>TRANSITION QUESTION:</p>	<p>What do you know about club funding from ASI?</p> <p>PURPOSE: To introduce the topic at hand and get the participant thinking about his or her connection with the topic.</p>	<p>2 minutes</p>
	<p>INTERVIEWER SAYS: “Chartered Cal Poly clubs are eligible to receive ASI Club Funding. If your organization requests \$500 through ASI Club Sponsorship, your club is still eligible to apply for up to \$1,150 in ASI Club Event Co-Sponsorship for a maximum allotment of \$1,650. ...”</p> <p>PURPOSE: To introduce the topic of club funding because it is not common knowledge.</p>	<p>30 seconds</p>
<p>TRANSITION QUESTION:</p>	<p>What do you know about getting/applying for funds from Cal Poly?</p> <p>PURPOSE: To serve as the logical link between the introductory question and the key questions. We are moving from club funding awareness in general to how to actually go about receiving that funding.</p>	<p>2 minutes</p>
<p>KEY QUESTION:</p>	<p>How did you hear about club funding?</p> <ul style="list-style-type: none"> <li>• How did your club use those funds been used ?</li> </ul> <p>PURPOSE: To move the interview from a broader perspective to a more specific focus.</p>	<p>2 minutes</p>

KEY QUESTION:	<p>Do you feel that the you were made aware of club funding from ASI?</p> <ul style="list-style-type: none"> <li>a. Why or why not?</li> <li>b. Would there be anything stopping you from using this program?</li> </ul> <p>PURPOSE: To continue moving the interview a specific focus- Club Funding.</p>	3 minutes
KEY QUESTION:	<p>How would you expect to hear about club funding?</p> <ul style="list-style-type: none"> <li>a. (If social media mentioned): What type of content would you expect from ASI?</li> <li>b. What would make you follow them?</li> </ul> <p>PURPOSE: To get a deeper understanding of how students use social media. Finding out the specific social media platforms students would expect to hear about club funding on will be beneficial in the marketing plan.</p>	5 minutes
KEY QUESTION	<p>Are there any reasons you would not use club funding?</p> <p>Purpose: To start dissecting reasons why students would not take the first step to applying for club funding.</p>	5 minutes

**Appendix C-2: Interview Transcription (Participant 2)**

Interview: Lauren Goff

Time: 1:30 p.m. to 1:45 p.m. on Feb. 16th

Location: 249 Longview Lane

*Tell me your name and your involvement in Cal Poly organizations?*

My name is Lauren Goff. I am the student philanthropy liaison on behalf of the Cal Poly Annual Giving Department. I am also the president/CEO/founder of the Teaching Annual Giving Team and I recruited eight people to be on it. It's a volunteer club where we are planning Cal Poly 2nd Annual Day of Giving. Our main goal is educating students on the importance of private giving at Cal Poly. We are trying to sponsor a spirit of philanthropy on campus.

*Are you aware of club funding at Cal Poly that you can receive from ASI?*

I did not know there was a way for clubs to apply for any funding.

*Think back to the last time you wanted to host a club event. How did you decide on what types of activities/food to have at your meeting?*

- *What limitations do you have?*

We have only had food at our meetings once. We meet usually on a weekday around 6 p.m., so dinnertime. I can tell members are annoyed that there is no food. That bothers me because they are volunteers and they are passionate about the club and they show up, which is really important to me. I really value them. I would love to feed them every time. We've had pizza once because our club supervisor gave us a giftcard for good and then I ended up spending \$10 of my own money.

If I had known there was funding, we could always have food.

*What do you know about club funding from ASI?*

Nothing.

*INTERVIEWER SAYS: "Chartered Cal Poly clubs are eligible to receive ASI Club Funding. If your organization requests \$500 through ASI Club Sponsorship, your club is still eligible to apply for up to \$1,150 in ASI Club Event Co-Sponsorship for a maximum allotment of \$1,650. ..."*

*What do you know about getting/applying for funds from Cal Poly?*

Nothing, I didn't even know you could apply for funds.

*How did you hear about club funding?*

- *How did your club use those funds been used ?*

N/A.

*Do you feel that the you were made aware of club funding from ASI?*

No.

- Why or why not?*
- Would there be anything stopping you from using this program?*

*How would you expect to hear about club funding?*

I guess just through ASI. I know that Cal Poly has 400 clubs or something. I know that top clubs get money through alumni gifts and parent gifts. The Sales Engineering Club and the Cal Poly Republicans Club gets a significant amount of money from donations. I know this from working at Phonathon. If I were to hear about it, I would expect it to be through ASI.

- (If social media mentioned): What type of content would you expect from ASI?*

Social media, emails too. I don't know if there's an exact best practice.

- What would make you follow them?*

*Are there any reasons you would not use club funding?*

No. I would love club funding.

## Appendix D

### D-1: In-Depth Interview Guide (Participant 3)

# INTERVIEW GUIDE

#### RESEARCH QUESTIONS:

3. HOW AWARE ARE CLUB MEMBERS OF THE AVAILABILITY OF CLUB FUNDING AT CAL POLY?
4. HOW CAN WE OUTREACH TO CAL POLY CLUB LEADERS ABOUT THE AVAILABILITY OF THESE FUNDS?

OPENING QUESTION:	<p>Tell me your name and your involvement in Cal Poly organizations?</p> <p>PURPOSE: To get the participant to answer this question in under 30 seconds. This makes the participant feel comfortable speaking early on.</p>	30 seconds
INTRODUCTORY QUESTION:	<p>Are you aware of club funding at Cal Poly?</p> <p>PURPOSE: To introduce the topic at hand and get the participant thinking about his or her connection with the topic.</p>	2 minutes
THINK BACK QUESTION:	<p>Think back to the last time you wanted to host a club event. How did you decide on what types of activities/food to have at your meeting?</p> <ul style="list-style-type: none"><li>• What limitations do you have?</li></ul> <p>PURPOSE: To serve as the logical link between the introductory question and the key questions. This question will also tap into the logic behind club leaders purchases and what factors play into these decisions.</p>	4 minutes

<p>TRANSITION QUESTION:</p>	<p>What do you know about club funding from ASI?</p> <p>PURPOSE: To introduce the topic at hand and get the participant thinking about his or her connection with the topic.</p>	<p>2 minutes</p>
	<p>INTERVIEWER SAYS: “Chartered Cal Poly clubs are eligible to receive ASI Club Funding. If your organization requests \$500 through ASI Club Sponsorship, your club is still eligible to apply for up to \$1,150 in ASI Club Event Co-Sponsorship for a maximum allotment of \$1,650. ...”</p> <p>PURPOSE: To introduce the topic of club funding because it is not common knowledge.</p>	<p>30 seconds</p>
<p>TRANSITION QUESTION:</p>	<p>What do you know about getting/applying for funds from Cal Poly?</p> <p>PURPOSE: To serve as the logical link between the introductory question and the key questions. We are moving from club funding awareness in general to how to actually go about receiving that funding.</p>	<p>2 minutes</p>
<p>KEY QUESTION:</p>	<p>How did you hear about club funding?</p> <ul style="list-style-type: none"> <li>● How did your club use those funds been used ?</li> </ul> <p>PURPOSE: To move the interview from a broader perspective to a more specific focus.</p>	<p>2 minutes</p>
<p>KEY QUESTION:</p>	<p>Do you feel that the you were made aware of club funding from ASI?</p> <ul style="list-style-type: none"> <li>c. Why or why not?</li> <li>d. Would there be anything stopping you from using this program?</li> </ul> <p>PURPOSE: To continue moving the interview a specific focus- Club Funding.</p>	<p>3 minutes</p>

KEY QUESTION:	<p>How would you expect to hear about club funding?</p> <p>c. (If social media mentioned): What type of content would you expect from ASI?</p> <p>d. What would make you follow them?</p> <p>PURPOSE: To get a deeper understanding of how students use social media. Finding out the specific social media platforms students would expect to hear about club funding on will be beneficial in the marketing plan.</p>	5 minutes
KEY QUESTION	<p>Are there any reasons you would not use club funding?</p> <p>Purpose: To start dissecting reasons why students would not take the first step to applying for club funding.</p>	5 minutes

**Appendix D**

**Appendix D-2: Interview Transcription (Participant 3)**

Interview: Julia Freet

Time: 12:15 p.m. to 12:40 p.m. on March 8th

Family Care Network, Inc.

<p><i>Tell me your name and your involvement in Cal Poly organizations?</i></p> <p>I'm Julia Freet and I'm president of the Cal Poly Communications Study Club. The Coms Club is an educational/professional development club. The main goal of the organization is to introduce students not only to faculty that they may or may not have, but also to professionals that are specifically seeking students with the degree and skills that communications students are studying.</p>
<p><i>Are you aware of club funding at Cal Poly that you can receive from ASI?</i></p> <p>I am.</p>

*Think back to the last time you wanted to host a club event. How did you decide on what types of activities/food to have at your meeting?*

- *What limitations do you have?*

Our last event that we executed was our christmas party at an off campus venue. But we did use some club funding to get basic utensils, plates, napkins, decorations... stuff like that, in order to make the party run better and look better. We only used club funds to get things that other people couldn't bring, like utensils, because we made it a potluck to people brought their own food.

*What do you know about club funding from ASI?*

I know that every single club is allotted \$500 as long as they apply for it within the appropriate deadline and have their club chartered in time. I know that you can also request an additional \$1,150 depending on your club's needs, maybe it's for a specific event that is more large scale or you need equipment rentals. That one is a little more selective, not because they don't want to give the money out, but because they want to make sure it is going to proper usage.

*INTERVIEWER SAYS: "Chartered Cal Poly clubs are eligible to receive ASI Club Funding. If your organization requests \$500 through ASI Club Sponsorship, your club is still eligible to apply for up to \$1,150 in ASI Club Event Co-Sponsorship for a maximum allotment of \$1,650. ..."*

*What do you know about getting/applying for funds from Cal Poly?*

For the \$500, kind of baseline level funding, you first have to get your club chartered. There is a little online training, that both the president and the treasurer have to through and that has to be kind of electronically signed off on. It's a pretty basic form that you fill out, it's only one page, and you fill out generally what the \$500 would be used for and you have it signed by your adviser, president and treasurer, so you have a little more accountability. Then you check off what kind of club it is, what kind of events the money would be used for and what the plan is for student enrollment. Then you just drop that off as ASI Club Services. As far as the \$1,150, I'm slightly less familiar with that because my club hasn't sought that out yet, I'm not sure we will this year. But it's online, you would at least go look at the prerequisites, and then I like the form might just be a little more detailed.

*How did you hear about club funding?*

- *How did your club use those funds been used ?*

Through the training I had to initially go through as a president in order to get the club chartered. One of the tabs was club funding and I had to read slides about it.

*Do you feel that the you were made aware of club funding from ASI?*

- a. Why or why not?*
- b. Would there be anything stopping you from using this program?*

Technically the training I went through where I found out about it was through ASI and I went to Riley Neilsen's club charter celebration dinner. She talked more about club funding there and there were resources. Like a little booth available for officers to check out more options for club funding. And then I got a reminder email to submit my charter form. Other than that I haven't heard much about it. I think that is something that could be more well marketed. I think you could argue that the \$500 could be marketed more because it's not a ton of money, but it's a really good starting point. Since literally every club can get it, there is literally no reason they shouldn't. Where as the \$1,150 is a little more selective. I would say more publishing of that is always better. But I did bottom-line here it from ASI.

*How would you expect to hear about club funding?*

I don't know if ASI Club Services, not just ASI, but Club Services itself has its own Facebook page or Instagram account, just devoted to that section of it, I think that would be really helpful. This could encourage more notiarity when it comes to clubs. I also was a little surprised with how simple it was to become an officer of a club, and I don't mean that in a bad way. I just mean that I thought I would be hearing more from ASI as far as like 'oh, you have to do all these things.' Instead of just a 30-minute slideshow and now you have the president's email. I think it would be beneficial to host seminars by academic clubs, club sports etc. and you would run through the president's training main points. Then maybe introduce the people they will be talking to for example, 'here's Danielle, if you need to turn in a form, this is your person.' There are people on my exec board who don't even know where club services is. So I think that going over basic emails in person would be helpful and following it up with social media posts would be a constant reminder. I think emails are good, keep them going. So I would say social media and then see if there's any mid-year check-in. Maybe fill-out a google form, very basic, like 'how's it going, and 'have you gotten your funding.'"

- a. (If social media mentioned): What type of content would you expect from ASI?*
- b. What would make you follow them?*

Are there any reasons you would not use club funding?

No. I think it would be kind of dumb not to use club funding.

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