



# **BIOLA LIBRARY** **CAMPAIGN PLAN**

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# RESEARCH

## Introduction

The Biola Library is located in the middle of Biola's campus and serves as a place where students can check out books, work on assignments, and study for upcoming exams. With outdoor work areas and Heiritage Café on the first level, it is a popular location for students to go when they need a change in scenery or want to sololy focus on school work. Although the library is utilized and appreciated by most students, it has not reached its' full potential in the different categories of Biola students that actively use it.

## The Biola Library

The Biola library cares deeply about the students, faculty, and everyone else that uses their facility. Their Mission Statement is "The mission of the Library is to provide access to knowledge and information to serve the research, teaching, and learning needs of the university community; facilitate the integration of on-campus and online curricula with relevant resources and robust library services; and support the university mission by fostering biblically centered scholarship." Their Values Statement reads "The Biola University Library is committed to outstanding SERVICE to our users, responsible STEWARDSHIP of our resources, and an enduring support of SCHOLARSHIP." Like the university, the Biola library wants to do whatever they can to provide academic success for students.

The Library reaches out to students, perspective students, and staff members through their website and various social media platforms. Their website allows students to search the extensive online database and view upcoming events, hours, news related to the library, and contact the library staff. The Biola Library uses social media as well to connect and update the Biola community. Their Twitter account, using the handle @biolalibrary, has 893 followers and has tweeted 1,635 times. On Instagram, they use the username @biola\_library and have posted 373 times to their 590 followers. Lastly, @biolalibrary on Facebook has 852 followers and 832 likes. News and information about the Biola Library stays within the Biola community, as the library is not mentioned in any outside news sources or articles.



The library is three floors and 98,000 square feet. It is located at the end of Metzger Lawn and the administration offices. There are 22 study rooms and over 1,000 individual study stations. The building contains over 230,000 physical books, 600,000 ebooks, and more than 85,000 periodicals. Fun fact, the Biola University Library has the "largest Christian comic book collection in higher education" (catalog.biola.edu). The library also includes Heritage Cafe on the first floor, which can be accessed from both inside and outside of the library. The third floor also houses the Learning Center, for students with academic accommodations, the Tutoring Center for students to receive help in their classes, and the Rhetoric and Writing Center to help students improve their writing abilities.

## Audience

The Biola University Library's main audience consists of mostly undergraduate students; graduate students and faculty also use the library as well. Undergraduate students are usually around ages 18-22 while graduate students and staff members are usually over 25 years old. Students and faculty are of numerous ethnicities and most identify their religion as Christianity. Students usually visit the library to work on assignments, study, or research. Since there is a variety of reasons to visit the library, it is difficult to determine how long students use the library. According to the About Us section on their website, there were 436,384 library visits from 2018-2019. 95% of undergraduate students, 61% of graduate, and 86% of faculty visited the library in 2018-2019.

## Competition

Located two minutes away from campus, the La Mirada Library is the main competitor to the Biola Library. The La Mirada Library is funded by the city of La Mirada and is not limited to religious material. It has 23 ratings on Google and is given a rating of 4 stars (the Biola Library has a Google rating of 5 stars and reviews from 5 people). Unlike the Biola University Library which usually closes after 7:00 pm, the La Mirada Library closes at 5:30 pm. Other competitors of the Biola Library are local coffee shops which students go to for a change in scenery. Locations such as Stereoscope, Philz, and Starbucks attract students because of their menu and the aesthetic of the shops. Both the La Mirada Library and local coffee shops are visited by students to venture off campus and do their work in a different environment than what they are used to.

## Problems & Opportunities

The library could improve in the study environments (particularly on the third floor), updating the system used to reserve study rooms, and integrating students back into the library. The third floor can, at times, be noisy and difficult to study in. Most people think that the study rooms are soundproof, when in actuality they are not, which leads to lots of loud talking and laughter that seeps into the outside environment. Before COVID-19, Biola University had a portion of their website that allowed students to make a reservation for a study room for up to two hours. This system was not very effective, however, as several different students could reserve the same study room for the same amount of time, but the system would not show that it was reserved by anyone.



This would lead to frustration among students when they would have to compromise and either not use the room at all or not use it as long as they planned. Lastly, with the closure of campus for the fall 2020 semester and the reduced amount of students for spring 2021 semester, there is the question of how to incorporate more students into the library while following CDC guidelines. Since the introduction of the COVID-19 vaccinations, however, cases in the United States have dropped and those vaccinated are less likely to catch the virus. This is good news for the fall 2021 semester as CDC guidelines might change to allow more people in indoor spaces. An opportunity concerning this problem is more difficult to predict since the fall 2021 semester begins in over 4 months and the amount of COVID-19 infections and vaccination rates can change.

Concerning the third floor environment and room reservation system, this is a great time to start making improvements. The Biola Library has the opportunity to update their reservation system for students to reserve study rooms in the library next semester. They can also print posters and post them on the third floor to remind students that the study rooms are not soundproof and to study quietly.

Another issue that the library faces is the types of students that visit. The Art and Cinema Media Arts departments have their own facilities for students in those majors, so they might use the library less. Talbot graduate students also use the library, but less than undergraduate students as a whole. The Biola Library also has the opportunity to remind students of their facilities to increase the amount of students that use the library.

## SWOT Analysis

Figure 01

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• The library is located on campus and receives lots of foot traffic</li> <li>• The library has a wide variety of academic Christian material for students</li> <li>• It provides a quiet place of study for students to work with others or by themselves</li> <li>• Houses the Tutoring, Learning, and Writing Centers</li> <li>• Has both a physical and online database</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• The third floor can oftentimes be loud and a difficult study environment for students</li> <li>• Individual study rooms are not soundproof</li> <li>• The website for study room reservations is not accurate and needs to be improved</li> <li>• Not all graduate and undergraduate students utilize the library and its' resources</li> <li>• Not many students check out the books, but only use them inside of the library</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Create facilities and resources specific to the undergraduate majors, commuters, and the Talbot graduate students that do not use the library</li> <li>• Hold an event at the library to remind students how great the library can be for studying</li> <li>• Themed library nights (80s night, pajama nights, etc) to liven up the environment</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• COVID-19 has restricted the amount of people that can be in the library at a time</li> <li>• Other on and off campus locations that students study at instead of the library</li> </ul>

The strengths of the library include its on campus location, a wide physical and online variety of Christian academic material, study space, and housing academic centers. Being at the center of campus allows for easy access for all students. It is also located near the Caf and other eateries where students can grab a bite to eat before or after their study session. The collection of material owned by the library makes it the most likely location for students to look for sources for their classes. The study rooms, individual study desks, tables, and couches allow for students to study in whatever environment is most comfortable to them. The Tutoring, Learning, and Rhetoric and Writing are housed on the third floor of the library, which causes more students to visit the library.

The noisy environment of the third floor can make it difficult for students to concentrate and finish their assignments. Especially in the evening, the center of the third floor contains lots of talking and laughter which serves as a distraction. The un-soundproof rooms add to this factor as well. Students inside of them are sometimes loud because they believe students outside cannot hear them. As mentioned earlier, the website that allows students to reserve a study room is not completely updated as it allows multiple parties to reserve the same room for the same amount of time. Even though most undergraduate students use the library, there needs to be an increase in the amount of CMA and art majors (they have their own facilities for their major), commuters (they use The Collegium which is a \$125 membership fee for the year), and Talbot graduate students that use the library. Lastly, students that use physical copies of library books usually only use them inside of the library, but do not check them out to use again later.

The Biola University Library has several great opportunities. First, they can create separate resources and facilities specifically aimed at the students that do not use it very often. For example, they could host events specifically aimed at commuter students to remind them of how beneficial the library could be to them. The library could also host an event aimed at all students to show them around the library and emphasize its' great qualities. Lastly, creating themed nights at the library could be a great way to liven up the spirits of hard-working students. Including a dress theme, decorations, and themed snacks could attract students and encourage them to stay and study.

One of the main, recent threats to the library is the COVID-19 virus. CDC guidelines prevent many people from studying in the library. Unfortunately, there is not much that Biola can do to overcome this issue, but wait for a decrease in COVID-19 infections and updated CDC guidelines. A lesser threat to the Biola library is the other locations on and off campus that students choose to study at instead of the library.

## Types of Research

Primary data would be beneficial to understanding students' motives for visiting the library and their study habits. Qualitative data would also be needed; this could be implemented by encouraging students to participate in either online or in-person surveys. The questions could include students' reasons for visiting the library, how often they use the library each week, their opinions on library facilities, what could be improved, and what would motivate them to use the library more. Secondary data is available on the Biola library website in the form of quantitative data, which includes yearly number of library visits, the population of student groups (undergraduate, graduate, staff, etc) that visit the library. More quantitative data is needed, however, including information such as the average amount of time students spend in the library, how frequently study rooms are reserved, and how often library computers and printers are used.

## Problem Statement

The Biola University Library wants to reinforce the ongoing reputation for being the best space for students to study, obtain resources, and fellowship with peers. Moreover, it also seeks to constantly modify its' services to better serve the students and Biola community by obtaining feedback and constructive criticism.

# PROGRAMMING

**Goal:** We want the Biola Library to become a useful and productive space for commuters, undergraduate students living on campus, and graduate students alike to be able to utilize both academically and recreationally.

## PIPP Chart

Figure 02

Public	Important Segments	Profile	Priority
Commuters	Both undergrad and graduate	Students living 15 minutes to an hour away from campus	Primary
Undergrads	Live on campus	CMA and Art majors living on campus	Primary
Graduates	Talbot	Ages 30+ with a family and jobs outside of school	Primary

## Summary

The three publics that we chose to target for the Biola Library campaign are Commuters, Undergraduate students, and Graduate students. Commuters are identified as both undergraduate and graduate students who live 15 minutes to an hour away from campus. We chose to narrow down the undergraduate public to CMA and Art majors living on campus because they are the least frequent visitors of the library. Lastly, graduate students were narrowed down to Talbot seminary students who are 30 years or older with families and jobs outside of their program. All publics are primary.

# SMART Objectives

Public	Objectives
Commuters	<p>Over the span of two months, the library hopes to see at least 100 commuter students use the library on a somewhat regular basis (for example going to the library once everyday or twice a week) in order to increase the amount of commuters that utilize the library; we hope to inform the commuters of the benefits of the library through brochures to change their beliefs towards it.</p>
Undergrads	<p>In a span of three months, the library hopes to see a 15% increase in the amount of students with CMA and Art majors; the library hopes to raise awareness of its facilities (individual study rooms, next to Heritage Cafe, etc) so that at least 75% of CMA and Art majors are aware of what the library has to offer.</p>
Graduates	<p>The library plans to raise awareness of its facilities (quiet study space, productive environment, hours, etc) to Talbot graduate students with families; after they are informed we hope to change their perspective by advertising specifically to graduate students.</p>

Figure 03




# Strategies & Tactics (Commuters)

## Strategies

- Use media (email, social media, website) to encourage commuters to stay in the library during class periods to save gas and stay productive while on campus.
- Create a better sign up system to use study rooms, actually know who the commuter students are, have a better place to hang out rather than the collegium

## Tactics

- Renovate the cafeteria on the second floor, so students can have a designated place to eat and do homework
- Create flyers to highlight the benefits of using the library and the fact that it's free (compared to the collegium)
- Table in front of the Caf handing out phone card holder and library stickers



**COMMUTERS**  
VISIT THE BIOLA LIBRARY

- Free of cost vs. Collegium membership fee
- Save gas and time in between classes
- New cafeteria to get your meals figured out
- Join us on social media



Card Holder



Sticker

# Strategies & Tactics (Undergrads – CMA & Art Majors)

## Strategies

- Create specialized areas for CMA and Art majors specifically including editing equipment as well as places for art students to work on their pieces

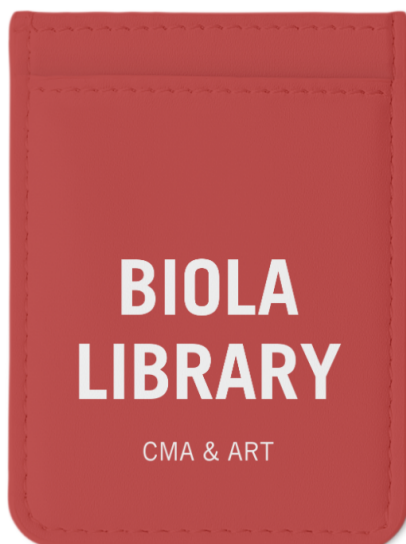
## Tactics

- Fund raise for better equipment (editing, filming, art)
- Have a dedicated collection of books and visuals that Art and CMA majors can use
- Table in front of the Caf handing out phone card holder and library stickers/Flyers



Sticker

Card Holder



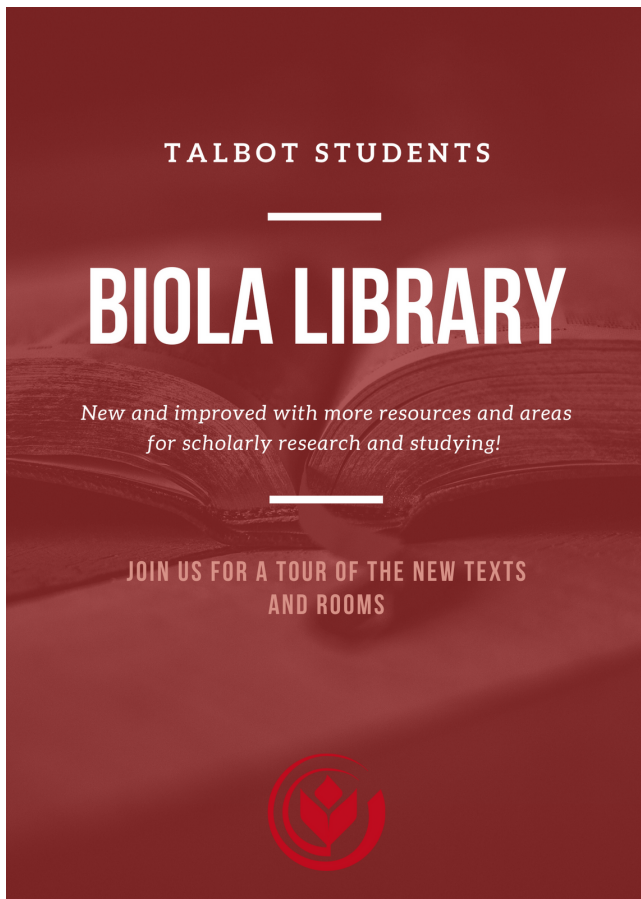
# Strategies & Tactics (Graduates- Talbot)

## Strategies

- Highlight specialized theology books and resources exclusive to the library to encourage graduate students to visit for their assignments and research.

## Tactics

- Get library tours setup with graduate students of new section and additions
- Create rooms for only graduate students when they need to get their studies done
- Table in front of the Caf handing out phone card holder and library stickers/Flyers



Card Holder



Sticker



# Budget

Item	Public	Qty	Expense
Flyers Brochure	All	500	\$75
Stickers	All	3,000	\$100
Card Holders	All	1,000	\$200
Cafeteria Renovation	Commuter	1	\$2,325
Total			\$2,700

Figure 04

## Summary

The budget was poured mainly into the cafeteria renovation while the remaining went to promotional products such as the flyers, stickers, and card holders. Our budget allocation was relatively small because many of our campaign tactics did not require funds. For example, social media efforts were completely free and could be managed entirely on our own. Moreover, it would not cost money to create or allocate designated spaces or rooms for each public. The CMA and Art supplies/equipment can be moved from their respective buildings and added into an area in the library. Similarly, rooms for the Talbot students can be reserved at no cost. Adding a larger section for theology books would not cost anything either. Renovating the cafeteria in the 3rd floor would cost the most, since we decided that the money would be used on items such as new vending machines and decor (tables, chairs, walls, posters).

# IMPLEMENTATION

## Messaging

Figure 05

Audience	(-) Mindset	(+) Mindset	Think	Feel	Do
Commuters	Would rather go home instead of staying on campus	Place they can go to between classes so they can save gas and time	Cost benefit of staying in the library vs. going home or somewhere else	It might be easier to just stay on campus	Stay in the library to do work or leisurely pass time
Undergrads (CMA and Art)	They'd rather stay in their dorm or somewhere else on campus	A good place to study and get work done without distractions	Would they rather go to the art building or library to work on their assignments	There are more resources in the art center than the library	Go to the art building rather than the library to work
Graduates (Talbot)	Would rather spend time at home with families or at work	Lots of resources for theology research/assignments	Want to spend more time with family and at work	Would be less inclined to go to the library	They would only go to the library when needed for research purposes

Commuters are aware audiences, because they are less involved on campus, go through a cost-benefit analysis of going to the library, home, or other areas in between or after classes to get work done. This causes them to feel as if it would be easier and cost efficient to stay on campus, thus staying in the library where there are lots of resources and a great area to study and pass time.

Undergraduate students in CMA and Art majors are on the aware spectrum because they are usually on campus are less likely to go to the library because there are more resources available for them in the art and CMA centers. This causes them to feel no necessary need to go to the library.

Graduate students in Talbot who are on the aware spectrum because they are older and have jobs/families have a passive mindset about the library. This mindset causes them to think that they would rather spend time at home with their families or at work, and feel less inclined to go to the library, thus they only visit the library when it is absolutely necessary to obtain resources for their assignments.

# Channel Calendar (Commuter Students)

<b>Date</b>	4/15
<b>Audience</b>	Commuter students (15 min-1 hour away from campus)
<b>Objective</b>	Over the span of two months, the library hopes to see at least 100 commuter students use the library on a somewhat regular basis (for example going to the library once everyday or twice a week) in order to increase the amount of commuters that utilize the library; we hope to inform the commuters of the benefits of the library through brochures to change their beliefs towards it.
<b>Message</b>	Commuters who are aware audiences, because they are less involved on campus, go through a cost-benefit analysis of going to the library, home, or other areas in between or after classes to get work done. This causes them to feel like it might be easier and cost efficient to stay on campus, thus staying in the library where there are lots of resources and a good area to study and pass time.
<b>Channel</b>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Social media</li> <li>• Table in front of the Caf: hand out phone card holder and library stickers</li> </ul>
<b>Source</b>	<ul style="list-style-type: none"> <li>• Biola print shop</li> <li>• Student hub</li> </ul>
<b>Task</b>	Increasing library awareness and the benefits it provides to commuter students.
<b>Responsible</b>	Katherine

Figure 06

# Channel Calendar (CMA & Art Major Students)

<b>Date</b>	4/27
<b>Audience</b>	Undergrad students majoring in CMA or art
<b>Objective</b>	In a span of three months, the library hopes to see a 15% increase in the amount of students with CMA and Art majors; the library hopes to raise awareness of its facilities (individual study rooms, next to Heritage Cafe, etc) so that at least 75% of CMA and Art majors are aware of what the library has to offer.
<b>Message</b>	Undergraduate students in CMA and Art majors who are on the aware spectrum because they are usually on campus are less likely to go to the library to get things done because there are more resources available in the art center for them. This causes them to feel no necessary need to go to the library causing them to go to the art building instead.
<b>Channel</b>	<ul style="list-style-type: none"> <li>• Flyers</li> <li>• Table in front of the Caf</li> <li>• Hand out phone card holder and library stickers</li> </ul>
<b>Source</b>	<ul style="list-style-type: none"> <li>• Biola print shop</li> <li>• Student hub</li> </ul>
<b>Task</b>	Highlighting and raising awareness of the library's collection of books specifically for CMA and art majors.
<b>Responsible</b>	Jesse

Figure 07

# Channel Calendar (Talbot Students)

<b>Date</b>	5/5
<b>Audience</b>	Graduate students in Talbot
<b>Objective</b>	The library plans to raise awareness of its facilities (quiet study space, productive environment, hours, etc) to Talbot graduate students with families; after they are informed we hope to change their perspective by advertising specifically to graduate students.
<b>Message</b>	Graduate students in Talbot who are on the aware spectrum because they are older and have jobs/families have a passive mindset about the library. This mindset causes them to think that they would rather spend time at home with their families or at work, and feel less inclined to go to the library, thus they only visit the library when it is absolutely necessary to obtain resources for their assignments.
<b>Channel</b>	<ul style="list-style-type: none"> <li>• Flyers</li> <li>• Table in front of the Caf</li> <li>• Hand out phone card holder and library stickers</li> </ul>
<b>Source</b>	<ul style="list-style-type: none"> <li>• Biola print shop</li> <li>• Student hub</li> </ul>
<b>Task</b>	Raise awareness of the resources available for Talbot students.
<b>Responsible</b>	Amaya

Figure 08



# Channel Calendar Summary

Since commuter students are not on campus most of the time, it can be a little difficult to reach them. To solve this, we would start our campaign aimed at them first so they have more time to notice the tactics that we would implement around campus. In order to have printed phone wallets and stickers, we would need to visit the Biola Print Shop and the Student Hub to request access for having a table in front on the Caf and being able to hang up flyers.

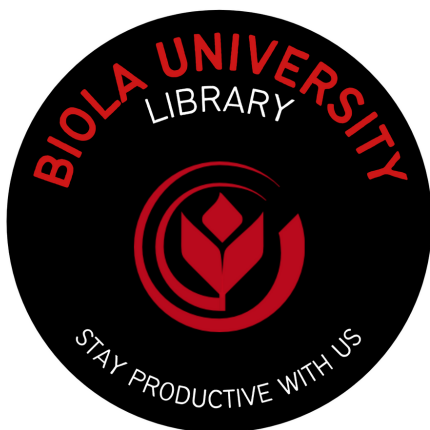
All of these tactics will increase the amount of awareness that commuters have toward the library. Both strategies for the CMA & Art majors and the Talbot graduate students involve visiting the Biola Print Shop and Student Hub as well. Although the channels and tasks are the same or very similar, they are aimed at very different publics. For commuter students, we want them to find the library useful and use its' facilities. For CMA & Art major students we want to be able to provide them with resources beneficial to them and unique to those in their department. Lastly, we want Talbot graduate students to see how useful the library is and use it as a place of research and study.

# EVALUATION (hypothetical)

**SMART OBJECTIVE (Commuters, latent public):** Over the span of two months, the library hopes to see at least 100 commuter students use the library on a somewhat regular basis (for example going to the library once everyday or twice a week) in order to increase the amount of commuters that utilize the library; we hope to inform the commuters of the benefits of the library through brochures to change their beliefs towards it. The measure of success we hope to achieve are numbers that have never been recorded before but will start a new record of them when we see the numbers. How we can try and promote these goals is to make social media pages and accounts to show the Biola commuter that the library is a primary resource. On these social media platforms there are numbers research that we can conduct and really compare our library resource to the other commuter resources on campus.

**SMART OBJECTIVE (Undergrads, aware public):** In a span of three months, the library hopes to see a 15% increase in the amount of students with CMA and Art majors; the library hopes to raise awareness of its facilities (individual study rooms, next to Heritage Cafe, etc) so that at least 75% of CMA and Art majors are aware of what the library has to offer. These benchmarks are very important to these specific majors because they are the least likely majors to go into the library and use the resources it has to offer. Surveys will be concocted with these specific publics in the undergraduate communities to see what we need to do better than our competitors. Lastly we will try and reach out to these publics by going on campus during fairs and other campus events. To inform our publics is the most important aspect of them becoming aware of all of these new additional services to them.

**SMART OBJECTIVE (Graduate students, aware public):** The library plans to raise awareness of its facilities (quiet study space, productive environment, hours, etc) to Talbot graduate students with families; after they are informed we hope to change their perspective by advertising specifically to graduate students. If this smart objective reaches at least a 15-20% increase in attendance this will be a significant goal. Comparing those numbers to the other on campus services that are offered to these publics will also be a key in maintaining a good relationship and knowledge of the public. To inform graduate students about the services that are offered we plan to set up a facebook page and an email blast to really inform the future users of these services. Each year we will take an end of the year survey with the users of the facilities and see what needs to be done and what should be kept.



# Levels of Evaluation

## **THE BEGINNING: PREPARATION**

We would make sure that we are using trusted vendors to supply our promotional materials including stickers, phone card holders, flyers, brochures, etc. as well as making sure that they are all meeting the vision that we are trying to uphold. Quality checks of all digital posts and physical products will be made before releasing the campaigns and messages to the public. We will also measure the effectiveness of our ideas by randomly asking members from each category about their initial knowledge of the library. This way we can figure out specifically where we need to focus in our campaign.

## **THE MIDDLE: IMPLEMENTATION**

We would observe how many people are visiting the physical booths and interacting with it and the materials that are set up (how many stickers are they taking, etc.). The booths would be strategically placed in front of the library so that people passing by can avert their attention to the library right after seeing our campaign. We can also use social media analytics to see how many people are interacting with the posts in terms of likes, comments, shares, and saves.

## **THE END: IMPACT**

We would see how many more people from each public visit the library based on the goals that we placed for them. For the commuters, how many more people stayed in the library as opposed to going home in between or after classes? For CMA and art majors, we can compare how many more students are in the library as opposed to the art center and see if there was any increase in the library. For Talbot students, we would see if the hours that they stay in the library are longer than before and if they are utilizing the resources in the library more for their assignments.

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