

REC*OGNIZE YOUR CHOICE, MAKING YOUR REFERENDUM WORK



**BRYANNE KNIGHT, RECREATION CENTER PROJECT COORDINATOR,
DEBRA L. HAMMOND, EXECUTIVE DIRECTOR**

**UNIVERSITY STUDENT UNION, INC.
CALIFORNIA STATE UNIVERSITY, NORTHRIDGE**

**JEFF TURNER, SENIOR VICE PRESIDENT
BRAILSFORD & DUNLAVEY**



LEARNING OUTCOMES



1. Develop a strategic plan and timeline to administer a fee referendum.
2. Develop a marketing plan with strategies for reaching various demographics.
3. Organize, train and coordinate a student referendum marketing committee.

WHAT IS A REFERENDUM?



The practice of referring measures proposed by a legislative body to the vote of the student body for approval or rejection.

FIRST THINGS FIRST



CONDUCT A FEASIBILITY STUDY



California State University
Northridge
Years of Life-Changing Opportunity

FEASIBILITY STUDY



- **What**
 - project to determine likelihood of success
 - can it be accomplished?
 - is it possible?
- **Why**
 - assesses needs
 - identifies opposition/concerns
 - determines fee sensitivity
 - markets the concept to the students/campus
- **When**
 - before the referendum

FEASIBILITY STUDY



- **How**
 - focus groups
 - open forums
 - surveys
 - informational pieces
 - benchmarking/comparative data
 - focus groups
- **Who**
 - referendum **exploration** committee
 - consulting firm
 - institutional research
 - class projects

REFERENDUM PROCESS

- Conduct feasibility
- Develop financial plan
- Gain approvals
- Develop materials
- Orient and train committee
- Market the referendum
- Implement the referendum
- Communicate results
- Gain final approval



RRM



- **Referendum Risk Mitigation**
 - Product Risk
 - Fee Risk
 - Marketing Risk
 - Process Risk
 - Political Risk



IT'S ALL ABOUT MITIGATING YOUR RISKS!

PRODUCT



- **Describe Project in Terms of Benefits**
 - Recreation Center is more than building
 - Most not familiar with other Recreation Centers
 - Programs and equipment
 - Benchmarking data
- **Describe Current Quality of Facilities**
- **Explain the Project's Planning & History**
- **Maintain Planning Flexibility**
- **Make Appropriate Commitments**

PRODUCT



STUDENT RECREATION CENTER

LPA



PRODUCT



 California State University
Northridge
Years of Life-Changing Opportunity

STUDENT RECREATION CENTER

LPA



 California State University
Northridge
Years of Life-Changing Opportunity

FEE



- **Create a Financial Plan**
 - construction budget
 - 10-year detailed financial plan
 - ✦ operations
 - ✦ capital equipment
 - ✦ repair and replacement
 - ✦ staffing
 - ✦ consider expansion needs
 - ✦ inflationary factor



FEE



- **Balance Fee with Benefits**
 - No fee until facility is open or phased in
 - Corresponding program and facility improvements
 - Dust and Destruction
- Establish **what fee will buy** through survey data
- Establish **level of fee support** by constituency through survey data
- Establish **threshold levels for fee** through survey data
- Demonstrate **relationship of fee** to other funding sources
- Goal: **lowest possible fee**

USU Student Recreation Center California State University, Northridge Referendum Language



The recreation center proposed fee would gradually increase over a period of time as follows:

	Fall & Spring Fee	Summer Fee
2007-2008	\$25.00	N/A
2008-2009	\$35.00	\$15.00
2009-2010	\$45.00	\$21.00
2010-2011	\$55.00	\$27.00
2011-2012	\$130.00	\$33.00
2012-2013	\$133.00	\$78.00

This referendum allows for the University Student Union fee to be increased by the amounts listed above supporting the building and operation of the new Student Recreation Center along with associated programs and services. The fee of \$130.00 will begin in the fall 2011-2012. It is anticipated that the facility will be open for use in 2011-2012.

To address inflationary concerns, beginning in 2012-2013, the recreation center fee will be increased \$3.00 per semester for the fall and spring with the resulting 60% calculation applied to summer. The fee increase noted above are in addition to the current USU fee of \$120.00 per semester for fall and spring and \$72.00 for the summer.

NOTE: Students will not be assessed an additional membership fee to use the recreational facilities or basic group fitness classes. Nominal fees could be assessed for personal training and/or specialty classes.



MARKETING STRATEGIES



**HOW WOULD YOU
GO ABOUT MARKETING
A REFERENDUM?**



MARKETING



- Mandatory advertisements
- Slogan development
- Poster/Flyers/Postcards
- Banners
- Brochures
- Table tents
- FAQs (Frequently Asked Questions)
- Campus newspaper ads
- Presentations
- Promotional items
- Campus display boards



MARKETING

- **Programming**
 - Pre-referendum day events
 - Day of event
- **Electronic**
 - website
 - e-mail announcements
 - computer lab screen savers
 - Facebook, MySpace, etc.
- **Street team**
- **Video/Radio ads**
- **Open forums**
- **Pictures of other facilities**

RECOGNIZE
YOUR CHOICE

STUDENT RECREATION CENTER
VOTE APRIL 17 and 18
Online 24 hours each day
in person at the Malabar Square from 9 a.m. to 7 p.m.

**YOUR OPINION MATTERS.
HAVE YOUR QUESTIONS ANSWERED.
COME GET THE FACTS.**
reccenterquestions@csun.edu

**FREE PIZZA FOR ALL ATTENDEES
(WHILE SUPPLIES LAST)**

OPEN FORUM
APRIL 13, 1 - 3 p.m.
FLINTRIDGE ROOM, UNIVERSITY STUDENT UNION (USU)

California State University
Northridge

USU/CSUN/EMU/REC
(818) 677-2491

MARKETING



MARKETING



MARKETING



MARKETING



[New-U Home](#)
[Project Timeline](#)
[Renderings](#)
[Green Building](#)



[Retail Opportunities](#)
[Frequently Asked Questions](#)
[Comments?](#)

FREQUENTLY ASKED QUESTIONS:

Q: What is going to be in the new union?

A: Thanks to information gathered through a survey process completed in 2003 and other student input, we will have a building designed to meet the needs of students. Here is what you can look forward to.

- A new two-story bookstore that you can easily navigate with expanded merchandise and lots of space.
- A traditional movie theater to host student films and movie series as well as comedians.
- Several new food options for a food court, sports grill, and coffeehouse including national brands (watch for announcements soon).
- Lots of other retail opportunities including the possibilities of a full-service bank, game room for pool, copy center, mail/shipping center, convenience store, and more.
- New student lounges, meeting rooms, and event space such as a ballroom that can seat up to 1200 people for those large events.
- Several shaded patios and outdoor seating areas with easy access to the food court and sports grill. There will also be increased outdoor programming areas for bands and movies.
- Fabulous views.
- Much more student organization space.

Q: Will we have more food choices in the new Student Union?

A: Yes! There will be retail food including national and local brands. Look for your favorite food place to possibly show up in the new union.

Q: Will there be more room for student clubs?



TARGET MARKETS



Identify Stakeholders

- Academic departments/Related majors
- Athletics (?)/Athletes
- Sport Clubs
- Intramurals
- Clubs and organizations
- Student government
- Residence halls



MARKETING BUDGET

• Feasibility marketing	\$ 900	
• Site visits	\$ 2,200	
• Referendum	\$29,500	
• Consulting firm	\$72,000 -	Less than 1% of Total Project Budget
○ Conduct focus groups		
○ Develop, implement & interpret results of survey		
○ Off-campus health club analysis		
○ Demand analysis		
○ Concept, program, & site analysis		
○ Financial analysis		
	<u>Total Cost</u>	
	\$104, 600	

PROCESS



- Referendum Policies/Requirements
- Referendum Timelines
- Committee Formation, Orientation, and Training
- Approvals

PROCESS



Referendum Policies

- Stand both **legal** and **financial** tests
- **Commit** the institution and **future students**
- Are **fair** and **reasonable**
- Outline a **process** that is **codified**, which must be followed and respected

PROCESS TIMELINE



- Present feasibility study results to student government and obtain support
- Request Student Fee Advisory Committee (SFAC) meeting
- Develop voter's guide
- Revise financial plan
- Meet with university officials
- Chancellor's Office review referendum language
- Present proposal to SFAC



COMMITTEE FORMATION & ORIENTATION



- **Dedication & commitment**
 - Students must lead
 - 15-25 students
 - Two co-chairs with different expertise and backgrounds
 - Representatives from key campus demographic groups
 - Subcommittee chairs
- **Logo and theme**

REC  **OGNIZE**
YOUR CHOICE



COMMITTEE FORMATION & ORIENTATION



- **Project statement**
 - Develop **premier** campus recreation facilities, which provide the CSUN community with opportunities for **exercise** and other **recreation/leisuretime activities** that promote **lifelong wellness** and support student **recruitment and retention**,
 - Create facilities that incorporate **eco-friendly** components that bridge architecturally and philosophically with the University Student Union and are **consistent** with the overall **University mission** and Campus Physical **Master Plan**,
 - Create recreational programs and facilities that foster **CSUN spirit**, and provide an environment that is **welcoming, comfortable** and **fun**,
 - Ensure **student involvement** in the **decision-making** and **governance processes**.



COMMITTEE FORMATION & ORIENTATION



- Employ an open book process
- Ask Vote!/Not Vote Yes!
- Maintain planning flexibility
- Watch out for biased rhetoric

- Administration must support behind the scenes
- Students must lead!



USU Student Recreation Center
California State University, Northridge
Student Referendum Committee Orientation

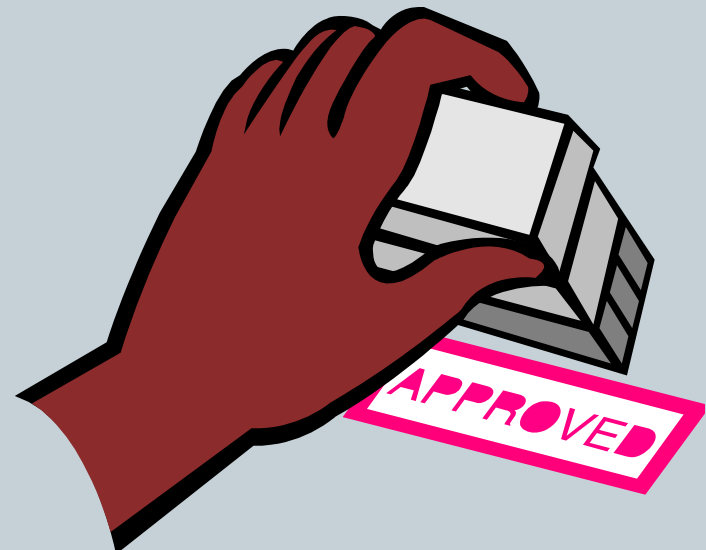


1. Introduction
2. Feasibility Study results
3. Referendum plans
 - a. Student Fee Advisory Committee process
 - b. Election dates
4. Project/Mission Statement – brainstorming
5. Marketing Campaign/Education
6. Dealing with opposition
7. Your role/involvement
8. Questions and Answers



POLITICAL RISKS AND APPROVALS

- USU Board of Directors involvement
- Campus officials
- Campus Master Plan
- Campus stakeholders
- Campus media
- Naysayers
- Student recommendation
- Referendum results
- Presidential approval

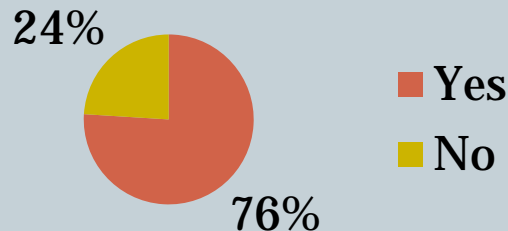


REFERENDUM RESULTS

2000

- USU Fee went from \$85 to \$120 (41% increase)
- Passed by 76%

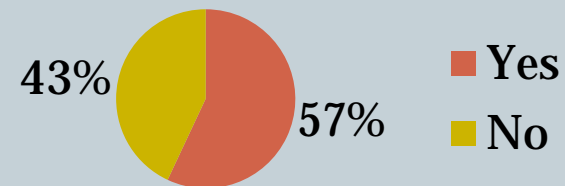
Percentage of Votes



2007

- USU Fee went from \$120 to \$250 (108% increase)
- Passed by 57%

Percentage of Votes



DO'S & DON'TS

- Feasibility study
- Student-led
- Students' voice establish the fee
- Work with school newspaper
- Target markets
- Train committee
- Marketing plan
- Adhere to timeline
- Anticipate resistance
- LISTEN to students
- Assume feasibility not needed
- Staff driven
- Ignore fee sensitivity
- Have a negative rapport w/ media
- Market to one audience
- Send mixed messages
- Advertise too early
- Miss critical path
- Ignore naysayers
- Run a "yes" campaign

ADDITIONAL RESOURCES



- Timelines
- Guideline to Marketing Outline
- Marketing Concepts – 65 ideas
- Marketing Strategies and Techniques
- Frequently Asked Questions
- Feasibility and Referendum Expenses
- Guideline to Voters Guide
- Voter's Guide
- Related Articles

QUESTIONS & ANSWERS



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