

LEADERSHIP VISIONARY PLAN OF ACTION FOR KGNU 1390 AM

Boulder Community Radio Station



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EXECUTIVE SUMMARY

KGNU is a non-profit, non-commercial, community radio station for the Boulder and Denver areas. According to a written interview with Indra Raj, the station's Music Director, “the KGNU staff strive, and are motivated, to combine both their love for music and community-oriented projects. They run a huge variety of programming, with experts and amateurs alike running shows together. This programming promotes community engagement and exposes the community to unique, strains of music and news not widely seen in mainstream media” (Email Interview, 24 October 2017).

KGNU approaches radio differently, since a majority of their music and radio show content is not played by top radio stations. The project that we conducted was intended to connect KGNU with a younger audience, namely college-aged students. We researched this goal through; surveys, interviews, and tabling.

Overall, what our group found is that there is a significant amount of college-aged students that still listen to the radio, but based on our subsequent research, the aspect that students are interested in is not radio, but rather KGNU sponsored shows. (See attachments 1 and 5) Due to this finding, we decided to redesign KGNU’s outreach kit at concerts so that it would better attract a younger audience.

Finally, we have taken the next steps in order to connect with groups at CU Boulder, so that future KGNU groups can focus on building more meaningful and lasting partnerships with them. (See Attachment 5) We believe that this, combined with the redesigned outreach kit, will aid KGNU to connect with a younger audience.

SHORT TERM OBJECTIVES

One of the largest issues our group has identified for KGNU is that they are missing a college-aged demographic. (Email Interview, 24 October 2017) More often than not, millennials generally listen to mainstream music through streaming services, and although many listen to music on the radio in their cars, they usually have pre-tuned stations (See attachment 1). This makes it hard to get listeners to tune into new stations. Some questions the team considered when constructing our research were- “What are current radio stations missing? How could KGNU fix this issue to make listening to the radio better as a whole?”

KGNU’s issues are wicked problems because it is impossible to change the patterns of an entire generation. One of the key issues we have identified is that there are students who listen to the type of media KGNU provides, but they are not connecting with KGNU(Our wicked problem/long-term goal.)(See Attachment #1, Appendix,) So instead what we have done is attempt to find tame problems within our wicked problem, which are our short term goals. Thus, one of our overall short-term goals for the station was for them to be more aware of the ways people, especially 18-25-year-olds, are listening to music and where (i.e. in the car with the radio or at home on the radio). This information will allow KGNU to target their potential college-age listeners more efficiently and hopefully increase their listeners.

Additionally, we’ve chosen to rework the outreach kit that KGNU uses at concerts. (Attachment #1, Resources) First of all, KGNU does not have a statement or portion of their station that they would like volunteers to emphasize. In our revised media kit, we have included a flyer that orients volunteers to what the experience should be like

and what they will aim to get out of it. A couple other promotional things we included were flyers and links to KGNU's social media sites. Right now, the outreach kit just has an email sign-up sheet, and no opportunity for potential listeners to contact the station. We have added the flyer and a 'like us on Facebook' slip in order to foster community engagement. Finally, we have added a welcome email that new listeners will receive when they leave their email on the sign-up sheet.

LONG TERM OBJECTIVES

As KGNU is a local radio station, their immediate goal is to create a station that built by, and for, the community. By playing a large variety of non-mainstream music, they have embarked on a mission to diversify the media that reaches the Boulder community. While they have built a solid fan base, they are missing the college-aged demographic. Thus, our long-term goal for the station is to increase the number of college-aged listeners. Although in the past the station has had success with increasing other demographics, they are facing an issue with how millennials are listening to music and what they are listening to.

Our work to fulfill this long-term goal was through finding targeted avenues that KGNU could utilize long-term to gain new listeners. One aspect of this was writing a 'welcome email' that people who sign up at concerts will receive. As of right now, new sign-ups are just simply added to an email list. This new welcome email is designed to provide new KGNU listeners with an orientation to what they could be involved in at KGNU. (See Attachment #1, Resources)

In addition to this, we have opened contact with 2 clubs at CU Boulder that we feel could turn into long-term relationships. (See Attachment #5, Resources) We opened

contact with these groups in order to determine what they would be most interested in from KGNU, so now KGNU will be able to build upon these contacts. One method that the group feels could be worth exploring is having these clubs table for KGNU. This way the clubs would get access to shows, and be drawn more into KGNU. Also, having younger students tabling could attract younger potential listeners to the table, as was found in our outreach experience.

INFORMED CONCEPTUAL LENS

There are many leadership theories that could fit KGNU's challenge, we have identified creating multicultural initiatives and handling wicked challenges as key to our approach.

The first is from the reading entitled 'Transformative Multicultural Initiatives,' where author Sherry Watt discusses designing initiatives that will recruit and impact individuals from other cultures. This can be used to understand the challenge that KGNU faces trying to connect with college-aged students. It is relevant to our group's challenge within KGNU, because KGNU is looking to target college students through media, and there is a big cultural gap between college students and older listeners in the area of technology.

Takeaways from this reading that we have applied to our research are:

- Be understanding of the culture you are trying to include, Understand yourself (Roper, 2016)
- Understanding the culture, you are trying to include is relevant (Roper, 2016)
- Understanding self-ties into understanding (Roper, 2016)

KGNU needs to focus on understanding college-aged students, because they are trying to connect with a vastly different age group than their own. If KGNU does not understand how the college student demographic approaches music and news, then their recruitment approaches will be less efficient because they are not targeting college students in an efficient manner. Also, making a concerted effort to be cognizant of the fact that 'millennials' listening to music on their phones or through an app is not

inherently less valuable than listening to music through the radio will set the stage for better relations and reduce tension between the two groups.

Understanding self-ties into understanding the other group because KGNU will have to understand who they are and what they can provide to college students. From the research, we have conducted in reaching out to student clubs, no club was interested in listening to specific radio programs, but 2 were interested in attending shows or conducting interviews with KGNU. Our research on clubs provides input to KGNU on what college students want from KGNU and how they interact with radio. (See Attachment #5, Resources) These results will help KGNU understand and reevaluate what they could be promoting to college students they wish to attract.

The other leadership theory that helps inform our actions is from the article ‘Dilemmas in a General Theory of Planning,’ because it discusses why scientific, simple solutions will not apply to wicked problems (Rittel & Webber, 1973). Our group is facing the wicked problem of how to bring a younger audience to radio, which in our research, was a lesser way that students listened to music. (See Attachment #1, Appendix) There are many issues contained within our challenge, and understanding that we will not be able to solve them all is integral to our success. We will not be able to create a comprehensive solution to our challenge, because there is no real solution to wicked problems. Instead, what we have focused on is ensuring that one aspect of the problem is completely and thoroughly researched, and our deliverable to KGNU is effective.

We have chosen to address how KGNU could rework their outreach kit when tabling concerts. This aspect was selected because it is a tame problem within our ‘wicked’ challenge, so we will be able to make a significant effort towards solving it.

Once again, we drew this from the reading (Roper, 2016), specifically the section regarding problem definition. According to this section, before any action is taken, the problem to be tackled needs to be clearly defined and judged to be solvable. Because our problem is a tame problem, and we have identified it from the surrounding challenge, we were able to work towards solving it (Roper, 2016).

These two theories have allowed us to identify and address a problem within our wicked challenge that we have been working towards solving in a manner that will be effective and useful to our community partner.

STRATEGIES FOR IMPLEMENTATION

The main strategies that we used for our outreach were surveys, going to concerts with and without outreach kits, targeted outreach, and social media adjustments.

Our survey was designed to see if college-aged students still listened to the radio or if this was an avenue that was not worth exploring for KGNU. (See Attachment 1) Visiting local concerts and events gave us the ability to reach out to music lovers that could potentially be KGNU radio listeners, and also get hands-on experience using the outreach kit. In addition, our group has looked at KGNU's social media presence through marketing eyes, and informally found that although KGNU has LinkedIn, Facebook page, Instagram, and Twitter pages, there wasn't a strong effort to orient the content to the youth. The team believes that this could be a major factor playing into the lack of youth interest in the station, and so we have tried to address it through our redesigned outreach kit. Finally, we examined the most recent KGNU group's work, and built upon their research by reaching out to clubs that they had scouted.

In the team's past leadership challenges, we had found that changing people's deeply held opinions is difficult and must be approached with great care. In order to learn more about this approach, we reached out to Marcos Rodriguez (a successful radio station owner and operator) for more information on how to approach this issue. Mr. Rodriguez suggested more physical promotion of the station around Boulder such as banners, posters, etc. The point of this is to just get the name out there and allow listeners to have KGNU in their subconscious and spark interest in the station.

EVALUATION MEASUREMENTS

Our group sent out a survey to measure how many people listen to the radio, as well as measuring what is the most used music-listening platform among the people we asked. We used this information in order to craft our new outreach kit for KGNU. We found it very interesting when looking at our results because 60% said that they still listen to the radio and 40% do not. Based on our group, we had thought that a much smaller percentage of students surveyed would listen to the radio. Of the 60% that listen to the radio, listen to the radio within a given week roughly 1-10 hours. Knowing that there are still users that listen to the radio meant that we could take that information further and reach out to groups to learn more about what their basic music interests are as well as their go to radio stations were.

Aside from learning if there is a significant amount of people still listening to the radio, we wanted to learn about the user's needs and wants related to events and concerts. This is an area that a future group could expand upon, especially through surveying concert attendees. We could see whoever responded to the question of whether they listen to the radio, and then see if they attend concerts/events on a regular or annual basis. Those 60% that said that they still listen to the radio also stated that they attend concerts and events.

We have good reason to believe that our outreach kit will be effective in reaching potential listeners, because our survey indicated that there is a significant overlap between radio listeners and those that go to concerts. The success of parts of our outreach kit will be measured through an increase in Facebook likes and also email sign-ups, because these were two areas that we focused on increasing. (See Attachment #1,

Resources) Future groups can use these metrics to determine if our outreach changes have been effective, or if they need to tweak it.

RESOURCES

As of now, we know that people ages 18-25 are sometimes still listening to the radio in some capacity, it would be beneficial to create some form of advertisement to promote KGNU. We have included a flyer in the new outreach kit in order to draw people towards KGNU's Facebook page. The other part that we've added is a statement on what the volunteer should emphasize when conducting outreach. This will allow the volunteer to have a better grasp on what they are supposed to be doing at their outreach.

Finally, we contacted the clubs that the previous KGNU group had scouted and asked if they would be interested in partnering with KGNU, and what aspects of KGNU were most interesting to them. The 2 clubs that responded are good leads for the next KGNU group to follow up on for partnerships. (Attachment #5)

Attachment 1: Redesigned Media Kit Components





Dear Outreach Volunteer,

Thank you so much for being a part of the KGNU community!

At this concert, you'll be representing KGNU to concert-goers, and hopefully getting them involved in some KGNU activities. The outreach kit you have contains;

- Program Guides
- 'Like Us on Facebook Flyers'
- Email sign-up sheet
- 2 KGNU banners
- This year's KGNU magazine

Our goal is to get the people that you'll be interacting with more involved in KGNU in some way or another. So what's most important for you, is that when attendees come up to the table, you tell them about KGNU's mission and show them the different ways to connect with KGNU.

Once again, thanks for your help!

Sincerely,

Sean Makau
Community Outreach Director

kgnu.org

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KGNU Email Sign Up Sheet:

Name: _____

Email: _____

What Would You Want to Hear?

Name: _____

Email: _____

What Would You Want to Hear?

Name: _____

Email: _____

What Would You Want to Hear?



Welcome to KGNU,

Thanks for joining the KGNU Community!

"We are independent, non-commercial, community radio for Boulder, Denver & beyond. We depend on listener donations to keep the radio stations running."

At the bottom of this email, you'll find a link to our programming schedule, which will allow you to tune into your favorite music programs. In addition, be sure to check out our concert schedule, located on our website. If you're interested in volunteering or becoming more involved in KGNU, feel free to email Sean at Sean@kgnu.org.

Thanks for staying tuned in!

You can access our web page at:

<https://www.kgnu.org/>

Schedule for what music is playing when

<https://www.kgnu.org/schedule.html>

Attachment #2-Future Campus Connections

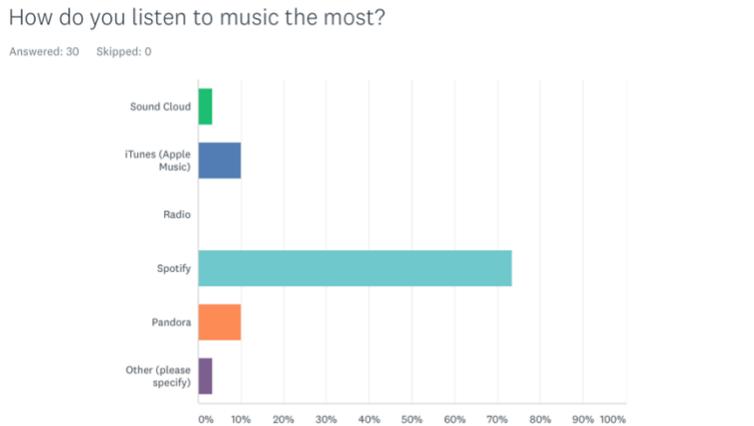
Club Name	Overview	Interests	Way to Contact
Crave the Sound	This club is "a collective of the University of Colorado Boulder students who are passionate about sharing and promoting a variety of new music."	Partnering with KGNU on their project next semester	Through their Facebook page.
The Jam Society	The Jam Society is dedicated to providing an environment where young musicians can feel free to practice their music.	The Jam Society is interested in attending shows with KGNU.	Through their Facebook page.

APPENDIX

Here are a few graphs that were constructed from our survey that we conducted with college-aged students. In result, we surveyed 30 college-aged students from sharing our survey link with friends, family and faculty of our team.

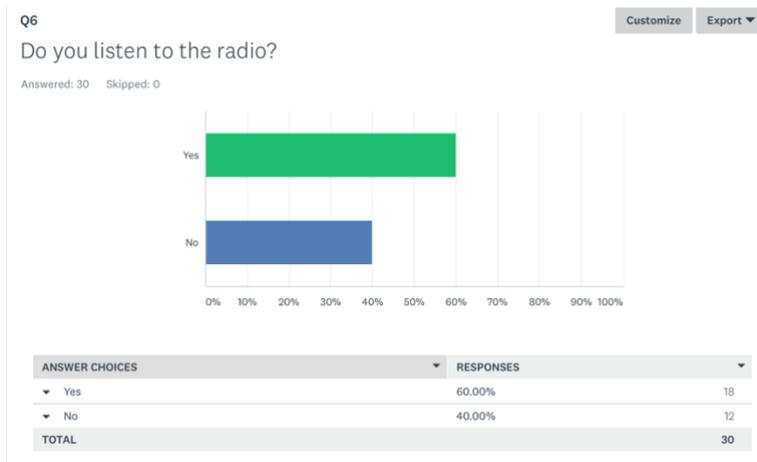
Attachment 1:

One question that our team found very relevant is finding out where our audience chooses to listen to music most often.



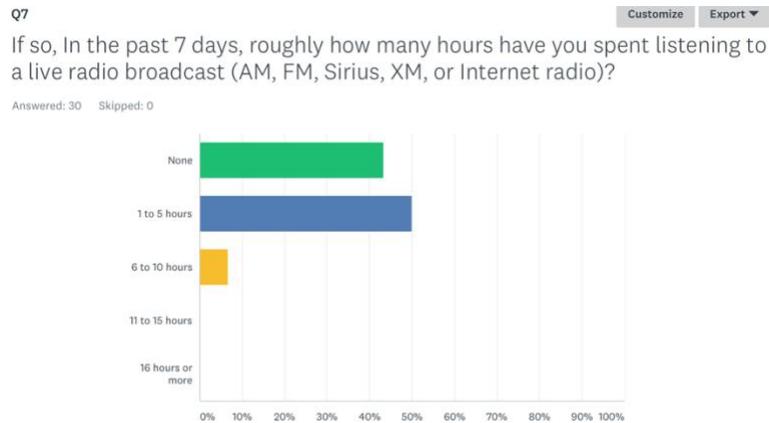
Attachment 2:

In order to find information for KGNU in whether or not college-aged students still listen to the radio we needed to find if the radio is still something that is being used regularly.



Attachment 3:

Of the college-aged students that stated that they listen to the radio, our team wanted to know how many hours they utilized the radio in the past 7 days.



Attachment #4

Outreach Findings:

of Email sign-ups: 4

of Program Guides handed out: 5

Observations: Most people did not know what KGNU was, but a lot just came up to chat. I believe a portion of these would not have come up to an older tabler, because they were college-students that felt they could be informal around me because I was younger.

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