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Integrating WERW into Syracuse University

A Capstone Project Submitted in Partial Fulfillment of the Requirements of the Renée Crown University Honors Program at Syracuse University

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and Renée Crown University Honors

April 2011

Honors Capstone Project in _____Advertising_____

Capstone Project Advisor: _____

(Kevin O'Neill)

Honors Reader: _____

(David Rezak)

Honors Director: _____

James Spencer, Interim Director

Date: _____

Abstract

Title: Integrating WERW into Syracuse University

WERW was a free form student-run radio station at Syracuse University that was failing after losing its transmitter, members, and audience. This Honors Capstone project has three main components. First, it explores the history and significance of college radio at Syracuse University through interviews with alumni. Next, it describes my recreation of a sustainable student organization that fills a creative need at the University through management, promotions, and strategic partnerships. The final part of the project is a future campaign designed for WERW, which explores low budget branding and advertising strategies that will be beneficial for other student organizations facing similar issues.

Preface

I knew I wanted to get involved with radio before I got to Syracuse University. It was part of my list of things I wanted to try in college. WERW radio was the first radio station that I came upon at SU, and I ended up sticking with it because to my freshman self, it seemed like an incredible life force that helped me adjust to college life.

It was, and still is, the only radio station on campus that allowed its DJs complete creative control of their programming. As a result, the station fosters a diversity of music tastes, cultures, and opinions from across the university. I loved working at WERW because I got to play whatever I wanted, and not simply announce a song once in a while. WERW had recently lost its transmitter, for reasons unknown at the time, but gained online recognition via iTunes.

I hosted several shows before getting involved on staff; "Mornings with Marina" was my first. Mornings *really* meant Sunday mornings from 4 AM to 7 AM. Essentially it was me, alone in the studio, playing whatever I felt like at that hour. I had a following, which included a few floor-mates, my parents, and strangers from around the world for whom the hour was evening or morning.

After my first semester, I became a part of the staff. I started as a music director, looking for World music for the station's library, and then did ad designs because I really wanted to apply it to my major. Less than a semester working with the staff was enough for me to see that the organization was crumbling. Hardly anyone was coming to meetings and no one ever bothered to give me an assignment.

As a second semester sophomore, I was the only one stepping up to be General Manager. Everyone else had given up on WERW, or had graduated, it seemed. I welcomed the opportunity to take on this project. As a very smart speaker once told an audience I was part of: The best way to learn is to find a big mess and clean it up. The word "mess" was probably the best way to describe the station at the time; equipment was being stolen, studio was vandalized, DJs were not showing up to their shifts, and no one on campus knew about the station's existence.

My involvement in WERW has been a journey which I will document through my Honors Capstone project, extracting important lessons of life, radio, and advertising, as I move through my narrative and research.

Introduction

My Capstone will begin with a brief history of college radio at Syracuse University. For this part of my project, I have interviewed alumni who used to work at WAER and WERW about their experiences with the station. I asked them to speak to how radio used to shape University life, and how it impacted their lives as students and as professionals. This background information will set the stage for my explanation and first-hand analysis of why a free-form radio station is an essential part of Syracuse University, especially with the S.I. Newhouse School, iSchool, and the Bandier Program. In doing so, I will discuss the

implications of a real college radio station for a University campus in professional, academic, and social aspects.

In the next section, I will narrate my experiences rebuilding the station, elaborating on my vision for the station, processes, and important decisions and steps that I have taken to bring WERW to where it currently is as an organization. I will also talk about the popularity and digital marketing success we have had so far. For the final part of my Capstone, I will present a concrete strategy for the station's marketing and promotions for the next couple of years. The strategy would be low-budget and applicable to a variety of student organizations, and would therefore have more global appeal.

My Capstone project, entitled "Integrating WERW into Syracuse University", is a comprehensive project that is designed to fuse my acquired skills in advertising and research, and my strong belief in the mission of the radio station, WERW, that I have worked on for the past 4 years. The project will capitalize on my experiences gained as a student of Advertising at the Newhouse School.

The History of Radio at Syracuse University

I decided to re-create and promote an almost defunct radio station for my Capstone project because I realized that there was a need for it. Real student radio at SU was virtually non-existent after WJPZ was created to be a top-40 training ground for those going into corporate radio, and WAER, the original free-form station on campus was turned over to the administration.

To find out the comprehensive history behind WERW, I sought out both WERW and WAER alumni through our organization's advisor, David Rezak. He suggested that I reach out to Ed Levine (class of '78), the founder and CEO of Galaxy Communications, a successful radio company. I looked for WERW alumni with Google and Twitter searches, with limited results. I was able to get in touch with Kyle Rosa, a former General Manager at WERW, who came to visit SU for homecoming, and Pete Thomas, a former DJ, who happened to be walking through the Schine Center and spotted our table. I met Geoff Herbert at an alumni networking event that he hosted, as he is an active alumnus still living in the Syracuse area.

The story of student radio at Syracuse University, as well as the nation, begins with WAER: the oldest college radio station in America. The first dean of the School of Journalism at SU, before the S.I. Newhouse School for Public Communications, expanded the radio and television curriculum. The school had a radio center, called WMAC, which had a contract with Syracuse Radio station WSYR. The student programming that was produced at WMAC was aired at WSYR. The school developed a Radio Workshop in 1937, located in the

basement of Carnegie Library, and continued to produce programming for

WSYR. Radio professor Kevin Bartlett helped the School of Journalism acquire a

two-and-a half watt transmitter from General Electric, making SU the School of

Journalism and Syracuse University the first college in the nation with its own

FM broadcast station. It was established in 1946, called WJIV-FM, nicknamed

"jive" by the students. The students made a water pipe antenna and placed it on

top of Carnegie Library, and were able to broadcast to an area of about a square

mile. Three months later, the station got the Federal Communications

Commission (FCC) to allow broadcasting of ten watts or less under a special

license; WJIV was the first station with this license. After getting this license,

WJIV changed its call letters to WAER, to honor the national journalism honor

society (Alpha Epsilon Rho) and its motto: Always Excellent Radio.

In August of 1948, General Electric donated a five kilowatt transmitter

to the University, and WAER began to be simulcasted over WSYR-TV. The

station was part of the long term Syracuse University Radio Workshop, part of the

Radio-Television Center. Between 1948 and 1960, the station was a purely

educational, serving the campus and the community. Its programming included

music (only classical, semi-classical, Broadway and Hollywood music, Folk,

news, sports and political coverage, special events, bible talks, book reviews,

Jazz, and Adult semi-popular), radio theater, talks with professors, public service

announcements. It was non-commercial and non-profit.

The station had a very significant impact on campus, because radio was relatively new on campus and had a fairly large presence in people's lives at the time. It was the first training ground for some of the most famous professionals in broadcasting and the music industry. Dick Clark had his own show in 1948 called "Orange Bandstand", on FM station 88.1. Since the very beginning of the station's history, it was heavily involved in sports broadcasting, covering highlights of SU Football and Basketball.

In 1962, a 90-foot transmitter tower was acquired for WAER-FM, increasing its power from 700 watts to 3500 watts, changing WAER's broadcasting frequency to 88.3. Most radio listenership was on FM at the time, so WAER had huge listenership all throughout the Syracuse community. It was an independent, free-form non-commercial station, and also the only station on FM with live announcers. Because Syracuse was behind the times, FM was still an experimental radio medium. AM stations were tape-supplied, and made automatic; tapes were sent in from outside, and no one except for WAER in Syracuse was doing live hosting. The students who were involved with never went home for the holidays because they were so devoted to it. WAER put on series of concerts with live broadcasts, which were wildly popular.

College radio had just begun to be recognized as a testing ground for new music, taking risks that tightly formatted stations would not. WAER, like many college stations, had non-commercial partnerships with record retailers, and eventually amassed one of the largest Rock, R&B, Jazz, and Folk record

collections in the entire country. Many new artists broke out through college radio, among them bands such as Flock of Seagulls. All in all, WAER was a major trendsetter.

In 1965, WAER became the first station to editorialize; WAER, in conjunction with the Daily Orange started a petition to end the war in Vietnam, eventually amassing over three thousand signatures, including Chancellor Tolley's signature. The petition was sent to Washington, and the story of this legendary student petition was published in the New York Times. The FCC made sure that WAER stated that its views and its petition were not a representation of the opinion of all of Syracuse University.

The station was at its prime in the 1970's, when the country and the University were in turmoil due to the Vietnam protests. On May 4, 1970, 4 Kent State students were killed and nine others wounded by Ohio National Guard troops during a protest against the American invasion of Cambodia. A nation-wide protest by college students began shutting down schools all over the country. At SU, students barricaded entrances to campus, broke windows, marched peacefully downtown, and staged a sit-in in the Tolley.

The entire protest was guided by student body president of 1969-1970, David Ifshin, broadcasting instructions from WAER's airwaves. After these events, the University administration tried to get more involved with WAER by gearing it toward what it thought that the station was not doing: serving a niche, training students to be radio professionals, and being a credible radio station.

In 1980, the administration grew concerned by WAER's programming. It was the only station around that was playing New Wave, the new alternative music scene. The lyrics and the music were "sexually provocative and "amelodic", which presented an issue for the administration (Greene 220). Chancellor Melvin Eggers began appointing professional full-time, professional general managers who would execute the University administration's wishes, and going against the student staff members. The first professional station manager at the station became Thomas A. Hardy, who immediately tried to turn WAER's programming focus onto Public Affairs. He started a new system for selecting senior staff members, going against what the students had created. By June 30, 1981, the administration completely eliminated the station's constitution. The tensions between Hardy and the students grew, and senior staff member were fired due to "unprofessional conduct" (Greene 222). In September, in the heat of the WAER controversy, Eggers issued a notice to the station that the administration would be part of all WAER decisions. The students were outraged. Posters protesting this action, stating "Let the Students run it", went up all over campus, as well as radio spots. Ted Koppel, a very famous broadcast journalist and WAER alum even recorded one for the students.

The University began adding more full-time professional staff members, ignoring the students' protests. After Hardy left his post as general manager, Ronald Harig, a professor of Broadcast Journalism at Newhouse took over as interim general manager. During his term, he locked students out of the studio due to disagreements, causing the station to go off air for four hours.
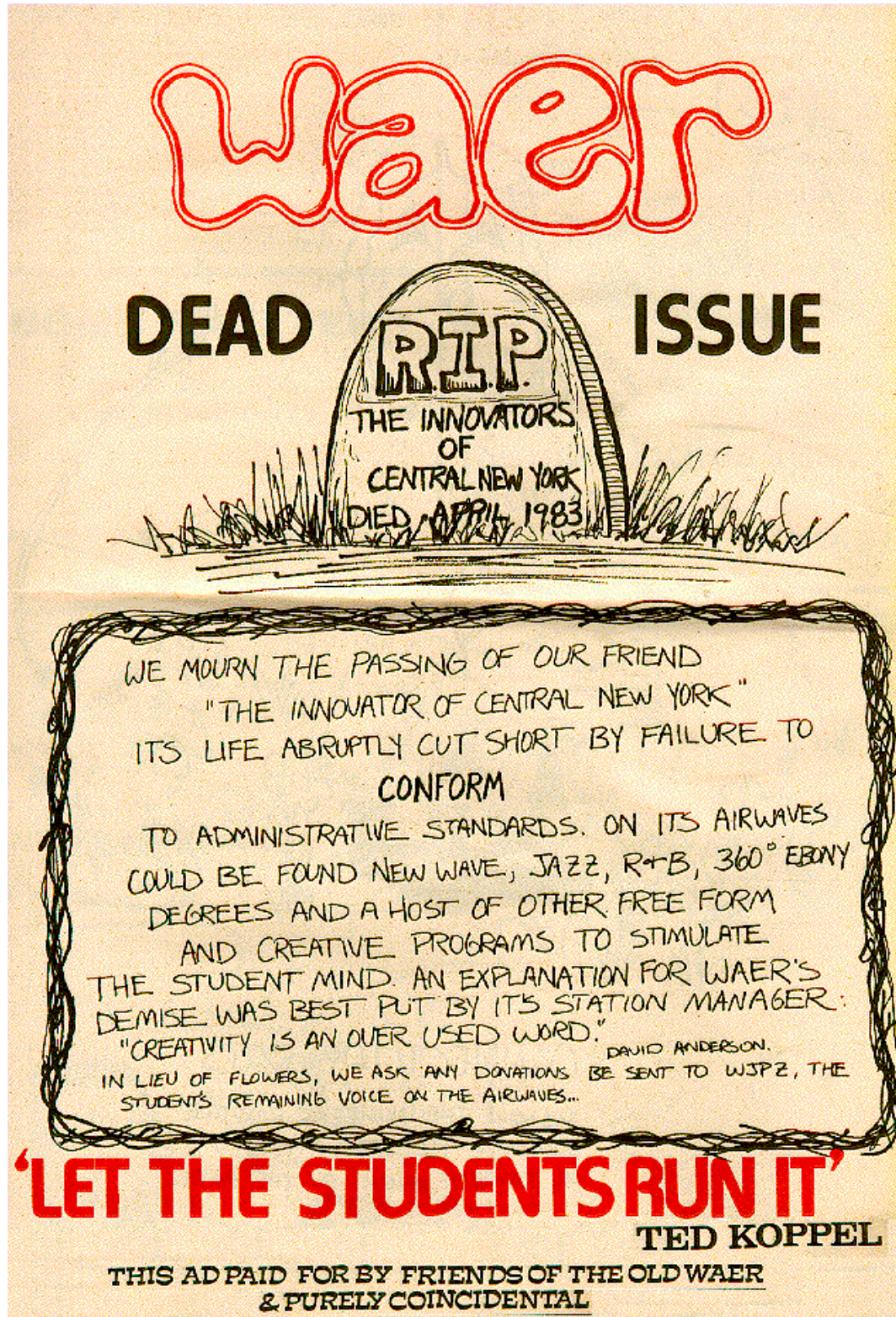
This is one of the protest posters from the 1980's, sponsored by Ted Koppel.

In 1982, David R. Anderson was appointed as the new general manager to help convert the station to a Jazz and NPR format. To protest this, the senior staff refused to meet with him. He fired all of them due to their lack of cooperation. Later that day, Anderson took the station off air, with the assistance of campus police. By the end of the week, most senior staff resigned. Chancellor Eggers succeeded in his mission of making WAER a public relations tool for the University, despite all of the student protests. The station was off air for three months during that summer, "transitioning" to its new format.

The year was 1983. The school's justification was that NPR was not yet available in Syracuse, and would serve a more educational purpose for the students and the community than it was when it was run by students. When I spoke to Levine on the phone, I could hear the anger and injustice in his voice. WAER was what WERW is today; a unique radio station, using a new medium (FM at the time), as a learning experience and creative environment for dedicated students.

WJPZ was started as an alternative to WAER's educational mission by students Craig Fox and Bill Bliley in 1974, before WAER was taken away from students. It was a 100 miliwatt carrier current radio station created as a "hobby, a labor of love", according to Levine, to fill the need for a Top 40/Contemporary Hit Radio (CHR) station at Syracuse University. The station broadcasted on 1200 AM from the top of Day Hall, mostly to the University community but also to a

few nearby areas. When WAER was taken over, WJPZ moved to FM bandwidth, with a 100 watt current at 89.1 FM, and WAER students moved to WJPZ.

WJPZ became the first official federally licensed student-created and student-run radio station in the country. The station is incorporated, and is an official FCC-regulated commercial station. Its primary purposes are to provide vocational training for Syracuse University students interested in pursuing radio broadcasting, and entertainment for students and the greater Syracuse community, holding true to the original intent of the creators of the station.

WJPZ started out as a CHR Rhythmic format station, hosting some shows with more diverse music such as Funk and Rap. Despite a petition that was circulated urging the station to adopt Block format (different music every hour), like WAER used to have, the station canceled the diverse music shows that it had, which were the only shows in Syracuse playing that kind of music. WJPZ wanted to resemble a professional radio station as much as possible, they claimed.

The Student Afro-American Society was furious, stating that WJPZ was shutting out minorities by eliminating minority programming. Student organizations all over campus were outraged because WJPZ, although funded by the Student Fee did not reflect what the students wanted; many called the station racist. WJPZ refused to give up its strict programming. In response, the Student Government Association froze WJPZ's funding in 1986, creating controversy around the station. As a result of this action, the station sought financial independence by asking for donations from local businesses, gaining sponsorships

for different hours of music.SGA unfroze WJPZ's student funding, deciding that

the station did in fact do a good job of serving the students' needs. The station

went into decline for the next couple years, acquiring debt and losing listenership.

In 1995, SGA gave WJPZ and ultimatum to change formats to better serve the

community. The station agreed to change its programming to CHR modern rock,

as opposed to CHR Rhythmic to attract more listenership. WJPZ briefly went

from Z89 to The Pulse.

After further debt amounting to over $25,000, instability in

management and programming, SU's administration stepped in with a solution to

financial, alleged racial tension, and management problems, organizing an

oversight board consisting of SU faculty, staff, and alumni. This advisory board

was to oversee programming, finances, and major station decisions.

The idea for WERW was created after a three-day protest sit-in by the

Student Afro-American student association. Although WJPZ was fulfilling a need

on campus, it was not providing the diverse programming that the student body

demanded. University Union, the largest student organization on campus at the

time, took the lead on filling this need and created WERW in 1987 as an outlet for

alternative and progressive music. The call letters "WERW" were chosen to stand

for **WE** a**R**e U.U. (double-U, or **W**, for University Union). The station first

broadcasted out of the control room of what is now CitrusTV, and later secured an

AM signal at 750 AM, a twenty watt carrier current, and an official studio in

Watson Hall. The station was able to be heard in dorms and in a few campus buildings on cable channel 2.

From the very start of WERW, DJs were given total freedom to play whatever they wanted to, which led to an eclectic combination of music and people. The station did not control programming or content, maintaining Block free-form structure, but did interview rigorously to get the best and most diverse content possible The station brought together students that otherwise never would have worked together.

Lori Teitler, University Union's student concert coordinator in 1988 was the General Manager when the station switched to low-powered AM. She was instrumental to the revitalization of the campus music scene through her efforts in securing artists for University concerts. In 1989, General Manager Kyle Rosa began the complicated process of securing an FM license for WERW in order to expand the station and make listening to WERW easier for students. The station was one of the largest student organizations on campus, with over 200 members.

Doug Tribou, the General Manager in 1994 began concentrated marketing efforts to get more people involved, as well as to lobby for a strong transmitter. During his term, the term "Real College Radio" was coined. On September 11, 1995, a low-power antenna was purchased and installed on top of Booth Hall, thanks to Tribou's efforts. The station began simulcasting (simultaneously broadcasting) from the 750 AM carrier current and 1570 AM antenna, broadening its reach while staying within FCC regulations, but starting to bleed off campus.

The transmitter was supposed to cover every radio within a square mile. In 1996, WERW began reporting its playlists to CMJ, the College Music Journal.

WERW also had 24-hour live programming because of student demand for the organization. In 2004, the University allocated $27,000 to WERW to renovate and upgrade equipment, promising the station a bigger space in which to use this money after years of lobbying. The station was still in the Jabberwocky Café. The station went off air for a semester, expecting to relocate. However, the University was apathetic in finding a new space, and left WERW where it was and still is, in the Schine Underground, despite the promises it made to the students. Joe Giordano, the General Manager at the time, decided to use the unspent money on renovating the old studio. By ignoring students' needs, the University administration, for a second time, prevented one of its most important assets from growing

In October of 2004, WERW began streaming content over the internet. In 2005, the station stopped broadcasting on air due to weather damages to the equipment that made this possible. From that point on, WERW was an online-only radio station using NiceCast software to broadcast online. In 2008, the station was approved by iTunes radio online. The station can be found by clicking "Radio" once in the iTunes program, then "College Radio", and then scrolling down the alphabetical list to find "WERW".

WERW also started publishing a program guide titled "20 Watts", named after the wattage of the carrier current. The program guide began featuring

articles, and soon enough, became a full-fledged publication under WERW. It was Syracuse University's first music magazine. In 2008, it began operating as its own student organization, eventually becoming an online-only publication due to funding problems. 20 Watts officially separated from WERW in the Fall of 2010.

My Experiences as General Manager

I became general manager in the Fall of 2009, after WERW was threatened with losing its student organization status. The administration felt that there was not enough student involvement, and that the need for radio at Syracuse University was already met with WAER and WJPZ. I asked for the chance to try to turn the organization around.

The first thing I did once I was general manager was find people who were interested in my mission. There were a few DJs left from the previous years who were still interested, and a few of my friends, and they became my first staff. Needless to say we had a rough first year; we had nothing left from what WERW once was, besides a few old newspaper clippings (such as the one below), and none of us had any experience. So we made it up as we went along. Along with a few dedicated WERW staff members, I re-did the station's mission, programming, structure, and budget.

This is one of the only WERW-related Daily Orange newspaper clipping that I found in the old WERW office when I started out as general manager.

I wanted WERW to be the first place students would think to look for new music- not Pandora, not iTunes, not Last.FM, because WERW, while it has the convenience of being an online station is free-format and student run. There is always a student playing music, reporting news and hosting on-air giveaways; someone that our prime target can relate to. WERW brings students together because of the innovative and diverse programming as well as help up and coming artists.

During the first year of WERW's revival, we had a dedicated staff of 15, and about 70 DJs that regularly did shows on WERW radio. We got involved with major campus events such as Relay for Life, Project Feed Me, and the Festival of Races. We put on a number of concerts in the area, bringing local and

independent musicians from all over New York. We created and produced own

show on WAER (Real College Radio).

WERW split from University Union in the Spring of 2010 due to conflicts

of interest. It was decided that because of different goals and the vast expansion

of both organizations, it was best to go separate ways. The office in the Schine

student center became too small, as WERW and UU have over 80 members each.

Instead of the former call-letter acronym, we began using "**W**hat **E**veryone **R**eally

Wants". After the split, I sought a new administrative space for WERW. I emailed

many of the University Deans asking for direction, but always got a similar

response. The university's student spaces are limited and currently occupied. We

were disheartened.

I then realized that we never tried to work with the school that was

probably best suitable for us, the School of Information Studies. The school is

dedicated to exploring and managing new technology, and that is exactly what

WERW is; a radio station exploring new technology, trying to become the future

of radio. I wrote the following proposal in order to present the benefits of having

WERW in the iSchool:

iSchool-WERW Partnership Proposal

Modern radio listeners are still actively searching for information as well as quality content/programming. They are not looking for a passive interaction when it comes to the radio, they are looking for new and exciting ways to engage with their content and control their overall experience. This shift in the way information is being streamed to listeners provides an opportunity for WERW to fuse live, on-air interaction with the latest news and quality entertainment. This

fusion would combine content that users want to hear, such as music, information on various subjects, or talk-radio with the ability to control the material.

Through a partnership between the iSchool and WERW, an internet-based free-form student radio station, iSchool students would have the following opportunities to interact and learn:

Create a new breed of internet radio using the latest platforms and web-based technology by developing an attractive, interactive site/software allowing listeners to have a two way communication with the DJs extending beyond automated sites such as Pandora and iTunes.
Develop a social media strategy linking blogging, Twitter, and Facebook allowing the local community to share opinions, ideas, and experiences. This cross-platform (internet radio and social media) solution would be the first of its kind and give students the ability to learn more about how to use social media effectively.
Implement a social media campaign to attract listenership.
In the future, WERW would branch beyond the online realm into the mobile application area giving students experience with non-traditional development platforms such as Andriod and Windows Mobile.
The interdisciplinary nature of the station gives iSchool students hands-on, professional experience with students from different backgrounds. This collaboration not only gives iSchool students first-hand experience with other areas of study, but allows other students to see how information technology plays a fundamental role in almost every aspect of work.

Our request for partnership was approved, and we were given a space in Hinds

Hall to work out of. This is press release that the iSchool released when our

partnership was approved:

"**Syracuse iSchool hosts local college radio station WERW**
10/6/2010

With the goal of furthering social media innovation, Syracuse University School of Information Studies (iSchool) has agreed to host the student-run Internet radio station WERW on the third floor of Hinds Hall.

"I am thrilled to have WERW joining us in the iSchool. We are all about information innovation, and that is exactly what Internet radio is!" said iSchool Dean Elizabeth D. Liddy. "The WERW team is active in both social media and entrepreneurship – two key focuses of our students and faculty. I envision a glowing future for WERW, and we are pleased to be part of it."

WERW is hoping to capitalize on the technology savvy iSchool student population in order to further its goal of innovating Internet music with the purpose of bringing back a human element to online music.

"We feel that our mission as an Internet radio station is that we should have the newest technology that the iSchool has," said WERW General Manager Marina Zarya '11, a triple major in advertising, psychology, and Spanish. "Traditional radio is phasing out, and it's so hard to find quality content in terms of music. Most people turn to iTunes and Last.fm, but what's missing from that is people."

One of the radio station's strongest supporters is iSchool Associate Dean for Research and Doctoral Studies Jeffrey Stanton, who was instrumental in securing an administrative office and providing bandwidth for the upcoming WERW web site, which will be hosted at werw.syr.edu.

"I think there are many synergies between WERW and the iSchool, particularly on uses of social media and reputation techniques to get feedback from a listener audience," Stanton said. "I'm hoping that a substantial number of iSchool students will realize the natural crossover between their skills and what WERW is trying to achieve and that they will decide to get involved in the station."

WERW has also enlisted the help of iSchool Adjunct Professor Jeffrey Passetti to create an interactive web site as one part of a comprehensive social media plan for the radio station.

"Through college radio, students can meet interesting music fanatics, band members, and some of the most creative people on campus," said Passetti, who teaches Web Design and Management. "WERW has the potential to create a tight-knit community consisting of folks who share the same love of college radio shows, folks who've played in bands, and those who support hit shows at local venues to support local music and touring indie bands. The use of social media on the web site will help improve the interaction between radio hosts and their audience."

In addition to the web site, WERW has a twitter account (@WERWradio),Facebook page, blog, and Wikipedia entry. The station will be working with iSchool social media Professor Anthony Rotolo and his students to further integrate these social networking components into an overall media strategy to foster a better sense of community at the school.

Encompassing a sense of community in radio is important to WERW, and organizers plan to extend their online presence offline as well. Every Saturday, WERW deejays host Real College Radio from 8 p.m., until 1 a.m. on WAER 88.3, the local Syracuse National Public Radio affiliate. The station is also planning to host a number of community concerts, including one on October 15, 2010, at the Westcott Community Center, featuring Pitchfork Music Festival Opener Sharon Van Etten and local Syracuse artist Sarah Aument.

"We're all about promoting new talents, especially local student artists," Zarya said. "What we're doing now is just the beginning."

The station officially launched on October 1, 2010, and can be found on the web at http://128.230.243.118:8000/listen.m3u or by searching "WERW" in iTunes."
By Kate Holloway

Blog

      A few of the WERW staff members started blogging intensively about summer concerts and music festivals that they were going to. The blog attracted over 1000 unique views throughout the summer, and led us to realize that this would be a great asset to the station. The staff members continued producing content, and involved DJs in writing for the blog during the school year. The WERW blog is an integration of academic and extracurricular interests, and allows staff and DJs to stay involved throughout the summer months and when abroad.

      The WERW blog replaces the now defunct 20 Watts blog/publication. It provides music news, information, and entertainment to students. It gets writers, videographers, and photographers involved collaboratively in creating a web product, and most of all, the blog and its success is more leverage for WERW in booking concerts, artist interviews, and getting music. The blog

Collaborations

      As general manager, I created a new department within WERW called "Outreach". It is this department's job to seek out events and organizations on and off campus that would be potential collaborators or co-sponsors on events. WERW has worked with Relay for Life, STAND (Student Anti-Genocide

Coalition), FADS (Fashion Association of Design Students), Project Feed Me, SU

Off-Campus Programming, SU Recreational Services, WAER, Northside Up,

Festival of Races, Orange Blast, Eastern Artists (Pretty Lights concert), Westcott

Theater and Main Street Armory (ticket give-aways).

This is the earliest version of 20 Watts Magazine that the station has stored, from October 2005. This issue has four articles in total, not including a program guide for WERW. It is ten pages long, and printed on paper that is slightly thicker than regular printing paper.

20 Watts magazine just two years later, as a full-color, glossy student publication.

The Implications of Radio at Syracuse University

Syracuse University needs a student radio station such as WERW because such an organization promotes a diversity of voices and opinions. By giving students a medium in which to create their own programming, WERW promotes creativity and professional development in ways that strict radio programming does not allow. Although WAER and WJPZ provide valuable vocational training, they do not provide the freedom to explore that WERW does. The two stations foster the talents of students who know they want to get into a specific kind of radio, teaching them how to work within specific formats. WERW allows anyone who is interested in learning about music, radio, and programming to have a radio show, without restricting students' creativity.

WERW's recent expansion of its functions to promoting new music by bringing up-and-coming artists makes the station a perfect venue for students in the Bandier program to gain experience in music management, promotions, and production. Because of all of the different kind of work the radio station demands to keep running, WERW has a place for many different kinds of talents: engineering, promotions, marketing, advertising, web and print design, technology, web production and developments, management, finance, event planning, public relations, broadcasting, audio and video production.

Besides the educational and recreational reasons, radio is a huge part of University history, in the many ways that I mentioned through my research. Syracuse University became known for its communications programs because of its immense progress in the radio field. The University needs to continue this legacy by supporting student radio and recognizing its immense value.

Research

The crux of my project was to revamp and rebrand the station; to reintroduce it to the Syracuse University community. I started with research; I distributed 200 anonymous paper surveys to students. I conducted an online survey, distributing it through Facebook and Twitter. This was open to anyone on Facebook and Twitter. I also conducted a focus group in order to gain a deeper understanding of my target audience. I created the following survey and

distributed it in large lecture classes that contained all four years (freshmen, sophomores, juniors, seniors).

<u>**WERW Real College Radio Survey**</u>

1. **Have you ever heard of WERW Radio before?** Y | N

2. **If yes, how did you hear about it?** Circle one of more: Friend | Flier | Facebook | Other _____

3. **If yes, are you a listener?** Y | N   **If yes, why? If no, why not?**

   _____

   _____

4. **What type of music do enjoy?** *List genres, favorite bands, anything that comes to mind:*

5. **How do you find new music?** *List methods please.*

6. **What are your primary music sources?** *Circle one or more:* Blogs | Internet Radio (Last.fm, Pandora, iTunes Radio) | XM | Other (please list)

7. **How do you access your music?** *Circle one or more*: iPhone | iPod | Other music player | Computer | Car stereo

8. **When do you listen to music?** Early Morning | Late Morning /Early Afternoon | Late Afternoon | Evening | Late night

9. **How often do you use Twitter**? Daily | Weekly | Rarely | Never | What is Twitter?

10. **How often do you read music blogs?** Daily | Weekly | Rarely | Never

11. **What kind of events on campus are you most likely to attend?** *Circle one or more:* Panel/Discussion | Concert | Recital | Dance Performance | Fundraiser | Movie Screening | I don't do campus events

12. **What kind of campus advertisement do you pay attention to most?** *Circle one or more*: Fliers | Facebook | Word of Mouth | Email/Newsletters

13. **Gender**: M | F

14. **Age**:

15. **Major**:

16.

The results were not surprising in that many people had not heard of WERW before. What was surprising however, was the fact that the word "radio" was what really deterred people from listening. They assumed that if it is a student radio station, it must be on the air. But they no longer listen to the radio, so why would they access WERW, and how, if they no longer have radios? The challenge here was to let people know that we're online.

We started using Facebook and Twitter to disseminate our messages. Via Facebook, we grew by over 1,000 unique visitors to our page within just a few months. Our blog grew exponentially, with regular posts about local concerts, new music releases, music festivals around the country, and local and student performers. Using Twitter, we were able to connect with musicians, alumni, and SU students.

In the two years of being General Manager at the station, I saw the station go from barely functioning to one of the top stations in the country. In the beginning of 2011, we were nominated for the College Radio mtvU Woodie award. We were the only station nominated that is not on air, and only on the internet. By promoting this cause on Twitter and Facebook, we were able to make it to the Top 25 college radio stations list through votes.

Real College Radio on WAER

I first got in contact with WAER's general manager, Joe Lee, to get suggestions on what to do with the nearly defunct WERW to rebuild it and to bring it back to life. He was more than willing to help us, and we met multiple times throughout the first month of my term as general manager. He gave us practical suggestions on programming and helped us with our transmitter. A few months later, Joe contacted us about collaborating on a new radio show. He wanted to bring something new to WAER, and to reach a new target audience; a show that would bring in new DJs, new music, and new listeners. We were to play new music, mixing it in with alternative hits from the 80's and 90's, and in doing so, ease listeners into newer music.

The idea for the show was initially created by our advisor, David Rezak, who reached out to the chancellor and to WAER, proposing to get more student talent on the air. After lobbying for the cause for many months,

The show has been a great success. Not only does WERW give students FM radio experience, but it shares its wealth of DJs and music with the rest of the

Syracuse community. The show currently has ten student DJs, from freshmen to seniors that are actively involved in programming and hosting. WERW's DJs are on air every Saturday from 8 PM to 1 AM, rotating every week so that everyone is able to host a couple of shows a month. The show had a 3% market share after the first few months (3% of all people listening to radio in the Syracuse area were listening to our show, which is impressive for that time and for a debut show). Real College Radio is gaining a following from all over Syracuse, with regular listeners calling in to request songs that they have heard exclusively on the show.

We hosted a co-branded concert with WAER for Real College Radio on April 3rd, 2011, featuring two student bands: The Fly and The Vanderbuilts, and two professional independent bands: one from Brooklyn, Eytan and the Embassy, and the other from Buffalo, The Tins. The show received an impressive crowd of both SU/ESF students and student media coverage.

2010-2011 Social Media for WERW

We started using Facebook and Twitter to disseminate our messages, because of a lack of a promotions budget. Via Facebook, we grew by 1,000 unique visitors to our page within just a few months. Our blog grew exponentially, with regular posts about local concerts, new music releases, music festivals around the country, and local and student performers. Using Twitter, we were able to connect with musicians, alumni, and SU students.

I worked on our social media for a few months and was able to grow our following by 200%. We went from just over 200 followers on Twitter to over 500 in only three months. Our Facebook fan page also showed significant improvement; we started a new page last year and now have over 650 fans. This is the strategy that I used:

1. Objective: Grow awareness about WERW as a student organization, radio station, and an important student voice on campus. Amplify word of mouth. Answer fans' questions. Get to know who they are and how to best reach them.

2. Target Audience:

Primary target: Syracuse University students, particularly current DJs, Freshmen, and Sophomores.

Secondary target: Record labels, bands, independent artists, music venues.

3. Strategy: Release important and exciting updates about WERW events, shows, and station progress. Release press releases for local media organizations to access. Post photos that show progress and interesting happenings. Maintain a blog and Facebook page with interesting user and non-user generated content. Listen to ongoing conversations about bands, music festivals, campus musicians, using search tools available on Twitter, Answer questions about WERW when you come upon them. Leave comments on blog posts, tweets, or Flickr photos.

4. Measuring Social Media Progress and Success:

    a.   Twitter: number of followers, Re-tweets, @replies and clicks

b. Facebook: Fans/Likes, comments

c. Flickr: comments, number of times shared

d. Blog: subscribers, comments, shares, page views (especially about and contact)

Branding

"Real College Radio", our historical slogan, describes what WERW is in just three words. It has been with the station for at least 10 years now, and it still suits us perfectly. "Real College Radio" stands for the college students' spirit for the radio station: it means freedom, exploration, creativity, and expression.

The branding strategy and mission of WERW is to engage and encourage student creativity, and to be the students' voice. This is why the station is invested in student performers; WERW supports student performers by giving them opportunities to perform for large audiences, and alongside with professional musicians. This year, WERW has had multiple successful shows. We were able to bring Sharon Von Etten, with student performed Sarah Aument opening for her. We put on a bigger show at the Westcott Theater, putting two student bands in a line-up with two professional bands.

Success

In the two years of being General Manager at the station, I saw the station go from barely functioning to one of the top stations in the country. In the

beginning of 2011, we were nominated for the College Radio mtvU Woodie award. We were the only station nominated that is not on air, and only on the internet. By promoting this cause on Twitter and Facebook, we were able to make it to the Top 25 college radio stations list through votes.

WERW Promotional Campaign

The radio station is a place and time for student collaboration, and with the incredible potential of WERW, the Syracuse University community should be made aware of this. My mission is to increase student and faculty awareness of the station as an incredible educational resource and develop it into a sustainable and cutting edge radio station.

The purpose of my project was to raise awareness of the radio station by creating a strong brand identity and building a community around this brand by doing the following:

- Positioning the station as the place to hear a diversity of real student voices with a large selection of programming; our reason for being is to be alive, new, and surprising

- Positioning the station as a student resource for learning about radio

- Working with student organizations on campus on radio shows

- Providing music for various events

- Hosting music-related events designed to educate students on newly released music

- Actively promoting events on campus

- Being a powerful and impactful medium for student voices

- Getting as many students involved as possible

Now that I have accomplished these goals, I would like to carry this momentum forward by developing a campaign for the station designed to make WERW a regular part of students' lives at Syracuse University, ultimately integrating it. Promotion seems to be a central problem for college/university student organizations all over the country. The campaign portion of my project will be able to serve as a guide to low-budget promotion for WERW, and as a template for similar organizations.

Campaign: The Bucket List

The campaign that I have come up with for WERW is based around the idea of a Syracuse Senior Bucket List. As a senior, I have been looking back on

my life at Syracuse University and wondering whether I have done everything I could have to have had the best experience possible. I have also been searching for a Senior Bucket List that supposedly exists. I could not actually find one, so I decided to make my own. I asked my peers for bucket list suggestions; people of all years and majors. One of the bucket list items that came up was having a radio show on WERW. And so, my campaign idea was born.

WERW is about rebellion, freedom, creativity, and enjoying life; just like a bucket list. By positioning the two together in students' minds, we are accomplishing this goal. By being purveyors of the Syracuse University Bucket List, we are also further tying our brand to Syracuse University and integrating it into students' lives. The brand's association with the Bucket List will solidify WERW as the ultimate creative outlet.

The campaign is designed to be cheap, easy, viral, and grassroots. WERW wants to get as many people and opinions involved as possible; that is the point of the radio station. The Bucket List campaign will reflect this intent.

Bucket List Item Guidelines

- Anyone can complete bucket list items

- Items must require some form of risk or courage

- Items cannot be too easily accessible

- Items cannot be crude or distasteful

- A picture must be taken to prove that someone has completed an item

Examples of Bucket List Items:

1. Play the chimes in the Crouse Bell Tower

2. Participate in an Undie Run

3. Walk on top of the Carrier Dome

4. Have a WERW show

5. Take a picture with at least three University Deans

6. Kiss someone on the Kissing Bench.

The best part about this campaign is that it is low budget, and can be implemented next year. Although I will not be around to oversee the completion of all of these steps, I am confident that the steps I have outlined are simple for the future staff of WERW to follow and execute. The campaign can also serve as a template for other organizations.

Creative Strategy

Objective: Persuade students to take ownership of WERW and get involved with the station.

Target: The Bucket List Campaign will primarily target freshmen students, because they are most impressionable (in a good way) and are in the process of discovering Syracuse University for themselves. When students first come to Syracuse University as freshmen, they want to do everything they can to make their college experience as fruitful and enjoyable as possible. They join every activity they can and seek a core group of people that they can rely on. By the end of their first year, they have a schema of organizations, places, and people on campus that they relate to. WERW Real College Radio needs to be a part of that schema.

Executions

Logo

The Bucket List campaign will be represented visually with the following logo. It consists of a newer version of the WERW logo, which is an orange with "WERW" carved into the orange peel. The orange is wearing head phones, to represent WERW as what the Orange (Syracuse University) listens to. The orange sits on top of a regular bucket with the words "The Bucket List" on it, in a scrawled font that looks like student hand-writing.

Branding Stickers

The first part of my campaign is to increase brand awareness by distributing free stickers around campus, allowing students to place them wherever they desire. Stickers should be distributed at widely attended student events such as Juice Jam, Orientation events, and Move-in days. Students love stickers; they will put them

anywhere from their laptop covers to their cars. Stickers are brand reminders, and

if they are in places where students see them constantly, the brand will become

easily recognizable and even favorable. These stickers will promote WERW as a

station, as well as the new logo. They also let students know where to listen to

WERW.

Posters

Since one of the most popular mediums for advertising on campus is still print, the Bucket List campaign will have posters that get people involved and prompt them to participate in the campaign. The following poster is designed to look like a hand-written bucket list. It lists several of WERW's SU Bucket List items and encourages students to add more items to the list. This poster lends itself to engagement with the target and the creation of more Bucket List item ideas. It promotes the station, its campaign, and the WERW spirit of creativity and freedom.

SU's BUCKET LIST

1. Carve your name into the water tower

2. Play the chimes in the Crouse Bell Tower

3. Participate in an Undie Run

4. Walk on top of the Carrier Dome

5. Have a WERW show

6. Visit all the bars in one night

add your own!

7.

8.

9.

10.

11.

12.

13.

14.

15.

Tune in to WERW at **werw.syr.edu** to hear more about the Bucket List

WERW

the Bucket List

Shirts

WERW will create shirts to promote the Bucket List. The shirts will have different bucket list items on them, so that not many people have the same shirt. These are shirts that listeners will be able to win on air, receive at shows or events that WERW is involved in, or by having WERW shows.

Ideally, the station will also be able to print simple WERW shirts to give out as promotional items. However, this is not always possible due to funding, a great option is cafepress.com. This is a service that makes custom shirts to order in small quantities. An organization or an individual can submit a design, and anyone can access and purchase a shirt or any kind of other item with the design on it. This service would most likely appeal to individual DJs who are already committed to shows, as well as WERW alumni.

Bucket List Stickers

WERW would place stickers with Bucket List items on them all around campus in a guerilla fashion, reminding people to stay on top of completing their Bucket List items, and also keeping the brand all around campus.

Events

WERW would have a presence at major campus events, especially ones geared toward the incoming freshman class, including the ones mentioned earlier: Juice Jam, Orientation, Home to the Dome, etc. The station has a portable sound system and has been providing music for a variety of events already. Student organizations should be made aware that WERW provides this service through email correspondence. This is also a source of revenue for the station. WERW would use its presence at student events to give out program guides, stickers, and inform people about the Bucket List.

Contests

WERW will host on-air and online contests for the best bucket list stories of items accomplished and best new items added. On air contests will involve people calling in and telling the best Bucket List item story, of one of the items that they have already accomplished. Online contests will involve people submitting bucket list stories or new bucket list items.

The station will create custom shirts for bucket list winners, as well as the creators of the best bucket list items. The shirts will have the name of the bucket list item, or total list of bucket list items completed. A number of these t-shirts will be given to the winner for free. The design will be posted on the website, and others will be able to order it as well.

Videos

WERW will create YouTube videos about how to complete certain items on the bucket list. The videos will be entertaining and will be made to go viral among SU students. Users will be asked to submit videos of their completed videos of Bucket List items**.** The best videos will be honored on the station blog and added to WERW's YouTube channel.

Blog

The station will use the blog as an outlet for publishing news about the Bucket List Campaign. Posts will include WERW staff and DJ Bucket List items, fan-submitted photographs, videos, and contest announcements.

Social Media

The Bucket List Campaign is very heavily reliant on social media. It will be of utmost importance to Tweet, update the WERW Facebook page and blog regularly. WERW will use its current fan base on Facebook and Twitter to disseminate the message about the SU Bucket List by posting links about the blog posts and pictures. Fans will be asked to add items to the Bucket List constantly. The best user-generated items will go on a final Bucket List which will be constantly updated on the WERW blog. This is the main way that the station will aggregate Bucket List items and content for the campaign.

The Bucket List Concert Series

WERW, as a huge supporter of student performers, would host a Bucket List Concert Series featuring them, as well as bigger local artists. The station would organize concerts at different venues around the university area. The person who

attends all of the Bucket List concert series would win a prize and be honored at the station with his or her own spot, his or her own bucket list item on a t-shirt.

Partnerships

Businesses and organizations around the SU campus will be able to create Bucket List items that feature them. This would drive students to their stores. In return, the business would donate and/or cross-promote with the radio station. For example, some business-generated items would be "Try all of the flavors at Insomnia Cookies in one day", or "Go on beer tour at Faegan's". The businesses could even offer WERW listeners specials. This will create a community around the Bucket List campaign and get more of the Syracuse community involved. The Bucket List can even be used to get more students downtown and involved with organizations off campus; think "Scholarship in Action". The opportunities for partnerships are endless.

Timeline

August 2011: Begin Branding sticker portion of campaign, get involved with campus events, get business partners involved.

September 2011: Blog posts, videos, posters, Bucket List stickers, and social media components

<u>October 2011</u>: Begin contest promotions and Bucket List concert series

<u>November 2011</u>: Begin announcing contest winners

<u>January 2011</u>: Winter Bucket List edition

<u>February- April 2011</u>: Continue Bucket List concert series and contest promotions; at this point, the Bucket List should be publicized to a point that it is a common topic of online and word of mouth conversation.

Lessons:

1. Use the resources at hand; Syracuse University has an abundance of people (faculty, staff, alumni, and students alike), books, lectures, and places that can be conducive to any goal that you're trying to accomplish. This leads me into my second point; you must recognize the goal to utilize the resources properly.

2. Don't lose inspiration to rejection. Both inspiration and rejection are fleeting, intangible things that once you permit to get under your skin, they may not go away. Both are intrinsic to growth, but you only have room for one of the two at a time. Guess which one is more productive to have.

3. Share your inspiration and excitement, because it will come back to you on the bad days when you lose it, through the peers who you have inspired. I was able to convince fifteen other people that WERW is the

best thing to do at Syracuse University, and when I am stressed by radio station-related situations, these staff members consistently remind me of why I work so hard.

4. Remember that not everything is under your control, and that whatever happens is not the worst thing in the world. As a classic type A personality, I am the first to share that I am a perfectionist who prefers to do everything on her own, in order to ensure that the result is perfect. As a college student, realize that you do not always have time for perfect, and that we tend to take "good enough" for granted.

5. Group dynamic is extremely important. Creating a positive environment in which creativity can flow freely is essential to the success of an organization.

6. Give credit where it is due; everyone wants to be appreciated and encouraged. This makes one a good leader and teammate.

Conclusion

The Capstone project is an opportunity for Honors students to do something that they want to for a year and a half or so, and then present it as they would a thesis before graduation. I chose to dedicate my Capstone and my entire college career to WERW Real College Radio. The spirit of the station struck me

right from my first day at Syracuse University. Some meticulous researching the SU archives proved that we, the new staff of WERW have managed to preserve the original purpose and spirit. I believe that everyone should have the opportunity to try whatever they want to try, especially in college. I believe that everyone needs a creative outlet such as radio.

What started out as an effort to revive my favorite student organization together turned into something totally new; a self-sustaining student-run radio station. I believe I have exceeded my own expectations: WERW is now an educational and supportive community for about 100 SU students, and entertains and brings new music to over 2,500 unique listeners on campus every month.

Reflection

Working on WERW has without a doubt changed me as a person. I took on this project, thinking that I was just going to revamp WERW and keep it going as best as I could, but I ended up with so much more. I got into much more than I bargained for, because of the possibilities and opportunities that I found along the way. I ended up managing for a year longer than I had intended to. I gained leadership, managerial skills, and confidence, not to mention many new friends. WERW had taught me to fight for a cause. It taught me to be less of a control freak, and to trust in people.

I started off not knowing what I was doing, frantically searching for clues that would point me to WERW's past, and how it was once run, so that I could recreate that and continue to keep the station alive. When I could not find so much as an organizational constitution, I began making things up as I went along, along with researched, educated guesses on how to run a radio station. I couldn't have done it without the support I found from peers and faculty along the way. I feel lucky to have found the people that I found to continue WERW and its mission after I graduate.

With the help of my mentors and WERW staff, I think I have laid a solid foundation for the station to stand on. Now my predecessors can successfully accomplish more specific goals without worrying about broad issues like operations, staffing, positions, equipment, office space, the station's reputation, and WERW's ultimate goals. WERW is now a fully functional, semi-professional, and sustainable student organization.

Many people say that radio is a dying medium. I disagree. It remains the "theatre of the mind", one of the most powerful tools for information and entertainment. The issue is how fast traditional radio will adapt to people's technology-fueled lifestyles and needs. As I mentioned in my proposal for an iSchool-WERW partnership, I believe that the future of radio is interactive. I hope to one day see WERW achieve the technology and innovation goals which I have set for it. Long Live SU Student Radio!

Acknowledgments

I wrote this part of my Capstone before getting anywhere near the completion of my project, because I wanted to make sure that I would not forget anyone by the time I was finished. I feel so lucky to have had the most intelligent and capable faculty at Syracuse University on my side.

First and foremost, Professor Kevin O'Neill; without him, I do not think I would have had the courage to keep going, mostly because of the roadblocks I tend to set up for myself as a defense mechanism when working on something that I am afraid to fail at. He kept me on my toes by asking all the right questions and pointing out my self-sabotage (even though he might not have realized this at the time).

Professor David Rezak, the faculty advisor for WERW. He believed in our humble radio station when it seemed everyone else at the University had given up. He made important connections for the station, got his students excited about us, and kept us going. He contributed practical advice, suggestions, and moral support. He always held me to my Capstone and WERW goals, but was understanding when something did not go the way that it was supposed to.

Joe Lee, General Manager at WAER, for giving WERW the amazing opportunity to work with WAER on Real College Radio.

Ron Ockert, for supporting the WERW DJs throughout learning how to work at WAER on Real College Radio.

RJ Sherman, for coaching me on social media and online strategy; for letting me bounce my ideas off of him, and for supporting me throughout my project.

Dean Elizabeth Liddy, for seeing WERW's potential and supporting the station by giving us a new home at the iSchool.

Dr. Jeff Stanton, for being our guide at the iSchool, and facilitating an open conversation and partnership.

Ulf Osterle, for sharing his social media wisdom.

David Sargalski, for supporting WERW in all of its organizational needs such as funding and event coordination.

Eric Cohen, for making the WAER studio a second home for WERW DJs, putting up with training all of us, and for always being a fantastic resource.

Kelly Lux, for sharing her social media wisdom and the helpful re-tweets.

WERW present and former staff (in no particular order): Oriana Fuentes, Bradley Turner, Andrew Graham, Andrew Nerviano, Nicholas Valauri, Kyle Kuchta, Mika Posecion, Jeanette Wall, Casey O'Brien, Katie McInerney, Christopher Baugh, Marc Sollinger, Louis D'Adamio, Alyssa McKinley, Jeremiah Thompson. Each and every one of you has been instrumental in making WERW what it is today. I thank you for your support and belief in me.

Ed Levine, CEO of Galaxy Communications, for sharing his story of his experience at WAER.

Kyle Rosa, for being extremely helpful and supportive of the current WERW staff, and of my capstone.

Dr. Roosevelt Wright, for being so optimistic about the future of radio.

Nina DiSesa, We have never formally met, but you inspired me to do this. The most important thing that I took away from your talk was, to succeed at something, you have to find a mess and clean it up. I'd like to think that this is exactly what I have done with WERW.

The Renee Crown Honors Department, for giving me this opportunity to explore my work with WERW on a much deeper level and to share it.

Presentation Script

This script is timed to match up with the 15-minute audio track that I mixed before my presentation (see the .mp3 file, "WERWaac" on my flash drive). The time signatures were meant to guide me, and the reader, if he or she chooses to read the script while playing the track.

Intro: WERW 80's spot!
[Bruce Springsteen- Born to Run] 10 s.

Start talking at:45 seconds

You are listening to WERW, Real College Radio, "The Capstone", with your host Marina Zarya. Today's show is dedicated to "Integrating WERW into SU. It's a documentation of the history of free-form student radio at Syracuse University, and a narrative of my experiences rebuilding and integrating the only free-form radio station left on campus, WERW into campus life. For the final part of my presentation, I will pitch an ad campaign for WERW to gain more campus listenership.

[Bruce Springsteen- Born to Run] chorus, 7 s.

The Bruce Springsteen you're currently listening to was played on college radio at SU a full year before it was actually released.

1:20 Coming up next, Act One, the history.

WAER 88.3 is the oldest college radio station in the country. The physics department obtained a transmitter, and in 1947 gave it to VPA and Newhouse to use for educational purposes. FM was still an experimental radio medium. Did you know that Dick Clark actually had a show in 1948?

2:00 [The Rolling Stones- Paint it Black] let play for 5 s.

The station became officially student run in the early 70's, when the entire nation was in social and political turmoil. Ironically, Forty years ago on this day, May 4, 1970, 4 Kent State students were killed and nine wounded by Ohio National Guard during a protest against The Vietnam War. College students nationwide began protesting, shutting down over 400 schools across the nation. At SU, students barricaded entrances to campus, broke windows, marched downtown. They staged a sit-in in the Tolley, the building in which we are currently seated. The entire protest was directed by the student body president at the time, David Ifshin, broadcasting from WAER

It was a space for creative expression and professional development; It was independent, free-form, non-commercial station, and also the only station on FM with live announcers; it essentially what WERW is now.

College radio had just begun to be recognized as a testing ground for new music, taking risks that tightly formatted stations would not. Most radio listenership was on FM at the time, so WAER had a listenership all throughout Syracuse. The station put on a diversity of programming, also covering news and sports. WAER, like many college stations, had non-commercial partnerships with record retailers, eventually amassing one of the largest Rock, R&B, Jazz, and Folk record collections in the entire country, containing over 25,000 records.

3:30 [Lou Reed- Take a Walk on Wild Side] comes in.

Many new artists broke out through college radio, among them artists and bands such as Bruce Springsteen, Flock of Seagulls, and Lou Reed; who actually had a show on WAER as a student at SU, way before he got famous.

The Chancellor at the time, Melvin Eggers, wanted to renovate WAER as part of a plan to improve the University and serve the greater community. A professional station manager was hired to control the station, violating the students' rules by doing what the administration wanted. The university began gradually taking it away, and the students' war with the administration began.

4:00 BREAK "Let the students run it" The spot you just heard is actually from WAER in the 70's, protesting what was happening.

4: 18 [The Clash- I fought the law] comes in.

4: 25 Eventually, the tensions grew so high that the University shut down the station and fired senior staff members who protested the take-over. They gave away thousands of rare records that formed the station's collection.

They turned a free form, alternative station into a University showcase with a professional staff only. WAER became the newest member of the NPR network.

[The Clash- I fought the law] pause for chorus.

4:38 The song you're currently hearing was one of the top played songs at WAER in 1973, when the station was on the brink of closing.

[Elton John and Kiki Brown- Don't Go Breaking My Heart] comes in.

WJPZ, or z89, was started as a Top 40 alternative to WAER by students in 1974, after WAER was officially taken away. The station broadcasted on 1200 AM from the top of Day Hall, mostly to the University community but also to a few nearby areas. Later, it switched to a 6000 watt carrier current, on 89.1FM. Z89 became the only student run station at Syracuse, and then incorporated as an independent private radio station broadcasting Top 40.

[Gil Scott Heron- The Revolution Will Not Be Televised] begins.

5:45 This did not make many students happy. There was a three-day sit-in in 1986 by the African American Student Union, who wanted a student radio station that represented more diverse music tastes.

Pause for [Gil Scott Heron- The Revolution Will Not Be Televised] 10 s.

One year later, the largest student organization on campus, University Union, known as UU, started WERW.

6: 15 [The Smiths- A rush and a push and the land that we stand on is ours] pause for chorus, 7 s.

6:25 WERW historically stands for WE aRe UU (W). it first broadcast out of what was then called UU TV, now Citrus TV; It was only heard through television. By the mid 90s, a transmitter was acquired. an antenna was placed on Booth Hall broadcast with 20 Watts of power at 1570 AM. It could be heard all across campus. It also out a program guide called "20 watts" named after the carrier current, which later turned into SU's first and only music publication.

WERW began to simulcast on the Web in the early 2000.

[Static]

By 2005, transmitter began to broadcast a dead signal when part of it was damaged by weather. The station's morale was low as a result. Since then WERW has been an Internet-only "radio" station. 7:15

Part Two, WERW as I knew it

[Vampire Weekend- Ottoman], comes on.

I started working at the station as a freshman in 2007. I loved working there because I got to play whatever I wanted, and not simply announce a song once in a while. I hosted several shows before getting involved on staff; "Guilty Pleasures" was one of my first. I had a following, which included a few friends, my parents, and strangers.

7:35   [Guilty Pleasures, WERW Promo] comes on, pause.

8:10 It was easy to see that the station was falling apart: Equipment was being stolen, DJs weren't showing up to shows, and staff stopped caring. The final blow was when we were denied funding. The station appealed and got a few thousand, which was just enough to repair the minimum of what was wrong. I was the only one left who happened to be old enough and willing to be General Manager.

I decided that we weren't just going to be a radio station. We were going to be a community, an outlet for music, discussion, and creativity, and an experimental medium. I found people who were interested in my mission; a few DJs left from the previous years, and a few of my friends who just loved music.

8:45 [LCD Soundsystem: The Time Has Come] (chorus x 2)

We had a rough first year; we had nothing left from what WERW once was, besides a few old newspaper clippings, and none of us had experience. We made it up as we went along.

We got involved with major campus events such as Relay for Life, Project Feed Me, and the Festival of Races. We put on a number of concerts, bringing local and independent musicians from all over New York. We even started producing own show on WAER.

9:20 [Andrew Graham and Marina Zarya on WAER sound clip]

9:43 The show is called Real College Radio, and is on every Saturday from 8PM until 1AM. This is our very first one:

[Cut Copy- Take me over] begins playing.

I think you can hear the nervousness in both of our voices; we were too excited to be on FM.

WERW split from University Union in the Spring of 2010 due to conflicts of interest. After the split, we needed a new home; we realized that we needed to work with the school that was best suited for us, the iSchool. A school is dedicated to exploring and managing new technology, and that is exactly what WERW does as an online radio; becoming the future of radio.

10: 58 [Cut Copy- Take me over] chorus

11:15 Many people say that radio is a dying medium. I disagree. It remains the "theatre of the mind" (as you can hopefully tell from my presentation). It is one of the most powerful tools for information and entertainment. College radio is still the best platform for new music. The issue is how fast traditional radio will adapt to people's technology-fueled lifestyles and needs. The future of radio is interactive.

In the two years of being General Manager at the station, I saw the station go from barely functioning to one of the top stations in the country. In the beginning of 2011, we were nominated for the College Radio mtvU Woodie award. We are the only station nominated that is not on air, and only on the internet. By promoting ourselves on Twitter and Facebook, we were able to make it to the Top 25 college radio stations list just through votes.

Part Three: the Campaign for listenership: The Bucket List

The main purpose of my project was to raise awareness of the radio station by creating a strong brand identity and building a community around WERW, getting as many people involved as possible.

Now that I have accomplished these goals, I'd like to carry this momentum forward by developing a campaign for the station designed to make WERW a regular part of students' lives at SU, ultimately integrating it.

The campaign that I have come up with is based around the idea of a Syracuse Senior Bucket List. As a senior, I have been looking back on my life at Syracuse

University and wondering whether I have done everything I could have to have had the best experience possible. I have also been searching for a Senior Bucket List that supposedly exists. I couldn't find one, so I made my own. I asked students for bucket list suggestions. One of the bucket list items that came up was having a radio show on WERW. And so, my campaign idea was born.

WERW is about rebellion, freedom, creativity, and enjoying life; just like a bucket list. By positioning the two together in students' minds, we are accomplishing this goal. By being purveyors of the SU Bucket List, we are further tying our brand to SU and integrating it into students' lives.

The campaign is designed to be cheap, easy, viral, and grassroots. WERW wants to get as many people and opinions involved as possible; that is the point of the radio station.

Examples of Bucket List Items:

1. Play the chimes in the Crouse Bell Tower

2. Participate in an Undie Run

3. Have a WERW show

4. Take a picture with at least three University Deans

5. Kiss someone on the Kissing Bench.

The Bucket List Campaign is very heavily reliant on social media. WERW will use its current fan base on Facebook and Twitter to disseminate the SU Bucket List by posting links about bucket list items, pictures, and videos. Fans will be asked to add items to the Bucket List constantly. The best user-generated items will go on a final Bucket List which will be constantly updated on the WERW blog, keeping people coming back to see theirs on the list, as well as their friends doing bucket list items.

WERW will create videos about how to complete certain items on the bucket list. The videos will be entertaining, made to go viral among students. Users will be asked to submit videos of their completed Bucket List items. The best videos will be honored by the station on the blog and added to WERW's channel.

I've designed posters and stickers that get people involved and prompt them to participate in the campaign. The following poster is designed to look like a hand-written bucket list. It lists several of WERW's SU Bucket List items and encourages students to add more items to the list. This poster lends itself to engagement with the target and the creation of more Bucket List item ideas. It promotes the station, its campaign, and the station's spirit of creativity and freedom.

The following sticker is one of a series of bucket list stickers that will be part of campaign awareness and contests. The station will organize a Bucket List Concert Series to support student performers.

This campaign lends itself to on and off campus Partnerships

Businesses and organizations around SU will be able to create Bucket List items that feature them, driving profit to them and funding for the station. For example, some business-related items would be "Try all of the flavors at Insomnia Cookies in one day". The businesses could even offer WERW listeners specials. The Bucket List can even be used to get more students downtown and involved with organizations off campus; Scholarship In Action! The opportunities are endless.

I have exceeded my own expectations for WERW, and feel confident in passing down the reigns to the future General Manager of the station. I hope to see WERW achieve the technology and innovation goals which I have set for it.

Just to give you an idea of what we're capable of:

End at 14:40, track ends on [Yoko Ono spot].

Integrating WERW into Syracuse University: Summary

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I decided to re-create and promote an almost defunct radio station for my Capstone project because I realized that there was a need for it. Real student radio at SU was virtually non-existent after WJPZ was created to be a top-40 training ground for those going into corporate radio, and WAER, the original free-form station on campus was turned over to the administration.

To find out the comprehensive history behind WERW, I looked to the Syracuse University Archives, and sought out both WERW and WAER alumni through our organization's advisor, David Rezak. I looked for WERW alumni with Google, Twitter, and network searches (just asking around).

The story of student radio at Syracuse University, as well as the nation, begins with WAER: the oldest college radio station in America. The first dean of the School of Journalism at SU, before the S.I. Newhouse School for Public Communications, expanded the radio and television curriculum. Radio professor Kevin Bartlett helped the School of Journalism acquire a two-and-a half watt transmitter from General Electric, making SU the School of Journalism and Syracuse University the first college in the nation with its own FM broadcast station. WAER, to honor the national journalism honor society (Alpha Epsilon Rho) and its motto, stands for "Always Excellent Radio".

WJPZ was started as an alternative to WAER's educational mission by students Craig Fox and Bill Bliley in 1974, before WAER was taken away from students. It was a 100 miliwatt carrier current radio station created to fill the need for a Top 40/Contemporary Hit Radio (CHR) station at Syracuse University.

The idea for WERW was created after a three-day protest sit-in by the Student Afro-American student association; although WJPZ was fulfilling a need on campus, it was not providing the diverse programming that the student body demanded. University Union, the largest student organization on campus at the time, took the lead on filling this need and created WERW in 1987 as an outlet for alternative and progressive music. The call letters "WERW" were chosen to stand for **WE** a**R**e U.U. (double-U, or **W**, for University Union).

I became general manager in the Fall of 2009, after WERW was threatened with losing its student organization status. The administration felt that there was not enough student involvement, and that the need for radio at Syracuse University was already met with WAER and WJPZ. I asked for the chance to try to turn the organization around.

The first thing I did once I was general manager was find people who were interested in my mission. There were a few DJs left from the previous years who were still interested, and a few of my friends, and they became my first staff. Needless to say we had a rough first year; we had nothing left from what WERW once was, besides a few old newspaper clippings, and none of us had any experience. So we made it up as we went along. Along with a few dedicated WERW staff members, I re-did the station's mission, programming, structure, and budget.

In the two years of being General Manager at the station, I saw the station go from barely functioning to one of the top stations in the country. In the

beginning of 2011, we were nominated for the College Radio mtvU Woodie award. We are the only station nominated that is not on air, and only on the internet. By promoting ourselves on Twitter and Facebook, we were able to make it to the Top 25 college radio stations list just through votes.

The main purpose of my project was to raise awareness of the radio station by creating a strong brand identity and building a community around WERW, getting as many people involved as possible. Now that I have accomplished these goals, I'd like to carry this momentum forward by developing a campaign for the station designed to make WERW a regular part of students' lives at SU, ultimately integrating it.

The campaign that I have come up with is based around the idea of a Syracuse Senior Bucket List. As a senior, I have been looking back on my life at Syracuse University and wondering whether I have done everything I could have to have had the best experience possible. I have also been searching for a Senior Bucket List that supposedly exists. I couldn't find one, so I made my own. I asked students for bucket list suggestions. One of the bucket list items that came up was having a radio show on WERW. And so, my campaign idea was born.

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WERW will create videos about how to complete certain items on the bucket list. The videos will be entertaining, made to go viral among students. Users will be asked to submit videos of their completed Bucket List items**.** The

best videos will be honored by the station on the blog and added to WERW's channel.

I've designed posters, t-shirts, and stickers that get people involved and prompt them to participate in the campaign. These campaign materials promote the station, its campaign, and the station's spirit of creativity and freedom.

This campaign lends itself to on and off campus Partnerships Businesses and organizations around SU will be able to create Bucket List items that feature them, driving profit to them and funding for the station. For example, some business-related items would be "Try all of the flavors at Insomnia Cookies in one day". The businesses could even offer WERW listeners specials. The Bucket List can even be used to get more students downtown and involved with organizations off campus; Scholarship in Action! The opportunities are endless.

I have exceeded my own expectations for WERW, and feel confident in passing down the reigns to the future general manager of the station. I hope to see WERW achieve the technology and innovation goals which I have set for it. Long live student radio!

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