

Human FM

Community Building through Student Radio



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WPI

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Community Building through Student Radio

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Abstract

Human FM is a student-led radio station in Wellington, New Zealand, devoted to community development through music discovery and meaningful discussion. They have been struggling to connect with their target audience, university students, due to limited exposure and weak volunteer staffing. Our study examines the ways in which Human FM can grow and strengthen engagement within their community using resources from their shared café and lounge space. After interviewing staff, surveying the target listenership, and exploring the greater community, we propose and analyze several strategies that address Human FM's challenges.

Executive Summary

Introduction

The continued success of radio broadcasting hinges on its ability to offer features that the Internet cannot: local programming and true social participation. Radio broadcasting remains a strong form of communication despite the explosion of web-based platforms, because it delivers local flavor in music, news, talk, and politics (Girard, 2012). The social feedback that comes naturally in radio broadcasting allows listeners to influence their station, leading to highly customized and localized focus. Community radio is still seen as an important aspect of social change, given its ability to link communities (Steeves and Melkote, 2001).

This study focused on the efforts of Human FM, a community radio station, located on the edge of Victoria University's Kelburn Campus. The station offers a variety of music and spoken word programming. The Ramsey House is host to Human FM, as well as the adjacent lounge and café, and is operated by AngChap at the Victoria University of Wellington (VUW), an Anglican organization dedicated to students. After five years of operation, Human FM has trouble identifying its impact. It has not yet grown into a fully supported community station, and faces challenges such as low volunteerism and uncertainty about the enthusiasm of its listeners.

Methodology

The goal of our study was to strengthen the ways Human FM engages its community. This included gaining a deeper understanding of who is involved with Human FM and how to use Human FM's resources and surroundings to grow its community. To achieve this goal, we identified five objectives:

1. Identify Human FM's available resources.
2. Gain a better understanding of Human FM's listenership.
3. Explore Human FM's potential connections to similar, existing communities.
4. Determine the financial feasibility of the Ramsey House café and its social impact on Human FM.
5. Propose strategies for Human FM to strengthen engagement with their community.

To identify the available resources for the growth of Human FM's community, our team conducted an initial site assessment of the Ramsey House and interviews with dedicated Human FM staff and invested chaplaincy members to better understand their perspectives on the Ramsey House's current status. We surveyed 88 summer students and university staff to learn about their radio preferences and exposure to Human FM. We investigated several music- and social justice-based communities as potential contributors to enhance Human FM's music programming and live events. We performed a café feasibility analysis in order to better understand the value of the Ramsey House café. We wanted to understand its financial capability to continue to bring a high volume of students to the Ramsey House and potentially engage with Human FM. We examined the strengths and weaknesses of the Ramsey House café and its competitors, and examined the operating costs and consumer demand to keep the café open.

To compile and analyze this information, the team developed strategies for Human FM to better engage its community using its resources and surroundings. To compare possible outcomes of each strategy, we performed a SWOT analysis of Human FM as it stands today to organize our understanding of its current position. Using this analysis as a guide, we then generated strategies to emphasize the strengths, minimize weaknesses, take advantage of opportunities, and neutralize threats facing the station.

Findings and Analysis

Identifying Human FM's Resources

The lounge, shown in Figure 1 below, serves Human FM, the café, and AngChap by broadcasting the station, hosting patrons, and displaying many religious artifacts. Mark Johnson, who runs the Ramsey House, is open to new directions for the space. He envisions the lounge as more of a "student-owned" space with less religious influence.



Figure 1: The Ramsey House Lounge

It was confirmed by Human FM staff that lack of volunteer commitment is the station's greatest challenge. Many students sign up for the student organization each year, but the retention rate of committed club members is low. We also discovered that the organization's connections are weak. Very few volunteers show up to meetings or help at Human FM events. Creating a larger, stronger group of volunteer students is the main goal of the current station manager, Nat Newton.

Listenership and Community Ties

Through the 88 VUW surveys our team conducted, we confirmed that the majority of students, 67% of our survey respondents, listen to radio. Although 44% of survey respondents have been inside the Ramsey House, only a small percentage have claimed to have ever listened to Human FM. This shows there is little association between the Ramsey House and Human FM.

Our team took a closer look at the ten respondents that have ever listened to Human FM to find trends in the types of people who tune in. Four of these ten respondents had never heard of the Ramsey House, confirming that there is little association between Human FM and the Ramsey House, even among listeners. Only one respondent listens to Human FM regularly. After analyzing the "Describe yourself" and other open ended questions, we found there was no clear unifying quality between Human FM listeners. Out of all 39 respondents who have been inside the Ramsey House, 85% claim to have never listened to Human FM. This is represented in Figure 2 below.

Percentage of Ramsey House visitors that claim to **never** have listened to Human FM

85%

Figure 2: Ramsey House Visitors and Human FM

Through interviews with representatives from Thistle Hall, a Wellington community building, and the Mighty Mighty, a well-known local bar and music venue, our team learned how other communities in the Wellington area functioned internally and with other groups. We identified communities in Wellington that share Human FM's potential audience, such as We Are the

University, the Social Justice Commission of the Anglican Church of Aotearoa and Polynesia, and Greenpeace. The National Federation for Community Broadcasters' (NFCB) 5 x 5 plan identifies working with other community organizations is one of the first steps in growing a successful station.

Café Feasibility

Our student surveys identified the most important features a café must have, according to the VUW respondents. These include good coffee and food, pleasant and spacious ambiance, comfort, friendly staff, and low prices, all of which are strengths of the Ramsey House café. The only weakness is its distance to the center of campus, confirmed through survey respondents and the competing café assessment.

The café was deemed financially viable with AngChap’s direct ownership. With the only major cost being an initial investment in coffee machinery, and inventory, the café owner will no longer have to pay monthly rent or support a full-time salary, challenges for the previous owners.

Thirty eight percent of student survey respondents would improve food and café options on campus as the highest priority, and an additional 13% of respondents requested better social spaces on campus, demonstrating a major need for the Ramsey House café and lounge. The most significant competition for the Ramsey House café is the on-campus café vicBooks. When asked where coffee drinkers purchased their coffee, 34% of respondents indicated vicBooks, making it the most popular spot on campus. However, the Ramsey House was mentioned as the second most popular on-campus spot, indicating that of the six on-campus café options, the Ramsey House is well recognized for their consistent quality.

With cheaper and high quality coffee, verified possible financial viability, an identified need for better café options on campus, and a competitive position in the market, the Ramsey House café is not only feasible but a highly encouraged tool to bring visitors to the Ramsey House and Human FM.

Strategic Planning Analysis

Our strategic planning exercise rested on a multitude of findings from our entire study. Each strategy was designed keeping in mind our goal of enhancing Human FM's community. Through our SWOT of Human FM's current situation and with support from the rest of our findings, we established the major strengths, weaknesses, opportunities, and threats, summarized in Table 1

Table 1: Initial SWOT Analysis of Human FM

Strengths	Weaknesses
Established events	Low exposure
Fully financed by AngChap	Low interaction between Wellington organizations
Students/people listen to radio (for music)	Low volunteer commitment
Survey results show need for café & social space	8hr/week station manager position
Unique programming	
Opportunities	Threats
AngChap's open-minded leaders	Many other Wellington radio stations
Association with Ramsey House	Nat will leave in a year
Local venue and organization networking	VBC also uses student volunteers

Strategy One: “A Social Space for Students”

This strategy looks to capitalize on the popularity of the Ramsey House by having stronger relations between Human FM and the café and lounge, as well as expand the offerings of the building to provide a social space with Human FM flavor. It does not propose changes to the target audience, programming, or events of the station. The first step is to improve visual association of the station in the lounge by updating the décor in the Ramsey House to feature the station, and increase

interaction between café visitors and the station. This also includes subtle changes to establish a more “student-owned” atmosphere, and extending the hours of operation. One such example of these modifications is incorporating a “radio jukebox,” a system that allows visitors to choose the songs that will be played on air, which increases interaction and builds a dynamic listener profile. In our SWOT analysis of Human FM after implementing this strategy, we found that the association with the Ramsey House had been successfully used, and eliminated the low exposure problem in the process.

Strategy Two: “A Station for the Students”

The second strategy we proposed involved directly growing Human FM's community by targeting the nearby student community of VUW. This strategy places emphasis on transforming Human FM and the Ramsey House into a station dedicated to the students and a key feature of the VUW campus by stressing further specialization of their programming. Similar to the first strategy, the first step is updating the décor of the Ramsey House to promote Human FM while emphasizing its purpose as a place for students. To help build a larger base of student volunteers, we suggested organizing an executive board for Human FM, which would include a station manager, events manager, public relations chair, VUW relations chair, and grant writers. These are all student positions, and help increase volunteer participation, influence, and commitment. Human FM will then expand their programming and events on campus by incorporating academic departments, featuring student bands, hosting student poetry and art, and providing announcement services for on-campus events. In the SWOT analysis, we found this strategy eliminated the low exposure of the station and low volunteer commitment, and used the opportunity of associating with the popular Ramsey House.

Strategy Three: “An Independent Station for Wellington”

The third strategy explored the potential for Human FM to develop into a fully-supported, independent station in Wellington. This is a gradual growth process that involves long-term investment in staff and resources. The first step is to hire a full time station manager, giving sufficient time to facilitate daily operations of the station and student organization, as well as make the changes listed below. Finding support from local venues and organizations through event or campaign partnerships will expose more people to the station and spread its ethos. Taking advantage of music subscription services allows the station's library to steady grow with minimal human resources. Human FM can use Radio Audience Measurement Surveys facilitated by The Radio Bureau as an effective way of identifying listener trends and track programming. Since this strategy is based on investment, applying to community radio grants and hosting fundraising events is critical to continued support of the expanding budget. The final step is to expand the station's aerial range to reach more of Wellington. In the SWOT analysis, we found that over time this strategy would eliminate many of the current weaknesses, but failed to support strengths like the Ramsey House. It also introduced a major weakness in that the station would require more donations to continue this high cost operation.

Recommendations

By utilizing the most effective components of each strategy, we believe that Human FM has the best opportunity to enhance their community engagement. We recommend adopting several ideas from each strategy as the best way for the station move forward. These recommendations revolve around three topics: utilizing the Ramsey House lounge to best benefit Human FM, reenergizing the student organization around the station, and connecting with various communities in Wellington. These topics were reoccurring themes in our strategies and offer low-risk improvements the station.

We see the lounge as the biggest asset to the station and highly recommend capitalizing on the opportunity to redecorate it for self-promotion. Station iconography can be proudly displayed on the lounge walls, and student art can be featured in the building. We also propose a few key changes to the station's organizational structure that may help club growth and volunteer commitment. A flatter organization tree with more leadership positions may lead to an increase in commitment by those already involved. Hosting regular meetings on a weekly schedule will help keep students connected to the organization. The strength of local stations lies in the understanding and interaction between them and their communities. We encourage Human FM to reach out and connect with community organizations in their area, both on and off the VUW campus.

We hope this strategic planning exercise is beneficial for the station as a way to step back and re-envision the station and to identify key changes that can positively benefit the station immediately.

Conclusion

Community radio is inherently rooted in the progress of community-building and contributes to the strength and vitality of culture in our society. Human FM is a great example of one such community station that supports the development of intellectual thought and purposeful, values-based living with a strong social-justice conscience. The goal of our study was to strengthen Human FM's engagement to their community. Human FM has a host of opportunities to connect people through music and intellectual discussion, and can make great strides to building a lively and informed community through its function as a hub for local interaction.

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Authorship

All group members contributed equally to the completion of this study and report. Collecting, processing, analyzing, synthesizing, and presenting the data and information was evenly distributed and rotated between the four group members.

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1. Introduction

The continued success of radio broadcasting hinges on its ability to offer features that the Internet cannot: local programming and true social participation. While the format of a broadcasting station has changed over the century, its role is still very much the same. Radio broadcasting remains a strong form of communication despite the explosion of web-based platforms, because it delivers local flavor in music, news, talk, and politics (Girard, 2012). The social feedback that comes naturally in radio broadcasting allows listeners to influence their station, leading to highly customized and localized programming, local DJ's and talk show hosts, and more listeners showcasing their own music and poetry. According to an article in *Economic and Political Weekly*, greater listener ties to a local station's programming and administrative functions lead to a stronger community identity with that station (Bailur, 2012).

The music industry as a whole is undergoing a transitional period. As Kusek, Leonhard, and Lindsay (2005) point out, more music has been accessed and listened to in the past five years than ever before, but its sources are rapidly changing. The advent of online radio by commercial stations such as Pandora, Last.FM, and GrooveShark has led to more listeners streaming music. Direct downloading of music files onto personal players has rapidly revolutionized access to music. According to *The Future of Music: A Manifesto for the Digital Music Revolution*, digital music has been adopted faster than any other technology including the Internet and telephone (Kusek *et al.* 2005). In a 2008 study of American listeners, 73% of respondents aged 12-17 and over 50% aged 18-34 use an MP3 player. Despite this rise in MP3 users, only ten percent of music listeners have lessened their usage of broadcast radio because of digital music (Rose and Lenski, 2008).

Given the shifts in music media, local nonprofit and community radio have been outpaced in trying to provide listeners with popular music but remain strong in their connections to the local realm. Local radio stations still hold advantages in a heightened understanding of their smaller community audiences. They can also utilize the online tools that have become available and offer greater accessibility to programming with streams, archives, and written content. Community radio is still seen as an important aspect of social change, given its ability to link communities (Steeves and Melkote, 2001). Thus, the value of community radio has not diminished nor has its importance.

Our study focused on the efforts of Human FM and its shared café space in the Ramsey House. Human FM is a community radio station, located on the edge of Victoria University's Kelburn Campus, which hosts a variety of music and spoken word programming. The station places emphasis on live performances of local musicians and poets, making it a perfect creative outlet for students and local residents, and it also features debates and discussions on social justice, local and global politics, and theology. Human FM is entirely commercial-free, a strong component of their identity.

An excerpt of their mission statement exemplifies their focus on positive living, mindfulness, and community building:

“Human FM is a radio station not afraid to thrust itself into the grit and grind of human existence, while still maintaining a positive vibe. It provides a place for reflection and discussion, and a focal point for building community and developing relationships across the Victoria campus.” (About Human FM, 2012)

The Ramsey House is a property owned by Victoria University’s Anglican Chaplaincy. It hosts a café and lounge on the ground floor and offers living space for international students upstairs. The lounge serves as a place for students to relax, gather, or pray, going hand-in-hand with Human FM’s mission. The lounge serves as a meeting place for organizations as well as a hosting spot for live music performances.

After five years of operation, Human FM and the Ramsey House have had trouble identifying their impacts. The café in the Ramsey House has had multiple management changes in recent years, and the station has not yet grown into a fully supported community station. These challenges manifest with low staffing and an uncertainty about the enthusiasm of their listeners. Other challenges that affect the station’s impact include low VUW student involvement at the station and weak community ties in the Wellington area. The recent addition of an official VUW student run radio station, VBC, has created some competition for student volunteer recruitment as well.

Station manager Nat Newton cites the students at Victoria University as the primary source for listeners and volunteers for Human FM, but the relationship between the station and the university is relatively weak (2013). The Human FM website encourages student involvement, but has not found highly motivated volunteers. Disc jockeying interest among students is high each year, but long-term commitment is uncommon. Very few personnel are fully invested in the station’s future, which raises questions about its long-term stability. Additionally, the rapidly changing student body means that the effects of successful marketing campaigns are lost in two to three years’ time. Human FM’s 2011 “I AM HUMAN” advertising campaign successfully led to greatly higher student involvement with the station, demonstrating that greater campus involvement is possible (Fairhall, 2011). However, the challenge lies in establishing a permanent on-campus presence, along with a more stable base of dedicated listeners in the off-campus community.

A successful community radio station reaches out and reacts to the listenership network. All of Human FM’s media advertising comes from self-promotion, which leaves our team asking, “Who are the supporters of Human FM in the Wellington community? Does the Anglican community behind AngChap and the Ramsey House stay active in the Human FM community? Are there potential allies in the many music venues and community centers in Wellington?” The station’s success from the quarterly sponsored “Blah Blah Blah” event is an example of an opportunity for

expanding the listenership to supporters of other local events and involving more of the Wellington community.

We have identified the lack of a dedicated community as an underlying issue for the station. Therefore the goal of our study is to strengthen the ways Human FM engages its community. This involves gaining a deeper understanding of who is involved with Human FM and how to use Human FM's resources and surroundings to grow its community. To achieve this, we have identified five objectives:

1. Identify Human FM's available resources.
2. Gain a better understanding of Human FM's listenership.
3. Explore Human FM's potential connections to similar, existing communities.
4. Determine the financial feasibility of the Ramsey House café.
5. Propose strategies for Human FM to strengthen engagement with their community.

2. Literature Review

This chapter takes a deeper look at Human FM and the Ramsey House. After identifying the role of radio in today's society, we discuss the Ramsey House and its resources. This includes its current involvement with the University and the greater Wellington community, as well as similar Wellington community venues that can serve as models or potential partners. Next we present an introduction to successful community engagement in the context of community-centered venues and radio stations. We also speak to the role of strategic planning as an option for the Ramsey House. Finally we examine the best practices for successful student radio stations and community venues, as identified by our research.

2.1 Twenty-First Century Radio

Radio remains an effective medium for reaching out to broad audiences, specific communities, and everything in between. In a 2008 radio study, Arbitron, a radio research group, collected demographic information regarding radio listenership in the United States. A total of 1857 Americans were surveyed and interviewed to investigate their attitudes towards radio. A staggering 94% of respondents use AM/FM frequency radio, making it the most utilized audio platform by far. Nearly half (49%) state that AM/FM frequency radio was their first choice for discovering new music, and 21% claim that frequency radio has a huge impact on their lives. Nielsen Media Research affirms this popularity in New Zealand, as 63.8% of Kiwis listen to the radio weekly (Nielsen Media Research, 2007).

Radio popularity in Wellington is also steadily rising. The Radio Bureau (TRB) is a non-profit organization that organizes radio demographic surveys in select regions of New Zealand. They negotiate regular third-party research, performed by TNS Research International, on the radio habits of New Zealand and offer a subscription service for radio stations to learn about their listener demographics. In Wellington, these surveys are distributed bi-annually in a "listener's diary" format. Statistics are compiled into an analysis software program and distributed to all participating stations. It includes listener data with 15-minute granularity on behavior trends, popularity of DJs and programs, size of listenership, market share of all listeners, and changes in all statistics over time. This survey is the industry standard for the nation, analogous to Arbitron/Nielson Media in the United States. The subscription comes at a fee, and terms that allow the station to be audited. The statistics are also distributed to TRB and accredited advertising agencies (RADIOS, 2013). Wellington survey data collected between 2010 and 2012 highlight the city's strong radio community. In October 2011, the weekly listenership in Wellington reached over 223,800 people, with an average

“time spent listening” of 14 hours each week per person. Another of TRB’s surveys highlights a half hour increase in weekly “time spent listening” among people age 18-34 (The Radio Bureau, 2012).

However, the format of radio is now in a transitional period and new forms of broadcasting are emerging. Online radio streams have recently gained popularity. Sites like Grooveshark connect listeners to the music they want and host the ability to make and share custom playlists. Other sites such as Pandora focus on dynamic, adaptive radio that identifies a user’s music preference and supplies appropriate programming. Interestingly, satellite and HD radio formats are the only two forms of radio that are not growing. While these data are collected from an American participant pool and are not fully representative of New Zealand’s radio-listening population, they serve as a reference point to gauge online radio’s success and influence (Rose and Lenski, 2008).

In identifying the preferred medium for accessing radio, one important trend appears. The modern broadcast radio audience has been stable despite the growth of other entertainment forms. The Pew Research Center, a news and marketing consultant, states, “by the most basic measure, traditional AM/FM radios have retained a place in people’s lives” (Santhanam and Mitchell, Rosenstiel, 2012). In the United States, 81% of all revenue earned from radio comes from traditional broadcast stations (Santhanam and Mitchell, Rosenstiel, 2012).

Portable mp3 players are the major competitors of radio. Using a “listen to what you want, when you want” approach, iPods and other players provide instant access to music files. Heavy customization is available through personal playlists and song selections, and listeners are guaranteed to enjoy their own music library. A study of the United States showed that despite this growing popularity of digital music, only 1 in 10 Americans claim that they are listening to the radio less because of mp3 players (Rose and Lenski, 2008). Mp3 players lack the interaction and community feel that local radio stations can provide; guest speakers, hosted discussions, and contests are lost in digital music downloading. This suggests that community radio will remain prevalent.

Simply put, New Zealanders listen to radio, affirming the value of a study on Human FM.

2.2 Site Description

In order to better understand Human FM and its relationship with the Wellington area and Victoria University (VUW), we established essential baseline information. This site description summarizes key aspects of the city, the Ramsey House, Human FM, and VUW.

2.2.1 Wellington

New Zealand census data from 2006 categorizes Wellington’s population of 450,000 by age, gender, income, education, ethnicity, and religious affiliation. Wellington is a relatively young region,

with a median age of 35.3 years compared to New Zealand’s 35.9. Only 11.5% are over 65 years, with 20.6% younger than 15. Wellington is a wealthy region of New Zealand, with a median income of \$28,000 (\$4,000 higher than the national median) and 23.6% of residents earning over \$50,000 per year. Wellingtonians are well educated, with 46.3% of residents 15 and over having a post-school qualification and only 19.8% with no qualification (Census Summaries, 2006). Of Wellington residents, 69.8% are of European descent, with only 20.9% identified as Māori and Pacific Island. Religious affiliation data showed that 46% of Wellington’s population identified themselves as Christian. However, 37% show no religious affiliation.

2.2.2 The Ramsey House and Human FM

The Ramsey House, shown below in Figure 1, is located on the edge of VUW’s Kelburn campus. It hosts the Human FM station, a small café with indoor and outdoor space, and a living area upstairs. The Ramsey House provides a place for VUW students to relax and is open 7:30 a.m. to 4:00 p.m., Mondays through Fridays. AngChap at VUW operates the Ramsey House and is supported by the greater Anglican Chaplaincy. Their vision for the Ramsey House is to provide a space where students can lounge and feel comfortable while engaging in lecture series and Bible discussions (About AngChap, n.d.). In addition to an outside deck and proximity to VUW, the building has upstairs apartments for seven.



Figure 1: The Ramsey House as seen from Kelburn Parade (The Ramsey House, 2012).

AngChap uses the Ramsey House space to host multiple events each year. The informative series "Do Something!" is a lecture and discussion series, with topics ranging from child poverty to fair trade to energy efficiency. AngChap also uses the space to host a conversational English series, "Newswatch", during the school semesters to benefit international students through communication and integration with Kiwi students. In previous years, AngChap held seminars under the title "X-Nous" which focused on the topics of environmental theologies, science, and religion. These discussions became a collection of podcasts available through Human FM (What's On @ AngChap?, n.d.).

Human FM is a low-power FM broadcast station, a license regulated under the New Zealand Ministry of Economic Development. The station is authorized to emit 1.1 Watts of power atop a building on the VUW Kelburn campus. Given the approximations in the aerial range and our knowledge of the topography of the area, the station is capable of reaching all of downtown Wellington, from Thorndon to Aro Valley, but does not reach outside of Wellington Harbor or above Kelburn. To offer perspective on the actual broadcasting range of the station, Figure 2 and Figure 3 show a map of the area with a circled section representing the estimated reachable audience.

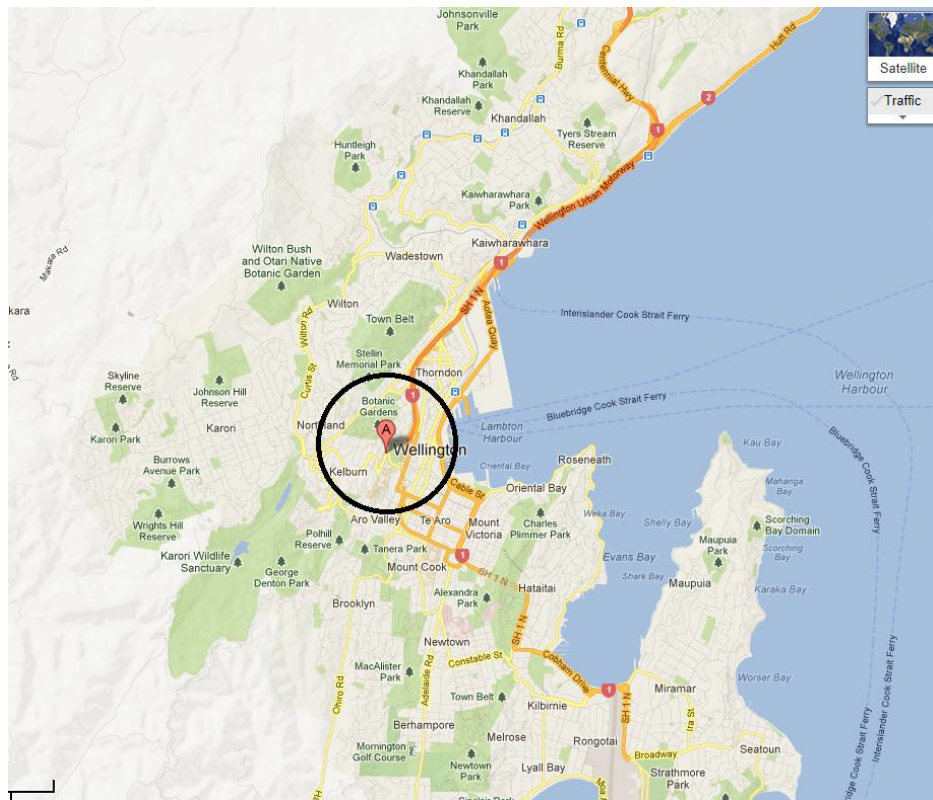


Figure 2: Estimated broadcast range of Human FM (Wellington Map, 2012)

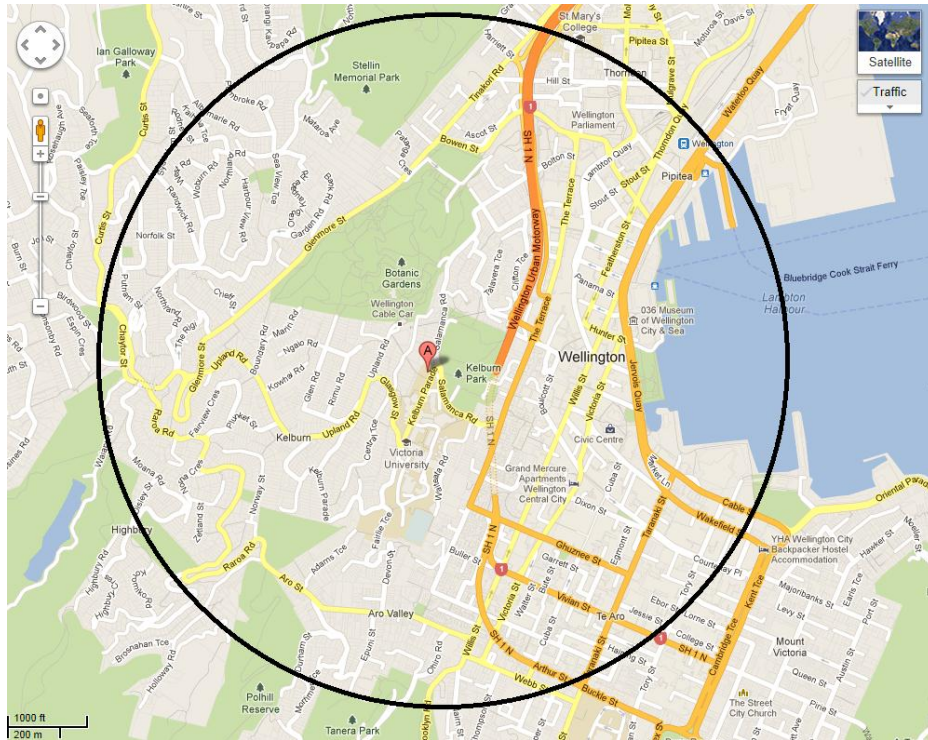


Figure 3: Closer look at estimated broadcast range of Human FM (Central Wellington, 2012)

Human FM also streams their programming online, combating limitations due to broadcasting range. They offer a wide variety of indie and alternative music, host local upcoming musicians, and record segments on politics, theology, and various human rights issues. The station also offers unique programming, including poetry readings, and broadcasts AngChap’s lecture series. Their programming has an intellectual flavor and is targeted at those in academia, particularly the VUW community. While the Ramsey House and Human FM are close to campus and have the potential to serve the needs of students, there is competition within the surrounding area.

2.2.3 Wellington Area Radio

Human FM has many non-profit competitors. Out of the 29 LPFM stations in Greater Wellington, twelve non-profit stations overlap the broadcast range of Human FM. Radio Active started at VUW in 1977 as a student initiative. After twelve years of financial struggle, the station was later sold to Radioactive LTD and has since been transformed into a hugely successful station, with an estimated weekly listenership of 45,000. The station still pulls from an all-volunteer base for programming and has well established ties with community music venues and events (Radio Active.fm, 2012). However, the station focuses more on playing popular music and does not have the same emphasis on intellectual discussion. While there are stations with Christian themes and intellectual discussion, these stations place emphasis on Christian music, gospel, and sermons, which creates disconnects with the non-religious community. Human FM aims for a balance between

intellectual discussion, poetry, and music, and keeps its religious affiliation understated and unimposing.

VBC, the official VUW radio station, plays a major role in Human FM's future. They started broadcasting in 2007 and claim to be the only officially student-run station in Wellington. VBC is located in the center of the VUW Kelburn Campus, creating competition when it comes to student volunteers and DJs. The station is completely funded by VUW's Student Association and is also supported by local businesses and venues through advertising. As with Radio Active, VBC focuses on the music aspect of radio, a clear difference between VBC and Human FM (VBC 88.3FM, 2012).

Despite plenty of competition in Wellington and on the Kelburn campus, Human FM remains unique in its programming and mission. Other stations place emphasis on music-based programming. Human FM aims to be a hub for community interaction and engagement regarding meaningful discussion topics and important worldly issues, as well as for great music (Human FM, 2012).

2.2.4 Victoria University of Wellington Student Life

Victoria University is home to several on-campus café options. VUW's Kelburn campus map alone lists seven dedicated coffee spots (see Figure 4), with even more left unlisted. Each location offers different features, atmospheres, and menu options. The Hunter Lounge, Ilott Café, and Wishbone all provide dining options for students, while Louis' (not listed) and vicbooks offer quick coffee for those on the go. Milk & Honey provides a private café option restricted to only graduate students and professors.

CAFÉS			
	The Alcove	KP8	28d
	Courtyard Food Kiosks	KK	22g
	Hunter Lounge	SU	22i
	Ilott Café	KK	21e
	Milk & Honey	RB	20h
	vicbooks Espresso Bar	SU	22h
	Wishbone	AM	13g

Figure 4: Kelburn Campus Café Options

While there is a multitude of cafés on VUW's campus, there remains a void in student lifestyle at VUW. The university conducted a qualitative "Student Experience Improvement Survey" (SEIS) in 2012 to provide feedback on student experiences. About 4700 of VUW's students completed the survey, representing 27% of the student population. According to the SEIS, only 45% of students feel connected with the university community, and 43% of students feel there are not sufficient opportunities to meet other like-minded students. This involvement between students and the university community can be improved upon. A comment from an unsatisfied student states, "As a mature student I have found it quite difficult to adjust to university study/life and meet other

people. I was disappointed that there was no mature student group/club available. University can be a very lonely place" (Student Experience, 2012, pp. 22). Of PhD students, 41% are also dissatisfied with opportunities to meet other students. The Ramsey House may have the resources to serve as a place to foster the university community and allow students to meet new people, and in doing so bring more students to Human FM.

There are also shortcomings in the student life services category. Only 54% of students are satisfied with the café and food on campus, 64% are satisfied with the clubs and organizations, and 60% are satisfied with the available social spaces. Human FM not only exists as its own organization, but could actively serve as a mouthpiece for other groups through its programming. The Ramsey House, too, has the ability to fulfill some of these needs for café options and social spaces. When identifying certain services and facilities that need improvement, 25% of the student population chose cafés and food. An additional 9% felt the social spaces needed to be improved upon. A dissatisfied student leaves the following comment about the café and food services: "Food either is too far away, too expensive, too long of a wait, or unappealing when buying near Kelburn campus" (Student Experience, 2012, pp. 55). This is yet another campus-wide weak area that the Ramsey House may have the resources to improve.

In summary, the Ramsey House has the opportunity to help fill the void in students' lives in various social dimensions that the university is lacking. Whether it is a place to eat and grab coffee or an inviting venue for student groups to meet, the Ramsey House, in conjunction with Human FM and the café, may have the resources and potential to make a difference in many students' university experience.

2.2.5 Community Relationships

Human FM embodies three major identities as described by their mission statement: music, activism, and religious faith. The station strives to offer listeners new music and commercial-free programming, appealing to the music-loving community. At the same time, the station prides itself on tackling social problems by frequently hosting radio talks, appealing to activists. Finally, the religious identity associated with their AngChap affiliation gives the station great appeal to the Christian community. These three areas each contain their own web of organizations and communities in Wellington. It is important to understand the community features in Wellington that relate to Human FM to better understand their options for expansion.

Music Identity

The music community in Wellington is multifaceted, with various music venues, record labels, and music bars existing successfully in all parts of the area. Figure 5 below maps the location of the Ramsey House (red) in relation to three popular venues in Wellington.

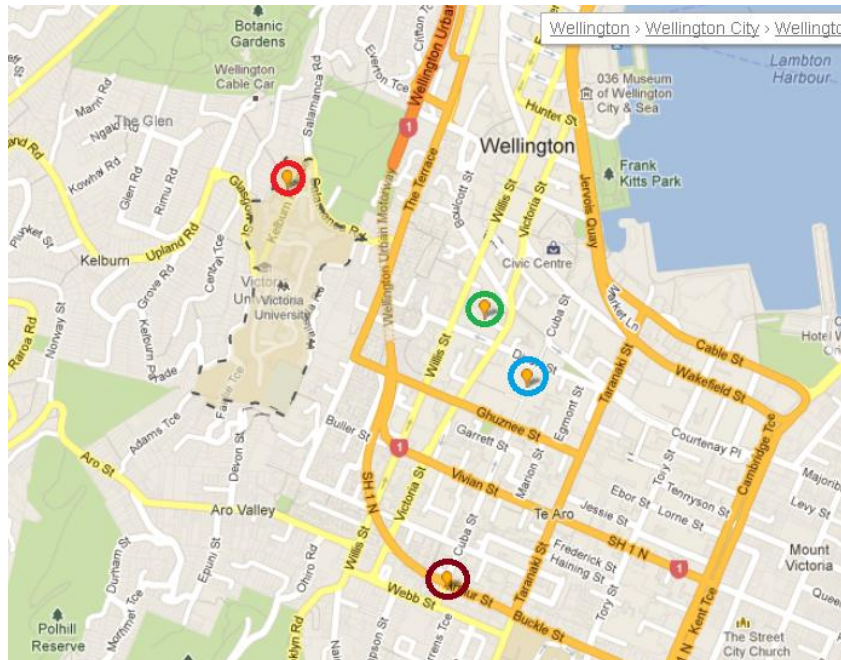


Figure 5: Location of Ramsey House and other community venues (Kelburn Map, 2012)

Meow, circled blue in Figure 5, is a small restaurant that serves organic food and hosts local bands (Welcome to Meow, 2012). The Mighty Mighty, circled green, is a local bar that attracts many young people and maintains relationships with local Wellington bands. The genre of music varies night to night from indie to country to hip-hop (Mighty, 2012). Thistle Hall, circled brown, has been a vital community gathering space for over 100 years. They hold weekly activities open to and hosted by anyone, varying from martial arts classes to dance lessons to Scottish fiddler enthusiasts (Thistle Hall, 2012). These venues serve as models and potential partners that the Ramsey House can use to enhance their impact on a wide cross-section of the public.

Activist Identity

A unique feature of Human FM is its focus on activism, with frequent programming features on poverty, native rights, environmentalism, and other justice issues. The activist community within New Zealand is diverse, with groups of all sizes working towards many different causes. The international environmentalist group Greenpeace has over 2.9 million supporters worldwide and a very active New Zealand chapter. They employ the concepts of “non-violent direct action” to furthering international issues like animal rights, environmental protection, and corporate pollution.

Many of their actions occur in Wellington, such as demonstrations supporting sustainable fish farming and protesting against dairy industry lobbyists (Greenpeace 2010).

The Social Justice Commission of the Anglican Church of Aotearoa & Polynesia (shortened to SJC here) hosts the activist page justice.net. This blog-based news group covers a wide range of topics including environmentalism, religious issues, civil rights, and social justice topics. Each topic is independently reported by the community and is open for online discussion, allowing for active collaboration and a broad base of members (The Social Justice Commission of the Anglican Church of Aotearoa & Polynesia 2013).

We Are the University is an organization of university students across New Zealand who seek to protect universities as free-thinking institutes that “...should function as the ‘critic and conscience of society’ and as an open space for expression of dissent” (We Are The University 2012). The organization focuses on student rights, particularly in defense of financial burdens, and the political freedom of studies. The VUW chapter is particularly strong, hosting national speaker events and serving as a hub for Wellington schools. Given Human FM’s proximity to campus, there may be opportunities to use Human FM as a mouthpiece for these social and environmental campaigns to energize and connect the university under important issues.

Religious Identity

AngChap is a part of the Anglican Diocese of Wellington, a subsidiary of the Church of England. Their direct association with Human FM is a clear connection to an entire diocese of people who may want to connect with others and communicate ideas through radio. There are multiple Christian student groups at VUW, such as the VUW Christian Union, an organization dedicated to bringing Christianity to students (Victoria University of Wellington Christian Union, 2011). Many of these groups are associated with the Ramsey House or the Catholic Tertiary Chaplaincy, which hosts similar services just two buildings away from the Ramsey House. These groups use both the lounge and the Chapel of Transfiguration, located in the back of the building. New Zealand’s governmental website also supplies a thorough list of official religious communities within Wellington (Community Directory, 2013). This network of religious groups on campus and in Wellington is a strong group of people who already share the Ramsey House, offering good potential for collaboration. Reaching out to these types of organizations and integrating them with Human FM’s programming is one way the station can strengthen its connection to the religious community.

2.3 The Role of Marketing

Marketing plays a vital role in every business. Community spaces and radio rely on a simple business model: provide consumers with what they want, and, in exchange, they will provide

support through donations, subscriptions, or advertising. The value of a community space or radio station is a function of its involvement and listenership. Without this awareness and interest, these community organizations can fade away. This section will introduce a community space model and a radio business model to understand the importance of audience outreach and community involvement, and provide examples of best practices for Human FM and the Ramsey House to emulate.

2.3.1 The “4Cs” Model

The “4Ps” is the fundamental marketing principle behind all business planning. Introduced by E. J. McCarthy in 1960, it considers a business’s product, place, price, and promotional strategies. R. F. Lautergorn’s “4Cs” model is a consumer-driven adaptation that focuses on quality of convenience, cost, customer, and communication (Ashcroft, 2010; Kar, 2011). Convenience is related to the business’s location and the availability of their product. Having an easily accessible building in a high foot-traffic area best promotes consumer visitation, while a competitive product price leads to more sales. Ashcroft (2010) continues to state that partnering with other organizations helps communication with the general public. She provides the example of a partnership between an information specialist and an advice worker who both ran a booth with balloons and posters to attract as much attention as possible. After attracting the attention of people passing by, they were able to effectively communicate with their audience. Human FM could thus be advised to seek partnership opportunities to help expand their community.

2.3.2 The 5x5 Model

In addition to the “4Cs”, the United States’ National Federation of Community Broadcasters (NFCB) put forth a community radio-specific business plan called the 5x5 model (NFCB, 2012). It identifies five categories and five subcategories needed to improve a community radio station. The major categories are: engagement, programming, development, governance, and compliance. “Engagement” deals with raising popularity, asking the station to identify its target audience and potential allies. It also tracks the outcomes of partnerships and goals within the community. Successful engagement of a local community is the first step in any radio station process of the 5 categories is the most relevant to Human FM’s station. The engagement step is further segregated into five subcategories, of which we will focus on the following: sponsoring community events and identifying key organizations and stakeholders within the community.

Producing and sponsoring community events is listed as one of the starting points for community radio station engagement (NFCB, 2012). Human FM and the Anglican Chaplaincy have already used the Ramsey House space to hold music events and discussions, placing both

organizations in the beginning steps of necessary community involvement. Bailur states in his 2012 article that “only community participation and ownership will lead to relevant programming, sustainability of community radio and empowerment of the local community.” Encouraging more events in the Ramsey House may lead to further development for the station’s efforts at community engagement.

The NFCB claims that in order for stations to remain effective within the community, they need support from stakeholders and outside organizations (2012). Human FM’s potential partners may include local start-up bands, other religious organizations, activist groups, and academic institutions, all of which can provide programming and events for the Ramsey House to host.

2.4 Strategic Planning

Strategic planning is a process that is widely used by businesses and organizations to make educated decisions on how to move forward. John Bryson, a definitive leader in strategic planning, defines a strategy as a “pattern of purposes, policies, programmes, actions, decisions, and/or resource allocations that define what an organization is, what it does and why it does it” (1988). Given its generic template, strategic planning can happen at any business level. It involves determining a future state and establishes the steps required to achieve that state. Due to its widespread use in industry, many methods of strategic planning have been developed. We explore two specific methods that are applicable to the size and challenges of Human FM, vision-based strategic planning and issues-based strategic planning (McNamara, 2013).

2.4.1 Vision-based strategic planning

Vision-based strategic planning is a fairly simple approach usually undertaken by small companies or companies that are new to strategic planning. It identifies the purpose of the organization and uses a future state to guide the development of target goals and specific objectives in order to progress towards that state. This process is split up into the following steps:

1. Identify the mission statement – the purpose of the organization and why it exists.
2. Establish a future state – a successful position you want your organization to be in.
3. Outline goals the company must reach along the way to its future state – development markers that progress towards the established future state.
4. Identify strategies to address each goal – brainstorm the specific path taken that will fulfill the goals and reach the future state. This step creates specific objectives that are either met or failed.
5. Compile the plans and eliminate unrealistic or ineffective plans – summarize all the steps into a central, guiding document.

6. Monitor implementation, measure success, make changes as needed – execute the strategic plan and evaluate its success according to the specific objectives laid out in the plan.

2.4.2 Issues-based strategic planning

Companies with limited resources normally use issues-based strategic planning. Its simplicity allows the model to target a specific challenge to the organization. In this way, issues-based strategic planning is useful for an organization that already has an established mission and goals, but is having trouble with unforeseen obstacles. This procedure is split up into the following steps:

1. Identify key issues – specify the problem that is being faced.
2. Brainstorm strategies to address each issue – generate ideas that overcome the issues.
3. Compile the plans and eliminate unrealistic or ineffective plans – simplify the solutions to ones that best solve the problem or are easiest to implement.
4. Monitor implementation, measure success, and make changes as needed – execute a strategic plan and evaluate its success according to the mitigation of the key issues.

It is important to note that while there are differences between the strategic planning methods described above and the various methods used in industry, all approaches share common themes. The idea is to generate strategies with specific, achievable components that slowly build on the current state of the organization until it reaches a desired future state or overcomes a certain challenge. Vision-based and issues-based strategic planning offer two simple approaches to strategic planning that emphasize a workable and achievable strategic plan to develop a small organization. The benefits of strategic planning include finding clarity in the direction of an organization, weighing the future impact of current decisions, understanding the purposes behind major organizational decisions, and effectively addressing organizational challenges (Bryson, 1988).

2.5 Feasibility Studies

A feasibility study is a business planning tool for predicting outcomes of an action or event before it happens, leading to more informed decisions. A feasibility study proposes a given project, action, or decision, and evaluates its success. An example of a feasibility study is to examine the feasibility of expanding one's business to a new region. There are many different focuses in a feasibility study that contribute to a final decision about the proposed plan. The simplest organization of these focuses is by the acronym TELOS, which refers to the five focuses of a feasibility study: technical, economic, legal, organizational, and scheduling. Other focuses that might be considered include market viability, resource availability, and cultural acceptance (Overton, 2001).

To better examine the value of the Ramsey House café, a feasibility study may be used. The areas that apply most accurately are the resource, market, and economic focuses. The resource focus pertains to possibilities with the space and equipment. Assessing the resources of the space would involve understanding the strengths and weaknesses of the café. Market assessment includes the trends and competition on the market, and consumer demands. The economic focus area involves determining if the project is affordable or profitable. Once these factors are measured, a feasibility study report would include an objective view of the company's strengths and weaknesses, finances, competitors, customers, and market trends. A strong study includes both the evaluation of a project and a method to reach the goals of the project (Hillstrom and Hillstrom, 2002)

2.6 Radio and Venue Case Studies

We selected college and community radio stations that we believe exemplify best practices of community radio. These examples were identified through the National Federation of Community Broadcasters, the United Nations Educational Scientific and Cultural Organization (UNESCO), and the CMJ Network, Inc., a music events and publishing company. We focused on stations that not only had recognition, but which continue to display significant measures of community outreach, event planning, and sustainability factors. We have also identified successful community venue and music spaces with unique formats. Their success was indicated, through literature or personal referral, by perceived community involvement and connection to other organizations. A more community-integrated and supported venue is a better representative of best practices. The following examples supply pertinent information to the future of Human FM.

2.6.1 Radio Case Studies

One model radio station is Concordia University's CJLO AM broadcast station in Montreal, Canada. They were recently recognized by the Community Radio Fund of Canada with a \$14,500 grant from the Radiometres program. This grant helps fund "CJLO's Community Recording Project", which serves as a means for CJLO to help local Montreal artists record and produce their music. This program is a natural step for the CJLO station in local community artist involvement after their most recent and ongoing CD fundraiser. The CD, titled "You're Related" Vol. 1: Montreal Artists Covering Montreal Artists, is a collection of local artists' music. This CD helps with the station's funding and strengthens the ties between local musicians and the station; the CD is sold in digital format online at "name-your-own price". The community success of CJLO has been closely followed by a string of recognitions. The station holds a multitude of highly regarded CMJ awards ranging from "Best Student Run, Non-FM Radio Station" in 2008 to "Station of the Year" in 2010 to "Biggest Champion of the Local Scene" in 2012 (CJLO, 2012).

Another exemplary community radio station is Radio Student at the University of Ljubjana in Slovenia. A handbook published by UNESCO on good practices in community media highlighted Radio Student as a model strategy for sustainability. Radio Student began in 1969 to host independent journalism and alternative music and since then has survived war and the Slovenian independence. Radio Student presents itself as more than an alternative music platform; it is a place for students and intellectuals to discuss current events and a venue for "taking the side of the disadvantaged and promoting media freedom and diversity" (Buckley, 2011). Their broadcasting is broken down into 45 hours of arts and cultural programming, 21 hours of informational programming, and 3 hours of educational shows (Radio Student, 2012).

We believe that a large contributor to the success of the station's longevity is their annual community music events. Radio Student's "Club Marathon", run annually since 2001, is their largest event. It is a unique opportunity for local bands to participate in a six week tour of the Slovenian music clubs, giving them touring experience and public exposure. Radio Student extends their community involvement with this event by releasing a CD compilation each year, and hosts a second, smaller "Concert Marathon" for second tier of local bands (Radio Student, 2012). The "Club Marathon" yearly event demonstrates Radio Student's commitment to the local community, as described below:

"An essential part of the basic orientation of Radio Student is to discover and encourage young and relatively unknown Slovene musical artists and bands that show originality, creativity, and the potential to evolve into respected Slovene innovators" (Radio Student, 2012).

Radio Student's second largest event, with just as much community impact, is their TRESK Festival. This two-day music gathering focuses on local artists' performances, but also provides a place for discussion about the general music scene such as what threatens the Slovenian music industry and new publishing formats (Radio Student, 2012). With recognition by UNESCO, "Club Marathon", and TRESK Festival, Radio Student is undoubtedly a great example of a sustainable and successful community-involved student-run radio station.

To gain a more in-depth view of a successful college radio station, our team interviewed the station manager and program director, Peter McStravick and Alexandra Krasowski, of The College of Holy Cross's college radio station, WCHC. This campus radio station, located in Worcester, Massachusetts, shares many features with Human FM. Both are community radio stations with the overall goal of expanding their influence in the community. They emphasize local artists and alternative music styles, focusing on music discovery and community promotion. Furthermore both radio stations are volunteer-driven.

McStravick and Krasowski highlighted strong student involvement as the driving force behind the station's sustainability and success. WCHC has over 80 regular student DJs who host programming nearly every hour of the week. According to Peter, WCHC is such a well-recognized student club that very little promotion is required to attract new student volunteers each year. Among this limited promotion, WCHC sends recruitment e-mails to the undergraduate body, advertises the club during student orientation, and attends the university's yearly activities fair. The effect of this strong student community involvement is noticeable; WCHC has an equally strong non-student listenership in the Worcester area. McStravick attributed this additional listenership to the station's on-campus success, claiming that, since the station is so popular with students, others in the community also listen. These results suggest that strong local community involvement is key to a radio station's success. With Human FM's close proximity to VUW, the university's student population could potentially impact Human FM in a similar fashion.

WCUW is a fully supported, self-sustaining radio station in Worcester. They were quick to identify strong student community involvement as the key to their success. Station manager Troy Tyree explained that the highly specialized programming blocks geared toward the various immigrant populations in Worcester represent the strongest volunteer and donor pools. This confirms our literature which shows that highly specialized programming is the best way to find support in your community. Making some changes to the focus of the programming at Human FM could yield similar results within the VUW community.

To continue our background research, we interviewed two community radio stations in the Wellington region. We spoke with Radio Active's station manager, Dave Gibbons, and Rhys Morgan, station manager, from VBC. These stations had a better understanding of the radio industry in New Zealand and the radio demographics in Wellington. Our research focused on how they engage their community, and operational best practices.

We spoke with Radio Active because of their strong market position in the Wellington radio community and their unique history as a former student organization at Victoria University. We briefly discussed a list of questions regarding the Radio Active community and how they interact with their listenership. Gibbons described the Radio Active community as active Wellingtonians who care about their city and the arts. He finds the best way to engage with listeners is to always have live personnel on air, and to be consistently engaging them through giveaways and call-in activities. Reaching out to venues and listeners in person is critical to the station's continued success. Unfortunately, we could not visit the station on site or discuss the history of the station at Victoria University.

VBC is Victoria University's official radio station, making them a critical party to understand. We were particularly interested in their relationship and history with Human FM. We spoke with Rhys Morgan about the successes and failures of VBC, as well as the VUW radio community. He indicated that the station was struggling to support itself through volunteers and relied heavily on his own work (Morgan, 2013).

The preceding examples demonstrate effective approaches to community involvement and station longevity. Student and community involvement are the backbone of CJLO, WCHC, and RadioActive's operational methods. These relationships between station and community can be explored and applied to Human FM's strategic planning process and future operational model.

2.6.2 Venue Case Studies

There are a number of successful venues with unique operating structure that warrant case studies to best identify their strengths. Club Passim, located in Cambridge, Massachusetts, represents a great model for community involvement in music and rising local artists. The club's integration with the local community is commendable. One unique service Club Passim provides is a school of music that hosts rotating programs for people of varying skill level. They also award an annual grant to rising local musicians for further career development and offer internships opportunities in marketing and publicity on a semester basis. Their active partners include a business association and an arts council. Through these partnerships, Club Passim is able to host more community events such as campfires and festivals. In return, the partners receive promotion and membership benefits. In addition to organization partnership and support, Club Passim has a membership program with over 1000 annual members. To encourage membership, the club offers discounts of shows, certain free admission nights, and members-only giveaways (Club Passim, n.d.). Club Passim has shown great event organization and has demonstrated the benefits of extended partnerships on hosting events.

A different approach is well represented by the Wendell Full Moon Coffeehouse, another Massachusetts non-profit, volunteer-run venue. Once a month, Full Moon organizes music events in Wendell's town hall. Each event supports a different non-profit organization within the community, creating a draw for people who want to support the beneficiary. An open-mic session at the beginning of each performance also encourages participation of the Wendell community. The set-up of these events is interesting; the beneficiary supplies volunteers and baked goods to sell at the event. This reduces the burden on Full Moon's staff to provide resources at each event. Profit is split, with 40% going towards the beneficiary and 60% to performers. To raise money for themselves, Full Moon acts as the beneficiary once each year; the generated revenue is enough to sustain Full Moon

throughout the remainder of the year (Full Moon, 2012). This feat is particularly relevant given the small team of about a dozen volunteers (Tuler, 2012).

Kathy Becker, an involved volunteer with Full Moon, expressed that guest involvement and comfort play a large role in the success of a community venue. She emphasized aiding guests and thanking them for attending, making sure there is a comfortable dance space for all ages, and relating to the guests that there are supporting local non-profit organizations (Full Moon, 2012). Full Moon Coffeehouse serves as a great example of a completely volunteer-run organization that finds success in collaboration with local non-profits. These music events owe their success to the community feel and togetherness brought by hosting a local non-profit.

2.7 Summary

We have shown that Wellington has a strong base of radio listeners. We discussed Wellington's demographics, the Ramsey House and Human FM, Victoria University of Wellington, and the particular networks of organizations that relate to Human FM. We briefly reviewed the value of marketing and radio organizational theory and discussed the business practices of strategic planning and feasibility studies, and how they related to our project. Lastly, we examined case studies on radio stations and venues. Our team has taken the information gained in the literature review and compiled a comprehensive methodology for our work in Wellington.

3. Methodology

The goal of our study is to strengthen the ways Human FM engages its community. This includes gaining a deeper understanding of who is involved with Human FM and how to use Human FM's resources and surroundings to grow its community. To achieve this goal, we identified five objectives:

1. Identify Human FM's available resources.
2. Gain a better understanding of Human FM's listenership.
3. Explore Human FM's potential connections to similar, existing communities.
4. Determine the financial feasibility of the Ramsey House café.
5. Propose strategies for Human FM to strengthen engagement with their community.

In this section, we describe our methods used to achieve each objective, provide justification for each method, and highlight the importance of each objective in accomplishing our overall goal. All interview questions, survey information, and site assessment documents discussed below can be found in the appendices.

3.1 Identify Available Resources

To identify the available resources for the growth of Human FM's community, our team conducted an initial site assessment of the Ramsey House. We first simplified the Ramsey House into three main areas: the café, the lounge, and the Human FM radio station. From there, we compiled inventory lists for each space. These lists included the machinery and capability of the café, seating capacities of the lounge and café spaces, the radio station's available equipment (see Appendix D – Ramsey House Site Assessment).

We conducted interviews with dedicated Human FM staff and invested chaplaincy members to better understand their perspectives on the Ramsey House's current status. Interview subjects were recruited through a snowball sampling strategy, where interviewees suggested further contacts to help elaborate on discussion points. We then filtered those contacts and selected people with various connections to Human FM in attempts to gather multiple perspectives on the station. With limited public availability of interviewee contact information, this sampling strategy was ideal.

All interviews were semi-structured and open-ended, encouraging open discussion and follow-up questioning. This helped us gain a complete understanding of the current situation with Human FM and AngChap at VUW in a friendly format that built relationships with key stakeholders (Berg, 2007). Table 1 lists those interviewed and their relationship to Human FM.

Table 1: Staff Interview Subjects

Name	Association
Mark Johnson	Ramsey House Manager, Chaplain
Nat Newton	Human FM Station Manager
Baden Clure	Human FM DJ
Sean Devine	AngChap Accountant

Mark Johnson

Johnson is the resident Chaplain and manager of the Ramsey House. He is heavily involved with Human FM's financial sponsor, AngChap, and is in charge of all operations at the Ramsey House. In addition to sponsoring our study, Johnson manages potential resources that can be used for the benefit of the radio station. We interviewed Johnson regarding his mission for the Ramsey House, the relationship of Human FM with the chaplaincy and Ramsey House, and his perspective of Human FM's current challenges. This information gave insight on how Human FM balances its own goals with those larger goals of AngChap at VUW.

Nat Newton

As a long-time volunteer and the current station manager at Human FM, Newton has direct insight into Human FM's recent issues, challenges, and successes. After gaining some background information about Newton and his history at the station, we asked him about Human FM's relationship with VUW's student association, the station manager's responsibilities, the student volunteer responsibilities, and the Human FM club atmosphere. These topics spoke to the daily issues that arise when running the station, and helped us understand the operational structure of the station.

Baden Clure

Clure represents a unique party; he is a Human FM volunteer DJ but is not affiliated with VUW. Clure had previous experience volunteering at other stations, making him experienced radio personnel. He offered a DJ's perspective to Human FM and shared his opinions on the station's AngChap affiliation. We asked Clure about his previous radio experience, Human FM's on-campus organization, and the responsibilities, freedoms, and typical attitudes of a Human FM DJ. This offers information on the value of the radio station from perspective unaffiliated with VUW or AngChap.

Sean Devine

Devine, Ph.D., is the Committee Chairperson and Financial Manager of AngChap at VUW. Devine is invested in Human FM because of its connection to AngChap, helping us understand the

purpose of Human FM as seen by the religious organization. We asked about his opinions on the Ramsey House's connections to VUW and AngChap. This information helped develop an AngChap perspective, and how the chaplaincy relates to the radio station.

3.2 Understand Listenership

Due to proximity, Victoria University students serve as Human FM's main listener and volunteer base. To help understand the VUW community, we conducted 88 surveys near campus with summer students and university staff to learn about their radio preferences and exposure to Human FM (see Appendix B – VUW Student and Staff Survey for the complete survey). Survey participants were selected by convenience. Surveys were conducted at two high foot-traffic locations on Kelburn Parade, marked on the Victoria University of Wellington Kelburn Campus map below (see Figure 6).

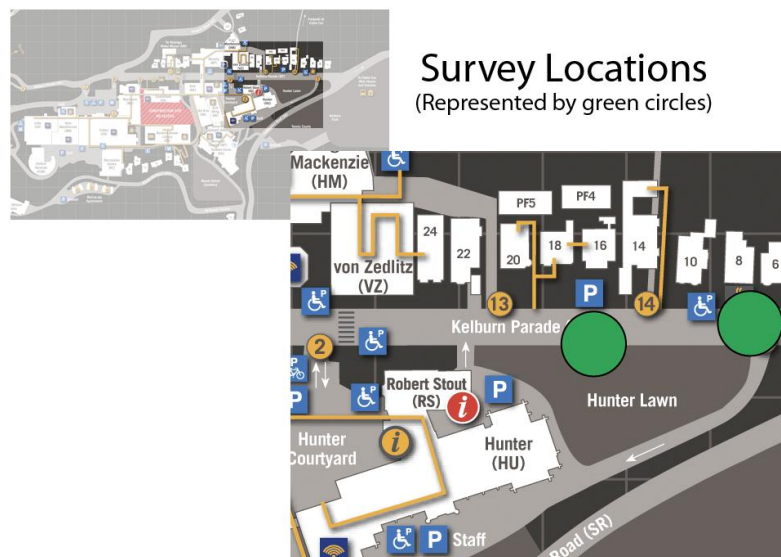


Figure 6: Surveying Locations

Major renovation projects eliminated the center of campus as a surveying area, and therefore we selected more peripheral locations. Surveying occurred during typical class hours to maximize VUW student survey participants, and having two surveying locations sped up data collection. To maximize the number of respondents, surveys were designed to be low commitment and quick to complete (Berg, 2007). We used a combination of “yes or no” questions to shorten survey completion time and open-ended questions to gather more in-depth student responses. We had concerns about miscommunication between surveyors and respondents due to accent barriers, and thus we chose written surveys instead of oral interviews.

Our survey worked towards two objectives: identifying Human FM's listenership and establishing the feasibility of the café. To better understand listenership, we asked questions that

probed for the most popular stations and programming among VUW students. We then introduced Human FM, assessing the station's current listenership by asking whether students had ever tuned in. This question was designed to measure the station's exposure on campus, not the number of dedicated listeners. For those who did listen, we left space for likes and dislikes of the station to gain direct feedback from the VUW community. General radio questions were introduced in the survey before ever mentioning Human FM to avoid bias in survey respondents when identifying their favorite stations.

To address café feasibility, we asked students about their favorite hangout spots on campus to establish popular locations within the Kelburn campus. We then asked for their suggestions regarding campus improvement to establish the needs of the student body. We asked about the coffee-drinking habits of students to gauge the relative demand of coffee and then introduce the Ramsey House, asking if survey participants had ever heard of or been inside of the building. This was to gauge the exposure of the building relative to its activity. We also asked for stereotypes associated with the Ramsey House to identify any perceived trends in the typical visitor, and we added a question to gather comments for direct feedback from students. The last question asks about the features required for an enjoyable café, which helped us gauge the type of café that best appeals to students.

Finally, we asked a few questions to better identify survey participants and their personalities. We asked participants to describe themselves and list any activities they were involved in. This was to identify any trends between types of people and their answers and to measure the relative community involvement of the students on campus.

Many of the VUW survey questions were open-ended, allowing respondents to give honest, thought-out answers. While this technique was good for understanding the true opinions of each respondent, it also led to an array of many different answers. In order to find trends in the responses for a more quantitative analysis, we created over-arching categories to group responses. This made it easier to analyze the results and draw conclusions.

3.3 Explore Community Ties

To better understand the existing communities within Victoria University and Wellington, we investigated several local music venues and community organizations. We targeted music-based communities as potential contributors to enhance Human FM's music programming and live events. Social justice organizations offered a way to branch Human FM's community outside of music, with emphasis on the activism aspect of the station's ethos. We discuss several organizations within these categories in more detail below.

3.3.1 Music Venues

We sought interviews with three local music venues to learn about their communities and understand their similarities with Human FM. Interviews were semi-structured and open-ended, encouraging open discussion and follow-up questioning. After consulting our literature review, we identified The Mighty Mighty, Meow, and Puppies as popular venues with target audiences similar to Human FM. Our interviews focused on identifying the community demographics associated with these music venues, their operational strategies, engagement techniques within their community, and how they interact with other communities.

We spoke with Sally Thomson, the owner of Mighty Mighty, to learn about the group of people that make up the Mighty Mighty community. Their location on Cuba Street hosts a bar with musical performances five days a week. We asked Thomson about her mission of incorporating a community feel into Mighty Mighty's structure and the history of the established Wellington venue. She also shared information on the Mighty Mighty's positive attitude and its importance for community growth.

We attempted to contact managers at Meow and Puppies to understand how their communities function and their role in the Wellington music scene. Meow's events are centered around local music, as almost every night features an open mic opportunity. Puppies also focuses on local music but hosts more established bands, with shows often selling out. We sought to understand the goals of each of these institutions and how they interact with the rest of the Wellington music community.

3.3.2 Community Organizations

Human FM stresses human living, community empowerment, activism, and local culture as important components of its mission statement. These values are not necessarily reflected in the music programming of the station but rather through the spoken word features that occur throughout the day. Based on our literature review, local icons such as Thistle Hall, and activist organizations like Greenpeace, the SJC, and We Are the University represent the variety of organizations that share the social justice values of Human FM. These organizations provide opportunities for Human FM to expand with the support of new communities. Interviews focused on the types of people who are involved in the community, how they communicate, and the overlap between their community and the Human FM community.

Thistle Hall

Thistle Hall is a community venue which hosts a variety of groups in its building. The goal of Thistle Hall is to connect people with a community-shared activity center. We interviewed Clea

Matthews, the manager of Thistle Hall, in a semi-structured interview. We were interested in learning about which groups were part of the Thistle Hall community and how they interacted with one another. Interview questions included typical performances, audience turnout and demographics, and previous collaborations with other organizations.

Activist Communities

Our team sought interviews with involved volunteers from each activist group outlined above. We reached out to Nathan Argent from the Greenpeace Wellington chapter and visited the SJC office on Wakefield Street to ask about their operational structure, how they interact with their volunteers, and their relations with other community groups. Possible interview questions included how large their organizations are, annual events, and how the volunteers involved create a functioning community. We also contacted We Are the University, a VUW school organization, because they provided a student-focused perspective on activist issues. We were interested in the activity level of student volunteers, annual events held on campus, and the strength of their community of student volunteers.

3.4 Café Feasibility Analyses

Through our interview with Mark Johnson, we discovered that the Ramsey House café has value in its ability to bring people into the Ramsey House. We believed there was use in keeping the Ramsey House a high-traffic, popular location on campus, as it may expose more people to the radio station. Based on our literature review, we chose to perform a café feasibility analysis in order to better understand the financial viability of the café's continued operation. Feasibility studies offer information from a variety of perspectives and cover a broad field of focus (Hillstrom and Hillstrom, 2002). Our feasibility analysis involves four components. Evaluating the strengths and weaknesses of the Ramsey House café quantified the current value of the business. Assessing the operating costs of the Ramsey House café evaluated the financial capability of its operation. Comparing Ramsey House to competing cafés helped demonstrate its position in the current market. Estimating the consumer demand considers the opinions of patrons regarding the need for cafés in the VUW area. Specific methods for completing each feasibility analysis component are described below.

Strengths and Weaknesses

Through brainstorming, we analyzed the space, atmosphere, food and drink quality, staff, prices, and location of the Ramsey House. All of these topics were highlighted in our student surveys as essential for an enjoyable café experience. With supporting details provided by Johnson and Devine, as well as previous research, we then categorized each aspect as a strength or weakness to assess the overall value of the café. Due to the summer session at Victoria University, we conducted

our site assessment in the absence of visitors. This may have affected the building's ambience, a critical component of understanding its strengths.

To better quantify the value of the Ramsey House café's location, we performed a basic foot traffic analyses outside of the building. To understand when Kelburn Parade is the busiest, we observed foot traffic during twelve different timeframes throughout the week. We counted pedestrians passing the Ramsey House during the mornings (9:30-10:30 a.m.), evenings (4:00-5:00 p.m.), and nights (8:00-9:00 p.m.) of a Monday, Wednesday, Friday, and Saturday (the 23rd, 25th, 26th, and 28th of January, 2013) during Victoria University summer session. These data points offered comparisons between all timeframes within a typical week. Basic demographic data was collected to identify trends between gender and age of the pedestrians. We understood that the observed foot traffic on Kelburn Parade may not be fully representative of student activity during spring and fall sessions. Therefore, our study focused on the relationships between times rather than the specific quantity of people observed.

Operating Costs

We discussed the operational history of the café with Johnson and asked about his social and financial goals. We came to understand the overall success of the most recent café operator, Rebecca Howe, and gathered information on how the cost of staff and utilities played into its financial viability. We asked about the profit margin and how she engaged with other components of the Ramsey House. We also wanted to understand the changes in operation between Howe and AngChap, who were intending to run the café themselves. We estimated the financial feasibility of continuing to run the café given the information regarding equipment, staffing, and operation.

Competing Cafés

We analyzed six café options at Victoria University (see Figure 7) to better understand the on-campus café market. With Ramsey House's close proximity to VUW, students and staff make up the bulk of potential patrons, and we expected these on-campus options to provide the closest competition. We also considered five off-campus cafés to assess the strengths and services of local, well-known cafés in Wellington. Fidel's and Café L'Affare were selected for their high ratings on Google.com, while Kelburn Café and Café Mode were chosen because of their close proximity to the Ramsey House. Plum was included out of convenience. We performed observational site assessments of these various cafés, which covered their location, atmosphere, menu options, prices, and customer demographics.

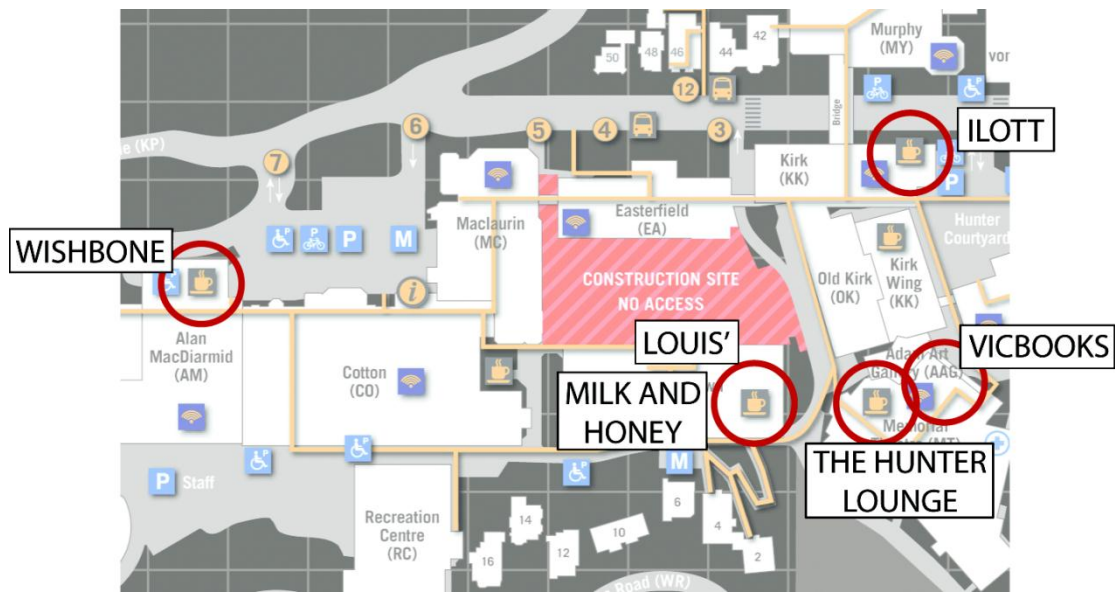


Figure 7: On-campus Café Options Covered in Assessment

Consumer Demand

To assess the market demand for an additional café in the Victoria University Kelburn Campus area, we used information provided from our student surveys (3.2 Understand Listenership) and the 2012 Victoria University Student Experience Improvement Survey (SEIS). In our student interviews, we asked students about their coffee habits, important features in a café, and their thoughts on the Ramsey House. Together, the SEIS and our own student survey speak to the needs of the student population regarding the demand for a café in the area.

Decision Matrix

To analyze these four components, we constructed a “make or break” decision matrix. Each component was discussed and key threats to the success of the café were identified. If any threats were deemed a “break condition,” too risky or too poor to be overcome, the component failed and the café was not recommended. In order to be recommended for continued operation, each component of the café analysis had to support, or at least allow for, the continuation of the café. Table 2 below summarizes the feasibility analysis components and their break conditions. Each component was justified using evidence from our feasibility study, our literature review, and information gathered through our student survey.

Table 2: Feasibility Analysis Break Conditions

Feasibility Study Component	Break Condition(s)
Strengths and Weaknesses	Weaknesses outweigh strengths
Operating Costs	Café does not break even
	Volunteer staff is unreliable
Competing Cafés	Other cafés are significantly stronger than Ramsey House
Consumer Demand	Consumers are satisfied with current café options

3.5 Propose Strategies for Human FM

The team explored new uses of the Ramsey House’s physical space that best promoted growing and engaging Human FM’s community. This objective compiles the findings from all other objectives and uses them to make informed decisions on how to move the station forward. In this way, it encompasses all of our findings and presents deliverables in the form of strategies.

Without altering its main purpose of supporting the Anglican Chaplaincy, we identified opportunities for functions of the Ramsey House and the station. We performed a SWOT analysis, measuring the strengths, weaknesses, opportunities, and threats of the current Human FM station. We developed several strategies for Human FM, emphasizing the station’s strengths and opportunities while eliminating its weaknesses and threats. Strategic planning incorporated the use of the entire Ramsey House, including the lounge space, as the current use of the building’s assets may not have been ideal for Human FM. To assess each proposal, we compared the SWOT analysis of Human FM’s current status with SWOT analyses of Human FM’s future states as described in each strategy. This analytical tool and strategy development tie all other objectives together and form a cohesive deliverable that strengthens Human FM’s engagement with their community.

3.5.1 SWOT Analysis of Human FM

In order to begin the strategic planning process, we first performed a SWOT analysis of Human FM to understand its current position. Using information gathered from the previous four objectives, we generated a list of all the strengths, weaknesses, opportunities, and threats to the station. Each listing was justified with evidence provided by methodology findings or previous research. The station was evaluated using a quantitative score using a simple point system, awarding +1 for each strength and opportunity identified, and -1 for each weakness or threat.

3.5.2 Generating and Evaluating Strategies

Using the SWOT analysis as a guide, we generated possible strategies for using the Ramsey House to overcome the challenges facing the station. We aimed to develop solutions that encompassed a global focus of Human FM, incorporating audience, programming, and use of the physical space in the Ramsey House. Strategies were aimed at enhancing the strengths and opportunities, while eliminating the weaknesses and threats identified by the SWOT analysis. To quantify the values of each strategy, we used a simple point system to compile the total number of listings into a sum. Strengths and opportunities count as +1 point, while weaknesses and threats count as -1 point. With this system, we measured the score of the station before and after each proposed strategy had been implemented. This provided a reference for the effectiveness of each strategy, with higher scores pertaining to strategies that created more strengths and opportunities with fewer weaknesses and threats. The lowest scoring strategies were discarded while the remaining were proposed and explored deeper. We understand that giving equal weight to all strengths, weaknesses, opportunities, and threats may impact our results, however this system was designed for ease of implementation and was meant as a filter system to eliminate poor strategies.

3.6 Confidentiality and Data Management

All of the information gathered during this study, including through interviews and surveys, remained confidential and was gathered with participant consent. Survey and interview participants had been informed that their participation was voluntary and could have been terminated at any time, and that they did not need to answer every question. We informed subjects that confidential responses were not associated with any identifying information and anonymous responses did not have any associated identifying information. In the case that responses were not anonymous or confidential, we gathered participants' signatures acknowledging their disclosure of information and had each participant pre-approve all quoted material before publication. Data storage was kept and maintained in a password-protected computer and was never distributed in any manner. Raw data was destroyed upon completion of the study.

4. Findings and Analyses

In this chapter, we report the major findings from our methods and analyze the underlying meanings. Our findings are organized by our project's objectives: identify Human FM's resources, understand Human FM's listenership, explore potential connections between Human FM and other communities, and assess the financial feasibility of the Ramsey House café. Within each objective, we discuss each finding by method. Findings are then related to the project goal through our analysis in part two. The fifth objective, propose strategies for Human FM to strengthen engagement with their community, is addressed only in Part Two: Analysis.

Part One: Findings

4.1 Identifying Human FM's Resources

The team conducted an initial site assessment of the Ramsey House to better understand the available equipment in the café and lounge. We also interviewed staff members to understand the direction of Human FM and its current challenges.

Human FM and Ramsey House Site Assessment

The Ramsey House is a white, two-story building on Kelburn Parade. It has a glass sunroom in the front and an apartment on the second floor. A VUW sign on the wall and a Human FM banner draped on the second story help identify the building (see Figure 1 in Section 2.2.2 The Ramsey House and Human FM). Figure 8 below gives a rough floor plan of the Ramsey House's café and lounge. A map of the entire Ramsey House can be found in Appendix G – Ramsey House Floor Plan. The café is located in the front sunroom of the building, closest to the street. It includes a small counter space and seating for nine in the form of stools, chairs, and beanbags. The space has Flight brand coffee-making equipment, including a bean grinder and percolator, and Flight brand coffee beans. There are roughly 60 cups of three different sizes with matching saucers. Other notable equipment included two refrigerators, a microwave, teapots, a sink, and general cleaning supplies. There were two signs advertising Beccs' coffee and Flight coffee (see Figure 9).

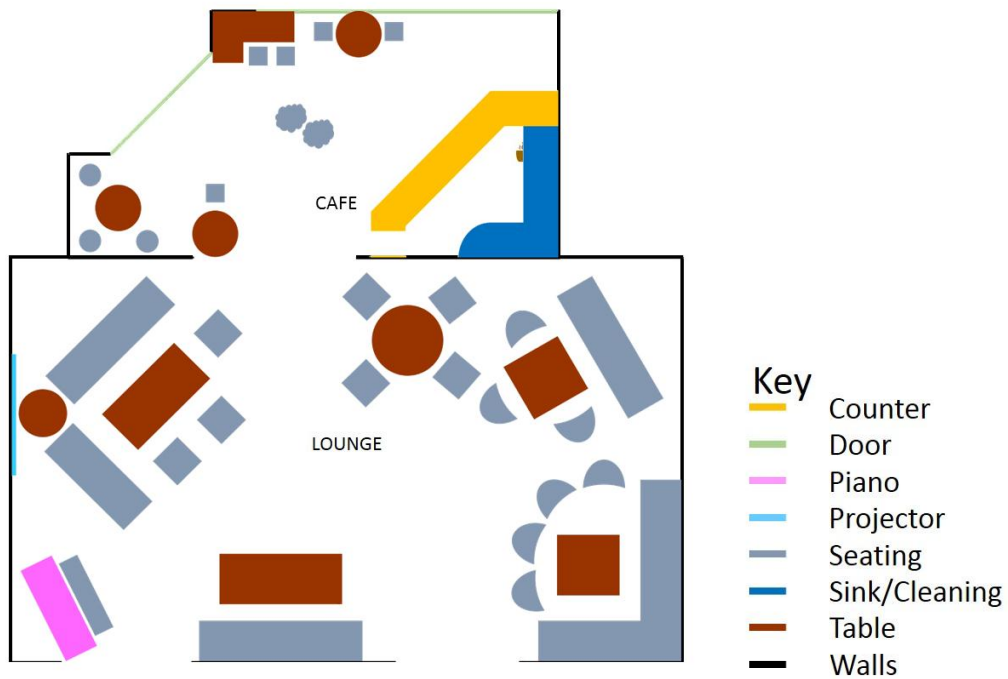


Figure 8: Floor Plan of Ramsey House Lounge and Café



Figure 9: The Ramsey House Café

The lounge area was about three to four times larger than the café space. Multiple couches and chairs hosted seating for thirty-one around five individual coffee tables, shown in Figure 10. Seating within the lounge was purposefully laid out to encourage conversation and interaction among visitors, complementing the space’s ethos. The lounge had a projector, six Wharfedale

stereos around the perimeter, a piano, and a bookshelf stocked with various books and board games. The lounge speakers constantly play Human FM's programming. While not present within the café, the building's AngChap affiliation was evident in the lounge, with several religious paintings, statues, coasters, and wall writing. There were only a handful of decorations, mostly in the bathrooms, pertaining to activism and social issues. There were no decorations related to Human FM within the lounge.



Figure 10: Ramsey House Lounge, with Human FM at Left

The Human FM station is contained in a single room with a capacity of three, shown in Figure 11. It hosts a computer with two monitors, a mixing board, headset and microphone, a digital music library, and a small collection of CDs and records. There is also a phone for listeners to call in requests during live broadcasts. Posters and artwork from previous Human FM events and socials were all found within the station, with few religious artifacts. All of the complete inventory lists described above can be found in Appendix D – Ramsey House Site Assessment.



Figure 11: Human FM station desk

Staff Interviews

To understand the direction of the station and its current challenges, we interviewed four personnel involved with Human FM and the Ramsey House. Each interview gave different perspectives on the station, which together provided a coherent image of how the station operates.

Mark Johnson – Ramsey House Manager, Chaplain

Our interview with Johnson covered his history at the Ramsey House, his vision for Human FM, and background information on the café. His goals for the station are to involve more people and see it grow into a strong facet of the VUW community. Human FM started as an AngChap initiative at VUW, serving as a way to connect students to AngChap's ideas and beliefs. However, the station had recently lost its original champions, the founding station manager and previous Chaplain. The station manager position had since been cut back from a full time spot to just eight hours per week in the effort to transition into a more student-run station. With the recent and temporary loss of the aerial, the station has faced difficulties. However, Johnson was pleased with the radio station's progress and is optimistic about its future.

Johnson also discussed his visions for uses of the Ramsey House lounge. He was delighted with the weekly use of the space for "Newswatch" events and Tuesday morning prayer breakfasts, but he wants the station to host even more events. Johnson also expressed his openness in altering the décor of the Ramsey House lounge. One of his ideas included replacing current religious artifacts with VUW student art.

We spoke about the Ramsey House café and its previous iterations. Johnson has a lot of passion for the café, identifying it as a vital aspect of the Ramsey House's function. He attributed the value of the café to its ability to bring people into the Ramsey House. Even if the café is not profitable, it provides people with a reason to visit. In his view, the financial goals are simply to break even on the venture and support its continued operation. AngChap intends to run the café directly, rather than leasing the space to a third party. The café will keep the Becs name after Rebecca Howe, the previous owner of the business, and AngChap is currently pursuing ownership of Becs' equipment. Max Roberts-Bristow, a former employee of Howe, will run the café and recruit staff members to help during peak business hours. Johnson proposed the idea of keeping the café open throughout the year and extending its hours and offerings.

Nat Newton – Human FM Station Manager

Newton introduced us to the Ramsey House and talked about the current challenges of Human FM. Newton's goal for the station is to develop Human FM into a key asset of the VUW community as an organization that is supported by an active volunteer base. His hope is that the

station will connect students to each other and expose them to new music and intellectual discussions. Newton plans to leave the station in one year, and thus he cited increasing student involvement and recruiting a new station manager as critical. However, the student organization does not meet often, and those involved do not know each other well. Newton estimated last year's staff as about 10-12 event volunteers and only 18 student DJs, even though many more had initially signed up. His goal for next year is to have 40 active DJs and increase the number of volunteers all around. When asked if the station's volunteer base comes from AngChap, Newton responded that Human FM is not a particularly religious station and therefore most of the DJs come from the general VUW student body. Commenting on the religious artifacts in the Ramsey House Lounge, he said that most are not offended but there was an occasion when someone refused to perform in the building because of its religious affiliation.

Baden Clure – Human FM Disc Jockey

Clure shared information about the disc jockeying aspect of Human FM. Clure's main involvement with the station rests in his two-hour indie show every Wednesday night. He enjoys playing a variety of lesser-known music and often opens his programming to song requests. He maintains a Facebook page for his show, where he posts links to stream the show and his playlist of songs for the night. The fact that a religious organization operates Human FM had no effect on Clure in his programming or feelings towards the station. Although most of the weekly programming for the station is pre-recorded due to the lack of DJs, Clure has only one timeslot during each week. He also spoke about the expected responsibilities of a Human FM DJ while on air. It is common for DJs to invite friends into the studio during shows. However, DJs have restrictions on the content of their programming and rules regarding using the airwaves for personal reasons.

Clure commented on the lack of group meetings among the Human FM staff. The connection between staff members is not very strong, and meeting turnouts are usually very low. Clure claimed that this low commitment within the staff hinders the number of events Human FM and the Ramsey House can host each year.

Dr. Sean Devine – AngChap Committee Chairperson

Devine described the Ramsey House's décor as a "gradient of sacredness", where religious tones within the building increase when moving towards the back of the building. The café in the front room holds no religious identity, while the most sacred space, the Chapel, is housed in the very rear of the building. Between the two includes the Chaplain's office, a library, and a meeting room, each dedicated to religious effects. The lounge serves to bridge the gap, decorated with religious ideas and figures, but not a place for worship. This purposeful organization is to normalize the

presence of religious artifacts to visitors. As visitors enter the building, they become more and more enclosed by a religious presence as they travel throughout it. Devine claimed that the Human FM was not a priority of AngChap nor of the Ramsey House. However, he described it as a key tool for connecting with new students and expanding AngChap’s community. Table 3 below summarizes the information gathered in these staff interviews.

Table 3: Summary of Staff Interviews

Johnson	Newton	Clure	Devine
Human FM Goal: see more people involved, grow to a VUW feature	Human FM Goal: develop into a key feature of VUW community	Religion not a factor of DJ experience	Ramsey House layout a “gradient of sacredness”
Pleased with how Human FM has dealt with challenges	Leaving station within a year	Lack of cohesion between DJs	AngChap uses Human FM to connect to students
Open to discussion on updating Ramsey House lounge	Limited club interaction	Limited club meeting times	
Café to try running under direct AngChap control	Increasing volunteership is main goal this year		

4.2 Understanding Human FM’s Potential Listenership

To better understand Human FM’s listenership, we conducted 88 surveys of students and staff at Victoria University of Wellington’s Kelburn campus (see Appendix B – VUW Student and Staff Survey for a copy of the survey). Several of the survey questions dealt with radio listening habits, preferences, and knowledge of Human FM. The small sample size means that quantitative information or correlations cannot be extrapolated to represent the entire VUW community.

Seventy-nine people responded to the question about preferred radio programming (89% response rate). The most preferred type of programming was music, chosen by 76% of respondents. Talk and news followed at 24% and 10%, respectively. Figure 12 shows the most popular responses for this question.

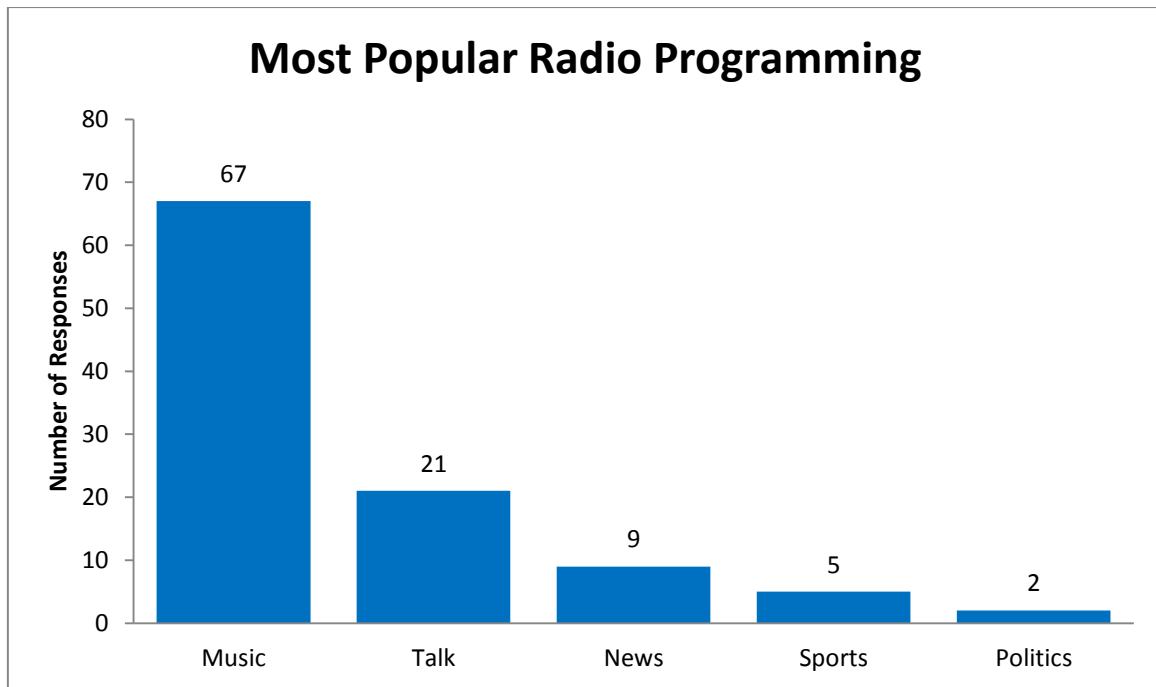


Figure 12: Student Survey - What kind of radio programming do you like? (music, talk, sports, etc.)

When asked, “what stations do you listen to and why,” the most popular stations were Radio New Zealand, The Edge, Radio Active, ZM, and some form of Internet radio. Of the 84 respondents, 33% claimed to not listen to radio. Figure 13 shows the most popular responses to the question compared to Human FM, mentioned only once.

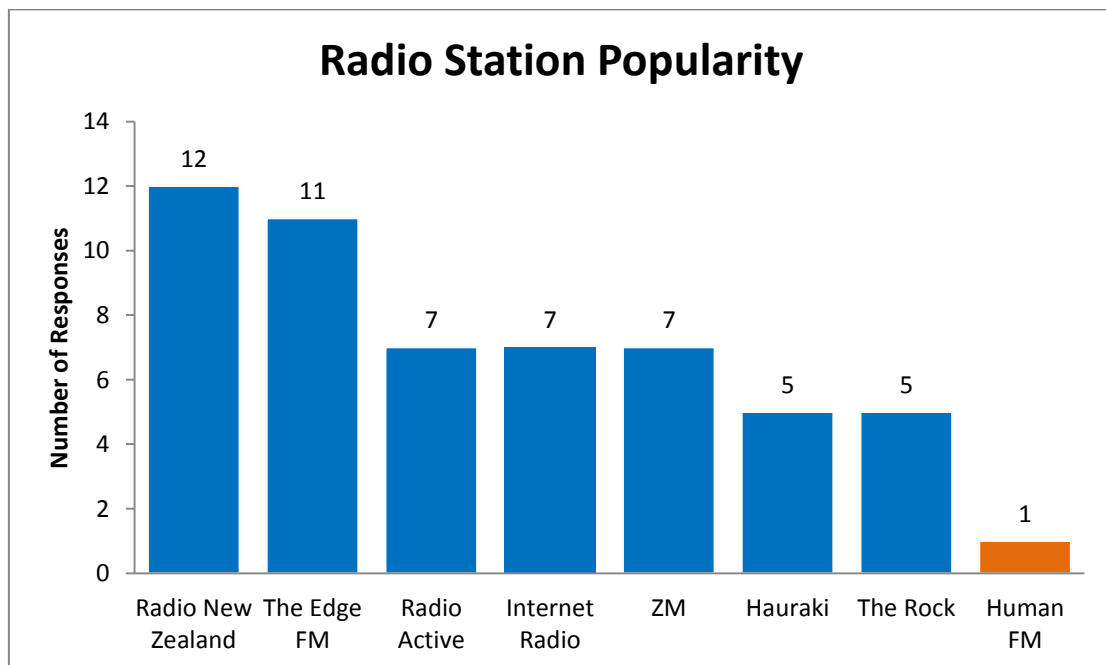


Figure 13: Student Survey – What radio stations do you listen to and why?

Just over 50% of respondents listen to The Edge, Radio Active, ZM, Hauraki, or the Rock. These are music-focused stations, as identified by their programming schedules. This is comparable to the 76%

of respondents who prefer music based programming. Radio New Zealand is the popular news and world events station, chosen by 14% of respondents. This compares to the 11% of respondents that said they prefer news programming.

In the next question, we asked respondents if they had ever listened to Human FM. Ten people (11%) claimed they had. When asked about their likes and dislikes of the station, respondents had a variety of answers. Listeners praised the station for its “conversation,” “variety of sounds,” “new music,” and “human programs.” The same respondents identified the “lack of music,” its “Christian aspect,” and being “off-air for six months” as their dislikes. Two of the respondents indicated that they knew someone who was involved at Human FM, a likely indicator of why they tuned in.

We closely examined the open-ended responses of those who listened to Human FM to find any additional patterns. When asked to describe themselves, there was a wide spread of responses, from “artsy” and “weird,” to “talkative” and “friendly.” Human FM captured students from a variety of organizations, including athletics and arts. Three of the respondents identified themselves as Christian, a member of Christian Union, or a member of another church. Table 4 summarizes the “describe yourself” and activity questions for the ten Human FM listeners. This may give insight as to why they listen to the station, and helps to better understand who listens to Human FM.

Table 4: Student Survey – Describe yourself, and what activities or organizations are you involved in?

Survey Respondent	Describe Yourself	Activities and Organizations
27	Friendly, caring, outgoing	Gymnastics, dance, youth-group
33	Opinionated but not rude	Nothing
34	Older student and like music and play guitar	Diving and biking
47	Graduate of Vic	Arise Church
54	Generous, fun, talkative, proactive, smart	Football, science society, volunteer work, tutoring
58	I'm a recent graduate working in Wellington and at the University and member of St. Michael's church	Christian Union, Swing Dancing, Team arts and Culture
70	Graduate, Christian	Ultimate Frisbee
74	Principled, compassionate (I hope)	VicIDS, Veg*ns@Vic, Youthline, Community Law, SAFE
83	Artsy, happy, weird	None
88	I'm from Somalia	None

Our team was also interested in which other radio stations Human FM listeners tuned into. Of the ten respondents, three indicated they don't even listen to radio. A fourth respondent, who said they listen to the Edge and knows someone at Human FM, also wrote they "don't really like radio much." That means four of the ten respondents who claim to have listened to Human FM do not listen to radio on a regular basis. The other six listeners said they also listen to the Edge, Radio Active, Fast Radio, VBC, Classic Hits, Radio New Zealand, and Internet Radio. This spread of other radio stations is representative of the preferred programming by Human FM listeners, with eight respondents enjoying music, one sports and news, and another Christian programming.

Our team explored the community that had listened to Human FM and that which visited the Ramsey House. Only 6 of the 39 Ramsey House visitors claim to have ever listened to Human FM, despite the station always playing through the lounge speakers. This suggests a lack of connection between the lounge and the station. Table 5 summarizes the results of survey respondents that have visited and listened to Human FM. Since 85% of Ramsey House visitors have never acknowledged listening to Human FM, it is clear that the building does not currently introduce new listeners to the station. This is shown again below in Figure 14.

Table 5: Comparison of Ramsey House Visitors and Human FM Listeners.

Been Inside Ramsey House?	Listened to Human FM?		Total
	Yes	No	
Yes	6	33	39
No	4	45	49
Total	10	78	88

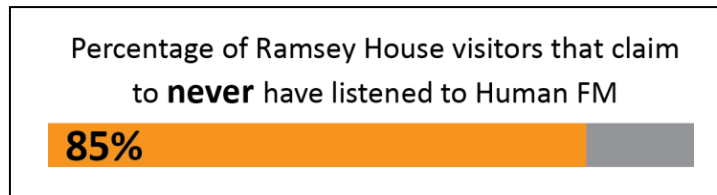


Figure 14: Ramsey House Visitors and Human FM

4.3 Connecting Human FM to Other Communities

The following sections discuss our findings on communities that might offer beneficial relationships to Human FM.

Community Connections

We sought interviews from a number of community organizations that shared the ideals of Human FM. We contacted multiple organizations and music venues in hopes of gaining insight into their communities.

Sally Thomson, part-owner of the Mighty Mighty, shared a brief history of the Mighty Mighty and what she feels makes it a necessary part of the Wellington community. She has been involved with the local venue since its inception in 2006. Thomson has a specific vision for the space: to maintain a regular crowd of community members by creating a comfortable and welcoming atmosphere. Thomson feels this is accomplished through maintaining high quality service, inviting appealing and unusual acts, and making visitors of all types feel completely at home. She emphasizes that the people own the space and is happy to see regulars come in with new friends to show off “their part” of the room, whether it is a decoration or otherwise. In order to foster a strong local community for Wellington, Thomson affirms that there should be healthy cooperation between various venues and organizations. A multitude of venues, cafés, and bars gives locals options and is what draws everyone to Cuba Street. Every organization in Wellington has their own niche, but supporting each other through co-sponsoring events or, in the Mighty Mighty's case, using their space for other's events, is all part of being part of the Wellington family.

Clea Matthews, the manager of Thistle Hall, gave us a tour of the building and explained its history and role in the communities it services. Many different groups use Thistle Hall as a gathering space, however Mathews was keen to point out that there was limited interaction between these groups. Thistle Hall used to host cross-community events, the latest of which was an art exhibition featuring pictures of Cuba Street taken by local children. The fact that only twelve people attended demonstrates this lack of cross-community interaction. This supports the claim that while there are many communities with similar interests in the region, few of them feel the need to be connected with one other.

After reaching out to a number of additional establishments, we were unsuccessful in interviewing representatives from Puppies, Meow, We Are The University, Greenpeace, and the Social Justice Commission of the Anglican Church of Aotearoa and Polynesia. While it may be due in part to summer holiday, this lack of open communication and mutual support was also identified during our interview with the staff of Thistle Hall.

4.4 Café Feasibility Findings

The findings listed below were gathered to in order to evaluate the financial feasibility of the Ramsey House café. We studied the café using four major components: examining the strengths and weaknesses of the Ramsey House café, assessing the operating costs of the café, making comparisons to competing cafés, and estimating the market demand for a café.

Strengths and Weaknesses of the Ramsey House Café

Our student survey helped quantify the strengths and weaknesses of the Ramsey House café in two ways. First, we asked people if they had ever heard of or been inside the building. This allowed us to understand the exposure and popularity of the Ramsey House. Of the 88 people surveyed, 54 people (62%) had heard of the Ramsey House and 39 (72%) of these respondents had visited. Our survey also identified the most important features of a café according to students, which helped us structure the café site assessments described in our methodology. Respondents reported six major components required for an enjoyable café experience. This survey question, illustrated in Figure 15, gathered 78 responses (89% response rate) with many survey participants listing multiple features that a café must have. Food/drink and ambiance were the highest two responses, mentioned by 71% and 51% of respondents respectively.

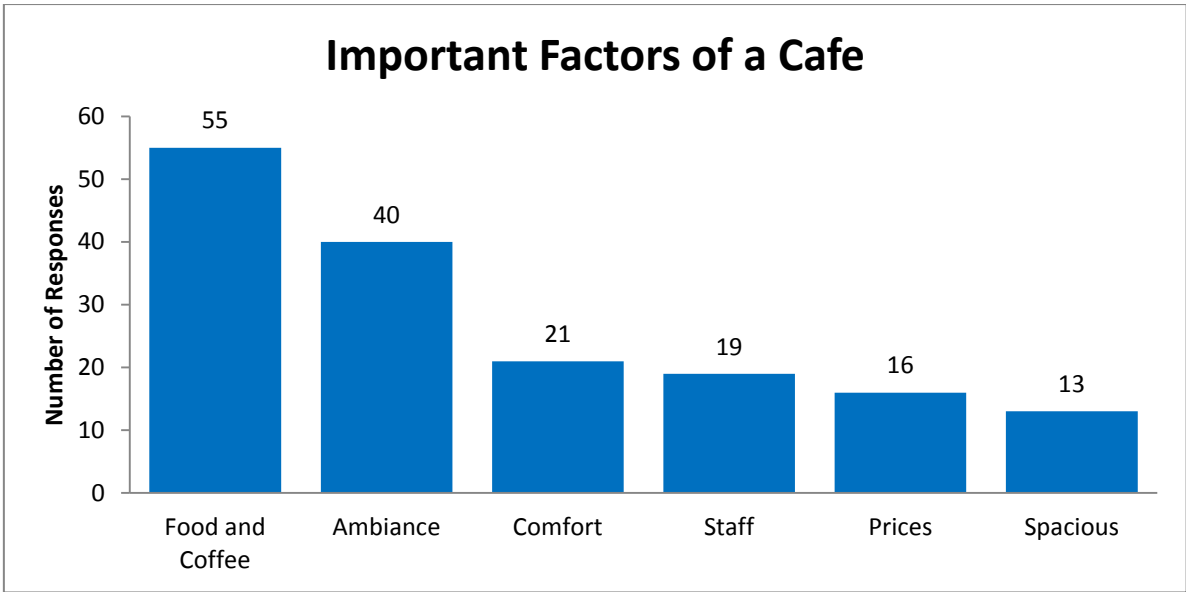


Figure 15: Student Survey- List any important features a café must have for you to enjoy it.

Informed by our student survey, we organized a five-component examination of the Ramsey House café. Four of the five components were strengths of the Ramsey House café and only one a weakness. Table 6 below summarizes our findings.

Table 6: Strengths and Weaknesses of Ramsey House Café

Café component	Justification
<i>Strengths</i>	
Atmosphere	Student Survey
Space and Comfort	Competing Café Analysis
Food and Drink	Staff Interviews
Prices	Competing Café Analysis
<i>Weaknesses</i>	
Convenience (Location)	Student Surveys, Foot Traffic Analysis

The first component was good atmosphere. Of the 54 survey respondents that have heard of the Ramsey House, 40 were able to provide their opinion on a Ramsey House stereotype, much of which turned into comments about the atmosphere of the Ramsey House. Twenty respondents had very positive answers, with comments such as “friendly,” “cool attitude,” “cool student place where staff feel welcome,” “trendy café,” and “good place for coffee meetings.” An additional eleven respondents recognized the religious affiliation of the Ramsey House, with comments like “Christian House,” “A little bit 1970s Hollywood Jesus,” and “cozy, religious.” Ten survey respondents had a

generally neutral comment about the stereotype, with answers like “social meeting place,” “alternative” and “alternative space from campus spaces.” There were only two respondents that had a negative stereotype response. These answers were “clique” and “for lectures and older students, quiet and sort of seems exclusive.” The Ramsey House also has more available seating and space compared to most cafés, with a capacity of 40.

High quality food and drink was identified as another necessity for an enjoyable café experience. The Ramsey House café currently uses Flight coffee beans, a high-quality brand popular within the Wellington community, and sells tea from T leaf Tea, a well-respected company. Johnson, a self-proclaimed “coffee snob,” stated that the café consistently makes very good coffee. At NZ\$3.20 for any black coffee, the Ramsey House also hosts the lowest prices of all on-campus options.

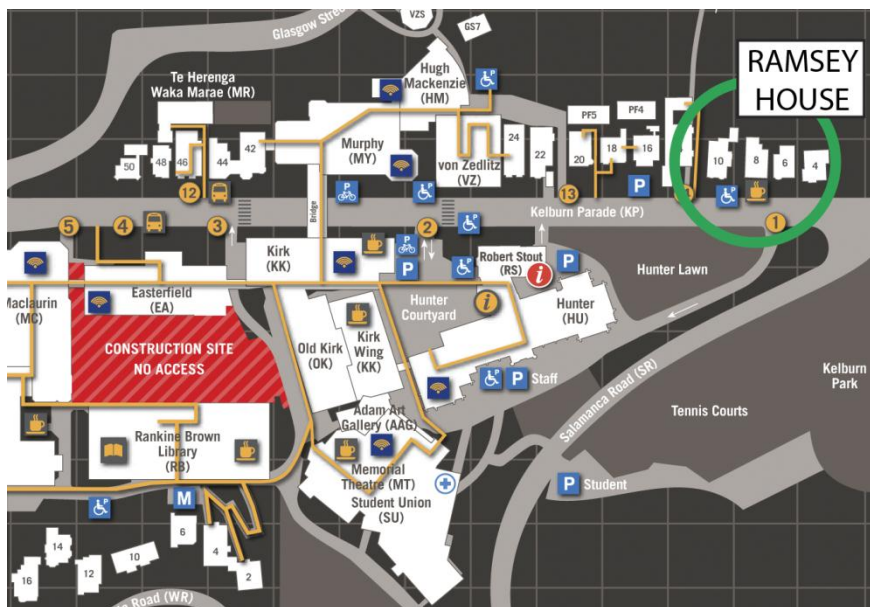


Figure 16: Ramsey House Campus Location

The Ramsey House is located on the Kelburn campus perimeter rather than its center, as shown in Figure 16. To quantify the value of the location of the Ramsey House café, we performed a basic foot traffic analysis. Note that the dates of the observations coincide with VUW summer session, as described in the methodology. Table 7 below summarizes our findings (see Appendix E – Foot Traffic Data for full results).

Table 7: Foot Traffic Analysis Results as Percent of Total Pedestrians

Gender		Time of Day	
Male	51.7	Morning (8:30 – 9:30)	35.7
Female	48.3	Evening (4:00 – 5:00)	48.5
Estimated Age		Night (8:00 – 9:00)	15.9
0>18	3.6	Day of the Week	
18>30	69.5	Monday	30.0
30+	27.1	Wednesday	29.5
		Friday	25.1
		Saturday	15.3

A total of 1045 people were observed during twelve hours of a week in January. A general decreasing trend in foot traffic was noticeable, with Monday being the busiest day and Saturday the least busy. The most foot traffic occurred during the mornings and evenings, representing 85% of all passersby. These trends are represented in Figure 17 and Figure 18 below. Most people fell within the 18-30 age range (70%), and there was an even distribution between men and women.

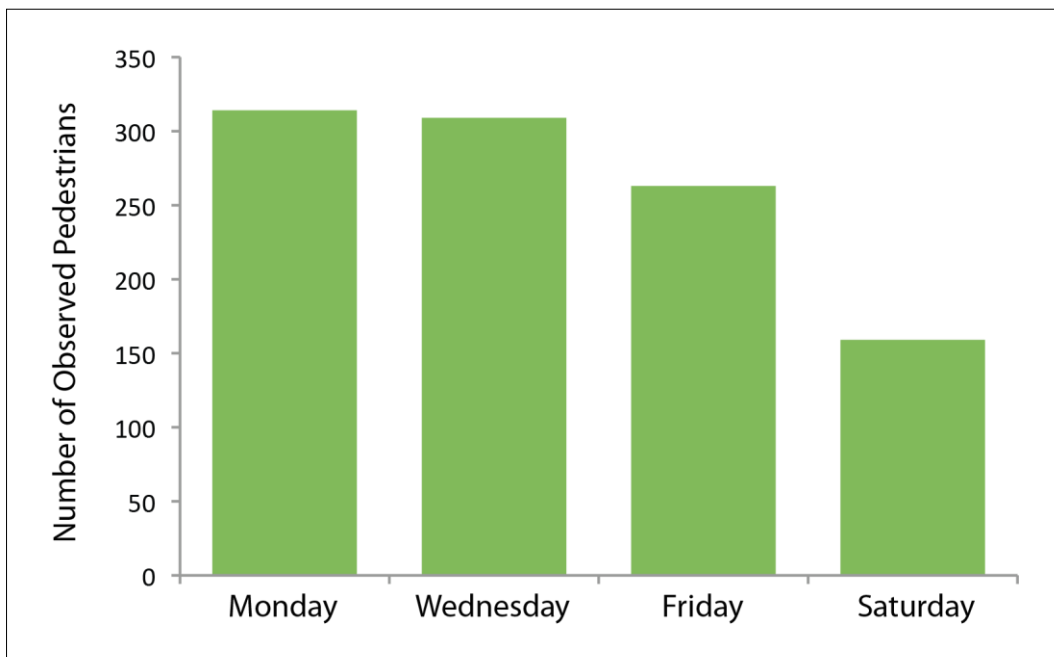


Figure 17: Foot Traffic Days of Week

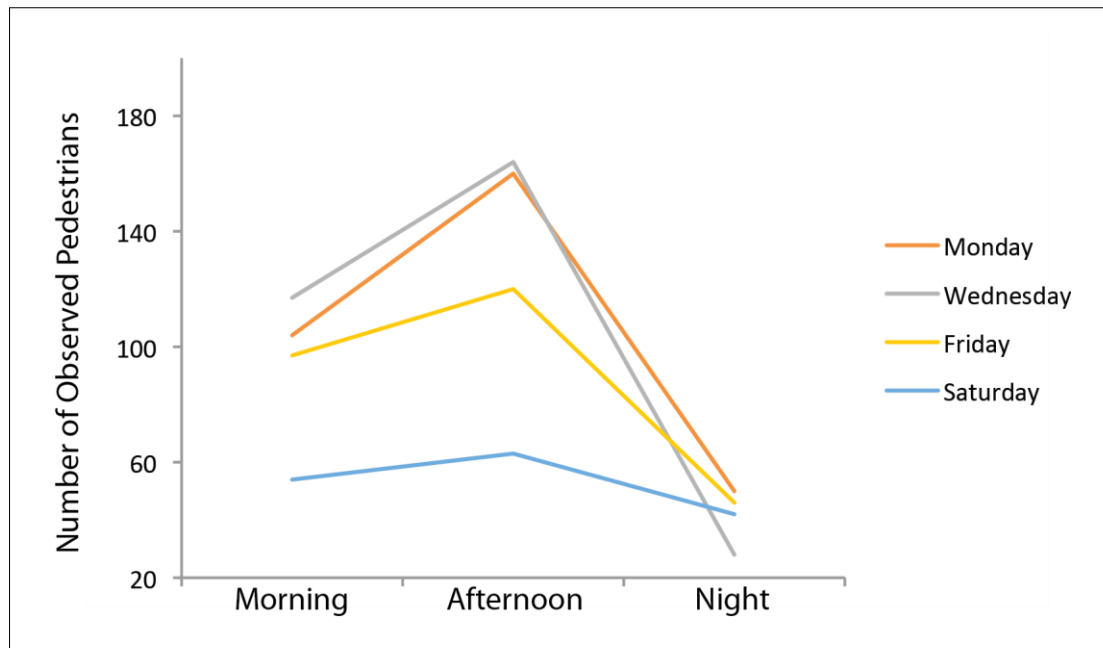


Figure 18: Foot Traffic Time of Day

Operational Costs

In our interview with Chaplain Johnson, he revealed that AngChap has decided it will operate the café directly for the first time this year. As such, there was no accessible financial history of the café. It has had management changes between each of the past three summers, each having something to do with the profit margin. Each of the previous owners paid rent to AngChap for use of the front room and kitchen. The financial success of the café has never been enough to support a livelihood, something each of the previous owners has attempted. Unlike the previous owners, AngChap does not need to support a livelihood from the café, only cover the equipment, inventory, and part-time student staff. Some of the equipment in the café, like the percolator and bean grinder, still belongs to the previous owner, Rebecca Howe. The purchase of these items is still being negotiated.

Competing Cafés

In evaluating competing cafés, we looked at the important features identified in our student survey. We considered the VUW on-campus cafés as the main competitors to the Ramsey House, with off-campus cafés included as a comparison to the general market. There are six café options on campus, all of which offer food along with coffee. Coffee prices vary, from NZ\$3.50 at Louis' to Wishbone's NZ\$5.40. One café option, Milk and Honey, is restricted to graduate students and staff only, and of the remaining five, only three (Hunter Lounge, Ilott, and Wishbone) have dedicated seating areas. Café hours are restricted to weekdays and all close before 6PM, with the exception of Milk and Honey. All cafés are centrally located on campus, as shown in Figure 19, and have access to

VUW wireless Internet. The entire competing cafés assessment can be found in Appendix F – Competing Café Assessments.

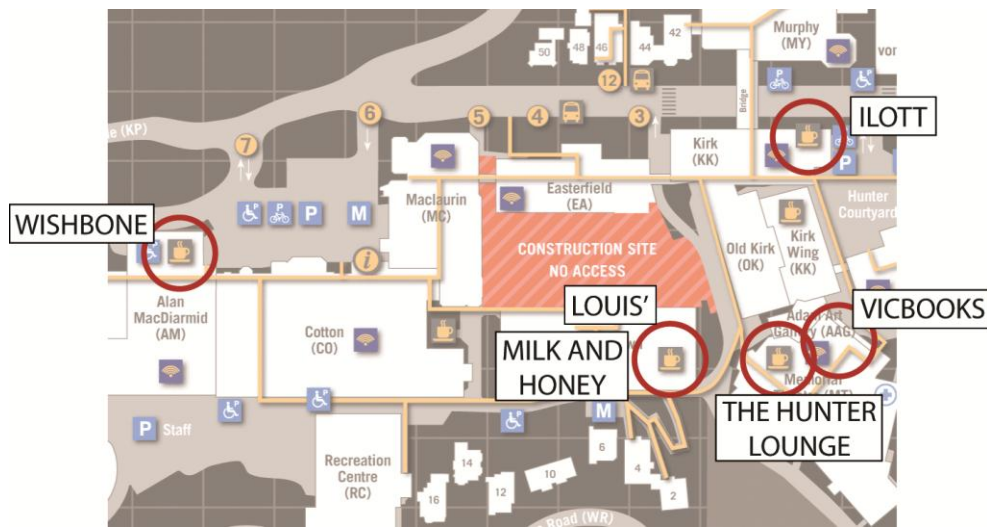


Figure 19: On-Campus Competition

Most off-campus café options offer a restaurant-style experience, placing more emphasis on selling food than coffee. Coffee prices remain similar to the on-campus options, hovering around NZ\$4.00 to NZ\$6.00. These cafés are better equipped and have larger menus than on-campus cafés, however, they are located much further from the Kelburn campus (see Figure 20).

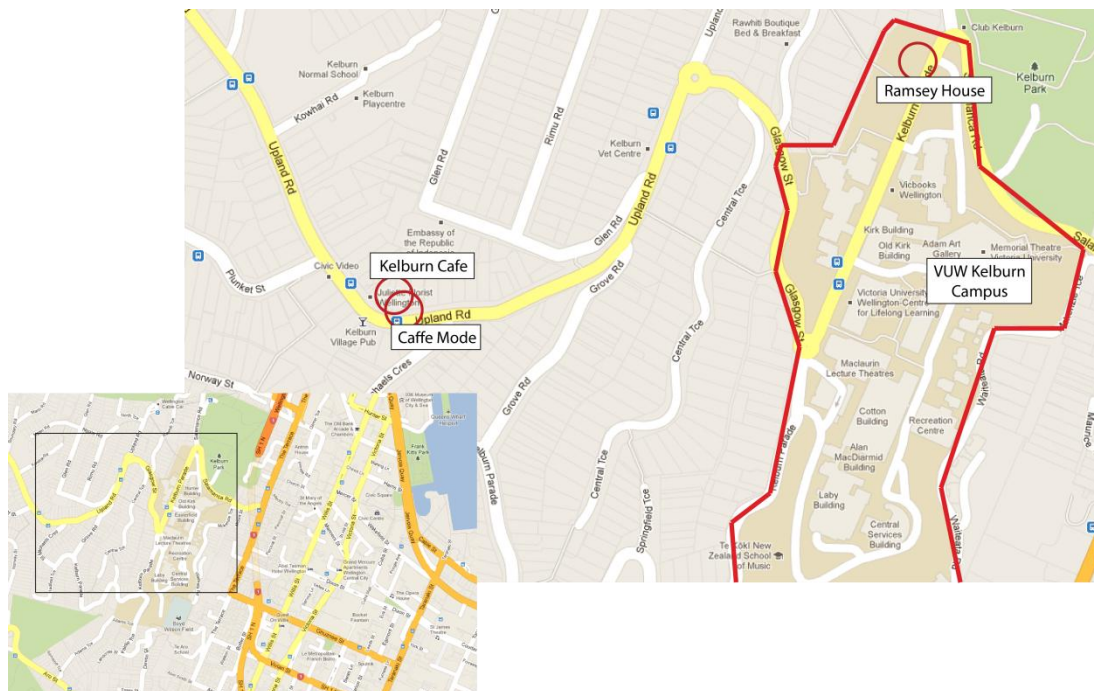


Figure 20: Off-Campus Competition

Market Demand for a Café

We compared our student survey findings with those of the VUW SEIS results, which identified the need to improve café options and social spaces on campus. We asked respondents if, where, and how often they buy coffee to determine the demand for coffee among the student population. Of the 88 respondents (100% response rate), 62% buy coffee regularly, with the average number of cups consumed per day at 0.57, equivalent to roughly four per week. Thirty-eight survey respondents gave a location as to where they buy coffee (72% response rate), with the most popular locations being vicBooks or an off-campus café (mentioned by 34% and 21%, respectively). The Ramsey House was identified as the next most popular choice for coffee, with 9% of respondents. Figure 21 below summarizes this data.

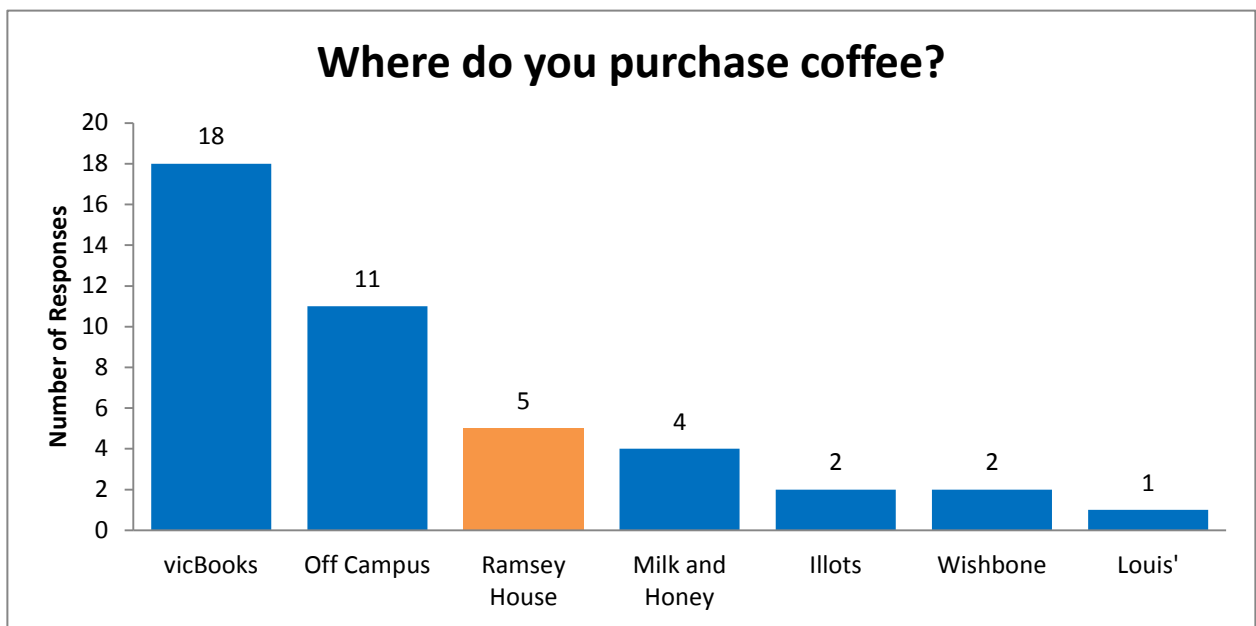


Figure 21: Student Survey - Do you buy coffee? Where and how often?

When asked, "Is there a place on campus you like to hang out?" the most common responses were the library, cafés, outdoors, or academic buildings. This question helped us gauge what types of areas are popular on campus and the relative popularity of the Ramsey House. Results from this question are shown visually in Figure 22.

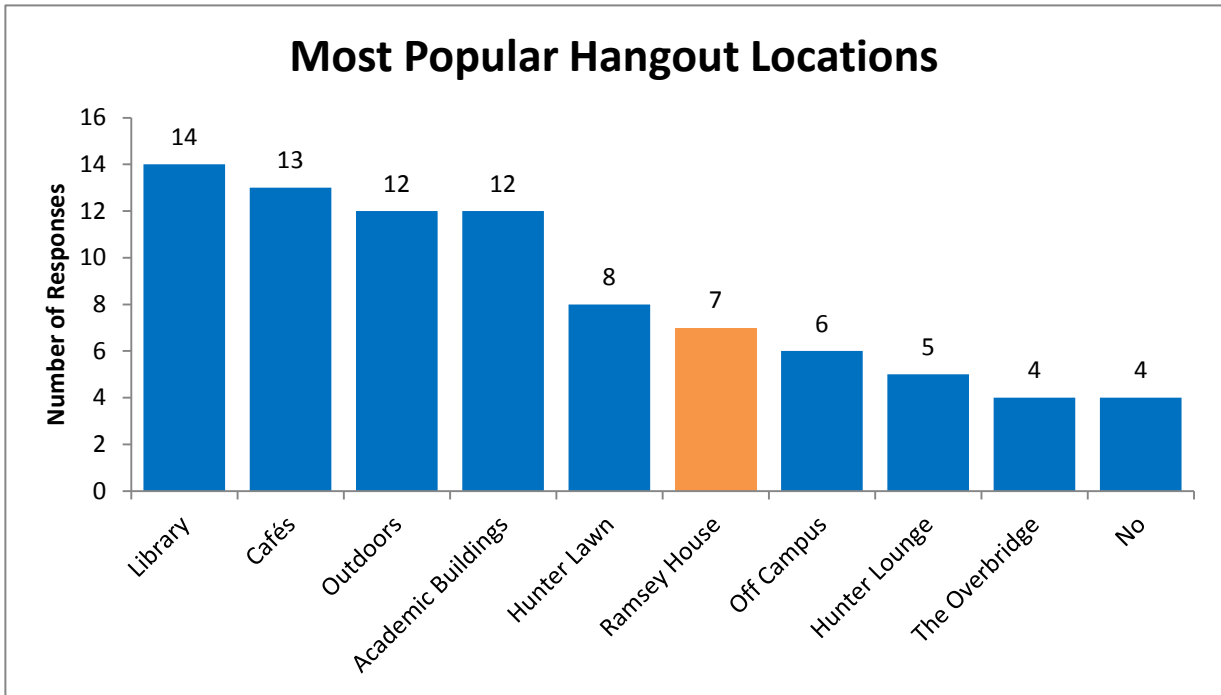


Figure 22: Is There a Place You Like to Hang Out? Where and Why?

To follow up, we asked survey participants about necessary additions to the VUW campus. The most popular response, with 38%, was to improve food and café options, a result similar to the VUW SEIS results. More social spaces for students was also mentioned often, with 14%. Figure 23 below summarizes these findings.

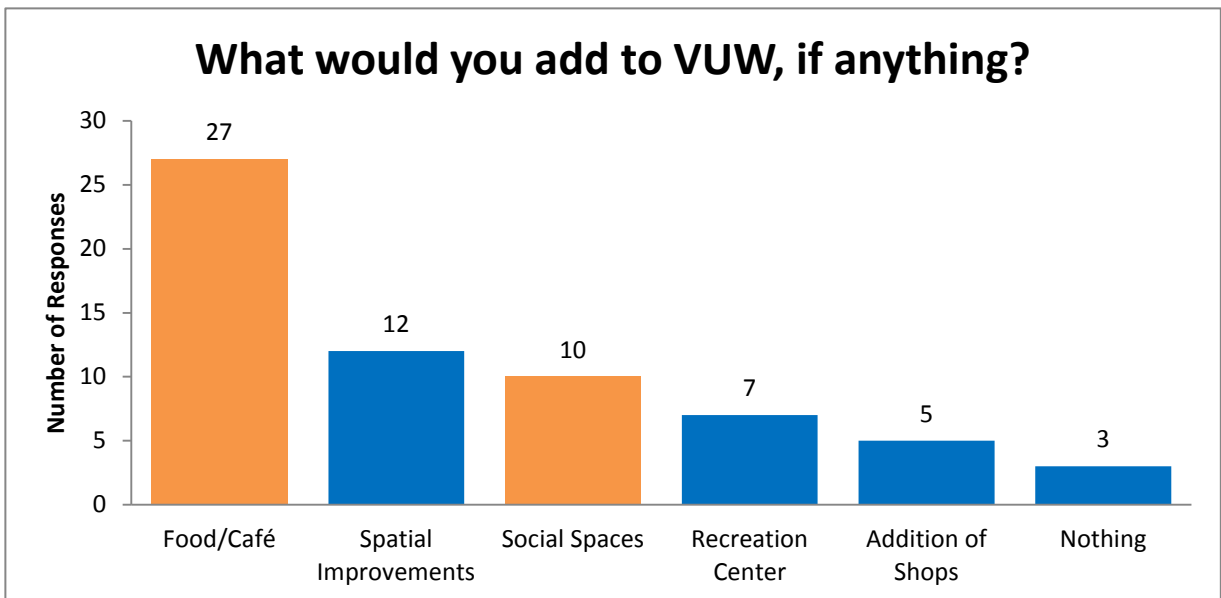


Figure 23: What would you add to the VUW campus, if anything?

Due to the open-ended nature of this question, responses were very specific. Thus, we grouped similar responses into the categories above. The "Food/Café" category encompassed all aspects of improvement regarding campus eateries. The "Spatial Improvements" category included

responses that mentioned outdoor improvements. "Social Spaces" included answers related to common areas or hangout spots, as identified by respondents, and "Recreation Center" covered responses related to recreational activities, such as a swimming pool. The mentioning of adding any kind of store to campus was grouped under "Addition of Shops."

Part Two: Analysis

In this section we collect our findings and explore their meanings. We discuss any trends and observations between findings and relate their importance to the goal of our study. We cover our thoughts on the café feasibility analysis, the results of our student survey, community connection options for Human FM, and our proposed strategies.

Café Feasibility

With combined seating between the café and lounge, the Ramsey House has a capacity for 40 people and plenty of tableware. There is a healthy stock of coffee beans, and the café has food-making capabilities, with a refrigerator and microwave readily available, and a fully supplied kitchen in the back. Our site assessment of the Ramsey House verifies that the café is sufficiently equipped to make and sell coffee. However, the separation of the kitchen from the front café suggests that it may take two people to run the café efficiently at high-volume times.

Our student survey addressed several questions related to the need for another café on campus. VUW's SEIS results had already highlighted the need for better on-campus café options and social spaces for students, and the results from our own survey confirmed this. Over 37% of respondents were unhappy with available café and food options. Despite this, students still identified cafés and eateries among their favorite hangout spots (16% of respondents said cafés, and another 9% said the Ramsey House). These two findings give value to the Ramsey House's current function, a café with the purpose of strengthening student connections to one another. Students were also asked to identify features of an enjoyable café. Though the survey question was open-ended, only six ideas emerged: atmosphere, space, food and coffee, prices, comfort, and staff. Evaluating these six ideas as they pertained to the Ramsey House helped our feasibility analysis by quantifying the building's value.

The Ramsey House's strengths greatly outweigh its weaknesses, with convenience being the only hindering factor. Located on the periphery of campus, the Ramsey House is a less convenient option for students looking to grab coffee between classes. However, according to our staff interviews, the Ramsey House is frequently full during fall and spring sessions, demonstrating that this minor issue with location can be overcome. A peripheral location may have greater appeal during the start and end of the school day, when people are coming to or leaving from campus. With

the exception of the Hunter Lounge, which no respondent identified as a place to buy coffee, the Ramsey House is the most spacious café option. The Ramsey House and vicBooks are the only two café options selling recognizable coffee brands, Flight and People's, respectively, and these options are the top two on-campus locations to buy coffee, according to our student survey. Despite the high quality coffee, the Ramsey House still manages to offer the lowest coffee prices.

Our foot traffic analysis for the summer session supports students as the Ramsey House's appropriate target audience, with a majority of pedestrians falling between 18 and 30 years of age. Foot traffic during the start of the week was much higher, with relatively few people walking by on Saturday. This raises a question about the value of keeping the café open during the weekend. The number of night pedestrians was also very low, suggesting little benefit in extending the café's hours. There was virtually no difference between men and women during our observing times, ruling out the need for gender targeting. While the raw foot traffic numbers were low, discussions with AngChap and Human FM staff suggest there is significantly more foot traffic on Kelburn Parade during fall and spring trimesters. Consequently, we only drew conclusions from general trends in foot traffic and not raw numbers. The trends suggest that the Ramsey House continue their current operational structure, limiting business hours to weekdays from early morning to late afternoon.

Rebecca Howe ran the café with slight profit, demonstrating that Johnson's goal of breaking even is possible. This gives validity to the financial aspect of the café. The recent modifications to the operating structure of the café should further reduce the financial burden, since no living wage must be met in order to succeed. With volunteer management, a handful of students controlling daily operations, and AngChap's direct ownership of the room and assets, there is less pressure to reach a wide profit margin.

All of our findings suggest that the Ramsey House café is financially feasible. This helps serve Human FM by keeping the Ramsey House a high traffic, popular location on campus and, in turn, exposes more people to the station.

Strategic Planning Analysis

After conducting our site assessment, staff interviews, and student surveys, we began our SWOT analysis of Human FM's present state. Our team had an open discussion and, with consideration from our findings, classified the major aspects of Human FM as strengths, weaknesses, opportunities, or threats to the station. The results are discussed below.

We established five major strengths of the station. Our student survey confirmed the strong presence of radio at VUW, with two-thirds of respondents claiming they listen to radio. This validates that there is an audience for Human FM at VUW. Human FM's programming is unique, with a focus on social justice, music discovery, and intellectual discussion. This helps minimize direct

competition, as no other station offers the same variety or type of programming. Further, our surveys identified the station's programming as a “good variety of sounds” with “new music.” We found that Human FM’s regular schedule of events like “Blah Blah Blah” is always successful in filling the Ramsey House lounge. This is another strength, as it gives the community time to enjoy themselves and closely interact with the station. On a daily basis, the Ramsey House offers a popular café and social space environment, two student needs identified by our survey and SEIS results. Sharing space with this high traffic and popular location is a clear strength. Last, Human FM is lucky enough to have one steady donor that supplies its entire annual budget. It is a major benefit for a station to have consistent funding, since it doesn’t need to seek donations from its listeners.

There are a handful of weaknesses we identified with Human FM. The low exposure of the station is clear in our student survey results. Only 11% of respondents report ever listening to the station, and only six out of thirty-nine Ramsey House visitors claim to have listened. This issue is further evident by the fact that only one survey respondent listens to Human FM regularly. Limited volunteer commitment is an issue identified through our Human FM staff interviews. Students were reported to be uncommitted or did not volunteer to coordinate events, making it difficult for the station to build momentum and move forward. In the same sense, restricting the station manager to an eight-hour per week position limits the station’s organization. The difficulty of contacting music venues and activist organizations within Wellington places doubt on the feasibility of extending Human FM’s community through venue partnerships.

There are several opportunities for Human FM to take advantage of. The VUW SEIS and our own survey results identify the Ramsey House and its location as an asset for Human FM. A major opportunity lies in self-promotion tactics for Human FM within the Ramsey House. The Ramsey House already attracts a lot of visitors, but our survey indicates that the majority of Ramsey House visitors are unaware of Human FM’s presence in the space. More advertising for Human FM within the lounge could help with the station’s exposure. The close proximity of the Ramsey House to the VUW campus provides an accessible group of people to recruit as station volunteers. Another opportunity lies in the multitude of music venues and organizations in Wellington that are available for partnerships. While the culture surrounding how organizations interact was previously categorized as a weakness, there still lies a great opportunity for Human FM’s community networking and expansion. One example of this is the Wendell Full Moon Coffeehouse, whose twelve part-time volunteers have successfully established their venue using other local organizations as advertising and support. The open-mindedness of Human FM’s leaders provides great potential and flexibility for the station’s growth. This opportunity has been identified through our staff interviews and interactions.

We also identified potential threats to Human FM’s success. The official VUW student station, VBC, competes with Human FM for the same student volunteer base, as identified by our interviews with Human FM and brief contact with VBC staff. The wide variety of other music stations in Wellington competes for Human FM’s potential listeners. As identified by our student survey, there is a wide spread in radio station preference, with nineteen different stations mentioned by 56 survey respondents. With music programming identified as the most popular among students, music-focused stations may absorb Human FM’s listeners. The last threat lies in the departure of the current station manager Nat Newton. With the absence of Newton, the station may lack leadership to head campaigns and events, take care of programming issues, and grow the club in the coming years. Given the weakness of unsteady volunteership, finding a replacement station manager is critical for Human FM to continue operating. Table 8 summarizes the results of our initial SWOT analysis. The Strategy Score listed at the bottom of Table 8 serves as a point of comparison for the projected performance of our proposed strategies.

Table 8: Initial SWOT Analysis of Human FM

Strengths (+1)	Weaknesses (-1)
Established events	Low exposure
Financed by AngChap	Low interaction between Wellington organizations
Students/people listen to radio (for music)	Limited volunteer commitment
Survey results show need for café & social space	8hr/week station manager position
Unique programming	
Opportunities (+1)	Threats (-1)
AngChap's open-minded leaders	Many other Wellington radio stations
Association with Ramsey House	Nat will leave in a year
Local venue and organization networking	VBC also uses student volunteers
Strategy Score: +1	

Below, we analyze three strategies identified to enhance these strengths, overcome the weaknesses, take advantage of opportunities, and mitigate the threats. All of these strategies had scores greater than the baseline of +1, and thus we chose to explore them.

Strategy One: “A Social Space for Students”

In our student survey and the VUW SEIS results, café options and social spaces were listed among the most needed campus improvements. This gives value to the Ramsey House’s current purpose to serve as a social gathering spot for students. As demonstrated in our café assessment,

the Ramsey House is among the best options for coffee, and according to staff interviews, the space has no trouble attracting people. Unfortunately, 85% of Ramsey House visitors do not acknowledge ever listening to Human FM, showing that the Ramsey House does not associate well with the station. This strategy looks to capitalize on the popularity of the Ramsey House by having stronger relations between Human FM and the café and lounge, as well as expand the offerings of the building to provide a social space with Human FM flavor. It does not propose changes to the target audience, programming, or events of the station.

The first step is to improve visual association of the station in the lounge. Human FM can be a proud feature of the room by claiming space on the lounge walls outside the station. Items such as a cardboard cutout of “the Human” logo in the corner can facilitate the transition to featuring the station. Some of the space that is currently occupied by chaplaincy photographs or religious artifacts can instead feature a large Human FM logo or phrase that will help visitors associate the lounge with the station. We also encourage displaying music memorabilia or the station’s physical music library. This theme has already started with the handful of records hung on the central supporting beam. A programming and events board in the lounge can serve to organize the station and facilitates a better understanding of Human FM’s upcoming programming.

The aim of the Ramsey House lounge is still to provide a social space for students and staff to relax during the day. Allowing the students to fully own the space and feel completely comfortable is a key component of success. An unrestricted whiteboard hung on a smaller wall, such as the mirrored-wall facing the side door, will give visitors a space to share drawings, quotes, messages, event promos, and wanted ads, or anything else they choose. This helps increase the interaction between the students and the space, helping establish the student-owned atmosphere. Hanging the artwork of visitors is another way to facilitate this transition.

To increase the interaction between Human FM and the lounge and café, we suggest installing a “radio jukebox.” In the absence of live radio programming, café visitors can select songs from Human FM’s library to play on the air through a laptop or tablet in the café. Anyone who stops by can request a song while they relax with their coffee, allowing the station’s programming to be influenced by their audience in real time. By incorporating feature similar to iTunes’ “Genius,” the jukebox can track the music selections of listeners and identify trends in the most popular music, offering similar songs and building a listener profile. The history of choices in the jukebox also serves to give Human FM feedback as to what songs people are looking to hear and helps to keep their programs up to date. This novel idea gives the Ramsey House café a unique draw that also links the space to Human FM, increasing awareness of the station.

Finally, if the Ramsey House strives to become a central location for students to gather, its hours of operation should be extended. By extending operating hours of the Ramsey House, the opportunities to reach people greatly increases. We understand this may be unusual given the tendency for shops and restaurants to close in the early evening. However, by staying open later the Ramsey House would be the only place on campus to relax and socialize at night. Most of the station's live programming comes in late evening hours, making it a perfect opportunity for DJs to interact and build a positive rapport with visitors. Extending the hours would involve a night shift position, but that person could likely work the café.

The main objective of this strategy is to capitalize on Human FM's current opportunity to build its relationship with the Ramsey House. After implementing this strategy, we performed another SWOT analysis of Human FM. We found that the association with the Ramsey House would be a clear strength of the station rather than an opportunity. By adding this strength, this strategy also eliminates key weaknesses: low exposure of Human FM to its target audience, and limited volunteer commitment. By strengthening the ties to the Ramsey House lounge, the station would be noticed and listened to by more Ramsey House visitors. According to our survey, these visitors represent a very wide spread of organizations at VUW, thereby increasing the exposure of the station in all corners of campus. Table 9 summarizes the SWOT analysis before and after implementation of Strategy One. Green items are positive changes after implementation of the strategy, while red items represent negative changes. Items with strikethrough text no longer apply. Table 9 through Table 11 follow this format.

Table 9: SWOT Analysis of Human FM After Strategy One

Strengths (+1)	Weaknesses (-1)
Established events	Low exposure
Financed by AngChap	Low interaction between Wellington organizations
Students/people listen to radio (for music)	Limited volunteer commitment
Survey results show need for café & social space	8hr/week station manager position
Unique programming	
Association with Ramsey House	
Opportunities (+1)	Threats (-1)
AngChap's open-minded leaders	Many other Wellington radio stations
Association with Ramsey House	Nat will leave in a year
Local venue and organization networking	VBC also uses student volunteers
Strategy Score: +2	

Strategy Two: “A Station for Students”

The “Station for Students” expansion strategy offers clear advantages to growing Human FM’s community by directly targeting the nearby student community of VUW. This strategy places emphasis on transforming Human FM and the Ramsey House into a station and space dedicated to the students and a key feature of the VUW campus. It stresses specialized programming geared towards student life and strengthening the connections between VUW students. By serving this purpose, interest among students will increase and encourage more volunteers to support the station.

The first step involves updating the décor of the Ramsey House to promote Human FM while emphasizing its purpose as a place for students. This closely resembles the lounge modifications laid out in the first strategy. Human FM can claim its place in the Ramsey House by displaying its iconography in the form of a Human FM cardboard cutout in the corner, posters and artwork on the walls, and a display of its music library. Dedicating an entire wall, such as the one next to the station, to a painting of the Human FM logo would greatly increase the station’s exposure to Ramsey House visitors. A whiteboard displaying the station’s programming schedule may increase station interest for visitors while helping keep the station organized.

To promote the Ramsey House as a student-owned building, walls feature student artwork behind the projector and next to the bookshelf. Current VUW affiliated memorabilia, such as the AngChap@VUW flag are relocated to the lounge’s center, replacing the painting of Archbishop

Ramsey. The addition of bulletin boards, white boards, or chalkboards help students interact with and personalize the building. These boards act as trading centers for students selling textbooks or dorm room equipment, help raise awareness for the events of student clubs, or serve to connect people looking for study groups. Utilizing the café's glass walls as a space for self-expression also offers a way for visitors to interact with the building, making it a constantly updating and interesting space. Other general suggestions include replacing old or uncomfortable furniture.

With the Ramsey House lounge updated, Human FM can begin building its base of volunteers. Current Human FM staff will have to work towards setting up guidelines as to how they want to run their student organization. This includes establishing an executive board with multiple positions: station manager, events manager, public relations chair, VUW relations, and a grant writing team. The station should have a steady meeting schedule for those involved in the club, with more frequent meetings encouraged. This alleviates the stress of the leadership roles and increases teamwork and bonding among the DJs and student volunteers. The responsibilities and expectations of volunteers should be clarified to allow for a stronger investment in the station's growth. Once Human FM finalizes their student organization strategy, they can begin recruiting volunteers through VUW's activities fair.

With a solid base of dedicated volunteers, Human FM can expand their programming and events on campus. Programming ideas include academic integration with classes, featuring student bands, hosting live poetry and arts segments, and providing announcement services for activities and events on-campus. Volunteer DJs are encouraged to develop their own ideas to further personalize Human FM's programming. Human FM can participate in more events on campus by providing audio equipment and recording capabilities. They can also host independent events, such as charity events in the structure of the Wendell Full Moon Coffeehouse.

The "Station for Students" strategy addresses Human FM's limited exposure by integrating the station into the Ramsey House's décor, thereby exposing all Ramsey House visitors to the station. The café and lounge also encourage interaction between the space and its visitors by providing personalization of the space through bulletin boards and the featuring of student artwork, leading to a more student-owned atmosphere. Altering the programming to emphasize VUW student life provides reasons for students to invest their time into the station, and, combined with the increased exposure of the station, should increase volunteer commitment. With this larger, more dedicated volunteer base, Human FM can then begin to expand their programming and event ideas. Table 10 below summarizes the results of this strategy.

Table 10: SWOT Analysis of Human FM After Strategy Two

Strengths (+1)	Weaknesses (-1)
Established events	Low exposure
Financed by AngChap	Low interaction between Wellington organizations
Students/people listen to radio (for music)	Limited volunteer commitment
Survey results show need for café & social space	8hr/week station manager position
Unique programming	
Association with Ramsey House	
Opportunities (+1)	Threats (-1)
AngChap's open-minded leaders	Many other Wellington radio stations
Association with Ramsey House	Nat will leave in a year
Local venue and organization networking	VBC also uses student volunteers
Strategy Score: +3	

Strategy Three: “An Independent Station for Wellington”

This strategy explores the potential for Human FM to develop into a fully supported, independent station in Wellington. This is a gradual growth process that involves long-term investment in staff and resources. While some components are more challenging than others and will take a few years to accomplish, each play a key role in strengthening Human FM's community.

Maintaining a student volunteer base is critical in keeping Human FM accessible and appealing to the VUW community. However, the addition of a full-time station manager helps to keep the station organized and running much more effectively. In addition to serving as a professional broadcast role model for interested student volunteers or interns, the full-time station manager can provide the time and effort necessary to make Human FM a more established Wellington station. The staff member starts part-time, working to grow Human FM, its events, and volunteer base. After some time, the station manager becomes a full-time position to accommodate for the added responsibilities of larger radio station. Student leadership roles, such as the ones suggested in Strategy Two, remain a very effective way to grow the size and responsibility of the student volunteer team.

We have outlined a few steps that occur simultaneously as the station grows. These tasks are a part of the station manager’s duties. One step is repurposing the Ramsey House lounge to fully emphasize the presence of Human FM in the building, as suggested in the strategies above. The presence of Human FM items and logos are the focus of the lounge in this strategy. Relocating the

studio to the main office offers more space for guest speakers and on-air performances. A larger studio allows more room for equipment and guests.

To incorporate the cost of these changes, the station manager and the student grant writers will apply for community radio station grants. One organization, NZ On Air, provides over NZ\$7 million in grants to radio stations annually (nzonair.org.nz, 2013). Human FM also continues fundraising through events, and these events will increase in size as the station gathers more committed members. Given this, AngChap would no longer need to financially support Human FM.

Establishing a music library through a licensing subscription supplies Human FM with new music each week, keeping their programming fresh and allowing them to continue introducing listeners to new music. While subscription services come with a small fee, they eliminate the need for volunteers to research and obtain new music. More time can instead be spent identifying local artists to feature on the station. In order to better understand who tunes in to Human FM, the station could take advantage of tracking their listenership through Radio Audience Measurement Surveys facilitated by The Radio Bureau. By subscribing to this service, Human FM has complete access to statistical analysis tools that identify their listener's preferences, habits, and the popularity of the station's programs compared to others in the industry.

To build community support, Human FM can connect with local venues and organizations in Wellington. This aids their expansion to new listeners and supporters and serves to give feedback about the dynamics of the community. Connecting and creating relationships with established community venues is the first step in the NFCB's 5x5 radio growth model. Through endorsing or co-hosting events, venues can provide unique programming opportunities for Human FM and refer musical acts to the station for recordings and on-air performances. By aiding local bands through recordings, Human FM gains support and publicity from that band's community and unique programming. The college radio station CJLO demonstrated this technique, described in section 2.6.1 Radio Case Studies. By providing audio equipment at events and advertising within these venues, Human FM can establish a relationship to the venue community and find new supporters. In the same way, partnering with activist groups supplies Human FM with alternative programming that emphasizes their ethos. The station could host guests from these organizations to talk and share their ideas.

One of the final steps in growing into a larger station is increasing its aerial range. This is only an option after Human FM gains enough community support and annual donors to maintain the expense of an aerial license. By reaching out to more people through a larger aerial range, Human FM gains more listeners and thus has the potential to connect to more people. The station is then

able to gauge the effectiveness of increasing the aerial range through their Radio Audience Measurement Survey.

This strategy presents a starkly different set of challenges and opportunities. It eliminates the implications of Newton’s departure by hiring a full-time station manager. This full-time leader will foster an effective student organization that offers professional experience in the industry, leading to a stronger volunteer network. Partnerships with local venues help expand Human FM’s events and programming, and eventually eliminate the low exposure challenge. Accessing the substantial number of potential listeners in downtown Wellington through the licensing of a stronger aerial is another benefit of this strategy. The major weakness added in this strategy is the need for new donors due to higher costs. All these changes require investment of administrative time or finances, and the successful growth of Human FM is not necessarily guaranteed. Table 11 below shows a summary of the SWOT analysis of Human FM after strategy three.

Table 11: SWOT Analysis of Human FM After Strategy Three

Strengths (+1)	Weaknesses (-1)
Established events	Low exposure
Financed by AngChap	Low interaction between Wellington organizations
Students/people listen to radio (for music)	Limited volunteer commitment
Survey results show need for café & social space	8hr/week station manager position
Unique programming	Need more donors
Opportunities (+1)	Threats (-1)
AngChap's open-minded leaders	Many other Wellington radio stations
Association with Ramsey House	Nat will leave in a year
Local venue and organization networking	VBC also uses student volunteers
Strategy Score: +2	

5. Recommendations and Conclusions

After interviewing Human FM staff, surveying the target audience, analyzing the Ramsey House café, exploring community organizations within Wellington, and proposing and analyzing strategies for best use of the Ramsey House, we have developed a set of recommendations to help strengthen the ways Human FM engages its community.

Part One: Recommendations

5.1 Continue to Operate the Ramsey House Café

After analyzing the strengths and weaknesses of the Ramsey House café, assessing its financial capabilities, researching competing cafés in the area, and estimating the consumer demand for a café on campus, we recommend that the Ramsey House Café continue to operate as a key feature of the Ramsey House. With cheaper and high quality coffee, verified possible financial stability, a spacious and welcoming building, and an identified need for better café options on campus, the Ramsey House café is not only feasible but a highly encouraged tool to bring visitors to the Ramsey House and Human FM.

5.2 Use a Combination of Strategy Components

We designed our strategies with the intention of exploring several options for the station and supporting one for full implementation. Our formulation led to one strategy that focused on improving current operations at Human FM and two that emphasized growth towards different audiences. In discussing our analyzed strategies, we found that each had components that could be easily implemented. We discovered that the most effective pathway to strengthen Human FM's engagement with their community was through a combination of several components from each strategy. As a result, we recommend adopting the most effective ideas from each strategy as the best way for the station move forward. These recommendations fell under three topics: utilizing the Ramsey House lounge to best benefit Human FM, reenergizing the student organization around the station, and connecting with various outside communities in Wellington. These topics were reoccurring themes in our strategies and offer low-risk improvements the station.

Utilizing the Ramsey House to Best Benefit Human FM

We observed distinct boundaries between the various groups in the Ramsey House. AngChap, Human FM, Becks' Café, and the Ramsey House all seem to attract their own cluster of visitors. Our findings spoke to the disconnection between Human FM and the rest of the building. The qualitative questions of our survey were designed to observe trends in the coffeehouse visitors,

Human FM listeners, and Christian groups. While the sample size was too small to extrapolate correlations, we did not identify any trends between those involved with these groups and those who listen to Human FM. This suggests that Human FM operates separately, and it may be more beneficial for them to share their resources and connections with the building. Having multiple icons representing the different Ramsey House entities may be confusing to students and visitors who pass by (see Figure 24). The Ramsey House's cartoon illustration, AngChap's cross, Human FM's stick figure, and Becs' owl all feel unrelated. We acknowledge that brand recognition is a powerful force in marketing and may serve to connect the different groups of people who already frequent 8 Kelburn Parade.



Figure 24: Human FM, Becs, and the Ramsey House Iconography

The Ramsey House lounge is a great multifunctional space that is well utilized by AngChap and the café. The lounge is occasionally used to host events at Human FM, but it does not hold a daily function for the station. We see the lounge as the biggest asset to the station and highly recommend capitalizing on the opportunity to redecorate it for self-promotion. Updating the décor of the lounge involves two components: increasing Human FM's exposure and interaction within the lounge, and refocusing the décor from Anglican artifacts to student-related pieces. Station iconography can be proudly displayed on the lounge walls, and student art can be featured in the building. We are excited about the prospect of our interactive feature, the radio jukebox. We envision a laptop in the lounge or café connected directly to Human FM's programming. Visitors could queue songs to play on the radio and influence the station's programming, creating an interactive experience for visitors.

Reenergizing the Student Organization

Limited volunteership at Human FM hinders its programming and event capabilities. We see a few key changes to the station's organizational structure that may help club growth and volunteer commitment. A flatter organization tree with more leadership positions may lead to an increase in commitment by those already involved at Human FM. Specialization of tasks may help focus volunteer efforts towards understandable goals for station improvement. We suggest an executive board with positions including a station manager, events coordinator, public relations and advertising chairperson, community relations chairperson, and fundraising chairperson. Hosting regular meetings on a weekly schedule will help keep students connected to the organization. More regular meetings may also lead to more collaboration among staff members. Regular feedback from the station manager may help DJs progress in their skills. We were happy to see that the issue of limited volunteership has been recognized by the station leadership and is being pursued as a high priority.

We also suggest investing in a licensed music subscription service such as the College Music Journal or equivalent. This will help keep the station's music programming fresh and updated. The annual license fee for non-commercial stations is low and includes new music and reviews of independent artists. We identified the importance of an organized and visible programming schedule through talking with other student radio stations. Stations such as WCHC, WCUW, and Radioactive all have easily accessible programming schedules posted on the front pages of their websites. Programming is laid out weekly, with titles that describe the type of programming being played during any hour of the day. We encourage Human FM to adopt a similar scheduling style to better illustrate the station's programming to volunteers and listeners (see Appendix H – Example Programming Schedule for an example).

Connecting with Various Communities

As a community radio station, the strength of Human FM's programming comes from its specialization, according to its listeners. As explored in our literature review, the strength of local stations lies in the understanding and interaction between them and their communities. We encourage Human FM to reach out and connect with community organizations in the Wellington region, both on and off the VUW campus. Music venues downtown are the hub of local arts, and the thriving community could be tapped to build relationships with Human FM. Sponsoring downtown events at established venues gives credibility to the station and increases its exposure to new audiences. The same can be said for participating in on-campus events, both academic and social. Local activist groups such as the Social Justice Commission of the Anglican Church of Aotearoa and Polynesia hold similar values to Human FM, and connecting with them may be beneficial for

expanding Human FM's audience outside of music. The same is true for student groups, like We Are the University, and the various international justice organizations in Wellington. We suggest Human FM also engage the student body directly through segments of highly specialized programming. Offering social events sweepers provides students with reasons to tune into the station. Closer integration with the academics of the university may help connect the station to other student groups. Programming that integrates with language, arts, music, or communications classes may serve to introduce both students and faculty to the station.

By utilizing the most effective components of each strategy, we believe that Human FM has the best opportunity to enhance their community engagement. We hope this strategic planning exercise is beneficial for the station both as a way to step back and re-envision the station completely, as well as identify basic improvements that will help the station immediately.

5.3 Continuously Evaluate and Monitor the Strategy's Success

The effectiveness of our proposed strategies can be measured, examining both the quantity and quality of listener engagement. The station must demonstrate deep engagement with its listeners while it grows to reach more listeners. Reaching a number of listeners is important for growing the station, but making deep connections increases participation and involvement and fulfills Human FM's ethos. We have outlined a few methods to help Human FM understand the breadth and depth of engagement with their community.

There are a variety of techniques that can be used to understand the number of people a radio station reaches. The most accurate method is through listener surveys, such as the one performed by TNS Research International. Through these surveys, stations can measure how many listeners they have and track their radio preferences. While this service is not free, it provides highly detailed information on the number of listeners, when they listen, and even a profile of the typical listener's habits. Simpler alternatives to approximating listenership quantity include monitoring attendance at Human FM-branded events or on the station's Facebook page. A significant change in either of these values may help to quantify the success of our strategies after implementation. While very few listeners use online streaming, tracking the number of listeners who are accessing the station online can also be used to measure Human FM's exposure.

Understanding the quality of a station's engagement is more complex, but can be done through monitoring interaction levels between the station and its listeners. For example, phone-in requests demonstrate the population of listeners that are actively participating and expressing interest in the station's community. By following this interaction, we can gauge how invested listeners are in Human FM's programming. The radio jukebox or similar ideas can help measure quality of engagement by comparing the number of Ramsey House visitors to those who select a

song on the jukebox. A higher percentage of visitors who select songs indicates a better connection between the station and Ramsey House. Following the number of active volunteers will help the station understand the quality of engagement it has with its own staff. A higher volunteer retention rate is likely to indicate that Human FM is better connecting with its DJs and event volunteers.

This is a preliminary exploration of methods that offer a basic understanding of how best to evaluate and monitor the changes Human FM implements. We suggest that more time be spent developing these methods.

5.4 Additional Observations

During the course of this study, we had a number of observations that did not fall directly under our goal or objectives. We still find this information interesting and think it would be beneficial to share.

The Ramsey House's New Focus

After formal interviews and informal conversation with Ramsey House staff over the course of our study, we noticed that several AngChap and station staff have considered restructuring the lounge. This involved shifting its focus away from AngChap principles and placing more emphasis on a "student-owned" building in attempts to better connect with the VUW community. We had independently concluded that this restructuring of the Ramsey House lounge would be beneficial for a more welcoming, student-friendly space. With everybody carrying these common ideas, we wondered why the space had not already shifted towards this new focus and what forces were present that was halting the implementation of this stated preference.

Ramsey House Visitor Observations

The structure of our student survey allowed us to make a number of observations on both Human FM listeners and Ramsey House visitors. We found that qualitative responses to our survey gave interesting insight on the personalities of lounge's visitors and may be useful in identifying perceived qualities of the Ramsey House. Table 12 shows the answers given to three qualitative questions for each respondent who had been inside the Ramsey House. The first column addresses the question "If the Ramsey House had a stereotype, what would it be?" The second column describes which changes respondents would make to the Ramsey House, while the last column covers how the respondents described themselves.

Table 12: Qualitative Responses about the Ramsey House

Respondent Number	Stereotypes	Changes	Describe Yourself
2	Friendly	[No answer]	Reserved, conservative
4	Cool attitude	Closer to uni	[No answer]
6	Religious, but lovely	Wheelchair access	Academic, fun-loving
17	Clique	[No answer]	Fourth year student who spends much time on campus
18	Alternative space from campus space	[No answer]	Arts admin, activist coordinator
22	Chill out	[No answer]	Friendly, caring, positive attitude, fun
25	Friendly place to go	Nothing	University manager
26	Good place for coffee meetings	Café open through summer	Patient, sporty, quiet,
27	Friendly	Move it up to campus	friendly, caring, outgoing
31	Cool student place where staff feel welcome	More lunch options, they run out by 2PM	Academic with lots of non-academic interests
37	Quiet, friendly, artsy	[No answer]	Humanitarian and unique
38	Musical whimsy	Nothing	Easy going, quiet, friendly, honest and reliable
40	Christian	Bring back Bec	PhD student working too hard
41	Religion	Take away the religiosity	Nerd
46	[No answer]	A bit closer to campus = more likely to go	Friendly and honest
47	Chill café	Cheaper coffee	Graduate of Vic
50		Offer more food	Post grad, sports fan
52	For lecturers and older students, quiet and sort of seems exclusive	More open and chilled out, maybe music and doors open. Younger students encouraged, board games, vegetarian food	I love running. I study very hard and would like to meet more friends. I want to be a counselor
53	Friendly	[No answer]	Old and tired
54	Cute, comfy, welcoming	[No answer]	Generous, fun, talkative, proactive, smart
58	Quirky, classy	More seating	I'm a recent graduate working in Wellington and at the University and member of St. Michael's church
59	Laid back	Small groups of seating	Sensitive, caring,

		so not forced to share tables	creative, angry, feminist
61	Nice place to sit	More food	Postgrad, young
62	Cozy, religious	More outdoor seating	Creative, organized, technologically capable
64	Trendy café	[No answer]	Outgoing uni student
65	Borderline indie house	[No answer]	Late and sweaty
67	Christian	[No answer]	Curious, driven
72	Quirky	The religious context	Full-time phd student with little free time
74	Christian	More secular. Vegan food	Principled, compassionate (I hope)
77	Social meeting place		Happy, outdoors type
81	A little bit 1970s Hollywood Jesus	I like the Christian feel of the place, but I would change the style of the art that represents it	A postgrad philosopher, Christian, like being at Vic Uni
82	Christian house	[No answer]	Simple student who is having the time of her life. Enjoying every bit of every day. Loving people.
86	Christian	[No answer]	PhD Student, likes the outdoors

The only other qualitative question asked respondents to “list any activities or organizations you are involved in.” Listed organizations covered a broad spectrum, from yoga and tramping to Commerce Society. To quantitatively understand how active respondents were, we counted the number of activities each participant listed. The average number of activities for all respondents is 1.51, while the average for Ramsey House visitors is 1.69. The average number of activities of Human FM listeners is 1.90, suggesting that those involved at the Ramsey House or Human FM are more active in the community.

Online Streaming

Human FM does not actively promote their online streaming feature. Internet radio holds advantages in reaching more, and tracking the quantity of, listeners. While our survey and literature review suggest that Internet radio is not as popular as broadcast radio in New Zealand, it may be a cheap method to reach listeners outside the Kelburn area and those who access radio online. We encourage exploring advertising the station’s online stream through social media and sweepers on the aerial broadcast.

Open Discussion Thoughts

When engaging in strategic planning, we encouraged open discussion among team members to stimulate creativity for ideas on using the Ramsey House to best support Human FM. We started with an open brainstorming session with no restrictions, and we further narrowed our ideas to specific effect for Human FM. As a result, most of what we discussed was not covered in our final three strategies. We would like to encourage freethinking and total ownership over the lounge space by sharing some of our other ideas for the space that may not have directly supported Human FM or have been prohibitive for some other reason. Below is a list of these unrestricted thoughts, categorized by theme:

Exposure

- Increase outdoor visibility with a mural on building, sidewalk, or patio
- A visible programming block of Human FM in the lounge

Community Connections

- Operate as a “hall for hire” remote location for Thistle Hall or other community group
- Offer a trade space for textbooks, clothes, or art
- One wall in the lounge is a whiteboard that is free for visitors to draw or Human FM to advertise
- Offer a foosball/game table in the lounge to encourage interaction and socializing
- Connect with the theology education program at VUW

Programming

- Have a participatory “tell your personal story” night to deeply connect the community
- Broadcast VUW sports events to connect to more students

Miscellaneous

- Serve novelty items in the café like ice cream
- Keep a Ramsey House pet, like a bird or cat
- Increase the presence of social justice issues in the lounge, e.g. the small bathroom

5.5 Further Study Topics

In this section, we discuss the limitations of our research and identify areas for further elaboration to best complement our results.

Limitations of Our Research

Many of the methods in this project could be repeated during school-session for greater accuracy. Having a sense of the building during school-operating hours would have greatly aided in

understanding its normal patterns of use. Observations in the site assessment would have been more accurate, though perhaps less objective. The foot traffic analysis would have much greater legitimacy and could be readily used to inform changes in hours of operation. The availability of more student DJs and Human FM staff like Declan Doherty-Ramsay would have deepened our understanding of the operations of the organization.

A deeper understanding of the financial history of the café would have greatly aided the accuracy and data granularity of our café feasibility study. We believe this to be critical for precise conclusions to be made about the possible success of the café, but we are happy to have come to conclusions using the available data. Our understanding of the finances of the café was based on conversations about the operational structure of the café, and the ownership changes that were made this year. With AngChap now running the café directly, we encourage them to keep an accessible record of financial information for future studies on the café's feasibility. An additional area of study could include proposing improvements to the café based on these new financial documents, interviews with staff who have run it, and students who visit the café.

Expanding on Our Research

In addition to the areas we focused on during this project, we feel there are a few topics that could be addressed at a future date to compliment this study. While we concentrated primarily on the target audience, a focus group of Human FM listeners would greatly aid the understanding of the current listenership. Our team had the idea of using the station's broadcasting to recruit its current listeners for a focus group. However, the absence of the station's aerial during our research prevented this. We tried to overcome this by designing our student surveys to identify listeners and asking questions regarding their personality and activities. We also generated alternative solutions for learning about listeners, such as the radio jukebox implemented in the third strategy. However, we encourage a focus group of listeners for the future to better understand Human FM's current audience and gather their ideas on how to improve the station.

Another method that could be used to gain a deeper understanding of the perceptions of the station would be to distribute listening journals. Similar to the industry surveys organized by The Radio Bureau, a number of listeners would be asked to listen to Human FM over the course of one day and write their comments throughout their exposure to different programming. While we briefly determined which types of programming students prefer, gaining a more detailed understanding of listener radio habits would benefit Human FM. Knowing when the most people tune in, how long they listen, and what they want to hear at times throughout the day should provide Human FM with a substantial advantage.

Part Two: Conclusion

Community radio is inherently rooted in the progress of community-building and contributes to the strength and vitality of culture in our society. Human FM is a great example of one such community station that supports the development of intellectual thought and purposeful, values-based living with a strong social-justice conscience. The goal of our study was to strengthen Human FM's engagement to their community. This included gaining a deeper understanding of those involved with Human FM and how the station can use its resources and surroundings to grow its community. We found that Human FM has the advantage of sharing space with a very attractive lounge and café, which allows for unique opportunities in reaching out to new listeners. We now understand some key relations between the students at Victoria University of Wellington, visitors of the Ramsey House café, and listeners of Human FM. We gave an overview of community entities with similar ideas in Wellington, some of which could be pursued for collaboration projects to expand and engage the Human FM community. We envisioned various successful future states for the station, and discussed their implementation and implications. To actively pursue stronger engagement of Human FM's community, we suggest the station explore our proposed strategies and consider our recommendations. Human FM has a host of opportunities to connect people through music and intellectual discussion, and has the opportunity to make great strides in building a lively and informed community through its function as a hub for local interaction.

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Appendix A –Interview Questions

Ramsey House and Human FM

A.1 Mark Johnson – AngChap VUW Chaplain

1. How did you get started with AngChap at VUW? How long have you been here?
2. Other background information.

Human FM

1. Where do you see Human FM fitting in with AngChap's mission?
2. Are you satisfied with how the station operates?
3. What are the station's current challenges?

Café

1. How long has this café been around?
2. Has AngChap ever run the café?
3. What equipment do you rent?
4. What are the terms of lease/rent on the items you do not own?
5. What profit margin would you consider successful or worthwhile for the café?
6. Does the amount of people brought to the Ramsey House through the café affect your decision?
7. Do you have any financial history for the café?

A.2 Nat Newton – Human FM Station Manager

1. How did you get involved at Human FM?
2. Describe the current relationship between Human FM and VUW.
 - a. Do you receive any funding/recognition?
 - b. Do you have access to school fairs and email aliases?
 - c. What parts of VUW have interacted with Human FM? Do you host their events?
3. How does Human FM function as a school club?
4. How does Human FM acquire music to fill their library? (subscriptions, purchase individually, bands send in music, etc.)
5. Are there music venues that feature VUW acts? Are there favorite VUW spots?
6. What's the vibe at the Ramsey House like during the school year?
 - a. Lots of student traffic? We noticed quite a few students walking by during summer session

A.3 Baden Clure – Human FM Volunteer DJ

1. How did you get involved at Human FM?
2. What is your favorite philosophy/attitude/issue Human FM supports?
3. How and why did you start DJing?
 - a. Describe your show
 - b. Do you encourage listener interaction during your show? (people call in?)
4. How do you feel about the way programming is organized?
 - a. How about the way the programming list is set up on the website?
 - b. Have you considered doing a second show to fill spots on the schedule?
5. What are your thoughts on VBC?
6. Do you visit VUW campus often?
 - a. What do you think of the hang-out spots and cafés there?

- b. How is the Hunter Lounge for music events?
- 7. Is the Human FM/Ramsey House stereotyped or misunderstood? How so?
- 8. Are there regulations in place for Human FM DJs?
- 9. How many student DJ's at Human FM?
 - a. Anyone else around we can talk to?
 - b. Do you know everyone involved?
 - c. Do many people attend club meetings?
- 10. Does the café in the Ramsey House draw a lot of people?
 - a. How is the coffee?
 - b. What's the deal with everything in the city closing so early?
 - c. In your opinion, is there potential for a late-night café?
- 11. What other radio stations do you listen to? What type of programming do you like?
- 12. Where are popular music venues downtown that attract students?

A.4 Sean Devine, Ph.D. – Committee Chairman of AngChap VUW

- 1. What is your role with AngChap VUW?
- 2. How did Human FM come about?
- 3. Do many students visit the Ramsey House lounge?
- 4. What is AngChap's vision for this space?

Radio Station Interview Questions

A.5 Community Involvement (type, who, how it became)

- 1. What do you attribute your success to?
- 2. Does your organization have a strong community feel?
 - a. Do you have regular, committed patrons/volunteers/staff?
- 3. Describe your community. (Students, young adults, band junkies, etc.)
 - a. Are they usually involved/volunteers?
- 4. How did this community come about?
 - a. How long did it take to grow a strong community? Did it take a few years of publicity?
 - b. Did you have to alter the types of events/services you provide to gain a community? Or did the community form around what you already provided?

A.6 Community Engagement (forms of outreach?)

- 1. How do you reach out to your...
 - a. Listeners?
 - b. Volunteers?
- 2. Which methods are most effective? (Posters around town, Facebook posts, word of mouth, etc.)

A.7 Outside Community Participation

- 1. Is your organization involved with other groups in Wellington?
 - a. If yes-- who?
 - b. How do you reach out to them?
- 2. If someone is interested, how do they reach out?

Venue Interview Questions

We conducted interviews with staff at the following establishments:

- Mighty Mighty
- Thistle Hall

A.8 Community Involvement

1. What do you attribute your success to?
2. Does your organization have a strong community feel?
 - a. Do you have regular, committed patrons/volunteers/staff?
3. Describe your community. (Students, young adults, band junkies, etc.)
 - a. Locals? Longtime?
 - b. Are they usually involved/volunteers?
4. How did this community come together?
 - a. How long did it take to grow a strong community? Did it take a few years of publicity?
 - b. Did you have to alter the types of events/services you provide to gain a community? Or did the community form around what you already provided?

A.9 Community Engagement

1. How do you reach out to your...
 - a. Current community?
 - b. Recruit new people?
2. Which methods are most effective? (Posters around town, Facebook posts, word of mouth, etc.)
3. Other groups that are like you?

A.10 Outside Community Participation

1. Is your organization involved with other groups in Wellington?
 - a. If yes-- who?
 - b. How do you reach out to them?
2. If someone is interested, how do they reach out to you?
 - a. Might a partnership with a student radio station be beneficial to your organization?
 - b. What would the necessary steps be to create that?
3. Need more meeting space? Broadcast talks?

Appendix B – VUW Student and Staff Survey

Worcester Polytechnic Institute IQP Student Survey at VUW

The following questions are meant to help us understand the student perspective of Human FM and the Ramsey House. Your answers are confidential and will never be used with your name.

1. Is there a place on campus you like to hang out? Where and why?

2. If you could add anything to the Victoria University campus, what would it be?

3. Do you buy coffee? Where and how often? Yes No

4. Have you heard of the Ramsey House? Yes No

- a. Have you ever been there? Yes No

- b. If you were to stereotype the Ramsey House, what would that stereotype be?

- c. What would you change about the Ramsey House, if anything?

5. What radio stations do you listen to and why?

6. What kind of radio programming do you like? (music, talk, sports, etc.)

7. Have you ever listened to Human FM? Yes No

- a. What do you like about it? _____

- b. What do you dislike about it? _____

8. In a few words, describe yourself.

9. What clubs or activities are you involved in?

10. List any important features a café must have for you to enjoy it.

Figure 25: Copy of Student Survey distributed at 8 Kelburn Parade

Appendix C – Participant Signature Forms

C.1 Interview Participant Signature Form

Worcester Polytechnic Institute IQP 2013
Human FM Staff: Interview Consent Form

By signing below you allow your name and responses to be published in a public academic paper.

All participants in this research project have been informed of:

- Participation in the research is voluntary
- Participants may end their participation at any time
- Participants need not answer every question in an interview or survey

Print Name _____

Signed Name _____

Date _____

You may be asked to be quoted directly. You will be able to preview and approve the section of the paper in which you are quoted to ensure accuracy. If you consent to direct quotation under these terms, write your email address below.

Email Address _____

Figure 26: Interview Participant Signature Form

C.2 Survey Participant Signature Form

Worcester Polytechnic Institute IQP
Student Survey at VUW

By signing this form, you agree that your responses may be published in a public report. Your answers are confidential and will never be associated with your name. This interview is meant to help us understand the VUW student perspective of Human FM and the Ramsey House.

- | | |
|----------|-----------|
| 1. _____ | 25. _____ |
| 2. _____ | 26. _____ |
| 3. _____ | 27. _____ |

Figure 27: Student Survey Participant Signature Form

Appendix D – Ramsey House Site Assessment

D.1 Café Equipment

Table 13: Café Inventory

Item	Quantity
Seats	9
Beanbag chairs	2
Becs Coffee sign	1
Cash drawer (not register)	1
Cleaning salts	1
Coffee grinder	1
Coffee machine	1, with 2 spouts, 2 percolators
Creamer cups	Many
Customer cards	63
Double sided chalkboard	1
Drinking glass	Many
Dust pan and brush	1
Flight Coffee sign	1
High chair for high tables	2
High tables	1
Large cups	20
Low chairs for low tables	5
Low tables	4
Magazines	Many
Medium cups	20
Microwave	1
Mini-fridge	2, 1 with freezer
Saucer plates	60
Sinks	2
Small cups	20
Tea pots (ceramic)	3

D.2 Lounge Area

Table 14: Lounge Area Inventory

Item	Quantity
Seats	31
Board games	10
Books	Many
Chairs	14
Coffee tables	5
Couches	5
Piano	1
Projector with screen and cables	1
Religious items	33
Spotlights along walls	Many
Stereos	5

D.3 Radio Station

Table 15: Radio Station Inventory

Item	Quantity
Seats	2
CD players	2
CDs and records	Many
Chairs	2
Computers	2
DVD/VCR	1
Headsets	3
Microphone	1
Monitors (dual screen)	2
Radio/cassette player	1
Sound board	1
Speakers	2
Stereo controls	1
Television	1
Turntable	1

Appendix E – Foot Traffic Data

E.1 Foot Traffic Data by Day and Time

Table 16: Monday, January 28th, 2013

	Total	Gender		Age				
		Males	Females	0<18	18-30	30+		
Morning	104	43	61	0	81	23		
Evening	160	82	78	5	119	36		
Night	50	22	28	0	41	9		
Total	314	147	167	5	241	68		
% Total	Gender		Age			Time		
	Males	Females	0<18	18-30	30+	Morning	Evening	Night
	46.8%	53.2%	1.6%	76.8%	21.7%	33.1%	51.0%	15.9%

Table 17: Wednesday, January 23rd, 2013

	Total	Gender		Age				
		Males	Females	0<18	18-30	30+		
Morning	117	51	66	3	92	22		
Evening	164	89	75	5	99	60		
Night	28	15	13	0	20	8		
Total	309	155	154	8	211	90		
% Total	Gender		Age			Time		
	Males	Females	0<18	18-30	30+	Morning	Evening	Night
	50.2%	49.8%	2.6%	68.3%	29.1%	37.9%	53.1%	9.1%

Table 18: Friday, January 25th, 2013

	Total	Gender		Age				
		Males	Females	0<18	18-30	30+		
Morning	97	52	45	3	65	29		
Evening	120	72	48	5	85	32		
Night	46	23	23	0	35	11		
Total	263	147	116	8	185	72		
% Total	Gender		Age			Time		
	Males	Females	0<18	18-30	30+	Morning	Evening	Night
	55.9%	44.1%	3.0%	70.3%	27.4%	36.9%	45.6%	17.5%

Table 19: Saturday, January 26th, 2013

	Total	Gender		Age		
		Males	Females	0<18	18-30	30+
Morning	55	28	27	8	21	26
Evening	63	39	24	6	44	13
Night	42	25	17	3	25	14
Total	160	92	68	17	90	53

% Total	Gender		Age			Time		
	Males	Females	0<18	18-30	30+	Morning	Evening	Night
	57.5%	42.5%	10.6%	56.3%	33.1%	34.4%	39.4%	26.3%

E.2 Total Foot Traffic Data by Day and Time

Table 20: Demographics as a Percentage of Total Pedestrians

Gender			
Male - 51.7%		Female - 48.3%	
Age			
0<18 - 3.6%	18<30 - 69.5%		30+ - 27.1%
Time			
9:30-10:30 - 35.7%	4:00-5:00 - 48.5%		8:00-9:00 - 15.9%
Day of the Week			
Monday - 30.0%	Wednesday - 29.5%	Friday - 25.1%	Saturday - 15.3%

E.3 Weather by Day and Time of Data Collection

Table 21: Weather by Day and Time of Foot Traffic Study

	Monday	Wednesday	Friday	Saturday
Morning	Sunny	Partly cloudy	Sunny	Sunny
Evening	Sunny	Partly cloudy	Sunny	Sunny
Night	Sunny	Cloudy	Cloudy	Sunny

Appendix F – Competing Café Assessments

F.1 On-Campus Cafés

Table 22: On-Campus Café Assessment

	The Hunter Lounge	Louis'	Milk & Honey	Illot	vicBooks	Wishbone	Ramsey House
Space	Size Large	Small	Medium	Medium	Small	Medium	Medium
Atmosphere	Seating	0	30 to 50	20 to 30	15	50 to 60	40 to 60
	Comfort	Medium	High	Low	Low	Medium	High
	Clean	Yes	Yes	No	Yes	Yes	Yes
Food & Drink	Music	Yes	Yes	Yes	Yes	No	Yes
	Coffee	Unknown	Yes	Yes	Yes	Yes	Yes
	Tea	Unknown	Unknown	No	Yes	Yes	Yes
	Alcohol	Unknown	Yes	No	No	No	No
	Food	Unknown	Yes	Yes	Yes	Yes	Yes
Prices	Coffee	\$3.50 to \$4.20	Unknown	\$3.80 to \$4.60	\$4.00 to \$5.00	\$4.80 to \$5.40	\$3.20 to \$5.20
	Tea	Unknown	Unknown	N/A	\$3.20 to \$3.50	\$3.50	\$3.20
	Food	Unknown	Unknown	\$2.00 to \$9.90	\$4.00 to \$7.00	\$3.50 to \$15.90	Unknown
Staff	Unknown	1	3	4	3	3	1



Figure 28: Entrance to the Hunter Lounge



Figure 29: Inside the Hunter Lounge



Figure 30: Louis' Café



Figure 31: Entrance to Milk & Honey



Figure 32: Illot Café



Figure 33: Illot Café Hot Options



Figure 34: VicBooks



Figure 35: Cold Food at Wishbone



Figure 36: Checkout Counter at Wishbone

F.2 Off-Campus Cafés

Table 23: Off-Campus Café Assessment

	Fidel's Café	Caffe L'Affare	Café Plum	Kelburn Café	Café Mode
Address	234 Cuba St	27 College St, Te Aro	103 Cuba St	Upland Rd	86 Upland Rd
Location	Far end of Cuba St, Near VUW Architectural Design	Industrial District, far from CBD and Kelburn	Heart of Cuba St	15 min walk uphill from VUW Kelburn	Across from Kelburn Café
Atmosphere	Quiet area, minor car traffic	Loud street with fumes	welcoming, busy	Outdoor strip mall	antiquated appearance, great view of city
Theme & Atmosphere	caribbean, reggae vibe	Classy, retro/industrial	generic	homely and welcoming, quiet	nostalgic, cozy, quiet
Size	3 small rooms, café, dining, outdoor patio	very large room	small room, outdoor tables	station downstairs, small seating area upstairs	very small
Coffee & Tea	\$4 to \$6	\$4 to \$10	\$4 to \$6	\$4	\$4 to \$5
Alcohol	Yes	Yes	Yes	No	No
Snacks	\$5 to \$10	no	\$5 to \$10	\$8 to \$10	No
Brakfast	\$10 to \$20	\$15 to \$20	\$10 to \$20	\$13.5 to \$18	\$5 to \$20
Lunch	\$10 to \$20	\$18 to \$30	\$10 to \$20	\$13.5 to \$18	\$10 to \$20
Staff	friendly, welcoming	friendly, busy	very friendly, relaxed	very friendly, one staff	unfriendly, forceful
Patrons	young, hip crowd, some families	business class, families	tourists, shoppers, young people	tourists, older crowd	parents, elders
Final Impression	great for relaxed meal	high class events	laid back, people watching spot	nice, small, friendly place for a meal	average café aimed at local residents



Figure 37: Outside Fidel's Café



Figure 38: Inside Fidel's Café



Figure 39: Outside Caffè L'Affare



Figure 40: Inside Caffè L'Affare



Figure 41: Outside Café Plum



Figure 42: Outside Café Plum



Figure 43: Inside Kelburn Café



Figure 44: Inside Café Mode

Appendix G – Ramsey House Floor Plan

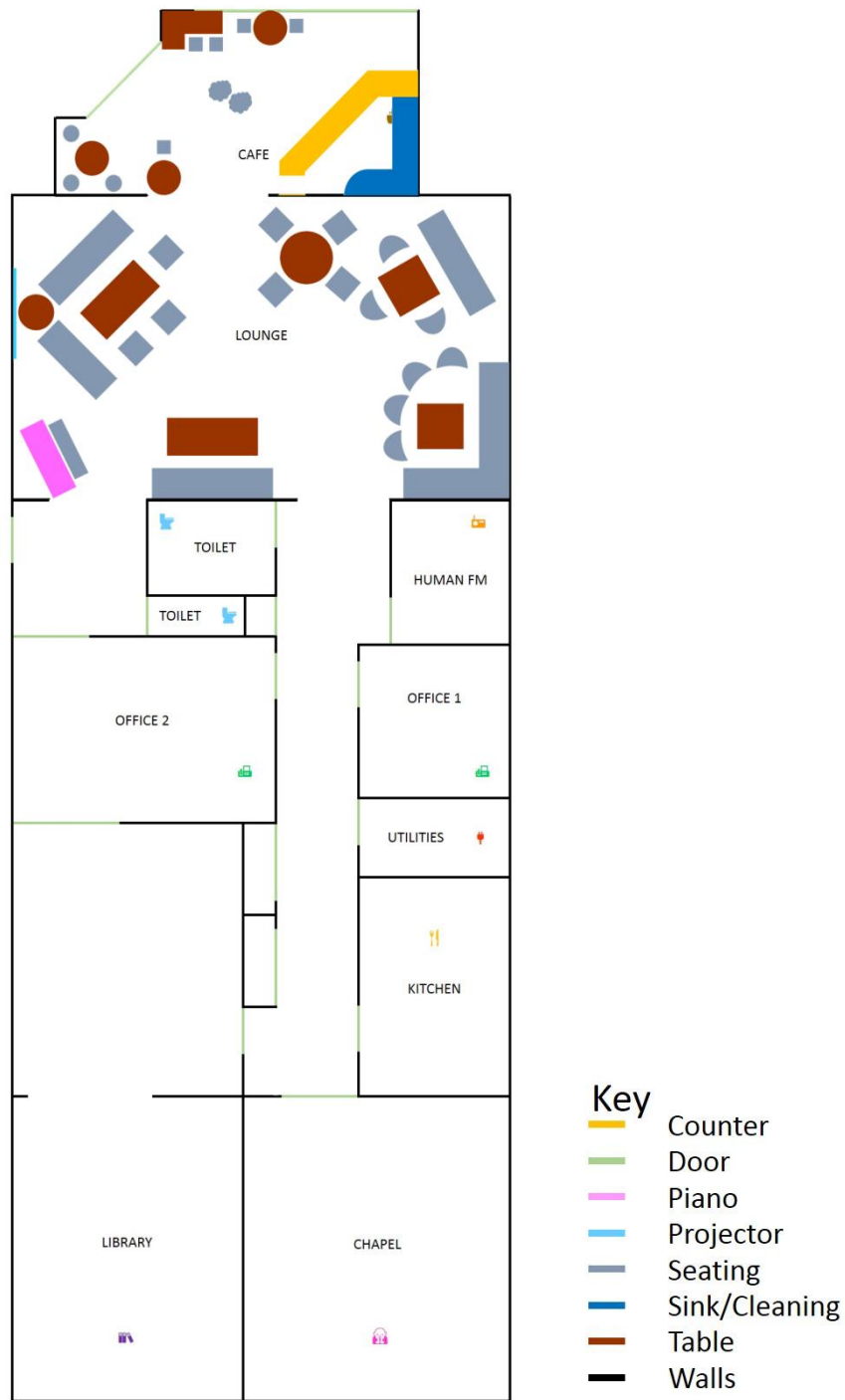


Figure 45: Ramsey House Floor Plan

Appendix H – Example Programming Schedule

Table 24: Example Programming Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday							
8:00	Regularly scheduled programming	Regularly scheduled programming	Regularly scheduled programming	Regularly scheduled programming	Regularly scheduled programming	Regularly scheduled programming	Program 1 with DJ [A]							
9:00														
10:00														
11:00								Program 2 with DJ [B]						
12:00								Radio Jukebox						
13:00								Radio Jukebox						
14:00								Program 3 with DJ [C]	Program 4 with DJ [D]	Program 3 with DJ [C]	Program 5 with DJ [E]	Program 6 with DJ [E]	Program 7 with DJ [D]	Program 8 with DJ [F]
15:00								Program 3 with DJ [C]	Program 4 with DJ [D]	Program 3 with DJ [C]	Program 5 with DJ [E]	Program 6 with DJ [E]	Program 7 with DJ [D]	Program 8 with DJ [F]
16:00								Radio Jukebox	Radio Jukebox	Radio Jukebox	Radio Jukebox	Radio Jukebox	Radio Jukebox	Radio Jukebox
17:00								Radio Jukebox	Radio Jukebox	Radio Jukebox	Radio Jukebox	Radio Jukebox	Radio Jukebox	Radio Jukebox
18:00	Program 9 with DJ [G]	Program 10 with DJ [H]	Program 10 with DJ [H]	Program 10 with DJ [H]	Program 11 with DJ [I]	Program 12 with DJ [J]	Program 13 with DJ [K]							
19:00	Program 14 with DJ [L]	Program 15 with DJ [M]	Program 15 with DJ [M]	Program 17 with DJ [O]	Program 11 with DJ [I]	Program 12 with DJ [J]								
20:00	Program 14 with DJ [L]	Program 16 with DJ [N]	Program 16 with DJ [N]	Program 17 with DJ [O]	Program 3 with DJ [P]	Program 3 with DJ [P]								

Appendix I – Gantt Chart

Human FM - Schedule

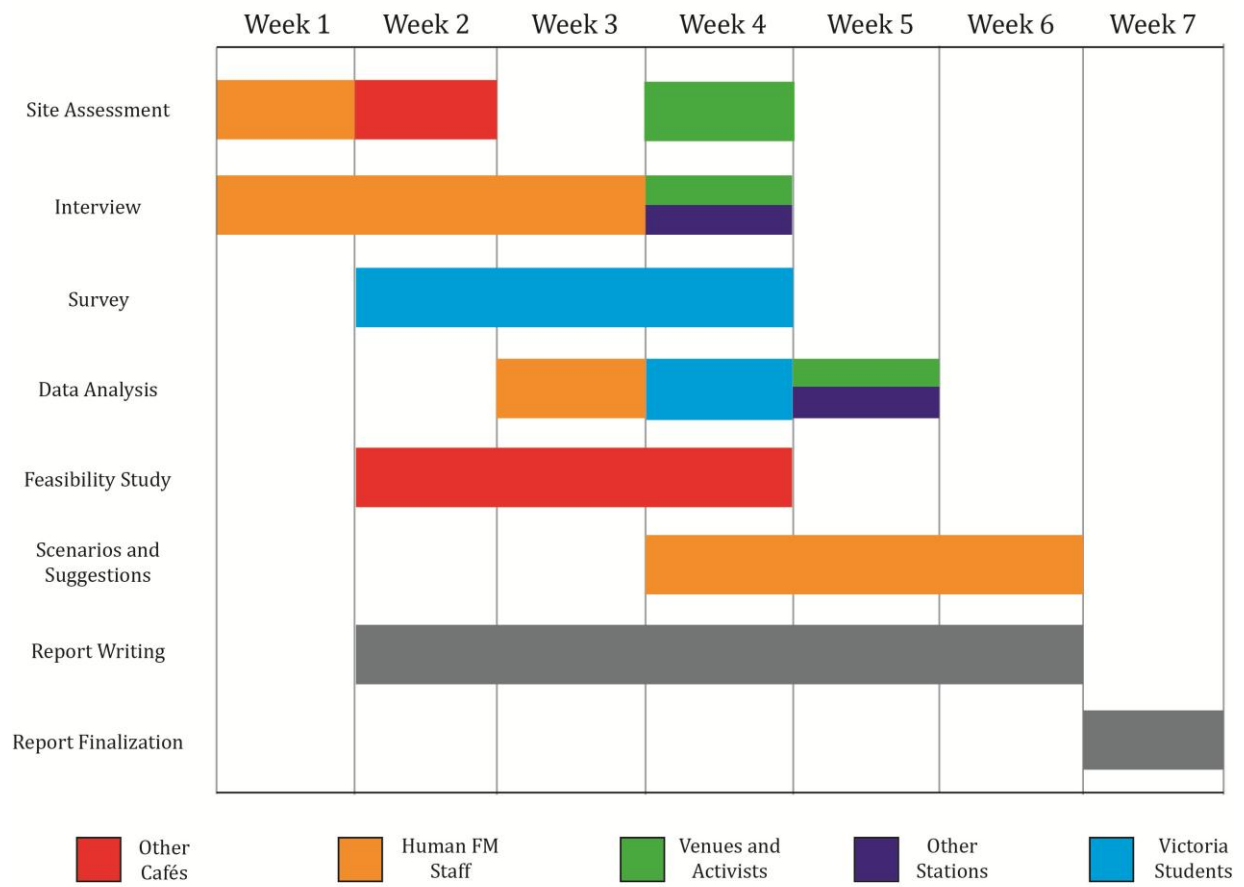


Figure 46: Weekly Schedule of Study