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A Social Marketing Plan for the Lester C. Howick Animal Shelter

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A Social Marketing Plan for the Lester C. Howick Animal Shelter

A thesis submitted in partial fulfillment
of the requirements for the degree of
Master of Arts in Journalism

by

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University of Wisconsin-Madison
Bachelor of Arts in Journalism, 2014

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Abstract

The Lester C. Howick Animal Shelter (Howick) is a non-profit organization serving Washington County, Arkansas and the Northwest Arkansas community. This thesis offers Howick a comprehensive social marketing plan. The goal of the animal shelter is to increase the total number of cats and dogs adopted, increase the total amount of donations, and increase the number of volunteers helping at the facility and various events. In order to accomplish these goals for 2016, a social marketing plan was developed through research on other non-profit organizations, other animal shelters, communication with the shelter employees, crafting a public service announcement (PSA), and evaluating the PSA through an online survey. The social marketing plan gives the Lester C. Howick Animal Shelter recommendations on how to connect with young adults and families in the Northwest Arkansas community in order to gain potential adopters, donors, and volunteers. The social marketing plan also created a PSA and brand identity to be used through various social media platforms and communication media. The PSA and survey were developed using the Elaboration Likelihood Model of persuasion, and responses to the survey were used to make PSA revisions and recommendations to the social marketing plan. The social marketing plan will help increase adoptions, donations, and the number of volunteers for the Lester C. Howick Animal Shelter.

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Introduction

This project thesis is a social marketing plan for the Lester C. Howick Animal Shelter (Howick) serving Washington County, Arkansas. There is a need to help cats and dogs in shelters find adopters. Approximately 7.6 million cats and dogs (3.9 million dogs and 3.4 million cats) enter animal shelters across the United States of America every year. This burden is divided by the estimated 13,600 community animal shelters nationwide. Approximately 1.4 million dogs and 1.3 million cats are adopted each year (ASPCA, 2016).

Pet ownership is popular among many United States households. There are an estimated 70-80 million dogs and 74-96 million cats owned nationwide. Approximately 37-47% of all households in the United States own a dog, and 30-37% own a cat (APPA, 2016). These pets can come from acquaintances, family members, breeders, or shelters. Approximately 29% of all cats and dogs are adopted from community shelters and local rescues (ASPCA, 2016). There is a need nationwide and in Washington County, Arkansas to increase the number of pet adoptions.

Northwest Arkansas is defined as the Fayetteville, Springdale, and Rogers metropolitan area (United States Census 2010, 2012). The metropolitan area includes Bella Vista, Bentonville, Bethel Heights, Cave Springs, Centerton, Elkins, Elm Springs, Farmington, Fayetteville, Greenland, Johnson, Little Flock, Pea Ridge, Prairie Creek, Prairie Grove, Rogers, Springdale, and Tontitown (United States Census 2010, 2012). Within Northwest Arkansas there is the Fayetteville Animal Shelter, Rogers Animal Services, Washington County Animal Shelter (Lester C. Howick Animal Shelter), Springdale Animal Shelter, Bella Vista Animal Shelter, Centerton Animal Shelter, and Madison County (Paws and Claws Pet Shelter; 2013 NWA Animal Shelter Statistics, 2013). The Northwest Arkansas animal shelters combined to take in 9,872 dogs and cats, found adopters for 5,217 dogs and cats, returned 2,254 dogs and cats to their owners, and euthanized 2,384 dogs and cats in 2013 (2013 NWA Animal Shelter Statistics,

2013; See Appendix A for breakdown of dogs and cats taken in, adopted, returned, and euthanized in Northwest Arkansas). A social marketing plan will help to educate the population, potential adopters, donors, and volunteers on the benefits and needs of adopting and supporting the local animal shelter.

Problem Definition

Communication Problems

Howick is a facility that takes in rescued animals, specifically cats and dogs, from Washington County animal control as well as surrendered cats and dogs from Washington County residents (A. Ledgerwood, personal communication, April, 22, 2015). The animal shelter has a rather large volume of cats and dogs coming in and going out, 1,174 cats taken in and 1,205 cats going out, as well as 1,231 dogs taken in and 1,373 dogs going out. The number of cats and dogs coming into the shelter includes animals from animal control, adoption returns, foster returns, transfer returns, owner surrender, and public spay/neuter. The number of cats and dogs going out of the shelter includes adopted, died at shelter, escaped, fostered, reclaimed, transferred to rescue, TNR transfers, Rescue Waggin' transfers, euthanized (can be due to behavior/sick/injured or time in shelter/space), and public spay/neuter. The animal shelter had 447 cats and 680 dogs come into the shelter from animal control, as well as, 447 cats and 218 dogs come into the shelter from owner surrenders. Additionally, the shelter had 397 cats adopted and 694 dogs adopted, as well as, 188 cats euthanized and 141 dogs euthanized all due to behavior/sick/injured reasons in 2015 (Washington County, Arkansas, 2016; See Appendix B for full Lester C. Howick Animal Shelter 2015 Report).

Howick had \$34,079.13 in adoption/reclaim fees and \$29,065.77 in donations from the general public. Additional revenue comes from contract income, humane society reimbursement,

spay/neuter deposits, PetSmart Charities reimbursement, and the state of Arkansas (Washington County, Arkansas, 2016; See Appendix B for full Lester C. Howick Animal Shelter 2015 Report).

Howick wants to increase education about pet adoption and the local Washington County animal shelter to the general public of Northwest Arkansas in order to increase the overall number of adoptions, donations, and number of volunteers. Many people who are looking for a new pet such as a cat or dog do not realize the number of animals or benefits that Howick can offer them. Many potential adopter and donators are more likely to adopt or donate once there is an open line of communication or they visit the animal shelter in person (A. Ledgerwood, personal communication, April, 22, 2015). Education and additional information can lead to an increase in number of adoptions, donations, and volunteers due to the audiences' elaboration level and way they process in-depth information (Rucker & Petty, 2006).

Another initial communication goal is to increase the level of direct communication to potential adopters, donors, and volunteers. Howick feels that people are much more likely to adopt, donate, or volunteer when they are able to communicate with an employee of the animal shelter directly. The animal shelter believes that their staff is very good at educating and informing potential adopters on the benefits of adopting cats and dogs in their shelter (A. Ledgerwood, personal communication, April, 22, 2015). However, the employees are currently only able to communicate personally with potential adopters once the potential adopters visit the animal shelter. The goal is to create this level of personal connection and sharing of information even when the potential adopter is not in the animal shelter.

The biggest issue facing Howick from reaching their communication goals is their limited resources and staff. The small staff comprised of six full-time and part-time employees is tasked

with caring for all of the animals, running the shelter, providing veterinary care, as well as promoting the goals of the animal shelter (A. Ledgerwood, personal communication, April, 22, 2015). Appropriate amounts of time and resources cannot always be allocated towards properly informing potential donors and volunteers and communicating with potential adopters. All promotional efforts for Howick must be cost effective because they are operating on a limited budget, in which many of the funds go towards care for the animals, as well as time efficient because the staff is limited and has many other duties to carry out at the shelter.

Howick has a difficult time keeping potential adopters and donors up-to-date on the animals in the shelter, and how to best communicate to them events, fundraisers, and the general happenings of the shelter (A. Ledgerwood, personal communication, April, 22, 2015). This is due to a busy and small staff, as well as time and allocations of funds. Effective communication can be time consuming, and the preferred medium and target audiences fluctuate in some cases.

The first communication problem is to properly educate the benefits and appropriate information to potential adopters so that more cats and dogs are adopted from Howick. There are many benefits to adopting a cat or dog from an animal shelter. Many of cats and dogs at animal shelters, including those at Howick, have been spayed or neutered, microchipped, brought up-to-date on shots, and given a proper veterinary examination before. Also, many of the animals are owner relinquished rather than strays, so many good behaviors will already have been learned. Another often overlooked benefit is the cost associated with pet adoption rather than buying from a breeder or pet store. Many costs such as spay or neutering, microchipping, and even the fee will be taken care through pet sponsorship or from the shelter itself (Humane Society of the United States, 2015). Also, shelter animals, especially cats, have often adjusted to being around other animals (North Shore Animal League America, 2016). These and more benefits are crucial

to properly educating a potential adopter or someone looking to purchase a pet before they make a decision on where to go for a new pet.

In addition to educating the public on the benefits of adoption, it is important to educate the public on ways to keep their cat or dog rather than relinquishing them to an animal shelter. The Washington County animal shelter alone had 447 cats and 218 dogs surrendered to them in 2015 (Washington County, Arkansas, 2016). According to the American Humane Association (2012), the top reasons that owners relinquish their dogs is because their current or future place of residence does not allow pets (29%), not enough time (10%), divorce or death (10%), and behavior issues (10%). The top reasons for relinquishing cats are that they were not allowed in residence (21%) and allergies (11%) (American Humane Association, 2012).

The second communication problem is how to most effectively communicate to potential donors why they should donate monetary funds to Howick. Non-profit organizations face the difficult task of asking for money as a donation rather than exchanging money for goods/services. These organizations must use strategic advertisements. Using altruistic appeals such as “helping others and others benefit” and showing helped beneficiaries through text and images can attract more time and monetary donations. The results of a study on non-profit advertising revealed that showing helped beneficiaries attracted greater volunteering and showing needy beneficiaries attracted greater monetary donations (Kim, 2014). The social marketing plan will consider the goal of increasing both monetary donations and volunteering of time when choosing images. A combination of pets in need as well as pets being helped will be used in the social marketing campaign.

A research study on the many different types of non-profit advertising strategies/practices was gathered through questionnaires in a sample of Quebec non-profit organizations. The

practices most often used by non-profit organizations are: attempt to maximize visibility (93% or 56 of 60), avoid controversial messages (92% or 55 of 60), seek communication techniques other than traditional advertising (92% or 55 of 60), and use several communication techniques at the same time in order to have more impact (92% or 55 of 60) (Marchand & Lavoie, 1998). By looking at other successful non-profit organizations advertising strategies, the Howick social marketing plan will encompass non-traditional media such as multiple social media platforms, their current traditional PSAs, and using results from the PSA survey to avoid controversial messages.

Johnson, Peck, and Schweidel (2014) conducted a study to determine the relationships between donors and non-profit organizations. Donors perceived themselves as having an exchange relationship (45% or 46 of 103) with the non-profit organization. However, much less saw themselves as having no relationship (15% or 16 of 103) with the organization (Johnson, Peck & Schweidel, 2014). This data leads one to believe that most donors to non-profits prefer to receive at least something in return for their donation. This can be particularly helpful in seeking out local businesses and corporations to partner with for the social marketing plan. Cause-related marketing is a useful approach for many non-profits and will be explained in further detail.

The third major communication problem is how to effectively persuade volunteers to donate their time to helping the animal shelter. Howick relies on the use of volunteers. In order to increase the number of volunteers, the animal shelter must communicate and educate potential volunteers on the many benefits and reasons to volunteer. Reasons and benefits to people who volunteer are: increasing self-confidence, staying physically healthy, combating depression, furthering education and skills, making new friends, volunteer hours, and tax breaks. Many, who volunteer through service, experience greater health benefits moving around and doing activities

and psychological benefits (Saisan, Smith, & Kemp, 2014). Research has shown that the more adults volunteer, the happier their perceived overall outlook. More than 90% of volunteers reported that the people or the individual's community served by the program were better off because of their volunteer work, with one third of respondents reporting that service recipients or those that were on the receiving end of the volunteer work were a great deal better off. About 50% of volunteers reported that they themselves were somewhat better off because of their volunteer experience, whereas 31% reported being a great deal better off. People see themselves as better off because they contributed to the well-being of the community (48% or 192 of 401), they use their time more productively (23% or 94 of 401), enlarged their circle of friends (20% or 80 of 401; Morrow-Howell, Hong, & Tang, 2009). These are motivations and examples, especially contributing to society, to be used to gather more volunteers through the messages distributed via social media platforms.

Howick currently uses a variety of fundraising events and sponsorships to increase the amount of donations and volunteers. The animal shelter currently works with Subaru, 40/29 News, Fayetteville Farmer's Market, Ozarks Electric Cooperation, Sam's Furniture, Plato's Closet, Walmart, and many others to put on events to increase donations and adoptions. In the Fall of 2015, there was also the Fifty Shades of Stray Fundraiser and Pack the Pallet Event (Washington County, Arkansas, 2015). The animal shelter took in \$29,065.77 from donations in 2015 (Washington County, Arkansas, 2016). All of these events aim to increase adoptions and funds, but they do cost money as well as need volunteers to run them. In order to run an animal shelter and give each animal the best possible opportunity for adoption, funds and time are necessary. Increased funds through donation would allow for more events, PSAs in traditional

media, and more promotional materials. Increasing the donations and volunteers would help to increase adoptions.

The fourth major communication problem is determining what media outlet will have the most effective reach for the animal shelter. When considering how to solve this problem, it is crucial to remember the restricted budget and resources for Howick. Many people or organizations have opinions on how to most effectively utilize media for non-profit promotion, but it comes down to knowing your own organization, its resources, and crafting a realistic plan. An effective way to start is to segment your audience of donors or adopters into three categories: core, moderate, and potential. Core donors are the most critical group to maintain (Nielsen, 2014). Social media websites and apps are often used to maintain communication with this core group. As of July, 2015, 76% of adults who use the internet use social networking sites (See Appendix C for social media use trend since 2005). An interesting trend in social media use is that urban households are more likely than rural households to use social media. Additionally, women, African-Americans, and Latinos in general show high interest in sites such as Twitter, Instagram, and Pinterest (Pew Research Center, 2016). As of April 2015, 72% of online adults use Facebook, 25% use LinkedIn, 23% use Twitter, 31% use Pinterest, 28% use Instagram, and 10% use Tumblr (Duggan, Ellison, Lampe, Lenhart, & Madden, 2015; see Appendix D).

Howick currently provides multiple outlets for communication, such as Facebook, Twitter, and email with the general public, potential volunteers, potential adopters, and potential donors. The shelter wants to increase the information and education of potential donors, volunteers, and adopters in order to increase the total number of adoptions, donations, and volunteers (A. Ledgerwood, personal communication, April, 22, 2015).

The current communication includes 22 media hits per month, this means there are 22 television or radio spots per month talking about the shelter. Additionally, there is a “Pet of the Week” segment on 40/29 KHBS/KHOG-TV every Saturday morning. The animal shelter does have a social media presence. Their Facebook page is their most used social media outlet, but they also run a Twitter account. There is no designated person for communication, but the workload is shared among employees and volunteers. The volunteer coordinator is responsible for communication with volunteers; the shelter administrative assistant handles press releases and some TV/radio spots; a kennel supervisor does most of the TV and radio; a volunteer is the primarily in charge of the Facebook page (A. Ledgerwood, personal communication, March, 28, 2016).

While social and traditional media outlets are being used, this highlights an area where a streamlined strategy is needed for an overall brand, strategy, and more effective use of everyone’s time. Brand strategy should guide the overall business strategy of Howick. This can include current operations and future endeavors. One key to growth is an overall brand strategy that encompasses a plan for the communication process and operations (Uggla, 2015). Overall, Howick, needs help in maintaining communication with core donors and acquiring new donors, increasing adopters coming to visit, and increasing the awareness for the need of volunteers.

Target Market

A study by Protopopova and Wynne (2014) indicates the demographics of potential adopters were: female (57.6% or 143 of 248), under 25 years of age (37.2% or 92 of 248), lived with more than two people (54% or 134 of 248), and came into visit with no intention to adopt a dog during visit (47.2% or 117 of 248) (Protopopova & Wynne, 2014). Protopopova and Wynne’s (2014) findings are similar to the demographics of respondents in the survey for the

Howick: female (91% or 73 of 80; see Table 23), under 25 years of age (43% or 34 of 79; see Table 30), and lived with more than two people (50% or 39 of 79; see Table 29). Additionally, many visitors to the animal shelter leave without adopting an animal or had no intention of adopting an animal on the day they visited (A. Ledgerwood, personal communication, April, 22, 2015). It is important to note that respondents of this survey came from a convenience sample of past volunteers at Howick, and not all respondents have adopted from an animal shelter (respondents who have adopted from shelter 63% or 66 of 105; see Table 2).

The first primary target market for Howick social marketing plan includes females, age 18 - 24, with at least some college credit or more schooling, and reside in a household with two people. Females make up a majority of the respondents to the survey (91% or 73 of 80; see Table 23). The 18 – 24 age range had the highest percentage (39% or 31 of 79; see Table 30). Additionally many had some college or a bachelor’s degree (42% or 34 of 80; see Table 27).

The second primary target market includes childless couples living together either married or unmarried. A household with a total of two people comprised the highest percentage of respondents regarding household type to the Howick survey (35% or 28 of 79; see Table 29). Additionally, many respondents were either married or unmarried but living with their partner (49% or 39 of 80; see Table 28).

The secondary target market for the social marketing plan is parents with children under the age of 18. Data suggests that parents with children under 18 in the household are among the most likely to own a pet (“Executive Summary: America’s Pet Owners,” 2015). The households with three or four members (39% or 31 of 79; see Table 29) could mean a sizeable market for Howick to target.

Target Market Characteristics

Washington County and Northwest Arkansas in general, can provide a challenging yet beneficial target market for Howick. Washington County, Arkansas has a population of approximately 225,477. About 7.4% (or 16,685 of 225,477) of the Washington County population is under five years of age and approximately 25.3% (or 57,046 of 225,477) are under the age of 18. The Washington County population has grown approximately 11% since 2010 (“QuickFacts: Washington County, Arkansas,” 2015; see Appendix E).

Additionally, approximately 87.3% of Washington County, Arkansas is white alone (see Appendix F). There are 80,457 households in Washington County with an average of 2.54 persons per household (see Appendix G). Also, 82.9% of persons age 25 and older have at least a high school degree, with 29.3% of persons age 25 and older having at least a bachelor’s degree (“QuickFacts: Washington County, Arkansas,” 2015; see Appendix G).

According to national Mediamark data, 49% of those that have at least attended college own a dog. Additionally, 49% of the 18-24 year old age demographic currently own a dog. Also, those persons making over \$75,000 in annual household income are more likely to own a dog (Index = 114). A correlation also exists among white or Caucasian race identification (110), as well as American Indian/Alaska Native and dog ownership (123). Occupations that fall under the Management, Business and Financial Operations categories are also more likely to own a dog compared to other industries (112; Pets: Dogs - Number, 2014). These national dog ownership statistics strengthen the confidence in the first primary target demographic for Howick.

According to national data on cat ownership in the United States, 25% of women own a cat. Additionally, 25% of adults that at least attended some college own a cat. Approximately 25% of adults age 35 – 44 and 27% of adults age 45 – 54 own a cat. The highest correlation for

race is between American Indian/Alaska Native (Index =133), as well as White or Caucasian and cat ownership (121). Individuals with an annual household income of \$60,000 to \$74,999 are more likely to own a cat (119). There is also a high correlation between individuals working in the Professional and Related Occupations category and cat ownership (116; Pets: Cats - Number, 2014).

Childless couples living together presents an alluring target market for pet ownership. Childless couples tend to spend the most annually per household on pet-related products. Many of these pet owners without children consider their pets “fur babies,” and spend money that might otherwise be going towards expenses of raising children (“Executive Summary: America’s Pet Owners,” 2015). The idea of “fur babies” could prove to be a valuable concept when marketing towards a Washington County, Arkansas demographic that is educated and only a 2.53 persons per household average.

It is also important to keep in mind the volunteer and adoption opportunities that are created with the University of Arkansas in Fayetteville, since most of the students fall into the target market age. The University of Arkansas is the state’s flagship university, and it is located in Fayetteville, Washington County, Arkansas. The university boasts an enrollment of 26,754 as of the Fall 2015 semester. The university also employs 1,384 faculty and 2,035 staff members (Undergraduate Admissions, 2016). The undergraduate student body is 51.7% female and 48.3% male (“U.S. News,” 2016).

Pet owners in the United States vary in demographics, but many share similar psychographics when it comes to thoughts about their pets. Seven in ten American households own pets, and dogs and cats are the most popular. Owners spend an average of almost seven hours a day with their pets. Pet owners are also most concerned about pet health products, such

as pet health insurance and pet wellness services, and technology devices like animal fitness trackers (“The Consumer – What You Need to Know,” 2015).

American pet owners choose to purchase or adopt pets for a variety of reasons: pets are good company, they love unconditionally, and are entertaining to watch, but pets can also cause pet owners stress and frustrations. This stress and frustrations can come from keeping the house clean, providing medical care, and finding pet sitters (“The Consumer – What You Need to Know,” 2015). The target demographic for Howick should know and be able to handle these potential stresses and frustrations. The employees at Howick have experience and training in working with potential adopters to find the pet that best fits their needs and current situation. They also can suggest ways and educational materials to handle the stresses and frustrations of pet ownership.

It is important to note the idea of being a pet parent in communications and education to potential adopters because 86% of pet owners treat their pet like a family member. This is crucial in seeking out the couple living together but childless demographic as well as households with children. While many pet owners believe their pets need boundaries, most pet owners like to pamper their pet, spoil their pet, and believe that pets deserve the best care possible (“The Consumer – What You Need to Know”, 2015).

Successful Techniques

Many studies using various techniques to increase pet adoption have been conducted at animal shelters around the world. It is crucial to learn effective communication techniques from previous campaigns for animal shelters and non-profits in general. The most crucial research question is aimed to discover why people adopt the pets or why they chose that particular animal.

In a study of five animal shelters that aimed to determine the number one reason for adopting a pet, Weiss, Miller, Mohan-Gibbons, and Vela (2012) found that appearance or the breed, size, coat color, and age was the single most important, significant reason that dogs were chosen (27.3% or 235 of 862), followed by personality/temperament (15.8% or 136 of 862), and behavior with people (11.4% or 98 of 862). However, behavior with people was the single most important, significant reason a cat was chosen (26.9% or 197 of 734), followed by appearance (13.9% or 102 of 734), and personality/temperament (12.2% or 90 of 734).

Subjects reported that staff members are the most important source of information for dogs (80%) and cats (77%). Owners reported that information they received from the internet was a more important source for adopting dogs (36% or 574 of 1594) than cats (30% or 478 of 1594). This difference is most often associated with the importance of breed and appearance when choosing dogs (Weiss, Miller, Mohan-Gibbons, & Vela, 2012).

Protopopova and Wynne (2014) analyzed the different behaviors of dogs during an out-of-kennel interaction with a potential adopter. Appearances of dogs including looks (63.6% or 56 of 88), age (56.8% or 50 of 88), and breed (50.0% or 44 of 88) were most often cited as among the top reasons for adoption. However, 81.8% (or 72 of 88) subjects cited a particular behavior as a reason for adoption including playful/energetic/active (42.2% or 27 of 64), calm/mellow (34.4 or 22 of 64), friendly (31.3% or 20 of 64), attentive/responsive/people oriented/listens well (17.2% or 11 of 64), affectionate/sweet/kind/nice (15.6% or 10 of 64), cat/dog/child friendly (12.5% or 8 of 64), submissive (4.7% or 3 of 64), likes water (1.6% or 1 of 64), and did not bark (1.6% or 1 of 64) (Protopopova & Wynne, 2014).

Protopopova & Wynne (2014) found that most potential adopters only interacted with one dog, suggesting dogs are adopted based on the in-kennel presentation, only taking the dog

out to confirm their choice. Behavioral variables were only able to predict failure to adopt. Two behaviors actually predicted the likelihood of adoption during the out-of-kennel interaction with the potential adopter: ignoring play initiation (0.001 odds ratio or likelihood of adoption) and lay in proximity of potential adopter (14.47 odds ratio). Since ignoring play initiation had a negative effect on adoption, researchers suggest training dogs to lie next to potential adopters in a smaller interaction area. Workers at the Howick should be trained to put the animals in this situation to increase the likelihood of adoption (Protopopova & Wynne, 2014).

Protopopova, Gilmour, Weiss, Shen, and Wynne (2012) evaluated whether human-directed social training can increase adoption success in shelter dogs at the Alachua County Animal Services in Gainesville, Florida. They hypothesized that dogs trained to gaze into the potential adopter's eyes are more likely to be adopted. They then assigned dogs into three experimental groups: the control group; the feeding group, which received 40 treats and extra time outside; and the training group, which used treats to train the dogs to gaze into the eyes of humans before they received their treat (Protopopova, Gilmour, Weiss, Shen, & Wynne, 2012).

Training dogs to gaze into the adopters' eyes did not increase adoption significantly. However, breed type (e.g. fighting breeds, hounds, working breeds, sporting breeds, herding breeds, ratters, and lap breeds) and mode of intake, meaning how the dog came to the shelter (e.g. confiscated, stray, or owner surrendered) are important significant factors because they were the most frequent reasons stated by the adopters. Lap dogs had the highest adoption rate (100.0% or 12 of 12). Dogs that were surrendered by their owner (77.8% or 21 of 27) had the highest adoption rate when considering modes of intake. Dogs that were stray (68.4% or 93 of 136) and dogs that were confiscated (38.5% or 5 of 13) were not adopted at as high a percentage as surrendered by owner (Protopopova, Gilmour, Weiss, Shen, & Wynne, 2012).

However many pet shelters probably cannot afford an additional \$1.80/dog/day for training for their dogs (Protopopova, Gilmour, Weiss, Shen, & Wynne, 2012). Many shelters are financially strained and funding is scarce. For example, the Butte Humane Society has an annual budget of \$789,644 but cares for 6,029 animals annually, at a cost of \$130 per animal (Butte Humane Society, 2009). Costs and budgets are important information for animal shelters to consider.

Normando, Stefanini, Meers, Adamelli, Couitis, and Bono (2006) conducted a study to examine the differences in age corresponding to length of stay in an animal shelter. They found that puppies (less than 6 months old) had a statistically significant shorter length of stay or were adopted sooner than older dogs. Puppies (10% or 73 of 733) had an average stay of 1.4 months compared to the average stay of dogs older than six months (6.4 months) (Normando, Stefanini, Meers, Adamelli, Couitis, & Bono, 2006). Age is an important factor to consider when crafting a PSA and social marketing campaign. Howick must consider whether they want to use young dogs in promotional materials or older dogs in an attempt to find more owners for older dogs. The PSA is crafted using images of younger dogs in an attempt to attract more potential adopters to the animal shelter.

Marchand and Lavoie (1998) examined the many different types of non-profit advertising strategies and practices used in a survey of Quebec non-profit organizations. The practices most often used by non-profit organizations are: attempt to maximize visibility (93% or 56 of 60), avoid controversial messages (92% or 55 of 60), seek communication techniques other than traditional advertising such as social media (92% or 55 of 60), and use several communication techniques at the same time in order to have more impact (92% or 55 of 60) (Marchand &

Lavoie, 1998). This information is useful in determining the advertising tactics to use in this plan for the PSAs.

Another technique used by some companies and non-profits is cause-related marketing campaigns (CRM). CRMs help the non-profit in terms of additional resources like funds, shared events, and programs, and potentially awareness through joint advertisements and promotions, while it may also help the sponsor company's image. The image of the non-profit can reflect positively upon the image of the sponsor company. The company may be seen as more socially responsible in the eyes of the general public and their consumer base. Consumers that identify with the CRM and feel a personal relevance have a higher motivation to support the CRM compared to those who do not know anything about the cause. Companies can choose to partner with non-profits because of a shared product and non-profit need or a shared target market audience. The partnership is mutually beneficial because the non-profit needs the product or can grow in the target market audience, while the company can gain consumers that feel a personal relevance towards the non-profit (Grau & Flose, 2007).

One successful example of CRM is Chicago Youth Centers partnering with Family Focus and The Chicago Community Trust. Chicago Youth Centers (CYC) was able to align their goals with companies that would support their cause and growth. CYC carefully considered all of their options before coming to the decision to seek a corporation for CRM. CYC worked with The Chicago Community Trust to determine effective corporate structure and goals to increase promotions and funding through their partnership. The biggest benefits are cost savings, enhanced programs, more efficient outreach, expansion value of proposition, and increased leadership skills. Costs are saved through joint purchasing, shared transportation, shared expenses for events and rentals, shared vendor programs, and sharing many other things like it

and even consumer base (Stengel, 2013). CRM, or non-profits collaborating with for-profit companies to mutually benefit is a marketing technique that must be strongly considered for all non-profits.

Creative Strategy

Cognitive Objective

Cognitive or awareness objectives develop a deeper level of understanding by educating a targeted consumer with important information about the sponsor. The cognition refers specifically to the process of coming to know and understand, of encoding, perceiving, storing, processing, and retrieving information. A cognitive objective defines what the targeted consumer should learn as a result of exposure to the particular message, advertisement, or public service announcement (Huitt & Cain, 2005).

The single cognitive objective for the social marketing campaign for Howick is:

To increase the number of Twitter followers and Facebook likes (also considered friends) by 15% each by educating consumers that Howick benefits the Northwest Arkansas community, adoption is the best option for pet ownership, and donating time or money helps the shelter and yourself.

The social marketing plan should increase exposure of vital information about Howick, educate consumers and eventually increase the number of adoptions, donations, and volunteers. When a potential adopter, donor, or volunteer, starts to critically analyze information and learn about Howick, an enduring attitude change can exist, which will benefit Howick (Rucker & Petty, 2006). This is part of the education process that comes with building a brand for Howick. A brand can then create a unified message and open conversations with the target markets educating them about the benefits to adoption, donation, and volunteering.

Conative Objectives

Conative or behavior objectives promote a change in behavior in the target market or make an action occur in the target market (Huitt & Cain, 2005). The goal is to create a behavioral change that creates a positive response for Howick.

The social marketing campaign has three conative objectives. The conative objectives come from realistic objectives that are thought out in collaboration with the needs and current state of communication in Howick. These numbers come from area data on volunteers, donations, and adoptions.

The three conative objectives are:

To increase both cat and dog adoptions by 5 percent (or about 20 cats and about 35 dogs).

To increase the number of volunteers helping out at the shelter or at fundraising events by 10 percent (or 20 more volunteers).

To increase the overall amount of donations for a fiscal year by 10 percent (or \$2,906.57)

These conative goals are appropriate because the initial goals were to increase adoptions, number of volunteers, and donations. The increase in donations as well as adoptions will increase the overall amount of funds for the animal shelter. Increasing adoptions allows for more animals to be adopted and increased revenue due to adoption fees. An increase in volunteers would allow for increased communication with potential donors and adopters, as well as an increased level of animal care.

Positioning Statement and Slogan

For most people, reaching out to help another in need is often considered a shared, universal human value (Bendapudi, Singh, & Bendapudi, 1996). For Howick, the goal is to tap

into this universal human value and apply it towards the adoption of cats and dogs, as well as donations of money towards shelter funds and time.

Howick serves the general population in a variety of ways: taking in animals from animal control, providing an outlet for surrendered animals, and providing a quality facility to promote the adoption of cats and dogs. All cats and dogs that come into the shelter are provided veterinary care and other necessary services, giving the animal a better chance of finding new owners. The veterinary care also gives potential adopters more information about the animals, as well as possible peace of mind that can encourage adoption.

The public service announcement (PSA) features the slogan, “Change their world and yours” and the taglines: “Give an animal a home. Gain a family member,” and “Change lives, warm hearts.” The slogan and taglines were specifically chosen because altruistic copy is more likely to motivate donations and adoptions (Kim, 2014). The tagline using words such as home and family member coincide with research suggesting that pets are seen as family members in many American households (“The Consumer – What You Need to Know,” 2015).

The body copy of the PSA was also specifically chosen to include many key character traits from animals that research indicated increased the likelihood of adoption (Protopopova & Wynne, 2014). The body copy also includes references to family and siblings (“The Consumer – What You Need to Know”, 2015; See Appendix H for PSA).

Theoretical Analysis

One of the most popular tools to crafting a PSA or advertisement is the Elaboration Likelihood Model (ELM) of persuasion because it is one of the most popular theories used to explain an individual’s persuasion process (SanJosé-Cabezudo, Gutiérrez-Arranz, & Gutiérrez-Cillán, 2009). The ELM of persuasion was used to craft the PSA developed for Howick.

The ELM of persuasion, developed by Petty and Cacioppo (1981), is a general framework for understanding the effectiveness of persuasive and strategic communications. In the general framework, the receivers of persuasive messages are thought to use two routes to process a message, either the central route or the peripheral route to persuasion. In the central route, receivers are interested or motivated to process the message and capable of processing the message; thus, they carefully examine the arguments in the message (Bohner & Wanke, 2002). In central route processing situations, extensive cognitive activities occur, and the receiver's thoughts about the central merits of the issue-relevant information are the main determinant of persuasion (Park, Turner, & Pastore, 2008). The central route is often thought to be the most effective for predicting behaviors and overcoming resistance to change due to the basis in extensive, rational thought and cognitive efforts (Park, Turner, & Pastore, 2008).

The second or peripheral route is when people have little motivation or ability to evaluate message arguments (Park, Turner, & Pastore, 2008). The peripheral route does not involve many cognitive processes. In these instances, peripheral cues such as celebrity status, source credibility and number of arguments can serve as the primary basis of people's judgments. Less cognitive processing occurs, with people using simple heuristics to make quick judgments about unimportant information (Petty & Cacioppo, 1986).

Rucker and Petty (2006) suggest six steps to develop effective communications with input and guidance from the ELM (See Appendix I for chart). First, it is important to consider whether the targeted audience is predisposed to scrutinize the information carefully or inclined to process the message in a peripheral manner as described above (Rucker & Petty, 2006). The second step is to evaluate the message characteristics and design the message to contain information that will be persuasive on the basis of the audience's anticipated elaboration level

(Rucker & Petty, 2006). The third step is to consider whether the goal of the message is to create an enduring attitude change or simply an immediate attitude change (Rucker & Petty, 2006). The fourth step is to evaluate the fit of the message among audience elaboration likelihood, message characteristics, and message objectives conceptually (Rucker & Petty, 2006). The fifth step is to evaluate the fit of the message on the same criteria, but evaluate it empirically (Rucker & Petty, 2006). The sixth and final step is correcting any discrepancies between the audience elaboration level and the message characteristics or the goals of the message (Rucker & Petty, 2006). These six steps were used throughout the crafting and testing of the proposed Howick PSA.

(1) Consider the audience's elaboration level. The first step is to carefully decide whether your target audiences process the PSA using the central route or the peripheral route, or whether catering to both routes may optimize processing efficiency. When looking at elaboration, it is important to determine the motivation and ability to process the available information (Petty & Cacioppo, 1986). For the Howick target audience, the ability to process the information was high, but the motivation varied. Some of the target market is actively seeking adoptable cats and dogs, willing to donate, and looking to volunteer at animal shelters. However, the target audience also includes the casual social media user from Northwest Arkansas.

(2) Design and evaluate message characteristics. The second step of the process is to create information to serve as effective cues for the target audience. In this step, it is crucial to understand step 1 and the audience's elaboration level (Rucker & Petty, 2006).

The PSA had to be crafted with both motivations in mind. The headlines and body copy use language to inform highly motivated people about the Howick. An example is, "Adopting or donating to your Washington County Animal Shelter gives playful, loyal dogs and kind, energetic cats in your local area a forever home." To reach audience members with low

motivation, feature pictures of friendly, playing dogs and calm, affectionate cats. Cues appealing to both the central route and the peripheral route are included in order to capture audience members using both elaboration levels.

In order to involve the PSA's target audience using the central route, substantive body copy was included. This body copy included character traits about cats and dogs ("playful, loyal dogs and kind, energetic cats"), as well as benefits to a household ("Adoption gives your family a new, fun sibling who will love you always."). The PSA also included information on how to contact the animal shelter, as well as social media logos indicating where the audience can find more information or connect with the Howick.

It is assumed that most of the target audience will process the PSA using the peripheral route. Consequently, the PSA included images of dogs playing, cats in bedding, and dogs in a pen. The PSA also included other peripheral cues like the Howick logo, bright colors, and quick words like "Change lives, warm hearts," to entice a short-term emotional response. These images and words represent peripheral cues that attract processing of and attention to the PSA by less involved audience members.

(3) Message objectives. The third step is to assess whether the goal of the PSA is to produce enduring or immediate attitude change (Rucker & Petty, 2006). Since persuasion through the central route may be unattainable due to low motivation or ability, peripheral processing via the peripheral route is the goal of this PSA, producing short-term, immediate attitude change (Rucker & Petty, 2006). The PSA is more likely to be perceived through the peripheral route, therefore an immediate change is more probable. However, the Howick would like to create enduring attitude change through education once potential adopters, donors, and volunteers communicate after analyzing the PSA.

(4) Evaluate fit between audience elaboration, message characteristics, and message objectives. This step involves determining if there is a proper fit between the audience's elaboration level and the information in the message, and whether this creates the desired type of attitude change. The objective is to create congruency between the elaboration level of the audience and the level of elaboration in the message (Rucker & Petty, 2006).

In order to evaluate the desired fit between the audience elaboration, message characteristics, and message objectives, a survey was administered to an email list of current and past volunteers provided by the Howick. The survey included closed-ended questions examining the audience's thoughts on images, taglines, and body copy. After the survey closed, the PSA was reevaluated using respondent answers to questions about the intended cues. A survey test for the PSA is essential in determining proper congruency between audience elaboration, message characteristics, and message objectives.

(5) Test message effectiveness. This step focuses on examining if the PSA is effective with low or high levels of elaboration. If the audience comes up with positive thoughts while viewing the PSA, but feels negative about the copy, the attitude change will likely come from cues through the peripheral route. However, if the audience has positive thoughts about the message that can include taglines and body copy, the attitude change most likely came from the central route, resulting in enduring attitude change (Rucker & Petty, 2006). It is important to determine how the audience feels about the PSA to determine attitude change and revisions going forward.

In order to test the effectiveness of the PSA, the email survey of Howick volunteers included open-ended survey questions. The open-ended questions provided the respondents an opportunity to voice their opinions on the PSA overall and provide negative and positive

feedback. This allows for an examination of whether the audience commented on central or peripheral cues. These questions also provide feedback on which particular cue stood out as having the strongest positive impact.

(6) Evaluate message effectiveness. The final step examines whether the PSA had the desired effects and attitude changes. Rucker and Petty (2006) use three questions to evaluate effectiveness: Did the individual attend to and process arguments? Did the individual rely on cues? Were the resulting attitudes held with certainty? If the message produced desirable consequences and answers, it may be ready to be delivered to the public. However, if the message was deemed ineffective, potential problems should be considered (Rucker & Petty, 2006). Revisions may be necessary, determined through careful consideration of responses to both open- and closed-ended questions.

Survey to Test Effectiveness

A Qualtrics email survey was administered to 1,074 former and current Howick volunteers in order to test for the overall effectiveness of the PSA. Respondents were asked to complete an online Qualtrics survey distributed via email using a pre-existing email database provided by the Howick. Responses were recorded electronically and organized into statistical tables using the survey software, Qualtrics, provided through the University of Arkansas. Of the 1,074 email addresses in the volunteer database, 17 were duplicates, 37 were bounced, and two emails failed to deliver. Many of the emails were unopened; only 499 of the 1,074 (or 46%) emails were opened. The survey protected respondents' anonymity by not asking for their name anywhere on the survey.

The survey was conducted from February 18, 2016 until March 28, 2016. One follow-up reminder was sent on March 4, 2016. The survey tested these independent variables or cues: (1)

the image of the playful dogs (tan fur, playing in the yard; Weiss, Miller, Mohan-Gibbons, & Vela, 2012), (2) use of personality traits, such as playful, loyal, kind, and loving, stated in the body copy of the PSA (Protopopova & Wynne, 2014), (3) the slogan about changing my life (Kim, 2014), (4) the types of dog in the two images in the PSA (Weiss, Miller, Mohan-Gibbons, & Vela, 2012; Normando, Stefanini, Meers, Adamelli, Couitis, & Bono, 2006), and (5) the types of cats in the PSA (Weiss, Miller, Mohan-Gibbons, & Vela, 2012; see Appendix H). The dependent variables tested were: pleasing to them (see Table 11), made them more likely to adopt (Weiss, Miller, Mohan-Gibbons, & Vela, 2012; see Table 12), and made them more likely to donate money or time (Kim, 2014; see Table 13). These variables are explained in greater detail later in this section.

Because the shelter provided the email database and all respondents had volunteered or signed up to volunteer at one point, the sample is considered a convenience sample. The convenience sample is advantageous in that it is simple to find participants and easy to research, data collection can be facilitated in a short duration of time, and it is cost effective. Some disadvantages are that convenience samples are highly vulnerable to selection bias, their generalizability is unclear, and there is a high level of sampling error (Research Methodology, 2016; Wimmer & Dominick, 2011).

The PSA crafted for the Howick included all five tested cues and the headline, taglines, and body copy mentioned previously. In the body copy, the cat or dog is mentioned as a sibling in the family. These words were chosen because 86% of American pet owners treat their pet like a family member (“The Consumer – What You Need to Know,” 2015). The survey also included contact information for the Howick, social media icons, and the logo for the shelter (see Appendix H).

The survey consisted of an introduction and question section with open-ended and closed-ended questions. The implied consent was taken from the email sent out to each respondent (see Appendix J), allowing each participant to click yes to participate or no to opt out of the survey. The survey was also screened to avoid unclear questions, double-barreled questions, leading questions, and to ensure double-blind questions with mutually exclusive answers (see Appendix K for survey). The survey was kept short, taking about 20 minutes to complete in order to avoid subject fatigue and keep participants engaged. Wimmer and Dominick (2011) suggest 20 minutes as a maximum time limit for online surveys.

The survey tested selected elements in the PSA to identify which one would be the most effective for general pleasantness and positive reactions, increasing adoptions and donations of money and time. These elements are cues to the PSA reader, which will help in determining whether the PSA is most effectively processed using the peripheral or central route of the ELM. The peripheral or central route determines the PSA reader's level of elaboration and likeliness to make a long term or short term attitude change (Rucker & Petty, 2006).

The first cue tested is the image of the playful dogs (tan fur, playing in the yard; see Appendix H). Appearance of the dog, including size, color, and age, is often the most important, significant reason that dogs were chosen (Weiss, Miller, Mohan-Gibbons, & Vela, 2012). Protopopova and Wynne (2014) found that the appearances of dogs including looks (63.6% or 56 of 88), and age (56.8% or 50 of 88) were most often the top reasons for adoption. The respondents then rated this cue through three separate seven-point Likert scale testing whether the image of the dogs playing was: pleasing to them (see Table 11a), made them more likely to adopt (see Table 12a), and made them more likely to donate money or time (see Table 13a).

The second cue tested is the use of personality traits, such as playful, loyal, kind, and loving, stated in the body copy of the PSA (see Appendix H). A particular personality trait or behavior (81.8% or 72 of 88) is often cited as a reason for adoption including: playful/energetic/active (42.2% or 27 of 64), calm/mellow (34.4 or 22 of 64), friendly (31.3% or 20 of 64), attentive/responsive/people oriented/listens well (17.2% or 11 of 64), affectionate/sweet/kind/nice (15.6% or 10 of 64), cat/dog/child friendly (12.5% or 8 of 64), submissive (4.7% or 3 of 64), likes water (1.6% or 1 of 64), and did not bark (1.6% or 1 of 64) (Protopopova & Wynne, 2014). A few of these traits were used in the PSA, and three separate questions were used to rate the effectiveness of the cue. The personality traits were evaluated on a seven-point Likert scale to determine if they made participants more pleased (see Table 11b), more likely to adopt (see Table 12b), or more likely to donate time or money (see Table 13b). Additional personality traits were rated on a scale from one to seven; one being negative and seven being positive, in order to determine the strength of the personality traits (see Table 14a, Table 14b, Table 14c, Table 14d, and Table 14d). The third cue tested the strength of the slogan about changing my life in terms of pleasing (see Table 11c), more likely to adopt (see Table 12c), and more likely to donate money or time (see Table 13c). Altruistic text can motivate people to donate or support non-profit organizations (Kim, 2014).

The fourth cue tested the types of dog in the two images in the PSA. The fifth cue tested the types of cats in the PSA. Breed (50.0% or 44 of 88) is one of the most important factors in whether people adopt certain pets, especially dogs (Weiss, Miller, Mohan-Gibbons, & Vela, 2012). Normando, Stefanini, Meers, Adamelli, Couitis, and Bono (2006) found that puppies (less than 6 months old) had a statistically significant shorter length of stay, meaning they were adopted sooner (Normando, Stefanini, Meers, Adamelli, Couitis, & Bono, 2006). Puppies (10%

or 73 of 733) had an average stay of 1.4 months compared to the stay of dogs older than six months (6.4 months) (Normando, Stefanini, Meers, Adamelli, Couitis, & Bono, 2006). This is the reason that the images of the animals in the PSA were either young or appeared to be young.

In addition to testing the cues to determine the level of elaboration for the ELM, the survey included a question to determine any personal relevance to the Howick. Individuals are more likely to volunteer or donate to a specific cause if the cause is important to them (Grau & Flose, 2007). For the animal shelter, if they personally know someone at the shelter, someone who has adopted from the shelter or someone who has volunteered at the shelter, the likeliness to donate, adopt, or volunteer could increase. The personal relevance level was evaluated through determining participants' volunteer work with animal shelters (see Table 1), determining participants' adoption history with animal shelters (see Table 2), and determining participants' donation history with animal shelters (see Table 3 and Table 5). Additionally, participants were asked what animal shelter comes to mind first when thinking of pet adoption (see Table 4). Participants were also asked whether they agree that the PSA made them feel like they are contributing to society (see Table 10a) and whether they agree that this PSA is for people like them (see Table 10b). Both were evaluated on seven-point Likert scales.

Participants were asked to evaluate the strength of the slogan, "Change their world and yours," (see Appendix H for PSA; see Appendix K for survey). The statement was evaluated on a seven-point Likert scale (see Table 6), including what the main message of the PSA was in an open-ended question (see Table 8) and a closed-ended question (see Table 9). Participants were asked to explain their answer to why they perceive the slogan as negative or positive (see Table 7).

In order to gain further insight into what cues were most prominent and least prominent in the PSA, participants were asked in open-ended questions to name their favorite part (see Table 15a and 15b) and least favorite part (see Table 16a and 16b). To gain as much insight from the participants as possible, they were asked to suggest improvements (see Table 17a and 17b) and to write any other thoughts they had about the PSA (see Table 18).

Participants were also asked about their preferred medium to receive information about the shelter (see Table 22). This is particularly useful for suggesting communication methods to distribute the PSA and any other supplemental information. In order to get a better idea of the most effective placement for the PSA, the participants were asked about the medium in which they spent most of their free time using (see Table 21) and whether or not they have heard, seen, or read anything in advertising, publicity, the media, or other places about the Howick (see Table 19). If they had, participants were asked to disclose the medium (see Table 20). These questions identify the best media to use to reach the primary and secondary target markets.

In order to gain a better grasp of the target market's demographics, subjects were asked about gender (see Table 23), race (see Table 24), annual household income (see Table 25), employment status (see Table 26), last completed level of schooling (see Table 27), marital status (see Table 28), number of people that reside in their household (see Table 29), and age (see Table 30). This data was then compared to data found in various reports, studies on animal shelters, and Washington County census data to ensure the correct demographic groups are targeted by this social marketing plan.

Participants were asked to share any other thoughts or comments they had about the Howick shelter (see Table 31). The survey tested the cues about the elaboration levels of the participants, personal relevance, communication preferences, demographic information, and gave

opportunities for participants to voice their opinion on the PSA and the shelter in general (see Appendix K for survey).

Survey Results

It is not surprising that 82% (or 86 of 105) of respondents either are currently volunteering at animal shelters or have in the past (see Table 1). Many people in the Howick email database have volunteered or signed up to volunteer for the shelter. However, 63% (or 66 of 105) of the participants are either currently adopting or have adopted from an animal shelter in the past (see Table 2). It is important to note that 34% (or 36 of 105) of the participants who have adopted, adopted from the Lester C. Howick Animal Shelter, and 28% (or 10 of 36) adopted multiple pets (see Table 5a and Table 5b). Also, 56% (or 59 of 105) are currently donating or have in the past to animal shelters (see Table 4). The Howick was the first animal shelter that comes to mind for 72% (or 74 of 103) of the survey participants.

When asked more questions about the participants' personal relevance to the Howick, the PSA was seen as a positive contribution to society (see Table 10a) and relatable (see Table 10b). These results and the information on past affiliations with animal shelters show a strong sense of personal relevance to the Howick. It is important to note that these results may be inflated because this was a convenience sample of Howick volunteers and donors.

The slogan, "Change their world and yours" (see Appendix H), was evaluated to be positive to very positive on a seven-point Likert scale, with a mean response of 6.51 out of 7 (see Table 6). The verbatim responses were very positive. One participant said, "It pulls on your heartstrings, but [in] a positive, happy way, not an ASPCA sorrowful one. It makes the reader

truly believe he/she can make a difference and why he/she should” (see Table 7 for more responses).

The slogan, images, personality traits, breed of dogs, and breed of cats were used as ELM processing. Personality traits (see Table 11b), the slogan (see Table 11c), breed of dogs (see Table 11d), and breed of cats (see Table 11e) were overall very pleasing to the participants. However, there was a high correlation between the images of the animals and the level of pleasing meaning this peripheral cue created a positive short-term attitude change (see Table 11a).

These same ELM cues were evaluated in terms of likeliness to increase the willingness to donate to the shelter. It appears that no single cue makes participant more likely to donate. All cues were rated positively, but no cue stood out (see Table 12a, Table 12b, Table 12c, Table 12d, and Table 12e). However, many participants said the PSA as a whole made them more likely to donate, suggesting that the mix of central and peripheral cues may be effective (see Table 12f).

The cues were also evaluated in terms of likeliness to increase a participant’s willingness to adopt a pet from the Howick. Again, no single cue stood out among the others (see Table 13a, Table 13b, Table 13c, Table 13d, and Table 13e). However, many participants said the PSA as a whole made them either somewhat agree or agree that they were more likely to adopt from the animal shelter.

The personality traits of dogs and cats depicted in the PSA were tested using a seven-point Likert scale, as well as positive and negative ratings. All of the traits were rated positively, with fun and pleasant being the highest (see Table 14a, Table 14b, Table 14c, Table 14d, and Table 14e).

Some of the most useful information came from the open-ended questions discussing the participants' favorite and least favorite parts of the PSA. The pictures of the animals were the favorite element of the PSA (56% or 39 of 70; see Table 15a), followed by the slogan (16% or 11 of 70). One participant said, "The animal pictures! Especially the dogs playing!" (see Table 15b for more responses). The most popular answer for least favorite part was none or nothing (30% or 20 of 66; see Table 16a), followed by the PSA's color or background color (15% or 10 of 66; see Table 16a). One participant said "I think the coloring is too bright!" (see Table 16b for more responses); others suggested changing the color (17% or 11 of 64; see Table 17a and Table 17b).

When asked whether the participants had heard anything in the media about the shelter, 50% said yes (or 40 of 80), 30% said no (or 24 of 80), and 20% were not sure (or 16 of 80; see Table 19). Of those responding yes, 73% (or 29 of 40) saw something about the Howick on Facebook (see Table 20). When considered with responses to the medium subjects use most frequently, communicating via Facebook is a necessity. Approximately 34% (or 27 of 80) participants use Facebook the most, followed by the internet (29% or 23 of 80), and television (16% or 13 of 80; see Table 21). Additionally, most respondents prefer to receive information about the Howick through email (65% or 52 of 80) and Facebook (21% or 17 of 80; see Table 22).

Limitations

The results of the survey to test the PSA crafted for Howick is not generalizable to all potential adult adopters, volunteers and donors to animal shelters because it was a convenience sample. The Howick provided an email database of past volunteers to use as the subjects for the survey. Since the respondents are familiar with Howick, the answers may be skewed. The survey cannot be generalized to the Washington County population, Northwest Arkansas, or the target

markets for a social marketing plan, and the sample may be susceptible to selection bias (“Research methodology,” 2016; Wimmer & Dominick, 2011). The convenience sample was primarily used to test the aforementioned cues.

Target market information and recommendations were developed using national marketing resources such as MRI data, Mintel reports, and national academic studies. The target market was also identified using the demographics of study respondents. However, future studies should use other methods to obtain data on the target market. For example, a focus group could be conducted prior to creation of the PSA and survey to discover the primary motivations among the target market for adopting, donating, or volunteering at an animal shelter. The focus group should be conducted using individuals from the primary and secondary target markets.

Recommendations

PSA Layout

The open- and closed-ended survey questions to test the PSA for the Howick were analyzed to determine if any changes were necessary. While many respondents suggested making no changes to the current PSA (17% or 11 of 64; see Table 17a), an equal number suggested changing the background color (17% or 11 of 64; see Table 17a). Many subjects indicated the background color was their least favorite part of the PSA (30% or 20 of 66) saying, “Personally, I think a more neutral color scheme (or a least not as bright) would be an improvement,” and, “Calmer colors!” (see Table 17b).

In addition, one respondent brought up an insightful response to the personality traits depicted in the PSA: “The reference to loyalty. As a pet behavior professional, I believe that is an unrealistic expectation to project on the animals. Also, the sense of ‘assurance’ that the pet

will be ‘loving’ and ‘loyal’ is completely unrealistic” (see Table 16b). Another brought up the same issue, pointing out that: “Acting as if all the shelter animals are kind & loving [may] not accurately prepare a future pet owner for the reality. I think something along the lines of ‘a variety of personalities to match individual families’ as a better way to express this (see Table 16b).

The original PSA was not changed; instead two additional versions were created to allow the Howick employees to choose the PSA they deemed best. The second PSA, created in response to the survey results, has a more neutral background color (see Appendix L). The third PSA, created after the survey, has a more neutral background color and the character traits in the body copy have been omitted. The phrase, “Pets have a variety of personalities to match the needs of families,” has been added instead (see Appendix M). Howick personnel can select the PSA version they prefer and post it digitally on social media via Facebook and Twitter, as well as print and post it at the reception desk in the animal shelter. The Howick can request that it be posted or handed out in fraternity or sorority houses, at the Farmer’s Market booth, and in other locations where the target market may be found.

Social Media Recommendations

Past research and the survey results reveal that social media are essential to increasing the number of adoptions, donations, and volunteers for the Howick. A well thought out social media plan can increase the direct communication to potential donors, volunteers, and adopters. Because staff and internet sites were identified as two of the most important sources of information for potential pet adopters, it is crucial to keep an open avenue of communication to increase the likeliness of adoption (Weiss, Miller, Mohan-Gibbons, & Vela, 2012). Social media is another necessary avenue of communication to potential donors, adopters, and volunteers.

Most adopters learn about animal shelters through internet sources such as Facebook or Petfinder (37% or 50 of 136), someone they know (29% or 40 of 136), and media such as TV, newspaper, radio, or the telephone book (15% or 21 of 136) (Mohan-Gibbons, Weiss, Garrison & Allison, 2014). Social media such as Facebook and Twitter are central to disseminating information and answering questions for adopters.

The use of Facebook, Twitter, and social media platforms in general is on the rise. As of 2015, 65% of all adults and 76% of all internet users use at least one social media platform (Perrin, 2015). This trend has increased greatly in the past 10 years (see Appendix N). Young adults (age 18-29) are the most likely age demographic to use social media (90%; Perrin, 2015). In addition, 68% of all women use social media (Perrin, 2015). These national trends coincide well with the target market for Howick.

The Howick currently has a Facebook page and a Twitter account. The Facebook page is titled Friends of Lester C. Howick Animal Shelter of Washington County, has 3,670 likes and a 4.9 of 5 stars rating with 139 reviews. The Facebook posts and the shelter itself appear to be very well received in the Northwest Arkansas community. The Twitter account goes by the handle @FriendsofWCAS and has 241 followers and 24 likes.

Maintaining these social media accounts is important for growth for the animal shelter. Facebook is very popular among survey respondents; 34% said it was the top medium they spend their free time on (see Table 21), and 21% said they prefer to get their information from Facebook (see Table 22). Twitter is also important because 6% said it was the top medium to spend their free time on (see Table 21), and 3% prefer to get their information from Twitter (see Table 22).

In order to reach the first primary target market, second primary target market, and secondary target market the Howick should continue to post messages and tweets using their current social media accounts, especially the Facebook page. Use hashtags to categorize tweets and Facebook posts (Twitter Inc., 2016). Categorizing the types of tweets and posts can save time. The categories are: adoptable dogs and cats, forever home found, fundraiser and event promotion, monetary and time donation promotion, and veterinary posts.

Create a unique hashtag to keep conversations and avenues of communication open on social media, encouraging online conversations that are easily searchable for potential adopters, donors, and volunteers. Hashtags provided can be used as options for social media posts. Howick should choose the categories and hashtags described below that they feel most appropriate at the beginning of the social media campaign. Over time, as the social media presence grows and campaign goals evolve, the Howick can use different categories and hashtags to achieve different campaign goals. Hashtags such as, #FriendsOfWCAS, #WashCoARPets, or #AdoptNWA can be used in many posts to create a unique and searchable term to stand out as their brand (Twitter Inc., 2016). For example, the “Change their world and yours” slogan was rated positively by 16% of respondents (see Table 15a), so add the #ChangeWorlds hashtag to posts or tweets of adoptable pets, as well as information about fundraising events and volunteer opportunities. The hashtag #ChangeLives is also a possibility because subjects rated it positively (see Table 11a). These hashtags can lead potential adopters, donors, and volunteers to their social media accounts, website, and hopefully to the shelter itself.

The adoptable dogs and cats category will include tweets and Facebook posts about the dogs and cats currently in the animal shelter. The hashtag #AdoptNWA can let potential adopters know these pets are adoptable. These social media posts should contain an image of the dog or

cat, personality traits (as determined by shelter employees), brief health history, and any other information deemed necessary by employees. Some examples are:

- (Picture of dog outside) “Lucky can’t wait to meet his future owners! He loves a good cuddle or a good tennis ball throw! Up-to-date shots/great health!
#AdoptNWA”
- (Picture of dog running) “Mojo can’t wait to find her running buddy! This 2yr old gal loves to jog and keep busy! Great health and lots of personality!
#AdoptNWA”
- (Picture of cat playing with yarn) “Suzy wishes she could crochet with you, if only her paws would let her! She is 3yrs old and loves to snuggle! All shots up-to-date and ready to find a home! #AdoptNWA

The forever home category should include images of adopters and their newly adopted pets, as well as pictures sent in from past adopters. Supplement #NWABestFriends with pictures of adopted pets and their new owners. Employees can ask permission to feature the pictures in the Facebook posts and tweets. The animal shelter already gathers some pictures for their quarterly newsletter. Some examples are:

- (Picture of little girl holding her cat) “Katie from Fayetteville gave her new best friend Star a fuuurr-er home! #WashCoARPets #NWABestFriends”
- (Picture of man hiking with dog) “Will from Farmington can’t believe he’s been hiking with Champ five years already! This German Shepherd knows his way around the trails! #WashCoARPets #NWABestFriends”

- (Picture of cat and adopting couple) “Sparky found a forever home, and Steve and Cindy found their purrrrrfect companion! #FriendsofWCAS”

The fundraiser and event promotion category should include tweets and posts about details such as location, time, and overview of upcoming events and fundraisers. In addition to the hashtag categories, Howick could live-tweet special adoption events and fundraisers. Live-tweeting would allow a large amount of tweets and communication to go out during the event. This could attract more people to the event, as well as, open opportunities to have the sponsoring business tweet as well. With another account tweeting the event, there is a possibility to reach a greater audience and gain followers. Some examples are:

- (Picture of adoptable dog) “Wanna come play with this cutie? Meet us on the square Wednesday from 1-5p.m. for Fifty Shades of Stray! #ChangeLives #AdoptNWA #FriendsofWCAS”
- “Fresh veggies, kettle corn, sweet fruits, PUPPIES, and KITTENS! What more could you ask for?? Visit the Fayetteville Farmers Market tomorrow! #ChangeWorlds #WashCoARPets”
- “Come help out a friend in need! Visit Howick to meet your next best friend! #ChangeLives #AdoptNWA”

The monetary and time donation category will include posts and tweets about volunteer opportunities and the benefits of donation. Some examples are:

- “Need to complete volunteer hours AND want to play with puppies and kittens?! Come volunteer with us at the Lester C. Howick Animal Shelter! #FriendsofWCAS”

- “Wanna build your resume and gain experience helping dogs and cats? Send us a tweet, Facebook message, or email to see how you can help! #FriendsofWCAS”

The veterinary posts will include posts and tweets referencing links to current veterinary news and findings. These can include any information deemed important by shelter employees for pet owners to know. Consult the veterinarian at Howick on good articles to share with potential donors, adopters, and volunteers. Some examples are:

- “Dr. Susan Connelly says take a look at this (link to veterinary recommended article) #VetsOffice #AdoptNWA”
- “Check this out if you’re looking to adopt an older cat. Via - Dr. Connelly (link to veterinary recommended article) #VetsOffice #AdoptNWA”

Create a reoccurring category that your social media followers will enjoy. Other category possibilities are creating a weekly post that followers can look forward to and anticipate every week. Two possible hashtags are #FelineFridays or #WhiskerWednesdays. Another possibility would be #DogsDaysofSummer. Some examples are:

- (Picture of cat) “Curious like a cat! #WhiskerWednesdays #ChangeLives #AdoptNWA
- (Picture of cats in bedding) “Its nap time here at the Lester C. Howick Animal Shelter! #FelineFridays #WashCoARPets
- (Picture of dog with tennis ball) “Clear skies, 75 degrees, and a light breeze mean one thing... It is the perfect day to play ball! #DogDaysofSummer #AdoptNWA
- (Picture of dog) “On a scale from 1-10, Spot is definitely a K-9!”
#DogDaysofSummer #ChangeLives

These posts may also fall into a category that other animal shelters and people are using, or be adopted by other shelters, perhaps increasing the Howick shelter's reach.

The Howick should use additional social media platforms including Instagram, Snapchat and Vine to reach the primary and secondary target markets in Washington County. More and more adults (52%) are using multiple social media platforms (Duggan, Ellison, Lampe, Lenhart, & Madden, 2015).

Instagram is an ideal platform because Howick respondents selected the images of cats and dogs (56%; see Table 15a) as their favorite part of the PSA. Instagram is a picture sharing social media platform that allows hashtags and captions, so Howick employees could use the same categories and hashtags, as well as captions, to communicate with potential adopters, donors, and volunteers. Instagram allows the user to share across multiple platforms such as Facebook and Twitter (Instagram, Inc., 2016), saving employees time because they can create one picture and caption that simultaneously posts to Instagram, Facebook, and Twitter. The number of Instagram users is increasing, especially among younger demographics. About half of internet-using young adults (age 18-29) use Instagram (53%), and 49% of all Instagram users visit the platform daily (Duggan, Ellison, Lampe, Lenhart, & Madden, 2015). As of 2016, 26% of all online adults use Instagram (Duggan, Ellison, Lampe, Lenhart, & Madden, 2015; see Appendix D).

While Facebook, Twitter, and Instagram should be the primary platforms for social media marketing, the use of other social media platforms are growing among teenagers. As of 2015, 41% of all teenagers (age 13-17) use Snapchat and 24% use Vine (Lenhart, 2015; see Appendix O). These social media platforms utilize images and video. Images are important to respondents, so Snapchat and Vine may be another channel to showcase adoptable dogs and cats. Howick can

use a Snapchat account to post pictures and videos of dogs and cats to their story. Potential adopters can then request to follow Howick and view the stories of dogs and cats. Snapchat allows for captions on videos and images. An example of a caption is:

- “Ricki and his ball = inseparable :-)”

Create a Vine account to post short videos of adoptable dogs and cats. A Vine account is similar to Twitter, in that potential adopters can follow Howick and view the videos. Vine allows for comments and communication with followers. Use the same hashtags as the Facebook posts, Instagram captions, and Twitter messages. These hashtags create a unified social media strategy.

Social media is an effective communication tool for the Lester C. Howick Animal Shelter. While keeping up with social media accounts and communication needs can be time consuming, it will be effective in reaching the animal shelter’s target market.

Additional Recommendations

Survey results show that 65% of respondents prefer to receive information through email (see Table 22). Send out short email updates about upcoming events, adoptable dogs, as well as links to all Howick social media pages. These short emails may help to increase the number of volunteers at fundraisers and visitors to adoption events. This can be a constant avenue for volunteers to be able to reach the animal shelter.

In addition to volunteer and adoption information, email short stories about current adoptions as well as short stories about how the dogs or cats are doing in their new home, multiple years after leaving the shelter. These stories can be posted on Facebook or Instagram to allow simultaneous posting. The pictures of the pet’s adoption day and current pictures can supplement the short story. This should increase the personal relevance that past adopters feel toward Howick. The emails should follow the same categories as the social media categories,

which are: adoptable dogs and cats, forever home found, fundraiser and event promotion, monetary and time donation promotion, and veterinary posts. One option is to incorporate the themes and stories of the newsletter into these short email stories. One example from your newsletter is:

- Hey there,

We here at the Lester C. Howick Animal Shelter would like to keep everyone updated on the happenings here at the shelter. One of our rock star volunteers, Gilbert Boyd, has a great story for you!

There are so many wonderful adoptions at the Animal Shelter, but there are some very special ones that solidify why we do what we do. I was helping with adoptions on a Saturday a few weeks ago and a nice lady was looking for a very calm and loving dog for her daughter who needed some special attention. I introduced her to Aveeno (now Simee) who is a 3 year old female boxer mix. After spending a good amount of time with Simee, the lady decided she could be a candidate for her daughter. The following Saturday she brought her daughter in to meet Simee. In all honesty, I have never seen this kind of bonding! This adoption has to be in my top 5 since I have been helping with adoptions! They say there is a pet for everyone and a picture is worth a thousand words and these pictures tell it all. I know they will have a happy life together. Just a reminder... Please spay and neuter and microchip your pets!

If you have a story to share, questions, or feel like helping out, please do not hesitate to email us back or contact us through Facebook, Twitter, or Instagram.

Thank you for your support of the Lester C. Howick Animal Shelter!

Love,

Your Friends at the Lester C. Howick Animal Shelter

Many emails sent to the Howick database members were unopened (575 of 1,074).

Perhaps many volunteers in the database are affiliated with the University of Arkansas and use their school or @uark.edu email address. One year after graduation, the @uark.edu email address is deactivated (University of Arkansas Information Technology Services, 2016).

Therefore, ask volunteers to provide personal (such as @gmail.com) email addresses rather than school or work email addresses, if possible.

Mediamark Research data suggests that dog owners watch the DIY channel and CMT channel (Pets: Cats - Number, 2014). Air existing television PSAs on these channels to entice current dog owners to adopt another pet, donate, or volunteer at the Howick. Airing a PSA on these channels may entice current viewers without a dog to adopt one. The demographic of the DIY network and CMT network may be prone to dog adoption and ownership. However, this may have limitations. The television spot may not have significant reach among the target market because there are multiple cable and satellite providers for the Northwest Arkansas market. It may be difficult or too expensive to place the PSA on multiple cable and satellite channels that carry DIY and CMT.

Contact the Arkansas Traveler to discuss options for another “Pet of the Week” segment on their website, as well as a pet highlighted in their newspaper (see Appendix P for contact). The newspaper targets a similar market to Howick. This additional medium allows for an even bigger reach for the already existing “Pet of the Week” segment on 40/29 KHBS/KHOG-TV.

Consider holding a fundraiser or adoption event for the Native Indian demographic.

Those who identify as Native Indian/Native Alaskan are more likely to own a cat and dog (Pets:

Cats - Number, 2014; Pets: Dogs - Number, 2014). While 1.5% of Northwest Arkansas residents identify as Native Indian, holding an adoption event in an area with a large amount of individuals identifying as Native Indian may open communication with a valuable demographic (United States Census 2010, 2012). Contact the Museum of Native American History in Bentonville, AR to set up an adoption event to coincide with their story telling event on September 1, 2016 (see Appendix P for contact). This is an opportunity to target the Native Indian/Native American demographic (“Museum of Native American History,” 2016).

As many pet owners are interested in learning about the many pet health services available, pet health insurance and pet wellness services, consider hosting an event centered on pet health issues and education. One option would be to make a table at the currently used Farmer’s Market to educate potential adopters and current pet owners on health related topics. Howick can use their current veterinarian to suggest topics. The employees can also bring their pre-existing pamphlets and brochures to hand out. Howick employees could showcase their broad knowledge of the pet industry, suggest pet wellness technology like animal fitness trackers, and it could generate publicity and positive image in the Northwest Arkansas community (“The Consumer – What You Need to Know,” 2015). This may be another chance to showcase adoptable dogs as well.

To increase the number of volunteers, ask the University of Arkansas (UA) Greek Life to sponsor fundraisers and adoption events. Greek Life is comprised of sororities and fraternities located near campus, with 26% of UA students members of Greek Life (“University of Arkansas Student Affairs,” 2016). Contact the Vice President of Community Service for the Panhellenic Council (female sororities) and Interfraternity Council (male fraternities) via email, and ask to contact each chapter president about volunteer opportunities (see Appendix P for

Greek Life contacts). Have each chapter post a PSA on campus and in their living quarters. This can facilitate the feeling of personal relevance to a non-profit organization such as the Lester C. Howick Animal Shelter.

Contact a supervisor at Mullins Library on the UA campus to discuss the possibility of doing an event where dogs and cats from the shelter go to the library to be around students (see Appendix P for contact). The event will take place on the last Friday before finals. Many students utilize the library for studying, and the dogs and cats can be used as a stress-relieving study break. A room inside the library would be ideal, but if that is not possible, the space outside the library in between Mullin Library and the student union will suffice. The University of Wisconsin-Madison offers a similar event that gets very positive reviews from students (“Library News and Events,” 2013).

In order to reach the first primary target market (females), Howick should use the social media recommendations for Facebook, Twitter, Instagram, Snapchat, and Vine, as well as short email updates, the Arkansas Traveler, the health event at the Farmer’s Market, the sorority council contact, and the Mullins Library event. In order to reach the second primary target market (childless couples), Howick should use the social media recommendations for Facebook, Twitter, Instagram, Snapchat, and Vine, as well as short email updates, the PSA spots on CMT and DIY, the Arkansas Traveler, the Native American event, and the health event at the Farmer’s Market. In order to reach the secondary target market (parents), Howick should use all social media recommendations, short email updates the PSA spots on CMT and DIY, the Native American event, and the health event at the Farmer’s Market.

An employee or volunteer must devote some of their time to maintaining communication and implementing these communications recommendations. Obtain assistance by recruiting an

intern from the UA studying advertising, public relations, or marketing to develop and share new messages and maintain open lines of communications with potential adopters, donors, and volunteers. If the intern cannot be paid, create an internship for school credit. The college intern can earn valuable credit, non-profit experience, and volunteer opportunities to use for future job applications. The intern can take pictures of cats and dogs at the shelter, update website galleries, post to social media platforms, and write email newsletters. Contact appropriate departments at the University of Arkansas to obtain potential interns (see Appendix P for university contacts). Potential interns can then send their resume directly to the shelter, full-time employees can interview candidates, selecting one or more interns who can best implement the requirements of the social marketing plan.

Conclusion

Through careful research on non-profit organizations, other animal shelters, target market audiences, various theories, communications with the Lester C. Howick Animal Shelter, and an online survey testing a PSA, a social marketing plan was developed to meet the goals of increasing total adoptions, donations, and volunteers for the Lester C. Howick Animal Shelter in Washington County, Arkansas. The Howick is having success in current adoptions, but reaching more potential adopters, donors, and volunteers will benefit the animal shelter and the Northwest Arkansas community. A specialized social marketing campaign to “Change their world and yours” creates a central brand identity for the shelter. A PSA was crafted and evaluated using an online, Qualtrics survey distributed to a convenience sample of a volunteer email database. If the Lester C. Howick Animal Shelter is able to devote time and dedicate volunteers to carrying out the social marketing plan and its recommendations, you will achieve the necessary conative and cognitive objectives by the end of 2016. The social marketing plan will develop a positive route

of communication whereby both short-term and long-term attitudes toward pet adoption and the Lester C. Howick Animal Shelter change for the better.

Tables

Table 1

Type of Volunteer Work with Animal Shelters

<u>Volunteer Work Status</u>	<u>Number</u>	<u>%</u>
Currently volunteer	44	42
Never in past but will in future	10	10
Currently do not but have in past	42	40
Never and do not plan to in future	1	1
Other*	8	8

* *Other responses:* Have for 15 years but moved; donated food but not physically volunteered; signed up but no opportunities yet, volunteer at PetSmart; I have volunteered once; I have volunteered before but haven't in several months; I have volunteered on and off since moving to NWA

Table 2

Adoption Experience with Animal Shelters

<u>Adoption Status</u>	<u>Number</u>	<u>%</u>
Currently adopting	7	7
Never in past but will in future	23	22
Currently do not but have in past	59	56
Never and do not plan to in future	6	6
Other*	10	10

* *Other responses:* I have adopted in the past from this shelter; should/when my current pets die; recently adopted; all rescues but not from an animal shelter; I kept a PetSmart cat when it was not adopted; I have but am not; I have not but am open to it; I have always adopted my dogs from shelters; I have never but might in future; I have adopted two cats from local shelters

Table 3

Donation Experience with Animal Shelters

<u>Donation Status</u>	<u>Number</u>	<u>%</u>
Currently donating	14	13
Never in past but will in future	25	24
Currently do not but have in past	45	43
Never and do not plan to in future	15	14
Other*	6	6

* *Other responses:* Donate on occasion; I will, I have brought a found do to the animal shelter before; I donate my time and I buy toys for the PetSmart room; I have not donated in the past but if I have enough income in the future I may; I adopted a puppy from the shelter and paid the \$65 fee

Table 4

First Animal Shelter that Comes to Mind

<u>Animal Shelter</u>	<u>Number</u>	<u>%</u>
Lester C. Howick*	74	72
Fayetteville*	23	22
Humane Society	3	3
Springdale	2	2
Rogers*	2	2
Allen	1	1
Prairie Grove*	1	1
Forever Home	1	1

* *Multiple responses given by single respondent, so over 100%*

Table 5a

Previous Adoption from Lester C. Howick Animal Shelter

<u>Answer</u>	<u>Number</u>	<u>%</u>
No	69	66
Yes*	36	34

* *If yes, respondents asked to specify cat, dog, or both and quantity of each (See Table 5b)*

Table 5b

If Yes to Previous Adoption, Specify Type and Quantity

<u>Type and Quantity</u>	<u>Number</u>	<u>%</u>
One cat	9	25
One dog	14	39
Multiple cats	2	6
Multiple dogs	3	8
Combination of both cats and dogs	5	14

** Note: Not all respondents chose to disclose type and number of pets adopted, so less than 100%*

Table 6

Perception of the Statement, “Change their world and yours”

<u>Perception</u>	<u>Number</u>	<u>%</u>
Very positive	54	61
Positive	30	34
Somewhat positive	1	1
Neutral	4	4
Somewhat negative	0	0
Negative	0	0
Very negative	0	0

** Note: Mean value of 6.51*

Table 7

Reason for Perception of the Statement, "Change their world and yours"

Responses

Positive impact for both pet and person

- Adopting an animal from the shelter is literally saving its life but what you don't realize is how much that animal helps you in your life. It provides love and attention to you as much as you do to it. It changes both parties' lives.
- It clearly is stating that by adopting an animal, you will have a positive outcome for both the animals life & the adopters life.
- I have adopted 2 dogs from shelters and this statement is very true. Adopting a pet doesn't just benefit the pet but you and your family as well.
- Because you are helping this animal by giving them a loving home and in this way they will be helping you by adding to your home
- Adopting an animal may seem like you're only saving him/hers life, but they're also saving yours.
- I love animals and I know the blessings they bring to me. Nothing like a cat on your lap on a chilly evening.
- Your world would change for the better, as would theirs.
- our family gets so much enjoyment out of our shelter pets. The dog/cat is not the only life that is effected.
- It implies the action will improve the lives of both parties.
- Animals make my life better and by adopting them I am also making theirs better
- Because I have rescued all mu dogs and the thought of losing them in any was is heartbreaking because they are family to me. we have two boy dogs and they are without a doubt my brothers. they bug me, make me happy, fight with me, pplay with me, and we love each other.
- I think the phrase "Change your world and theirs" accurately describes what happens when you adopt a pet. I perceive the statement as positive because it indicates that my life will be affected by adopting and by choosing to adopt, I am also affecting the life of the pet for the better.
- It reflects that adopting an animal is beneficial for both parties involved
- It highlights that adopting an animal is not just for the animal's sake- the adopter's life will benefit also
- It is a positive and wonderful thing to adopt an animal from a shelter, for both the humans and the animals.
- Because animals have an amazingly positive impact on our lives and adopting potentially saves theirs
- Having adopted animals in the past I know personally that it changed my world and my new pets world as well.
- Because pet adoption can add a new dimension to both adopter and adoptees' lives.

Positive/emotional

- It is a good slogan.
- It pulls on your heartstrings, but I'm a positive, happy way, not an ASPCA sorrowful one. It makes the reader truly believe he/she can make a difference and why he/she should.
- I view a changing world as a positive event.
- Because it's a positive statement
- It just seems positive.
- Because it creates a sentiment of doing extremes good

Rings true

- Because it's true and animals bring joy to your life.
- Accurate statement

-Those 5 words are self explanatory....

Provide change

- Giving a shelter a loving, caring home is the biggest change we can give them.
- Changing their world is usually for the better.
- I chose positive since changing a cat or dog's world sounds heroic.
- Changing the world is generally biased toward a positive change.

Life -saving

- Adoption saves lives!!
- Change theirs by giving them their family to love, play and live with forever. It gives you a reason to smile everyday.
- You are changing their lives for the better as well as getting the satisfaction of owning a pet.
- I have adopted many, many pets and if SAVES their lives and so that is obviously a big change in their world and my pets all change my life for the better too. I think it could be said in a stronger way tho...like, save a life!
- Because I know I cannot change the world but I have personally changed the world of the dogs I have owned.

Selflessness

- it is an unselfish way of thinking

Catchy

- It's ketch-y

Other

- It is the way it is worded
- Change is not always for the best.
- Companionship
- Be
- Their mom loving and wants that deserves a good home.

- I really, really, want the world, to be a more loving place. Animals, provide humans, the opportunity to be that person. Yes. Change.
- having this pet is a nurturing experience for a human and the animals life is greatly enhanced by the love found in a permanent home
- It is a completely positive statement because it is just saying that you can make the animal's life, and your life, better.
- Shelter animals need comfortable, loving homes; by bringing one into your home you are providing them with this necessity. Also, a person's life is more enriched with an animal companion that teaches one how to care for another living thing.
- It invokes a positive change for the pet, but it might be off putting for the adopter to change their world
- You are giving an animal a chance at a happy, healthy life. A chance every animal should have. And if you are able to take care of them properly, they can bring giant amounts of joy to your own life. If you aren't able to adopt, donating can help that animals chances as well.
- It gives you a great sense of usefulness
- self explanatory
- For me, it is an amazing feeling seeing these once neglected animals being loved and happy.
- As people, we are always looking for a change. Change your world and theirs, I construe as being a positive.
- They will change your life and you may save them from suffering.
- Because adopting will save their life and make you happier as a person.
- Because the animal shelter is just a half-way home for these pets and if they can be in a true "home" they are in a better place. Plus, animals have a way of making your life better.
- Owning a pet can definitely make a positive difference in someone's life, I'm always happy when get to see my dog when I go home
- Both parties would benefit from adoption and companionship
- Because it shows how beneficial adopting them will be.
- A new bond in life can change your perspective on life.
- Because you can help change their lives into something good and they can help change your life into a miracle.
- It is positive because when you adopt an animal it benefits the person just as much. I feel so much love for my dog and my world would not be the same with out him due to adopting him. I feel a ver special bond due to resucing him rather than purchasing a dog from an unethical pet shop.
- It is a positive message and encourages me to adopt in order to change an animals life
- By changing an animals life you can change yours
- Adopting was one of the best decisions we ever made
- triggers feelings of love and connection to current and past pets
- When you think of change in a sense of rehoming an animal it is usually for the better, so in this context it is a positive statement.
- Because it was an upbeat flyer with a positive message
- Saving a life and adding more life to you
- I have seen & experienced how an animal adoption enriches the animals life. In return, the animal makes me happier.
- It's true

- It's a nice sentiment
 - Being a companion to, each other
 - Because adopting saves lives and benefits all parties
 - The question does not indicate what 1 indicates or 7?
 - I perceive "Change their world and yours" to mean you are helping you and them.
 - By giving them a home, you're implying this will change their world for the better and because I would have had that positive effect on their life, it will also change my world for the better (and also because of the new loving addition to my family).
 - because it does change their world and the person adopting
 - Everyone deserves a good home
 - gives a positive outlook
 - Because most people don't realize how much an animal can benefit their own life.
 - People want to think that they're making a positive impact in the world, whether it's their own world or that of someone else.
 - You are providing the pet with security and love and in turn the pet provides you with unconditional love and companionship
 - Because it implies adoption as a vessel to make a deserving animal's life better as well as your own
 - You can learn from your experiences with other people.
 - One assumes that changing their world is for the better.
 - Animals give us unconditional love.
 - Because adopting a pet benefits the animal and also increases your own quality of life
-

Table 8

Explanation of the Main Message of PSA

Responses

Adopt an Animal

- influencing people to adopt a pet from a shelter.
- To increase awareness of the wonderful pets that are available in our local shelter, therefore increasing adoptions.
- Adopt because it changes your life in a good way
- The need for adopting animals
- To encourage adoption
- Promoting adoption over purchasing a pet
- To encourage pet adoption
- To promote adoptions or donations
- Give a shelter animal a loving home.
- the benefits of adopting
- There are lots of animals that need adopting therefore you should consider it.
- To show that we can help make their lives better by adopting them
- Adopting from local shelters give homeless animals a second chance. Even donating to the shelter is helpful even if you cannot adopt.
- To encourage people to consider adopting or donating to the Lester C. Howick Shelter instead of finding a new pet at breeder or pet store.
- to get people to adopt animals
- Adopt from the shelter
- Adopt an animal today
- Adopt
- Adopting a pet
- Please support animal adoption. It is good for you and the animals.
- Adopt a pet
- Adopting a pet from an animal shelter can be a wonderful experience.
- it puts power into people's hands as adopters
- Adopt instead of buying because there are many good animals at the shelter needing a loving home.
- Adopt a pet and have a loving companion
- To adopt an animal.
- Encourage pet adoptions from the shelter
- To come adopt and give animals a home.
- Helping the animal shelter by adopting there animals so they have room to save other ones.
- To safe an animals life.
- It encourages people to adopt shelter animals, resulting in a better life for the animal and yourself.
- These pets need someone to love them and to love
- There are awesome pets looking to be adopted.
- To adopt a shelter animal

- Adopt don't buy
- Please adopt a pet, to help them live and make someone else's life happier.
- Homes for animals
- To find good forever homes
- I think the main message was to influence people to adopt animals
- To adopt animals
- To adopt an animal (instead of buying from breeders or what-have-you, possibly)
- It was saying how important it is to adopt.
- Adopt an animal. Please.

Pet Adoption Helps Yourself

- Adopting a pet doesn't just change their world it changes yours as well.
- That you should adopt a pet in order to help both your family as well as animals in need of homes
- Our lives get better when we make their lives better.
- Self betterment
- Adopting an animal can change your life and theirs for the better.
- Adopting a pet can change their life and yours
- Adoption is important for their lives and yours
- That adopting an animal helps both the animal and the human by changing their lives in a positive way
- Adoption is a good thing for people and pets.
- To adopt one life and help your own at the same time
- Asking to adopt and change your live and the animals
- That by adopting or donating to the Animal Shelter you can create a positive effect on not only an innocent animal's life, but yours too.
- Adopt animals from the shelter. Give them a chance at a happy life and give your life an extra dose of happiness. Donating can help animals and their future forever homes as well.
- Adopting a pet betters your life and theirs
- Happy pets can make people happy as well.
- Adopting a shelter animal can improve your life as much as the animal's
- By adopting a pet you make your world and theirs more positive
- By adopting a shelter pet, you are changing your life and the life of the pet.
- To adopt animals in need of a home and have a happier life
- Adoption is an act of kindness which will also benefit you (and not just who you're being kind to aka the loving pet you'll adopt).
- adopting an animal is positive on you & them
- I think it means that people should consider adoption to make a difference in an animal's life as well as their own.
- Adoption through a shelter is personally rewarding in many ways.

New Family Member

- Adopt a pet to gain a new family member that will love you unconditionally.
- Opening your home to a pet from the animal shelter.
- Adopt a new family member

Donation Helps Animals

-Donations helps animals in need find homes.

Save Animal Lives

- Saving Animals lives
- Have a heart and give a hand. these dogs need you.
- To help animals in whatever way you could
- Save the lives of stray
- Save lives
- Adopt, save lives

Good Cause and Adopt/Donate to It

- It does make people think about the fact that whether they adopt or donate they are a part of a great cause.
- To get involved in the animal shelter, whether it be through adoption, volunteering, or donating
- help the animal shelter by either taking an animal from them or monetary support
- Care about an animal today. Donate/Adopt.
- Adopting or donating from the shelter will hugely impact it in a positive way.
- Adopting a pet and donating will have a positive impact on the animals, the shelter, and the reader
- To adopt an animal or donate to your shelter.

Other

- Didn't see the announcement
 - Make a change
 - I think that they could have said "change their life and yours"
-

Table 9

Message in the PSA

<u>Message</u>	<u>Number</u>	<u>%</u>
Saving lives of cats and dogs	19	21
Adopting rather than breeding	3	3
Adoption helps personally	13	15
Advertising for Lester C. Howick	5	6
Need for donations	4	4
Need for forever homes for pets	39	44
Other*	6	7

* *Other Responses:* The message was about how adopting can help both you personally AND the lives of cats and dogs; The shared blessing of adopting - the gift of love from them to you, the gift of life from you to them; But there is also a need for donations or none of this would be possible; The message was that it is important to help the animals either by donating or adopting. Also that it will make your life better too, importance of adopting and donating; The message was that adoption is an act of kindness, therefore one should adopt!

Table 10a

PSA makes it seem like I am contributing to society

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	19	23
Agree	39	48
Somewhat agree	12	14
Neither agree nor disagree	9	11
Somewhat disagree	2	2
Disagree	1	1
Strongly disagree	0	0

* *Note: Mean value of 5.74*

Table 10b

PSA is for people like me

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	22	27
Agree	41	50
Somewhat agree	11	13
Neither agree nor disagree	5	6
Somewhat disagree	1	1
Disagree	2	2
Strongly disagree	0	0

* Note: Mean value of 5.88

Table 11a

Image of the Playful Dogs Was Pleasing

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	35	43
Agree	38	46
Somewhat agree	6	7
Neither agree nor disagree	2	2
Somewhat disagree	1	1
Disagree	0	0
Strongly disagree	0	0

* Note: Mean value of 6.27

Table 11b

Personality Traits Were Pleasing

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	35	43
Agree	34	41
Somewhat agree	6	7
Neither agree nor disagree	6	7
Somewhat disagree	0	0
Disagree	1	1
Strongly disagree	0	0

* Note: Mean value of 6.16

Table 11c

Statement about Changing My Life Was NOT Pleasing

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	1	1
Agree	3	4
Somewhat agree	2	2
Neither agree nor disagree	6	7
Somewhat disagree	6	7
Disagree	27	33
Strongly disagree	37	45

* Note: Mean value of 2.05

Table 11d

Types of Dogs were Pleasing

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	31	37
Agree	39	48
Somewhat agree	8	10
Neither agree nor disagree	2	2
Somewhat disagree	2	2
Disagree	0	0
Strongly disagree	0	0

* Note: Mean value of 6.16

Table 11e

Types of Cats were Pleasing

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	33	40
Agree	39	48
Somewhat agree	6	7
Neither agree nor disagree	4	5
Somewhat disagree	0	0
Disagree	0	0
Strongly disagree	0	0

* Note: Mean value of 6.23

Table 11f

The PSA was NOT Pleasing

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	0	0
Agree	0	0
Somewhat agree	1	1
Neither agree nor disagree	4	5
Somewhat disagree	3	4
Disagree	23	28
Strongly disagree	51	62

* Note: Mean value of 1.55

Table 12a

Image of the Playful Dogs Increased Likelihood to Donate

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	14	17
Agree	16	20
Somewhat agree	12	15
Neither agree nor disagree	31	38
Somewhat disagree	1	1
Disagree	7	9
Strongly disagree	1	1

* Note: Mean value of 4.83

Table 12b

Personality Traits Increased Likeliness to Donate

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	13	16
Agree	18	22
Somewhat agree	15	18
Neither agree nor disagree	23	28
Somewhat disagree	2	2
Disagree	10	12
Strongly disagree	1	1

* Note: Mean value of 4.79

Table 12c

Statement about Changing My Life Increased Likeliness to Donate

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	14	17
Agree	20	24
Somewhat agree	19	23
Neither agree nor disagree	21	26
Somewhat disagree	2	2
Disagree	5	6
Strongly disagree	1	1

* Note: Mean value of 5.05

Table 12d

Types of Dogs Increased Likeliness to Donate

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	12	15
Agree	14	17
Somewhat agree	18	22
Neither agree nor disagree	29	35
Somewhat disagree	2	2
Disagree	6	7
Strongly disagree	1	1

* Note: Mean value of 4.79

Table 12e

Types of Cats Decreased Likeliness to Donate

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	0	0
Agree	2	2
Somewhat agree	0	0
Neither agree nor disagree	11	13
Somewhat disagree	3	4
Disagree	31	38
Strongly disagree	35	43

* Note: Mean value of 1.98

Table 12f

The PSA Increased Likelihood to Donate

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	16	20
Agree	17	21
Somewhat agree	26	32
Neither agree nor disagree	13	16
Somewhat disagree	6	7
Disagree	3	4
Strongly disagree	1	1

* Note: Mean value of 5.13

Table 13a

Image of the Playful Dogs Increased Likelihood to Adopt

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	21	26
Agree	23	28
Somewhat agree	15	18
Neither agree nor disagree	19	23
Somewhat disagree	1	2
Disagree	3	4
Strongly disagree	0	0

* Note: Mean value of 5.43

Table 13b

Personality Traits Increased Likeliness to Adopt

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	21	26
Agree	26	32
Somewhat agree	17	21
Neither agree nor disagree	12	15
Somewhat disagree	2	2
Disagree	4	5
Strongly disagree	0	0

* Note: Mean value of 5.49

Table 13c

Statement about Changing My Life Increased Likeliness to Adopt

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	22	27
Agree	29	35
Somewhat agree	14	17
Neither agree nor disagree	11	13
Somewhat disagree	2	2
Disagree	4	5
Strongly disagree	0	0

* Note: Mean value of 5.56

Table 13d

Types of Dogs Decreased Likeliness to Adopt

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	0	0
Agree	2	2
Somewhat agree	1	1
Neither agree nor disagree	7	9
Somewhat disagree	5	6
Disagree	30	37
Strongly disagree	37	45

* Note: Mean value of 1.91

Table 13e

Types of Cats Increased Likeliness to Adopt

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	19	23
Agree	16	20
Somewhat agree	16	20
Neither agree nor disagree	20	24
Somewhat disagree	5	6
Disagree	5	6
Strongly disagree	1	1

* Note: Mean value of 5.06

Table 13f

The PSA Increased Likelihood to Adopt

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
Strongly agree	22	27
Agree	22	27
Somewhat agree	20	24
Neither agree nor disagree	15	18
Somewhat disagree	1	1
Disagree	2	2
Strongly disagree	0	0

* Note: Mean value of 5.52

Table 14a

Description of Animals in PSA: Scale from Unpleasant (1) to Pleasant (7)

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
1	5	6
2	0	0
3	1	1
4	1	1
5	7	9
6	11	13
7	57	70

* Note: Mean value of 6.24

Table 14b

Description of Animals in PSA: Scale from Intimidating (1) to Docile (7)

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
1	5	6
2	0	0
3	1	1
4	6	7
5	10	12
6	17	21
7	43	52

** Note: Mean value of 5.91*

Table 14c

Description of Animals in PSA: Scale from Unattractive (1) to Attractive (7)

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
1	6	7
2	1	1
3	0	0
4	5	6
5	5	6
6	13	16
7	52	63

** Note: Mean value of 6.04*

Table 14d

Description of Animals in PSA: Scale from Serious (1) to Fun (7)

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
1	4	5
2	1	1
3	0	0
4	3	4
5	8	10
6	10	12
7	56	68

* Note: Mean value of 6.22

Table 14e

Description of Animals in PSA: Scale from Disloyal (1) to Loyal (7)

<u>Level of agreeability</u>	<u>Number</u>	<u>%</u>
1	5	6
2	1	1
3	0	0
4	8	10
5	8	10
6	13	16
7	47	57

* Note: Mean value of 5.93

Table 15a

Favorite Part of the PSA - Categorized

<u>Element</u>	<u>Number</u>	<u>%</u>
Change Lives headline	11	16
Sense of Family/Friendliness	2	3
Pictures of animals	39	56
Colors	7	10
Shelter care	1	1
Body copy	3	4
Participation	1	1
Attention grabbing	1	1
Logo	1	1
Entire PSA	1	1
None	3	3

* Note: Some respondents gave multiple answers. Results over 100%

Table 15b

What Is Your Favorite Part of the PSA?

Responses

Change Lives headline

- stating how it will change my life & the animals
- Trying to get people aware of how many animals need to be adoptive and how you will be changing their lives and yours
- The message
- The idea that adopting a pet or donating to the shelter can help change the life of a shelter pet
- The inclusion of the statement that says it will change both lives
- How they stated it would change your world and theirs.
- The message!
- Changing both my life and the pet
- The changing world comment.
- Positive message about how adopting can change your life and theirs

Sense of Family/Friendliness

- Showing how the bond can be created within a family by bringing in a new member.
- friendly

Pictures of animals

- The pictures
- The pictures
- The animal pics
- Pictures
- The photos
- the pictures
- Images of the animals.
- The cute cat picture.
- the pictures
- The pictures of the animals
- Pictures
- Adopting animals
- The animal pictures! Especially the dogs playing!
- The animals
- Pictures
- The pictures
- Seeing the animals
- The animal photos
- Pictures
- the kittens
- Dogs
- The animals looking for loving homes
- The pictures
- Picture of the puppies playing
- Seeing the animals
- Images of the animals
- The pictures of animals at the shelter.
- The kitties
- The cute cats.
- The animal are adorable looking.
- The pictures of the animals
- The pets
- The pictures of the animals
- Seeing the loving animals that want a forever home
- Pictures
- The photos of the dogs and cats, and their cute logo
- Clean Well Kept Animals.
- Pictures
- Animals

Colors

-The bright colors were very eye catching, the fact that it was stated in a way that the pet become part of the family, not just another responsibility, and the fact that it states they will help you as much as you will help them.

-Great colors

-I liked the blue background. I think all animals have inherent value and worth. So, all of them are cute.

-Colors and pictures

-I enjoyed the bright colors and fun pictures

-Good choice of colors to make it stand out.

-The bright colors and pictures of the animals.

Shelter care

-They care and are compassionate. they want to reach out to people to get the dogs recognized and save lives.

Body copy

-the explanation was good- gave enticing information

-Clear information

-It let me know how I could help, and seemed to accomplish what it was made for

Participation

-Being able to participate

Attention grabbing

-grabs your attention

Logo

-Shelters logo

Entire PSA

-I liked the entire PSA.

None

-I didn't have a favorite part.

-It's too integrated to be able to pull out part for approval or disapproval.

-None

Table 16a

Least Favorite Part of the PSA – Categorized – Most Popular

<u>Element</u>	<u>Number</u>	<u>%</u>
Color	10	15
Animal traits/descriptions	5	8
Body copy information	6	9
Font	3	5
Dogs/cats images	5	8
Overall design	3	5
None	20	30

** Note: Some respondents gave multiple answers. Results over 100%. Top categories shown*

Table 16b

What Is Your Least Favorite Part of the PSA?

Responses

Color

- the background color
- I think the coloring is too bright!
- the blue color and the font
- The bright blue color.
- The color scheme - the colors were a little too bright and I found them slightly distracting
- The neon blue color.
- The bright blue color is a little distracting
- There were too many words and the colors made it very difficult to read
- Color scheme
- The design and colors are not attractive or high quality. Would also look better with one nice photo of animals instead of 3 small ones
- The bright blue with white lettering was hard to read

Animal traits/descriptions

- The personality traits listed. All animals are different!
- Acting as if all the shelter animals are kind & loving my not accurately prepare a future pet owner for the reality. I think something along the lines of "a variety of personalities to match individual families."
- The reference to loyalty. As a pet behavior professional, I believe that is an unrealistic expectation to project on the animals. Also, the sense of "assurance" that the pet will be "loving" and "loyal" is completely unrealistic.
- Personality traits list was unnecessary

Body copy information

- This doesn't bother me, personally, but I do know people who would dislike referring to a pet as a "sibling."
- Words
- Too many words in small print
- The PSA didn't tell potential adopters how their money would be used if the donated.
- Too wordy
- The content was very poorly written. Difficult to read and pull out your objective.
- I felt like it was aimed towards donations. I think donations need to be explicitly defined as not just monetary, but also time as a volunteer. I am an extreme advocate for adopting animals rather than buying from a breeder but the psa didn't make me more likely to donate money.
- asking someone to change their world is a lot--adopting a pet is a commitment, but I would focus on improving the pet's life

Font

- The fonts
- Typeface
- Lettering for shelter to small

Dogs/cats images

- not enough pictures
- the dog pictures weren't as clean and professional- looking as i would have liked
- It didn't talk about saving the pets. The pictures could have been much, much better. the cats and dogs there have lots of personality and these pictures did not show that. These just look like random dogs and cats. People want to see PETS...not dogs and cats...they want to see future family members...pictures that tug at heart strings.
- Quality of pictures.
- The truth of the matter is many animals that are in shelters may not look as healthy and young as the ones in the PSA do. My dog was very thin and had patchy hair from poor nutrition. The dogs vary in age, including senior dogs.
- How the pictures seemed to be of younger animals and not of any older looking ones.

Overall design

- Their contact info was small
- The words were bunched together.
- Too much text
- The design
- The words everywhere.
- It seems just a bit disorganized... Maybe a few too many words, maybe the pictures aren't in the right place...

None

- I didn't have a least favorite part.
- Nothing I can think of
- none
- n/a
- don't know
- Nothing
- Nothing
- Liked all of it.
- All would work.
- Nothing really
- Not sure
- N/a
- NA
- None of it.
- That I can't take them all home
- nothing
- I think it was all good.
- None
- None
- The sadness when I know I can't adopt them all.

Other

- Need more psa's
 - It's too integrated to be able to pull out part for approval or disapproval.
 - The place is not as clean
 - Few volunteer opportunities
 - should have something indicating to "adopt...not shop"
 - The lack of information as to where I could begin the process for adoption or donation. It might have been on there but I did not notice it
 - Logo
-

Table 17a

PSA Improvements – Categorized – Most Popular

<u>Element</u>	<u>Number</u>	<u>%</u>
Color	11	17
Animal traits	4	6
More pictures	7	11
Less words	4	6
Improve layout/organization	5	8
Bigger contact information	3	5
None	11	17

** Note: Some respondents gave multiple answers. Results over 100%. Top categories shown*

Table 17b

PSA Improvements

Responses

Color

- change the background color to more neutral
- Calmer colors!
- Chill out on the background color. It's super crazy and hard to read.
- I didn't even read it, colors were too distracting
- Easier font color to read (white on blue)
- Personally, I think a more neutral color scheme (or a least not as bright) would be an improvement. I also thought that there were a little too many adjectives in the description of the dogs and cats.
- The bright cyan background makes the white font difficult to read. Either needs to decrease the brightness of the background color OR add a outline or shadow to the white font.
- Pastel background
- Make it look more appealing and eye catching
- Maybe a different color palette...easier on the eyes
- More colors to attract people.
- Change the colors
- Different color scheme - bold colors

Animal traits

- Maybe not use the word energetic because some people can be scared away by that word.
- Omit language offering any kind of promise about personality traits of animals. Behavior is driven by consequences and shaped by environment.
- Some of the adjectives used to describe potential pets are banal.

More pictures

- More dog breeds. You never know when a certain looking dog will appeal to someone who had a similar looking one as a child, sparking nostalgia and this leading to donations or adoptions.
- Include people pics
- More professional pictures of the pets playing.
- do before and after pics of dogs being adopted
- Bigger pictures
- Add senior animals as well as puppies and kittens
- the pictures could have incorporated more the facilities of the shelter- people may be more likely to donate if they see that the animals are kept in nice facilities
- Better pictures.
- More different types of dogs.
- more animal options
- Perhaps include pictures of actual animals that are currently in the shelter

Less words

- Less wording
- I would consider breaking up the larger text on the right side into smaller sections and adding a statement about how donation money is used.

Improve layout/organization

- could be more organized and professional
- This needs to be simplified. A quote and picture from an adoptive family and then bullet points would be better. It reads very unprofessional and the layout was poor. Let me know if my expertise can help improve it.
- separate the words/sentences
- The two black puppies-their picture was a bit small. The print, was small. The Washington County Seal was small. Seemed a lot of grass in the picture of the two brown dogs playing. That picture needed cropping, to allow, perhaps another picture, (of them cuddling up and sleeping?), or placement in larger font of some of the words used on the right. The kittens in the cat bed, could have had a better picture chosen, in some way. The two black puppies picture, could have been larger, and placed better. I have concerns about people with sight issues, not really being able to see the animals or words/font clearly. Not quite enough contrast, it seemed, to make distinctions, in some cases.
- Organizing it a bit more.
- Not so cluttered
- I like all the phrasing but the layout and design could be better
- Maybe make information on how you can actually adopt more prominent (links, phone numbers, etc). Also make such the message is spread throughout social media, this is probably the best platform to reach potential adopters.
- Have all of the information in one spot

Bigger contact information

- Better contact info
- Include a website in clear readable print
- Show the address and location need to be larger

None

- I think it's positive and fabulous! Visually appealing with a great message.
- I can't think of anything.
- Not sure
- NA
- None
- None
- I think its fine
- It was just wonderful!
- Don't think it could be
- Keep doing what ur doing
- N/a

Other

- More details, maybe some statistics. More personalized, include names of the pets in the photos.
 - More information on numbers of animals needing a home.
 - Be more specific about the types of donation (ie food and leashes vs monetary)
 - not let dogs pee in there cage. I know people visit and help out but we cant let every dog out and neither can they but you can tell when a dog has to go so please let them out. also it is unpleasant and very sad to see.
 - More volunteering
 - If donations are the goal you need to focus on that
 - see answer to #16
 - As above. Talk about life saving...not just the animals but what having an animal does for humans. Talk about how it FEELS to volunteer....HOW is FEELS to adopt a new family member. Show pictures of prospective new family members, not random groups of dogs and cats. Tell the stories of the animals that are waiting on their forever homes.
 - List different ways people can help at the shelter rather than just donating money.
 - pics of actual Cats and Dogs from shelter
 - I feel the PSA needs to be more aimed towards empathy in people. If you see an animal who is in need of a caretaker you are more willing to care for it or donate.
 - Shorten 3rd paragraph
-

Table 18

Other Thoughts about the PSA

Responses

Positive

- it's a good PSA
- Can't wait to see it out in the public! Great job!!
- I like how they add pictures of animals on there! It helps show the animals in the shelter!
- It's fine. If I didn't already have two cats, I'd be over there this Saturday.
- love the pictures!
- Good positive thoughts.
- I liked how positive of a message it was. Usually stuff for adopting tends to be more focused on the tragedy of stray animals but I thought it was very cute and happy.
- I liked it
- The PSA looked a little dated, but overall, it was nice. :)
- It was really good!
- Overall I found it effective and though that the general statement of changing both your life and a pet's life by adopting made me want to adopt and help save the pets!
- I thought it was very well worded and got the message across clearly, I liked the pictures of the dogs and cats and thought they were moving
- I thought it got its message across
- Good spa for adoption
- Think this is a good idea.
- I enjoyed it.
- I enjoyed it overall
- Pictures were good quality. Font easy to read. Appropriate information was on the page (contact etc).
- Gets the job done
- overall was pleasing and gets the word out
- I thought it was pleasant but not realistic.
- Overall portrays the right message
- Like it
- Wonderful job
- The message was fine! I couldn't agree more.
- I thought that the pictures chosen were great and the wording conveyed a great message!

Negative

- Too generic
- the blue was a bit striking and attention-getting
- No clear objective.
- I wouldn't have bothered reading it because it looked boring.
- It did not look very professional

Recommendations

- Just need more PSA
- Better pictures
- Senior animals and people need love too
- Keep working on it. If there is a deadline, and tomorrow is it, use it, otherwise, think some more on it.
- Some people might feel more inclined to adopt or donate if the animals look malnourished or in need of love and attention, like in that one commercial with the "in the arms on an angel song", but it really just depends on the person.
- Showing people with the pets may help viewers/readers visualize how adopting an animal can improve both parties' lives.
- Maybe have all animals you have in the shelter.
- Maybe include information about upcoming adoption events

No change/leave as is

- None
- None
- n/a
- none
- None
- None
- None
- NA
- None
- N/a –

Other

- I love dogs
 - For me, pictures aren't going to influence me one way or another about adopting or donating. It is if I have the financial ability.
-

Table 19

Lester C. Howick in the Media Last Three Months

<u>Response</u>	<u>Number</u>	<u>%</u>
Yes	40	50
No (Skip Question 20)	24	30
Not sure (Skip Question 20)	16	20

Table 20

Medium Where Saw or Read about Lester C. Howick Animal Shelter

<u>Medium</u>	<u>Number</u>	<u>%</u>
Television	11	28
Internet	15	38
Newspapers	4	10
Radio	3	8
Facebook	19	73
Twitter	2	2
Other social media	5	13
Word of mouth	6	15
Flyer	6	15
Other*	2	5

* *Other responses:* Email, Email

**Note: Multiple responses given. Percentages over 100%*

Table 21

Medium Spent Most Time On

<u>Medium</u>	<u>Number</u>	<u>%</u>
Television	13	16
Internet	23	29
Newspapers	1	1
Radio	1	1
Facebook	27	34
Twitter	5	6
Other social media	5	6
Word of mouth	0	0
Other*	5	6

* *Other responses:* I read books, play solitaire with real cards, and do crypto-puzzles; Book; TV and Facebook. Used often at the same time; Internet, Facebook, & Instagram; Instagram and Internet

Table 22

Preferred Medium for Information about Lester C. Howick Animal Shelter

<u>Medium</u>	<u>Number</u>	<u>%</u>
Email	52	65
Phone	3	4
TV	3	4
Social media	6	8
Facebook	17	21
Twitter	2	3
Mail	2	3
Internet	2	3
Radio	1	1

** Note: Some respondents gave multiple answers. Percentages over 100%*

Table 23

Gender

<u>Response</u>	<u>Number</u>	<u>%</u>
Female	73	91
Male	5	6
Prefer not to disclose	2	3

Table 24

Race

<u>Response</u>	<u>Number</u>	<u>%</u>
African American or black	3	4
Asian/Pacific Islander	1	1
Hispanic/Latino	3	4
Caucasian/White	70	88
Native American/American Indian	1	1
Other*	2	3

*Other responses: Hawaiian

Table 25

Annual Household Income

<u>Response</u>	<u>Number</u>	<u>%</u>
Up to \$24,999	16	20
\$25,000 to \$49,999	16	20
\$50,000 to \$74,999	20	25
\$75,000 to \$99,999	12	15
\$100,000 or more	15	19

Table 26

Employment Status

<u>Response</u>	<u>Number</u>	<u>%</u>
Employed full-time	31	39
Employed part-time	8	10
Freelance worker	0	0
Self-employed	4	5
Unemployed and looking for work	0	0
Unemployed and not looking for work	4	5
Retired	3	4
Student	27	34
Other*	3	4

**Other responses:* Student and part time employee; semi-retired/part-time worker/part-time self-employed; Part time employment and on disability

Table 27

Level of Schooling

<u>Response</u>	<u>Number</u>	<u>%</u>
Some high school	1	1
High school diploma	9	11
Some college credit	13	16
Trade/technical/vocational training	3	4
Associate degree	4	5
Some college	17	21
Bachelor's degree	17	21
Master's degree	10	13
Professional degree	1	1
Doctorate degree	2	3
Other*	3	4

**Other responses:* Graduating in December; I am currently a freshman in high school; Middle school

Table 28

Marital Status

<u>Response</u>	<u>Number</u>	<u>%</u>
Never married	32	40
Married	31	39
Divorced	7	9
Widowed	1	1
Unmarried, but living with partner	8	10
Other*	1	1

*Other responses: Too young to even think about marriage

Table 29

People in Household

<u>Response</u>	<u>Number</u>	<u>%</u>
1	12	15
2	28	35
3	11	14
4	20	25
5	4	5
6	2	3
7	0	0
8	0	0
9	0	0
10+	2	3

Table 30

<i>Age</i>		
<u>Response</u>	<u>Number</u>	<u>%</u>
17 and under	3	4
18 – 24	31	39
25 – 34	14	18
35 – 44	9	11
45 – 54	8	10
55 – 64	12	15
65+	2	3

Table 31

<u>Additional Comments</u>
<u>Responses</u>
<p><u>Positive</u></p> <ul style="list-style-type: none"> -Love this place and the people that work there! -very hard working staff who are understaffed and genuine in their care for the animals -It's a wonderful, very worthwhile, and very much should be fully funded service to the County. -Keep doing what you do! -I love the facility easy to see and interact with the animals. The staff is also amazing, very friendly and helpful! I found volunteer training not very helpful but really enjoyed volunteering there! -Just that I LOVE WCAS!!! -One of the, cleanest and most professional, yet friendly and caring I have ever been to! -I think the shelter does a great job for helping animals. The staff are very attentive and friendly and it's always great to see that animals generally find forever homes pretty fast! I use Facebook to follow most updates on the shelter but think a quarterly newsletter might be a great option to stay in touch with past adoptive families or interested parties to keep them updated on events at the shelter and the happy tails stories. -My grandson and I have only been once to volunteer, but we enjoyed it very much. The staff was friendly, and the shelter was clean and bright. -I think the glassed in cat areas are nice. -The employees that I have worked with are the most helpful and considerate people. They are always helpful to myself, other volunteers and people who are looking for a new member for their families. -2 dogs/1 cat Maybe on Tuesday, I can drop off some detergent. :)

- it is a nice facility with friendly people
- I love my dog from the shelter and I hope they keep doing a great job of getting homeless pets adopted. Thank you.
- Very nice people working there!
- I love this place!
- Great shelter, the staff really care about the animals. It is a true joy to be a part of this shelter and helping these animals. I always see a familiar face when I walk in and we chat about the new animals who need homes. I think the Instagram account needs work, it has few followers and very few post. Also I LOVE that there is a prison program contracted with the shelter. The inmates benefit the animals and the animals benefit the inmates. Its a WIN WIN :)
- We love the Washington County Animal Shelter! They're always helpful and kind. They love the animals there. So grateful for our 4 babies!
- It seems to be a good shelter and I enjoyed volunteering there.

Negative

- I had a very poor volunteer experience at the county animal shelter and went on to now volunteer with 3 other animal welfare organizations.
- I contacted the shelter one time about a dog I found, and the lady was very rude to me. Being polite is a great way to encourage adoptees, volunteers, and donors.
- I wish it was open on Sunday
- While I loved volunteering at the shelter, I never felt quite welcome. When asking about what else can could do to be of assistance, I felt like a bother to staff.

Recommendations

- They do an amazing job taking care of the animals. If a tv commercial was made, showing them at work and loving on the animals would be great
- more social media accounts
- Every time I have volunteered for this animal shelter, I have been very impressed with the workers and the facility! The only thing I would like to see change is maybe more PR on social media!
- I think advertising should be positive. I turn the channel on the TV when they start showing abused animals. It is like seeing porn when you aren't expecting it. For people who love animals it hurts to see them hurt and to have to watch it over and over is something most people won't do. Show me recovering or recovered animals and tell me how you help them and the good things you are willing to do for them and I will donate more. I also think you should promote older dogs and breeds that are hard to adopt as not everything is cute and cuddly but the right person can fall in love with them and they can become family.

Budget

-I have adopted one cat, one kitten and a dog from this shelter. I have socialized cats many times and also taken dogs to the farmers market and other adoption events. We have tried several times to foster dogs as well but it has not worked out...either the dog didn't like my dog or my dog didn't like them or when it was a good match then the dog got adopted which was the goal all along! We love this shelter. I would like to see them do a fund raising calendar maybe with the sheriffs department or the fire department and animals. We have bought these before from other parts of the country and they make lots of money and I know this shelter has budget problems.

-would like to see their budget increased

None

-No

-no

-No

-No

-None

-No thank you

-Nope

-No

-no

Other

-I noticed all the staff members who started with longterm animal experience quickly left the shelter. Some of the best employees now reside as staff at Fayetteville Animal Shelter. Also it's been hard for the Washington county shelter to keep a Vet. This says a lot about the facility. That saddens me because it's such a nice new facility. As long as working conditions aren't desired, the animals won't get the best care by having caring, experienced & consistent staff.

-I have owned multiple pets while growing up and one of my roommates has a dog

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Appendix A

Northwest Arkansas Animal Shelter Statistics

2013 NWA Animal Shelter Statistics - Compiled by Spay Arkansas

			Fayetteville Animal Shelter	Rogers Animal Services (Contracts w/ Bentonville)	Washington County (Contracts w/ small towns)	Springdale Animal Shelter	Bella Vista Animal Shelter [501(c)3]	Centerton	Madison County [501(c)3]	Totals
Intake	Total		2468	1227	2027	2593	813	269	475	9872
	Cats		1060 (43%)	191 (16%)	804 (40%)	951 (39%)	329 (40%)		158 (33%)	
	Dogs		1408 (57%)	1034 (84%)	1223 (60%)	1642 (63%)	484 (60%)	269 (100%)	317 (69%)	
Adopted and Rescued	Total		1602 (65%)	606 (49%)	1426 (56%)	1017 (39%)	606 (75%)	108 (40%)	132 (43%)	5217 (53%)
	Cats		810	92	434	314	301			
	Dogs		792	512	692	703	305			
Returned to Owner	Total		632 (26%)	409 (33%)	135 (7%)	669 (25%)	221 (27%)	147 (55%)	21 (4%)	2254 (23%)
	Cats		85	3	7	43	17			
	Dogs		550	406	128	626	204			
Euthanized	Total		176 (7%)	172 (14%)	754 (39%)	876 (33%)	41 (5%)	14 (5%)	351 (74%)	2384 (24%)
	Cats		115	74	342	575	35			
	Dogs		61	92	412	301	13			

Note. From “2013 NWA animal shelter statistics – compiled by Spay Arkansas,” by Spay Arkansas, 2013.

Appendix B

Lester C. Howick Animal Shelter – 2015 Report

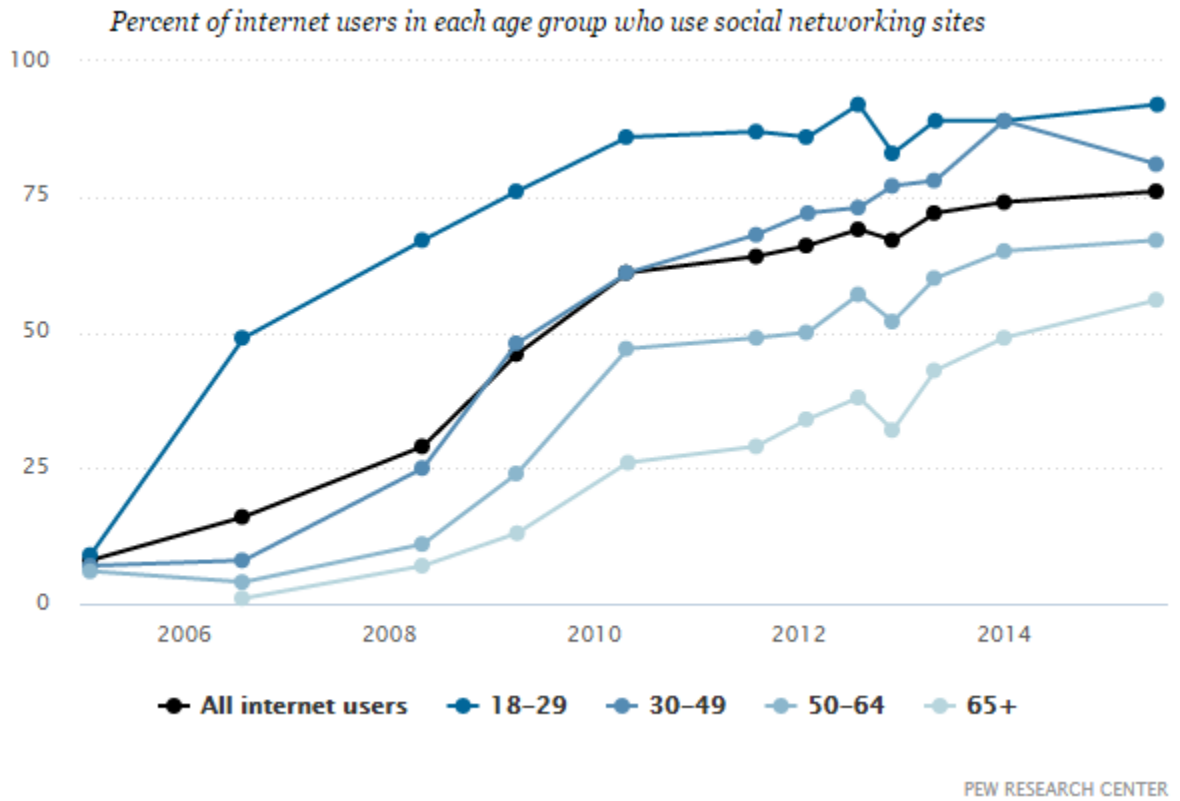
Shelter Report 2015
January Through December

	<u>Cats</u>	<u>Dogs</u>	
Animal Control	447	680	
Adoption Returns	12	67	
Foster Returns	93	35	
Transfer Returns	1	5	
Owner Surrender	447	218	
Public Spay/Neuter	174	226	
Total Animals In	1174	1231	2405
Adopted	397	694	
Died at Shelter	8	0	
Escaped	0	0	
Fostered	101	23	
Reclaimed	8	121	
Transferred to Rescue	61	41	
TNR transfers	268	0	
Rescue Waggin' transfers	0	127	
Euthanized			
Behavior/Sick/Injured	188	141	
Time in Shelter/Space			
Public S/N	174	226	
Total Animals Out	1205	1373	2578
Adoption/Reclaim Fees	\$ 34,079.13		
Contract Income	\$ 20,910.00		
Humane Society Reimbursement	\$ 5,201.36		
Donations	\$ 29,065.77		
Spay/Neuter Deposits	\$ 8,830.00		
PetSmart Charities Reimbursement	\$ 7,496.08		
State of Arkansas	\$ 361.24		
	\$ 105,943.58		
Calls for Service			
Customer Walk-ins	17,377		
Emails	652		
Phone Calls	19,750		
Total April - December 2015	37,779		

Note. From “Shelter report 2015 January through December,” by Washington County, Arkansas, 2016.

Appendix C

Internet Users Using Social Networking by Age



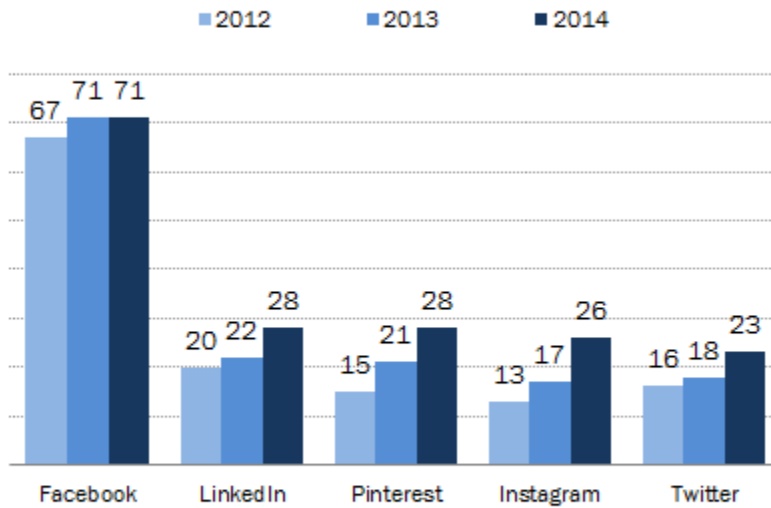
Note. From “Social networking use,” by Pew Research Center, 2016.

Appendix D

Top Social Media Websites for Adults

Social media sites, 2012-2014

% of online adults who use the following social media websites, by year



Pew Research Center's Internet Project Surveys, 2012-2014. 2014 data collected September 11-14 & September 18-21, 2014. N=1,597 internet users ages 18+.

PEW RESEARCH CENTER

Note. From "Social media update 2014," by M. Duggan, N. Ellison, C. Lampe, and M. Madden, 2015.

Appendix E

Washington County Population and Age

<i>Population</i>	
Population estimates, July 1, 2015, (V2015)	225,477
Population estimates, July 1, 2014, (V2014)	220,792
Population estimates base, April 1, 2010, (V2015)	203,060
Population estimates base, April 1, 2010, (V2014)	203,060
Population, percent change - April 1, 2010 (estimates base) to July 1, 2015, (V2015)	11.0%
Population, percent change - April 1, 2010 (estimates base) to July 1, 2014, (V2014)	8.7%
Population, Census, April 1, 2010	203,065
<i>Age and Sex</i>	
Persons under 5 years, percent, July 1, 2014, (V2014)	7.4%
Persons under 5 years, percent, April 1, 2010	7.5%
Persons under 18 years, percent, July 1, 2014, (V2014)	25.3%
Persons under 18 years, percent, April 1, 2010	25.4%
Persons 65 years and over, percent, July 1, 2014, (V2014)	10.7%
Persons 65 years and over, percent, April 1, 2010	9.7%
Female persons, percent, July 1, 2014, (V2014)	49.9%
Female persons, percent, April 1, 2010	50.0%

Note. From “Arkansas: 2010 population and housing units counts,” by United States Census 2010, 2012.

Appendix F
Washington County Race Data

<i>Race and Hispanic Origin</i>	
White alone, percent, July 1, 2014, (V2014) (a)	87.3%
White alone, percent, April 1, 2010 (a)	79.9%
Black or African American alone, percent, July 1, 2014, (V2014) (a)	3.5%
Black or African American alone, percent, April 1, 2010 (a)	3.0%
American Indian and Alaska Native alone, percent, July 1, 2014, (V2014) (a)	1.5%
American Indian and Alaska Native alone, percent, April 1, 2010 (a)	1.2%
Asian alone, percent, July 1, 2014, (V2014) (a)	2.6%
Asian alone, percent, April 1, 2010 (a)	2.2%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2014, (V2014) (a)	2.5%
Native Hawaiian and Other Pacific Islander alone, percent, April 1, 2010 (a)	2.0%
Two or More Races, percent, July 1, 2014, (V2014)	2.6%
Two or More Races, percent, April 1, 2010	2.8%
Hispanic or Latino, percent, July 1, 2014, (V2014) (b)	16.2%
Hispanic or Latino, percent, April 1, 2010 (b)	15.5%
White alone, not Hispanic or Latino, percent, July 1, 2014, (V2014)	72.2%
White alone, not Hispanic or Latino, percent, April 1, 2010	74.1%

Note. From “Arkansas: 2010 population and housing units counts,” by United States Census 2010, 2012.

Appendix G

Washington County Family and Education Data

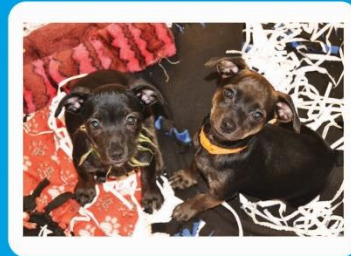
<i>Families and Living Arrangements</i>	
Households, 2010-2014	80,457
Persons per household, 2010-2014	2.54
Living in same house 1 year ago, percent of persons age 1 year+, 2010-2014	76.3%
Language other than English spoken at home, percent of persons age 5 years+, 2010-2014	17.6%
<i>Education</i>	
High school graduate or higher, percent of persons age 25 years+, 2010-2014	82.9%
Bachelor's degree or higher, percent of persons age 25 years+, 2010-2014	29.3%

Note. From “Arkansas: 2010 population and housing units counts,” by United States Census 2010, 2012.

Change their world and yours



Give an animal a home.
Gain a family member.



Adopting or donating to your Washington County Animal Shelter gives playful, loyal dogs and kind, energetic cats in your local area a forever home. Adoption gives your family a new, fun sibling who will love you always. Make a better life for them and you!

Adopt a loving pet today.

Change lives, warm hearts



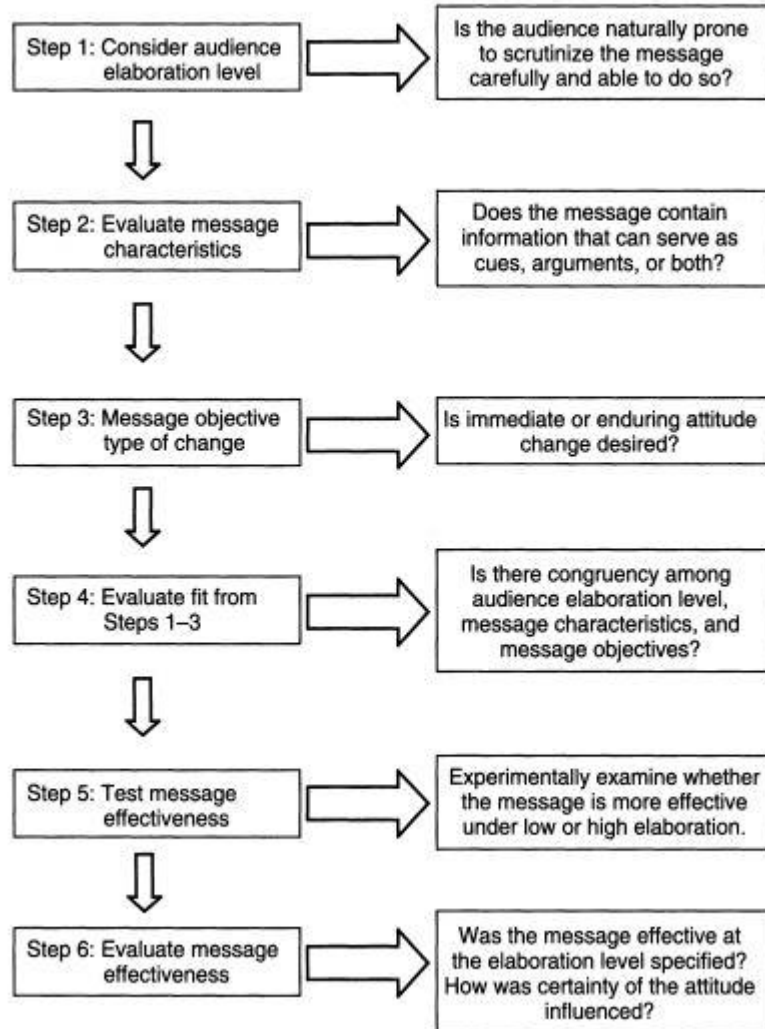
www.co.washington.ar.us
(479) 695-3450
801 W. Clydesdale Dr., Fayetteville, AR 72701

Lester C. Howick
Animal
Shelter



Appendix I
ELM Flow Chart

Recommended Steps in Developing Risk Communications for Consumers



Note. From “Increasing the effectiveness of communications to consumers: Recommendations based on elaboration likelihood and attitude certainty perspectives,” by D. Rucker and R. Petty, 2006, *Journal of Public Policy and Marketing*, 25(1), 39-52.

Appendix J
Sample Email

Hello,

You are being asked to participate in an online survey for the Lester C. Howick Animal Shelter here in Washington County, Arkansas. You were chosen to participate in this survey because of your current or past affiliation with the Lester C. Howick Animal Shelter. We are seeking your opinion to help the animal shelter better communicate with you and others. The survey will take approximately 20 minutes to complete, and your responses will be used to craft messages to better suit your communication needs and create an effective process for information on the shelter, volunteering, pet adoption, and donation. We will not ask you for your name or other contact information. Your responses will be anonymous.

If you would like to know the results of the survey, once it has been completed, you may contact me, Joseph M. Spiegelhoff [REDACTED], or my faculty advisor, Dr. Jan L. Wicks [REDACTED]

This project has been reviewed by the University of Arkansas Institutional Review Board for human subjects research. If you have any questions or concerns about your participant rights, you may contact Ro Windwalker, the IRB Coordinator, by email [REDACTED] or by phone [REDACTED].

If you would like to help us by taking the survey, please click the appropriate link below. Once you have started the survey, you may opt out any time by closing your browser window.

Yes, I want to participate.

No, I do not want to participate.

Regards,

Joseph M. Spiegelhoff, Candidate for MA in Journalism
University of Arkansas
[REDACTED]
[REDACTED]

Appendix K

Survey to Test PSA

Thank you for your participation. We are seeking your opinions to help the Lester C. Howick Animal Shelter to better communicate with you. The study will take about 20 minutes to complete. All of your responses will be used to craft messages to better suit your needs and create an effective outlet for information about pet adoption and donation. Your responses will be kept confidential to the extent allowed by law and University policy, and you will not be identified in any report, published or unpublished. All responses will be tabulated by groups of responses to a question, so no individual is ever identified, and the results will only be used to tailor public service announcements based on your advice and for the purposes of this study.

Principal Researcher

Joseph M. Spiegelhoff, Candidate for MA in Journalism

University of Arkansas

██████████

██████████

Faculty Advisor

Dr. Jan L. Wicks

University of Arkansas

██████████

WHAT YOU SHOULD KNOW ABOUT THE RESEARCH STUDY

What is the purpose of this research study?

The purpose of this study is to identify trends in motivation for volunteering, donating and adopting in the Lester C. Howick Animal Shelter in order to create a campaign that will aid in increasing adoption, volunteering, and donations in the future.

Who will participate in this study?

Participants are current and former Lester C. Howick Animal Shelter volunteers or those who have adopted from the animal shelter in the past.

What am I being asked to do?

Your participation will require filling out an online survey that is anticipated to take 20 minutes.

What are the possible risks or discomforts?

There are no anticipated risks to participating in this survey.

What are the possible benefits of this study?

There are no anticipated personal benefits to participating in this study. The benefits to Lester C. Howick Animal Shelter include developing messages to more effectively communicate with potential volunteers, adopters, and donors.

How long will the study last?

Participation includes a one-time survey that is anticipated to take 20 minutes to complete.

Will I receive compensation for my time and inconvenience if I choose to participate in this study?

No, there will be no compensation associated with your participation.

Will I have to pay for anything?

No, there will be no cost associated with your participation.

What are the options if I do not want to be in the study?

If you do not want to be in this study, you may refuse to participate. Also, you may refuse to participate at any time during the study. Your affiliation with Lester C. Howick Animal Shelter will not be affected in any way if you refuse to participate.

How will my confidentiality be protected?

All information will be kept confidential to the extent allowed by applicable State and Federal law. To ensure additional confidentiality, all data and responses collected will remain anonymous. You will not be asked to provide your name or any other contact information.

Will I know the results of the study?

At the conclusion of the study you will have the right to request feedback about the results. You may contact the faculty advisor, Dr. Jan L. Wicks ([REDACTED]) or Principal Researcher, Joseph M. Spiegelhoff ([REDACTED]). You may print a copy of this form for your files.

What do I do if I have questions about the research study?

You have the right to contact the Principal Researcher or Faculty Advisor as listed below for any concerns that you may have.

Principal Researcher

Joseph M. Spiegelhoff, Candidate for MA in Journalism

University of Arkansas

[REDACTED]

[REDACTED]

Faculty Advisor

Dr. Jan L. Wicks

University of Arkansas

[REDACTED]

You may also contact the University of Arkansas Research Compliance office listed below if you have questions about your rights as a participant, or to discuss any concerns about, or problems with the research.

Ro Windwalker, CIP

Institutional Review Board Coordinator

Research Compliance

University of Arkansas

109 MLKG Building

Fayetteville, AR 72701



Please click 'CONTINUE' to proceed to survey.

1. Which of the following best describes your volunteer work with animal shelters? (Select one only).

1. I currently volunteer at an animal shelter.
2. I have never volunteered at an animal shelter, but I will in the future.
3. I currently do not volunteer at an animal shelter, but I have in the past.
4. I have never volunteered at an animal shelter, and I do not plan to in the future.
5. Other (specify) _____

2. Which of the following best describes your adoption experience with animal shelters? (Select one only).

1. I currently am adopting from an animal shelter.
2. I have never adopted from an animal shelter, but I will in the future.
3. I currently am not adopting from an animal shelter, but I have in the past.
4. I have never adopted from an animal shelter, and I do not plan to in the future.
5. Other (specify) _____

3. Which of the following best describes your donation experience with animal shelters? (Select one only).

1. I currently am donating to an animal shelter.
2. I have never donated to an animal shelter, but I will in the future.
3. I currently am not donating to an animal shelter, but I have in the past.
4. I have never donated to an animal shelter, and I do not plan to in the future.
5. Other (specify) _____

4. What is the first animal shelter that comes to mind when you think of pet adoption?

5. Have you ever adopted an animal from the Lester C. Howick Washington County Animal Shelter?

- a) Yes
- b) No

If yes, please specify whether it was a cat, dog or both types of animals, and the number of each.

Please read the entire public service announcement (PSA) shown below. Next, please answer questions 6 through 18 based on the PSA. Please indicate how much you agree or disagree with each statement about this PSA.

6. How do you perceive the statement “Change their world and yours”?

Make a selection from 1 to 7 to indicate how positive or negative you perceive the statement, where one means you perceive the statement as negative and 7 means you perceive the statement as positive.

	Negative						Positive
	1	2	3	4	5	6	7
Change their world and yours							

7. Why do you perceive “Change their world and yours” this way?

8. Briefly explain what you think the main message of the public service announcement was.

9. What do you believe the message was about in the public service announcement? (Select one only.)

1. The message was about saving the lives of cats and dogs.
2. The message was about the importance of adopting rather than breeding.
3. The message was about how adopting can help you personally.
4. The message was advertising for Lester C. Howick Animal Shelter.
 - a. The message was explaining that there is a need for donations to animal shelters.
5. The message was about the need for a forever home for dogs and cats.
6. Other (please explain below)

10. Please indicate whether you (1) strongly disagree, (2) disagree, (3) somewhat disagree, (4) neutral, (5) somewhat agree, (6) agree or (7) strongly agree with the following statements about the public service announcement:

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
	1	2	3	4	5	6	7
The public service announcement makes it seem like I am contributing to society.							
This public service announcement is for people like me.							

11. Please select your level of agreement with the following statements about how pleasing the PSA was. *Pleasing is defined as personally enjoyable or creating a positive attitude.* Please indicate whether you (1) strongly disagree, (2) disagree, (3) somewhat disagree, (4) neutral, (5) somewhat agree, (6) agree or (7) strongly agree with the following statements about the public service announcement.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
	1	2	3	4	5	6	7
I found the image of the playful dogs (tan fur, playing in the yard) was pleasing.							
I found the personality traits (such as playful, loyal, kind, loving, etc.) stated in the public service announcement were pleasing.							
I found the statement in the PSA about changing my life was <u>not</u> pleasing.							
I found the types of dogs depicted in the public service announcement were pleasing.							
I found the types of cats depicted in the public service announcement were pleasing.							
The public service announcement was <u>not</u> pleasing.							

12. Please select your level of agreement with the following statements about the PSA and donation.
Donate can be defined as the giving of a monetary value (money or gift) or the giving of time (volunteering).

Please indicate whether you (1) strongly disagree, (2) disagree, (3) somewhat disagree, (4) neutral, (5) somewhat agree, (6) agree or (7) strongly agree with the following statements about the public service announcement.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
	1	2	3	4	5	6	7
I found the image of the playful dogs (tan fur, playing in the yard) made me more likely to donate.							
I found the personality traits (such as playful, loyal, kind, loving, etc.) stated in the public service announcement made me more likely to donate.							
I found the statement about changing my life made me more likely to donate.							
I found the types of dogs in the public service announcement made me more likely to donate.							
I found the appearance of the cats in the public service announcement made me <u>less</u> likely to donate.							
The public service announcement made me more likely to donate.							

13. Please select your level of agreement with the following statements about the PSA and adoption. *Adoption is defined as the process of taking guardianship and responsibility of a pet that a previous owner abandoned or released an animal or rescue organization.* **Please indicate whether you (1) strongly disagree, (2) disagree, (3) somewhat disagree, (4) neutral, (5) somewhat agree, (6) agree or (7) strongly agree with the following statements about the public service announcement.**

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
	1	2	3	4	5	6	7
I found the image of the playful dogs (tan fur, playing in the yard) made me more likely to adopt an animal.							
I found the personality traits (such as playful, loyal, kind, loving, etc.) stated in the public service announcement made me more likely to adopt an animal.							
I found the statement about changing my life made me more likely to adopt an animal.							
I found the types of dogs in the public service announcement made me <u>less</u> likely to adopt an animal.							
I found the types of cats in the public service announcement made me more likely to adopt an animal.							
The public service announcement made me more likely to adopt an animal.							

14. How would you describe the animals in the public service announcement?

Select a number between 1 and 7, where 1 represents the most negative description and 7 represents the most positive description of each characteristic of the animals in the PSA.

	Negative			Neutral			Positive			
Unpleasant	1	2	3	4	5	6	7	Pleasant		
Intimidating	1	2	3	4	5	6	7	Docile		
Unattractive	1	2	3	4	5	6	7	Attractive		
Serious	1	2	3	4	5	6	7	Fun		
Disloyal	1	2	3	4	5	6	7	Loyal		

15. What is your favorite part of the PSA?

16. What is your least favorite part of the PSA?

17. How could the PSA be improved?

18. What other thoughts did you have about the PSA?

19. In the past three months, have you heard, seen or read anything in advertising, publicity, the media or other places about the Lester C. Howick Washington County Animal Shelter?

- a) Yes
- b) No [Skip question 20]
- c) Not sure [Skip question 20]

20. [If “Yes” to Q19] Where did you hear, see or read anything about the Lester C. Howick Washington County Animal Shelter? Select all that apply.

- a) Television
- b) Internet
- c) Newspapers
- d) Radio
- e) Facebook
- f) Twitter
- g) Other social media
- h) Word of mouth
- i) Flyer
- j) Other _____

21. What medium do you spend most of your free time using? Choose only one.

- a) Television
- b) Internet
- c) Newspapers
- d) Radio
- e) Facebook
- f) Twitter
- g) Other social media
- h) Word of mouth
- i) Other _____

22. How would you prefer to receive information about the Lester C. Howick Washington County Animal Shelter?

*The following questions are for a better understanding of the participants in the survey.
Your answers to the following questions will be kept confidential to the extent allowed by law and
University policy.*

23. What is your gender?

1. Female
2. Male
3. Prefer not to disclose

24. Please select your race:

1. African American or Black
2. Asian/Pacific Islander
3. Hispanic/Latino
4. Caucasian/White
5. Native American/American Indian
6. Other (Specify) _____

25. Please select your household's total annual income before taxes:

1. Up to \$24,999
2. \$25,000 to \$49,999
3. \$50,000 to \$74,999
4. \$75,000 to \$99,999
5. \$100,000 or more

26. Please select your employment status:

1. Employed full-time
2. Employed part-time
3. Freelance worker
4. Self-employed
5. Unemployed and looking for work
6. Unemployed and not looking for work
7. Retired
8. Student
9. Other (Specify) _____

27. Please select your last completed level of schooling:

1. Some high school
2. High school diploma
3. Some college credit
4. Trade/technical/vocational training
5. Associate degree
6. Some college
7. Bachelor's degree
8. Master's degree
9. Professional degree
10. Doctorate degree
11. Other (Specify) _____

28. What is your current marital status?

1. Never Married
2. Married
3. Divorced
4. Widowed
5. Unmarried, but living with partner
6. Other (Specify) _____

29. What is the total number of people, including children and adults, who reside in your household?

30. What is your age in years as of January 1, 2016?

31. Is there anything else about the Lester C. Howick Animal Shelter you would like to share?

Thank you for your participation.

Change their world and yours



Give an animal a home.
Gain a family member.



Adopting or donating to your Washington County Animal Shelter gives playful, loyal dogs and kind, energetic cats in your local area a forever home. Adoption gives your family a new, fun sibling who will love you always. Make a better life for them and you!

Adopt a loving pet today.

Change lives, warm hearts



www.co.washington.ar.us
(479) 695-3450
801 W. Clydesdale Dr., Fayetteville, AR 72701

Lester C. Howick
Animal
Shelter



Change their world and yours



Give an animal a home.
Gain a family member.



Adopting or donating to your Washington County Animal Shelter gives dogs and cats in your local area a forever home. Pets have a variety of personalities to match the needs of families. Make a better life for them and you!

Adopt a pet today.

Change lives, warm hearts



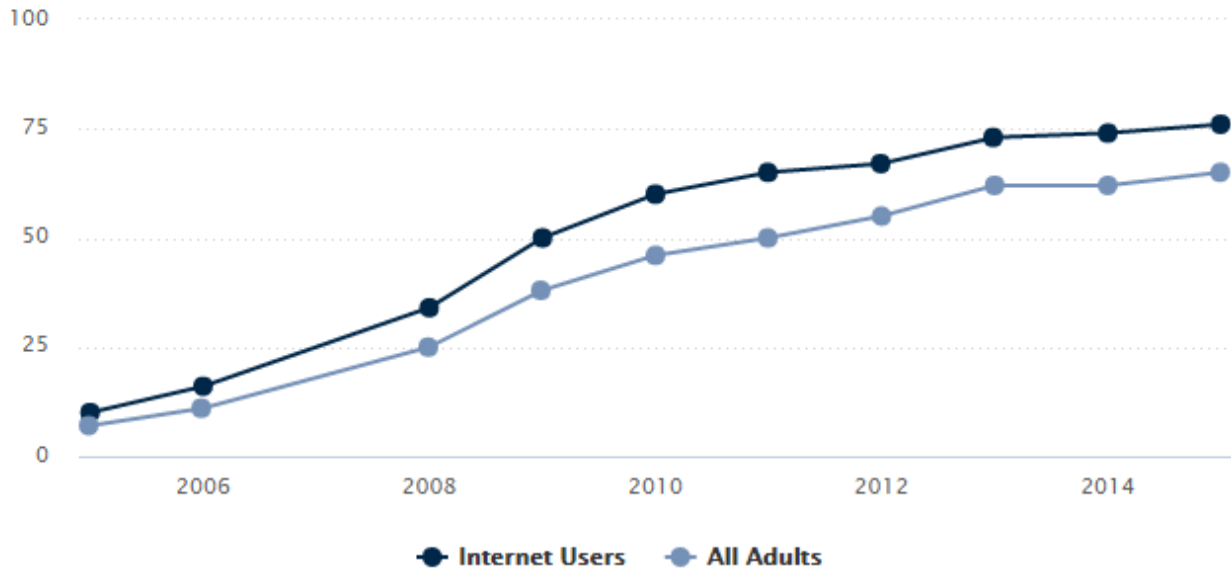
www.co.washington.ar.us
(479) 695-3450
801 W. Clydesdale Dr., Fayetteville, AR 72701

Lester C. Howick
Animal
Shelter



Appendix N
Adults on Social Media

% of all American adults and internet-using adults who use at least one social networking site



Source: Pew Research Center surveys, 2005-2006, 2008-2015. No data are available for 2007.

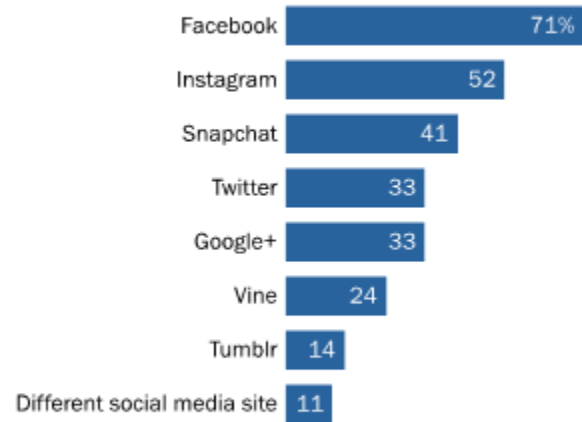
Note. From “Social media usage: 2005-2015,” by A. Perrin, 2015, *Pew Research Center*.

Appendix O

Top Social Media Platforms for Teenagers (age 3-17)

Facebook, Instagram and Snapchat Top Social Media Platforms for Teens

% of all teens 13 to 17 who use ...



Source: Pew Research Center's Teens Relationships Survey, Sept. 25-Oct. 9, 2014 and Feb. 10-Mar. 16, 2015. (n=1,060 teens ages 13 to 17).

PEW RESEARCH CENTER

Note. From "Teens, social media & technology overview 2015," by A. Lenhart, 2015, *Pew Research Center*.

Appendix P

Contact List

University Contacts

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Greek Life Contacts

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**VP Community Service
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Arkansas Traveler Contact

The Arkansas Traveler
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*Museum of Native American History
Contact*

Museum of Native American History

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202 SW 'O' Street
Bentonville, AR 72712

Appendix Q
Research Compliance Protocol Letter



Office of Research Compliance
Institutional Review Board

February 12, 2016

MEMORANDUM

TO: Joseph Spiegelhoff
Jan Wicks

FROM: Ro Windwalker
IRB Coordinator

RE: New Protocol Approval

IRB Protocol #: 16-01-480

Protocol Title: *Lester C. Howick Animal Shelter "Change Lives" Copy Test*

Review Type: EXEMPT EXPEDITED FULL IRB

Approved Project Period: Start Date: 02/11/2016 Expiration Date: 02/10/2017

Your protocol has been approved by the IRB. Protocols are approved for a maximum period of one year. If you wish to continue the project past the approved project period (see above), you must submit a request, using the form *Continuing Review for IRB Approved Projects*, prior to the expiration date. This form is available from the IRB Coordinator or on the Research Compliance website (<https://vpred.uark.edu/units/rscp/index.php>). As a courtesy, you will be sent a reminder two months in advance of that date. However, failure to receive a reminder does not negate your obligation to make the request in sufficient time for review and approval. Federal regulations prohibit retroactive approval of continuation. Failure to receive approval to continue the project prior to the expiration date will result in Termination of the protocol approval. The IRB Coordinator can give you guidance on submission times.

This protocol has been approved for 500 participants. If you wish to make any modifications in the approved protocol, including enrolling more than this number, you must seek approval *prior to* implementing those changes. All modifications should be requested in writing (email is acceptable) and must provide sufficient detail to assess the impact of the change.

If you have questions or need any assistance from the IRB, please contact me at 109 MLKG Building, 5-2208, or irb@uark.edu.