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A Social Media Strategy Plan for the Jane B. Gearhart Full Circle Food Pantry

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Abstract

The Jane B. Gearhart (JBG) Full Circle Food Pantry is a student-led program that provides food assistance for members of the University of Arkansas community. This thesis project includes a social media strategy plan that aims to increase the overall awareness of the pantry and its multifaceted services to decrease food insecurity levels at the University of Arkansas. This plan intends to create behavioral changes that expand usage of the pantry and social media engagement among UA students. Grounded in data-driven insights, this plan is designed from (i) literature on food pantry marketing techniques; (ii) a review of the pantry's current social media practices; (iii) a needs analysis generated from interviews with the JBG Pantry's board members; (iv) an attitude, usage, and behavioral online Qualtrics survey conducted among 205 students and (v) a copy-test of a proposed public service announcement (PSA). The author constructed a series of actionable recommendations from this mixed methodology research, fortified by the Elaboration Likelihood Model (ELM) theory of persuasion.

The author recommends various communication tools and strategies, including an image PSA to share online and post on the pantry's website and other social media platforms. The proposed PSA serves as a master design from which other communication tools and e-mail announcements may be created and disseminated among clients, donors, and new subscribers. The author suggests the production of shorter video formats to be used across the social media ecosystem to align with the media preferences of Generation Z. This plan also recommends implementing a consistent nomenclature and design system and a consistent posting schedule.

Table of Contents

Introduction

People who experience food insecurity tend to consume a nutrient-deficient diet which may contribute to developing obesity, diabetes, heart disease, hypertension, and other chronic diseases. In 2020, ten and one-half percent or 38.3 million people lived in food-insecure households in the United States (Coleman-Jensen et al., 2021). Despite the previous downward trend in the U.S., the number of food-insecure people in 2020 was unchanged from 2019 ("Food Security," 2020). In Arkansas, the data is even more severe. As the fifth worst-ranked state for food security, 17.9% of Arkansas residents in rural areas and 16.6% in urban areas are food insecure (Miller & Knapp, 2019). This breaks down to 499,950 Arkansans, or one in six, experiencing marginal or high food insecurity ("Hunger in Arkansas," 2019). College students are among those struggling to have access to adequate levels of food. One in three college students, or about 33%, report experiencing food insecurity during college (Goldrick-Rab et al., 2018). This number is even higher at the University of Arkansas (UA). According to a 2016 study, 39% of UA students were highly food secure, 22% were marginally food secure, 20% experienced low food security, and 18% experienced very low food security (Lisnic, 2016). Thus, the overall food insecurity rate at the University of Arkansas is 38% (Lisnic, 2016). College students statistically display higher rates of food insecurity when compared to their non-student household counterparts (Owens et al., 2020). Since 2011, the Jane B. Gearhart Full Circle Food Pantry has actively tried to reduce these numbers by providing food to the University of Arkansas (UA) and the University of Arkansas for Medical Sciences (UAMS) communities that it serves.

This social media strategy plan aims to increase awareness and usage of the Jane B. Gearhart Full Circle Food Pantry among students on the University of Arkansas campus through

updated marketing communication recommendations, including social media and an effective

public service announcement (PSA). While about thirty-eight percent of UA students are food

insecure, only about two percent use the pantry's services (Lisnic, 2016). According to Feeding

America, many households that experience food insecurity do not qualify for federal nutrition

programs and visit their local food banks and other food programs for extra support ("Hunger in

America," 2020). Increasing the awareness of the pantry among students who encounter food

insecurity will inform them that support is available on the University of Arkansas campus.

Problem Definition

The U.S. Department of Agriculture (USDA) defines food insecurity as "A household-level economic and social condition of limited or uncertain access to adequate food" ("Definitions of Food Security," 2021). The USDA uses a four-tier scale to define a person's level of food security ("Definitions of Food Security," 2021). The levels are in order from lowest to highest amount of risk, with the first two defining overall food security and the last two defining overall food insecurity. The first level is "high food security," which means there are no reported indications of the person encountering problems or limitations with accessing food. The second level is "marginal food security," which means there are one or two reported indications of food insecurity risk; however, there is little or no change in diet or food intake. These risks typically involve anxiety over food sufficiency or a shortage of food. The third level is "low food security," which includes reports of a reduction in the person's diet's quality, variety, or desirability. The fourth and final level is "very low food security," which means that multiple indications of disruptions in eating patterns and reduced food intake have been reported.

A range of scenarios contributes to food insecurity among college students, including not having access to healthy food, experiencing hunger but not having food to eat, and having a reduced calorie intake ("Definitions of Food Security," 2021). Various factors increase the risk of food insecurity on college campuses (El Zein et al., 2019; Martinez et al., 2016). Food-insecure students are more likely to be undergraduate students, come from minority racial groups, or have suspended studies due to financial constraints when compared to their food-secure counterparts (Martinez et al., 2016). Food insecurity has become a prominent public health issue that affects numerous college students in the United States (El Zein et al., 2018).

While the specific racial demographic breakdown of groups in the U.S. varies from study to study, the overall results tend to skew toward minority groups having higher rates of food insecurity (Coleman-Jensen et al., 2021; Dubick et al., p.17; "Food Insecurity and Poverty," 2018; "Hunger hits black communities harder," 2020; Reeder et al., 2020; Schanzenbach & Pitts, 2020; Siddiqui et al., 2020). In the United States, one in five African American households, one in six Latino households, and one in eleven White households are food insecure ("Food Insecurity," 2018). A 2016 study conducted by researchers from the National Student Campaign Against Hunger and Homelessness and the College and University Food Bank Alliance found that the racial breakdown of respondents reporting very low food security levels were: 28% Black or African American, 25% Hispanic or Latino, 17% Asian, and 17% White (Dubick et al., p.17).

The "starving college student" concept has existed since the early 1960s (Golden, 1960). While numerous studies have been performed in the last 60 years to establish the reality of food insecurity, which affects roughly four out of every ten students at some point in their college career (Bruening et al., 2017; El Zein et al., 2018; El Zein et al., 2019; Goldrick-Rab et al., 2018; Owens et al., 2020; Payne-Sturges et al., 2018), stereotypes and embarrassment surrounding hunger persist (Henry, 2017). A study conducted by Lisa Henry, a University of Texas professor, found that students "were often wary of asking for help from parents and other support networks due to overwhelming feelings of shame stemming from the inability to provide for themselves" (Henry, 2017). Ideologies like "neoliberal discourse," which blames food insecure individuals for their situation by focusing on perceived deficiencies in the person, such as poor budgeting habits, perpetuate the stigma surrounding food insecurity (De Graham et al., 2018; Swales et al., 2020).

The notion of receiving "free food" is also a heavily stigmatized idea among the population (Bruckner et al., 2021). In a 2019 study published in BMC Public Health, researchers found that "[m]any students refuse to use an on-campus food pantry because of the stigma attached to its use or the sense that the food pantry is not intended for them" (El Zein et al., p. 10). Through her research on food insecurity on college campuses, Laura Frank found that the primary barriers to student utilization of campus free food resources were stigma, shame, and guilt regarding food insecurity (Frank, 2020). A 2020 study focused on food insecure individuals' experiences with stigma, shame, and guilt toward receiving nonprofit food assistance found that participants felt they were not in a dire enough situation to receive help or came across as "begging" for assistance (Swales et al., 2020). Further, numerous participants attempted to mitigate stigma, guilt, and shame by passing as food secure and avoiding asking for food assistance altogether (Swales et al., 2020). A 2018 thesis at the University of Arkansas sought to determine the physical and social barriers that prevent food-insecure students from using the JBG Pantry (Yanniello, 2018). Forty-six percent of those surveyed indicated that they felt too embarrassed to use the food pantry, and 24% indicated that they worried that others would think negatively of them if they were seen using the pantry. Additionally, 70% of participants indicated that using the food pantry would cause them to feel ashamed or like they have failed (Yanniello, 2018). When food insecurity and receiving help for it is stigmatized on college campuses, it contributes to the hesitancy students experience when trying to reach out for help and utilize resources (Adamovic et al., 2020; Bruckner et al., 2021; Bruening et al., 2017; Henry, 2017; Owens et al., 2020).

Food insecurity is also associated with poor mental, emotional, and physical health. In a 2018 study about food insecurity among college students at a mid-Atlantic public university, the

research team determined that food-insecure students experienced more frequent depression symptoms when compared to their food-secure counterparts (Payne-Sturges et al., 2018). These symptoms include having little interest in activities, feeling down or tired, poor appetite, and feeling bad about oneself. Those who report feeling symptoms of depression also experience disruptions to their academic work. A cross-sectional study conducted among first-year students across eight U.S. universities found that food-insecure students had significantly higher perceived levels of stress, disordered eating behaviors, and poorer sleep quality when compared to those in the study who were food-secure (El Zein et al., 2019). Through her research, Texas professor Lisa Henry found that while food insecure students expressed that physical exercise was important to them, their poor calorie intake prevented them from participating in such desired activities without losing energy at rapid rates (Henry, 2017).

Additionally, food insecurity plays a role in the academic achievements of many college students (Hagedorn & Olfert, 2018; Hege et al., 2021; Weaver et al., 2021). According to a 2018 study by researchers Rebecca L. Hagedorn and Melissa D. Olfert, the odds of high academic progress scores were inversely related to food insecurity. Students experiencing food insecurity are nearly six times more likely to have a lower GPA than food-secure students (Hege et al., 2021). A 2017 study found that food insecurity directly correlated to negative academic performance (Henry, 2017). Thirty percent of participants cited dropping grades due to hunger, and roughly fifty percent experienced difficulty concentrating (Henry, 2017). Students experiencing food insecurity are at a higher risk of "choosing between paying for food and educational expenses" (Hege et al., 2021).

Food insecurity not only impacts college students' ability to maintain their physical health, but it impacts their mental and emotional health as well as their academic performance

(El Zein et al., 2019; Hege et al., 2021; Payne-Sturges et al., 2018; Weaver et al., 2021). Many food-insecure students must choose between their schoolwork and affording food (Henry, 2017). The stigmatization of being hungry, especially while in college, prevents many students from seeking the help they need (Frank, 2020; Swales et al., 2020). Although an estimated thirty-eight percent of UA students are food-insecure, only about two percent use the on-campus food pantry (Lisnic, 2016). To build awareness and better understand how to persuade students in need to use its services, this study must review the food pantry's services, operations, management, and marketing communication techniques.

Jane B. Gearhart Full Circle Food Pantry

One organization dedicated to addressing the food insecurity struggles that members of the University of Arkansas community face is the Jane B. Gearhart Full Circle Food Pantry (JBG Pantry). This student-led emergency food assistance program opened in February 2011 and provides its clients with nonperishable food items and fresh produce. The pantry is "dedicated to nourishing bodies, empowering minds, and creating a community of compassion" ("Division of Student Affairs," n.d.). To better understand the pantry's inner workings and operational processes, this author conducted informational interviews with pantry board members in October 2021.

The JBG Pantry assists anyone with a valid UA or UAMS identification card and provides items for themselves and others in their household. This includes students, staff, faculty, and temporary and hourly employees. The pantry serves roughly 800-900 clients a month, with most users coming from graduate and international students and the least from undergraduate students (S. McCoy, personal communication, October 5, 2021). Roughly 50-100

volunteers also help the pantry each month (B. Walworth, personal communication, October 8, 2021). More people are interested than volunteer positions available. Therefore, the pantry has been trying to create more opportunities to accommodate those who want to help (J. Drydale, personal communication, October 12, 2021). The pantry's hours of operation are Mondays (11:00 a.m. - 3:00 p.m.), Wednesdays (3:00 - 5:00 p.m.), and Thursdays (10:00 a.m. - 2:00 p.m.).

The pantry offers a variety of programs to assist its student, faculty, and staff clients. The most common is in-person ordering. Clients fill out a form at the pantry and then wait while a volunteer fills their order. They can also order online and pick up their items at the Full Circle Food Pantry located in Bud Walton Hall. Clients fill out a form online to receive assistance for themselves and other household members. The pantry will then provide a three-day supply of groceries and personal care items for the entire household up to two times a week. These orders can be picked up during the pantry's regular hours of operation. They also offer a locker system for clients to pick up their orders outside of regular hours of operation and on weekends. Clients place their orders online and receive email notifications with a locker number and the combination to access it. The lockers are located directly outside the Full Circle Food Pantry and can be picked up between Thursday at 2:00 p.m. and Monday at 11:00 a.m. A recent program implemented by the pantry is the "Full Circle Express." This program helps provide the pantry's services to clients who cannot personally collect the items from an on-campus location during regular hours of operation ("Division of Student Affairs," n.d.). Instead, they may collect items every Tuesday and Friday (11:00 a.m. - 2:00 p.m.) at satellite locations around Fayetteville. Pickup locations include the Arkansas Union information desk, UAMS Northwest, the Arkansas Research and Technology Park, and the Food Science Building. They also have eleven mini pantries located around campus for students to utilize. These are stocked with nonperishables for

students to pick up anonymously. The pantry also offers "Cooking Matters" classes. The classes "teach the power of a good meal to U of A students" ("Cooking Matters," n.d.). The program consists of a nutrition portion, a food-budgeting/buying portion, and a hands-on cooking class. Students have the option of taking a one-time class or a six-week class. They were previously conducted in residence halls but have since moved to a virtual format due to COVID-19.

The JBG Pantry has a variety of partners both on-campus and around Fayetteville, Arkansas. Tri-Cycle Farms, a nonprofit organization in Fayetteville, provides food donations on Wednesdays to the pantry. Razorback Food Recovery (RFR) is the sister program of the pantry. They share the pantry space in Walton Hall and a van for transporting food. On Tuesdays, RFR will use some of the food they recover from dining halls to make packaged TV dinners that the pantry then distributes to its clients on Wednesdays (B. Roden, personal communication, October 20, 2021). The pantry also informally partners with various RSOs and Greek life organizations for food drives and/or donations. The largest food drive that the pantry hosts each year is the "Pack the Pantry" event during the weeks leading up to Homecoming. The goal is to bring in large quantities of nonperishable food items and toiletries to provide for clients over an extended period. Another significant source of partnerships comes from the eleven mini pantries set up around campus. These are pickup points on campus where clients do not need to place an order to use them, but rather, they can take what they need (B. Roden, personal communication, October 20, 2021). Each mini pantry is either monitored by the JBG Pantry or by administrators of the mini pantry's building. The following entries are the locations of each mini pantry and the organization with whom there is a partnership:

1. Commuter Lounge in Union – partnership with Career Development Center
2. Veterans Resource and Information Center – partnership with Veterans Resource and Information Center

3. Walton College of Business Building – partnership with Walton Career Services Center
4. Holcombe Hall – partnership with National Residence Hall Honorary
5. Grad Student Lounge in Gearhart – partnership with Graduate School
6. Pat Walker – partnership with Pat Walker Health Center
7. Kimpel Hall in a locked room – partnership with English Dept. (Private)
8. Kimpel Hall in a storage closet – partnership with World Language, Literature, and Culture (Public)
9. AFLS building – partnership with Bumpers College
10. Engineering Lounge – partnership with Women in Electrical Engineering (WIE) and Power Electronics Society (PELS)
11. Union 2nd floor – partnership with Associated Student Government

The JBG Pantry's current marketing communication efforts consist of seven methods, including websites, monthly newsletters, Newswire articles, a telephone hotline, and social media channels on Facebook, Instagram, and TikTok.

Websites. The University of Arkansas' official website contains the first website. The pantry's page on this website includes subsections outlining "who we are" and "whom we serve," as well as information on donations, how to request food for pantry pickup, the full circle express program, and its hours and location ("Division of Student Affairs," n.d.). The pantry's other page is located on the Volunteer Action Center (VAC) website. The VAC is a student-led organization that connects UA students to volunteering opportunities in northwest Arkansas ("About Us," n.d.). The JBG Pantry is one of the signature programs under the VAC. The pantry's page on this website includes subsections outlining "who we are," "who we serve," "get involved," "donations," "university food insecurity study," "volunteer positions," and "additional opportunities" ("Jane B. Gearhart," n.d.a).

Monthly Newsletter. The newsletter varies each month but includes recipe suggestions, sustainability information, and updated client and volunteer data (M. MacDonald, personal communication, October 8, 2021). Users can sign up for the monthly newsletter using a MailChimp link found on the Volunteer Action Center website. This is currently the only form of email marketing executed by the pantry.

Newswire Articles. The Newswire articles are submitted at the beginning of each semester to remind students of the pantry's services and during the fall semester around October to raise awareness for the pantry's "Pack the Pantry" event during Homecoming (S. McCoy, personal communication, October 5, 2021).

Telephone Hotline. The telephone hotline (479-575-7693) operates Monday through Friday (8 a.m. – 5 p.m.) for people to contact the pantry with questions.

Facebook. The Facebook page contains posts with up-to-date information about pantry services and event announcements ("Jane B. Gearhart," n.d.b). Clients can post comments with questions about the pantry or message the page directly. The header image on the page contains a digital picture of the pantry's entrance and its weekly hours of operation. There is also a sidebar on the Facebook page that contains the pantry's website, hotline phone number, email address, and that day's hours of operations ("Jane B. Gearhart," n.d.b). The Facebook posts communicate pantry-related information to clients (B. Roden, personal communication, October 6, 2021).

Instagram. Content for the pantry is posted on the VAC's official Instagram page, along with the five other programs under the VAC's charge ("Volunteer Action Center," n.d.). The pantry previously had a separate Instagram page. However, in 2018, it was combined with other programs to create a more consistent image across all programs (S. Nguyen, personal communication, October 18, 2021). Posts on the page's Instagram story include promotional

graphics, recaps of events, and member highlights. They are also used to share user-generated content and posts tagging the VAC (S. Nguyen, personal communication, October 18, 2021). The page contains highlights for each program and a color to identify them; its color is green in the pantry's case. Posts on this page focus on volunteer and service opportunities (B. Roden, personal communication, October 6, 2021).

TikTok. The TikTok account is a new addition to the pantry's promotional tools. It contains videos answering questions and promoting the Cooking Matters classes ("Full Circle," n.d.). The page's bio contains a Linktree with links to the pantry's Amazon Wishlist for general donations, an online monetary donation portal, and the spice drives Amazon Wishlist for spice donations. Both wish lists contain food items for the pantry that the pantry managers determine that they need. Donors can purchase items from the wish lists and have them shipped directly to the pantry. The TikTok content is geared toward student pantry clients (M. MacDonald, personal communication, October 8, 2021). While it is still in its early stages, the goal of the TikTok account is to inform students about the pantry and its services to increase awareness and usage.

The JBG Pantry has implemented numerous options for its clients to utilize. Clients can order online or in-person, pick up in lockers, at the pantry, or satellite locations, or even forgoing the ordering process and just using a mini pantry. The pantry has also used multiple online outlets for people to contact them and find out more information about the organization. Even with its expansive arsenal of services and marketing communication strategies, the pantry still faces some challenges reaching clients on the UA campus.

Communication Challenges

The JBG Pantry faces a few different challenges or problems communicating with clients and stakeholders. The first communication challenge is the lack of promotion for the pantry as a service to undergraduate students. Communication targeted towards this group often focuses on volunteer, service, and donation opportunities instead of promoting the pantry as a resource (B. Roden, personal communication, October 6, 2021). Undergraduates also comprise the least number of clients for the pantry (B. Walworth, personal communication, October 8, 2021). The majority of current undergraduate students fall into the category of Generation Z (Gen Z), which are those born between 1997 to 2012 (Meola, 2021). Instagram is the most commonly used social media platform among Gen Z users, followed by YouTube and TikTok (Herman, 2021). Sixty-five percent also report using Instagram daily (Green, 2019). Despite the popularity of this platform among this demographic, the pantry is unable to have its own Instagram account (B. Roden, personal communication, October 6, 2021). The VAC Instagram is the only official account that the pantry is connected to on the platform. Between January to October 2021, nine of the twenty-nine posts on the VAC Instagram were dedicated to the JBG Pantry. Three of the posts were invitations for new volunteers, two were post-event highlights (Spice Drive and Swap Til' You Drop), two were announcements for new pantry programs (Locker pickups, Holcombe Fridge), one asked for donations, and one outlined the history of the pantry ("Volunteer Action Center," n.d.). None of the posts encouraged students, staff, or faculty to use the pantry or its services as a resource.

The second communication challenge for the pantry is the inconsistent names of each social media platform, including both the page title/ username and page handle. The handle for the pantry's Facebook page is @UAFullCircle and the page title is "Jane B. Gearhart Full Circle

Food Pantry" ("Jane B. Gearhart," n.d.b). The TikTok handle and the page title is @fullcirclefoodpantry ("Full Circle," n.d.). The subtle difference in the names reflects inconsistent marketing communication and branding.

The third communication challenge is the inconsistent posting schedules across the pantry's social media posts. The pantry's Facebook page published six posts in September 2021. This averages out to roughly one post per week. The posts included a closed for Labor Day announcement, two announcements for a drop-in event to celebrate the UA's 150th Birthday and the pantry's 10th Birthday, a post linking articles about the NWA Daily's partnership with the NWA Food Bank for Hunger Action Month, a post containing its hours and location, and a Virtual Community Cooking Class announcement ("Jane B. Gearhart," n.d.b). Experts recommend posting on Facebook between 3-5 times a week, which means the pantry posts less than the recommended amount per week (Myers, 2021). The best days and times to post on Facebook include Tuesday, Wednesday, and Friday, from 9 a.m. to 1 p.m. (Arens, 2021). It is important to note that none of these posts utilized hashtags to increase their potential reach. Adding hashtags to Facebook posts makes them searchable and can increase interactions on the platform (Barnhart, 2021).

Only two posts appeared on TikTok during September 2021. This means that the pantry averaged one post every two weeks. The first post was a video answering questions about who can use the pantry, how often it can be used, and where the pantry is located that was set to a trending audio. The second post was a promotional video for the pantry's Cooking Matters class ("Full Circle," n.d.). Experts recommend starting with posting three times a week and working up to daily posts (Thomas, 2020). This means that the pantry posts significantly fewer than the recommended amount per week. The best days and times to post are Tuesdays at 9 a.m.,

14

Thursdays at noon, and Fridays at 7 a.m. (Mikolajczyk, 2021). The Cooking Matters promotional video included the hashtag #Aggies and the Q&A video included the hashtags #fyp, #foryoupage, #foodpantry, #razorbacks, #woopig, and #arkansas. Both posts included the hashtags #uark, #vac, and #fullcircle ("Full Circle," n.d.). It is recommended to include 4-5 hashtags on each TikTok post ("How to Use Hashtags," 2021). Organizations should also include branded hashtags on their posts to stand out and source user-generated content from those who use the brand's hashtag (Geyser, 2021).

Video advertising has become increasing popular with the introduction of social media as a way for brands to further market their products and services (Edney et al., 2018; Vedel et al., 2020). This is especially true for marketing to the younger generations that the majority of current college students fall into. When trying to reach Gen Z, for example, brands should use videos to establish clear values and mission, be transparent and accountable, establish its personality, be entertaining, and build a community (Thomas, 2021). Sarah Hughes (2021) also suggests that nonprofits market their organizations with videos that educate the public, build communities, or share inspirational messages.

When evaluating how social media posts performed, there are a few key metrics that organizations should pay attention to. Views, impressions, and unique users are important to track when the goal is to attract new audiences ("Video Marketing Strategy," 2022). Awareness, engagement, and conversions are also another set of metrics for organizations to follow (Shleyner, 2021). Captions also play a key role in how content performs on social media. In addition to hashtags, captions can help organizations make their posts more discoverable by using key words and encouraging action to be taken among their followers (Eldor, 2020; Warren, 2019; Williams, 2022). Social media captions should 1) hook people with the first line, 2)

include a call to action, 3) use line breaks to make longer captions easier to digest, and 4) utilize a consistent brand voice (Warren, 2019).

The final communication challenge is determining what media will have the most effective reach for the JBG Pantry. Marketing communication efforts for its resources make up less than ten percent of the budget, meaning price-conscious methods should be used (J. Drydale, personal communication, October 12, 2021). Social media is cost-effective and popular among the pantry's client base and target markets for this plan. A Pew Research Center (2021) survey of adults ages 18-29 showed that 70% reported using Facebook, 71% use Instagram, 48% use TikTok, and 42% use Twitter.

The JBG Pantry has numerous marketing communication tools at its disposal but still faces challenges when communicating with clients. A lack of adequate promotion of the pantry as a service for undergraduate clients can lead to students in need of food not knowing that the JBG pantry is a resource for them to use. The inconsistent social channel names also make it harder for clients to find the pantry across platforms. Erratic posting schedules on social media also hurt its chances of reaching clients who use these platforms. Understanding where the pantry falls short in marketing communication will help reveal what needs to be improved to reach the desired target markets.

Primary Target Market

The pantry personnel's interactions with clients are minimal, and their demographic data are not recorded to keep personal information confidential. The assumption is that those who use the pantry are in need, however, the pantry does not require any proof of this need to be presented by clients (B. Roden, personal communication, October 6, 2021). Therefore, the

demographic data and target market characteristics presented for this plan were constructed using information gleaned from secondary research and interviews conducted with five pantry board members and one VAC board member.

The primary target market for this social media strategy plan is University of Arkansas undergraduate students ages 18-24 from any discipline because thirty-seven percent of undergraduate students reported experiencing low or very low food security (Lisnic, 2016). Despite this, undergraduates account for the least usage among pantry clients at the University of Arkansas (B. Walworth, personal communication, October 8, 2021).

The Fall 2020 University of Arkansas enrollment report indicated that, of the 22,825 undergraduate students enrolled, the demographics were as follows: 45% male and 55% female; 74.5% White, 9.91% Hispanic or Latino, 4.5% two or more races, 4.2% Black or African American, 2.7% Asian, 2.2% Non-Resident Alien, and 1.9% other or unknown; 23.7% freshmen, 21.4% sophomores, 23.3% juniors, and 31.5% seniors (See Figure 1). Ninety-two percent of U.S. undergraduate college students are under the age of 24, and 2.8% are under 18 (Hanson, 2021). This means that most undergraduate students fall between the ages of 18-24 years old.

Figure 1.
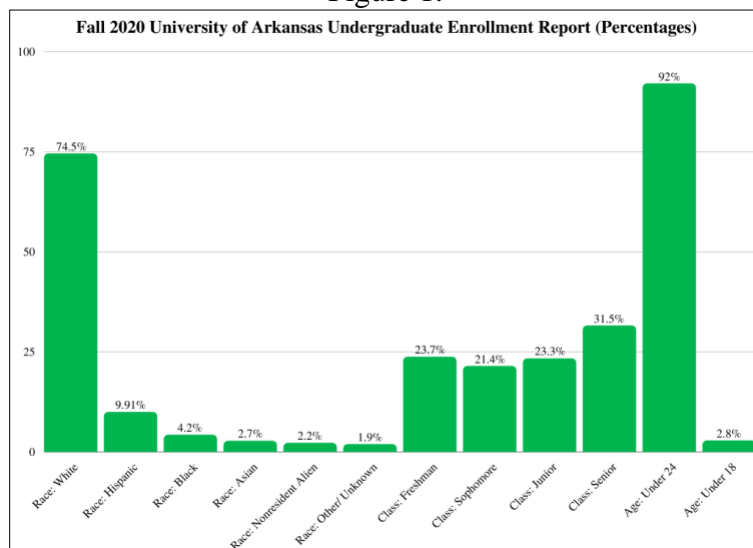
Note. Adapted from *University of Arkansas Mini Fact Book* by University of Arkansas, 2021.

Secondary Target Market

The secondary target markets are University of Arkansas graduate and international students from any discipline because, while these students have more established awareness of the food pantry and its services, they also have the highest ratings of food insecurity (47%) among student populations on the UA campus (Lisnic, 2016).

The Fall 2020 University of Arkansas enrollment report indicated that, of the 4,354 graduate students enrolled, the demographics were as follows: 47.6% male and 52.4% female; 63.3% White, 5.6% Hispanic or Latino, 2.5% two or more races, 6.4% Black or African American, 2.7% Asian, 16.1% Non-Resident Alien, and 3.4% other or unknown; 60.7% were pursuing a master's degree, and 33% were pursuing a doctorate's degree, 2.3% of all university students were pursuing a master's or graduate certificate, and 3.8% were non-degree graduate students (See Figure 2).

Figure 2.
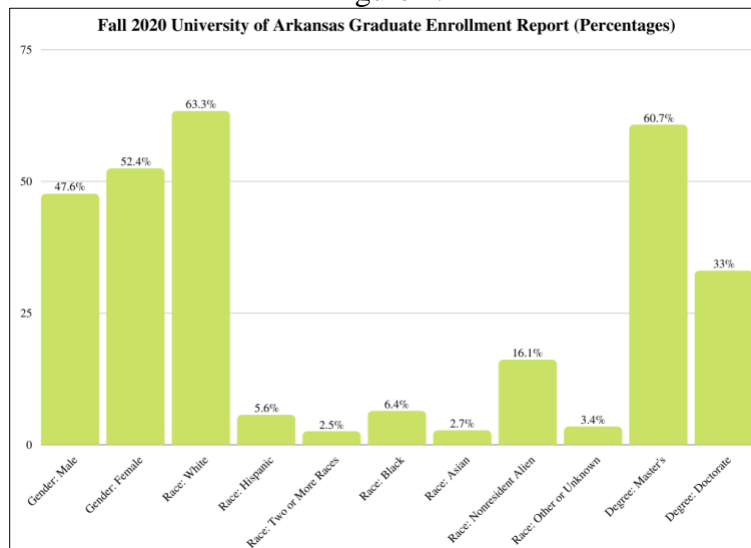
Note. Adapted from *University of Arkansas Mini Fact Book* by University of Arkansas, 2021.

The enrollment report indicated that 1,211 (4.4%) international students were enrolled but did not specify their age or ethnicity ("Fall 2020 Enrollment," 2020). In 2019, the U.S.

international student population had the highest level of participation among students from

China, India, South Korea, Saudi Arabia, and Canada (Hanson, 2021).

Target Market Characteristics

Food insecurity is prominent among the targets mentioned above. According to a study

by Lisnic (2016), 39% of respondents reported experiencing high food security, 22% were

marginally food secure, 20% experienced low food security, and 18% experienced very low food
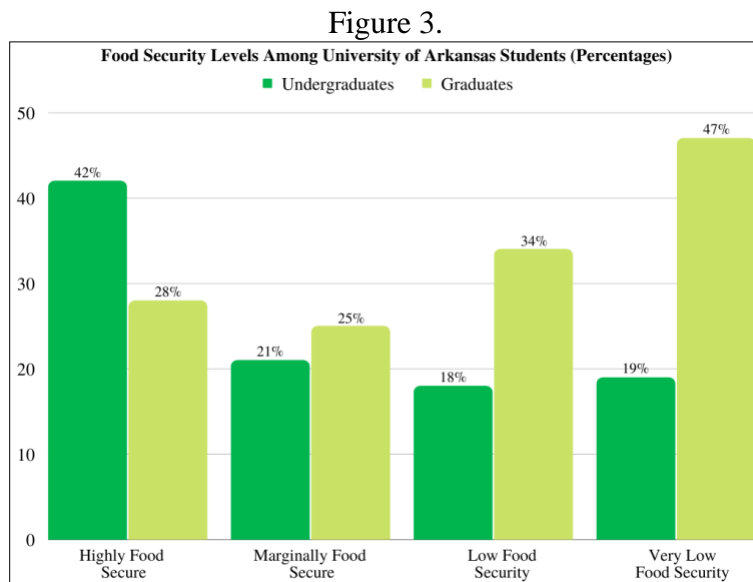
security.

Figure 3.

Note. Adapted from *Student Food Insecurity Survey* by R. Lisnic, 2016.

Figure 3 shows that among the undergraduate students who answered the survey, 42%

were highly food secure, 21% were marginally food secure, 18% had low food security, and 19%

had very low food security. Among the graduate students who answered the survey, 28% were

highly food secure, 25% were marginally food secure, 34% had low food security, and 13% had

very low food security. This means that 37% of undergraduate students and 47% of graduate

students experienced some level of food insecurity. Additionally, 21% of respondents reported not having enough money to spend on everyday things like food (Lisnic, 2016).

Social media is selected as the primary communication channel because it is a popular marketing tool among the target markets. According to a Pew Research Center report, 84% of adults ages 18-29 and 81% of adults ages 30-49 reported using at least one social media site (Pew Research Center, 2021). Despite other social media platforms rising in popularity, Facebook is still the most used social media site in the U.S., with 169.76 million mobile users accessing the app in September 2019 alone ("Most Popular Social Media," 2021).

Figure 4.
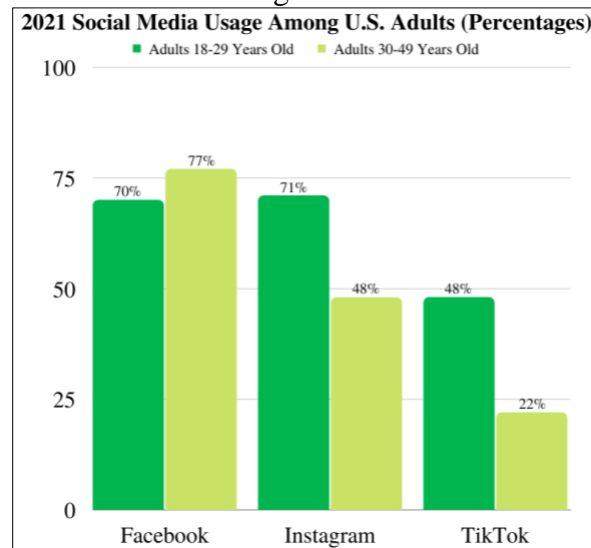
Note. Adapted from *Social Media Demographics for Higher Ed* by M. Mulder, 2021.

As is shown in Figure 4, when examining usage of social media by adults ages18-29, 70% use Facebook, 71% use Instagram, and 48% use TikTok (Mulder, 2021). Of U.S. adults 30-49 years old, 77% use Facebook, 48% use Instagram, and 22% use TikTok (Mulder, 2021). There are also multiple sites that U.S. adults report using daily, including Facebook (70%), Instagram (59%), Twitter (46%), and YouTube (54 percent; Pew Research Center, 2021).

A Nagel et al. (2018) study on collegiate student use of social media found that the top four social media sites for undergraduate student usage were Facebook (92.9%), YouTube (82.1%), LinkedIn (71.4%), and Instagram (67.9 percent; Nagel et al., 2018). In the same study, the top four social media sites for graduate student usage were Facebook (93.9%), LinkedIn (84.8%), Twitter (81.8%), and YouTube (78.8%; See Figure 5).

Figure 5.
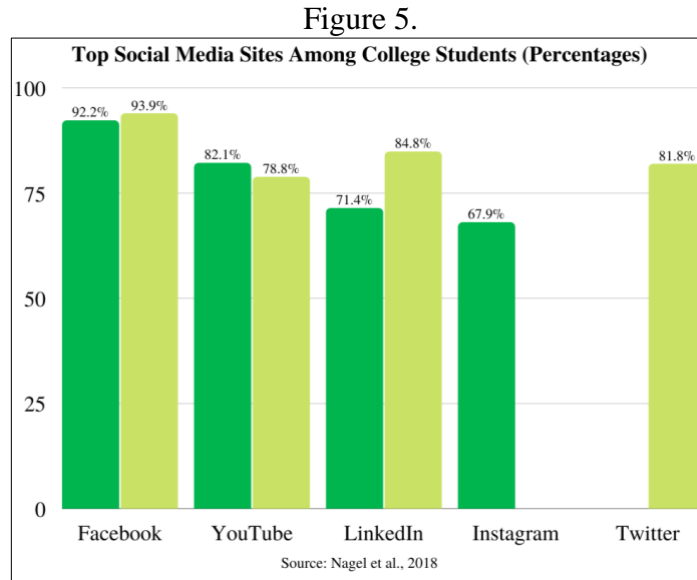
Note. Adapted from *Findings on Student Use of Social Media At The Collegiate, Undergraduate, And Graduate Levels* by T. Nagel et al., 2018.

This social media strategy plan's primary and secondary target markets have unique preferences for social media and online communication. Understanding what techniques have worked to raise awareness about the misconceptions surrounding hunger and promoting food pantries will help the JBG Pantry effectively reach its target markets.

The succeeding chapter on creative development research presents a survey of the college food pantry marketing communications literature, a discussion of the research process conducted to gather insights to inform this social media plan, and an analysis of the theory that formed the foundation for the creative techniques employed for the public service announcement (PSA) developed for the JBG Pantry.

Creative Development Research

Successful Food Pantry Marketing Communications Techniques

Numerous studies have explored techniques that college food pantries should utilize to market their programs and services (Lavoie & Marchand, 1998; Pope et al., 2009; Strotmann et al., 2017). In 2009, Grand Valley State professors Jennifer A. Pope, Elaine Sterrett Isely, and Fidel Asamoa-Tutu performed an exploratory study on developing marketing strategies for nonprofit organizations. The authors recognized that many nonprofits struggle with brand recognition among clients, primarily when catering to multiple ages and races, thus making efforts to build brand equity essential in any marketing strategy (Pope et al., 2009). Pope and colleagues also found that a successful marketing strategy needed to be straightforward and easy to implement and measure (Pope et al., 2009). In a 2017 study aimed at providing a marketing guide for nonprofit organizations at academic research institutions, six steps were identified to construct a successful marketing campaign: conducting formative research to understand the target audience, planning, pretesting, implementing, routine performance monitoring, and recycling and revision (Strotmann et al., 2017).

Multiple organizations have assembled operational and marketing guidelines for nonprofits to follow. The HubSpot Guide to Nonprofit Marketing provides insights on nonprofits' techniques in their marketing strategy (Decker, 2021). The guide discusses defining marketing goals, understanding target audiences, crafting key messages, creating strategies, and analyzing performance. It also outlines various marketing techniques, including email, event, video, social media, website, and content (Decker, 2021). Another resource came from the College and University Food Bank Alliance (CUFBA) and The Student Government Resource Center in 2015 when they developed a student government toolkit for running a campus food

pantry (Mathews, 2015). The toolkit was constructed from conversations with thirteen U.S.-based campus food pantries and includes information on how to conduct surveys of food insecurity levels on campus, how to set up and organize the physical space, market services, obtain volunteers, and more (Mathews, 2015). To help college pantries, in 2017, CUFBA crafted a presentation to use when creating strategies for fundraising events. It offers tips on food and funding drives, examples of event marketing posters, and a mock fundraising plan (College and University Food Bank Alliance, 2016). The Oregon State University Food Bank also provides a public manual on how to start and market a college food pantry with information on setting up the physical space, recruiting members and volunteers, fundraising, types of services to offer, how to ensure confidentiality, and more (Cunningham & Johnson, 2011).

Many marketing campaigns have also been executed in the past to address hunger. Feeding America, the nation's largest hunger-relief and food rescue organization, is well known for its public service announcement (PSA) campaigns, especially those that combat common stereotypes surrounding food insecurity. One such campaign was made with the Ad Council and McCann Worldgroup entitled "Stories of Hidden Hunger" ("Stories of Hidden Hunger," 2018). The two videos in the campaign depict families with working parents and are narrated from the child's perspective using well-known nursery rhymes ("Ad Council," 2018). The first PSA, "The Old Woman Who Lives in the Shoe," follows a teacher coming home from work and not having enough soup for herself and her two children. She shares the soup among her children, leaving only a spoonful for herself. The second PSA, entitled "Mother Hubbard," shows a woman watering down some milk to have enough to give to their son ("Stories of Hidden Hunger," 2018). Both stories were inspired by the 46 million people that Feed America serves. According to their Chief Marketing and Communications Officer Catherine Davis, "There are a lot of

misconceptions around hunger, and we purposefully chose stories about struggling working families to provide a range of relatable situations to help bridge the empathy gap" ("Ad Council," 2018). Through TV commercials as well as print and digital ads, this campaign broke down the misconception that people who are employed and have a home do not experience food insecurity ("Stories of Hidden Hunger," 2018).

In 2018, Feeding America, the Ad Council, and creative agency Leo Burnett used artificial intelligence (AI) to create a "portrait of hunger" for their ad campaign (Marchese, 2019). Over 1,000 images from Feeding America's member bank and demographic data from the 2018 USDA Food Security Report helped construct the AI-generated portrait. The member bank images gave an idea of what a person experiencing hunger looks like, and the report helped identify more specific demographic components, including ethnicity, age, and sex ("The Real Face," 2019). According to a Leo Burnett representative, "In using AI in this way, the campaign not only creates a statistically accurate and unbiased representation, but also one that is empathetically and unexpectedly familiar" (Marchese, 2019). The ad showed viewers that they do not need to look dirty, unshaven, or disheveled to be struggling with obtaining food. The campaign included television and radio spots as well as digital, print, and outdoor ads, which were all distributed using the Ad Council's network of media partners (Patton, 2019).

The United Nations World Food Programme also created a PSA in 2020 to bring awareness to the hunger crisis. The campaign was inspired by the videos on the Tasty YouTube channel, which amassed over 20.7 million subscribers for the overhead shots of food being prepared in their videos (Manjoo, 2017). The United Nation's video PSA used these same types of overhead shots, but instead of showing the meal preparation from start to finish, they showed the cooking process in reverse order. The goal was to raise awareness that people facing food

insecurity and starvation worldwide doubled from 135 million in 2019 to 265 million in 2020 due to COVID-19 (Beer, 2020). In addition to the video PSA, the campaign called for viewers to raise awareness by posting photos of their favorite meals on social media with the hashtag #MissingThisMeal.

All three of the aforementioned PSAs highlighted stereotypes about hunger. They challenged the notion that one has to look dirty or unkempt and be unemployed or homeless to experience food insecurity. By breaking down these stereotypes, the stigma of hunger will be impugned. These PSAs demonstrate the importance of truly understanding the target to avoid employing stereotypical images. To produce an effective PSA, it is also essential to define marketing objectives, craft key messages, construct an appropriate creative strategy, and analyze its performance. In addition, manuals or marketing guidelines with photos, stories, and videos are helpful tools for college food pantries.

Before pursuing a creative strategy and final creative concepts, this author conducted interviews with the JBG Pantry's board members to ensure that ideas were insights-driven and in sync with the current experience of the pantry administrators. The following section outlines the first wave of the primary research.

SMP Qualitative Exploratory Research

Exploratory qualitative research was conducted among the pantry's six board members to better understand the JBG pantry's current status and obtain information that would guide the execution of a comprehensive needs analysis (See Appendix A).

In the first research wave, interviewees included the pantry's supervisor Sage McCoy, board chair Briana Roden, communications coordinator Mallory MacDonald, data/operations

coordinator Ben Walworth, intern Josie Drysdale, and Volunteer Action Center (VAC) vice president of communications Stephanie Nguyen. The interviewees received a pre-interview questionnaire by email with questions about (1) role or job function for the pantry, (2) volunteer and staff information, (3) client information, (4) budget, and (5) marketing communication strategies and needs. These questions helped to gain a preliminary understanding of the marketing communication and operational strategies currently utilized by the JBG Pantry (See Appendix B).

The six interviews were conducted individually for approximately 30 minutes each. Semi-structured questions yielded information from interviewees about (1) the services offered by the pantry, (2) marketing communications needs and practices, (3) marketing communication recommendations, and (4) their evaluation of the pantry's operations (See Appendix C). The findings served to gain a better discernment of the wants, needs, attitudes, and behaviors of the client base. This interview series also informed the social media strategy plan and creative concepts produced for the pantry.

SMP Quantitative Copy-Test Research

For the second wave of this creative development research, a quantitative survey was developed via Qualtrics targeting actively enrolled UA students. Online surveys are cost-effective because researchers can access unique populations (Wright, 2005) and allow results to be available almost instantaneously ("Using Surveys," 2006). This survey sought students' knowledge, attitudes, and usage of food pantries and obtained feedback on a test PSA, which supported the creative development and recommendations for this social media campaign (See Appendix D). It did not ask respondents to provide any self-identifiable information, such as

26

their name, phone number, email, or student I.D. number, since anonymous survey methods promote greater disclosure rates of sensitive or stigmatizing information than non-anonymous methods (Murdoch et al., 2014). Before launching the survey online, it was pre-approved by JBG Pantry personnel and the thesis committee and was fielded on January 31, 2022 and remained open for 28 days following IRB approval (See Appendix E). Respondents were recruited through four different methods: (1) flyers containing QR codes for the survey that were placed in clients' order bags, hung up at the mini pantries across campus, and posted on the pantry's Facebook page; (2) promotional article in Newswire, which was submitted by the pantry; (3) uploading the survey to the Department of Communication's Research Participation System, and (4) emailing the survey link to 18 professors across disciplines requesting that they distribute the survey link to their students.

The survey consisted of three parts, the first of which gathered self-reports about food insecurity and pantry usage. These questions sought to determine whether (1) respondents were at risk for food insecurity; (2) usage, and attitude toward utilizing food pantries; and (3) awareness and familiarity with food pantries.

The second part included questions to copy-test a social media PSA concept. Questions in this section obtained the respondents' (1) response to the content and design of the PSA, (2) levels of message comprehension and recall, (3) insights on how to improve the content and design, and (4) recommendations on how to apply the PSA to a video version. These questions were designed to yield insights on what specific parts of the PSA resonated with respondents and what marketing communications strategies they preferred. The final part of the survey included questions about media usage and preferences and other demographic data. These questions

helped determine the best methods of reaching students and establish a demographic profile of respondents.

The survey was used primarily to gain feedback from respondents about the creative PSA and how it could be applied to other sponsored content, such as a video. In addition to the review of the college food-insecurity literature and the findings of the informational interviews, the elaboration likelihood model (ELM) theory provided the foundation on which the creative strategy for the PSA plan was developed.

Elaboration Likelihood Model

The elaboration likelihood model (ELM) is a theory about the thinking processes that occur in people as a result of persuasive messaging ("Elaboration Likelihood Model," 2014). According to the Interaction Design Foundation, "It seeks to explain how humans process stimuli differently and the outcomes of these processes on changing attitudes, and, consequently, behavior" (Geddes, 2016). The ELM consists of two routes of persuasion: central and peripheral. The central route occurs when elaboration levels are high, typically when the audience is fully engaged and paying attention to the information presented to them. When taking this route, people examine all of the information presented to them. This is done to "uncover all of the reasons in support of the proposal and the substantive merits of these reasons" (Rucker & Petty, 2006, p. 41). Essentially, the central route should be utilized if students' elaboration levels are high and an immediate change in attitudes is desired. This means that if one wants to increase the likelihood of food-deprived students using the pantry for an extended period, the central route of persuasion should be engaged when processing the PSA.

The peripheral route of persuasion occurs when elaboration levels are low, either from a lack of motivation or the ability to process the information presented. In the peripheral route, the respondents' attitudes will be informed overwhelmingly by simple cues or heuristics. These could include eye-catching photographs, graphic elements, and bold colors for important information. When respondents have low awareness or lack of motivation, they will likely only process peripheral cues, such as photographs, images, and color. This route is a valuable tool if involvement levels are low and an immediate change in attitudes is all that is needed from the audience (Rucker & Petty, 2006).

Knowing how cognitive processes occur in people when interacting with persuasive messaging helps advertisers make more informed decisions about how to design content for consumers with varying levels of interest. This report incorporated proficiencies learned from previously successful PSAs and communication theories to guide the design of the creative concepts for the PSA that was copy-tested in the survey (See Appendix G). The following chapter explains the mechanism used to develop the creative strategy for the PSA. The objectives, the application of the ELM theory, and the creative brief were used as a blueprint for the PSA are presented.

Creative Strategy

Cognitive Objectives

This plan's first type of objective is cognitive, which aims to increase knowledge or awareness among the target audience on a specific concept through an advertised message, such as a public service announcement (Cain, 2009). The goal is to create awareness that generates a positive response for the JBG Pantry.

This social media strategy plan has two cognitive objectives, the first of which is to increase awareness of the pantry's position as a resource among UA undergraduate students by 15% by May 2023 as currently, undergraduate students use the pantry the least, perhaps due to lack of awareness (B. Walworth, personal communication, October 8, 2021). In a 2016 study where 85% of respondents were UA undergraduates, 46% stated that they were unaware of a food pantry on campus (Lisnic, 2016). This would mean that the goal for this campaign is to increase awareness to about 61% by May 2023.

The second is to increase awareness of the food options offered at the JBG Pantry by 20% in one year. A 2018 UA thesis revealed that 92% of respondents did not know what food options were offered at the pantry (Yanniello, 2018). Therefore, the goal is to make at least 28% of students aware of the options provided for clients at the JBG Pantry.

Affective Objectives

Arguably one of the most important objectives for this plan is affect objectives, which are comprised of people's feelings toward a subject (Hazel & Kang, 2018). Affective objectives aim to elicit an emotion, whether positive or negative, that will lead to a particular behavior (Chen et al., 2019; Hsiao, 2020). Since this plan deals with food insecurity, it is imperative to recognize

that emotions will impact how a person responds to materials discussing this sensitive topic (Huang et al., 2018). Emotional responses can directly impact whether respondents realize the conative objectives (Hazel & Kang, 2018). For example, if the PSA elicits a negative response, respondents would be less likely to use the pantry or follow their social media pages. On the other hand, if the PSA is perceived positively, respondents would have positive feelings about the ad, and the good feelings about the ad could likely be transferred to the JBG Pantry (Huang et al., 2018).

This plan has one affective objective: to increase students' preference for the JBG Pantry as a resource that they would use and/or recommend to a friend by 10% in one year. Students who have a positive feeling about the pantry are more likely to use or recommend it to friends. When asked if they would recommend the pantry to students in need of food assistance after viewing the PSA, 78.6% of respondents answered either "agree" or "somewhat agree" (See Table 35, p. 79). Therefore, this number would ideally increase to 88.6% following the campaign's completion in one year.

Conative Objectives

The third objective category used for this plan is conative, which identifies the desired behavior change among target audiences (Cain, 2009). The goal is to create a positive behavioral change in terms of usage of services and engagement with marketing communication efforts.

The first conative objective is to increase the JBG Pantry's usage among all target markets by 10 percent. Currently, the pantry serves roughly 800-900 clients per month (B. Walworth, personal communication, October 8, 2021). Therefore, the expectation is to increase clients per month to at least 880-990.

The second objective is to increase the pantry's followers on Facebook (10%) and TikTok (25%) among social media users ages 18 to 24 over the campaign period. As of December 16, the Facebook page had 1,847 followers and the TikTok had 50. Thus, after one year of the campaign, the expected follower count should be 2,032 on Facebook, or 185 followers gained, and 72 on TikTok, or about 12 followers gained.

To help achieve these various objectives and ensure the PSA is on-strategy, a creative brief was prepared, which provided a blueprint to develop the creative concept for the PSA (See Appendix F). The following section outlines the theoretical rationale for constructing the test PSA, which was copy-tested and then refined based on creative development research.

Application of Theory to the Creative Execution

Based on the afore-mentioned elaboration likelihood model, Rucker and Petty (2006) suggest six steps to create an effective PSA. Step one is to consider the audience's elaboration level; step two is to evaluate message characteristics; step three is to review the message objective or type of change desired; step four is to evaluate the congruency of the audience's elaboration, message characteristics, and message objectives; step five is to test the message's effectiveness; and step six is to evaluate the message's effectiveness (Rucker & Petty, 2006). These six steps were applied when constructing the creative concept for the PSA.

1) Consider audience elaboration level. The first step is to consider whether the message recipients are likely to process the information using the central route of persuasion, peripheral, or both (Rucker & Petty, 2006). It is important to remember that the amount of contemplation put forth by an audience occurs on a continuum that can be determined by their motivation and ability to process the information presented to them. This report assumes that some students who

are unaware of the pantry or are not food deprived are not likely to have high elaboration levels. In contrast, students who experience food insecurity are more likely to have higher levels of elaboration. The creative should, therefore, meet students' needs with both low and moderately high levels of elaboration.

2) Design and evaluate message characteristics. The next step is to create elements that will serve as effective cues for the audience. Those who process the PSA centrally will comprehend the headline, body copy, and the arguments included must be relevant and informative. The headline, "Hunger doesn't have one face," breaks down the common misconception that hunger only affects certain groups of people, and if you do not "look hungry," you shouldn't be using a food pantry. The body copy states the pantry's mission and the options available to clients, which is critical to include since a fundamental objective of this project is to increase awareness of these offerings. Some UA students have also expressed that they might feel embarrassed if they were seen using a food pantry (Yanniello, 2018). This is why a line is included stating that there are multiple locations available for discreet pickup and that there are "no questions asked about income." Essential information such as the web address where interested students can place a food order is also included. Those who process the PSA peripherally will likely only process heuristic cues that are eye-catching and compelling. The portraits of college students in the background show men and women of different races, which are expected to be eye-catching and visually thought-provoking. The photographs communicate that those who use the pantry do not have to look like they struggle outwardly with hunger. The headline and call to action, "Visit https://linktr.ee/fullcirclefoodpantry to place an order today," are bolded and designed with the same green as the pantry's logo so that they stand out to

respondents. Brand recognition is a priority, irrespective of elaboration level, so the pantry's green logo is prominently placed in the PSA.

3) Message objectives. The third step involves assessing whether the goal of the message being presented is to create enduring or only immediate attitude changes. Ideally, respondents would process the PSA centrally because high levels of elaboration are more closely associated with attitudes that are persistent, resistant, and predictive of behaviors (Rucker & Petty, 2006). However, if the respondent's motivation to process the PSA is low, the peripheral route will be utilized, thus only eliciting short-term changes. Respondents may not utilize the pantry for themselves for months on end, but they may use it to get groceries during the holiday season when their finances are more restricted. Even if the central route is not used, those processing peripherally must still be made aware of the pantry and its resources. The use of headlines, images, and colors helps grab their attention. It is important to recognize that the PSA can bring awareness and stimulate action but cannot guarantee continued use of the pantry if students are dissatisfied. If the experience using the pantry's services is positive, students will likely use the service consistently if they continue to need it.

4) Evaluate audience elaboration, message characteristics, and message objectives. The next step seeks to establish congruency between the audience's elaboration level, the message characteristics, and the objectives (Rucker & Petty, 2006). To do this, an online survey was distributed to the target audiences to assess students' knowledge, attitude, and usage of food pantries to gauge their level of elaboration. The survey also asked respondents questions to gauge their response to the message characteristics to help determine if the message objectives are likely to be achieved. After the results were analyzed, the PSA was revised to reflect the relevant feedback.

5) Test message effectiveness. The fifth step calls for the researcher to test the message's effectiveness when high and low levels of elaboration are used. The PSA was pretested to glean feedback from respondents on its various design and content elements. The survey classified respondents to determine whether they were food insecure or not. Those who were food insecure were classified into three levels (mild, moderate, and extreme food insecure). Their responses to the PSA were compared to see if any specific pattern regarding its effectiveness was observed. To help test the message's effectiveness, respondents were asked how clear they perceived the PSA's headline to be, open- and close-ended questions about what they thought the main message was, and if they were likely to recommend the JBG Pantry after viewing the PSA.

6) Evaluate message effectiveness. The final step is to evaluate whether or not the message was effectively conveyed to the respondents, assuming that the recommendations from the plan are adopted. According to Rucker and Petty (2006), three questions can be asked to determine this: "Did people attend to and process the strong arguments? Did people rely on cues? Were the resulting attitudes held with certainty?" (p. 45). If the message was understood and adequately produced the desired outcome from the respondents, it is likely to be successful. However, if the message is not adequate, the PSA may be considered ineffective and have to be reworked to better reach the target audience (Rucker & Petty, 2006). To help determine the message's effectiveness, this study recommends that JBG Pantry personnel conduct a post-test to evaluate if the objectives were realized in the pre-set time frame.

These six steps helped guide the construction of the print PSA and how to assess its success at relaying its message to the target audience. The following section presents the key survey results and the feedback from respondents.

Survey Results

The 32-point survey disseminated among UA students via Qualtrics gathered insights on their knowledge, attitudes toward, and usage of food pantries. It also served as a measuring instrument to copy-test the proposed PSA to garner respondents' reactions to the elements within the ad. The questions aimed to determine respondents' food security status, what respondents comprehended and recalled about the message, and how much they felt the message and the design elements in the PSA aligned with their likings. To gauge the impact of the PSA, the survey sought to also understand respondents' intentions after viewing the PSA. The objective was to establish congruency between the audience's elaboration level, the message characteristics, and the plan's communication objectives. The data were analyzed with the aid of the Statistical Package for Social Sciences (SPSS).

Description of Sample

Two hundred and five (N=205) respondents completed the survey. Of those, 78.5% (n=161) were under the age of 22, while 15.2% (n=31) were between 23 to 32 years old, and 6.3% (n=13) were over 33 years old (See Table 1, p. 68). About 72% (71.7%) identified themselves as female, while about one-quarter (25.9%) identified as male, and 1.5% identified as non-binary or a third gender (See Table 2, p. 68). More than three-quarters (76.1%) of the respondents identified as Caucasian/White, while 7.8% (n=16) identified as Hispanic/Latino, 6.8% (n=14) as Asian/Pacific Islander, 3.4% as Black/African American (n=7), and 5.9% (n=2) as Native Americans or another race/ethnicity (See Table 3, p. 68). About one-quarter of all respondents (25.9%) were freshmen. Fifteen percent (15.1) were sophomores, 21.5% were juniors and 23.4% were seniors. Only 14.1% (n=29) were graduate students (See Table 4, p. 68).

The results show that the majority of the sample were young women under 22 years old who identified as Caucasian/White and were pursuing an undergraduate degree.

Media Use and Preferences

To better understand students' media usage and preferences, the survey asked respondents what media they spend most of their free time using and how would they prefer to receive information from the JBG Food Pantry (See Tables 5 and 6, p. 69). Figure 6 shows the mediums respondents use the most, with Instagram (36.1%, n=74) and TikTok (30.2%, n=62) being the most prevalent.

Figure 6.

Mediums Students Use Most During Free Time (Percentages)
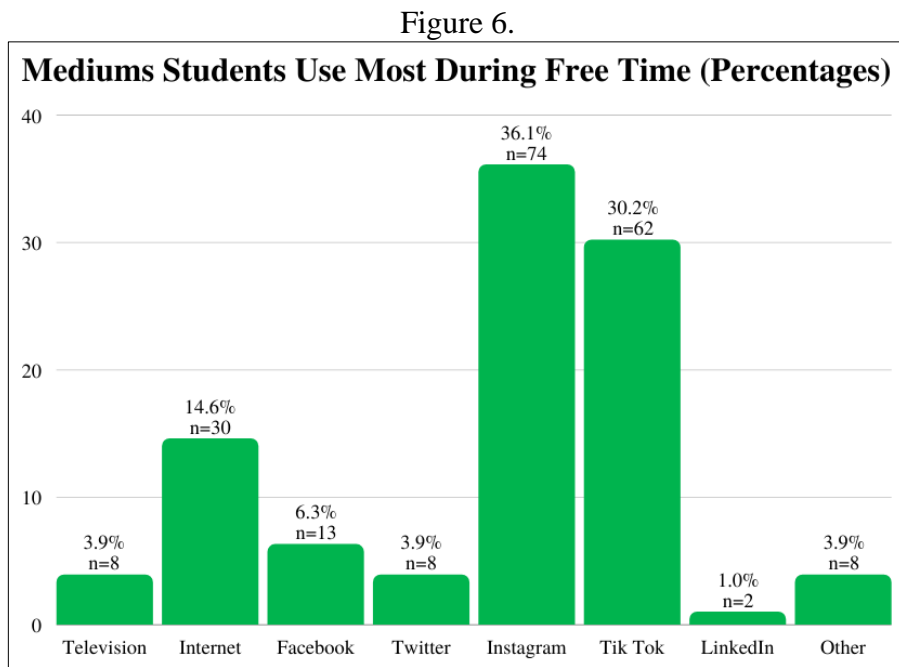
Note. Total N=205

Figure 7 shows the channels that respondents prefer to receive pantry-related communications, with emails directly from the JBG Pantry (22.4%, n=46) Hogsync emails (17.6%, n=36), and Instagram (16.1%, n=33) the most preferred.

Figure 7.

Preferred Ways to Receive Pantry Communications (Percentages)
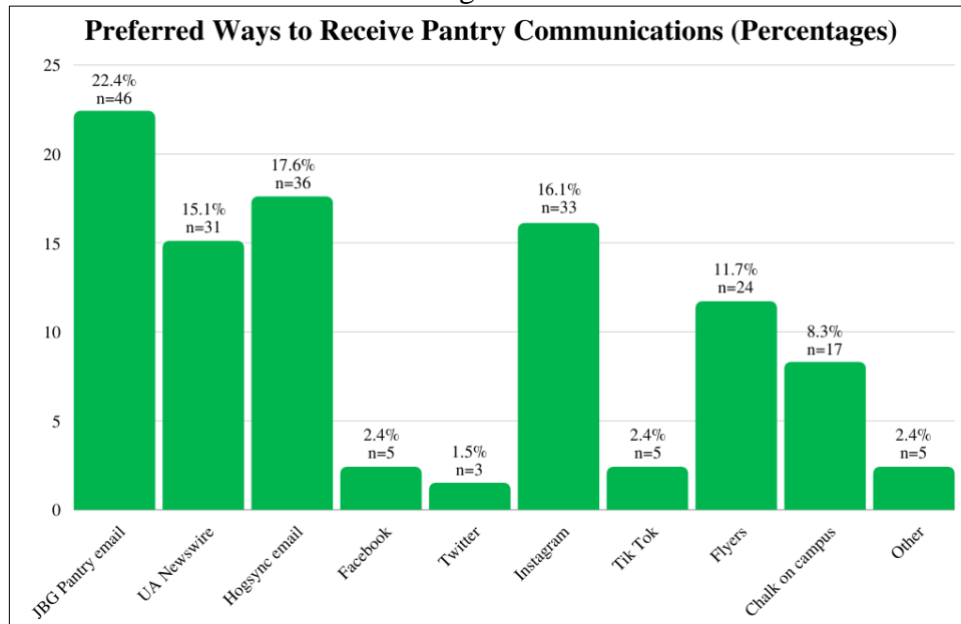
Note. Total N=205

Video and Music Preferences

Recognizing the popularity of video content on social media, the survey included questions to gauge respondents' desire for a video PSA. They were also asked what types of videos they preferred to watch on social media and their favorite genre of music. When asked if they would like to see a video version of the PSA, 34.6% (n=71) were neutral, 33.7% agreed (17.1%, n=35) or somewhat agreed (16.6%, n=34), and 31.7% disagreed (20%, n=41) or somewhat disagreed (11.7%, n=24; See Table 7, p. 69). The type of videos respondents reported to like watching most often on social media are humor (40%, n=82), videos that tell stories (20.5%, n=42), and videos that provide information (20.5%, n=42; See Table 8, p. 70). When asked "What is your favorite genre of music?" 34.6% (n=71) of respondents chose pop, 15.6% (n=32) country, 13.7% (n=28) R&B, 12.7% (n=26) rap, and 3.9% (n=8) classical (See Table 9, p. 70). Nearly 20% of respondents (19.5%, n=40) chose "other." The "other" genre of music students specified the most were indie/alternative, (35%, 14 of 40) and rock (27.5%, 11 of 40).

38

Knowledge, Usage, and Attitudes Toward Food Pantries

Food Insecurity

When the 205 respondents were asked, "In general, how would you describe your ability to access food since being in college?" 5.4% (n=11) said they neither had a difficult nor an easy time accessing food. One percent (n=2) selected "other" as a response. These two groups were classified as "neutral/other". However, nearly 60% (59.5%, n=122) said they have never had difficulty accessing food (See Table 10, p. 71). This group was classified as "food secure." In contrast, 29.8% (n=61) said they sometimes had a difficult time accessing food. This group was classified as "mildly food insecure." Three-point nine percent (n=8) said sometimes, they had a very difficult time accessing food. This group was classified as "moderately food insecure." In addition, 0.5% (n=1) said they had an extremely difficult time accessing food. This group was classified as "extremely food insecure" (See Figure 8).

The food insecurity variable was recoded and the mild, moderate, and extreme food insecure were combined and named "food insecure." Based on respondents' answers about their ability to access food since being in college, 59.5% (n=122) were food secure, while 34.1% (n=70) were food insecure, and 6.3% (n=13) were either neutral or other. Therefore, this study found that 34.1% (n=70) of the UA students reported food insecurity at varying levels (See Table 11, p. 71). An assumption was made that students who are food insecure would have a higher level of

Figure 8.

Note. Total N=205

39
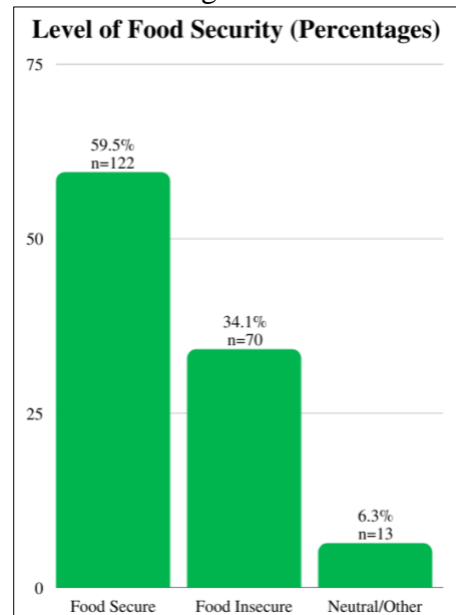
involvement than students who are food secure and may process the PSA and other marketing communications from the pantry differently.

Awareness of Food Pantries

Only forty percent of the UA students who participated in the study had a top-of-mind awareness of the JBG Pantry. To understand students' awareness of local pantries, an open-ended question in the study asked respondents, "What organizations do you know of that help UA students receive free food, if any?" Forty percent (n=82) mentioned the JBG Pantry, 12.7% (n=26) named other organizations in Northwest Arkansas and 47.3% (n=97) hadn't heard of any such organizations before (See Table 12, p. 71).

When asked to rate their familiarity with JBG Food Pantry on a five-point scale, where one is "unfamiliar" and five is "very familiar," 51.2% (n=105) were unfamiliar, 10.2% (n=21) were somewhat unfamiliar, 9.3% (n=19) were somewhat familiar, 10.7% (n=22) were familiar, and 18.5% (n=38) were very familiar (See Table 13, p. 71). The survey also questioned respondents about their familiarity with three other food banks located in Northwest Arkansas. The majority of respondents were unfamiliar with Life Source International Inc. (85.4%, n=175), Northwest Arkansas Community Food Bank (62%, n=127), and the Little Free Pantry (82.9%, n=170; See Tables 14, 15, and 16, p. 72).

In general, students are unaware and unfamiliar with food pantries in the Northwest Arkansas region. Of the four pantries listed, they are most aware and familiar with the JBG Pantry. If students are unaware of food pantries on campus and in the community, then they are unlikely to become clients and would be unable to share information with peers who may need the service.

Attitudes and Usage of Food Pantries

To establish whether respondents have or would use a food pantry, the survey asked, "Which of the following best describes your experience with food pantries?" Seven-point three percent (n=15) said they "currently use a food pantry", 12.7% (n=26) said they "currently do not use a pantry, but… have in the past," while 17.6% (n=36) "have never used a pantry but… may in the future," and 59% (n=121) said they "have never used a food pantry and do… not plan to in the future" (See Table 17, p. 72). When this question was cross tabulated with food security levels, it was revealed that 32.9% of food-insecure respondents indicated that they have never used a food pantry and did not plan to in the future (See Table 17a, p. 73). This implies that about a third of the students who could benefit from a food pantry would not use the service for various reasons.

The 59% of respondents (n=121) who have never used a pantry and would not in the future were then asked why they would not use a food pantry and were allowed to select multiple answers. Fifty-point three percent (n=100) indicated that they don't need a food pantry. The primary reasons given for not using a food pantry are having family who helps with food (20.6%, n=41), and not believing that they qualify for using a food pantry (17.1%, n=34; See Table 18, p. 73). These same respondents (n=121) were then asked another multi-select question, "If you were experiencing hunger, what would you do?" There were 194 responses to the question. Respondents indicated that they would ask their family for assistance (55.7%, n=108), ask their friends for assistance (21.1%, n=41), use a food pantry (13.4%, n=26), or apply for food stamps (8.2%, n=13; See Table 19, p. 74). This finding suggests that 13.4% of people who don't want to use a pantry may do so if they are in crisis and don't have other alternatives.

The respondents who said that they had either previously used a pantry, currently use a pantry, would use a pantry in the future, or others were asked which food pantries they had used. Of the 94 responses, 27.7% indicated using the JBG Pantry (See Table 20, p. 74).

Research indicates that the issue of getting food for free is emotional. The question "In general, which of the following emotions, if any, have you felt when asking for food assistance?" was asked to gauge emotional responses that may occur when receiving food assistance. Respondents (N=205) could select multiple answers from a list of response choices, which included "embarrassed," "sad," "ashamed," "indifferent/neutral," "hopeful," "happy," "fulfilled," "brave," "other," and "I have never asked for food assistance." Most respondents said that they have felt embarrassed (20.6%, n=61), ashamed (14.2%, n=42), and sad (8.1%, n=24) when asking for food assistance (See Table 21, p. 75). This suggests that the stigmatization of hunger is a distressing issue for UA students, most of whom experience negative emotions when reaching out for help with food.

To reveal more insights on attitudes toward using food pantries, the respondents were asked what they felt would be the most difficult thing about using a food pantry if they were experiencing hunger. The three most frequent responses were not knowing how to gain access to a pantry (41.5%, n=85), not wanting people to know that they use a pantry (28.3%, n=58), and not wanting to deal with paperwork they may be required to complete (16.6%, n=34; See Table 22, p. 75).

Copy-testing of the PSA

To test the PSA, respondents were asked if they "agreed," "somewhat agreed," were "neutral," "somewhat disagreed," or "disagreed" with various statements related to their ability

to recall the message presented, relatability to the content, and perceptions of different design elements utilized in the PSA.

Message Comprehension, Recall, and Relatability

The results of the survey indicate that the message was comprehended, recalled, and found relatable by most respondents. A total of 62% of all respondents agreed (29.3%, n= 60) or somewhat agreed (32.7%, n=67) that the PSA makes it seem like hunger affects a lot of UA students (See Table 23, p. 75). Additionally, an overwhelming majority agreed (73.7%, n=151) or somewhat agreed (14.1%, n=29) that the PSA encourages students in need to go to the pantry for food (See Table 24, p. 76). When asked if they knew what services the pantry offers based on the PSA, over 80% agreed (51.2%, n=105) or somewhat agreed (30.7%, n=63) that they did (See Table 25, p. 76). Over 75% of respondents disagreed (46.8%, n=96) or somewhat disagreed (28.8%, n=59) that the PSA did not provide enough information about the pantry, meaning that respondents thought the PSA had enough information included (See Table 26, p. 76). The data shows that most respondents believed that the PSA encouraged students to use the pantry and provided enough information about the pantry and the services it offers.

To test respondents' ability to recall the PSA's message, the survey asked respondents to report, "What best describes what the JBG Full Circle Pantry wants you to know from the PSA?" Eighty-eight-point three percent (n=181) selected the option stating, "Anyone can be hungry, and if you need food, produce, or toiletries, you can go to the JBG Full Circle Food Pantry" (See Table 27, p. 76). The data results show that the PSA makes it seem like hunger affects a lot of UA students and the overwhelming majority of respondents were able to comprehend and successfully recall the key message of the test PSA.

Perception of Design Elements Within the PSA

The survey tested the respondents' perceptions of four different aspects of the PSA: (1) the headline and body copy, (2) the photos, (3) the use of color, and (4) their overall liking of the PSA. It also investigated whether these perceptions increased the likelihood of respondents recommending the JBG Pantry to a student who needs assistance with food.

Although most respondents found the headline clear and did not think the PSA was too wordy, more than one in three (34.6%) felt the body copy was too wordy. Over 80% of respondents indicated that they thought the headline, "Hunger doesn't have one face," was clear (65.4%, n=134) or somewhat clear (21.5%, n=44) to them (See Table 28, p. 77). When asked if they thought that the PSA was too wordy, 25.4% (n=52) disagreed, 22% (n=45) somewhat disagreed, while 24.4% (n=50) somewhat agreed and 10.2% (n=21) agreed (See Table 29, p. 77).

When asked if they liked the images of the diverse faces, over 80% agreed (65.4%, n=134) or somewhat agreed (18.5% n=38; See Table 30, p. 77). Further, over 60% disagreed (35.1%, n=72) or somewhat disagreed (32.7%, n=67) that the images of faces were too subtle (See Table 31, p. 77).

To determine if the respondents found the colors in the PSA suitable, they were asked to rate the statement, "The different colors in the PSA work well together." More than half of the respondents agreed (35.6%, n=73) or somewhat agreed (26.8%, n=55) that the PSA's colors work well together (See Table 32, p. 78). However, when they were later asked to give recommendations on how to improve the test PSA, several discussed making changes to the color, including changing it to a color that popped more and wasn't so harsh to look at.

Overall PSA Liking

To understand what elements within the PSA were liked or disliked by respondents, the survey asked them to indicate their favorite and least favorite elements. For most respondents, their favorite parts of the PSA were, the fact that no questions are asked about income (30.2%, n=62), the line stating that the pantry provides nonperishables, fresh produce, and toiletries (12.7%, n=26), the headline (10.7%, n=22) and the picture of different people (10.2%, n=21) and orders can be placed online (8.3%, n=17; See Table 33, p. 78). Most respondents did not have a least favorite part of the PSA. Most of them reported that they did not dislike any particular part (45.9%, n=94). The two elements that were their least favorite were the layout (13.7%, n=28) and the four lines with the information about the pantry (11.2%, n=23; See Table 34, p. 79).

Behavior/Intent After Viewing PSA

The hope is that the PSA will help to change negative perceptions about obtaining food from the food pantry and to get students to either use the pantry themselves or recommend it as a resource for students who are food insecure. Over 75% agreed (49.3%, n=101) or somewhat agreed (29.3%, n=60) that they would recommend the pantry to students in need of food assistance after viewing the PSA (See Table 35, p. 79). This suggests that the PSA as a communication tool will persuade UA students to recommend the food pantry. Even though respondents made many creative recommendations on how to improve the PSA, these respondents may have processed the test PSA centrally and were persuaded by the message.

Respondent's Recommendations to Improve the PSA

To receive more in-depth feedback, the author asked respondents open-ended questions about how the PSA could be improved. All (205) respondents submitted recommendations and

the verbatims were analyzed and classified into various categories (See Table 36, p. 80 for verbatims). Five distinct categories emerged: (1) simplify the wording, (2) change some aspect of the design, such as the layout or background, (3) use different colors, (4) changes that would make the text easier to read, and (5) no changes were necessary. While 29% (n=60) thought that no changes were necessary, 24.3% (n=50) said to simplify the wording in some way. One of these responses, for example, included, "I think less words could be used for people to be able to read it in passing." Additionally, 23.4% (n=48) wanted some aspects of the PSA's design changed, such as the layout or background. This included "Putting [the faces] in a border around the edges." About 10% (10.2%, n=21) preferred for the PSA to use a different color than green. Lastly, 9.2% (n=19) specifically identified changes that would make the text easier to read, such as "Taking out the photos in the middle." Several of these recommendations formed the basis for the modification of the test PSA (See page 50).

Video PSA Ideas

An open-ended format was also utilized to ask respondents what they would like to see if the pantry were to create a video PSA (See Table 37, p. 87 for verbatims). The responses were grouped into six categories: (1) include the same information as the test PSA, (2) show how to use the food pantry and what they offer, (3) show students using the pantry/ diversity/ testimonials, (4) a video isn't necessary, (5) other, and (6) unsure/ no answer.

The most common answer was for the video to show how to use the pantry and what it offers (36.6%, n=75), including how to place an order, what items the pantry offers, and how to access the pantry's various locations. For example, one respondent said, "I would like to see what the food pantry may look like and [a] detailed explanation so that I wouldn't feel too scared to go." The other prominent recommendation from respondents was to make students the focus

of the video (21.5%, n=44). These responses included suggestions to show students using the pantry, focus on diversity, and have testimonials from those who have received assistance in the past. Other students suggested various concepts for scripted videos. One such suggestion was to include a "Video of normal college kids deciding what they want to eat for the night, but they cannot afford to buy food and their allowance is empty, therefore they seek help from the food pantry." Many of the respondents' suggestions helped to guide the revisions made to the PSA. Several of these ideas could potentially alleviate some of the misconceptions surrounding the qualifications to receive food assistance.

Limitations

This survey utilized a convenience sample, so not every UA student had the opportunity to participate. A quota sample was not feasible, so most respondents were enrolled in the Fulbright College of Arts and Sciences. Even with a variety of distribution methods, the survey only yielded a sample of 205 respondents after 4 weeks in the field because of inclement weather and the inability to provide incentives. Since the survey dealt with the sensitive topic of food insecurity, this study did not ask respondents to provide any identifying information to ensure anonymity and encourage honest answers. Students were therefore unable to supply any contact information, so the author could not provide any direct incentives for participating in the study.

Since respondents were specifically instructed to analyze and provide their opinion about the PSA, it is likely that they evaluated the PSA with high involvement. In a staged test environment, respondents, by nature of the task utilize high levels of elaboration, therefore, it becomes problematic to compare how a high involved participant would respond versus someone with low involvement.

Social Media Strategic Plan Recommendations

This report developed these recommendations based on data-driven insights derived from the literature on food pantry marketing communication techniques and the Elaboration Likelihood Model (ELM) theory of persuasion. In addition, primary research was conducted using mixed methodologies to inform these perspectives. The methodologies were (1) a critical analysis of the JBG Pantry's current marketing communication practices; (2) a needs analysis conducted from interviews with the pantry's board members; and (3) an attitude, usage, and behavioral online Qualtrics survey conducted among 205 UA students, which included a copy-test of a proposed public service announcement (PSA). The quantitative copy-test also required respondents to give recommendations on improving the PSA and applying the proposed creative concept to a video. While this is a social media strategy plan, it is also designed to consider the pantry's existing integrated marketing communication operations.

Social Media Communication Tools and Strategies

The expectation is that this social media plan will achieve the following objectives within the campaign year:

1. To increase awareness for the JBG Full Circle Pantry as a resource among UA undergraduates by 15% from May 2022 to May 2023.

2. To increase usage of the pantry among UA food insecure undergraduate, graduate, and international students, by 10% from May 2022 to May 2023.

To achieve these objectives, utilize the following key digital communication tools:

- Image PSA (announcement posted across a range of social media platforms)

- Video PSA (announcement produced at different timeframes and posted across a range of social media platforms)

- E-mail announcements (produced for specific seasonal occasions for both clients and donors)

Digital Image PSA

A social media image ad is advantageous for driving traffic to the pantry's website. It is easy and inexpensive to produce and has links straight to specific pages on the website to obtain more in-depth information (Newberry & McLachlan, 2020). The digital image PSA is suitable for most social media platforms but performs best on Facebook, Instagram, and Pinterest since people want and expect images with little or no text on these platforms ("Social Media," 2020).

When asked about the test PSA concept, which can be seen in Figure 9 below, many of the survey respondents (30.2%) liked the pantry's policy of not requiring clients to prove the need for food. They also approved of the information in the PSA stating that "no questions asked about income" and that the pantry provides "nonperishable foods, fresh produce, and toiletries" (See Table 33, p. 78), but several didn't like aspects of the layout and thought the text was somewhat hard to read (See Table 34, p. 79). Also, respondents felt that the PSA was wordy, should use a distinct color palette, and needed a QR code for printed materials instead of links requiring manual typing (See Table 36, p. 80).

To address these suggestions, this plan revised the original PSA to tackle four issues to create a more cohesive layout and make the text more legible. The first revision included moving the lines stating, "Visit us today for nonperishable foods, fresh produce, and toiletries" and "Multiple locations available for discreet pickup" to the bottom portion of the PSA to spread out

the written information in the PSA. The plan used an emboldened Cooper Hewitt font style to draw more attention to the text describing the pantry ("The Full Circle Food Pantry is dedicated to nourishing bodies, empowering minds, and creating a community of compassion"). Next, the revised concept changed the headline ("Hunger Doesn't Have One Face") and the call to action ("Visit https://linktr.ee/fullcirclefoodpantry to place an order today") to Pantone #187 C, which is a red color, to make those words pop more. Even though green is the color utilized by the pantry, red is still relevant as it is one of the university's official colors. To improve the legibility of the body copy, the new concept removed some of the photographic portraits in the middle of the PSA to give the text a blank background and make it easier to read.

Figure 9.

Note. The test digital image PSA.

Figure 10.

Note. The revised digital image PSA.

A second print version of the PSA utilized a QR code that links to the pantry's website. The pantry may use the revised PSA containing the QR code in Figure 11 for any print materials

distributed, while the revised image PSA in Figure 10 is best suited for emails, newsletters, and

social media.

Figure 11.

Note. The print version of the PSA.

Video PSA

Video ads are exceedingly popular on social media and not only are they available on

every major platform, but consumers prefer them over other creative ad types (Collins & Conley,

2021). Video ads are visually captivating and work well at grabbing and holding the audience's

attention (Law, 2021). Therefore, videos are strong tools for nonprofits to market their

organizations in addition to image ads. Sixty percent of people report that video is a medium

they consume frequently and 92% of consumers on mobile will share videos with others

(Decker, 2021). Video marketing can help an organization increase engagement levels across

social media channels and educate audiences on what it provides ("What is Video Marketing,"

2021). Seventy-six percent of users say they would share a brand's video with a friend if they found it entertaining (Karl, 2021). Author Joseph Hur (2020) offers four tips on what to include in your nonprofit video marketing. Marketers should 1) Educate the audience on the importance of their cause; 2) Share inspiring stories; 3) Showcase the staff, and 4) Have a clear call to action.

Survey respondents in this research provided ideas for what they would like to see in a video from the JBG Pantry, with the most popular responses being a video demonstrating how to use the pantry (36.6%, n=75), including how to place an order, what items the pantry offers, how to access the pantry's various locations, as well as videos that focus on students (21.5%, n=44; See Table 37, p. 87).

The pantry should create a thirty-second didactic video breaking down the different services that it offers and how to use them. This would include showing how to place an order in-person, online for pantry-pickup, and online for locker and satellite-location-pickup, as well as informing them that there are twelve mini pantries across campus. The pantry can also edit the primary video into ten and fifteen-second versions to disperse the information and post it across social media platforms such as TikTok, Instagram, and Twitter, which customarily use shorter video formats. This would be an effective marketing communication option as it will establish a clear multi-media explanation of what the pantry offers and how to use it. This is important because 98% of online users say they've watched an explanation video to learn more about a product or service before using it (Karl, 2021). The pantry should utilize its TikTok account to target undergraduate students since they prefer TikTok significantly more than other apps, and most current undergraduates fall under the Generation Z age cohort (Mintel, 2021). Since survey respondents reported that their favorite videos to watch on social media are ones that utilize humor (See Table 8, p. 70), TikTok would be the ideal platform to release this type of content.

Share the videos on the JBG Pantry's Facebook account to increase visibility. This can help the pantry to retain its existing audience, broaden its reach, and attract new followers.

Email Announcements

In addition to social media PSAs, email marketing is another tactic that the JBG Pantry should utilize to communicate with clients. Email and social media are important communication tools to utilize because JBG Pantry emails (22.4%, n=46), Hogsync emails (17.6%, n=36), and Instagram (16.1%, n=33) were the preferred methods of contact among survey respondents (See Table 6, p. 69). Additionally, since 91% of U.S. consumers use their e-mail daily, this allows the sender to reach their target audiences who might not be engaging with them on their other social media pages (Forsey, 2021). Email marketing is also highly effective at creating a personal and powerful connection with recipients (Decker, 2021).

The pantry should disseminate an email blast containing a seasonal newsletter every other month, listing any upcoming events, highlighting a few popular items that are currently available at the pantry, as well as including links to the pantry's Facebook and TikTok pages. Having these emails go out every two weeks will keep the pantry on the recipient's mind without overwhelming them with communications to the point that they unsubscribe. An example email newsletter is presented in Figure 12 below.

The pantry should also send automated emails whenever someone new subscribes to the email chain with a welcome message and a brief overview of what the pantry offers. This is another way to create awareness for the available services and special seasonal offerings. Finally, emails should be disseminated whenever someone donates to the pantry that thanks them for their contribution.

Figure 12.
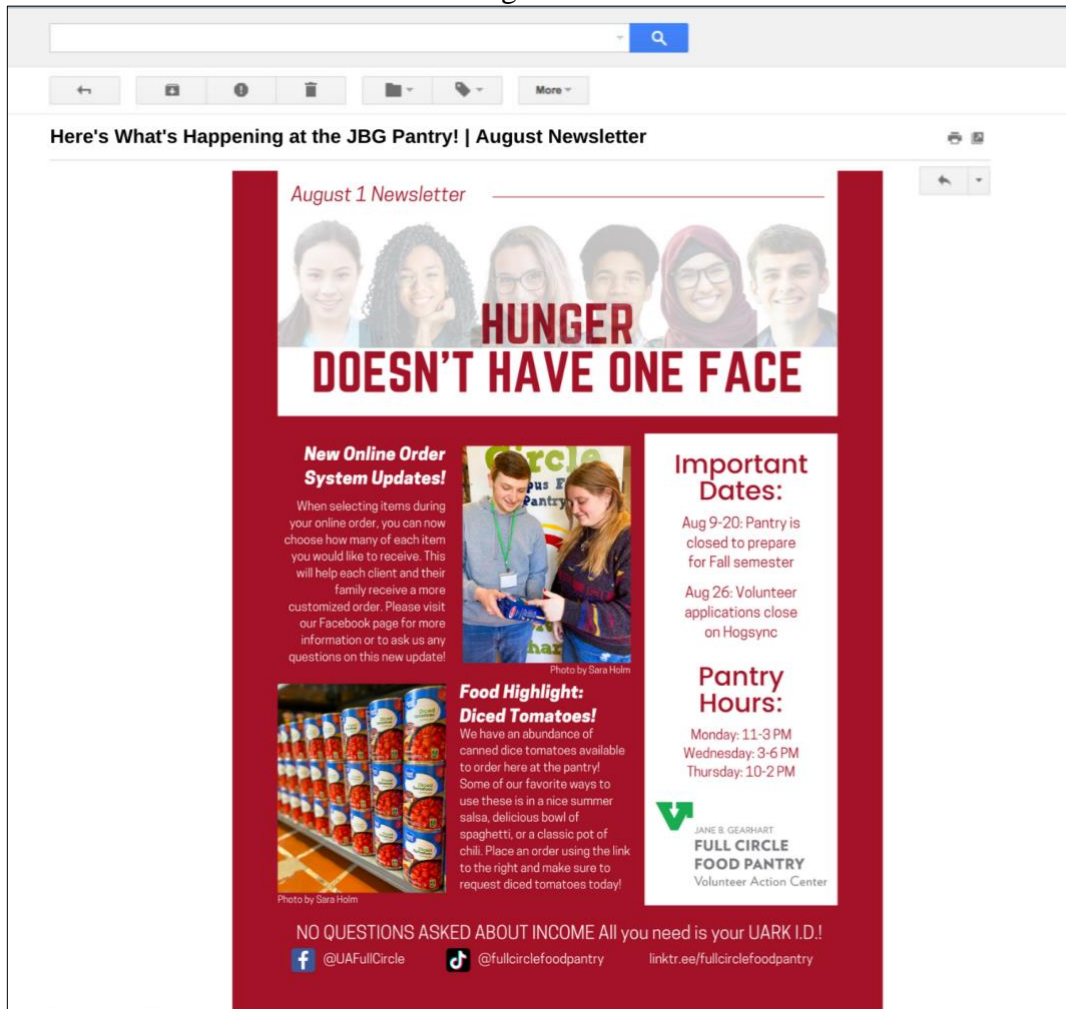
Note. Example client email newsletter.

Communication Strategy

The design system created for the image PSA forms the template for any other communication tools produced for the JBG Pantry over the one-year campaign period. Communication strategies relating to the design system, nomenclature, and the scheduling of dissemination of information are critical to the success of achieving the objectives.

Consistent nomenclature and design system

Use @JBGFoodPantry as the pantry's handle across all social media platforms. There are three main advantages to having consistent social media handles (Keller, 2021). First, it will

make it easier for users to find the organization on every platform. Next, it makes it easier for

people to remember the one handle name associated with the brand's different social media

accounts. Finally, it conveys professionalism and aesthetic value by appearing uniform and clean

across all platforms (Keller, 2021). When choosing a social media handle, organizations should

make sure they are concise, easy to spell and pronounce and tell the user what the organization is

about or does (Barker, 2021).

Change the Facebook and TikTok handles to @JBGFoodPantry. This tells users what the

organization is (a food pantry) and is short and memorable, all of which are essential elements of

choosing a social media handle for a brand (Keller, 2021). As of March 20, 2022, this handle

was also available on Twitter. This plan recommends that the JBG Pantry adds this medium as

another channel to reach clients. Similarly, change the username for each page to "Jane B.

Gearhart Full Circle Food Pantry" so visitors can see the pantry's full title.

Consistent social media posting schedule

Implement a consistent posting schedule for the pantry's social media channels. Posting

regularly on social media helps keep the organization at the top of your follower's minds

(Wigfield, 2021). Sporadic posting prevents followers from receiving adequate exposure to the

organization's content than if posts are updated consistently. Experts recommend posting on

Facebook between 3-5 times a week (Myers, 2021). The best days and times to post on Facebook

include Tuesday, Wednesday, and Friday from 9 a.m. to 1 p.m. because of the increased

engagement that occurs during these periods (Arens, 2021). While it is best to have daily uploads

on TikTok, it is not always possible. Therefore, this report recommends posting at least three

times a week (Hande, 2022). The best days and times to post on TikTok are Tuesday at 9 a.m.,

Thursday at 12 p.m., and Friday at 5 a.m. because these periods typically have the most active

users using the app and engaging with content (McCormick, 2022). While these are the

recommended posting schedules, organizations need to set a schedule that is convenient for

posting, as long as it can be consistent and maintained (Hughes, 2016). For example, the pantry

would not want to post six times in one week and then only post once the following week. In

addition, consistently encourage the social engagement of clients and micro-sponsors to answer

questions and provide general feedback about the pantry's services.

Instagram

This plan recommends that the JBG Pantry have its own Instagram account separate from

the VAC to interact with clients about its services. Thirty-six-point one percent (n=71) of survey

respondents reported Instagram as their most used medium in their free time (See Table 5, p. 69).

Additionally, Instagram was the third most popular answer (16.1%, n=33) among respondents

when asked how they would like to receive communication efforts about the pantry (See Table 6,

p. 69). Instagram has a variety of tools to engage clients. Use polls and question functions on

stories to encourage clients to participate with the pantry's page (Stelzner, 2019). Post stories

each week showcasing what food options are at the pantry, especially when Tri Cycle Farms

deliveries are made. Include highlights about each service that the pantry offers to allow clients

to find specific information for each option available to them. Social media activities on

Instagram could include posting series as well as one-off posts, such as recipes using items found

in the pantry, a "Did you know?" series talking about facts people may not know about the

pantry, and anonymous testimonials from clients who have enjoyed using the pantry.

Budget

      The pantry should utilize 10% of its budget to carry out the various elements of the social media plan. Purchase a subscription to a scheduling platform, such as Later or Planable, to schedule consistent posts across Facebook and Instagram. Hire a social media strategy intern for four months to carry out the tasks for the planning and execution period and administer the pre-test/post-test survey. Given that there is more interest in pantry volunteer positions than there are available assignments, recruit volunteers to create graphics and short videos that can be utilized on the pantry's social media and monitor posts throughout the academic year.

Timeline

Social Media Plan Timeline

MAY 2022 | JUNE 2022 | JULY 2022

Plan and execute digital image and video PSA. Refresh website deisgn.

| AUG 2022 | SEPT 2022 | OCT 2022 | NOV 2022 | DEC 2022 | JAN 2023 | FEB 2023 | MAR 2023 | APRIL 2023 | MAY 2023 |

Distribute pre-test online survey.

Begin rollout of campaign Instagram, Tik Tok, and Facebook.

3x weekly posts. Track analytics.

3x weekly posts. Track analytics.

3x weekly posts. Track analytics.

3x weekly posts. Track analytics.

Distribute post-test online survey.

Send out seasonal e-newsletter to clients. 3x weekly posts. Track analytics.

Send out seasonal e-newsletter to clients. 3x weekly posts. Track analytics.

Send out seasonal e-newsletter to clients. 3x weekly posts. Track analytics.

Send out seasonal e-newsletter to clients. 3x weekly posts. Track analytics.

Evaluate campaign objectives through post-test survey.

Conclusion

This plan's goal is to increase usage of the JBG Pantry among UA students and subsequently reduce food insecurity on campus through various awareness, attitude, and behavior changes. Forty-three percent of all respondents felt embarrassed, ashamed or sad when asking for help with getting food. It is therefore not surprising that a third of the students who were classified as food insecure said that they have never used a food pantry and did not plan to in the future. The stigmatization of hunger is a problem among college students nationally and also on the University of Arkansas' campus. Not only does the stigma surrounding food insecurity makes it hard for people to seek out help, but it has painted an unrealistic image of what it looks like to be hungry and thus deters even more students from reaching out, simply because they do not feel that they are hungry *enough* and qualify to receive help. The issue of food insecurity is not isolated to having trouble accessing food, but it also affects college students' physical, mental, and emotional health as well as self-confidence, and overall ability to learn.

The pantry can achieve the pre-set cognitive, affective, and conative objectives if it can implement the plan's recommendations, including posting the digital image PSA across a range of social media platforms and a companion video PSA. Other tools such as topical social media posts and seasonal e-newsletters produced for clients can augment the PSAs. If it becomes common practice for students who are food insecure to utilize the JBG Pantry, it can reduce the shame felt when needing help with food. College students in the U.S. already have numerous challenges while in school, worrying about how they will get food should not be one of them.

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Tables

Table 1
Respondent Age.

Options	Number	%
Under 18	1	0.5
18-22	160	78.0
23-27	20	9.8
28-32	11	5.4
33 and over	13	6.3
Total	205	100%

Table 2
Respondent Gender Identity.

Options	Number	%
Male	53	25.9
Female	147	71.7
Nonbinary/ third gender	3	1.5
Prefer not to say	1	0.5
Other*	1	0.5
Total	205	100%

Other responses: Gender Fluid

Table 3
Respondent Race.

Options	Number	%
African American or Black	7	3.4
Asian/Pacific Islander	14	6.8
Hispanic/Latino	16	7.8
Caucasian/White	156	76.1
Native American/American Indian	2	1.0
Prefer not to disclose	8	3.9
Other*	2	1.0
Total	205	100%

Other responses: White Latin American; White and South Asian

Table 4
Respondent Enrollment Year.

Options	Number	%
Freshman	53	25.9
Sophomore	31	15.1
Junior	44	21.5
Senior	48	23.4
Graduate Student	29	14.1
Total	205	100%

Table 5
Most Used Medium During Free Time

Options	Number	%
Television	8	3.9
Internet	30	14.6
Facebook	13	6.3
Twitter	8	3.9
Instagram	74	36.1
TikTok	62	30.2
LinkedIn	2	1.0
Other*	8	3.9
Total	205	100%

Other responses: Twitter and Instagram; YouTube; Reddit; Snapchat; Snapchat; YouTube; Snapchat; Snapchat

Table 6
Most Preferred Way to Receive JBG Pantry Information.

Options	Number	%
Jane B. Gearhart Pantry E-mail	46	22.4
UA Newswire	31	15.1
Hogsync E-mail	36	17.6
Facebook	5	2.4
Twitter	3	1.5
Instagram	33	16.1
TikTok	5	2.4
Flyers	24	11.7
Chalk announcement on sidewalk on campus	17	8.3
Other*	5	2.4
Total	205	100%

Other responses: I wish FC had their own IG account; Flyers at union bus station; I feel like any social media platform would work best in this generation; Not sure; Any of these

Table 7
Statement: I Would Like It If the PSA Had a Video.

Options	Number	%
Disagree	41	20.0
Somewhat Disagree	24	11.7
Neutral	71	34.6
Somewhat Agree	34	16.6
Agree	35	17.1
Total	205	100%

Table 8
Favorite Videos to Watch on Social Media.

Options	Number	%
Videos that provide information	42	20.5
Videos that make me emotional	7	3.4
Videos that use humor	82	40.0
Videos that tell a story	42	20.5
Videos with dance moves	6	2.9
Videos with a diversity of people	12	5.9
Videos with people that look like me	2	1.0
Videos with my favorite type of music	1	0.5
Other*	11	5.4
Total	205	100%

Other responses: Unless you got a really amazing idea for a skit, story, dance or something just stick with being informative; Video that is fun but informational; Short videos; Cycling content; Humor dancing and real story and information all are great; / ; Videos that make me laugh; Use humor and provide info; Family channels; Videos that tell a story USING HUMOR** (or else I'll stop paying attention); NA

Table 9
Favorite Music Genre.

Options	Number	%
Pop music	71	34.6
Rap music	26	12.7
Classical music	8	3.9
Country music	32	15.6
R&B music	28	13.7
Other*	40	19.5
Total	205	100%

Other responses: Alt rock; Rock; Indie Rock; Indie; Hard Rock/heavy metal; Jazz; Rock; Alternative; Chill music; Alt/Indie music that's calming; All of the above; Rock; Alternative; Chill indie; Heavy Metal; Oldies; Nu disco; Alternative; Indie; Folk; Alternative; Indie rock; Alternative; Punk/ metal; EDM or rock; Peaceful (Non-Christian) music; Alternative Pop; Classic rock; Rock; Indie; Singer/Songwriter; Metal/Punk rock; Indy; Indifferent; Everything; Indie/alternative; Should not use music; Folk

Table 10
Ability to Access Food Since Being in College.

Options	Number	%
Have never had difficulty	122	59.5
Have sometimes had difficulty	61	29.8
Neither a difficult nor easy time	11	5.4
Sometimes have had a very difficult time	8	3.9
Have had an extremely difficult time	1	0.5
Other*	2	1.0
Total	205	100%

Other responses: My freshman year it was really though because I lived in Adohi, now that I live off campus it is easier; Don't need to

Table 11
Food Security Levels.

Options	Number	%
Food Secure	122	59.5
Food Insecure	70	34.1
Neutral/ Other	13	6.3
Total	205	100%

Note: Table 10 recoded. Have never had difficulty= food secure; Have sometimes had difficulty, sometimes have had a very difficult time, and have had an extremely difficult time= food insecure; Neither a difficult nor easy time and other= neutral/other.

Table 12
Awareness of Organizations Helping Students Get Food.

Options	Number	%
JBG Full Circle Food Pantry	82	40.0
Other	26	12.7
None	97	47.3
Total	205	100%

Note: Open-ended question recoded.

Table 13
Familiarity With Jane B. Gearhart Full Circle Food Pantry.

Options	Number	%
Unfamiliar	105	51.2
Somewhat unfamiliar	21	10.2
Somewhat familiar	19	9.3
Familiar	22	10.7
Very familiar	38	18.5
Total	205	100%

Table 14
Familiarity With Life Source International Inc.

Options	Number	%
Unfamiliar	175	85.4
Somewhat unfamiliar	13	6.3
Somewhat familiar	5	2.4
Familiar	2	1.0
Very familiar	10	4.9
Total	205	100%

Table 15
Familiarity With Northwest Arkansas Community Food Bank.

Options	Number	%
Unfamiliar	127	62.0
Somewhat unfamiliar	33	16.1
Somewhat familiar	28	13.7
Familiar	10	4.9
Very familiar	7	3.4
Total	205	100%

Table 16
Familiarity With Little Free Pantry.

Options	Number	%
Unfamiliar	170	82.9
Somewhat unfamiliar	13	6.3
Somewhat familiar	11	5.4
Familiar	7	3.4
Very familiar	4	2.0
Total	205	100%

Table 17
Experience With Food Pantries.

Options	Number	%
Currently use a food pantry.	15	7.3
Don't use a food pantry but have in the past.	26	12.7
Don't use a food pantry but may in the future.	36	17.6
Don't use a food pantry and won't in the future.	121	59.0
Other*	7	3.4
Total	205	100%

Other responses: I've volunteered but never used one; My family and I donate food to the pantry regularly; I have donated or helped out in my local food pantries at home; I use the mini food pantries around campus and used only one other before college.; I volunteered with a food pantry; I have donated food to the pantry; I have never used a food pantry, I do not currently need a food pantry, but it would have been helpful to have used a food pantry in past circumstances.

Table 17a
Experience with Food Pantries Cross Tabbed with Food Security Levels

			Which of the following best describes your experience with food pantries?					Total
			I currently use a food pantry.	I do not use a food pantry, but I have in the past.	I have never used a food pantry, but I may in the future.	I have never used a food pantry, and I do not plan to in the future.	Other (Specify)	
Food Security Levels RECODED	Food Secure	Count	5	8	14	92	3	122
		% of Total	2.4%	3.9%	6.8%	44.9%	1.5%	59.5%
	Food Insecure	Count	10	16	19	23	2	70
		% of Total	4.9%	7.8%	9.3%	11.2%	1.0%	34.1%
	Neutral/ Other	Count	0	2	3	6	2	13
		% of Total	0.0%	1.0%	1.5%	2.9%	1.0%	6.3%
Total		Count	15	26	36	121	7	205
		% of Total	7.3%	12.7%	17.6%	59.0%	3.4%	100.0%

(N=205, χ^2= 43.059, df= 8, p= <0.0001)

Table 18
*Why Would You Not Use a Food Pantry: **Select all that apply***.

Options	Number	%	% of cases
Don't need to use a food pantry	100	50.3	82.6
Embarrassed to use a food pantry	12	6.0	9.9
Have friends who help me get food	12	6.0	9.9
Have family who help me get food	41	20.6	33.9
Don't qualify for using a food pantry	34	17.1	28.1
	199	100%	164.5

Note: Question was answered by those who selected "Don't use a food pantry and won't in the future" in table 17.

Table 19
*If You Were Experiencing Hunger, What Would You Do: **Select all that apply**.*

Options	Number	%	% of cases
Ask family for assistance	108	55.7	89.3
Ask friends for assistance	41	21.1	33.9
Use a food pantry	26	13.4	21.5
Apply for food stamps	16	8.2	13.2
Other*	3	1.5	2.5
	194	100%	160.3

Note: Question was answered by those who selected "Don't use a food pantry and won't in the future" in table 17.
Other responses: Eat less; Apply for jobs to be able to afford food (long term); NA

Table 20
*Which Food Pantry Have You Used: **Select all that apply**.*

Options	Number	%	% of cases
Jane B. Gearhart Full Circle Food Pantry	26	27.7	31.0
Northwest Arkansas Community Food Bank	4	4.3	4.8
Little Free Pantry	6	6.4	7.1
I have not used a food pantry	41	43.6	48.8
Other*	17	18.1	20.2
	94	100%	111.9

Note: Question was answered by those who selected "Currently use a food pantry," "Don't use a food pantry but have in the past," or "Don't use a food pantry but may in the future" in table 17.
Other responses: Kimpel Hall food pantry; idk the name it was a church back home; Genesis Food Pantry; - ; Church food pantry; In my hometown; Salvation Army; Don't remember the name; There is a food bank where I live; NA; Local church after service meal; Church; Churches in Rogers area; I used my pantry from home since I study online; Growing up with my mother; St James Baptist Church; Second harvest

Table 21
Emotion Felt When Asking for Food Assistance: **Select all that apply.**

Options	Number	%	% of cases
Embarrassed	61	20.6	29.8
Sad	24	8.1	11.7
Ashamed	42	14.2	20.5
Indifferent/neutral	23	7.8	11.2
Hopeful	10	3.4	4.9
Happy	8	2.7	3.9
Fulfilled	8	2.7	3.9
Brave	10	3.4	4.9
I have never asked for food assistance	106	35.8	51.7
Other*	4	1.4	2.0
Total	205	100%	144.4

Other responses: A little shame, having to rely on someone else for help, but at the same time happy that I have people in my life willing to help; Like a failure; It always kinda sucks having to ask your parents for help; Guilty

Table 22
Most Difficult Thing About Using a Food Pantry.

Options	Number	%
Don't know how to access a pantry	85	41.5
Don't have transportation to/from a pantry	9	4.4
Don't want people to know I use a pantry	58	28.3
Having to show income	13	6.3
Having to deal with paperwork	34	16.6
Other*	6	2.9
Total	205	100%

Other responses: The pantry remains closed during breaks; Feel like I wouldn't need it; I would worry I wasn't in a bad enough situation to warrant using the pantry; I don't know where it is; Don't want to take food from other people who need it more than me; Not knowing where to go and the hours available

Table 23
Statement: This PSA Makes it Seem Like Hunger Affects a Lot of Students.

Options	Number	%
Disagree	11	5.4
Somewhat Disagree	17	8.3
Neutral	50	24.4
Somewhat Agree	67	32.7
Agree	60	29.3
Total	205	100%

Table 24

Statement: This PSA Encourages Students in Need to go to the Pantry for Food.

Options	Number	%
Disagree	5	2.4
Somewhat Disagree	5	2.4
Neutral	15	7.3
Somewhat Agree	29	14.1
Agree	151	73.7
Total	205	100%

Table 25

Statement: From the PSA, I Know What Services the Pantry Offers.

Options	Number	%
Disagree	5	2.4
Somewhat Disagree	9	4.4
Neutral	23	11.2
Somewhat Agree	63	30.7
Agree	105	51.2
Total	205	100%

Table 26

Statement: The PSA Did Not Provide Enough Information About the Pantry.

Options	Number	%
Disagree	96	46.8
Somewhat Disagree	59	28.8
Neutral	25	12.2
Somewhat Agree	16	7.8
Agree	9	4.4
Total	205	100%

Table 27

What BEST Describes What the JBG Pantry Wants You to Know From the PSA?

Options	Number	%
You can order food, produce, and toiletries online from the JBG Full Circle Food Pantry.	12	5.9
Anyone can be hungry, and if you need food, produce, or toiletries, you can go to the JBG Full Circle Food Pantry.	181	88.3
There are multiple locations available for students to discreetly pick up their orders.	12	5.9
Total	205	100%

Table 28
How Clear is the PSA's Headline "Hunger Doesn't Have One Face"?

Options	Number	%
Unclear	4	2.0
Somewhat unclear	3	1.5
Neutral	20	9.8
Somewhat clear	44	21.5
Clear	134	65.4
Total	205	100%

Table 29
Statement: The PSA is Too Wordy.

Options	Number	%
Disagree	52	25.4
Somewhat Disagree	45	22.0
Neutral	37	18.0
Somewhat Agree	50	24.4
Agree	21	10.2
Total	205	100%

Table 30
Statement: I Like the Images of Diverse Faces.

Options	Number	%
Disagree	8	3.9
Somewhat Disagree	3	1.5
Neutral	22	10.7
Somewhat Agree	38	18.5
Agree	134	65.4
Total	205	100%

Table 31
Statement: The Images of Faces are Too Subtle.

Options	Number	%
Disagree	72	35.1
Somewhat Disagree	67	32.7
Neutral	38	18.5
Somewhat Agree	21	10.2
Agree	7	3.4
Total	205	100%

Table 32
Statement: The Different Colors in the PSA Work Well Together.

Options	Number	%
Disagree	14	6.8
Somewhat Disagree	29	14.1
Neutral	34	16.6
Somewhat Agree	55	26.8
Agree	73	35.6
Total	205	100%

Table 33
Favorite Part of the PSA.

Options	Number	%
The headline	22	10.7
The pictures of different people	21	10.2
The four lines with information about the pantry	7	3.4
The pantry logo	4	2.0
The PSA layout	4	2.0
No questions are asked about income	62	30.2
Discreet pickup options	19	9.3
The pantry provides nonperishables, fresh produce, and toiletries	26	12.7
Students have to show I.D.	6	2.9
Orders can be placed online	17	8.3
I don't prefer any specific part	13	6.3
Other*	4	2.0
Total	205	100%

Other responses: The part where it says where the pantry is; Equally, "The pantry provides nonperishables, fresh produce, and toiletries", and No income questions; I like the no questions asked- if someone needs food, I don't think they should have to answer a bunch of questions; Pantry logo and info at the bottom, the rest feels kind of jumbled and is hard to read

Table 34
Least Favorite Part of the PSA.

Options	Number	%
The headline	9	4.4
The pictures of different people	8	3.9
The four lines with information about the pantry	23	11.2
The pantry logo	4	2.0
The PSA layout	28	13.7
No questions are asked about income	2	1.0
The pantry provides nonperishables, fresh produce, and toiletries	3	1.5
Students have to show I.D.	10	4.9
I don't dislike any specific part	94	45.9
Other*	24	11.7
Total	205	100%

Other responses: The colors used are not easily accessible. It feels very busy; I don't have any huge issues with it, maybe have some photos of the types of food that the pantry has. Idk if that can be worked in but just a thought of what's missing; There are social media icons, but no tag or @; The part about discreet pick up should be more emphasized and next to the part about not needing to answer questions about income; The social media logos in the bottom right corner; The people are washed out; The green colors; Love the fresh produce and ready-made vegetarian meals; There is not a clear location listed for pickup. They say they have multiple options, but none are displayed.; The aggressive green color; It feels busy; Body of text is a little hard to read with the images; No comment; The color green looks bad. Maybe if it had an outline or something that really separated it. It looks a bit blended together.; The colors; Too many fluff words about compassion instead of what is offered; Some volunteers have judging looks/ the fact that we are not allowed to access the pantry/ the fact that there is only one day that offers fresh products; Only the first 3 lines with info about the pantry. Gives a 'mission statement' vibe & this isn't the time/place for that. The 4th line is needed.; The social media squares don't match aesthetically because the main color is green; Link, replace with QR code; I think the part about discreet pick up could stand out more; The text overlay on the faces is somewhat hard to read (not including the headline); Somewhat hard to read black print for me; Text color and font

Table 35
Statement: The PSA Made Me More Likely to Recommend the JBG Food Pantry to a Student Who Needs Assistance with Food.

Options	Number	%
Disagree	5	2.4
Somewhat Disagree	10	4.9
Neutral	29	14.1
Somewhat Agree	60	29.3
Agree	101	49.3
Total	205	100%

Table 36
Explain How You Think the PSA Could Be Improved.

Responses	Number	%
Change wording in PSA	50	24.3

- Have a description, list or photos of the types of foods offered by the pantry.
- At first, I jumped from the big green words to the smaller green words, so the name of this food pantry wouldn't stick in my head if I was walking by, but the word hunger in bold definitely helps
- Discreet pickup should be emphasized more and grouped with the no questions asked about income line. The "Food Pantry is dedicated..." line should be simplified, the other info is more important
- I think the four lines of information makes the PSA look too busy
- Less words
- I don't really feel like the whole "hunger doesn't have one face" is relevant to the information, instead I would increase the font size of the income, UARK I.D., and discreet pickup parts.
- Website simplicity
- Put the hours that the pantry is open on the PSA.
- I can see why the 4 lines about the pantry could be needed, and that's fine. They just make the PSA look a little crowded and less appealing. Maybe different sized fonts would make it more interesting
- It's a lot on one page to look at
- Be clearer on location
- The three lines describing the pantry's mission statement aren't really necessary. If you're hungry, the mission statement doesn't provide you with any useful info.
- "Hunger doesn't have one face" isn't gripping for informing me about a food pantry. If the pantry was mentioned somewhere in the headline, rather than the subtext, I think it would be more effective.
- The four lines of information about the food pantry could be removed, I don't think it's necessary. I would, however, keep the info about what is provided. I also think the layout could be improved.
- The PSA is a little wordy and the green color is too much
- I think that the PSA could provide locations on it so that no one has to visit additional websites.
- The font of the words in black could be bolded to make it more noticeable. Maybe have a different header and use "hunger doesn't have one face" somewhere else.
- Maybe include the multiple locations (on a separate PSA)
- How to be eligible for the pantry
- Lines 2 & 3 about the pantry give a 'mission statement' vibe & aren't needed here. The 1st & 4th are needed info. Drop in or only online ordering? Add QR code. Use pops of color to make it visible from a distance.
- If you're trying to encourage students that may feel embarrassed to ask for help, don't emphasize that. The word "hunger" is scary and taboo. Also, it's too wordy.
- Too many fluff words instead of services offered
- Less text

Change wording in PSA continued
- It is very wordy. Maybe make bullet points listing services rather than a paragraph
- That 4-line block in the middle? You could chop out the first three lines and be okay. Not everyone needs to know about or even cares about your mission statement thing. It's not needed.
- There needs to be information on how readers can contribute to the pantry. How one can bring in food and other essentials to share with users. Also, clothes, especially winter clothes.
- Possibly fewer words, especially in the 4 lines in the middle. However, it is still very informative.
- I think less words could be used for people to be able to read it in passing.
- Less words and make the "discrete pickup" bigger
- Less wordy, a simpler design that isn't so busy, simple colors, and rid of all the faces and just do a big logo or something.
- A little wordy. Maybe have less info and provide a QR code with all of the extra info. I don't think kit people are going to read all of that.
- Include the date and times it is open
- It is too wordy. If someone is embarrassed to the point that they want discrete pickup, they won't spend this long reading it on the chance someone else sees them.
- maybe just summarizing a bit better, less words usually makes it easier for ppl to understand the message, maybe just a simpler version of who what when where why how if that makes sense
- Don't need to talk about the dedications of the pantry, just say what you have and how you offer it
- Less wordy and more straight forward
- The best way to improve the PSA is to give as much information in as little words as possible to keep your audience engaged.
- Less works, just what the pantry offers
- More information
- Less words and easier to read.
- Less wordy maybe
- I think it needs to give more info about what food insecurity looks like and specifically what their services are. Not try to be so wordy and creative in the paragraph
- It could be less wordy and maybe have a QR code that is scannable to individuals
- Make it more visually appealing and clearer info. there's a lot to read when it can get more straight to the point
- A little too wordy, not a fan of the green
- A more concise paragraph of information
- Maybe a boilerplate sort of section stating the company's motives and work
- Remove excess wording
- Less words and more cohesive colors
- Include steps on how to use the pantry. Could also use QR codes for their website and social media

- I think the faces should be more prominent and that the layout needs to be less busy.
- There could probably be some more design changes to make it pop better (borders for the PSA, text boxes, and the title line, increase discreet pickup line).
- I think that the "no questions asked about income, all you need is your UARK ID" needs to be much larger - I think it is one of the most important parts of the poster.
- Enhancing the images.
- Shorten the URL. Make the headline smaller. The busy background makes the small text harder to read, would be better if the text were against a plain, solid background.
- Make the social media logos smaller so it doesn't take the attention away
- Do not whitewash the faces, bring a bit more color, just a little.
- Make the bottom part smaller with the logos to allow for the text to be bigger in the rest of the PSA
- I feel like the "non-perishable foods, fresh produce, and toiletries" part could be more emphasized.
- Maybe taking out the pictures of the faces in the background. I think making it a more fun design would make it seem more interesting and inviting. I think the faces in the background can get corny.
- Maybe not advertise the apps connected to it because it seems like it does not make sense to have social media pages for the food pantry when there is a website that people can access more anonymously
- Maybe no background although I like the diverse faces it may be less distracting without it
- I wouldn't put faces in the background. To catch people's attention, I would use specific colors like red to stand out.
- I think the people should he more visible
- Can be improved graphically - more coordination of colors/fonts. But looks great!
- Maybe instead of a link there could be a QR code so that it's easier to place an order. The link is already in the corner of the PSA anyways so it shouldn't be there twice.
- I think it would be better to make it more about the food and toiletries rather than the students in the background.
- Put the social media handles or a QR code that takes you to them. They names on social media are different so that might be difficult for people to look up
- I think the faces in the background make it hard to read. Also, I would just focus on the food aspect -- pointing out that many ppl experience hunger is obvious, you don't need to show all the faces
- If the faces stay, maybe put them in a boarder around the edges so the words are easier to read. Smaller title text but maybe include a statistic: 60% of UARK STUDENTS GO HUNGRY (or whatever the % is)
- That the pantry is literally for anyone on campus! Everyone is welcome!
- The location and contact information should be a bigger/more quickly seen at a glance.
- I think the place of the logo is not correct. But I believe the information is accurate and precise.

<u>Change PSA layout or background continued</u>

- The PSA is just a little busy. Putting a plain white background behind just the important information would draw attention and also make it easier to read. (Leaving the faces on every other part)
- I don't love the font but it's not too bad
- The pictures of the students could be more vivid and clear
- Maybe less going on within the PSA
- The font, text color, text size, and centering could be improved.
- Make it less wordy and emphasize the point of the PSA with an image or something along that note
- I think the PSA should improve the colors in the people. I think the people are faded in the background and need to be more vibrant and brighter. Also, I would like a link to see a video of more of it
- Drop shadow on the title blends with the faces a bit and perhaps makes it look less 3d. There could be more contrast between background and text
- The link to linktree could be made is a different color. It makes the headline (also in green) stand out less.
- I think the faces could be clearer - maybe do a series of ads with one different face on each. Then, put the green text on a clear or darker background to stand out more.
- Don't just make it "diverse faces" bc we are at a PWI, makes it seem like a stereotype that POC need services. Add a QR code, less text, hunger doesn't have a face should be smaller
- Make the faces in the back more noticeable.
- Replace the real face with animated faces
- I think the message is great could use QR codes and generally make it easier for students to access the information on the PSA.
- The link isn't accessible if it's printed out, so a QR code could be handy.
- I missed the fact that there can be discreet pick up until I saw a question on it, so maybe that can be more in the spotlight.
- More bolded info for pickup, what is available, and add a QR code.
- I would use drawn faces from different races and cultures instead of real faces.
- Options of Fresh Food (fruits/vegetables) should be highlighted
- Replace the link with a QR code
- Instead of using the link use a QR code to the linktree
- I think it could look a little less busy—maybe with diverse cartoon faces that take up a smaller portion of the page. And perhaps less copy
- Some of the individuals in the PSA don't look like college students and they look like stock images, which I think is understandable but maybe use a photo of UARK students?
- Add a QR scan that can lead to the website easier.
- The bottom part doesn't look good with the rest of it

<u>Use different colors</u>   21   10.2%

- I know green is the VAC color, but maybe use a different color that's easier to read.
- Maybe different colors
- Not green colored font

- The colors are slightly off. The green doesn't seem to blend into the advertisement well.
- The green color seems off-putting to me. I would simply change it to something softer like maroon.
- Make the colors stand out more and not so wordy, allow your eye to naturally flow from one price of information till the next
- I feel like the color green isn't very welcoming for some reason
- Better colors, I don't know green is off-putting to me, it screams recycling
- Change the color scheme to something more visually appealing
- I think that the idea is really good, but maybe change the green to multicolor to make it more eye catching. "Hunger" in green "Doesn't have" in blue "one face" in orange for example
- I think the color does not strike a lot for attention or the "urgency" that there's help available. In my opinion at first it looks like a recycling PSA and never confirms that help is on campus
- The green could be bolder. The colors blend together.
- I think the color scheme should be altered slightly because at first glance this looks like an environment and recycling type flyer. Maybe try warm and more homey colors that feel welcoming.
- The green personally hurts my eyes
- I don't like color of the green text
- I think the colors could be better
- I don't love the green
- I would incorporate a second font color. I would make "Place an order today at" the top line and switch the website link to the second line.
- I think the black text over student's faces is a little off putting right next to the green text, maybe stick to one text color or find a different way to incorporate the images.
- I think the colors could have more contrast.
- I would change the green to something else

Make PSA easier to read   21   10.2%

- I would limit the background noise a little bit and use a color other than green as it's somewhat difficult to read
- There is a lot of contrast. I try focusing on the words, but they just get blurred out by the faces. I also wouldn't normally take time to read this because of how many words there are.
- I think the layout with the 4 lines of information could be better laid out. It just looks a little more intimidating than the message itself is.
- Faces in background make smaller letters harder to read
- If you put that the food can be ordered online bigger on the PSA that would be great
- The faces and the black four lines of information are really hard to distinguish from one another
- It feels a little wordy in the middle. I think it would improve by just moving the sentence advertising foods, produce, and toiletries down to line up with the sentences about income and ID.

Make PSA easier to read continued
- The words over the faces are a little bit hard to read
- Take out the photos in the middle because it makes it hard to read the body of the text
- The faces are somewhat distracting and make the smaller words slightly challenging to read.
- All the words on top of the faces make the PSA look crowded. Either fewer words or moving the faces to the side of the PSA would make it easier to read quickly.
- Make it more readable; the background makes the letters somewhat difficult to read
- The black font on top of the faces is hard to read
- Some of the text is a bit blurry due to lack of contrast with faces in the background. Use a bolder/darker font for the text.
- I think the layout could be better to make it look like there are not so many words.
- The smaller words might be slightly harder to read overlapped with the filter on the faces.
- Maybe put the black font in a layout that is easier to read
- Place a box under the black text to make it easier to read. Provide the social handles for the social media accounts. Provide a better explanation of where the pantry is rather than just the address.
- Make the text easier to read, maybe put a box behind the words to help them pop more. Also don't need the lines about dedication

Other   7   3.4%

- Maybe requiring more people to talk about it. Even with posters, many don't actually stop to read - they need to be told.
- Encourage students to donate items and post these flyers inside toilet stalls and elevators they are more private and time to stop and read it.
- More fresh produce
- More advertising, I haven't heard much about it
- PSA should make training for the volunteers. Should also add fresh products on Mondays and Thursdays
- I feel like if there was a video that explained how you should never feel bad about asking for help it would be a lot better.
- I think a video would be great! Especially if you showed what kinds of food there is

No changes necessary   60   29.0%

- I think it looks very nice and contains all necessary information.
- I think it's a pretty solid flyer.
- I like the overall design.
- I think this PSA is sufficient
- I think it's fine.
- I thought the PSA did a really good job of giving enough information, but not too much. It also did a great job of showing a diverse background and having a catchy headline.
- Think it's good! It's informative and makes it not feel embarrassing to be in need of food.
- I cannot think of a way that the PSA could be improved
- It looks great

No changes necessary continued
- I think it looks great and I wouldn't change anything!
- I think the PSA is good and puts the message out well.
- I don't have any part that I think PSA could improve.
- I think it is good how it is, simple and informative.
- I think the PSA is fine the way that it is
- I think everything is good.
- I feel like it provided information for everyone to comprehend on what it was portraying; I love the headline and how diverse it is.
- Nothing, it's a good PSA
- I think that it's great!
- I thinks it's fine the way it is
- I really think it is good and effective!!

Table 37
If the JBG Pantry wanted to apply this PSA to a video, briefly explain what you would like to see in the video.

Responses	Number	%
Include same information as test PSA	11	5.4

- Similar images from the flyer
- I would keep it consistent with the graphic.
- Everything that is on the flyer.
- I would just like all the details of the flyer to be covered.
- The same information that is on the flyer
- I would make it concise and just state the main points of the flyer: Anyone can be hungry, and food is available to anyone who needs it with Jane B. Gearhart Full Circle Food Pantry.
- All the same info from the flyer
- I feel nothing in particular would need to be changed for a video.
- Probably just a reiteration of the points made in the PSA, with a focus on not requiring income to be disclosed, and discreet pickup options being available.
- Exactly like the flyer. Diversity, and people helping out at the food pantry, as well as the steps to get food.
- Same as flyer…maybe show how it works so students are more confident and comfortable with the process

Show how to use pantry and what they offer	75	36.6%

- Locations and hard information. While I love the hunger applies to everyone motto, maybe focus on the practical needs for how people can access the food. I'm talking intense description.
- I think the instinct is to show the diverse students who use it & while that is important, I think a video should focus more on what the pantry looks like, what is there, how to use it, functional stuff
- how easy it is to access, that it is not a hassle
- I think showing the process of someone getting food both online and in person would be helpful.
- how to access the pantry, how it works.
- I would like to see students receiving their goods at the location. I would also like to see what kind of things the pantry carries. And more on how the system works
- The different ways/places that you can pick up your order
- Lots of people showing how to access the pantry and placing an order online
- Examples of someone using the pantry
- How-to video of placing an order.
- I very brief demonstration of how to access and use the food pantry and some de-stigmatization of the whole process. Think Tik Tok style. Maybe have a competition w some reward money for the best one

Show how to use pantry and what they offer continued
- The food and toiletries being provided. Maybe some students who used the pantry and are comfortable stating it. The requirements for pantry use.
- Maybe show some of the items that are available for people to get.
- What the centers looks like and how they get their food
- Students applying
- I would like to see all of the food and item options at the food shelf, such as stocked shelves and even loaded carts/bags.
- Students using the online ordering option, seeing people pick up the food, and seeing what kinds of food are offered.
- How to access
- A walkthrough with how to place an order, instead of just giving the linktr.ee link.
- I would like to see what the pickup location is like.
- Just explaining exactly what it is and how to use it. Make it sound simple and that there is no pressure.
- People actually going into the food pantry to either help or receive food and the process of it
- How it works and what to expect
- I would like to see what the food pantry may look like and detailed explanation so that I wouldn't feel too scared to go.
- The options of food and toiletries available and how quick the process is.
- Details on how the service works
- Showing how it works and that using it is nothing to be ashamed of
- Location, what's inside of the pantry
- How easy it is to pick up, diversity, maybe brief shots of selections
- Where you can find the food pantry, who can access it, how to access it, and show that there is no shame in needing to use the food pantry!
- How can I get food? (The actual steps)
- Making a brief announcement about the food pantry and telling students not to hesitate if they need help
- Show the pantry and the specific food items and toiletries available. I think seeing a visual would help students want to go
- How to access the pantry
- Explanations of the pantry, what to expect and where to go
- To see the pantry and the types of food and other items held in the pantry
- I would like to see what food items they provide and like where this event occurs and time to come pick it up.
- Locations, campus map overview & video of entry doors
- Showing the process of accessing the resources.
- The process of using the pantry
- Not a lot of people shown in the video, just images of the food pantry and of what the discreet pickup looks like. maybe even some of how easy it is to place the order online.
- Location and landmarks near the pantry, what the heck it means by "toiletries", and for it to be 30 seconds MAX so people don't immediately swipe away if at all curious.
- An example of how easy the process is considering the need to only show ID and no need for proof of income.

<u>Show how to use pantry and what they offer continued</u>
- The process of how a student would go about entering and getting food from the food pantry.
- How easy is to access to these resources on campus and the ease of the whole process, and that it applies to everyone.
- how to access the pantry by car/bus/walking
- I would keep the general message but also show the process of access the pantry, and also explain donation process as well for those who want to help.
- The items available, the physical and virtual pantry info. Info on how human contact may be eliminated so users don't feel indebted to individuals.
- What the PAS is and how it works for students. What is offered though the program and how to get into contact.
- something short and sweet that shows where people should walk in and any other directions they may need once they arrive to relieve stress and anxiety they might have before arriving
- The options provided
- Where all the different locations are and what you can find in them
- I would like them to say where and how to access the pantry.
- How-to pick-up food
- maybe what the building looked like, and all the things you could get
  I would like to see the actual food pantry and the kinds of goods offered
- What y'all do
- Where exactly it is located, and what type of inventory is available
- Products and services explained better. How the services work and what is needed from the clients interested.
- A tour of the food pantry and showing what food there is, and what options there might be for vegans/vegetarians
- The food and products you offer.
- I think there could be fictional examples showing that hunger does not have a face and then showcasing the pantry itself, its services, and how to get there
- A simple explanation and maybe easing the stress of those worried about being embarrassed/ any perceived hassles
- Examples of items available and pick-up formats
- Explain what it is and you goal
- What items you have to offer, location, what do we need to be able to have access to the food pantry
- How easy is the process? What's the average time it takes a student to receive food upon realizing they don't have any to eat? Can I pick up food whenever? Is there any unforeseen requirements?
- If there was a video, you could do an example video of what the process looks like.
- I would like to see a clear view of where the Food Pantry is and how discreet/simple the process is. I think the less people, the better. And highlight no contact options if that is offered.
- How the process works and the accessibility of it.
- A step-by-step walkthrough of how to use the services.
- Steps on how to actually use the pantry

Show how to use pantry and what they offer continued
- Tour of the pantry's space and what they offer
- Show how to actually use the pantry and where it's located
- Where it is located.

Show students using pantry/diversity/testimonials   44   21.5%

- I would show a diverse group of students accessing and using the pantry. I would highlight that there is no shame in using the pantry and that anyone is welcome.
- Students that actually use the pantry and maybe a tour of the pantry to see specific items it offers
- Hunger has many faces, image of someone discretely picking up fresh food and celebrating in their car goofily.
- Possibly testimony or in a similar fashion to the flyer show a diverse group of people using or discussing the pantry.
- A diverse group all looking for the same thing, and that thing being solved by the food pantry, I think it's important that people can ask for help without feeling shame
- That there is no one face of hunger and knowing there are no questions asked about why I need the help and that financial info is not needed
- Broadcasting the text written or spoken, having the faces slide across the screen two at a time and show some of the items in the pantry.
- I like the message of hunger has many faces, emphasize that so people feel empowered to go if they need it, also emphasize the discreet pickup and no income questions. Make it short (like a TikTok)
- A lot of different people, preferably real students that actually struggle with getting food.
- Diversity
- The same different faces and others helping those in need or even the one in need smiling and feeling like they belonged with the others.
- Diversity, of all different types of students using this
- Diverse students being represented in the video would be really cool to see also showing how to get involve if someone doesn't need the food pantry right now, but can help others
- Examples of how easy the pantry is- like down to showing people in line and showing the id and making the orders. I had no idea how to work it and was really intimidated/ scared/ embarrassed at first
- A diverse number of students going into the pantry.
- I would like to see people talking about their experiences with this Food Pantry and encouraging others to do the same if they need.
- I would like to see students speaking about their experiences with the JBG Food Pantry.
- In order to have the same message, people of different backgrounds could share snippets of information about the pantry. At the end they could all be pictured together stating the tagline
- Students talking about the normality of needing help from a food pantry and showing how one would go about getting food
- Students getting food and explaining how it is ok to have to go to a food pantry and how they just want you to be healthy and happy.
- Maybe different experience of real people who have used it

Show students using pantry/diversity/testimonials continued
- Different students who have been helped with the pantry and/or people involved expressing their attitudes and respect towards people in need.
- Keep the diverse faces, but not only non POC faces, because then it looks like only POC can need assistance. Also explain where to go, give a website, and include the no proof of income.
- Maybe interview students who benefit from the services.
- All of the diverse people that are on the flyer in the video too, maybe some athletes or like students who you think would not need to go to a food pantry
- I would like to see different people using the services that the pantry provides, as well as a volunteer speaking on how it works.
- Lots of people explaining how it helped them and how there is no shame. Also showing how easy it is especially if you don't have to show your face.
- Diverse groups of people, showing the headline is true.
- Normal students going to get food, make it seem very normal and not embarrassing. It needs to show how the supplies are delivered to people, and a video of how to use the website.
- Seeing the same people in that background picture of the still PSA to be getting the services and seeing visible satisfaction in their faces.
- A video of the pantry and someone using it.
- Maybe a different variety of people discretely picking up food. It might be interesting if you never showed their faces to symbolize that everything is confidential
- Clips of different people going to the pantry and receive a variety of times (show how the process works and how different people access it)
- Just the information and maybe example of students using the pantry
- Kids getting free food
- Students showing the easy process of getting help from the pantry
- Students explaining how the pantry helped them or showing the work the pantry does
- Video of normal college kids deciding what they want to eat for the night, but they cannot afford to buy food and their allowance is empty, therefore they seek help from the food pantry
- People getting the food they need.
- I think showing the process of how student would get help from food pantry
- Diversity
- Real people buying food.
- Diversity like in the photo would be good. Maybe show stats about how many people actually use food pantries
- Students who are comfortable and use the food pantry talking about how the process went and how it made them comfortable

A video isn't necessary   9   4.4%

- I don't like the idea of a video
- I'm not sure that I'd want a video
- I do not think a video is totally necessary. The advertisement explains just enough.
- I don't really think a video would be helpful

A video isn't necessary continued
- A video would be more time consuming than a flier which is easy to glance at and glean information from.
- I am against the video
- No video
- I think people would likely skip it but make sure all the information is prevalent in an engaging format.
- I wouldn't prefer a video.

<u>Other</u>   15   7.3%

- Use students instead of administrators bc it's more appealing to the masses
- Maybe the number of students who use the Pantry every year? If the number is high, it might encourage students who feel embarrassed.
- Keep it short and sweet. No more than 30 seconds. Anything more than that and I'd probably tune out.
- Just make it flow well
- Snippets of their facility and staff
- An organized visit to the pantry. Recently people are cutting the line, and everything is so slow.
- Emphasize that anyone can go, not just people who struggle every single day, but also people who are just hungry one day and are out of meal swipes and don't have a car.
- I think it needs to be short and sweet, so that it can be easily digested and quick to watch, which is important if you might get embarrassed if you were caught watching. It's a sensitive subject.
- A comedic approach could aid in allowing students to feel more comfortable about the situation.
- I liked the whole video
- Short and sweet information that is NECESSARY.
- How the food pantry affected and helped other people
- Anon way to get food, no income statement required, I.D. needed. Informative, not playful.
- All info possible
- Showing that it's not embarrassing to ask for help

Not sure/no answer   51   24.9%

Appendix

Appendix A – IRB Interview Waiver

Question about research

Rob Wells <rswells@uark.edu>
Thursday, September 9, 2021 at 2:07 PM
To: Ro Windwalker; Sara Holm

Ro – I am on the graduate thesis committee for a student, Sara Holm, who is preparing his research for a Journalism graduate thesis project. Her project involves creating a social marketing plan for the Jane B. Gearhart Full Circle Food Pantry at the University of Arkansas.

Holm intends to interview pantry board members about the financial details, marketing, communication objectives and operational details of the food pantry.

Does this project meet the definition of academic research?

Thank you, Rob Wells

Cc: Sara Holm

Rob Wells, Ph.D.
Associate Professor / Graduate Coordinator
School of Journalism and Strategic Media
University of Arkansas
Pronouns: he/him
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Author of *The Enforcers: How Little-Known Trade Reporters Exposed the Keating Five and Advanced Business Journalism*.

UNIVERSITY OF ARKANSAS | School of Journalism and Strategic Media

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RE: Question about research

Ro Windwalker <iwindwal@uark.edu>
Friday, September 10, 2021 at 9:28 AM
To: Rob Wells; Sara Holm

Rob,

That doesn't meet the regulatory definition of research, no, because it is not "designed to develop or contribute to generalizable knowledge". So you're good to go without IRB review.

Thank you for checking,

Ro
****
Please tell us how Research Compliance is doing by taking our brief survey:
https://uark.qualtrics.com/jfe/form/SV_dcDwhmU2Um81exo
We need to know what you think in order to improve our services for you!
****
Iroshi (Ro) Windwalker, CIP
IRB Coordinator
Research Integrity and Compliance
109 MLKG Building
Fayetteville, AR 72701
Ph. 479.575.2208
Fax 479.575.6527
Pronouns: She, her, hers

Appendix B – Pantry Board Member Pre-Interview Questionnaire

Introduction:
Thank you for your participation in this research for my master's special project, a Social Media Strategy Plan for the Jane B. Gearhart Full Circle Food Pantry. The purpose of this pre-interview questionnaire is to gain a preliminary understanding of marketing, communication, and operational strategies currently utilized by the JBG Full Circle Food Pantry. This questionnaire will take about 10 minutes to complete. Your responses will only be used for the purposes of this study. Please answer the questions honestly and to the best of your knowledge. Once again, thank you for your participation.

If you have any questions regarding the contents of this questionnaire, please contact the principal researcher, Sara Holm, at saraholm@uark.edu or my supervisor, Dr. Lucy M. Brown, at lmb022@uark.edu.

Voluntary Participation:
You must be 18 years of age or older to take part in this research study. Your decision to participate in this research study is voluntary. You can stop at any time. You do not have to answer any questions you do not want to answer. Refusal to take part in or withdrawing from this study will involve no penalty.

Please type your answers below the questions.

1. What is your title at the Jane B. Gearhart Full Circle Food Pantry?

   _____

2. How long have you had this position?

   _____

3. Briefly define your role or job description on the pantry's board.

   _____

4. On average, how many hours do you work <u>per week</u> for the pantry?
   1. [ ] Less than one hour
   2. [ ] 1-3
   3. [ ] 4-6
   4. [ ] 7-10
   5. [ ] 11-14
   6. [ ] 15 hours +

5. Are you compensated in any way for your service to the pantry?
   1. [ ] Yes
   2. [ ] No

6. About how many different volunteers work in the pantry <u>each month</u>? If one person volunteers for 4 days, still consider that one person.
   1. [ ] 0-25
   2. [ ] 26-50
   3. [ ] 51-100
   4. [ ] 101-125
   5. [ ] 126-150
   6. [ ] 151-200
   7. [ ] 201+

7. About how many paid staff members currently work for the pantry per semester?
   1. [ ] No staff member is paid
   2. [ ] 1-3
   3. [ ] 4-5
   4. [ ] 6-7
   5. [ ] 8-9
   6. [ ] 10+
   7. [ ] I don't know

8. About how many clients use the pantry <u>each month</u>?
   1. [ ] Under 50
   2. [ ] 50-200
   3. [ ] 201-400
   4. [ ] 401-600
   5. [ ] 601-800
   6. [ ] 801-1,000
   7. [ ] Over 1,000
   8. [ ] I don't know

9. What types of marketing and communication strategies does the pantry utilize? Select all that apply.
   1. [ ] Facebook
   2. [ ] Instagram
   3. [ ] Twitter
   4. [ ] YouTube
   5. [ ] Website
   6. [ ] Email marketing
   7. [ ] Flyers on campus
   8. [ ] Classroom speakers
   9. [ ] Other (specify) _____

10. What events, if any, did you hold in the past year to market to potential pantry clients? Select all that apply.
    1. [ ] On-campus informational tabling
    2. [ ] Classroom speakers
    3. [ ] Chalking on campus
    4. [ ] Yard signs on campus
    5. [ ] Food drive
    6. [ ] Cooking classes
    7. [ ] Food banquet
    8. [ ] Other (specify) _____

11. What is the pantry's operating budget per academic year?
    1. [ ] I don't know
    2. [ ] $1- $500
    3. [ ] $501 - $1,000
    4. [ ] $1,001 - $1,500
    5. [ ] $1,501 - $2,000
    6. [ ] $2,001 - $2,500
    7. [ ] $2,501 - $3,000
    8. [ ] $3,001+

Please write a percentage beside each line below and make sure it adds up to 100%
12. What percentage of the operating budget typically is allocated to:
    1. Marketing the services of the pantry?   _____
    2. Purchasing food for pantry?   _____
    3. Paying staff?   _____
    4. Other (specify) ……………………….   _____

13. What is your age?
    1. [ ] 18-24
    2. [ ] 25-34
    3. [ ] 35-44
    4. [ ] 45-54
    5. [ ] 55-64
    6. [ ] 65+

14. Please select your school year below.
    1. [ ] Freshman
    2. [ ] Sophomore
    3. [ ] Junior
    4. [ ] Senior
    5. [ ] Graduate student
    6. [ ] Does not apply

This is the end of the questionnaire, thank you for your participation!

Appendix C – Pantry Board Member Interview Questionnaire

Introduction:
First, I would like to thank you for your participation in this interview for my master's special project, a Social Media Strategy Plan for the Jane B. Gearhart Full Circle Food Pantry. This discussion will be recorded for transcription purposes only. Once the transcription is complete, the recordings will be deleted. Do I have your permission to record this session?

This interview will take about 30 minutes to complete. Your responses will only be used for the purposes of this study. Please answer the questions honestly and to the best of your knowledge. Once again, thank you for your participation.

Voluntary Participation:
You must be 18 years of age or older to take part in this research study. Your decision to participate in this research study is voluntary. You can stop at any time. You do not have to answer any questions you do not want to answer. Refusal to be audio-taped or take part in or withdrawing from this study will involve no penalty.

I. What do you find most enjoyable about being a board member for the JBG pantry, if anything?
    Probes: help UA campus, resume builder, good staff environment
II. Tell me about your role in the pantry.
    Probes: daily tasks, social media accounts in charge of, events in charge of
III. Please describe the services that are offered for the pantry.
    Probes: process of servicing students, locker pickup, in-person orders, online orders, Cooking Matters classes
IV. Which of the pantry's offered services are utilized most, if any?
    Probes: evenly split, locker pickup, in-person orders, online orders, Cooking Matters classes
V. What are the current communication needs for the pantry?
    Probes: provide information, develop brand awareness, generate interest, motivate initial visit, neutralize feelings of shame, encourage visits during holidays
VI. What are the marketing communication practices currently being used by the pantry, if any?
    Probes: Facebook, Instagram, Twitter, advertising, PSA, YouTube, Short Takes, email marketing, flyers, on-campus tabling, pantry reps speak to classes, ads on UATV or Newswire
VII. What kind of email marketing do you do, if any?
    Probes: giveaways, program updates, client check-ins
VIII. What would an ideal marketing communication process look like for the JBG pantry?
    Probes: social media suggestions, how to plan on-campus events, effective PSA techniques and suggestions, social media style guide

IX. What marketing tactics worked well in the past, if any and why?

Probes: email marketing, flyers around campus, social media posts, on-campus partners, posts had calls to action, partnering with RSO's or Greek life increased traffic

X. What marketing tactics didn't work well in the past, if any and why?

Probes: email marketing, flyers around campus, social media posts, posts didn't stand out, weren't enough flyers posted, emails were ignored

XI. Over the period that you have served, tell me about events/ initiatives you hosted, if any.

Probes: How successful was the specific initiative? on-campus informational event, Cooking Matters classes, sorority partnership events, tabling at the union, "pack the pantry" food drive

XII. How do you evaluate the pantry's performance?

Probes: users per month, number of volunteers, number of items donated, number of items given out per month, monetary donations, feedback from clients

XIII. Is there a certain time of year that they get more applications?

Probes: during the holidays, when school begins, before finals

XIV. What are some of the things you would like to see improved for the pantry, if anything?

Operational probes: increased usage, better use of budget, adding a paid-intern position
Marketing probes: consistent social media, implement weekly email newsletter, implement recurring events, more volunteer outreach

XV. How satisfied are you with the number of students who use the service and why?

Probe: what is a good number per month? Are there any times per semester/year that there is a larger number of client? Peak period? Low period? lack of awareness and usage, enough volunteers, enough food donated

XVI. How could the levels of usage of the pantry be improved?

Probes: increase certain programs usage, enough food variety?

XVII. How has the board tried to address these problems in the past, if at all?

Probes: food drives, social media campaigns, on-campus events, reps visit classrooms

Debrief:
Is there anything we missed that you would like to further discuss?

These are all of the questions I have for you today! Thank you for your time and information. If you have any questions about what we discussed today, please feel free to reach out via email.

Appendix D – Survey

Thank you for your participation. We are seeking your opinions to help the Jane B. Gearhart Full Circle Food Pantry to communicate better with students. The study will take about 15 minutes to complete. Your responses will be used to craft messages about food services and assistance. 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 (PSA) based on your advice and for the purposes of this study.

Principal Researcher Sara K. Holm
University of Arkansas

saraholm@uark.edu

Faculty Advisor Dr. Lucy M. Brown
University of Arkansas

lmb022@uark.edu

What is the purpose of this research study?
The main objective of this survey is to gain feedback from U of A students on how they respond to marketing communication tactics including a public service announcement (PSA) related to the pantry. The results of this study will be used to create a social marketing campaign that aims to increase awareness and usage of the Jane B. Gearhart Full Circle Food Pantry among UA students.

Who will participate in this study?
Participants are undergraduate and graduate students attending the university from any discipline.

What am I being asked to do?
You will be asked to complete a series of questions regarding students' food pantry usage, feedback on a PSA, and demographics.

What are the possible risks or discomforts?
There are no potential risks to participants because the survey will remain anonymous.

What are the possible benefits of this study?
There are no direct benefits from participating in this research.

How long will the study last?
Participation includes a one-time survey that is anticipated to take 15 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?
Your participation in this research is completely voluntary. You may choose not to take part at all. If you decide to participate in this research, you may stop participating at any time. Refusal to take part in or withdrawing from this study will involve no penalty.

How will my confidentiality be protected?
All information will be kept confidential to the extent allowed by applicable State and Federal law. No identifiable information (i.e., name, student I.D., phone number, email) with be asked for you to provide during this study.

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. Lucy M. Brown (lmb022@uark.edu) or principal researcher, Sara K. Holm (saraholm@uark.edu). You may print a copy of this form for your files.

What do I do if I have questions about the research study?
Please contact Sara Holm by email at saraholm@uark.edu or Lucy M. Brown (faculty advisor) at lmb022@uark.edu with questions, complaints, or concerns regarding your participation in this research study. For questions or concerns about your rights as a research participant, please contact Ro Windwalker, the University's IRB Coordinator at (479) 575-2208 or by email at irb@uark.edu.

Statement of Consent: Your completion of this survey indicates that you have read this consent form or have had it read to you; your questions have been answered to your satisfaction and you voluntarily agree to participate in this research study.

If you agree to participate, please click the arrow below.

1. In general, how would you describe your ability to access food since being in college? (Select one only.)

       1. [ ] I have **never had difficulty** accessing food.
       2. [ ] Sometimes, I have had a **difficult time** accessing food.
       3. [ ] I neither have had a difficult or easy time accessing food.
       4. [ ] Sometimes, I have had **a very difficult time** accessing food.
       5. [ ] I have had **an extremely difficult time** accessing food.
       6. [ ] Other (Specify) _____

2. Which of these statements best describes the amount of food you have eaten while at college in the last 6 months? (Select one only.)

       1. [ ] Enough of the kinds of food I want to eat.
       2. [ ] Enough but not always the kinds of food I want to eat.
       3. [ ] Not enough: sometimes I don't have enough to eat.
       4. [ ] Not enough: often I don't have enough to eat.
       5. [ ] Other (Specify) _____

A food pantry is a distribution center where families and individuals can receive food for free.
3. What organizations do you know of that help UA students receive free food, if any?

_____

4. If you were experiencing hunger, what would be the most difficult thing about using a food pantry? (Select one only.)

       1. [ ] Wouldn't know how to gain access to a pantry
       2. [ ] I don't have transportation to get to/ from a pantry
       3. [ ] Wouldn't want people to know I use a pantry
       4. [ ] Having to show my income
       5. [ ] Having to deal with paperwork
       6. [ ] Other (Specify) _____

5. Which of the following best describes your experience with food pantries? (Select one only.)

       1. [ ] I currently use a food pantry.
       2. [ ] I currently do not use a food pantry, but I have in the past.
       3. [ ] I have never used a food pantry, but I may in the future.
       4. [ ] I have never used a food pantry, and I do not plan to in the future.
       5. [ ] Other (Specify) _____
[IF RESPONDENT SELECTS 4, GO TO Q. 6. IF RESPONDENT SELECTS, 1 2, 3, OR 5, SKIP TO Q. 8]

6. Why would you not use a food pantry? Select all that apply.
      1. [ ] I don't have a need to use a food pantry.
      2. [ ] I'm embarrassed to use a food pantry.
      3. [ ] I have friends who help me get food.
      4. [ ] I have family who help me get food.
      5. [ ] I don't qualify for using a food pantry.
      6. [ ] Other (Specify) _____

7. If you were experiencing hunger, what would you do? Select all that apply.
      1. [ ] Ask family for assistance
      2. [ ] Ask friends for assistance
      3. [ ] Use a food pantry
      4. [ ] Apply for food stamps
      5. [ ] Other (Specify) _____
[SKIP TO QUESTION 9.]

8. Which food pantry have you used? Select all that apply.
      1. [ ] Jane B. Gearhart Full Circle Food Pantry
      2. [ ] Northwest Arkansas Community Food Bank
      3. [ ] Little Free Pantry
      4. [ ] Life Source International Inc.
      5. [ ] I have not used a food pantry.
      6. [ ] Other (Specify) _____

Sometimes, college students have had to ask friends, family, or organizations for assistance with obtaining food due to financial constraints.
9. In general, which of the following emotions, if any, have you felt when asking for food assistance? Select all that apply.
      1. [ ] Embarrassed
      2. [ ] Sad
      3. [ ] Ashamed
      4. [ ] Indifferent/ neutral
      5. [ ] Hopeful
      6. [ ] Happy
      7. [ ] Fulfilled
      8. [ ] Brave
      9. [ ] I have never asked for food assistance
      10. [ ] Other (Specify) _____

Select 1 to 5 to indicate how familiar you are with the following food pantries, where 1 means you are unfamiliar and 5 means you are familiar.

10. How familiar are you with the following food pantries? (Select one only for each statement.)

	Unfamiliar	Somewhat unfamiliar	Somewhat familiar	Familiar	Very Familiar
	1	2	3	4	5
1.Jane B. Gearhart (JBG) Full Circle Food Pantry					
2. Northwest Arkansas Community Food Bank					
3. Little Free Pantry					
4. Life Source International Inc					

11. In the past six months, do you remember seeing advertising or sponsored content about the Jane B. Gearhart (JBG) Full Circle Food Pantry on any of the following media channels? Select all that apply

1. [ ] Television
2. [ ] Internet
3. [ ] Newspapers
4. [ ] Facebook
5. [ ] Twitter
6. [ ] TikTok
7. [ ] Instagram
8. [ ] UA Newswire
9. [ ] Hogsync e-mails
10. [ ] Chalk announcement on the sidewalk on campus
11. [ ] Flyers
12. [ ] I have never seen anything about the JBG Food Pantry
13. [ ] Other (Specify) _____

12. In your own words, briefly explain the message in the PSA.

_____

13. From the list below, what <u>BEST</u> describes what the JBG Full Circle Food Pantry wants you to know from the PSA? (Select one only.)
  1. [ ] Anyone can be hungry, and if you need food, produce, or toiletries, you can go to the JBG Full Circle Food Pantry.
  2. [ ] You can order food, produce, and toiletries online from the JBG Full Circle Food Pantry.
  3. [ ] There are multiple locations available for students to discreetly pick up their orders.

Select 1 to 5 to indicate how clear or unclear you perceive the headline, where 1 means you perceive the headline as unclear and 5 means you perceive the headline as clear.
14. How clear is the PSA's headline "Hunger Doesn't Have One Face"?

Unclear		Neutral		Clear
1	2	3	4	5

15. Please indicate whether you (1) disagree, (2) somewhat disagree, (3) are neutral, (4) somewhat agree or (5) agree with the following statements about the public service announcement (PSA):

	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree
	1	2	3	4	5
1. This PSA makes it seem like hunger affects a lot of students.					
2. This PSA is for students like me.					
3. This PSA encourages students in need to go to the pantry for food.					

16. Please select your level of agreement with the following statements about the design of the PSA. Please indicate whether you (1) disagree, (2) somewhat disagree, (3) are neutral, (4) somewhat agree or (5) agree with the following statements about the PSA:

	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree
	1	2	3	4	5
1. I like the images of diverse faces.					
2. The images of faces are too subtle.					
3. The different colors in the PSA work well together.					
4. The PSA is too wordy.					

17. Please select your level of agreement with the following statements about the design of the PSA. Please indicate whether you (1) disagree, (2) somewhat disagree, (3) are neutral, (4) somewhat agree or (5) agree with the following statements about the PSA:

	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree
	1	2	3	4	5
1. From the PSA, I know what services the pantry offers.					
2. The PSA made me more likely to recommend the JBG Full Circle Food Pantry to a student who needs assistance with food.					
3. The PSA **did not** provide enough information about the pantry.					
4. I would like if the PSA also had a video.					

18. What is your favorite part of the PSA? (Select one only)
  1. [ ] The headline
  2. [ ] The pictures of different people
  3. [ ] The four lines with information about the pantry
  4. [ ] The pantry logo
  5. [ ] The PSA layout
  6. [ ] The fact that no questions are asked about income
  7. [ ] There are discreet pickup options
  8. [ ] The pantry provides nonperishables, fresh produce, and toiletries
  9. [ ] Students have to show I.D.
  10. [ ] Orders can be placed online
  11. [ ] I don't prefer any specific part
  12. [ ] Other (Specify) _____

19. What is your least favorite part of the PSA? (Select one only)
      1. [ ] The headline
      2. [ ] The pictures of different people
      3. [ ] The four lines with information about the pantry
      4. [ ] The pantry logo
      5. [ ] The PSA layout
      6. [ ] The fact that no questions are asked about income
      7. [ ] There are discreet pickup options
      8. [ ] The pantry provides nonperishables, fresh produce, and toiletries
      9. [ ] Students have to show I.D.
      10. [ ] Orders can be placed online
      11. [ ] I don't dislike any specific part
      12. [ ] Other (Specify) _____

20. Briefly explain how you think the PSA be improved.

_____

21. How would you <u>MOST</u> prefer to receive information about the Jane B. Gearhart Full Circle Food Pantry? (Select one only.)
      1. [ ] Jane B. Gearhart Pantry Email
      2. [ ] UA Newswire
      3. [ ] Hogsync Email
      4. [ ] Facebook
      5. [ ] Twitter
      6. [ ] Instagram
      7. [ ] TikTok
      8. [ ] Flyers
      9. [ ] Chalk announcement on sidewalk on campus
      10. [ ] Other (Specify) _____

22. What medium do you spend most of your free time using? (Select one only.)
      1. [ ] Television
      2. [ ] Internet
      3. [ ] Facebook
      4. [ ] Twitter
      5. [ ] Instagram
      6. [ ] TikTok
      7. [ ] LinkedIn
      8. [ ] Other (Specify) _____

23. If the Jane B. Gearhart Full Circle Food Pantry wanted to apply this PSA to a video, briefly explain what you would like to see in the video, if anything.

_____

24. What kind of videos do you like to watch most on social media? (Select one only.)
    1. [ ] Videos that provide information
    2. [ ] Videos that make me emotional
    3. [ ] Videos that use humor
    4. [ ] Videos that tell a story
    5. [ ] Videos with dance moves
    6. [ ] Videos with a diversity of people
    7. [ ] Videos with people that look like me
    8. [ ] Videos with my favorite type of music
    9. [ ] Other (Specify) _____

25. What is your favorite genre of music? (Select one only.)
    1. [ ] pop music
    2. [ ] rap music
    3. [ ] classical music
    4. [ ] country music
    5. [ ] R&B music
    6. [ ] Other (Specify) _____

26. What is your gender identity?
    1. [ ] Female
    2. [ ] Male
    3. [ ] Nonbinary
    4. [ ] Prefer not to disclose
    5. [ ] Other (Specify) _____

27. Please select the race or ethnicity with which you identify: (Select one only)
    1. [ ] African American or Black
    2. [ ] Asian/Pacific Islander
    3. [ ] Hispanic/Latino
    4. [ ] Caucasian/White
    5. [ ] Native American/American Indian
    6. [ ] Prefer not to disclose
    7. [ ] Other (Specify) _____

28. In what year of school are you currently enrolled? (Select one only)
    1. [ ] Freshman
    2. [ ] Sophomore
    3. [ ] Junior
    4. [ ] Senior
    5. [ ] Graduate

29. Please select in which college your major currently belongs. Select all that apply.
1. [ ] College of Education and Health Professions
2. [ ] College of Engineering
3. [ ] Dale Bumpers College of Agricultural, Food and Life Sciences
4. [ ] Fay Jones School of Architecture
5. [ ] Graduate School and International Education
6. [ ] J. William Fulbright College of Arts and Sciences
7. [ ] Sam M. Walton College of Business
8. [ ] School of Law
9. [ ] Other (Specify) _____

30. What is your age? (Select one only)
1. [ ] Under 18
2. [ ] 18-22
3. [ ] 23-27
4. [ ] 28-32
5. [ ] 33 and over

31. Which best describes your student residential classification? (Select one only)
1. [ ] In-state/ Arkansas resident.
2. [ ] Out of state/ non-Arkansas resident.
3. [ ] International/ Resident of another country.

32. Is there anything else about the Jane B. Gearhart Full Circle Food Pantry you would like to share?

_____

Thank you for your participation in the JBG Full Circle Food Pantry survey.

Appendix E – Survey IRB Approval Form

UNIVERSITY OF ARKANSAS

To:	Sara K Holm
From:	Douglas J AdamsJustin R Chimka, Chair
	IRB Expedited Review
Date:	01/25/2022
Action:	**Exemption Granted**
Action Date:	01/25/2022
Protocol #:	2112378652
Study Title:	A Social Media Strategy Plan for the Jane B. Gearhart Full Circle Food Pantry

The above-referenced protocol has been determined to be exempt.

If you wish to make any modifications in the approved protocol that may affect the level of risk to your participants, you must seek approval prior to implementing those changes. All modifications must provide sufficient detail to assess the impact of the change.

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

cc: Lucy M Brown, Investigator

Appendix F – PSA Creative Brief

JANE B. GEARHART
**FULL CIRCLE
FOOD PANTRY**
Volunteer Action Center

Creative Brief

Background:
The Jane B. Gearhart Full Circle Food Pantry is looking to increase awareness of its services among its student population of clients. Although the largest group on campus, undergraduates make up the least number of clients. Graduate and international students currently use the pantry more than others, as they appear to be the most aware and have the greatest need for food assistance on campus. This PSA must reach a wider group of potential student clientele.

Objectives:
- To increase awareness for the pantry as a resource among UA undergraduates by 15 percent from May 2022 to May 2023.
- To increase usage of the pantry among UA food insecure undergraduate, graduate, and international students, by 10 percent from May 2022 to May 2023.

Target profile: *The Resourceful Scholar*
Undergraduate, graduate, and international students ages 18-24 who attend the University of Arkansas.

> **Consumer profile:**
> Olivia is a 19-year-old sophomore at the University of Arkansas pursuing a degree in psychology. Her friends describe her as hardworking, independent, and empathetic. She pays for her own college expenses, but she has always struggled to balance classes with having a job that helps her pay for her essentials. Olivia would like to focus on her classes without worrying about how she will afford groceries and pay her bills. She is fiercely private, independent, and struggles with asking others for help because she doesn't want to appear weak or be a burden. Olivia feels that other students have greater needs, and her situation is not dire enough to deserve help. She is likely to only accept help if offered and received discreetly.

Key insight:
Even when they are in need, some college students project an aspirational image of success in person and on social media. It's hard to determine just by observation who needs help.

Current position:
Many UA students are unaware that the food pantry exists, and some of those who are aware, do not feel that they qualify to receive assistance.

Re-position:
The Jane B. Gearhart Full Circle Food Pantry is a resource for all students to use at any level of food need. No questions are asked, and no proof of need is required to receive assistance.

Promise/Benefits/RTB:
The Jane B. Gearhart Full Circle Food Pantry provides numerous resources for University of Arkansas students to receive food assistance. The Pantry...

- … assists anyone with a valid University of Arkansas (UARK) or the University of Arkansas for Medical Sciences (UAMS) identification card.
- ...supplies non-perishable food items and fresh produce to the roughly 800-900 clients it sees a month.
- ...offers in-person and online ordering, locker pickup, satellite location pickup, and twelve mini pantries around campus, all of which are available on various days and times to accommodate different schedules.
- ...does not ask for proof of the need to be provided to receive assistance to facilitate students feeling safe and comfortable using the pantry.

Message:
Any student can use The Jane B. Gearhart Full Circle Food Pantry to get food during college, regardless of the level of need.

Mandatories:
Headline, JBG Pantry logo, social media icons

Brand personality:
Generous, empathetic, inspirational

Tone:
Youthful, informative, unique

Media:
Text and photo-based PSA post for social media (Facebook, Instagram, TikTok)

Evaluation metrics:
Pre/post surveys to measure students' knowledge, attitude, and use of Jane B. Gearhart Full Circle Food Pantry. Post-tests should:
- Monitor students' online applications
- Monitor Google metrics for Facebook, Instagram, and TikTok

If the level of knowledge about the Jane B. Gearhart Full Circle Food Pantry and awareness of the services offered among undergraduates and usage among graduate and international students, increased by 10% and 5% respectively, by May 2023, the campaign will be deemed a success.