

Proposal for Strategies to Improve Awareness and Participation of the Alma Mater Society's Sustainability Initiatives at the University of British Columbia

Chris Baird, Alice Chen, Celia He, Aidan Miller and Ellen Tso

University of British Columbia

COMM 468

November 22, 2010

Disclaimer: "UBC SEEDS provides students with the opportunity to share the findings of their studies, as well as their opinions, conclusions and recommendations with the UBC community. The reader should bear in mind that this is a student project/report and is not an official document of UBC. Furthermore readers should bear in mind that these reports may not reflect the current status of activities at UBC. We urge you to contact the research persons mentioned in a report or the SEEDS Coordinator about the current status of the subject matter of a project/report".

PROPOSAL FOR STRATEGIES TO IMPROVE AWARENESS AND PARTICIPATION OF THE ALMA MATER SOCIETY'S SUSTAINABILITY INITIATIVES AT THE UNIVERSITY OF BRITISH COLUMBIA

Prepared for Nancy Toogood (Food and Beverage Manager), Liska Richer (Coordinator, SEEDS program), and Justin Ritchie (Coordinator)



**Prepared by Chris Baird, Alice Chen, Celia He, Aidan Miller, and Ellen Tso
COMM 468 – Marketing Applications**

The University of British Columbia

November 22, 2010

Table of Contents

<u>Executive Summary.....</u>	<u>3</u>
<u>Introduction.....</u>	<u>4</u>
<u>Situation Analysis.....</u>	<u>4</u>
<u>SWOT.....</u>	<u>4</u>
<u>Porter’s 5 Forces.....</u>	<u>5</u>
<u>Findings</u>	
<u>Primary Research.....</u>	<u>6</u>
<u>Recommendations.....</u>	<u>7</u>
<u>AMS Sustainability Branding and New Slogan/Message.....</u>	<u>7</u>
<u>AMS Sustainability Online Presence.....</u>	<u>9</u>
<u>Increase the Number of Volunteer Positions.....</u>	<u>11</u>
<u>AMS Staff Awareness.....</u>	<u>13</u>
<u>Conclusion.....</u>	<u>14</u>
<u>Limitations.....</u>	<u>14</u>
<u>Monitors and Control.....</u>	<u>15</u>
<u>Contingency.....</u>	<u>16</u>
<u>Works Cited.....</u>	<u>18</u>
<u>Appendix 1.1 – Survey Questions for Students, Faculty, and Staff.....</u>	<u>18</u>
<u>Appendix 1.2 – Survey Results.....</u>	<u>20</u>
<u>List of Figures</u>	
<u>Figure 1 – Awareness of AMS Initiatives among Students and Staff</u>	<u>7</u>
<u>Figure 2 – Recognition and Usage Rates of Sustainability Initiatives</u>	<u>8</u>

Executive Summary

The Alma Mater Society (AMS) of the University of British Columbia (UBC) is experiencing low awareness and participation among students and staff despite the wide array of sustainability initiatives and services offered. This is largely due to the lack of unified branding and consistent marketing promotions.

The current strategies employed by the AMS to promote its sustainability initiatives were researched through interviews with the AMS Food and Beverages Manager, as well as various sustainability program coordinators at UBC. The current level of awareness for existing sustainability initiatives was measured through surveys that were distributed to students, faculty, and staff. After thoroughly analyzing survey results and conducting further secondary research with similar organizations, this proposal consists of the following recommendations:

1. Maximize awareness by bringing all current AMS sustainability initiatives underneath one consistent and unified "AMS" brand.
2. Enhance the online presence of the AMS's sustainability initiatives
3. Offer sustainability volunteer positions and opportunities
4. Increase internal AMS staff awareness

By implementing the changes proposed above, the AMS will benefit from the following:

- Improved communication, awareness, and participation of existing sustainability initiatives from students, faculty, and staff.
- A foundation for a strong and consistent "AMS Sustainability" brand presence on the UBC campus.

The long term benefit from the proposed recommendations will exceed the initial cost of the implementation. After the implementation, the AMS should conduct annual surveys to monitor the level of awareness and attitude of students, faculty and staff. It is critical to obtain feedback from target audiences on a regular basis.

Situation Analysis

The UBC Alma Mater Society (AMS) is a student-run union located in the Student Union Building (SUB) that represents over 45,000 University of British Columbia (UBC) Vancouver students.

The AMS's sustainability initiatives aim to "reduce the university campus's Ecological Footprint (EF) to sustainable levels and to foster environmental justice in our own operations through our relationships within the University and the broader community" (Impacts Committee, AMS).

Current initiatives include: Green discounts for bringing own mug and container, fair trade coffee at all SUB outlets, biodegradable takeout ware, a line of menu items that have a lighter ecological footprint, increased selection menu items using UBC Farm ingredients, pre and post-consumer composting at all outlets, and more (Sustainability, AMS).

The current goal of the AMS is to increase awareness and participation among UBC students, staff, faculty, and visitors in these sustainability initiatives with a focus on the food and beverage department.

Competition for AMS sustainability initiatives are separated into the following:

- Indirect Competition: UBC Village and other food and beverage outlets (without a focus on sustainability).
- Direct Competition: UBC Food Services, UBC Sustainability Office, and campus sustainability groups/associations such as the CUS Sustainability.

The main target groups for the marketing of AMS Sustainability initiatives are UBC students (with less focus on faculty, staff, and visitors).

Channels that the AMS currently uses to promote its initiatives include social networking sites (e.g. Facebook, Twitter), word of mouth, the AMS website (www.ams.ubc.ca), and signage in AMS Food & Beverage outlets.

The budget for our marketing plan is approximately \$1,500.

SWOT (Strength, Weakness, Opportunity, and Threat) Analysis

Strengths (Internal)

- UBC has strong worldwide reputation as a leader in sustainability.
- Strong support for sustainability from students.
- Extensive communication channels at UBC (e.g. Facebook, professors).

- AMS is a student government organization and receives funding from UBC.

Weaknesses (Internal)

- Lack of brand awareness and marketing focus for initiatives.
- Lack of integrated staff knowledge and training regarding initiatives.

Opportunities (External)

- Increase awareness and participation in AMS sustainability in order to get more students and faculty to use services and think sustainably.
- Potential for more funding from UBC if AMS' sustainability marketing increases awareness and use of its services and initiatives.
- A new SUB building will be constructed in the heart of campus – An excellent opportunity for the AMS to capitalize on the excitement and showcase their sustainable efforts and initiatives.
- Sustainability is a growing trend on the West Coast that is gaining attention in Vancouver.

Threats (External)

- There is currently low awareness and students don't know about the AMS's sustainability initiatives.
- AMS sustainability brand may be surpassed by the growing support for faculty-specific sustainability groups (such as those at the Sauder School of Business).

Porter's 5 Forces – Focus on AMS Food & Beverage Sustainability Initiatives:

Buyer Power (UBC Students, Staff and Faculty): Power Level: High

The majority of the AMS's sustainability initiatives are centralized around the AMS Food & Beverage department based in the SUB. As there are many other locations to get food on and around campus, buyer power is high in selecting where to spend their money. In addition, acting sustainably is optional and the AMS's programs are only successful if people decide to participate.

Supplier Power (UBC): Power Level: Medium

The AMS receives their funding from UBC. If UBC finds that the AMS isn't offering desirable or effective sustainability options to the UBC community, they have the authority to decrease the amount of funding allocated to the AMS.

However, the students of UBC pay fees that go directly to the AMS – They have strong sentiments surrounding *their* student union, and any reductions in funding would likely be resented.

Threat of New Entrants (New Sustainability-Focused Organizations): Power Level: Medium to High

There are few barriers to entry for creating a sustainability organization on campus, a fact proven by the recent success of multiple sustainability groups that have been created in the past five years.

As more new organizations begin to promote their individual sustainable programs on campus, the AMS's target market will become overwhelmed with the different program options to support. Students, staff and faculty may be distracted from focusing and supporting the AMS' sustainability initiatives.

Competitive Rivalry (UBC Sustainability, CUS Sustainability, and Other Sustainability-Focused Organizations.): Power Level: Medium to High

When trying to gain support for sustainability initiatives, the AMS will have to compete for attention with UBC Sustainability as well as faculty-specific organizations such as the Environmental Science Students Association. The level of competition is high because all these organizations are trying to promote a common message of sustainable living as well as recruiting for participation in their programs. Since there are so many organizations for students to choose from, the AMS must strive to differentiate themselves from their competition to remain competitive on campus.

Threat of Substitutes: Power Level: High

A substitute to the sustainable programs is simply acting unsustainably and not participating. In this scenario, the potential to act unsustainably is always extremely high, especially when bad habits are hard to break (for example, always composting).

Primary Research

Our team has conducted a survey designed to uncover the current level of awareness of AMS sustainability initiatives around the UBC campus. We conducted the survey by visiting various campus "hotspots" such as commerce, engineering, computer science, forestry and arts faculty buildings. We also recorded results from the SUB, the University Village, and over the internet.

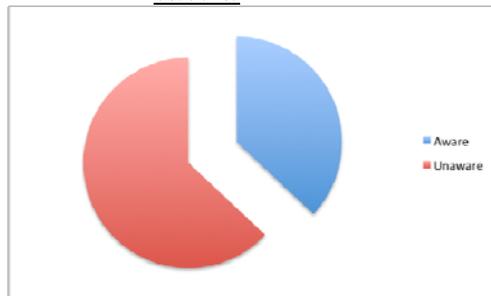
Our questions aimed to illustrate the awareness level for each individual initiative. We also offered participants a chance to provide feedback in ways that the AMS can increase their awareness. We distributed three different versions of the survey: the first was targeted towards students, the second at UBC faculty, and the third at AMS staff.

Research Results

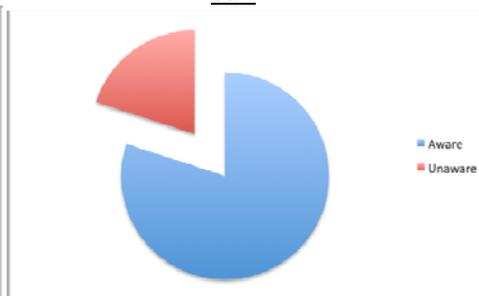
The results from our three surveys brought some interesting information to our attention.

1. The current awareness level of the sustainable initiatives created by the AMS is very low.

Awareness of AMS Sustainability Initiatives among:
Students



Staff



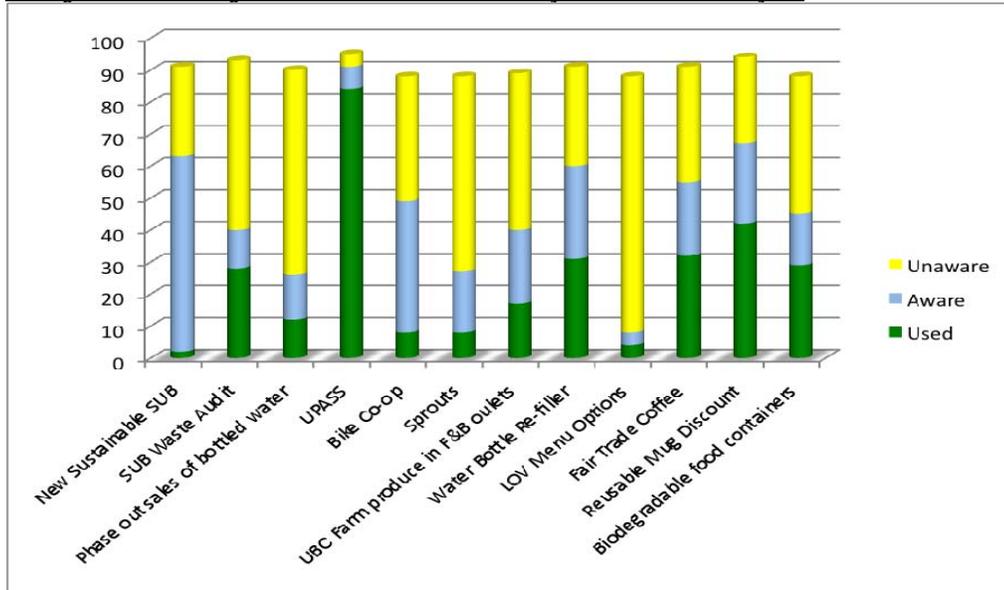
Evidently, the majority of UBC students were unaware of any AMS initiatives. Additionally, there was a surprisingly large portion of AMS Staff that were unable to recall any of *their own sustainable initiatives*.

The following programs had the lowest recognition score on our survey:

- Local Organic Vegan (LOV) menu options
- Sprouts Organic Supply
- The plan to phase out sales of bottled water by 2015
- Bicycle Co-op
- Biodegradable food containers in the SUB
- The SUB waste audit

In general, students scored lowest in recognition of these programs, followed closely by faculty members. The following graph provides a visual representation of the levels of use and awareness from the student survey:

Recognition and Usage Levels of AMS Sustainability Initiatives – Survey #1



- Currently, the most successful marketing methods for generating awareness for the AMS are signage in the SUB, word of mouth and flyers. However, all of these methods are still extremely underutilized and allow large room for improvement.
- In all three of the surveys, students, faculty and staff were on average 95% *unaware* of any volunteer positions within AMS sustainability. The only volunteer position that received limited recognition was Sprouts.

Recommendations

Taking into consideration our key insights from our primary research, we have four recommendations:

- AMS Sustainability Branding and New Slogan/Message
- AMS Sustainability Online Presence
- Increase the Number of Volunteer Positions
- AMS Staff Awareness

Recommendation One: AMS Sustainability Branding and New Slogan/Message

Currently there is no slogan for AMS Sustainability, but there is a logo for the AMS Lighter footprint strategy (LFS). However, this logo is not used consistently and is not widely recognized. For

example, the logo is not prominently featured on any of the sustainability initiatives in the SUB. It is very subtle, and at times the logo isn't even used. This failure to create an association between the logo and the initiatives is a possible reason why so many UBC students are unaware of AMS initiatives.

Goal: To maximize awareness by bringing all of the current AMS sustainability initiatives underneath one consistent and unified "AMS" brand.

Strategy: Create a captivating slogan while strategically increasing the placement of AMS logos alongside of various sustainability initiatives.

Tactics: We have brainstormed several potential slogans to accompany promotional and marketing materials for AMS sustainability initiatives. These include:

"Join the green side"
"UBGreen" (You Be Green)
"There is no Planet B"

Using a chosen slogan, we will have the AMS logo presented prominently on all sustainability initiatives and facilities. This includes:

- Larger and more prominent AMS logo on the water refill station
- AMS logo and slogan presented beside compost signage
- AMS logo and slogan presented at all Food & Beverage outlets

We will also maximize the exposure of AMS sustainability initiatives during the beginning of the school year (September and October) in order to capitalize on high traffic and positive atmosphere. We can accomplish this by the following:

- Station AMS volunteers near sustainability facilities (e.g. water refill stations and compost disposal) who will direct and provide students with information on the different sustainable programs.
- Increase the usage of posters and fliers in the SUB and around campus during Imagine Day and other orientation events.

Recommendation Two: AMS Sustainability Online Presence

Goal: Increase awareness and traffic to AMS Sustainability web and social network pages. Currently online presence consists of:

- A webpage (<http://www.ams.ubc.ca/campus-life/ams-sustainability/>)
- A Facebook group
- A twitter account

Strategy: (A) Modify content on AMS Sustainability web page by making navigation more simple

and intuitive. (B) Develop a stronger link between the AMS Sustainability web page and its social networking sites (e.g. Facebook and Twitter).

Tactics: To implement this recommendation, a student volunteer will be appointed and responsible for monitoring the website and social network pages for one school year. This position would require approximately 3-5 hours of time per week and a successful applicant should be experienced in website design. These volunteer hours would be spent in the following ways:

- 1-3 hours researching for relevant sustainability articles to post online.
- 1-2 hours reaching out to student groups/associations that want publicity on AMS sustainability web or social network pages.
- 1-3 hours compiling information and coding for website, and uploading to social network pages.

Tactics for (A): Simplify and unify all parts of the AMS Sustainability web page. Firstly, using social networks is similar to having a personal conversation. One must be constantly present and aware of the conversations going on around them. To achieve this, the Facebook and Twitter pages should be updated daily. This will also offer the opportunity to use AMS LFS logo and slogan *throughout* its web and social network pages.

Another tactic is to increase the use of images online. Pictures are more influential than text. This will also encourage people to stay on the website a little longer, as it's more inviting and encourages visitors to "read-on".

Lastly, core "subjects" on the AMS sustainability web page should include the following:

Volunteer Opportunities

- List opportunities for students to get involved
- Describe role and responsibilities of positions
- Explain the benefits of being involved

Sustainability Clubs on UBC Campus

- AMS-affiliated and other on-campus groups

AMS Sustainability Initiatives

- Mission statement - i.e. "Lighter Footprint Strategy"
- List initiatives
- Offer *short* descriptions of each initiative.

AMS Sustainability News* (*focus on Food & Beverage)

- "Article of the Week" where an AMS/UBC Sustainability event or group is featured in an article
- "Numbers" where facts are shared about sustainability progress at the SUB. For instance, how many water bottles are refilled at the Water Refiller per week

Tactics for (B): Update Facebook and Twitter pages daily to keep students and members of the UBC community informed. Below are four methods of accomplishing this:

Firstly, post news articles related to sustainability (for example, a David Suzuki article). This will help tie a connection between what the AMS is doing in terms of its initiatives with current “hot topics”. Secondly, AMS Sustainability achievements should be posted so that people at UBC know what the AMS is doing. If people see the AMS as sustainability “success story” they are more likely to participate themselves. Thirdly, on social network sites, the AMS can create and promote sustainability-related topics. For instance, include discussions about campus plastic water bottle consumption on Facebook and Twitter. By doing this, access to target market opinion and sentiments can also be attained and can be useful for marketing purposes. Lastly, the AMS should be encouraging followers to visit all online mediums such as website, twitter, and Facebook pages. By spreading out the presence online, the AMS can catch the attention of multiple groups and persons who use different tools.

Recommendation Three: Increase the Number of Volunteer Positions:

Currently students are interested in volunteering for the AMS Sustainability initiatives, but there are no positions available. We propose that two different types of positions be created to provide students with the chance to volunteer.

Position #1 – AMS Sustainability Outreach Coordinator

Goal: Increase awareness of AMS sustainability initiatives

Strategy: Employ two volunteer-students to promote AMS Sustainability via Word-of-Mouth and partnerships with on-campus groups and associations. These volunteers would be called “AMS Sustainability Outreach Coordinators”. Their duties would primarily be to engage UBC students, faculty, and staff through activities and ultimately encourage them to share sustainability information with others at UBC.

These volunteers will help students embrace new information regarding sustainability initiatives from the AMS and other UBC-organizations, and also heighten awareness. These Coordinators will be the *face* of AMS sustainability initiatives, and they will be the first-hand “information takers”.

Tactics: Outreach activities and partnerships with Student groups/associations.

Students and other campus members will be able to ask these individuals questions related to AMS Sustainability. The location of the Coordinators will be in the front of the SUB entrance as there is high traffic (whether it is students, faculty, etc.).

The following is an example of a potential activity that could be organized by the Outreach Coordinator:

The Tap Water Taste Test

- Coordinators will offer samples of bottled water and tap water in a blind taste test to passersby in the SUB. This event is designed to demonstrate the similar qualities of bottled and tap water as well as encourage students to use refillable water bottles.
- Estimated Experiment Time: Two weeks. In the first week, volunteers assign the students to do the blind taste test and the second week assign them to do the other experiment.
- Estimated Working Hours: Two hours per day during peak hours (11am till 2pm) for data collection phase and approximately 10 hours total for the analysis phase.
- Estimated Time to Collect Data: Two weeks
- Estimated Time to Analyze Data: One week

Once the analysis is done, the results will be posted on the AMS Sustainability web page as well as on Facebook and Twitter. This will ensure that students will find out the results and allow them to pass this information onto *their* friends and other members of their UBC network.

In terms of partnerships with groups on campus, these volunteers can offer presentations on sustainability, offer sponsorship (promotion on website for instance). These opportunities are feasible, as many student groups want recognition on campus, and they want to offer value extra-curricular experience to their members. The AMS can definitely satisfy such offer through the new volunteers.

Position #2 – AMS Sustainability Analyst

Goal: To discover the best practices and approaches to sustainability at other post-secondary institutions.

Strategy: Employ one student as a volunteer. The student should be capable of conducting market research in order to gain insight about sustainability initiatives from other comparable institutions such as SFU and Capilano University.

The main focus for the volunteer is to learn about the sustainability initiatives and events held by other institutions and identify growth/improvement opportunities for the AMS and its sustainability initiatives.

Tactics: Create a comprehensive work outline for the Sustainability Analyst. Tasks include, but are not be limited to the following:

Compare other universities to UBC in terms of:

- Number of sustainability events run by sustainability groups

- Number of sustainability groups
- Funding given to sustainability initiatives
- Barriers to sustainability (e.g. not enough funding)
- Strengths and weaknesses (i.e. SWOT analyses)

Reach out to other universities to gain insight into their “best and worst” practices:

- Arranging conference-calls with individuals in similar roles
- Brainstorm with external schools solutions to current problems

The estimated workload for this role would be three times per week and two hours per shift. Since the job can be completed individually, the student can have a flexible schedule. The estimated duration for this position would be one school term – Four months. The volunteer would collect information and data in the first month, then analyze the information in the second month.

Recommendation Four: AMS Staff Awareness

Goal: To increase internal staff awareness of AMS Sustainability initiatives amongst AMS Food & Beverage staff.

Strategy: This will be a multi-tiered strategy: Part (A) Trains AMS Food & Beverage staffs about the sustainability initiatives and Part (B) Provides incentives for staff to work together to achieve sustainability goals.

Tactics: (A) When hiring new employees, the AMS should include a short description of all current AMS sustainability initiatives in the job description so that potential new employees learn quickly that sustainability is a major issue to the AMS. In addition to this, the AMS should design a brief “Sustainability Training Program” for new employees. The details of this program may be as follows:

Length: One hour.

Cost per Employee: Salary for one hour.

Content:

- 20 Minutes: A PowerPoint presentation describing all the Sustainability Initiatives that are presently being undertaken by the AMS Sustainability department, as well as visually shocking pictures and visuals showing all the waste generated by UBC in a one month period.
- 20 Minutes: A tour of the SUB, showing each employee exactly where all the sustainability initiatives take place (eg: Water Refill Station, Compost/Recycle Bin, etc).
- 20 Minutes: Group discussion on how AMS Sustainability can promote its initiatives better. This can help generate innovative ideas for promoting sustainability.

(B) Assign “Sustainability Monitors” for each Food & Beverage outlet in the SUB.

Each month, one employee from each restaurant will be assigned to be the Sustainability Monitor. This position would entail the following requirements:

- Goal: To keep employees aware and updated about the sustainability initiatives
- Duties: Monitoring of all the current sustainability initiatives, actively raising staff awareness of the initiatives, and writing a bi-weekly one-page report on the outlet's progress of minimizing waste and adopting the sustainability initiatives.
- Duration: 1 month (Beginning of the month to the end of the month)

A "Sustainability Contest" will also be held for all the AMS Food & Beverages staff in which they will compete with one another to win a group prize. The employees will enter the contest as a 'team' according to the restaurant they work for in the Student Union Building.

The objective of this contest is to provide incentives for AMS employees to promote sustainability initiatives to the UBC community (while building teamwork and leadership skills at the same time).

To conclude, winners could be determined by a variety of measures. For instance, the store with the highest number of students using their own mugs instead of disposable cups can be chosen as the winning store.

The cost associated with this contest would be minimal as it takes place only once a month, and the prize being offered would not be costly. For example, the prize could be a pizza party for the winning team!

Limitations

Despite the extensive work that has gone into creating our recommendations, there are some potential limitations that need to be considered when implementing this marketing plan.

Firstly, with our primary research, there are several limitations. For instance, surveys were the primary method of reaching out to the UBC community to gain feedback about AMS sustainability initiatives. There are individuals who may not like completing surveys, there is a slight "convenience bias" as Sauder students were the predominant respondents (for example, asking our friends on Facebook to complete survey), and turnout for faculty and staff to complete the survey was very low. However, we find that key insights were gained, despite the low response rate and technical errors, as there were many themes or ideas that seemed to repeat themselves in respondent feedback. For example, a high percentage of respondents didn't know that the AMS even *had* any sustainability initiatives.

Secondly, with the one brand and one message, this may encounter some barriers in terms of administration and support from outlets in the SUB. New signage will need to be made, employees will need to be educated, and there must be a coordinated effort by *all* parties in the AMS.

However, this issue can be mitigated by using proper communication channels with AMS employees, and also offering a detailed implementation strategy to employees.

A third limitation is concerning the AMS sustainability web page. The update of the page needs to be approved by an authority of UBC. Thus, even if students *can* design a creative and attractive website, there may be a delay in actually implementing it. The duration of the process may take some time without the students (or the AMS) knowing whether they have the permission to change the layout of the page.

Moreover, with the AMS' sustainability outreach activities organized by the volunteers, there are several obstacles to its success. Obstacles include lack of participant interest, or poor promotion by the volunteers. This may result in unsuccessful activity turnout, and as a result *not* increasing awareness to members of the UBC community.

Lastly, a limitation may arise in our recommendation of increasing staff awareness among AMS Food and Beverage employees. For instance, employees may cling to the excuse that their jobs are just too busy to be concerned with whether or not students are reusing their own mug. As a result, the Sustainability Monitor may not fulfill their role and responsibilities as described in the role description. This will simply lead to a return to the current status-quo of only referring customers, such as students, to sustainable options when the employees aren't busy.

Monitors and Controls

1. Primary Research

Six months after implementation of the proposed marketing plan, it is recommended that the AMS conduct research using survey method in order to measure whether there is quantifiable change in brand awareness and the level of participation in AMS sustainability initiatives. A questionnaire can be distributed to students, staff, and faculty on campus. The questionnaire that we had used in our primary research could be recycled to be used for this purpose. However, new or modified questions that measure the differences before and after implementation should be added to the questionnaire.

2. Data Analysis

Six months to one year after the new website has been launched, web traffic and Google analytics (a "search" trend) should be utilized in order to see whether or not there has been an increase in web traffic. In addition, data from waste composting on campus should also be analyzed to see whether usage rates have increased.

3. Internal Staff Interview and/or Focus Group

Focus groups should be conducted to interview internal AMS staff, with a focus on those from the AMS Food & Beverage outlets. Questions could include the following:

- Do you feel that you have thorough knowledge of all the sustainability initiatives available?
- What do you think about the role of Sustainability Monitor? Has it proven to be effective in increasing the participation of sustainability initiatives?
- Do you believe that most staff on shift actively promote sustainable practices such as the discount for bringing in own mugs and buying fair-trade coffee? Have sales increased as a result?

Contingency Plan

A) Integrated Sustainability Message

If the above recommendations and strategies turn out to be unsuccessful, the AMS can consider alternate ways to promote sustainability on the UBC campus.

The AMS could consider focusing less on promoting the AMS brand, and more on collaborating with other organizations to form a consistent sustainability message on campus. Since there are various sustainability initiatives happening on campus simultaneously, students may be overwhelmed by the amount of messages and initiatives presented to them. Thus, the uniform messaging strategy can mitigate possible confusion, and help get a clear message across to the students.

In addition, we observed that many of the sustainability initiatives were not sustained for prolonged periods of time. If sustainability organizations on campus decide to decrease the number of new initiatives, and instead focus on sustaining less, but more important existing initiatives, it may prove to be more effective for students to get a clear idea of what UBC is doing to promote sustainability.

Since the AMS does not have a high budget, forming partnerships with other organizations can also be financially beneficial. It would be possible for the sustainability organizations to create a select number of large scale initiatives, events, or promotional tactics thanks to a "pooling" of budget money. The large scale events can also attract media attention and increase publicity.

B) Focus on Cost Effectiveness and Convenience

Instead of focusing on the green side of the sustainability initiatives, the AMS could develop promotional messages teaching students about the amount of money they can save by engaging in sustainable acts.

As many students may be reluctant to make the extra effort to participate in sustainability initiatives, it would be effective to communicate to them *how* they can benefit personally by engaging in sustainable acts (such as saving money when they bring in their own mug).

Also, since many students are tight on budget, it would be more effective to communicate how going green can actually help them save money. For example, students can purchase an affordable lunch at Sprouts in the SUB. They can also save a lot of money by refilling their water bottles at the Water Refill Station located in the Student Union Building for free. We believe that since many students have a limited budget and time, it would be easier to get students involved in the sustainability initiatives if it addresses and solves their problems on a personal level.

Works Cited

- Impacts Committee, AMS. "AMS Lighter Footprint Strategy." *AMS Sustainability*. N.p., n.d. Web. 2 Dec. 2010. <www.ams.ubc.ca/wp-content/uploads/2010/08/AMS_Lighter_Footprint_Strategy_-_Appendices_Mar_10_2008.pdf>.
- Sustainability, AMS. "AMS Lighter Footprint Strategy." *AMS Sustainability*. N.p., n.d. Web. 1 Dec. 2010. <www.ams.ubc.ca/wp-content/uploads/2010/08/AMS_Lighter_Footprint_Strategy_-_Mar_19_2008.pdf>.
- Sustainability, AMS. "AMS Sustainability." *UBC Alma Mater Society*. N.p., n.d. Web. 3 Dec. 2010. <<http://www.ams.ubc.ca/campus-life/ams-sustainability/>>.

Appendix 1.1 – Survey Questions

Due to formatting issues, it is not possible to include a copy of the survey into this document. To view the survey in its entirety, please visit:

<http://www.surveymonkey.com/s/GDTD7RL>

APPENDIX 1.2

Relation to UBC	SURVEY 1	%	SURVEY 2	%	SURVEY 3	%
Student	93	93%	12	48%	13	52%
Faculty	2	2%	9	36%	0	0%
Visitor	0	0%	0	0%	0	0%
AMS F&B Staff	0	0%	0	0%	1	4%
AMS Staff - Other	2	2%	0	0%	17	68%
Other	5	5%	5	20%	1	4%
Awareness of Sustainability Initiatives						
Aware	37	37%	14	52%	20	80%
Unaware	63	63%	13	48%	5	20%
Mode of hearing about initiatives						
Flyer	11	11%	3	12%	3	12%
Online	14	14%	2	8%	2	8%
Walked by in SUB	27	27%	6	24%	5	20%
Word of Mouth	18	18%	5	20%	12	48%
Campus Event	5	5%	2	8%	2	8%
AMS Staff	6	6%	1	4%	16	64%
Other	3	3%	3	12%	2	8%
Unaware of any initiatives	49	49%	11	44%	5	20%
Usage and awareness of AMS Sustainability Initiatives						
<u>New Sustainable SUB</u>						
<i>Used</i>	2	2%	0	0%	8	32%
<i>Aware</i>	61	61%	13	48%	17	68%
<i>Unaware</i>	28	28%	14	52%	0	0%
<u>SUB Waste Audit</u>						
<i>Used</i>	28	28%	6	22%	11	44%
<i>Aware</i>	12	12%	6	22%	5	20%
<i>Unaware</i>	53	53%	13	48%	9	36%
<u>Phase out sales of bottled water</u>						
<i>Used</i>	12	12%	3	11%	15	60%
<i>Aware</i>	14	14%	7	26%	4	16%
<i>Unaware</i>	64	64%	16	59%	6	24%
<u>UPASS</u>						
<i>Used</i>	84	84%	12	44%	16	64%

<i>Aware</i>	7	7%	12	44%	9	36%
<i>Unaware</i>	4	4%	3	11%	0	0%
<u>Bike Co-op</u>						
<i>Used</i>	8	8%	0	0%	6	24%
<i>Aware</i>	41	41%	14	52%	19	76%
<i>Unaware</i>	39	39%	13	48%	0	0%
<u>Sprouts</u>						
<i>Used</i>	8	8%	2	7%	6	24%
<i>Aware</i>	19	19%	4	15%	18	72%
<i>Unaware</i>	61	61%	20	74%	1	4%
<u>UBC Farm produce in F&B outlets</u>						
<i>Used</i>	17	17%	5	19%	18	72%
<i>Aware</i>	23	23%	6	22%	5	20%
<i>Unaware</i>	49	49%	15	56%	2	8%
<u>Water Bottle Re-filler</u>						
<i>Used</i>	31	31%	6	22%	18	72%
<i>Aware</i>	29	29%	7	26%	7	28%
<i>Unaware</i>	31	31%	14	52%	0	0%
<u>LOV Menu Options</u>						
<i>Used</i>	4	4%	2	7%	11	44%
<i>Aware</i>	4	4%	4	15%	8	32%
<i>Unaware</i>	80	80%	21	78%	6	24%
<u>Fair Trade Coffee</u>						
<i>Used</i>	32	32%	9	33%	17	68%
<i>Aware</i>	23	23%	6	22%	6	24%
<i>Unaware</i>	36	36%	12	44%	2	8%
<u>Reusable Mug Discount</u>						
<i>Used</i>	42	42%	10	37%	22	88%
<i>Aware</i>	25	25%	8	30%	3	12%
<i>Unaware</i>	27	27%	8	30%	0	0%
<u>Biodegradable food containers</u>						
<i>Used</i>	29	29%	10	37%	20	80%
<i>Aware</i>	16	16%	5	19%	5	20%
<i>Unaware</i>	43	43%	12	44%	0	0%
Awareness of Volunteer Opportunities						
<i>Aware</i>	5	5%	2	7%	1	4%
<i>Unaware</i>	95	95%	25	93%	24	96%
Frequency of Recycling						
1-2 times	53	53%	13	46%	12	48%

3-4 times	29	29%	10	36%	8	32%
5+ times	10	10%	4	14%	4	16%
0 times	8	8%	1	4%	1	4%
Awareness of other Sustainability Organizations						
Aware	19	19%	9	32%	9	39%
Unaware	81	81%	19	68%	14	61%