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NAELS CAMPUS CLIMITE NEUTRAL MARKETING PROJECT

By

Amelia Bateman

A Senior Thesis Submitted to the

Eastern Michigan University

Honors College

in Partial Fulfillment of the Requirements for Graduation

with Honors in Marketing

Approved at Ypsilanti, Michigan, December 14, 2006

_____
Supervising Instructor (Print Name and have signed)

_____
Honors Advisor (Print Name and have signed)

_____
Department Head (Print Name and have signed)

_____
Honors Director (Print Name and have signed)

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Utilizing Problem Based Learning to Accomplish Goals

Initially it was very difficult for me to locate an organization that would allow me to do any marketing for them. For about three months, I actively searched with no results.   I eventually realized that I had not been utilizing all of my resources. I had been told, several times, in several classes at the College of Business, that networking is one of my best tools in business. Once I began asking family and friends for a nonprofit organization that could use some marketing assistance, it was not long before I found NAELS.

The National Association of Environmental Societies (NAELS) has been involved with a project called Campus Climate Neutral (CCN).   This project was started and completed at Donald Bren School of Enviro Science and Management at the University of California in Santa Barbara. This project was very successful and NAELS would like a CCN project started at universities nationwide. My task was to figure out how to get this accomplished.

I had little idea where to begin. I immediately realized that if I were going to figure out the steps necessary to complete my assigned task, I would have to accumulate and learn a wealth of information. I decided to begin by learning about nonprofit organization marketing. I used current articles and publications for my research on nonprofits. I had little understanding of this field and could not move forward without some understanding.

I also needed to learn about NAELS and CCN.   I acquired most of this information from discussions with NAELS members on site. I worked to gain a clear understanding of the organization's mission statement. This understanding would help

me create the marketing plan that would produce the results consistent with NAELS goals.

I then moved on to developing a marketing plan. I created a summary of the company and project. From there I turned my focus to understanding NAELS current situation. This included a SWOT analysis, and the major issues. I used the internet to research the major competitors. After gaining an understanding of the main sources of competition, I wrote up what I perceived as the NAELS competitive advantage.

I began looking at types of business strategies to identify the type that would be appropriate for this situation and soon decided that market penetration was the correct choice. The target market was thoroughly discussed with Mr. Worth, the Executive Director. CCN is a complicated, comprehensive group project. It would be extremely difficult for an undergraduate student to complete a project without a great deal of guidance. This would defeat a portion of CCN's competitive position.

An important part of this project is that there is little involvement required by the university. Furthermore, it would be difficult to get a project started as part of a class curriculum. The conclusion was this should be done by graduate students in that they are better equipped to deal with such a project. Needless to say, the goal is to reach graduate students that would be interested in this subject. It would then make sense to target those with majors related to the environment and energy.

It was difficult to identify how best to reach this market with limited funding and limited man hours. I quickly realized the low cost benefits email would provide. The problem then became how to reach these graduate students via email and obtaining email addresses. After realizing the issues involved in acquiring email addresses another

approach had to be found. Finally, it was decided that it would be best to obtain readily accessible graduate professors emails and request that they pass the information on to students requiring an independent study.

Next, I had to determine the best time to reach the target market. This meant determining when a project like this is started. After determining this, I then needed to determine the amount of time needed to pitch this type of project to a professor. This lead me to believe that the best time to send out emails is in January. This would allow time for the emails to get to the students, the students to make the decision, and pitch it to their professors for acceptance and to begin in September of 2007.

Once the marketing plan was complete, I used the Internet to investigate the universities that had graduate programs related to environmental and energy. This was an extremely time consuming task. The first six universities with these programs were easily found using key words such as "environmental graduate programs" and "energy graduate programs".   Thereafter, each university web site had to be search to find these programs. After getting through the layers and finding the programs, I then had to find the professors in the program and then find their respective emails. Accumulating this data took much more of my time and energy than I would ever have expected.

Overall, I feel that this project was an incredible learning experience. It has given me a clear understanding of the complex process and decisions involved in completing a goal. In addition, this project made me use my education in a real world experience. I now feel that I have a better understanding of not only what I was taught during my Marketing education, but also how it applies to the real world.

There were a multitude of formal and informal questions that went through my mind while I was applying problem based learning to my thesis project. The following is a list of some of the questions I used to aid in determining the problem I was faced with and how to solve that problem.

- How and where can I find the organization that I could do a project for?
- What networking options are available to me in locating a nonprofit?

- What does NAELS stand for as a company?   What do they do?
- Is this the type of organization that I want to give my time towards?

- Do I know how to do this?
- Have I acquired enough knowledge to make this project valuable for the organization?
- Will I be able to apply knowledge gained from my education?
- Is there more information that I need to acquire before I can begin?
- How do I prepare before I enter my first meeting?
- Where and how do I find this information?

- What do I want to accomplish?
- What are my goals?
- Are my goals consistent with what NAELS wants to accomplish?
- Are there marketing strategies that simply would not work?
- Which marketing concepts would work?
- What specifically did I learn about marketing that I can apply towards this project?

- Who is the target market?
- How do I figure out who would be interested in this type of project?
- How do I reach them?
- How do I reach them given the budget?

- How involved does NAELS want to be with the project?

- Did I accomplish what I wanted to accomplish?
- Is this project something that NAELS can continue or expand upon?

Nonprofit Marketing

Marketing is fairly new to the nonprofit world. Ten years ago marketing was not a necessary skill for the nonprofit world. At one time free public service announcements provided enough recognition. Much of the fundraising was done over a game of golf, or a lunch. An organization can no longer rely on name recognition to bring in funds.

There have been several changes in this generation that threaten the dollar amount of donations and decrease the number of volunteer hours. There are a growing number of single parent homes and dual career homes. This means that the amount of time that consumers are willing to donate to volunteering has decreased. Furthermore, any time that they may have must be noncommittal and limited in length of commitment.

Regardless of these limitations about half of Americans volunteer. This indicates that people are still willing to volunteer given their limited time. It is where and how they choose to spend their limited time. The question then is how to attract these donors.

Those under 35 are currently driving trends. They are cynical and media savvy. They are also the reason that marketing is increasingly important for nonprofit organizations. Without the support of this group there is no future for a nonprofit organization. This age group demands proof that their contributions are not only going mainly to the cause, but that the donations are making a difference.

Competition for nonprofits is brutal and is intensifying. There are two kinds of competition. There is competition for funding and competition for people's attention. There are currently an estimated 1.2 million nonprofit organizations in the United States,

with over 12.5 million workers. Moreover, there is a growing need for additional nonprofit programs and services.

It is increasingly difficult to get money from individuals. The nonprofit is asking for the small amount of discretionary income that the individual has and offering nothing in return but a good feeling from donating. The for-profit world is at least offering some kind of product or service. The number of causes an individual supports is declining. To make it more difficult, the public insists that a minimum of 80% of all dollars earned go to the cause. This means the organization is doing all of this with limited funding and staff.

Another complex issue faced by small nonprofits is that the public, even within the community they are located, is often unaware of the organization's existence.   In turn they do not know what service that small nonprofit organization provides to the community. Needless to say, consumers can not donate if they do not know that the nonprofit even exists.

Non profits are now seeking much needed marketing ideas to help them discover and maintain their target group to ensure their survival. Smaller nonprofits should seek marketing help from local colleges or universities. MBA students and professors may be valuable volunteer resources. Even undergraduate clubs and organizations often have required community service hours. Internships could provide much needed hours. Young people may also be in a better position to reach young possible donors.

 Some larger nonprofits are hiring large advertising firms such as Campbell-Ewald Company to develop campaigns and slogans. Money spent on Marketing is consistently paying off. They can provide insight for nonprofit organizations that often

have a generation gap between those running the organization and those they want to reach.

Other successful nonprofit organizations employ a marketing department. However, many nonprofits under invest in marketing. They often only adopt one or a few marketing functions. In many cases, marketing is a secondary responsibility of staff. Few of the people performing marketing functions have formal training in marketing, or possess a marketing background. One reason for this may be that nonprofits can not afford to pay experienced or well trained marketing personnel.
It is important to have a comprehensive approach to marketing.

A Marketing effort should be undertaken with caution. A nonprofit should be careful to monitor the amount spent on fundraising and compare it to the increase in returns. It is often the case that nonprofits are overspending. There is also a failure in the nonprofit world to recognize that retaining donors is less costly than gaining new ones. This is a well known fact in for-profit business. This is difficult because the nonprofit staff is so limited. The need to build relationships is important.

Caution should also be taken not to seem to marketing savvy. This could deter possible donors. Over promoting could push away consumers. Appearing marketing oriented could cause the customer to mistrust the organization.

It is important to repeatedly determine what the marketplace thinks of your company and how your company compares to the competition. In addition, what the constituents view as the main benefits of your cause should be known. Finally, what is the best way to promote your cause focusing on these main benefits? Evaluating the success of the promotions effort is vital.

Transparency is important when a nonprofit is using marketing tools. Donors are constantly questioning the ethics of marketing. They need to be reassured that their dollars are going to the cause, or they may possibly withdraw their support.

Brand value is equally important if not more important to nonprofit as it is for profit organizations. The reputation of an organization's brand is all an individual has to judge by. The brand is usually a projection of the organization's values. A strong brand will create strong emotional attachments. These attachments will lead to time and money donations. The brand will offer donators and volunteers added value in their contributions.

 A focus on the nonprofit's brand will aid in the elimination of a common nonprofit management error, addressing a certain project or problem rather than being focused on the success of the organization. When the brand image corresponds with the constituent's ideals, they will prefer this nonprofit over others. These people are willing to give more. This is why it is so important to understand the target market. This is unfortunately uncommon in nonprofits.

An appropriate trademark logo is important for any brand. It is frequently difficult for a nonprofit to create a trademark that correctly represents the organization's values. Logos allow fast recall of the organization and carry with them an emotion which is attached to the brand.

Many of the advertising mediums are equally used and equally effective for-profit as for nonprofit. New technologies are being utilized. Nonprofits are creating

videogames to attract younger audiences. Websites are also being used for informational quizzes.

Using the internet is an important medium of nonprofit marketing. However, many nonprofit organizations to not use the internet as a medium because they feel the benefits do not out weigh the costs. Many of those that do have websites do not update them as frequently as they should be. A website should contain virtual tours to inform and entertain consumers. Having an email data base can be invaluable for a nonprofit. Email and websites together can be used for fundraising, marketing, managing special events and advocacy.   Many nonprofits allow consumers to solicit informative newsletters, related to the charity's focus.

Using email significantly cuts costs. This is extremely helpful for the many small nonprofit organizations with especially limited budgets. The internet can facilitate in all nonprofit activities, such as cause related marketing, fundraising and communication with consumers. Paying for search engine keywords will allow current and potential supporters to easily find the website and any products that donate a portion to the charity. It is important that the appropriate key words are selected.

 Every nonprofit should consider including e-commerce and e-fundraising on their website. Creating this type of website is more costly, but it may be well worth the initial expense. Encouraging people to revisit the website frequently will give them more opportunities to donate. This could include contests, quizzes of the day etc. Moreover, using the internet for fundraising is great for maximizing limited amounts of labor. Use of the internet should not be viewed as individual function, for instance sending out email or having a website. All functions should be integrated into the organization's customer

relationship management. When managed correctly, the internet allows for a flow of information that creates a relationship with the consumer. Creating a relationship will increase time and monetary donations from constituents.

A website developer may help in creating content and adding necessary security. They can also help create a Rich HTML site. This type of site will allow for better design. It will also allow the organization to track the recipients' actions while visiting the site. This type of site also makes it possible to send email that is similar to the website with a tailored message. A consumer can connect directly to the website and use all links. Rich HTML with chic design is a great way of connecting to the elusive under 35 age group.

Many organizations are finding that broadening their scope increases funding. Achieving this often means creating a new mission statement. This may also include rebranding. Rebranding may also be necessary for keeping a brand fresh and up to date. Being viewed as old fashioned will cost funding. When rebranding, it is best to approach it casually. In other words, do not draw to much attention to the change.

Celebrity endorsements are a popular way of creating awareness for the organization and its cause. This can attract a younger crowd. Comedy, fashion and music shows are often used. Connection to the fashion industry is common. Musicians will often create tracks solely for sale by the organization. This effectively raises funds from individuals that my not have donated to the cause otherwise. Popular television shows have created storylines to help raise money and awareness for causes. Popular designers and merchandise corporations have created products that donate a portion of the sales to the cause.

Corporations that join a campaign and create merchandise for a cause create benefits for both the corporation, organization and the public. The corporations will often sell a great number of these products. The corporation gains positive exposure. Improving the reputation of the for-profit company could ultimately lead to an increase of profits and customer loyalty. A strategic alliance like this will benefit the nonprofit by raising funds and creating awareness for the cause. Both corporations must be sure to consider the target markets and if they appropriately fit together. Another way for-profit companies may be willing to help nonprofits is by donating the time of their employees. Another popular fundraising technique is having runs or walks for the cause.

Differentiation of the brand is also important for nonprofits. The growing number of not for profits is making this increasingly difficult. Differentiating can be even more important for small nonprofits looking for a niche in the market. It is important that there is an understanding of how the message differs from that of the competition. This message should inspire and encourage people to donate or get involved, rather than guilt them into contributions. This message must also provide an understanding of the brand. Consumers that can differentiate the brand are more likely to donate. Creativity is also an important marketing element that should be used to differentiate.

Recently, there have been successful new ways in raising funds. Partnering with charitable organizations, retail stores have their employees ask for a small donation, such as $1 or $5 during check out. There is also new indication of the success of gift donations. Different tactics work better at different times of the year. Requests are more effective when they are accompanied with an explanation of how donations will be used. There is frequently a positive response to the inexpensive sale of small wearable tokens,

such as ribbons or bracelets. Many people enjoy getting a symbol that they can wear as evidence that they have donated to a charitable cause. This also acts as further exposure for the organization.

Marketing for nonprofit organizations is necessary for the survival of the ever increasing number of nonprofits. There are several ways to introduce Marketing into the organization. Marketing and marketing skills have produced favorable fundraising results. Each organization has media choices depending on their target population.

CCN Marketing Plan

NAELS Organization Description

The National Association of Environmental Societies (NAELS) is a nonprofit organization aimed at "Educating, Inspiring, and Mobilizing the Next Generation of Environmental Leaders". NAELS is a coalition of over 50 law student groups in the United States. The goal is to prepare each generation of environmental law students to be leaders in the field. NAELS currently has several national projects, holds conferences and events, and provides students with resources.

The 17th Annual meeting will be held at The George Washington University Law School in Washington,, D.C., March 15 – 18, 2007.

NAELS began in the late 1980's when a group of law students from various law schools met at conferences at the University of Michigan and later at the University Of Colorado School Of Law. The goal of these conferences "was to create a student-run organization that unified America's ELSs (Environmental Law Societies) by sharing ideas, supporting each other, and gathering a central repository of information about environmentally-related activities at law schools." In 2000, NAELS began a formal governance structure, incorporated as a 501(c) (3) organization, and hired staff to launch new programs. The IRS has approved 501(c) (3) organizations as nonprofit organizations. The association was then organized and operated exclusively for educational purposes.

Between 2000 and 2002, NAELS members began annually electing a student governing board, a Board of Directors and an Executive Director. The Board of Directors is made up of leaders and educators in the field of environmental law.

Student representatives from member law schools nation wide make up the Student Governing Board. The governing board runs student operations between annual conferences, runs projects developed by the Executive Director, serves as representatives for students within their region, and participates in Board meeting and conference calls.

Dan Worth was hired in September of 2002. He is the first Executive Director of NAELS. Mr. Worth's tasks include:

- Implement the new NAELS Strategic Plan

- Raising funds

- Developing projects

- Hiring any necessary additional staff

- Develop the professional side of NAELS so that it can provide students and ELS with much more extensive support.

The National NAELS Projects currently include Campus Climate Neutral (CCN), Many Shades of Green (MSOG), NAELS Clinical Initiative and EPASO2 Auction. MSOG is "a national effort to increase the racial, ethnic and cultural diversity in the fields of environmental law and policy." NAELS Clinical Initiative is "a campaign to catalogue and analyze existing environmental law clinics and support efforts to develop new clinics." These clinics are group sessions that offer instruction and counsel on Environmental law. EPASO2 Auction is a national ELS campaign to purchase (and retire) tons of SO2 at the annual EPA emissions auction.

Strategic Focus

      Mission Statement

The National Association of Environmental Law Societies (NAELS) is a non-partisan, nationally diverse organization of Environmental Law Societies whose purpose is to:

1. Encourage the formation and improvement of Environmental Law Societies throughout the country, and to bring them together for mutual dialogue, cooperation, information transfer, and inspiration.
2. Promote the awareness of environmental issues and environmental rights among the general public and the legal community and to increase involvement in such issues.
3. Foster the study of environmental law through expanded curricula and materials, and to encourage responsibility and activism in the public interest by environmental law practitioners.
4. Create, promote, and support personal connections between Environmental Law Students both during their time in law school and after graduation.

      The CCN Project

      Campus Climate Neutral is "a nationwide campaign to mobilize law students in support of campus greenhouse gas emission reductions and global climate change solutions." This program began at the Donald Bren School of Environmental Science and Management at the University of California Santa Barbara. It is an unprecedented grass roots campaign that hopes to accomplish long-term climate neutrality with aggressive climate solutions.

Global Warming is a growing concern. The mean global temperature is increasing. Carbon Dioxide, Nitrous Oxide, Methane concentration and sulfate aerosols deposited in Greenland ice have spiked in the atmosphere because of human influence over the last 100 years. Green house gas (GHG) emissions must be reduced in order to address this issue. GHG's are responsible for Global Warming. The Environmental Protection Agency (EPA) has accessible, clear information on their website about global warming, earth changes and statistics (www. epa.gov).

 The United States Federal government has taken very few steps in taking corrective action concerning this problem. They even choose not to take part in the Kyoto protocol. The Kyoto protocol involves 162 countries committing to an emissions reduction of 2.5% below 1990 levels between 2008 and 2012. The United Nations Framework Convention on Climate Change (UNFCCC) was spawned by the Kyoto Protocol and is the first international group recognizing global warming. While this is a step in the right direction, a 70-95% immediate reduction is what many credible scientists feel is what is needed to prevent irreparable harm to our planet.

Several corporations have chosen to take actions in reducing GHG emissions on their own, with favorable results. State governments have embarked on climate initiatives of some kind. An article published in the Ann Arbor News on Sunday July 2, 2006 entitled "Michigan is losing its cool", speaks to the challenges and changes because of global warming.

A group of graduate students, Fahmida Ahmed, David Felix, Jeff Brown, Betty Seto, and Todd Haurin, also recognized this issue as an important one. They started a project at and for their university. This project demonstrates that The University of Santa

Barbara (UCSB} can save money while reducing GHGs over a period of several years, until 2020.

The first step was gaining an understanding of University politics, including the decision making process, connecting with stakeholders and identifying institutional barriers. An inventory of past GHG emissions at UCSB from 1994 to date needed to be collected in order to develop reduction targets. Finally, identifying a timeline for reaching certain goals, the activities that should be completed during a specified time, and the capital costs compared to annual savings had to be done.

Due to several factors governing UCSB, the project is yet to be implemented. There are over 4000 universities and colleges nationwide that could and should adopt a CCN program and reduce GHG emissions. These schools educate over 16 million people.

Other Campus Climate Neutral Projects include:

University of California at Berkeley: Undergraduates and graduates have completed an initial greenhouse gas inventory and are pushing their school towards long term climate neutrality using Campus Climate Neutral and the work of the Bren student CCN team as a leading model.

University of Florida: Professors and students in the Environmental Law and Land Use Clinic will conduct an overall climate assessment, and develop a climate neutral reduction plan.

University of Indiana – Bloomington: Students and professors at the Law School, the School of Public and Environmental Administration, and the Business School will launch Campus Climate Neutral in 2007.

Situation Analysis

SWOT Analysis

Strengths

- Experienced Board of Directors.

- Dedicated Governing Board

- Young Executive is in a better position to reach young constituents.

- All staff has a high level of education/professional degrees.

- Enthusiastic student population.

Weaknesses

- There is only one paid employee at NAELS

- The Board of Directors currently holds full time, paying jobs.

- The Website needs to be updated more often. The two main sources of competition have more inviting, more elaborate websites.

- No recognizable slogan or logo

- No one on the staff has a marketing background.

Opportunities

- Interest in environmental issues is growing worldwide. Studies show that this is among the top three concerns of people under 35.

- Companies are realizing the benefits of reducing emissions and saving money in the process.

- Creation of jobs in the business world in order to decrease costs will lead to an increased number of graduate students having an interest in environmental related studies.

- Many celebrities are interested in global warming and may be willing to volunteer their time and support.

- Several higher education facilities in the Ann Arbor area could be an untapped resource for manpower on current and future projects.

- NAELS focus is on young, driven, dedicated, highly educated up and coming professionals in Environmental Law. Having the lifetime support of these individuals could move forward goals of making environmental issues known and ultimately improving the environment.

Threats

- Competition for grant money.

- Regardless of the relatively high level of concern for the environment there is little funding going to environmental concerns.

Major Issues

Competition

The competition, in this case, is for graduate student participation in the project and ultimately grants money. The main competition for CCN includes Energy Action's Campus Climate Challenge and Net Impact's Campus Greening Initiative.

Campus Climate Challenge

Campus Climate Challenge is a program that focuses on motivating students at schools nationwide to organize improvements in the environmental situation at their school. This program encourages young people and youth organizations to approach policy makers, such as Deans and Trustees, to make commitments in reducing and eliminating pollution created by the school.

This organization has partnered with over 48 organizations, including NAELS, for this effort. This group has also partnered with "Think MTV". This is a strong association that brings funding and exposure.

Campus Green Initiative

NAELS focuses on the graduate arena. Therefore, a greater threat comes from Net Impact's Campus Green Initiative. This group is focuses on motivating MBA students to improve the environmental situation using their business skills. There are currently groups working on this project at Harvard, MIT, Arizona State U, as well as others. Furthermore, this is a worldwide organization with a presence on four continents.

Competitive Advantage

CCN provides proof that becoming climate neutral can be accomplished without out of pocket cost to the university. Furthermore, this project provides benefits to the university beyond just the ability to say they are more environmentally friendly. There is no manpower necessary in the investigation of the process as it will be done at no cost to the university, by graduate students. Graduate students have more education and experience. CCN offers a different approach to becoming environmentally friendly when compared to the competition. The student involvement adds a no pressure approach to the environmental improvement of the university. CCN is a non-partisan approach, rather than an advocacy approach. There is significantly less involvement necessary from the university. CCN is also looking to bring all disciplines together to "construct a whole-campus climate neutral plan." There are also green architecture and design students working on this as well.

Market Strategies

A market penetration strategy will be used. Direct marketing will be used to reach our target market in completing this strategy. Emails will be sent to over 500 professors informing them of the project and of NAELS. See appendix A.
The message will be informative. The goal is to inform the reader about the project and to persuade the reader to initiate the program at their university.
The media selected for advertising namely email was based on the following.

- This is a medium that will reach the target audience with the greatest degree of

selectivity. We will therefore gain maximum exposure value.

- There will be no initial cost in advertising.

- Costs will be limited to mailing costs incurred when interested professors respond to the email advertising and request more information.

- Nonprofit organizations typically overspend during acquisition. Limiting paper based forms of communication will drastically cut costs

An email address will have to be created especially for this project. In addition, interested parties can visit the website, or respond to the email and receive a packet. The packet will include a complete description of the project and NAELS involvement. See attached email

NAELS will approach Campus Climate Challenge Net Impact's Campus Green Initiative in an effort to create a stronger association. Connecting campaigns and combining resources while remaining distinctive will provide further support for the cause and each of the individual organizations.

Market Objectives

Target Market

The goal is to ultimately reach graduate students in programs of study related to energy, climate control and the environment. This is most effectively accomplished by first contacting the university professors, in the United States, who are instructing these graduate students. Delivering the appropriate information and requesting that they pass it on to students that may be interested. NAELS will be targeting graduate students that have already expressed an interest in the environment and energy.

Timing

This is a marketing plan for NAELS for the next year. Independent studies including, this type of group project; begin at the start of the semester. This type of project must be pitched by the student, to the professor before the semester that the independent study will begin. Therefore, the best time to reach the target market is the semester before the student would begin the project.   The best time to begin sending out emails and packets is in the beginning of the year. This will allow time for students to present the idea to their professors during winter 2007 semester and begin the project September 2007.   This will also be good timing in that these students could attend a week of events at the NAELS Conference in DC March 12-18.

Budget

The budget for this project for the next year is $1,000 dollars. Utilizing email as a medium will significantly cut costs. The research for university programs and professors will be done by an unpaid, volunteer undergraduate marketing student. This student will also send out the emails. Any interested parties will receive a packet sent via First Class Mail USPS. An estimated 400 packets will be mailed. At a cost of $2.07 each this will cost $828. The remainder of the budget will be used for copies and printing.

Marketing Goals

The ultimate goal is to have projects similar to CCN started at fifty universities in the next two years. It takes time to initiate this type of project. This explains the difference between the one year budget time line and the two year goal time.

Monitoring Results

The success of this marketing plan can not be judged based on any kind of financial determinant. It will instead be judged, on the number of universities that have graduate students that begin a CCN program. The goal for the year beginning in January 2007 is 25 universities.

A follow up email will be sent to all professors and graduate students who responded to the email and requested a packet. See Appendix B. This email will be used to determine exactly why a CCN program launched or why it was not launched.

Recommendations

The following are recommendations may be helpful to NAELS in the future:

- Add a separate Website for this project. If the budget does not allow this, add a colorful link on the existing site.

- The Website should be maintained on a regular basis.

- An intern should be trained so Dan does not have to be continually involved in informing the volunteers.

- Connect to programs like EMU's Vision program. It is the community service and volunteer center.

- Sell the project to the professors. Make up a "sales document" for professors to encourage students to do the project.

- Update the mission statement. To expand upon and include students of other disciplines. To say the ultimate goal is to generally improve the environment.

- Net Impact has taken a different approach from NAELS, and feels that business students are a promising target market for accomplishing their goals. I agree, and feel that undergraduate business students would not only be interested in this type of endeavor, but could be a valuable asset in reducing GHG on campuses nation wide. The results of the following research study will be presented to NAELS for consideration next year.

Research Summary

Global Warming is a growing concern world wide. It seems that the United States government has done little about this mounting problem. However, there is still something that can be done.

There are over 4000 universities in the U.S. educating over sixteen million students. If business students graduate with knowledge on how to positively affect the environment, they can transfer it into the business world. It is so important that undergraduate students need to get involved with this serious issue.

The first step is demonstrating that undergraduate business students would be interested in such a project or program. It is my belief that these students are concerned about the environment and global warming is a main environmental concern. I also believe that students feel that the US government and the business world are not doing enough to combat environmental issues. In addition, students would feel that universities should take steps in fighting global warming. Furthermore, students would be interested in a project similar to CCN this if it was offered. It is also my belief that the only factor that would hinder the desire to be involved in such a program is a time limitation.

There several objectives and information needs necessary to determine the results of the hypothesis. It is first necessary to determine the number of students that are concerned about environmental issues. This will be done by asking them if they consider themselves environmentally conscious, if they are worried about the current state of the environment, and if they feel that enough is being done to combat the problem. The second objective is to determine if this group considers Global Warming a main concern among environmental issues. Next, is to establish how important it is to these students that the university they are

attending is environmentally innovative. This will be accomplished by asking the students if they feel that the university should be taking steps on campus to reduce the effects of global warming, if it is a university's responsibility to be the leaders in reducing energy, and if universities should instruct students on how to positively affect Global Warming. Following that, the focus turns to determining the number of students that would be involved in a project/ program organized with the goal of positively affecting Global Warming and what would affect a student's desire to be involved in such a project/ program.

This study will include Eastern Michigan University College of Business students. We utilized the intercept method at the College of Business to collect our exploratory research. The coded sample size is 100 valid surveys. We used the univariate data analysis method in analyzing each cross tabulation for significance. Then, we drew conclusions from our questions to address our objectives. We collected data using various interval, nominal, and ratio questions. There were also several likert scales used.

There is a need for a much larger study that will include not only more people, but also more universities. This questionnaire may have biased people toward answering the questions with a more environmentally conscious attitude. A less biased survey should be developed. In addition, students were found to feel that universities should take steps in fighting global warming. This hypothesis was also supported by this study. The final hypothesis that the only factor that would hinder the desire to be involved in such a program is a time limitation was tested and found mainly inconclusive. The attempt to discover what factors would drive a COB student to be interested or uninterested in a student organization was mainly inconclusive.

The main recommendation is to develop a larger survey. This survey would help determine the interest in undergraduate business students nationwide and to determine the factors that would drive a student to be interested or uninterested in a student organization. However, based on the results of this study the recommendation is to begin to include undergraduate students in a CCN type project. There is enough passion concerning the topic to generate dedication and hard work.

Problem Statement and Hypothesis

Global Warming is a growing concern worldwide. The amount of green house gas (GHG) emissions in the atmosphere has spiked in the last 100 years. This is what is causing the global warming. It seems that the United States government has done little about this mounting problem. However, there is still something that can be done.

There are over 4000 universities in the U.S. educating over sixteen million students. There are programs, such as Campus Climate Neutral (CCN) done at the Donald Bren School of Enviro Science and Management at the University of California Santa Barbara, which demonstrated the feasibility and profitability of reducing GHGs at UCSB.

There is currently a need for the existence of programs such as CCN in business schools. The reason for this is simple. If business students graduate with this knowledge, they can transfer it into the business world. There are several advantages to a business that reduces GHG emission. These advantages include, most importantly, cost may equal the reduced expenses, and there is a huge benefit to society which in turn improves company image possibly leading to an increase in sales. A greater number of people get a BBA than a

MBA. This is the reason undergraduate students need to get involved with this serious issue. Students graduating with this knowledge could benefit any number of businesses.

The first step is demonstrating that undergraduate business students would be interested in such a project or program. It is my belief that these students are concerned about the environment and global warming is a main environmental concern. I also believe that students feel that the US government and the business world are not doing enough to combat environmental issues. In addition, students would feel that universities should take steps in fighting global warming. Furthermore, students would be interested in a project similar to CCN this if it was offered. It is also my belief that the only factor that would hinder the desire to be involved in such a program is a time limitation.

Objectives / Information Needs

- Determine the number of students that are concerned about environmental issues.

    o   Do you consider yourself environmentally conscious?
    o   Are you worried about the current state of the environment?
    o   Do you feel that enough is being done to combat this problem?

- Determine if Global Warming a main concern among environmental issues.

    o   Do you feel that Global Warming is a major environmental issue?

- Determine how important is it that the university they are attending is environmentally innovative.

    o   Do you feel that the university should be taking steps on campus to reduce the effects of global warming?
    o   Should universities be the leaders in reducing energy?
    o   Should universities instruct students on how to positively affect Global Warming?

- Determine the number of students that would be involved in a project/ program

affecting Global Warming.

- o If a program or project, such as a student club or organization to reduce Global Warming on the campus existed on campus, would you be interested in participating?

- Determine what would affect the involvement of students in such a project/ program.

  - o What factors would affect your involvement in such a project/ program?
  - o Would you take it in addition or outside of your professional studies?
  - o What factors would affect your noninvolvement in such a project/ program?
  - o What do you think about it being incorporated as part of your major?

Demographics
- Age
- Gender
- Race
- Commuter or resident
- Married, engaged or single
- Number of children
- Work status: full-time, part-time, unemployed
- Class load: number of classes currently being taken.
- Employment
- Major

Methodology

This study will include Eastern Michigan University College of Business students. We utilized the intercept method at the College of Business to collect our exploratory research. The coded sample size is 100 valid surveys. We used the univariate data analysis method in analyzing each cross tabulation for significance. Then, we drew conclusions from our questions to address our objectives. Now, as we re-list our objectives, we can easily show the relevance of each question as meeting our information needs.

See Appendix A for questionnaire

- Objective #1: Determine the number of students that are concerned about environmental issues. Addressed with:
  - o Question #1-#4 (Likert/ Interval Data) (See Appendix A for questions)

- Objective #2: Determine if Global Warming a main concern among environmental issues.
  - o Question #5 (Likert / Interval Data)

- Objective #3: Determine how important is it that the university they are attending is environmentally innovative.
  - o Question #6- 9 (Likert/ Interval Data)

- Objective #4: Determine the number of students that would be involved in a project/ program affecting Global Warming.
  - o Question #10 (Liket/ Interval Data)

- Determine what would affect the involvement of students in such a project/ program.
  - o Question #11 (Likert/ Intereval Data)

Demographics
- o Question #12 (Ratio Data)
- o Question #13 (Nominal Data)
- o Question #14 (Nominal Data)
- o Question #15 (Nominal Data)
- o Question #16 (Ratio Data)
- o Question #17 (Nominal Data)
- o Question #18 (Nominal Data)
- o Question #19 (Nominal Data)
- o Question #20 (Nominal Data)
- o Question #21 (Ratio Data)
- o Question #22 (Nominal Data)

Results and Analysis

Refer to appendix A for frequency distribution percentages. The majority of the respondents stated that they were environmentally conscious, 72 percent strongly and somewhat agreed. 79 percent strongly and somewhat agreed to being worried about the current condition of the environment. A startling 83 percent agreed that global warming was a major environmental concern. 42 percent of them strongly agreed.

78 percent of students do not feel that the United States Government has done enough to combat environmental issues. 57 percent somewhat disagree and 21 percent strongly disagree. Slightly fewer, 70 percent, disagree that businesses in the United States are doing enough.

58 percent of students feel that their university, EMU, should be working to improve the environment, with 31 percent strongly agreeing. Furthermore, 72 percent feel that universities should be leaders in the reduction of energy and global warming. 41 percent of the 72 percent somewhat agreed to this statement. 45 percent of the students that responded stated that they agreed that it is a university's responsibility to instruct students on how they can positively affect the environment. This may not be significant since 39 percent neither agreed nor disagreed to the statement. Over half, 58 percent, agree that EMU should incorporate environmentally friendly business practices into the COB curriculum. Only 17 percent of that 58 percent strongly agreed.

Interest in a student organization or club

The chart above shows that 47 percent (very interested + somewhat interested) of respondents would be either somewhat interested or very interested in participating in a student organization or club created to reduce Global Warming on campus. This is somewhat greater than the 39 percent that were uninterested. This indicates that almost half of COB respondents would be interested in an environmentally focused organization. Regardless of the fact that the percentage of interested people was very close to that of the uninterested, the percentage of interested respondents is significant because it indicates that there would be enough interest in such an organization to make it worth creating one.

graduation date * student organization Crosstabulation

Credit Hours		student organization					Total
		1	2	3	4	5	
1	Count % within graduation date	6 30.0%	1 5.0%	1 5.0%	7 35.0%	5 25.0%	20 100.0%
2	Count % within graduation date	8 20.5%	8 20.5%	5 12.8%	16 41.0%	2 5.1%	39 100.0%
3	Count % within graduation date	5 19.2%	5 19.2%	6 23.1%	8 30.8%	2 7.7%	26 100.0%
4	Count % within graduation date	3 25.0%	2 16.7%	1 8.3%	4 33.3%	2 16.7%	12 100.0%
5	Count % within graduation date	1 33.3%	0 .0%	1 33.3%	1 33.3%	0 .0%	3 100.0%
Total	Count % within graduation date	23 23.0%	16 16.0%	14 14.0%	36 36.0%	11 11.0%	100 100.0%

The chart above shows that seniors, those who are graduating in 2006 were the
most interested in a student organization with 60 percent interested. Of those graduating
in 2008-2010, there were an equal number of people interested and uninterested. There
were only three people in the graduating 2010. This is a small sample that does not
represent the population. It is promising that there would be interested people in each
class level. This could also indicate that seniors, higher class levels may be more
interested. Overall this does not conclusively state that class level affects interest in an
environmental student organization.

employment * student organization Crosstabulation

Employment		student organization				student	Total
		1	2	3	4	5	
1	Count % within employment	14 30.4%	6 13.0%	9 19.6%	15 32.6%	2 4.3%	46 100.0%
2	Count % within employment	6 17.6%	4 11.8%	5 14.7%	13 38.2%	6 17.6%	34 100.0%
3	Count % within employment	3 15.0%	6 30.0%	0 .0%	8 40.0%	3 15.0%	20 100.0%
Total	Count % within employment	23 23.0%	16 16.0%	14 1 4.0%	36 36.0%	11 11.0%	100 100.0%

This cross tabulation compares employment and interest in joining a student organization. Much of this data is inconclusive, due to the fact that if the respondent had a "part time job" or if they were "not currently employed", there was no significant difference between those interested and uninterested. The only significant data were in those working full time jobs. Of those working a full time job, 29.4 percent of people were uninterested, but 55.8 percent of people were interested. 38.2 percent of that 55.8 percent were "somewhat interested".

Environmentally Conscious * Student Organization

		student organization					Total
environmentally conscious		1	2	3	4	5	
1	Count % within environmentally conscious	1	0	0	0	1	2
		50.0%	.0%	.0%	.0%	50.0%	100.0%
2	Count % within environmentally conscious	3	1	1	1	0	6
		50.0%	16.7%	16.7%	16.7%	.0%	100.0%
3	Count % within environmentally conscious	4	4	4	6	2	20
		20.0%	20.0%	20.0%	30.0%	10.0%	100.0%
4	Count % within environmentally conscious	12	11	6	24	3	56
		21.4%	19.6%	10.7%	42.9%	5.4%	100.0%
5	Count % within environmentally conscious	3	0	3	5	5	16
		18.8%	.0%	18.8%	31 .3%	31.3%	100.0%
Total	Count % within environmentally conscious	23	16	14		11	100
		23.0%	16.0%	14.0%	36	11 .0%	100.0%

The chart above illustrates the relationship between agreement level of being

environmentally conscious and interest in a student club or organization. Only 2 people

stated that they strongly disagreed with the statement that they were environmentally

conscious and only an additional 6 somewhat disagreed. Because the "strongly disagree" sample was too small, they were eliminated from the above bar chart for better illustration. Of the small sample of 6, those that "somewhat disagree", the majority 66.7 percent were uninterested in the joining a student organization. This may not be significant due to the small sample. 62.6 percent of those that strongly agreed to being environmentally conscious were interested in the student organization. As the chart illustrates, as the percentage of level of agreement to being environmentally conscious increases the percentage of interest in student organization increases. This indicates that considering one's self environmentally conscious increases likelihood of interest.

credit hours * student organization Crosstabulation

credit hours	student organization					Total
	1	2	3	4	5	
4 Count % within credit hours	0 .0%	0 .0%	0 .0%	1 33.3%	2 66.7%	3 100.0%
7 Count % within credit hours	5 41.7%	0 .0%	1 8.3%	5 41.7%	1 8.3%	12 100.0%
10 Count % within credit hours	1 20.0%	0 .0%	0 .0%	2 40.0%	2 40.0%	5 100.0%
13 Count % within credit hours	10 23.8%	8 19.0%	8 19.0%	13 31.0%	3 7.1%	42 100.0%
16 Count % within credit hours	6 17.6%	7 20.6%	4 11.8%	14 41.2%	3 8.8%	34 100.0%
19 Count % within credit hours	1 25.0%	1 25.0%	1 25.0%	1 25.0%	0 .0%	4 100.0%
Total Count % within credit hours	23 23.0%	16 16.0%	14 14.0%	36 36.0%	11 11.0%	100 100.0%

Here were only 3 respondents taking only 3-5 credit hours. Of this group 100% were interested in a student club. This is too small of a group to be significant. The "9-11" and "18 or more" groups were also too small to be significant. The "6-8" and "12-14" credit hours were also inconclusive for a different reason. The results were to split
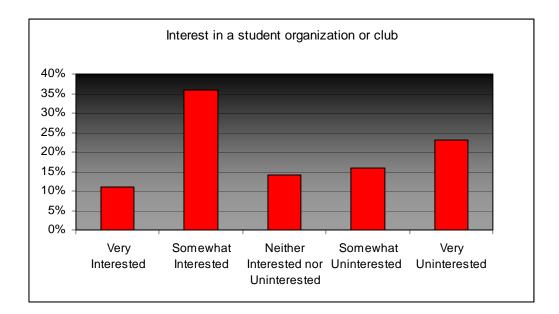
with nearly equally as many people interested and uninterested. The only statistically significant finding was in the "15-17" group. In this group, more people were interested than uninterested, 50 percent and 38.2 percent respectively. This may indicate that this group is more interested than those taking a different number of credit hours.

Conclusions and Recommendations

The hypothesis that people are concerned about the environment was correct. 72 percent were environmentally conscious and 79 percent worried about the current condition of the environment. The next hypothesis was that global warming was a major environmental concern of COB students. This hypothesis was also supported. 83 percent agreed that global warming was a major environmental concern.

The frequencies alone indicate that people are interested in this topic and feel that something more should be done. Well over half of respondents, 72 percent, considered themselves environmentally conscious. An even greater number were concerned with the current state condition of the environment. Finally, yet a greater number agreed that Global Warming was a major environmental issue.
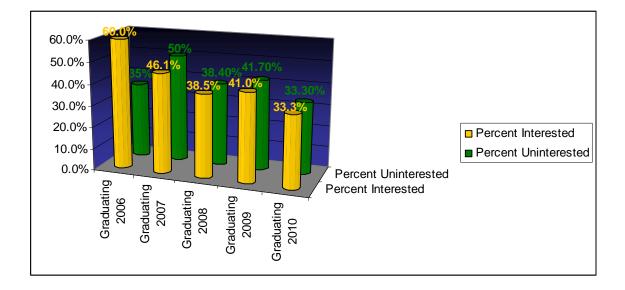
78 percent of students do not feel that the United States Government has done enough to combat environmental issues. 70 percent disagree that businesses in the United States are doing enough. This information alone is an excellent indication that business undergraduate students are aware and concerned about these issues, and wish more was being done.

The results also indicate that the majority of the sample feel that universities should work to improve the environment. 58 percent of students feel that their university, EMU, should be working to improve the environment, with 31 percent strongly agreeing. Furthermore, 72 percent feel that universities should be leaders in the reduction of energy and global warming. 45 percent, almost half of the students that responded stated that they agreed that it is a university's responsibility to instruct students on how they can positively affect the environment. Over half, 58 percent, agree that EMU should incorporate environmentally friendly business practices into the COB curriculum.

The chart above shows that 47 percent (very interested + somewhat interested) of respondents would be either somewhat interested or very interested in participating in a student organization or club created to reduce Global Warming on campus. This is somewhat greater than the 39 percent that were uninterested. This indicates that almost half of COB respondents would be interested in an environmentally focused organization.
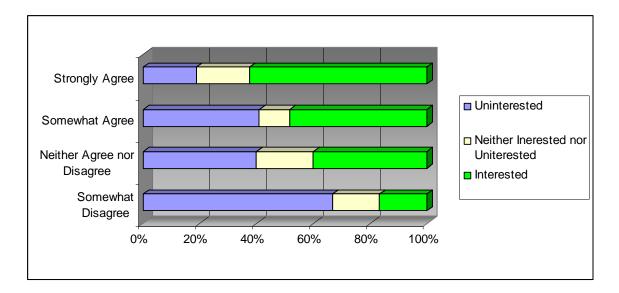
Regardless of the fact that the percentage of interested people was very close to that of the uninterested, the percentage of interested respondents is significant because it indicates that there would be enough interest in such an organization to make it worth creating one.

The next objective of this study was to conclude what factors would make people interested or uninterested in participating in a student organization. Much of this data was inconclusive in determining the objective.

The results indicated that there would be interested people in each class level. See the above chart. However, seniors, higher class levels may be more interested.

The data points towards those working a full time job, 55.8 percent, were interested. The unemployed and part time groups were split between those interested and uninterested.

As the chart above illustrates, as the percentage of level of agreement to being

environmentally conscious increases, the percentage of interest in student organization

also increases. This indicates that considering one's self environmentally conscious

increases likelihood of interest. Finally, the findings on the affects of the number of

credit hours were also mainly inconclusive. The only possible results showed that

those taking 15-17 credit hours had more people that were interested rather than

uninterested, 50 percent and 38.2 percent respectively.

The first hypothesis, that people would be interested in a student organization

related to the environment and reducing global warming, was supported. The second

hypothesis, that people are concerned about the environment and global warming is a main

environmental concern, was also supported. Next, the hypothesis students would feel that

more should be done in the US, by the government and in the business world to aid

environmental issues, was also supported by the data collected.

There is a need for a much larger study that will include not only more people, but

also more universities. This questionnaire may have biased people toward answering the

questions with a more environmentally conscious attitude. A less biased survey should be

developed. In addition, students were found to feel that universities should take steps in

fighting global warming. This hypothesis was also supported by this study. The final

hypothesis that the only factor that would hinder the desire to be involved in such a program

is a time limitation was tested and found mainly inconclusive. The attempt to discover what

factors would drive a COB student to be interested or uninterested in a student organization

was mainly inconclusive.

The main recommendation is to develop a larger survey. This survey would help

determine the interest in undergraduate business students nationwide and to determine the

factors that would drive a student to be interested or uninterested in a student organization.

However, based on the results of this study the recommendation is to begin to include

undergraduate students in a CCN type project. There is enough passion concerning the

topic to generate dedication and hard work.

Limitations

- This sample is too small. It may not accurately represent the COB population.
  Furthermore, this study is much to small sample to represent undergraduate business
  students nationwide.

- This survey lead to an immeasurable amount of measurement error. There was no
  explanation of the nature of the student organization or club. Additional information
  would need to be collected in order to determine if a Campus Climate Neutral program
  generated the same level of interest. Other questions lacked clarity.

- The survey may have biased people towards answering the questions in an
  environmentally conscious manner.

- Possible selection errors included:

  - The majority of respondents were taking between 12-17 credit hours.
  - The majority of the students were 21-23 years of age.
  - An overwhelming majority were Caucasian.

Appendix A: Questionnaire

This is the survey. In parenthesis in the coding and the percentages indicate frequencies.

This is a survey designed to study if Eastern Michigan University College of Business students would be interested in an environmental project in the form of a student organization and why or why not. All responses are kept completely anonymous. We would like to thank you for taking part in this questionnaire. Your involvement is extremely important to us.

Please indicate your level of agreement with the following statements:

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
1) I am environmentally conscious.	16%	56%	20%	6%	2%
2) I am worried about the current condition of the environment.	18%	61%	14%	4%	3%
3) I feel that enough is being done by the U.S government to combat this problem.	2%	2%	18%	57%	21%
4) I feel that enough is being done by businesses in the U.S. to combat this problem.	1%	8%	21%	45%	25%
5) Global Warming a major environmental issues.	42%	41%	10%	5%	2%
6) EMU should be taking steps on campus to reduce the effects of global warming.	31%	27%	27%	9%	6%
7) Universities should be leaders in reducing energy (energy is a major contributor to global warming)	31%	41%	21%	3%	4%
8) It is a University's responsibility to instruct students on how they can positively affect Global Warming.	12%	33%	39%	8%	8%

9) EMU should incorporate   17%   41%   28%   9%   5%
running an environmentally
friendly business as part of
the business school
curriculum.

10) If a program or project, such as a student club or organization to reduce Global Warming on the campus existed on campus, would you be interested in participating?
   a. (5) Very interested   11%
   b. (4) Somewhat interested   36%
   c. (3) neither interested nor uninterested   14%
   d. (2) Somewhat uninterested   16%
   e. (1) Very uninterested   23%

11) How important are the following factors to you in considering participating or not participation in an environmental program

	Not important at all (1)	Somewhat unimportant (2)	Neither important or unimportant (3)	Somewhat important (4)	Very important (5)
Number of classes being taken	13%	12%	14%	27%	34%
Number of hours working	11%	13%	13%	25%	38%
Resume building	15%	12%	32%	29%	12%
Interest in the topic	7%	11%	17%	27%	38%
Gain knowledge on the topic.	9%	12%	14%	45%	20%
Networking with other students	7%	18%	28%	32%	15%

Other (write answer):
 (keep track of)_____

12) How many credit hours are you currently taking?
   a. (1) 2 or less   2%
   b. (4) 3-5   1%
   c. (7) 6-8   12%
   d. (10) 9-11   5%
   e. (13) 12-14   42%
   f. (16) 15-17   34%
   g. (19) 18 or more   4%

13) When is your expected undergraduate graduation date?
   A. (1) 2006   20%
   B. (2) 2007   39%
   C. (3) 2008   26%
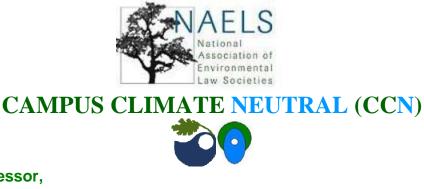   D. (4) 2009   12%
   E. (5) 2010   3%

14) Are you an International Student?
   (1`)Yes   7%   (2)No   93%

15) What is your current employment status?
    a.   (1) Part time   46%
    b.   (2) Full time   34%
    c.   (3) Not currently employed   20%

16) Indicate your age group:
    a.   (17) Under 18   0%
    b.   (19) 18-20   10%
    c.   (22) 21-23   55%
    d.   (25) 24-26   14%
    e.   (28)27-29   7%
    f.   (31) 30 and older   14%

17) Indicate your sex:
    (1) Male 41%   (2) Female 59%

18) Indicate your race:
    a.   (1) Caucasian   72%
    b.   (2) African American   18%
    c.   (3) Asian   5%
    d.   (4) Latin   3%
    e.   (5) Native American   0%
    f.   (6) Other:_____   2%

19) What is your current residency?
    a.   (1) Live on campus   13%
    b.   (2) Commuter   87%

20) What is your marital status?
    a.   (1) Married   10%
    b.   (2) Single   68%
    c.   (3) Divorced   3%
    d.   (4) Widowed   1%
    e.   (5) Living with partner   18%

21) How many children do you have?
    a.   (0) 0   85%
    b.   (1) 1   7%
    c.   (2) 2   6%
    d.   (3) 3   2%
    e.   (4) 4 or more   0%

22) What is your major?
    a.   (1) Marketing   18%
    b.   (2) Management   22%
    c.   (3) Accounting   16%
    d.   (4) Accounting Information Systems Program   1%
    e.   (5) Computer Information Systems   7%
    f.   (6) Economics   2%
    g.   (7) Entrepreneurship   5%
    h.   (8) Finance   11%
    i.   (9) International Business   8%
    j.   (10) Language and World Business   8%
    k.   (11) General Business   10%

Appendix B: Email to be sent to Professors

CAMPUS CLIMATE NEUTRAL (CCN)

Dear Professor,

CCN is a Group Project that encourages graduate students to be leaders in responding to global warming, by demonstrating the feasibility and incredible financial profitability of reducing university green house gas (GHG) emissions, and to provide lessons learned to other universities with a similar vision.

The project originated at University of California - Santa Barbara and can now be found at several Universities.

- **CCN** @ UCSB *(GHG Reduction)*
- **CCN** @ Chicago Kent *(Policy)*
- **CCN** @ U of Florida *(Clinical)*
- **CCN** @ U of IN - Bloomington
- **CCN** @ Vermont Law School
- **CCN** @ Pace
- **CCN** @ CU Law

It is our hope at NAELS that you will aid in the development of a CCN project at your University. We ask that you please look at our website and the project information. Please email us with any questions or comments.

http://www.naels.org/projects/ccn/index.htm#w

email address: WHO@naels.org

Thank you for your time.

Sincerely,

Dan Worth
Executive Director

Appendix C: Follow-up Email

CAMPUS CLIMATE NEUTRAL (CCN)

Dear (Address person by name),

We would like to thank you for your interest in the CCN Group Project. It has been a while since we have heard from you. We realize how valuable your time is, however we are requesting that you inform us on your decision to begin CCN at your university. If you have decided against beginning this project, please take a moment to tell us why.

Email: who@naels.org

Thank you for your time and good luck in the remainder of your education. (Change if sent to professor)

Sincerely,

Dan Worth
Executive Director

Appendix D: Journal of Time Spent

April- May

- I begin investigating possible topics. I then discuss potential topics with my professor.
- This back and forth dialog continues for over a month.

June- July

- I begin looking for a nonprofit organization that I would be interested in doing a marketing project for.
- Next I began contacting those organizations via email, phone calls and letters, requesting the opportunity to do some kind of marketing for their organization.
- I wrote one initial letter, it was modified seven times, every time I sent it to a different organization.
- I called five nonprofit organizations.
- I spent many hours on the internet searching for local nonprofits.
- When I received no response, I began to broaden my search, send out more letters, more phone calls and emails.
- Discouraging, but I still have not found a nonprofit that will allow me to do marketing for them.

August

- I began asking family and friends for help finding a nonprofit.
- I soon learned of NAELS and scheduled a time to meet with the Executive Director.
- I meet with Dan Worth, Executive Director and he informs me of what he would like to complete.
- I go back to my professor and discuss the project.
- Acquire and fill out all the necessary paperwork for the honor thesis and independent study. Get all necessary signatures.

September

- I began meeting with Mr. Worth twice a week for between 3-4 hours per week.
- I had to gain an understanding of what nonprofits were about.
- I begin my nonprofit marketing paper. After deciding that I would use only current publications for this paper I began my research.
- In addition to the nonprofit paper I quickly realize that I must gain an understanding of NAELS also. I began writing my paper about NAELS and CCN.

October

- Completion of NAELS and CCN research.

- Completion of NAELS and CCN paper.
- In completing the CCN paper I realize that I need a better understanding of Global Warming. Find information
- Read articles to gain an understanding of Global Warming.
- After completing these papers I was able to discuss the project more thoroughly with Mr. Worth and explain that I would begin my marketing plan.
- Begin marking plan.
- Further nonprofit research.
- Worked to understand the mission statement. This means that after reading it I asked Mr. Worth about how it relates to the project. I then made a few recommendations on improving it.

November

- Completion of my nonprofit paper.
- I completed the SWOT analysis
- Presented the SWOT to Mr. Worth.
- Completed an analysis of the competition
- Presented the competition analysis to Mr. Worth
- Investigated the major issues
- Developed NAELS competitive advantage.
- Presented major issues and competitive advantage to Mr. Worth.
- Begin the marketing strategies section of the paper.
- This begins an intensive dialog back and forth with Mr. Wroth. Ideas on target market must be discussed first.
- We decide on a target market after much debate.
- I begin developing plans to reach the target market.
- Once I had completed that section of the marketing plan and presented it to Mr. Worth, we discussed how to best reach these grad students.

December

- Extensive research to create a list of graduate professors, the universities and a description of the graduate program. This included numerous hours on the internet as well as time organizing the list in a useful organized manner. This research was continued through the end of the semester. I would like to leave NAELS with as extensive a database as possible. Time spent exploring the internet to find appropriate grad programs and the professors that instruct these programs begin to take over an hour per university added to the database.
- Formatting the reference page.
- Creating the cover page and index.

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