RESOURCE PACKETS

from
UMass Lowell
Community Social Psychology
Practicum Class 2005-2006

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Tips for Event Planning

Prepared by: Jamie Weller & Artie Maharaj

Planning Events

Event planning can be fun, stressful, exciting, and rewarding. To have a great event, it requires quite a bit of organization and some creativity.

What To Do First

Planning an event requires the event organizer to coordinate dozens of details and several individuals. Being ahead of the game is always the best way to ensure that your event will be a success. Regardless of the type of event you are planning, you need to have a topic or an idea of what your goals are for the event.

Types of Events:

- corporate events
- office parties
- fund-raisers
- celebrations/parties
- conferences
- educational seminars
- public lecture with an expert speaker
- video showing
- public debate between 2 experts

Basic "Pieces" of an Event

There are several elements that are frequently part of special events. They include:

- Topic or goal
- A planning team
- Budget
- Facilities
- Event program
- Guest services
- Event materials
- Evaluation
- And many more!

Topic or Goal

- Choosing a topic (for a seminar or conference), a financial goal (for a fundraiser), a program (for a celebration/party), or just a basic purpose for the event.

The Planning Team

- Assemble the team that will plan the event. This core group will help develop the theme, select the location, and determine who else should be involved.
- Create a task table that outlines who is in charge of which tasks *(see handout)*

- Purchase a notebook to assist you in keeping track of all event related information.
- Create a timeline that you can use to keep your team on track. This will help you think about when to send out invitations, how long to allow for RSVPs, when you will need a final count, when to publicize, etc.

Budget

- Plan your budget. Consider how much money you have to work with, where that money is coming from, and how much to charge guests (if applicable). If a grant is paying for some of the event, are there restrictions on what you can use the money for? Consider asking other organizations or businesses to donate materials, services, or somehow "sponsor" your event.
- Approximate the number of guests. Remember to include your guests' date or spouse, and begin to create a guest list. This will help with figuring out how much money will come in from ticket sales.

Facilities

- Choose a 1st, 2nd, and possibly, a 3rd date for the event.
- Select a facility. Be sure to consider its handicap accessibility
- Choose the caterer. This could take some time if you want to sample food from potential caterers. Often, the facility will have a caterer or a list of caterers that they recommend.
- Select the type of décor you would like, such as flowers, balloons, centerpieces and props.

Event Program

- Determine the purpose of the event. Is it to make money? Is it to increase awareness of a product or company or organization? Is it to celebrate a success or a milestone? It might be a combination of all three. Once you know the purpose, you can plan accordingly.
- If you are going to have speakers, you will need to work out transportation, lodging, and maybe honorarium or payment of some sort
- If this event has been hosted in the past, talk with others who have worked on it before. Get their advice and support. Seeking the opinions and advice of others will help to elicit support for future success of the event. Find out what went right, what went wrong and how they measured success in the past. What are/were their expectations of this event? Were those expectations met or exceeded? If not, what would they have done differently?
- Select type(s) of entertainment you would like at your event, such as live music or a DJ.

Guest Services

- If your guests will require transportation and/or hotel reservations, you should book these well in advance for the best rates and availability.
- Reserve any needed transportation, such as limos, for the day of the event.

- Think about creative, meaningful favors for your guests. It can be related to the topic of your event, your organization, or related to the theme of the event.

Event Materials

- Have nametags made for your guests when they arrive and register (if RSVPs were required.) If you do not know the names of all the guests, stick-on nametags with their names written on them work well also.
- Display your organization's or company's brochures, newsletters, announcements, etc. on a table for your guests to look through

Evaluation

- How will you measure the success of the event? By the number of attendees, by the amount of money raised, by the number of people interested in participating with your organization in the future?
- If you have evaluation forms for your guests, make sure to have someone sitting by the door to ask for them as they leave.

Top 10 Planning Mistakes

By Carole Garner
Specialized Meetings & Events

Not many of us were born to plan meetings, tirelessly poring over details and taming the imperative minutia that threatens uncontrollability. However, we often find ourselves in this very position, charged with planning an important conference, education seminar, or incentive meeting that could be a critical component to your organization's success. The following are a few tips to help you avoid the common pitfalls of meeting planning.

1. Not comparing apples to apples when selecting a site
In the preliminary planning phase, many important decisions are made that lay the foundation for your meeting. Site selection is crucial as it is usually one of the single greatest budget allocations. When negotiating room blocks, food & beverage, meeting room rates, and the myriad miscellaneous charges, make sure you are getting the full picture. Your hotel sales manager is usually your best partner in planning your event however check all potential charges before congratulating yourself on the fabulous room rate you were able to negotiate.

2. Confusing your message
Having a clear objective for your meeting will result in a successful experience for your attendees. Design collateral material and plan activities that support your meeting objective and don't deviate from this focus. For example, if you are holding an intensive strategic planning meeting for a top-level executive group, consider hosting the meeting at a conference center where distractions are kept to a minimum.

3. Not sharing information with all parties
Not sharing your event's objective and overall plan with all who are charged with providing products and services to your meeting is a crucial error in your preparations. A strategic plan created specially for your meeting is a great tool to share with all who are

partners in the success of your event and will save time in verbally explaining your event to each partner.

4. Not checking, double checking, and triple check everything
This mantra cannot be said enough. Often with large events the planning will take place over several months. Do not assume that the person who promised to facilitate your group's snorkeling trip to Cozumel will remember your conversation three months ago or even three weeks ago. Their firm may be very reputable but you are not the only fish in their sea!

5. Not reading the fine print, not reading everything!
By not reading everything on contracts, orders, and instructions meeting planners are exposing themselves to a tremendous amount of liability and financial risk. Further, as the meeting planner, you are expected to be the expert on all aspects of your event. By knowing what is stated on all documents you can easily anticipate questions and issues that may arise while also maintaining vigilance over potential liabilities.

6. Not thoroughly vetting speakers and entertainers
Have you ever attended a meeting where the keynote speaker's message was brilliant but had nothing to do with the audience? Speakers and entertainers can make or break your event and just because they were well received by one audience does not mean they are perfect for your event. One of the best ways to find great speakers and entertainers is by networking with fellow meeting planners. Once you have located a prospect, ask for references, check those references, and ask a lot of questions. What is the reference's relationship to the prospect? How many times has s/he heard this person speak/ entertain? What was so great about their performance?

7. Not purchasing event insurance
Now more than ever, event insurance is a must for both large and small budget meetings. Delays/ disruptions in travel arrangements, speakers or entertainers who fail to show up, strikes, and reduced attendance are sometimes unavoidable occurrences. Ask yourself what could disrupt your event and what would the financial and legal consequences be. A policy of always purchasing event insurance is a best practice in the meetings industry.

8. Not committing to a clearly defined planning timeline
By creating a timeline that works, you will alleviate stress by avoiding last minute, unforeseen challenges, complete tasks in a realistic time frame, and create a seamless and positive experience for all…including you! This detailed timeline should include all pre event tasks, who is responsible for accomplishing the task, and the time frame for completion.

9. Not adding creativity in ingenuity to your event
According to a study conducted by Meeting Professionals International, the greatest needs for improvement in meetings relates to the delivery of content that leaves attendees motivated and inspired. Think of interesting, unique, and fun activities, giveaways, and events that are pertinent to your audience and commit to making your meeting the best yet.

10. Leave nothing to chance but not planning on forgetting something
Inevitably there will be something you will miss in the planning phase of your event—that is human nature. If you have carefully orchestrated your meeting, taken everything into account, and assumed nothing about the capabilities of your contractors, you will be fully prepared to handle the unforeseen challenges that always seem to pop up.

From: http://www.eventtips.com/main/article.php?event=3&table=articles&pic=1&id=126

How to Deal with Stress

- Let go of things you have no control over and take action to control the things you can
- Be prepared when you know things are going to be stressful
- Work to resolve conflicts with other people
- Don't be afraid to seek help in any event planning from others including friends, family, or professionals
- Be realistic about what you can accomplish in your event planning
- Get a life; there are things to do outside of work like group sports, social activities and hobbies, so take a quick break from event planning
- Exercise; it will help get rid of pent up energy and tension. Mediate; deep breathing relaxes the body.

From: www.event-plan.com

Six Steps to Program Evaluation

Prepared by: Laura Mattie & Cecilia Okafor

Source: The Center for the Advancement of Community Based Public Health (June 2000). An Evaluation Framework for Community Health Programs. Available online: http://www.cdc.gov/eval/evalcbph.pdf

Step 1: Engage Stakeholders
Stakeholders must be part of the evaluation so that their unique perspectives are understood. When stakeholders are not appropriately involved, evaluation findings may be ignored, criticized, or resisted.

Step 2: Describe the Program
How a program is described sets the frame of reference for all future decisions about its evaluation. A well-defined program description lays the foundation for focusing the evaluation (Step 3). A program description includes a **statement of need, expectations, activities, resources, logic model, context and stage of development**

Step 6: Ensure Use and Share
Evaluation participants must make a deliberate effort to promote use of the evaluation findings. They also have a responsibility to prevent misuse of findings. Factors that influence whether results are used appropriately include: evaluator credibility; disclosure of findings; report clarity, timeliness, and impartiality; and changes in the program.

Step 5: Justify Conclusions
To substantiate and justify conclusions, it is important to carefully consider the evidence from a variety of stakeholder perspectives. Conclusions become justified when they are linked to the gathered evidence and judged against values that stakeholders agree upon. When stakeholders agree that the conclusions are justified, they will use the evaluation results with more confidence.

Step 3: Focus the Evaluation
Determine users and the uses of the evaluation and determine the direct purpose of the evaluation. Some common purposes could be to test program effectiveness, make a case to change program practices, assess the effects of a program on a specific population or justify continued financial or political support. Also make sure that the chosen evaluation answers stakeholder questions and provides continuous feedback at all levels of program operation.

Step 4: Gather and Analyze
Stakeholders should view the information gathered as believable, trustworthy, and relevant to their questions. Standards of credibility depend on the questions asked.

Six Program Evaluation Data Collection Methods

Source: Harvard Family Research Project, Harvard Graduate School of Education (August 2004). Out-Of-School Time Evaluation Snapshot. Available online:

http://www.gse.harvard.edu/hfrp/content/projects/afterschool/resources/snapshot5.pdf

Method 1: Surveys and Questionnaires

Purpose: Evaluators collect surveys and questionnaires to gather specific information from participants, families, staff and administrators, teachers, community members, and other stakeholders. Data collected often include demographic information, satisfaction levels, and opinions of the program. Surveys and questionnaires are usually administered on paper, in a structured or semi-structured format. Respondents often choose from among a set of *forced-choice*, or provided, responses. These can include yes/no or scaled responses. Surveys and questionnaires can be administered in person, by mail, over the phone, or via email/Internet.

Advantages

- Less time consuming and expensive to administer than other methods
- Can be administered to large groups of individuals
- Effective for assessing program satisfaction

Challenges

- Data entry and analysis can be time consuming
- May be difficult to receive completed surveys from stakeholders.

A range of incentives can be offered on return of completed surveys to boost the likelihood of response, from financial compensation for providers and families to parties for youth participants.

Method 2: Interviews and Focus Groups

Purpose: Interviews and focus groups are most often used to gather detailed, qualitative descriptions of how programs operate and how stakeholders perceive them. Interviews are conducted one-on-one, while focus groups are conducted in small groups. Both are usually conducted with targeted samples of stakeholders, such as staff, administrators, youth, families, funders, and community members. Interviews and focus groups can be conducted in person or by phone. Questions are generally open-ended and responses are documented in thorough, detailed notes or transcription. However, some interviews use structured quantitative response categories.

Advantages

- Provide rich data that paint a broad picture

Key Vocabulary

Evaluation – an overall assessment of whether a program achieves its goals, how it works, and what adjustments may improve its results

Outcome – a bottom-line condition of well-being for children, families, or communities. It is a broadly defined, fundamental condition that government and citizens consider essential. An outcome may also be referred to as a *result*.

Sample – the group of individuals or other units (e.g., programs, communities, etc.) studied. A sample is often a subset of the total population served by a program.

Data collection method – the strategy and system used to gather information on participants, programs, and other elements of the evaluation

Data source – the individual or institution from which the evaluation data are collected (e.g., participants, parents, school records, etc.)

Quantitative data – numeric information that is subject to statistical analysis

Qualitative data – text-based information that provides descriptive details, often collected from interviews, focus groups, or observations

 May highlight issues not previously considered or information that is useful for interpreting quantitative data collected through other methods
 Small focus groups may increase the comfort level of participants

Challenges

 Can be difficult to elicit participation from individuals who have time constraints
 Interviews and large focus groups may intimidate some participants
 Documentation and analysis can be time consuming and may require the help of someone versed in qualitative analysis

Method 3: Observations

Purpose: Observations are a generally unobtrusive method for gathering information about how the program or initiative operates. They are usually conducted by external evaluators or researchers and are often used to verify and supplement information gathered through other methods. Observations can be highly structured, with protocols for recording specific behaviors at specific times, or unstructured, taking a "look-and-see" approach. They are most reliable when they are conducted over a period of time to minimize the chances of the observation day(s) being atypical.

Advantages

 Provide highly detailed information from an external perspective on what actually occurs in programs
 Trained evaluators may provide less biased descriptions than program staff or stakeholders

Challenges

 Can be time consuming, labor intensive, and expensive
 Observers must be trained and be consistent with one another
 Observations conducted on a sample of days may not represent the range of program practices and experiences over time

Method 4: Tests and Assessments

Purpose: Tests and assessments are developed or used specifically for the program evaluation to quantify characteristics of the program, participants, or outcomes. Examples include achievement tests and psychological tests (e.g., assessments of depressive symptoms and self-esteem). They may be standardized or created by program evaluators for the specific program.

Advantages

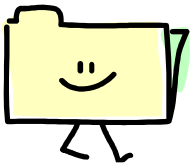
 Often more valid and reliable than perceptions or opinions
 Comparing scores before and after the program is a strong method for assessing whether outcomes actually changed over time

Challenges

 Can be costly and time intensive
 May require scoring by an external source

Method 5: Document Reviews

Purpose: Document reviews analyze existing program records and other documents not gathered or developed specifically for the evaluation. Examples include recruitment and attendance records, budget, staff records, and annual reports. They are particularly useful for documenting implementation.



Advantages

- Records are tailored to programs
- Save on evaluation time and costs
- May elicit a high degree of accuracy from staff if they are also used for accountability purposes

Challenges

- May not be available or applicable for some indicators
- May be incomplete due to staff time constraints

Method 6: Secondary Sources and Data Reviews

Purpose: Secondary sources and data reviews use existing documents or data that were originally collected for purposes other than the program evaluation or documentation, but which are useful for the evaluation. Examples include achievement data, standardized test scores, court records, and community demographic data. They can also include previous similar studies, for example to compare program youth with other American youth.

Advantages

- May be less biased than perceptions or opinions
- Can save administrative time and costs

Challenges

- Obtaining records often requires special permission from officials
- Some national datasets charge access fees

Helpful Data Collection Tips

1. No one data collection method is ideal for every situation. For this reason, it is preferable to **use multiple methods** whenever possible.
2. Conducting an inventory of what programs already have and what is already available in the community can reduce data burden as well as data collection costs.
3. In general, including all participants produces the most reliable results but may limit the type and amount of data collected because of the cost implications.
4. A **pre/posttest design** provides the opportunity to determine whether some characteristic changed during the course of the program. This can *suggest* that the program played a role in effecting the change; however, unless a program uses random assignment as part of its pre/posttest design, this method cannot establish that the program *caused* the change.
5. Selecting data collection methods has cost implications. Like most other components of evaluation, it is important to **start small and build** data collection tools over time, as appropriate to the program's evolving evaluation needs.

Planning on conducting a program evaluation?
Use this worksheet to guide your efforts.

Guiding Questions for Program Evaluation

1. What program are we evaluating?

2. Why are we conducting an evaluation (what is the evaluation's goal)?

3. What methods will we use in conducting our evaluation? (See pages 2-4)

4. What are examples of some of the questions we will ask?

5. How will we make sure to fulfill the goals of the evaluation? (Look through each question and make sure it links directly to stakeholders interests and the overall goal of the evaluation)

6. In what ways will we present the data?

Four Standards of Program Evaluation

1. Utility (Is the evaluation useful?)

2. Feasibility (Is the evaluation viable and practical?)

3. Propriety (Is the evaluation ethical?)

4. Accuracy (Does the evaluation measure what you want it to measure?)

Additional Program Evaluation Resources

Program Evaluation Frameworks

- Community Toolbox: http://ctb.ku.edu/tools/en/chapter_1036.htm
- Kellogg Foundation: http://www.wkkf.org/pubs/Tools/Evaluation/Pub770.pdf
- Center for Disease Control: http://www.cdc.gov/eval/evalcbph.pdf
- Field Guide to Nonprofit Program Design, Marketing and Evaluation: http://www.managementhelp.org/evaluatn/fnl_eval.htm
- Penn State Cooperative Extension: http://www.extension.psu.edu/evaluation/

Data Collection Methods

- National Science Foundation: http://www.ehr.nsf.gov/EHR/REC/pubs/NSF97-153/start.htm
- Harvard Family Research Project: http://www.gse.harvard.edu/hfrp/content/projects/afterschool/resources/snapshot5.pdf
- Department of Education: http://www.ed.gov/rschstat/eval/resources/randomqa.html

Logic Models

- University of Wisconsin: http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html

Online Evaluation Resources

- Center for Disease Control: http://www.cdc.gov/eval/resources.htm
- Office of Community Initiatives: http://www.ocsevalinitiative.com/resources/
- Massachusetts Society for the Prevention of Cruelty to Children http://www.mspcc.org/index.cfm?fuseaction=Page.viewPage&pageId=182
- Mosaic Network: http://www.mosaic-network.com/new/resources.php

Tips for Survey Development

Prepared by: CJ LeBlanc

So, you think you need a survey? Well, here is a list of things you should be on the look out for when you are developing a survey:

1) Before you develop your survey, you should ask yourself these questions:
    a. **What is it you want to survey?**
        i. What are your research objectives?
    b. **Why do you want to use a survey?**
        i. Are you screening for something?
        ii. Are you evaluating something?
        iii. Are you looking to confirm something?
        iv. Are you trying to predict something?
        v. Is a survey the best method to get the information you need?
            1. Consider other formats (if relevant):
                a. Focus Group
                b. Simulation
                c. Unobtrusive Observational Research
                d. Archival Research
                e. Interview
                f. Case Study
    c. **Has something similar been done before that you can use?**
        i. Have you done a literature review yet?
            If not, now is the time, BEFORE you develop your survey!

2) While you are creating your survey, you should keep these 10 rules in mind:[1]
    a. Think carefully about the order of your questions.
    b. Use informal language.
    c. Be clear and concise.
    d. Avoid double-barreled questions.
    e. Ask sensitive questions sensitively.
    f. State things in the affirmative.
    g. Avoid questions that no one or everyone will endorse.
    h. Avoid vague numerical references.
    i. Avoid leading questions and anchoring or framing effects.
    j. Make sure your questions are relevant to everyone in your study.

3) Make sure you frame your questions around the goals of your survey.
    a. Will the information gained from your question be useful to the goals of the current survey you are developing?
    b. Avoid asking too many questions that look at "interesting things". Save those questions for other surveys/research projects.
    c. When writing your survey questions, don't be afraid to use similar (but valid to your study) questions that you have seen in other studies.
    d. Keep in mind the three general types of survey questions[2]:

[1] Adapted from: Pelham, B.W. (1999). *Conducting research in psychology: Measuring the weight of smoke.* Pacific Grove, CA: Brooks/Cole Publishing Company. 185-191.

i. *Attitudes and beliefs*: These tend to focus on how a subject evaluates and thinks about issues.
ii. *Facts and demographics*: These questions tend to ask subjects information about themselves and what they know about their situation.
iii. *Behaviors*: These tend to focus on past behaviors, or possible future behaviors.

4) When developing your survey questions, bare in mind the format of response you have chosen. **Open-ended questions** may allow the subject more freedom to answer, but it also allows subjects to go off on tangents that you may or may not want to consider in the current study you are developing. **Closed-ended questions** may limit your participants, as they are only allowed to chose from a select number of pre-determined answers. Closed-ended questions are also easier to code for data analysis versus open-ended, which may require you to break down the answers given and create categories before you can code them.

5) Consider piloting your survey to see if it works/if it answers your questions you are asking/looking for.

6) Don't be afraid to change your questions if you find they are not working.

7) Don't be afraid to change your research format if you find it isn't working.

8) Lastly, don't forget to write a clear set of instructions on the survey. Subjects may not want to/be able to ask you about a particular question, and instructions will help to allow them to finish your survey with a minimum of fuss.

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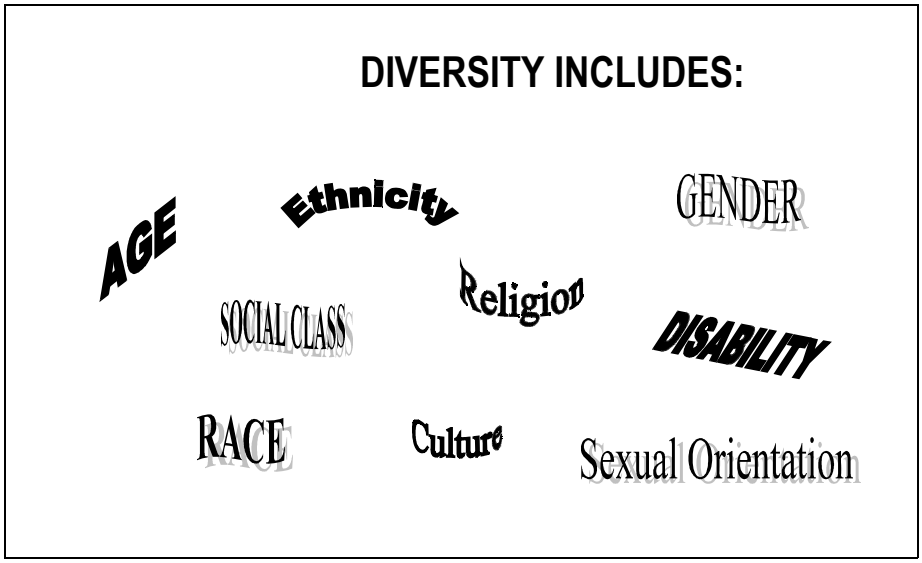
[2] Adapted from: Cozby, P.C. (2001). Asking people about themselves: Survey research. In *Methods in behavioral research* (pp. 114-137). Boston, MA: McGraw Hill.

Outreach to Diverse Groups

Prepared by: Maureen Argie & Holly Trouville



Elements of Cultural Competence (from Dalton, Elias & Wandersman, p.178)

1. Knowledge of the characteristics, experiences, beliefs, values and norms of the cultural group with whom one is working
2. Respects for these cultural elements without assumptions of superiority or inferiority
3. Interpersonal-behavior skills for working within one culture
4. Supportive relationships within the culture with whom one is working, and in one's own culture
5. Awareness of one's limited knowledge and a commitment to learn
6. Awareness of how one's own culture and experiences have shaped one's worldview
7. A viewpoint that development of cultural competence is an ongoing process, not a simple achievement

Models of Outreach (From the National Council on Disability)

1. **Community-based model**

Creating relationships with existing networks of organizations in the community. Involves community leaders and community agencies

2. **Grassroots model**

Strong emphasis on connecting with the innermost circles of the underserved group's support systems. Using informal gathering places (laundromat, local businesses, etc) to spread info.

3. **Train-the trainer model**

Outreach workers train trusted members of the community certain skills or knowledge, and then those members train other members of the community.

4. **Peer-to-Peer model**

Using peers from the targeted group to conduct the outreach. Peers tend to share similar concerns and experience the same problems.

5. **Partnership model**

Organizations that come together to develop and expand their services, in an effort to help underserved populations.

6. **Support socialization**

Identifying social activities popular among the targeted population and using these activities as intervention points.

What Gets In the Way: Barriers to Outreach to Diverse Groups

1. **Limited funding**

Lack of money to hire bilingual staff or train current staff in cultural differences, to make marketing materials in different languages, etc

2. **Language and Communication Barriers**

Lack of staff that speak, read and write different languages and dialects

3. **Lack of understanding of different cultures**

Not realizing differences in attitudes and beliefs.

4. **Lack of trust among some cultural communities**

Some groups may not be trusting of "outsiders" and "the system"

5. **Failure to use peers**

Organizations that do not use peers from the targeted group. Peers can gain trust and act as a liaison.

6. **Limited use of person-centered planning**

Person-centered planning is a method of service planning that focuses on the individual's needs and takes into account a person's cultural background and beliefs.

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National Council on Disability (NCD) Cultural Diversity Initiative:
Outreach and People with Disabilities from Diverse Cultures: A Review of the Literature
http://www.ncd.gov/newsroom/advisory/cultural/cdi_litreview.htm

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HOW ONE COMMUNITY ORGANIZATION USED DIVERSITY OUTREACH

Mission Statement:
The Ocean County Library is a truly multicultural organization. We respect, honor, and celebrate individual and cultural differences. Our collections, programming, outreach, policies, and personal practices reflect this commitment. We are inclusive and understanding of our co-workers and of the communities we serve, and we seek out others to join us in this journey.

Diversity Subcommittee Goals

1. Continuously revise the Collections Policy to reflect the Diversity Initiative
2. Obtain input from branch staff and community members about diversity needs
3. Include customers in the ongoing assessment and evolution of language materials and collections that support diversity
4. Apply for grants for special collections to augment regular library monies, i.e. NJSL Special Populations Grant
5. Provide easy access to Spanish language and other diverse materials used by our communities
6. Help publicize and market collections that reflect and support diverse materials

Diversity Programming Subcommittee Goals

1. Plan a variety of programs to celebrate differences and to stimulate and satisfy curiosity about others beliefs, cultures, and lifestyles
2. Plan programs that bring people of different ages, beliefs, cultures, and life styles together, to encourage dialogue among different groups of people
3. Engage different community groups in the development and presentation of Programs about a particular culture, belief, lifestyle, or event
4. Encourage various community groups and organizations to share their ideas with participants and work together in the library to plan a program/event

Diversity Outreach Subcommittee Goals

1. Identify these community-based organizations and attend their functions
2. Join and participate in organizations within the community whose activities and philosophy of service is in accordance with the Ocean County Library's Diversity Mission
3. Expand the scope of where to publicize to include businesses, organizations, and government offices that serve our diverse populations
4. Learn from community groups and organizations what immigrants' needs are and how the library can provide assistance to immigrant customers when they come into the library, starting with signing up for a library card
5. Partner with organizations engaged in serving new immigrants with the offer of computer lab space and/or meeting room space (i.e. ESL classes)

Diversity Orientation and Training Goals

1. All employees will be expected to contribute to the library's success in meeting its multicultural goals
2. Publicly keep the diversity initiative as a focus on a continuous basis

3. The library diversity initiative will be incorporated into the interviewing and hiring process for all positions being filled
4. Ocean County library supports all of its minority staff members, whether minority is based on ethnicity, gender, age, race, sexual preference, religion, or physical or mental abilities
5. Staff will participate in associations and conferences where networking and opportunities for interaction among affinity groups will be fostered
6. The Diversity Committee will sponsor or conduct diversity training and education workshops at least twice a year
7. Develop a library workforce reflective of the diverse population we serve, at all levels ands titles
8. Seek minority candidate for MSL program who are attending local community colleges
9. Work with the Ocean County College Multicultural services program to find minority candidates to fill Intern/Trainee positions
10. Strategically offer programs to local organizations, on how to apply for jobs at the Library and how to take Department of Personnel exams

FOR MORE INFORAMTION:

WEBSITE: http://www.oceancountylibrary.org/About/Diversity-Plan.htm

MARKETING AND PUBLIC RELATIONS

HOW TO POSITIVELY PROMOTE YOUR ORGANIZATION!

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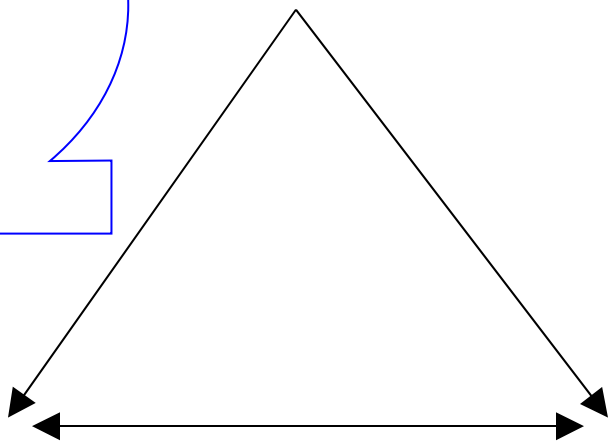
47.631 Practicum I
University of Massachusetts Lowell

Marketing (what it means to us): Our product, must likely our organization, needs to be positioned in a way that clients are aware of the services we provide, and the benefits they can receive from those services.

Marketing (formal definition): The process of creating a product and then planning and carrying out the pricing, promotion, and placement of that product to stimulate buying exchanges in which both seller and buyer profit in some way.



ADVERTISING

Advertising (formal definition): Making known; calling public attention to a product, service, or company by means of paid announcements so as to affect perception or arouse consumer desire to make a purchase or take a particular action.

Advertising (what it means to us): Paid promotions that an organization uses to gain awareness and interest: print advertisements, TV/radio advertisements direct mail campaigns, banners or signage.

PUBLIC RELATIONS

Public Relations (formal definition): Any activities or events that help promote a favorable relationship between a company and its customers and prospects; used to influence the press to print stories that promote a favorable image of a company and its products or services.

Public Relations (what it means to us): Unpaid promotions that encourage third parties to positively report on an organization: news releases, media alerts, and public service announcements.

MARKETING

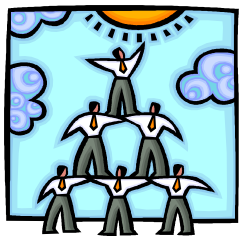
"Marketing is psychology applied to the arena of business"

Marketing—The Fundamentals

Marketing Mix

- *Product*: the service, whatever you offer that has value
- *Price*: time, energy, money or any other tangible given in return for a service
- *Promotion*: advertising, publicity, or other ways to endorse your service
- *Placement*: where people need to go to receive the service
- *People*: clients, employees, parent organizations, funders

Customer Value Pyramid



Clients hope to find an appropriate mix of these elements:

- Quality service (good fit for the client)
- Reliable service (will be consistent and dependable)
- Valuable service (in relation to the cost to the client)

Market research

- Recording and analyzing descriptive information
  - Who are likely clients? (age, gender, ethnicity, social class, culture, family type)
  - What drives their behavior to use the service? (norms, values, reference groups)
- Collecting observations from customer service representatives
  - How do clients use the service?
- Collecting information from clients
  - Assess the quality of your service
  - What are client's perceptions of attributes, benefits or flaws in the service?
  - Is your operation (location, hours, etc.) in sync with client expectations?

Once you know who you are trying to target, your promotions can all be tailored to reach that audience.

Branding

How do you make customers feel?

- A strong brand is clear and consistently communicated. It forms a relationship between the organization and the client.
- A strong brand makes others associate value with your organization or service
- Brands are communicated through various methods:
  - Name of organization
  - Logo/symbol
  - Slogan/tagline
  - Website
  - Packaging design
  - Color scheme
  - Staff demeanor (on phone and with clients)

Why does branding work

A little cognition for all you psychology lovers…

How do we handle all the information thrown at us throughout the day? Our brain creates shortcuts so that we can quickly make associations between an idea and how we feel about it. The power of suggestion is strong, and if we are repeatedly given a positive association between a brand and their product (i.e., Verizon = Most Reliable Network), we often turn this association into a belief. It is uncomfortable for us to change a belief once it is made, and therefore we will filter out any information that does not support are already held beliefs.

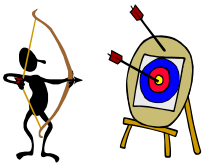
- Uniform/dress code

MARKETING

"Marketing takes creativity, an understanding of psychology and the ability to help people find solutions"

Important marketing steps for you to take within your organization

1. Define your target audience (who do you create your services for?)



HELPFUL TIP: Oftentimes, our organization revolves around **people** (rather than a product). Because **PEOPLE CHANGE**, it is critical to stay on top of your clients changing needs. Have you thought about doing market research? *(See page 3)*

2. Brainstorm important groups, organizations and community leaders to talk to about your organization and its services. To become a valued resource, you need to **get the word out**!

HELPFUL TIP: Have a way to show people how your service could be a good fit for them. **TESTIMONIALS** (in a brochure, website, video, etc…) are a great way to demonstrate how your service has worked for others.

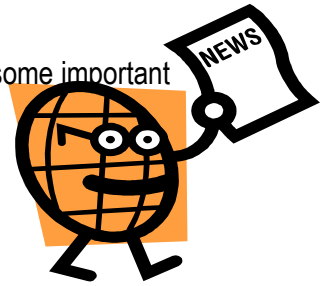
3. Brainstorm ways that your organization already uses or could use the various methods of branding (see page 3).

HELPFUL TIP: Does your organization have a **slogan** or **motto**? Does it use certain **colors**, **images**, or **logos** that are familiar to the public? These are all ways that an organization markets itself!

4. Determine what type of promotions would work well for your organization. Well-done promotions create a sense of urgency, produce temporary excitement, and increase interest in the organization. *(Types of promotions can be found in the following section…)*

PUBLIC RELATIONS

"'Public Relations' refers to anything you do to keep your organization coming up in conversation."



Public Relations is used to gain interest and awareness for your organization. Here are some important points to know about public relations (PR).

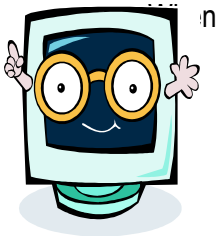
- PR, unlike advertising, does not use paid promotions
- PR has the benefit of being endorsed by a third party
- PR is uncontrollable: you can offer a story to the press, but you have no control over timing, placement or if the story will be picked up.

Below are various methods of public relations.
Each method should utilize content that is:

a). NEWSWORTHY;
b). AIMED AT the media outlet that will best tell your story;

Community Calendars

Community Calendars are a great and *inexpensive* way to get your organization's events known by the public. Community Calendars can be found on most news station websites. Calendar postings are typically *free* and last *2-4 weeks*.



When planning you next event, consider posting information on the following community calendars

- Merrimack Valley HUB (**http://calendar.mvhub.com/edit_entry.php**)
- Lowell Telecommunications Corporation (**http://www.ltc.org/community/npo.shtml**)
- City of Lowell (**http://www.lowellevents.info**)
- 7 News Boston (**http://www1whdh.com/events**)
- CBS 4 Boston (**http://cbs4boston.com/community**)
- WCVB-TV 5 Boston (**http://www.thebostonchannel.com/index.html**)

E-Mail Newsletter

E-Mail Newsletters are another *free* way to get information about your organization out to a *wide audience*. Newsletters can be distributed on a regular basis to a large audience, keeping individuals aware of what is going on within your organization.

HELPFUL TIP: If your organization maintains a website, consider developing a way for people to sign up for your organization's e-mail newsletter as they browse your site.

Press Kits

Press kits are great ways to *help news stations* be better prepared to tell your story. Press kits are often in the form of a *folder* with contents generic to the organization and specific to the event. Be sure to have some press kits made up ahead of time when you are hosting a newsworthy event.

A press kit may include any or all of the following components:

- Photos
- News releases (*see page 6*)
- Fact sheets about the organization

- Personnel statements with credentials, education and achievements
- Organization literature (annual reports, brochures, etc.)

News Releases

A news release (or press release) is a news feature presented in a way that a news editor can run your proposed story as written, or use it as the basis for their own report. News releases are usually sent to news and radio stations by fax or email ***the same day as the story*** because stations plan their news line up that morning.

- *Format*:
  - Typically, one to two pages long.
  - See template below, in addition to full samples on pages 8 and 9.
- *Writing style*:
  - Use active language, short concise sentences, and eliminate jargon.
  - Remember that your content will most likely be edited before it is aired or printed, be sure that all information is clear.
- *Quotes*:
  - Add in a quote from an executive discussing why this is an important news event.
  - Identify people you quote using their name, title and company—this adds credibility to your news release.
- If your news release is longer than one page, include **"-–more—**" at the *end of the first page*, with a slug (**short title that will identify the news release if the pages are separated, and page number**) on the *top right hand corner* of additional pages.
- To close a press release, use one of the following symbols " **###** " or "**—30—**"

Page 1

Organization Letterhead

NEWS RELEASE
Contact Information
For immediate release

HEADLINE

CITY, STATE (Date of release) – Lead Paragraph. This paragraph should grasp the reader's attention and should contain the relevant information including who, what, where, when and why.

Text. The main body of your news release where your message should fully develop. Include quotes here.

-more-

Page 2

Slug: 2-3 word title + page #

Text.

Call to action. Finish by giving a specific action people can take (such as visiting a particular website).

About the organization. Give background information about all organizations involved to save the news station from having to do background research.

###

Media Advisories

Media Advisories are also sent to local news and radio stations to inform them of an important event or organizational announcement.

Media Advisories spell out the 5 W's **with a bulleted list**:

- *Who,*
- *What,*
- *Why,*
- *Where,* and
- *When*

See the attached list of local television and radio stations where you can submit your releases!!!

Media Advisories differ from news releases because they are typically *shorter*, more *concise*, and specific to *one event*. However their writing style and format are very similar to a news release.

See an example of a media advisory on page 10.

Public Service Announcements (PSA's)

PSA's are educational messages designed to focus public attention on serious issues, broadcast in the public's best interest.

- PSAs are *non-commercial*, *non-denominational*, and *non-political*.
- PSAs may be used to convey general information, announce a public event, or seek new resources or clients.
- PSA's are aired on *television* and *radio* and printed in *newspapers* and *magazines*.
- PSA writing is similar to that of news releases or media advisories:
  - Writing must be clear and concise.
  - Total PSA must fit within timing requirements of the station (most PSAs are 20, 30 or 60 seconds long).
  - See a template below, in addition to full example on page 11.

Organization Letterhead

PUBLIC SERVICE ANNOUNCEMENT
Event date:
Contact information:
Start date:
End date:
Reading time:

PSA Text double spaced.

Helpful information when crafting and submitting a PSA:

- Listen to the media outlets you want to use--target specific radio stations, television programs, and print outlets according to your desired audience.
- Check with the radio/television stations to see what PSA length will work.
- Always send a letter on your organization's letterhead asking for the PSA to be run: remember to include why the service is important to the community and TELL THEM IF YOU ARE A NON-PROFIT ORGANIZATION!
- Put a desired start and end date for the PSA. If there is no limit, just label it "**TFN**" meaning **Till Further Notice**.
- Use your time to **SELL** your event—not your products.
- Follow-up with a phone call, fax, or e-mail to make sure that your material has arrived.
- Be absolutely sure you give enough time to get the material to the station. Send the information about *3-4 weeks before* you want the spot to start airing (or, at least one month in advance).
- Type and double-space all information. Include phonetic pronunciations on all unusual or foreign words or names.
- Include the "Who," "What," "Where," and "When"—write out the announcer's script as you would expect to hear it on the air.
- Include a phone number for the public to call for further details (including too many numbers is difficult for the viewer to retain).

EXAMPLE
NEWS RELEASE

NEWS RELEASE

Maura Daly
America's Second Harvest – The Nation's Food Bank Network
Office: 312.263.2303 ext. 162/Cell: 301.943.3733
mdaly@secondharvest.org

For immediate release

TIDE AND AMERICA'S SECOND HARVEST PARTNER TO ANNOUNCE TIDE CLEANSTART: PROGRAM FOR HURRICANE KATRINA VICTIMS

- As Part of Rebuilding Effort, Free Laundry Service Offered to Devastated New Orleans Regions -

CINCINATTI, OH (November 6, 2005) – As families begin to rebuild their lives in the aftermath of Hurricane Katrina, Tide and America's Second Harvest—The Nation's Food Bank Network are partnering to make this effort easier with the announcement of the Tide CleanStart program. The mobile initiative kicks off on November 8th and will travel to select areas of the greater New Orleans area to provide free laundry services to families affected by the disaster.

"As we witnessed this tragedy, we immediately wanted to reach out in a way that directly impacted the everyday lives of those returning to the area," says Suzanne Watson, Brand Manager, Tide U.S. "The goal of the Tide CleanStart program is to help restore some sense of comfort with families as they rebuild their homes and their lives."

The time to assist with Tide CleanStart is right now. As the region continues its rebuilding effort and basic needs including food, water and shelter are being fulfilled, laundry facilities are becoming more critical. Here's why:

- Approximately 250,000 people are still living in hotels waiting for temporary housing; another 4,000 are still in shelters
- There are an estimated 1.1 million people still displaced
- Only 1 in 4 people have returned to New Orleans because power is limited
- New Orleans evacuees are still spread across 44 different states; most of them are eager to return and start rebuilding their lives

Tide CleanStart will help to make laundry happen again. The mobile laundromat will travel to several local agencies in the greater New Orleans area and laundry relief efforts

will last for consecutive days in each area. These locations were determined in collaboration with the America's Second Harvest Network in order to meet the most critical needs of local families.

The Tide CleanStart program is currently stationed at Camp Hope in Metairie providing free laundry services through Thanksgiving Day. Other locations in the area are in the process of being finalized.

"We are thrilled to work with Tide to help bring this thoughtful and innovative program to life," says Robert Forney, president and CEO for America's Second Harvest. "This service lends a much needed hand to thousands of families in the Gulf Coast area as they continue rebuilding their lives."

The mobile laundromat is set to operate an average of 16 hours per day and will complete approximately 10,000 free loads of laundry over a four week period. Local residents will be able to drop off two loads of laundry per person to be washed, dried and folded by the Tide CleanStart team.

"Laundry services are just not available right now in many of these areas," says Toby Ives, Interim Director of Second Harvest Food Bank of Greater New Orleans and Acadiana. "We are grateful to Tide CleanStart for providing this basic need that is so simple, yet so crucial for people as they start trying to rebuild their homes, communities and lives."

For more information on Tide CleanStart please visit www.secondharvest.org.

About Tide

For almost 60 years, Tide has been caring for the clothes of American families and helping to provide the everyday miracle of clean clothing. Please visit www.tide.com for helpful product information, practical tips on laundry care, special offers and promotions, updated fabric care articles, and an interactive Stain Detective, which provides official Tide stain removal solutions.

About America's Second Harvest -- The Nation's Food Bank Network

America's Second Harvest -- The Nation's Food Bank Network is the nation's largest charitable hunger-relief organization with a Network of more than 200 regional member food banks and food - rescue programs serving all 50 states, the District of Columbia, and Puerto Rico. The America's Second Harvest Network secures and distributes nearly two billion pounds of donated food and grocery products annually. The America's Second Harvest Network supports approximately 50,000 local charitable agencies operating more than 94,000 programs including food pantries, soup kitchens, emergency shelters, after-school programs, and Kids Cafes. Last year, the America's Second Harvest Network provided food assistance to more than 23 million low-income hungry people in the United States, including more than nine million children and nearly three million seniors. For more on America's Second Harvest, please visit www.secondharvest.org.

# # #

EXAMPLE
MEDIA ADVISORY

MEDIA ADVISORY

Jaime Saunders
Foodlink
(585) 328-3380 x132 or cell (585) 967-5500.

For Immediate Release

FOODLINK PARTNERS WITH SENATOR CLINTON TO HELP LOCAL FARMERS COME TO MARKET

ROCHESTER, NY (July 9, 2005) Senator Clinton, Foodlink and others launch major initiative to expand markets for New York's farmers and growers Farm to Fork Fulfillment Center Press Conference with Senator Clinton will be held Monday, July 11th.

WHAT: U.S. Senator Hillary Rodham Clinton and Foodlink will announce a partnership to facilitate the distribution of locally grown produce from at least 10 counties in upstate New York to the markets in the state's regional centers and beyond. The partnership is a result of Senator Clinton's Farm to Fork Initiative in conjunction with Foodlink and Red Jacket Orchards. By using the assets of the regional food bank, which includes a fleet of trucks delivering to area non-profits in the surrounding 9-counties and their Fulfillment Center food warehousing infrastructure, Foodlink will act as a facilitator to help regional farmers ship their quality fresh produce from the farm to the City of Rochester. Growers can then sell their quality produce in local upstate markets or, with the help of Red Jacket Orchards, take their produce to markets in New York City and beyond.

WHO: Featured speakers will be:
• Senator Hillary Rodham Clinton, sponsor of Farm to Fork initiative
• Jaime Saunders, Vice President of Foodlink, a non-profit organization providing infrastructure and resources for Fulfillment Center
• John Montague, Director of Foodlink Fulfillment Center
• Brian Nicholson, Red Jacket Orchards, Geneva
• Rick Pederson, Pederson Farms, Seneca Castle

WHEN: Monday, July 11th, 2pm

WHERE: Foodlink, 936 Exchange Street, Rochester, NY 14608

BEST VISUAL:
- Map of 10 county area of Fulfillment Center will be on display
- Following the speakers, produce from regional farmers will be loaded onto a
- Foodlink truck for delivery to an area broker.
- Tour of food bank facility including storage areas and trucks
- All speakers will be available for interviews following the event.

EXAMPLE
PUBLIC SERVICE ANNOUNCEMENT

To view this PSA's, please log onto:
peacecorps.gov

PEACE CORPS
PUBLIC SERVICE ANNOUNCEMENT: Life Is Calling
Event date:
Contact information:
Start date:
End date:
Reading time: 60 seconds

How far would you go to help someone? Would you go to the end of your driveway? Would you cross a street? Would you cross an ocean? To a place 6,000 miles from home? And how long would you go…Would you go for a week? A month? A year? Would you go for 2 years? Would you go if you could use your knowledge to teach someone and, in the process, maybe learn something yourself? Life is calling. How far will you go?

To view this PSA's, please log onto:
www.one.org

ONE CAMPAIGN
PUBLIC SERVICE ANNOUNCEMENT:
Event date:
Contact information:
Start date:
End date:
Reading time: 60 seconds

One by one they step forward. A nurse, a teacher, a homemaker, and lives are saved. But the problem is enormous. Every three seconds, one person dies. Another three seconds one more. The situation is so desperate in parts of Africa, Asia and even America that aid groups, just as they did for the tsunami, are uniting as one, acting as one. We can beat extreme poverty, starvation, Aids. But we need your help. One more person, letter, voice will mean the difference between life and death for millions of people. Please join us. By working together Americans have an unprecedented opportunity. We can make history. We can start to make poverty history. One by one, by one. Please visit One at this address. We're not asking for your money, we're asking for your voice.

Ready to submit a news release, media advisory, or public service announcement?

Look over the following stations; determine which would be most fitting for your story (based on location and station interest). As you begin working with stations more regularly, note the proper contact person's name, the station's preferred mode (fax, email, or mail), and time frame for receiving releases.

Note: it can be helpful to have a list of your target media stations and their fax numbers on hand for events.

Local Television Stations

- **WFXZ-CA** (Channel 24; BOSTON, MA;)
- **WNDS** (Channel 50; DERRY, NH; Owner: CTV OF DERRY, INC)
- **WCVB-TV** (Channel 5; BOSTON, MA; Owner: WCVB HEARST-ARGYLE TV, INC.)
- **WGBH-TV** (Channel 2; BOSTON, MA; Owner: WGBH EDUCATIONAL FOUNDATION)
- **WUTF** (Channel 66; MARLBOROUGH, MA; Owner: TELEFUTURA BOSTON LLC)
- **WHDH-TV** (Channel 7; BOSTON, MA; Owner: WHDH-TV)
- **WMFP** (Channel 62; LAWRENCE, MA; Owner: WSAH LICENSE, INC.)
- **WBZ-TV** (Channel 4; BOSTON, MA; Owner: VIACOM INC.)
- **WGBX-TV** (Channel 44; BOSTON, MA; Owner: WGBH EDUCATIONAL FOUNDATION)
- **WSBK-TV** (Channel 38; BOSTON, MA; Owner: VIACOM INC.)
- **WLVI-TV** (Channel 56; CAMBRIDGE, MA; Owner: WLVI, INC.)
- **WFXT** (Channel 25; BOSTON, MA; Owner: FOX TELEVISION STATIONS INC.)
- **WBPX** (Channel 68; BOSTON, MA; Owner: PAXSON BOSTON-68 LICENSE, INC.)
- **W40BO** (Channel 40; BOSTON, MA; Owner: PAXSON COMMUNICATIONS LPTV, INC.)
- **WUNI** (Channel 27; WORCESTER, MA; Owner: ENTRAVISION HOLDINGS, LLC)
- **WTMU-LP** (Channel 32; BOSTON, MA; Owner: ZGS BOSTON, INC.)
- **WCEA-LP** (Channel 58; BOSTON, MA; Owner: CHANNEL 19 TV CORPORATION)
- **WHDN-LP** (Channel 26; BOSTON, MA; Owner: GUENTER MARKSTEINER)
- **WYCN-LP** (Channel 13; NASHUA, NH; Owner: CENTER BROADCASTING CORP. OF NEW HAMPSHIRE)
- **W33AK** (Channel 33; NASHUA, NH; Owner: CENTER B/CING CORPORATION OF NEW HAMPSHIRE)

LOWELL TELECOMMUNICATIONS CORPORATION (**LTC**): 246 Market Street, PO Box 803, Lowell, MA 01853-0803; (voice): (978)458-5400 (fax): (978)937-0361 (email): info@ltc.org
website: **http://ltc.org**

LTC is a nonprofit, member-based technology community center that offers training in television and multimedia productions to people and organizations that live and/or work in Lowell.

Their mission is "to build community through technology."

Local Radio Stations

Strongest AM radio stations in Lowell:

- **WRKO** (680 AM; 50 kW; BOSTON, MA; Owner: ENTERCOM BOSTON LICENSE, LLC)
- **WWZN** (1510 AM; 50 kW; BOSTON, MA; Owner: ROSE CITY RADIO CORPORATION)
- **WEEI** (850 AM; 50 kW; BOSTON, MA; Owner: ENTERCOM BOSTON LICENSE, LLC)
- **WKOX** (1200 AM; 50 kW; FRAMINGHAM, MA; Owner: CAPSTAR TX LIMITED PARTNERSHIP)
- **WBIX** (1060 AM; 40 kW; NATICK, MA; Owner: LANGER BROADCASTING CORPORATION)
- **WCEC** (1110 AM; daytime; 5 kW; SALEM, NH; Owner: COSTA-EAGLE RADIO VENTURES LTD PARTNERSHIP)
- **WRCA** (1330 AM; 25 kW; WALTHAM, MA; Owner: WRCA LICENSE, LLC)
- **WBZ** (1030 AM; 50 kW; BOSTON, MA; Owner: INFINITY BROADCASTING OPERATIONS, INC.)
- **WDER** (1320 AM; 10 kW; DERRY, NH; Owner: BLOUNT COMMUNICATIONS, INC. OF NH)
- **WCRN** (830 AM; 50 kW; WORCESTER, MA; Owner: CARTER BROADCASTING CORPORATION)
- **WCAP (980 AM; 5 kW; LOWELL, MA; Owner: NORTHEAST RADIO, INC.)**
  website: **http://www.wcap.net**

WCAP: "The Talk of the Merrimack Valley"

- **Live & local talk radio (to and from work).**
- **Local weekend talk.**
- **Lowell Lock Monster Hockey.**
- **Music & Memories Overnight.**

- **WLLH (1400 AM; 1 kW; LOWELL, MA; Owner: MEGA COMMUNICATIONS OF LOWELL LICENSEE, LLC)**
- **WAMG (890 AM; 25 kW; DEDHAM, MA; Owner: MEGA COMMUNICATIONS OF DEDHAM LICENSEE, LLC)**
  website: **http://www.latinboston.com/lamegasepega/Station.htm**

WAMG: the first "24 hour, 7 day/ week Hispanic radio station" to serve the Lowell / Lawrence, MA area.

The station targets the 18-49 year old Hispanics with an up-tempo and high-energy presentation of today's best Spanish language dance music.

Strongest FM radio stations in Lowell:

- **W227AM** (93.3 FM; ANDOVER, MA; Owner: GREATER BOSTON RADIO, INC.)
- WHOB (106.3 FM; NASHUA, NH; Owner: TELE-MEDIA COMPANY OF NEW HAMPSHIRE, L.L.C.)
- **WBMX** (98.5 FM; BOSTON, MA; Owner: INFINITY RADIO OPERATIONS INC.)
- **WJMN** (94.5 FM; BOSTON, MA; Owner: AMFM RADIO LICENSES, L.L.C.)
- **WCRB** (102.5 FM; WALTHAM, MA; Owner: CHARLES RIVER BROADCASTING WCRB LICE)
- **WTKK** (96.9 FM; BOSTON, MA; Owner: GREATER BOSTON RADIO, INC.)
- **WROR-FM** (105.7 FM; FRAMINGHAM, MA; Owner: GREATER BOSTON RADIO, INC.)
- **WBOS** (92.9 FM; BROOKLINE, MA; Owner: GREATER BOSTON RADIO, INC.)
- **WGBH** (89.7 FM; BOSTON, MA; Owner: WGBH EDUCATIONAL FOUNDATION)
- **WXKS-FM** (107.9 FM; MEDFORD, MA; Owner: AMFM RADIO LICENSES, L.L.C.)
- **WXRV** (92.5 FM; HAVERHILL, MA; Owner: BEANPOT BROADCASTING CORP.)
- **WMJX** (106.7 FM; BOSTON, MA; Owner: GREATER BOSTON RADIO, INC.)
- **WBUR-FM** (90.9 FM; BOSTON, MA; Owner: TRUSTEES OF BOSTON UNIVERSITY)
- **WODS** (103.3 FM; BOSTON, MA; Owner: INFINITY BROADCASTING OPERATIONS, INC.)
- **WGIR-FM** (101.1 FM; MANCHESTER, NH; Owner: CAPSTAR TX LIMITED PARTNERSHIP)
- **WQLL** (96.5 FM; BEDFORD, NH; Owner: SAGA COMMUNICATIONS OF NEW ENGLAND, LLC)
- **WBCN** (104.1 FM; BOSTON, MA; Owner: HEMISPHERE BROADCASTING CORPORATION)
- **WZLX** (100.7 FM; BOSTON, MA; Owner: INFINITY BROADCASTING CORPORATION OF BOSTON)

- **WKLB-FM (99.5 FM; LOWELL, MA; Owner: GREATER BOSTON RADIO, INC.)**
- **WUML (91.5 FM; LOWELL, MA; Owner: UNIVERSITY OF MASSACHUSETTS, LOWELL)**
  website: **http://www.wuml.org**

WUML: University of Massachusetts Lowell radio station
1 University Avenue, 01854
Business Phone: (978) 934-4975
PR Director Chris Gilberti: pr@wuml.org
PSA Director Kerry Weinrich: psa@wuml.org

References & Other Resources

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