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A Social Marketing Plan for the Arkansas Miracle League

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A Social Marketing Plan for the Arkansas Miracle League

A Social Marketing Plan for the Arkansas Miracle League

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

by

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University of Arkansas
Bachelor of Arts in Journalism, 2013
Bachelor of Arts in Political Science, 2013

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Abstract

Miracle League is a baseball league specially designed to allow disabled children, teens, and adults have the same opportunity to play baseball as able-bodied individuals on a field specifically designed to accommodate all disabilities. This thesis offers the Miracle League of Arkansas a specified social marketing plan. In order to assist Miracle League in the acquisition of new players, volunteers, and donors, research was compiled and conducted to implement a successful social marketing plan for the spring 2016 Miracle League season. This social marketing plan gives Miracle League recommendations on how to appeal to parents of potential Miracle League players, volunteers, and donors. A survey was conducted with current parents and volunteers to create a public service announcement (PSA) and recommendations to attract new parents and volunteers. The survey included items based on the Elaboration Likelihood Model (ELM) and results were used to modify the final PSA to complement how the target market was likely to process the PSA. The social marketing plan includes detailed background information regarding disabled children in Northwest Arkansas and Little Rock and information on the specified target market. The social marketing plan will help acquire more players, volunteers and donors in the NWA and Little Rock areas and make potential parents of players, volunteers, and donors aware of Miracle League.

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Introduction

This project thesis is a social marketing plan for Miracle League of Arkansas. It is important to complete this project because there are between 3,577 and 4,938 disabled children between ages 10 and 14 living in Northwest Arkansas (NWA) and Little Rock combined, and only 186 disabled individuals in that age group participate in Miracle League. Disabled children in NWA and Little Rock area deserve the same sport team opportunities that able-bodied children of the same age are afforded. Miracle League is the only team-oriented baseball sports league for disabled children and adults in NWA and Little Rock, and participation in the league provides lifelong benefits for Miracle League players, volunteers, and donors. A social marketing plan will help educate the parents of potential players, volunteers, and donors about Miracle League and promote its benefits in order to acquire new players, volunteers, and donors for the spring 2016 season.

Problem Definition

Communication Problems

Miracle League is a baseball league designed to help developmentally and mentally disabled children and adults play baseball with a volunteer buddy. Miracle League is located in Northwest Arkansas and Little Rock. The league cost is \$25 per player, and any player that asks for a scholarship receives one from Miracle League to cover the cost during the registration period. It is free to volunteer. Only 20 players in NWA were able to afford the registration for the fall 2013 season (P. McCall, personal communication, November 11, 2014).

Miracle League provides a platform for social interaction between player and player, players and volunteers, and volunteers and volunteers. In fall 2014, there were 120 players in the NWA league and 500 players in Little Rock league. Miracle League's Executive Director of Arkansas, Peggy McCall, estimates that 30 percent (186 out of 620) of total players are between

the ages of 10 through 14. In the fall 2014, it took 200 man-hours to staff the Little Rock league each Saturday from September 13th through October 4th, and 120 man-hours in NWA during the same time frame. In fall 2014, there were 120 players in the NWA league, and at least 75 or more volunteers on a given Saturday (P. McCall, personal communication, November 11, 2014).

Miracle League wants to educate parents to increase participation. Some eligible children do not participate because their parents do not think their child will be successful on the field because previous attempts to enroll their disabled child on athletic teams were unsuccessful. However, the Miracle League field is equipped to make every player successful because it is designed out of recycled materials to prevent injury; will accommodate wheelchairs, walkers, and other devices used to assist players; and volunteers can assist players that are visually or hearing impaired (“Miracle League of Arkansas,” 2013). Miracle League wants to communicate that every player will find success on its field and “there is no way the league would let a player not be successful” (P. McCall, personal communication, November 11, 2014).

The communication problem Miracle League needs to solve is making parents, volunteers, and donors aware of the program. If parents, volunteers, and donors are not aware of Miracle League, the league cannot function properly due to insufficient participants, volunteers, and resources. Miracle League reports that many current players were younger players that grew up in the league and Miracle League would like to reach out to older children to join (P. McCall, personal communication, November 11, 2014).

Miracle League has a difficult time reaching out to the 10 through 14 year-old player range because their parents are either unaware of the program, due to lack of marketing and outreach, or choose not to enroll their children because of previous unsuccessful efforts in sports or organizations that could not accommodate the specific needs of their child’s disabilities. Most

of the players in the 10 through 14-age range grew up playing in Miracle League from a younger age (P. McCall, personal communication, November 11, 2014).

The first communication problem is to educate parents that their developmentally and mentally disabled children can play baseball in Miracle League, despite previously unsuccessful attempts at participating in sports. In 2010, the U.S. Government Accountability Office found that disabled students were not receiving equal opportunities to participate in extracurricular athletic activities because schools were not required to reasonably accommodate disabled students (U.S. Department of Education, 2013). The lack of support for disabled student participation in athletics within the school system trickled down to athletic leagues for children outside of school. Parents have had their children turned away from teams that could not accommodate disabilities. Miracle League will educate parents that their league can accommodate any child with disabilities and will not turn away a child no matter what. Miracle League assures that every child will find success on the field (P. McCall, personal communication, November 11, 2014).

The second major communication problem Miracle League faces is how to communicate the personal benefits developmentally and mentally disabled children, volunteers, and donors receive when they participate or partner with Miracle League. Miracle League reports that the major reason parents sought membership for their children is because their child does not have much social interaction outside the home (P. McCall, personal communication, November 11, 2014). A few reasons that disabled children benefit by participating in team sports include the feelings of belonging, acceptance, success, accomplishments, growth, and competence. In addition, the player will have the opportunity to make new friends, develop their motor skills,

feel independent, and interact with others that may or may not have disabilities (National Center on Health, Physical Activity and Disability, 2014).

Reasons why volunteers and donors benefit from volunteering include: increasing self-confidence, staying physically healthy, combating depression, furthering education and skills, making new friends, volunteer hours, and tax breaks (Saisan, Smith, & Kemp, 2014). Those who volunteer through service receive greater health benefits than those that do not volunteer.

Volunteering has a positive effect on one's sense of purpose and social or psychological well-being. Positive social psychological factors are related to lower overall poor physical health.

Research shows that the more American adults volunteer, the happier they are. Individuals who started volunteering once a month had their odds of being very happy increase seven percent, when individuals volunteered every two to four weeks their odds of being very happy increased 12 percent, and 16 percent of those that volunteered once a week were very happy. Researchers found that this increase in happiness is comparable to an individual going from making \$20,000 a year to between \$75,000 and \$100,000 a year. Studies show that the more positive and happy an individual is can have a positive effect on his or her health, for example: longer life, lower risk for hypertension and diabetes ("Ease Stress," 2010).

The social integration theory states that an individual's social connections, measured by their social roles, can provide meaning and purpose to one's life. The social integration theory is a two-part perspective on how individuals integrate into groups. The two perspectives are: how attracted an individual is to a group and how attracted the group is to the individual. An individual will not join a group unless they are attracted to the group's purpose or mission (Blau, 1960).

However, just because one is attracted to a group does not mean that the group will accept the individual to be a part of the group. An individual is considered integrated into a group when the other members accept the individual freely. There are many factors that could make an individual attractive to a group, for example high social status or shared personal and group values (Blau, 1960).

In addition, the theory states that once integrated into a group, like Miracle League, the positive social connections help combat periods of stress, isolation, and periods of personal difficulties. This is true for players and volunteers. Players benefit from positive social connections because they can socialize outside the home, which is more difficult for disabled individuals, and learn team-oriented goals. Research shows that athletic interaction can help reduce negative behaviors that can be self-harming or disruptive (P. McCall, personal communication, November 11, 2014; Dawson & Rosanoff, 2009).

Volunteers benefit from positive social connections as well. Research shows that volunteering is strongly correlated with life satisfaction in adults older than 65 years of age. Older volunteers benefitted more than younger volunteers both mentally and physically because volunteering gives older individuals a sense of purpose within society (Saisan, et al., 2014).

Younger teen volunteers are 24 percent more satisfied with life than teens that do not volunteer. On a 100-point scale, teens that volunteered once a week had a potential level of happiness at 69, while teens that volunteered once a year had a level of happiness of 58. Working with young people in a sports program gave teens the highest level of potential happiness at 71 points on the same 100-point scale. Forty-eight percent of teens that volunteer got A's in their classes compared to only 32 percent who do not volunteer ("Do Something," 2013).

Miracle League wants to communicate to potential volunteers that working with disabled players can positively benefit their views on the developmentally and mentally disabled. Working with disabled children helps in being more comfortable around the disabled when in social situations outside of Miracle League. Miracle League wants to enlist volunteers of all ages: middle school, high school, college, and older adults because different people have different effects on the players. Younger volunteers, ages 13 through 17 years old, can learn from a young age how to communicate properly with the disabled while having a fun time playing baseball (P. McCall, personal communication, November 11, 2014).

The third major communication problem is how to effectively communicate to donors why they should provide money and resources to Miracle League. Communicating the need for in-kind donations and publicizing fundraising events, including Driving Dickson, the Double Header in NWA, and the Hat Club's Whiffle Ball Tournament in Little Rock, are crucial to keeping the leagues running smoothly. Like most non-profits, Miracle League must find funding to match or exceed the cost of operations. Specifically, Miracle League must raise \$100,000 annually to pay for the Little Rock and NWA leagues combined. Miracle League reports never turning away a player, but of the 120 players in NWA, only 20 can afford to play in the league without a scholarship. There are more players on scholarship in NWA than in Little Rock. In fall 2014, there were an estimated 140 players in the Little Rock adult league, 360 players in the Little Rock youth league, with 250 volunteers or more in a given week (P. McCall, personal communication, November 11, 2014).

Miracle League uses a variety of ways to communicate with its publics. Miracle League has a social media presence, utilizing two separate Facebook pages, one for NWA and one for Little Rock, and a combined Twitter account for both leagues. McCall relies on the coaches to

send Facebook information out to the parents and volunteers, as she lacks the time and knowledge on how to use social media effectively. Facebook is not a strong component for new Miracle League player, volunteer and donor acquisition. The MiracleLeagueAR.com website is being redesigned in order to cut costs (P. McCall, personal communication, November 11, 2014).

Miracle League reports using brochures and flyers to attract potential volunteers and parents, and they have a seven-page “book” that provides their mission, vision, opportunities, goals, and objectives to use in corporate environments. The “book” can be found online at MiracleLeagueAR.com. Miracle League reports distributing the “book” when they meet with corporate sponsors and volunteers (P. McCall, personal communication, November 11, 2014).

Overall, Miracle League needs assistance in new player, volunteer, and donor acquisition. Miracle League not only provides a service for disabled individuals, but an experience that can increase the happiness and health of volunteers and donors. Miracle League is positioned as the only baseball league for disabled individuals in the state of Arkansas and does not have to compete with other baseball leagues for players or volunteers.

Educating and reaching out to individuals that have never heard of Miracle League represents the greatest opportunity to grow. Miracle League needs to relay the message that the league is a winning situation not only for players, but also for volunteers, donors and parents. Everyone benefits from being a part of Miracle League.

Target Market

The first primary target market for this Miracle League social marketing plan includes parents of disabled children ages 10 through 14 in NWA and Little Rock. Parents of disabled children ages 10 to 14 were identified by Miracle League as being underrepresented in previous acquisition efforts by Miracle League (P. McCall, personal communication, November 11,

2014). Miracle League has had a hard time reaching out to parents who have disabled children between the ages of 10 and 14 because parents do not believe their children will find success at Miracle League because other athletic leagues have failed at accommodating their child's disability. Miracle League wants more players between the ages of 10 and 14, and are in need of assistance educating their parents (P. McCall, personal communication, November 11, 2014).

The second primary target market includes volunteers' ages 13 through 17 in NWA and Little Rock because this age group is most interested in volunteering with children in athletic events ("Do Something," 2013). Miracle League desires volunteers of all ages and younger volunteers benefit by learning how to properly interact with the disabled at a younger age (P. McCall, personal communication, November 11, 2014).

The secondary target market includes college students ages 18 through 22 at the University of Arkansas in Fayetteville and Little Rock because this age group is highly influenced by their friends to volunteer and were identified by Miracle League as an age group they want to reach out to ("Do Something," 2013). Miracle League wants to attract college aged volunteers, however the primary volunteer target is younger teens who will start at a younger age and volunteer in the league longer.

Target Market Characteristics

In 2010, Arkansas had 315,201 children living in metropolitan areas (Brault, 2011). Children with disabilities are defined as children ages five through 17 having vision, hearing, cognitive, ambulatory, self-care, or independent living difficulties (Brault, 2011). Miracle League reports that the most common disabilities among the children that play in the Arkansas Miracle Leagues are (1) autism, (2) cerebral palsy, (3) development delay, and (4) Down syndrome (P. McCall, personal communication, November 11, 2014).

The Little Rock-North Little Rock-Conway metropolitan area is comprised of Faulkner, Grant, Lonoke, Perry, Pulaski, and Saline County (United States Census 2010, 2014). In 2010 there were 39,964 children between the ages of 10 through 14 living in the Little Rock-North Little Rock-Conway metro area (United States Census, 2011). In 2010, the percentage of disabled children in the Little Rock-North Little Rock-Conway metro area was between 5.0 and 6.9 percent, which means there were between 1,998 and 2,758 children ages 10 through 14 with disabilities living in the area (Brault, 2011).

The Fayetteville-Springdale-Rogers metro area is comprised of Benton, Madison and Washington County (United States Census 2010, 2014). In 2010, there were 31,588 children between the ages 10 through 14 living in the Fayetteville-Springdale-Rogers metro area (United States Census, 2011). In 2010, the disability rate for children in the Fayetteville-Springdale-Rogers metropolitan area was between 5.0 and 6.9 percent, which means there were between 1,579 and 2,180 children between ages 10 through 14 living with disabilities (Brault, 2011).

In 2011, 13 percent (or 6,419,000) of students receiving public education in the United States between ages three through 21 were being served in programs for those with disabilities under the Individuals with Disabilities Education Act (IDEA). The top disabilities being serviced in schools were specific learning disabilities (4.8% or 2,357,000), speech or language impairments (2.8% or 1,390,000), other health impairments (1.4% or 714,000) which includes having limited strength, vitality, or alertness due to chronic or acute health problems such as a heart condition, tuberculosis, rheumatic fever, nephritis, asthma, sickle cell anemia, hemophilia, epilepsy, lead poisoning, leukemia, or diabetes, intellectual disabilities (0.9% or 447,000), and emotional disturbance (0.8% or 389,000) (Refer to Appendix A for table of children served under IDEA; U.S. Department of Education, 2013).

During the 2012-2013 school year, there were 64,698 children in Arkansas between ages three and 21 who received special education for their disabilities. There were 12,789 children in Arkansas between the ages three through five who received special education, with 25,662 children between ages six through 11, 23,505 children between ages 12 through 17, and 2,742 children between the ages of 18 through 21 who received special education. Of the total 64,698 children between ages three through 21 who received special education for their disabilities during the 2012-2013 school year, 3,490 children (or 5.39%) received special education services for autism. There were 259 children between ages three through five who received educational services for autism in Arkansas, 1,842 children ages six through 11 who received educational services for autism, 1,266 children ages 12 through 17 who received educational services for autism, and 98 children ages 18 through 21 who received educational services for autism (Refer to Appendix B for an Arkansas autism profile and Appendix C for an Arkansas disabilities profile; “Easter Seals,” 2014).

Research indicates that children with autism do not engage in physical activity and on average do less than 50 minutes of moderate physical activity a day. Autistic children on average sit for an extra 70 minutes a day compared to non-autistic children of the same age. Even with a more sedentary lifestyle, autistic children’s fitness levels are typically comparable to children of the same age. Strength was the only test that autistic children scored significantly lower on compared to non-autistic children of the same age. Research shows that the fitness level and ability for athletic activity is present for autistic children, but the opportunity is not (Sonawane, 2014).

Exercise can positively benefit the lives of autistic children because it can significantly decrease the frequency of the most common negative and self-stimulating behaviors like body

rocking, spinning, head-nodding, hand flapping, object-tapping, and light gazing. Athletic activity also discourages aggressive and self-injurious behavior while not interfering with positive behaviors that lead to an increase in self-esteem, happiness, and positive social interactions. Autistic children that participate in team sports, like baseball, are able to develop social relationships, learn how to recognize social cues on and off the field, and have a role in society that may not otherwise exist. Autistic children who participate in sports and athletic activity experience positive improvement in symptoms, behaviors, and quality of life (Dawson & Rosanoff, 2009).

Participating in physical activity allows children with cerebral palsy to experience enhanced self-esteem, body image, enjoyment, and a sense of freedom. Psychosocially, participating in team events allow children with cerebral palsy to feel like they can do things that everyone else around them can do, and that they are free from restraints that would normally hold them back from day-to-day activities. Being included in sports benefits children with cerebral palsy psychologically, socially, and physically (Hilderley & Rhind, 2012).

Parents of teens with Down syndrome report that their children want to play with friends and be part of sports teams. Parents also report that their teens do not want to be part of special teams with adapted rules because their child recognizes that able-bodied teens did not have to play with adapted rules. Instead of forcing their Down syndrome teen to be part of an adapted team, parents feel they should introduce individual sports like swimming, dancing, or cycling earlier in life. Building a foundation for a healthier lifestyle for those with Down syndrome supports development in motor skills and competence later in life (Buckley, 2007).

In all, there are between 3,577 and 4,938 disabled children between ages 10 and 14 living in NWA and Little Rock combined, and only 620 disabled individuals participating in NWA and

Little Rock Miracle League combined. There is significant potential for growth in NWA and Little Rock; Miracle League has to focus on recruiting more players in NWA and Little Rock. Parents want to help their disabled children stay active and learn team oriented skills. The social integration theory suggests that these children will benefit through positive social connections because the interactions they encounter at Miracle League will help combat periods of stress, isolation and periods of personal difficulties (Blau, 1960). Miracle League needs to reach out to more parents of potential players and position the league as the leader in NWA and Little Rock at providing a fun, safe, fully equipped, social, and athletic avenue for their children.

A convenience survey was conducted among parents of Miracle League players and volunteers in NWA and Little Rock. Miracle League would only consent to provide the names of 55 parents and volunteers, combined, for the online survey sent via email. The parent survey had a 66.7% (or 20 individuals) completion rate and the volunteer survey had a 52% (or 13 individuals) completion rate. Both surveys combined had a 60% (or 33 individuals) completion rate. Of the 34 total participants who responded, 13 were volunteers and 21 respondents were parents.

Fifty-five percent of parent respondents were employed-full time, 35 percent attended some college, and 30 percent of obtained a Bachelor's degree (see Table 1 and Table 2). Fifty-five percent of parents have a household pre-tax income between \$30,000 and \$99,999, and 35 percent have a household pre-tax income over \$100,000 (see Table 3). Ninety percent of parents identified their race as white and 95 percent reported their primary language is English (see Table 4 and Table 5). One-hundred percent of parents had one child participating in Miracle League (see Table 6).

Of the 24 children of the responding parents, 12 had autism (50 percent), five had attention deficit/ hyperactivity disorder (21 percent), four had cerebral palsy (four percent) and four had epilepsy (four percent; see Table 7). Fifty-four percent of parents heard about Miracle through word of mouth (see Table 8). Fifty-two percent of the players that parents were responding for indicated that their child had been participating in Miracle League for four or more years (see Table 9). Seventy-one percent of parents are very satisfied with Miracle League and 29 percent are somewhat satisfied (see Table 10a). Ninety-two percent of parents are very likely to recommend Miracle League (see Table 11a).

Forty-six percent of parents cited wanting to keep their child active as their primary reason for signing their child up for Miracle League, 20 percent cited to help their child make friends, and 25 percent did so in order to help their child learn team skills (see Table 12). Parents cited the internet (30 percent), television (20 percent), Facebook (15 percent), and word of mouth (15 percent) as their primary news source (see Table 13). Twenty percent of parents saw advertising for Miracle League in the last three months, and 60 percent of parents that saw advertising for Miracle League in the last three months saw advisements on Facebook and television (see Table 14a and Table 14b).

A survey was conducted of volunteers of Miracle League in NWA and Little Rock. Of the 13 respondents, fifty-four percent were employed full-time, 15 percent were employed part-time, and 15 percent were full-time college students (see Table 1). Twenty-three percent of volunteers have a Bachelor's degree (see Table 2). Ninety-two percent of volunteers identified themselves as white (see Table 4). Eighty-five percent of volunteers speak English as their primary language and 15 percent speak English and Spanish equally (see Table 5). Thirty-one percent have volunteered for two years, 22 percent have volunteered for four years, and 31

percent have volunteered for five or more years (see Table 9). Forty-six percent of volunteers cited their desire to give back to the community as their primary reason for volunteering and 23 percent did so to help others (see Table 15). Seventy-seven percent of volunteers had not volunteered with disabled children before volunteering with Miracle League (see Table 16). Forty-six percent believe that an individual can make a lot of difference and 31 percent believe an individual can make some difference (see Table 17). The top four additional volunteer activities Miracle League volunteers participate in are: other child and youth services (54 percent), blood drives (46 percent), animals/animal shelters (38 percent), and board and management committees (38 percent; see Table 18). Ninety-two percent of volunteers are part of religious organizations and fifty-four percent of volunteers are a part of sports teams (see Table 19). Volunteers cited the internet (31 percent), Facebook (23 percent), television (15 percent) and the newspaper (15 percent) as their primary news source (see Table 13).

Teens ages 13 through 17 years old are highly influenced by word-of-mouth advertising. Teens watch on average of more than two hours of television a day during the school week and almost three hours per day on the weekends (Erwina, 2012). Creating an environment that is fun for teenage volunteers will have a high return in word-of-mouth because teen volunteers will talk about their experience at Miracle League with their friends.

Teens between the ages 12 through 17 report that of the time they spend exercising or playing, 67 percent of the time they participate with friends, 15 percent of the time by themselves, and 14 percent of the time with their family. Teens playing sports has dropped from 62 percent in 2008, to 59 percent in 2013. Thirty-nine percent of teens report spending most of their free time with parents/guardians, 30 percent spend most of their free time with kids their own age, 16 percent spend most of their free time alone, seven percent spend most of their free

time with adult family members, and two percent spend most of their free time with older kids (O'Donnell, 2013).

Miracle League has the potential to recruit additional teenage volunteers by advertising the league as a place where teenagers can spend time with their family and friends. Since teens spend most of their exercise time and free time with friends and family, Miracle League needs to position the league as a family and friend athletic volunteer activity in order to recruit more volunteers within the target market of 13 through 17-year-old volunteers.

The top three characteristics of the brands teens like the most are: something all their friends know about (73%), tweets to its fans (68%) and supports good causes or gives to charities (66%; "Category Overview: Teens," 2012). Research from 2012 shows that 95 percent of teens between the ages of 12 through 17 use the internet. Seventy-eight percent of teens own a cell phone and 47 percent of cell phone owners use a smartphone. Seventy-four percent of teens have access to the internet through their mobile device, which includes cell phones and tablets, and 25 percent of teens mostly use their cell phones to access the internet. Eighty percent of teens have their own desktop or laptop computer, and of the 20 percent that do not own one, 67 percent have access to a computer or tablet at home. Altogether, 93 percent of teens have access to a computer or laptop. In 2012, about 81 percent of teens use some kind of social media: 94 percent have a Facebook account, 26 percent have a Twitter account and 11 percent have an Instagram account ("Pew Research Internet Project," 2013).

Have Miracle League create a lively social network community for volunteers to interact with Miracle League and with other volunteers. Since a high percentage of teens have access to a computer and internet, Miracle League needs to make a strong presence on Facebook and Twitter in order to attract new potential volunteers. If Miracle League is interactive with its

members on social media, more awareness of the league will be created, and Miracle League will leave favorable impressions on its teenage volunteers. Favorable impressions could lead current volunteers to writing on social media about their experience with Miracle League, where other teenagers will see. Utilizing Facebook to its full extent is crucial to creating awareness and recruiting new teenage Miracle League volunteers.

Texting is the dominant way teens communicate. Seventy-five percent of teens text every day, 29 percent exchange messages on social networking sites daily, 22 percent use instant messengers to talk and communicate daily, 19 percent use landline phones to communicate daily, and six percent exchange emails daily. Teenage girls average 100 text messages a day and teenage boys average 50 text messages a day. Teens are sending on average 5,000 text messages a month (Refer to Appendix D for teen internet use, Appendix E for teen computer ownership, and Appendix F for social media use by teens; “Pew Research Internet Project,” 2013).

Teens who spend most of their time communicating face-to-face with others volunteer the most at 55 percent, teens who communicate more by texting volunteer 52 percent of the time, teens who communicate the most online volunteer 50 percent of the time, teens that communicate on the phone the most volunteer 49 percent of the time and teens that spend majority of their time doing solo activities, like watching TV or playing video games, volunteer 43 percent of the time. Girls who send text messages regularly volunteer 57 percent of the time while boys who text regularly only volunteer 50 percent of the time (“Do Something,” 2013).

Texting is the dominant way teens are currently communicating. By incorporating text updates into Miracle League’s social marketing plan, Miracle League can reach out to more teenage volunteers on their preferred communication platform. Since teens are highly influenced by word-of-mouth, having current teenage Miracle League volunteers reach out to their peers, in

person or through texting and online communication, will increase volunteers within the teenage target market.

Teens that attend private high school are 25 percent more likely to volunteer than students that attend public high schools. Teens from high-income families volunteer 70 percent of the time while teens from low-income families volunteer 44 percent of the time, but not because they don't want to. A national survey shows that teens from low-income families do not volunteer as often as teens from higher-income families because they are not offered the opportunities or have not been asked to volunteer. Initially reaching out to area private schools to attract teenage volunteers, then reaching out to public schools, will help Miracle League attract more volunteers in the target market ("Do Something," 2013).

Teens report they are most interested in volunteering for organizing related to animal welfare, hunger, homelessness, the environment, and the economy. The top three reasons teenage girls volunteer are: "cause I care about the issue," "want to make a difference that matters," and "volunteering is its own reward." The top three reasons teenage boys volunteer are: "because I care about the issue," "to get into college," and "to get a good job" ("Do Something," 2013).

High school and middle school students are most influenced by their parents when it comes to volunteering, but older students 18 through 22-year-old are more likely to be influenced by their friends. Seventy-one percent of teens that strongly agreed with the following statement volunteered last year: "I believe I can make a difference in my community." Only 24 percent of students that strongly disagreed with this statement volunteered last year ("Do Something," 2013).

Some students report that they need to fulfill a volunteering requirement for their school, however their main motivation to volunteer was due to personal motivation and not school

mandates. Twenty-two percent of teens report needing to fulfill volunteer requirements for their middle school, 33 percent for high school and 28 percent for college. The top volunteer activities for teens are fundraising, cleanups, and working with kids in a sports recreation program.

Teenage boys are 27 percent more likely to work with young people in sports and recreation programs than girls. When reaching out to the teenage target market, the best way to recruit teens into volunteering is to educate them that their work is making a difference. Teens want their volunteer experience to be worthwhile and social (“Do Something,” 2013).

The research about the target market of 13-17 year olds is helpful in implementing techniques that were successful for other non-profit volunteer based organizations. The key points about the teenage demographic are: teens are highly influenced by word of mouth, most teens spend their free time and exercise time with friends and family, teens like their favorite social media brands to be interactive, a significant majority of teens communicate via text daily, teens that attend private schools are more likely to volunteer than teens that attend public schools, and their top reason for volunteering is they care about the issue involved. Combining this information with proven strategies from other campaigns will enable Miracle League to successfully recruit more teenage volunteers.

The secondary target market of 18 through 22 year-old college students at the University of Arkansas-Fayetteville includes undergraduate, graduate, and transfer students ages 18 through 24. In fall 2014, 21.5% of students (or 5,641 of 26,237) were freshmen, 17.5% (or 4,593) were sophomores, 18.3% (or 4,808) were juniors, 24.3% (or 6,363) were seniors, 1.4% (or 361) were law students, and 15.3% (or 4,022) enrolled were graduate students (University of Arkansas, 2014). There were 48.9% (or 12,842) male students and 51.0% (or 13,395) female students enrolled in fall 2014 (University of Arkansas, 2014). There were 148 (or 0.56%) of students

under the age of 18, 8,121 (or 31%) of students ages 18-19, 8,085 (or 30.8%) of students ages 20-21, 3,264 (12.4%) of students ages 22-24, 1104 (or 4.2%) of students ages 25-29, 456 (or 1.7%) of students ages 30-34, 240 (or 0.9%) of students ages 35-39, 243 (or 0.9%) of students ages 40-49, 148 (or 0.6%) of students ages 50-64, and 27 (or 0.1%) of students 65 and older (University of Arkansas, 2014)

The target audience is heavy Internet users who visit a variety of video and streaming websites (Internet I Heavy, 182; #Spotify.com, 339; VEVO, 317; Hulu.com, 260; Pandora.com, 210; iTunes.com, 189; abc.com, 174; ESPN.com, 171; Amazon, 167; iHeartRadio.com, 156; cbs.com, 137; fox.com, 134, MRI). Younger students (i.e. freshmen) aged 18-20 are more likely to hang out and play sports compared to their older classmates; 90% of younger students reported doing so occasionally (MCS-LA, 2011).

Successful Techniques

Non-profits similar to Miracle League have used a variety of techniques and campaigns to successfully fundraise and recruit. Kansas Special Olympics raised \$1.35 million using a 20-month campaign called “Together We Win.” Organizers encouraged the sentiment that every single volunteer was valued in the collective effort. All literature and information from the 20-month campaign used a consistent slogan, logo, and appeal, which encouraged greater brand recognition and higher recall rates (Hartsook, 1998).

Kansas Special Olympics also worked with a consultant to learn how to successfully fundraise and campaign. Board members attended seminars with Murray Blackwelder, who laid out a foundation for the campaign and educated Kansas Special Olympics on how to execute fundraising efforts. Finally, the campaign was successful because board members and others associated with Kansas Special Olympics took the time to reach out to companies and donors in

Kansas for funding. Companies like Burger King and private individuals donated well over \$100,000 at a time. In-kind donations and education of those working for the campaign were the keys to the success of Kansas Special Olympics “Together We Win” campaign (Hartsook, 1998).

Like the Kansas Special Olympics, Miracle League needs to use a consistent message and image in all marketing and campaign materials in order to encourage greater brand recognition. Miracle League needs to reach out to large area companies for in-kind donations such as Walmart, Tyson, JB Hunt, Unilever and Dillard’s, as Kansas Special Olympics did with Burger King.

Cause-related marketing campaigns (CRM) help improve non-profits’ ability to continue their work by helping increase their resources and the community’s awareness of the non-profit. Companies that implement CRMs and consumers that participate in CRMs view the partnership as a socially responsible way to give back to society. Consumers that identify with the campaign and believe it is relevant to them have a greater drive to participate in CRMs than those who do not understand the cause or know about the cause (Grau & Flose, 2007).

Companies have partnered with non-profits for CRMs because of a link between the company’s products and the non-profit’s cause. For example, Home Depot, partners with Habitat for Humanity because Home Depot sells products that are used to build new homes for Habitat for Humanity, or for personal use to the consumer. There is a strong link between what Home Depot sells and what Habitat for Humanity uses during their projects (Grau & Flose, 2007).

Similarly, Yoplait partners with Susan G. Komen Breast Cancer Research Foundation because these organizations share the same female target audience. Yoplait consumers are predisposed to Susan G. Komen’s cause and are more likely to purchase their yogurt products to support Susan G. Komen. In addition, those who have a strong connection to Susan G. Komen

are probably already Yoplait users or are more likely to purchase Yoplait in support of Susan G. Komen. Even though the company and non-profit do not share a link in consumer goods and cause, like Home Depot and Habitat for Humanity, the link between Yoplait and Susan G. Komen is just as beneficial when it comes to CRMs (Grau & Flose, 2007).

Home Depot and Yoplait partnered with non-profits because the cause is relevant to the consumer and related to the company. The more involved the individual is, the better the outcome for the non-profit and the company partner. Partnering with a company whose products and consumer base is relevant to the target market of Miracle League should lead to a higher return of volunteers and donors. Creating a CRM partnership exposes Miracle League up to a large audience that is predisposed to find Miracle League personally relevant (Grau & Flose, 2007).

Creative Strategy

Cognitive Objective

A cognitive or awareness objective promotes a new level of understanding by making the targeted consumer aware of important information about the sponsor. A cognitive objective outlines what a consumer should learn as a result of exposure to a public service announcement. The goal of a cognitive objective is to have the target market to process the message or service presented to them (Cain, 2009).

There is one cognitive objective for the social marketing plan because Miracle League wants to focus on educating parents about its NWA league. The cognitive objective is to make 30 percent (or between 474 and 654) parents of disabled children in NWA aware that Miracle League provides a fun and safe baseball league that will accommodate all their children's physical and mental disabilities from January 2016 to August 2016.

Making more parents aware of Miracle League in NWA will help grow the league's brand in the area. By growing the league's brand, more NWA parents will know about Miracle League and the benefits for their disabled child, recruiting more players to the league. In addition, more volunteers and sponsors will learn about Miracle League through these recruiting efforts, which will help facilitate the influx of new players.

All the objectives seek to build Miracle League's brand, sponsorships, player and volunteer participation. The goal is to grow Miracle League in every way throughout the campaign, acquiring new players, volunteers and funding.

Conative Objectives

A conative or behavior objective promotes a change in behavior among the target market. The goal of a conative objective is to induce a behavioral change that makes the target audience respond in a desired way (Cain, 2009). There are six conative objectives for the social marketing plan. There are two conative objectives that promote player participation, two objectives that promote volunteer participation, and two objectives that promote registration fee donations.

The six conative objectives are:

To increase player participation by 10 percent (or recruit 12 additional players) in NWA for the spring 2016 season.

To increase player participation by three percent (or recruit 15 additional players) in Little Rock for the spring 2016 season.

To increase volunteer participation by 33 percent (or recruit 24 additional volunteers) in NWA for the spring 2016 season.

To increase volunteer participation by 10 percent (or recruit 30 additional volunteers) in Little Rock for the spring 2016 season

To have 30 percent (or 36 of 120) of NWA player league fees sponsored by individual donors for the spring 2016 season.

To have seven percent (or 35 of 500) of Little Rock player league fees sponsored by individual donors for the spring 2016 season.

The conative objectives are appropriate because the goals are to increase volunteer, player, and donor participation in NWA and Little Rock. In addition, the objective to find sponsors for players in NWA is important because only 20 of the 120 players that played in NWA during the fall 2015 season could afford the registration fee. Player sponsorships in NWA and Little Rock will free up funds to pay for field maintenance, advertising or other needs.

Positioning Statement and Slogan

For parents of disabled, aspiring baseball players, and enthusiastic volunteers, Miracle League of Arkansas assists and supports children who are unable to play on traditional little league teams. Only Miracle League provides a fun, safe, and confidence building experience that sets every child up for success on and off the field.

The public service announcement (PSA) will feature the slogan “A league made for me!” so parents perceive Miracle League as a friendly, inclusive organization that can accommodate their child’s specific needs. Miracle League is here to provide assistance to every player and their specific diagnosis in order to make their playing experience a positive one.

The headline, “A league designed specifically for children with different abilities,” informs parents and volunteers that Miracle League is designed for children that cannot participate in traditional baseball leagues. The PSA features a visual of a volunteer next to an enthusiastic “differently abled” child wearing a baseball glove. Underneath the visual, the PSA explains what Miracle League is, how players are accommodated and benefit from the league,

prompts parents to sign their child up to play and volunteers to participate, and includes Miracle League's contact information.

The headline "A league designed specifically for children with different abilities," was developed after initial conversation with McCall. McCall expressed a strong dislike for the words handicapped and disabled and stressed the fact that Miracle League does not want to make disabled individuals feel alienated from their able-bodied peers. In addition, the slogan "A league made for me!" conveys how Miracle League accommodates any individual's disability and makes all players feel welcomed. Miracle League provides a fun, accommodating, friendly, and personalized experience for every player (P. McCall, personal communication, November 11, 2014).

The message is effective because it reflect Miracle League's attitudes and values and is well received by parents and volunteers that were surveyed. The PSA's headline and copy received only positive remarks such as "I agree with the textual message" and "The message is flowery but effective in conveying the message that everyone is welcome" (see Table 20a, Table 20b, Table 20c, Table 21a, Table 21b, Table 22a, Table 22b, and Table 23b).

While created for mass appeal, the main focus of the PSA is reaching out to new players' parents and new volunteers. The PSA informs potential players' parents and volunteers that Miracle League provides the proper safety and assistance to help disabled children play baseball in a league created just for them. Miracle League welcomes and accommodates children that come to play, regardless of their diagnosis or disability.

Theoretical Analysis

The Elaboration Likelihood Model (ELM) of persuasion was used to design the PSA. The ELM is a dual-process theory of persuasion that explains how attitudes are formed, changed and

shaped through exposure (Petty & Cacioppo, 1986). The theory postulates that messages are received through two different routes of processing in the mind, the central route or the peripheral route. Depending on the individual's involvement, ability, and motivation, a single variable can either increase or decrease persuasion (Weber, Westcott-Baker, & Anderson, 2013; Lord, Lee, & Sauer, 1995). A person's motivation can be influenced by different variables including personal relevance of the message, personal level of enjoyment when thinking about the message, and the responsibility of processing the information to relay later to others.

A person's ability refers to the individual having the resources and skills to understand the messages being presented. Ability can be affected by time spent with the message, intellectual capacity, level of distraction while consuming the message, if the message is consistent with previous knowledge or skill set, and the amount of message repetition. When motivation and ability are high, people are more inclined to elaborate the message through the central route. When the opposite is true and motivation and ability are low, individuals are more likely to elaborate through the peripheral route (Rucker & Petty, 2006).

When an individual is motivated and able to think through the message being presented, they are probably using the central route of persuasion. The central route involves effort in the evaluation of the arguments presented and different variables like personal reasons, messages, or contextual factors can affect the persuasion by increasing central processing (Weber et al., 2013). When the individual specifically focuses on the message's arguments and its strength, they are more likely to experience thoughts and attitude change in the advocated direction of the message. With less compelling messages, the audience is more likely to experience unfavorable thoughts with no attitude change. Testing the message before it is finalized is crucial so feedback is received on whether the message is generating a favorable or unfavorable response.

In addition, one's pre-existing attitudes and emotions are other factors that can affect how the message is perceived. Individuals are more likely to view messages favorably if they are in a good mood and their pre-existing thoughts are similar to the message being transmitted. Just because someone is processing the information through the central route does not mean they do not consider the arguments against the message (Rucker & Petty, 2006).

When individuals lack the motivation or ability to consider everything being presented in a message, they experience elaboration through the peripheral route of persuasion. The peripheral route involves the formation of mental shortcuts that help disseminate the message's cues quickly into meaning. When elaborating through the peripheral route, very little consideration is given to the information contained in the message, more consideration is given to other cues. For example, instead of gauging the strength of the message presented, the reader might gauge the strength of the arguments by who is presenting the message. The reader might think the message is more favorable if a celebrity they like is presenting the message. Other simple cues that could give the audience more positive opinions are if a perceived expert is presenting the message or how many arguments are being made in the message. Typically, the more arguments presented, the stronger the message is perceived. In addition, an individual might judge the strength of a message through the peripheral route by gauging the reaction of others that are exposed to the message. If their friends like the message, the individual might like the message more. The strength of the message does not create a major impact on the individual via the peripheral route, but can lead to a change in attitude and behavior for a short period of time (Rucker & Petty, 2006).

Six steps are used to apply the ELM in practice: (1) consider the audience's elaboration level, (2) design and evaluate message characteristics, (3) develop message objectives, (4)

evaluate how the audience elaborates the message, (5) evaluate how the message's characteristics and objectives work together, (6) test the message for effectiveness and evaluate the message effectiveness (Rucker & Petty, 2006). See Table 24 for the complete breakdown of central and peripheral cues in the PSA.

(1) Consider the audience's elaboration level. This step examines if the audience is more likely to process the information through the central route or peripheral route (Rucker & Petty, 2006). Research shows that individuals are typically highly involved when reading PSAs, so promoting attitude formation through the central route is key to developing enduring attitudes and behavior (Petty, Barden, & Wheeler, 2009).

The target market is high in motivation because the PSA is personally relevant to the target market of parents of disabled children and volunteers (see Table 25). The PSA features a disabled child playing baseball with key headlines, slogan, and information to attract the attention of the target market. Parents recognize that the PSA contains information that is directly beneficial to their child, thus having a higher motivation to process the message.

The PSA is attractive to potential volunteers because it is relevant to the teenage target market. Teenagers are likely to process the PSA under high involvement because the message shows a teenage buddy and invites enthusiastic volunteers to participate. In addition, teenagers cite working with children in sports leagues as one of their favorite volunteer activities, which is depicted in the image ("Do Something," 2013). Since the message is more relevant to the target market, involvement is high and individuals are more likely to use more cognitive effort to process the messages in the PSA (Rucker & Petty, 2006).

(2) Design and evaluate message characteristics. This step examines what the best options are for developing a message that can be understood by the audience's perceived

elaboration level. It is safe to assume that not every individual in our target market will scrutinize the message presented under the central route thoroughly. The PSA for Miracle League includes elements that appeal mainly to those having high involvement (central route), such as the specific details about the league and how to participate. However, there are visual cues including a picture of a player and volunteer playing baseball to attract individuals who process the information with low involvement, or the peripheral route (Rucker & Petty, 2006).

The PSA will include substantive arguments that withstand intense scrutiny and components that can serve as simple cues (Rucker, & Petty, 2006). For individuals that process the PSA through the central route, the PSA features a detailed copy filled with information about Miracle League's purpose, examples of disabilities Miracle League can accommodate, the benefits disabled individuals receive by playing in the league, and how to contact Miracle League through their website. The PSA's copy is designed to create favorable opinion among individuals that are highly involved and scrutinize the message more deeply than those using the peripheral route of elaboration. Since the audience is more likely to process the finer points of the message, the PSA is designed effectively appeal to those that cognitively elaborate the message (Johar & Sirgy, 1991).

Simple cues are included in the PSA to appeal to individuals that operate under low involvement and elaborate the message through the peripheral route. Well thought-out simple cues are prudent to the success of the PSA for those that do not have the motivation or ability to scrutinize the message. Individuals rely on simple cues to form an attitude about what is being advertised. The simple cues used in this PSA include: a picture of player with his volunteer, the large header Miracle League, and the line "Sign Up to Play or Volunteer by January 9th!" (Johar & Sirgy, 1991).

The picture is appropriate because it shows the reader that the league is a buddy-system baseball league. In addition, Miracle League uses this same picture on their website and for “the book” that they distribute to companies and individuals. The picture creates stronger branding by using the same image in various messages and allows individuals to associate this picture with Miracle League, similar to how Kansas Special Olympics tailored their messaging efforts during their campaign (Hartsook, 1998). The headline above the picture appears in the largest font in the PSA so individuals who do not have the motivation or ability to elaborate the message through the central route will immediately know the organization and purpose of the PSA. The headline and primary visual communicate quickly that Miracle League is a buddy-system baseball league. Under the picture, there is a call to action to contact Miracle League to sign up the reader’s child to play or to volunteer by a certain date.

Individually, the simple cues communicate what Miracle League is quickly. However, the simple cues combined give a very powerful message that Miracle League is a buddy-system baseball league that you can sign your child up to play or volunteer (Johar & Sirgy, 1991).

(3) Message objectives. This step involves clarifying whether the goal of the PSA is to produce enduring or immediate attitude change. The ELM specifies that attitude change is influenced by the way individuals process the message through the central or peripheral route. High levels of elaboration are associated with high levels of attitude change. Given that the PSA is more likely to be evaluated through the central route, attitudes are more likely to persist over time, be more resistant of attempts to change, and newly formed attitudes are more likely to influence other behaviors and decisions. If persuasion through the central route is unattainable due to low motivation or ability, processing the message through the peripheral route will be the best option and will produce short-term, immediate attitude change (Rucker & Petty, 2006).

The goal of this PSA is to create positive enduring attitude change. Therefore the PSA targets individuals that are more likely to process the information through the central route. The target market is more likely to process PSAs through the central route because the PSA is relevant to them (see Table 25). While producing short-term change through the peripheral route will encourage parents to enroll their children to play and teens to volunteer, the main goal of the PSA is to create enduring positive change.

(4) Evaluate fit between audience elaboration, message characteristics, and message objectives. This step examines if there is a fit between the elaboration level of the audience (step 1), the information in the message (step 2), and if it created the attitude desired (step 3). There has to be a congruency between the elaboration level of the audience and whether the message was designed to match that level. A message consisting of information and arguments is more likely to be effective under high elaboration, which is the elaboration level of the target market for Miracle League (Rucker & Petty, 2006).

In order to assess the fit between audience elaboration level, message characteristics, and message objectives, a pre-test survey was administered to a group of current Miracle League volunteers and Miracle League parents of players. The survey included questions regarding respondents' specific thoughts, feelings and reactions to the PSA. After the survey was completed, the PSA was reevaluated to see if any changes were necessary. The survey is extremely important for the success of the campaign and to ensure that the PSA creates the desired attitude change and responses among the target audience.

(5) Test message effectiveness. This step examines if the message is more effective under low or high levels of elaboration. It is important to determine whether the PSA aided in developing persistent, resistant, and predictive attitudes. Understanding why the audience feels a

certain way about the PSA is crucial in knowing how to tailor the message to effect attitude change. If the audience has positive message-related thoughts and predictive attitudes, attitude change most likely occurred through careful scrutiny under the central route, and will produce long-term attitude change. If the audience has positive thoughts about the PSA, but not about the copy and arguments presented, attitude change most likely occurred from cues through the peripheral route (Rucker & Petty, 2006).

To test message effectiveness, the survey included open-ended questions where participants could vocalize their specific thoughts and reactions to the PSA. Example open-ended survey questions asked participants what their favorite and least favorite parts of the PSA were. If the respondent commented more on the visuals and peripheral cues, they most likely processed the message through the peripheral route. However, if the participants are scrutinizing the message and have positive, enduring responses to the PSA, they are elaborating through the central route.

(6) Evaluate message effectiveness. This step examines if the message from the PSA had the intended effects. Questions used to evaluate message effectiveness are: Did the individual attend to and process the arguments? Did the individual rely on cues? Were the resulting attitudes held with certainty? (Rucker & Petty, 2006). Evaluating message effectiveness is crucial in determining the overall strength of the campaign. To test its effectiveness, the survey asked specific questions about the audience's attitude toward the PSA before its release.

Survey to Test Effectiveness

To test the effectiveness of the PSA before it was released, an online survey was distributed to parents of Miracle League players and to Miracle League volunteers. Participants' responses were recorded and organized electronically using the survey software, Qualtrics. The

survey was distributed via email to the 55 subjects Miracle League provided e-mail addresses for. The survey protected respondents' anonymity by not asking for their name on the survey, just the survey consent form.

There were two questionnaires distributed, one for the 30 parents of Miracle League Players and one for the 25 volunteers of Miracle League. Participants completed the survey that was reflective of their relationship with Miracle League. Each survey consisted of an introduction, consent, and question portion. The questions were a combination of open-ended and close-ended questions. The survey was carefully screened to ensure that questions are clear, not double-barreled questions, leading, or double-blind questions with mutually exclusive answers. The questionnaire was kept as short as possible in order to keep participants engaged and avoid subject fatigue, but long enough to gather enough data to learn about subjects' attitudes towards Miracle League and the PSA. The suggested maximum time limit for online surveys is 20 minutes, which is the time estimated to complete this survey (Wimmer & Dominick, 2011).

The survey tested for the personal relevance of Miracle League and the PSA, and the route of elaboration for parents and volunteers. Personal relevance is defined as the level of perceived personal importance and/or interest evoked by a stimulus within a specific situation, and is based on inherent needs, values, and interests (Antil, 1984; Zaichkowsky, 1985). An individual's personal relevance can be reflective of their past experience or from their own sense of self (Grau & Flose, 2007). For example, if an individual knows someone personally who plays in Miracle League or someone that would qualify to play in Miracle League, they will feel a greater desire to volunteer or participate in Miracle League. If an individual identifies himself or herself as one that helps children or the disabled, he or she will feel a greater drive to volunteer

with Miracle League. Individuals are more likely to participate in volunteer activities and cause-related marketing campaigns if the cause is more important to them (Grau & Flose, 2007).

The survey tested personal relevance of the PSA and Miracle League by asking parents and volunteers questions regarding their personal relevance. Parents were asked specific questions about their child's demographics. For example, their child's age and disabilities (see Table 26 and Table 7). The survey asked for the reasons parents chose to sign their child up for the league and their primary reason for having their child participate (Table 27, Table 12). These questions were asked to see if the parents were personally involved in someone's life that qualified to play in an assisted sports league and had a reason to identify with the league. In addition, parents were asked about their satisfaction with Miracle League and their likelihood of recommending Miracle League because those who like an organization are more likely to participate in an organization (see Table 10a and Table 11a; Grau & Flose, 2007).

Volunteers were asked their motivations for volunteering and their primary motivation to volunteer in order to gauge what their personal relevance to Miracle League is and what their own sense of self is (see Table 28 and Table 15; Antil, 1984; Zaichkowsky, 1985). Individuals that have a personal connection with Miracle League, whether through family connections or other, are more likely to volunteer for a cause they feel close to (Grau & Flose, 2007). In addition, volunteers who identify the desire to give back to the community or fulfill a moral responsibility are more likely to give back to Miracle League (Zaichkowsky, 1985). Volunteers were asked what other type of organizations they had volunteered with and if they had volunteered with disabled children before to test for relevance (see Table 18 and Table 16) (Antil, 1984). Individuals who have volunteered with disabled children before might feel the desire to volunteer more with disabled children in leagues like Miracle League.

Research shows that higher levels of involvement produce more enduring attitudes and behaviors (Petty & Cacioppo, 1979). The goal of the PSA is to create long-term, positive, and enduring behavior change through the central route, and if volunteers and parents feel that Miracle League is personally relevant to them, these changes are more likely to occur (Rucker & Petty, 2006). In order to more deeply gauge if the PSA was processed through the central route, the survey asked if parents and volunteers considered the organization more appealing after reading the PSA because individuals are more likely to participate in nonprofits and cause-related marketing campaigns if they find the organization appealing (see Table 29a) (Grau & Flose, 2007). The survey also included open-ended response questions that asked what respondents' least favorite part of the PSA was and their favorite part of the PSA, to see if more responses commented on the content of the PSA or the simple cues in order to assess their elaboration level (see Table 21a, Table 21b, Table 30a, Table 30b, Table 22a, and Table 22b).

Those who commented on simple cues most likely processed the survey through the peripheral route, while those that commented on the content most likely processed the PSA through the central route. The survey asked parents and volunteers if the PSA created a more positive opinion about Miracle League and if they had positive feelings towards the PSA in order to test if the PSA created positive and enduring attitudes towards Miracle League (see Table 31 and Table 20a). In addition the survey asked if the PSA was personally relevant to the respondents because individuals who feel that the campaign is personally relevant to them are more likely to participate or volunteer (see Table 24) (Grau & Flose, 2007).

Conducting an online survey was appropriate because a large amount of data can be collected with ease and not confined to one geographic, researchers can examine many different variables (demographics, lifestyle, attitude, motives and others), the cost of surveys is a cheaper

alternative to other research methods, and survey results can be analyzed using a variety of different statistical equations (refer to Appendix G for surveys; Wimmer & Dominick, 2011).

Miracle League approved a partial use of their email list for surveying purposes. While a larger sample would have been ideal, the Miracle League board only approved a maximum number of 55 individuals for the survey. Miracle League was not swayed by conversations to open the research up to their entire email list. Miracle League has future intentions to conduct research using their email list, but would not allow full access for this study.

The online survey was distributed via email to 55 volunteers and parents of players in the NWA and Little Rock leagues. Thirty surveys were distributed to parents of players and 25 surveys were distributed to volunteers. Of the 55 surveys distributed, 49 respondents (or 89 percent) started the survey and 34 respondents (or 69 percent) completed the survey. Twenty-four of the completed surveys were from parents of Miracle League players and 13 completed surveys were from Miracle League volunteer respondents.

Significant Survey Results

When asked if the respondent considers the PSA to be appealing, 36 percent strongly agreed, 36 percent agreed, 24 percent were neutral, and three percent disagreed (see Table 32a). When asked if the respondent considers the organization advertised in the PSA to be appealing, 70 percent strongly agreed, 21 percent agreed, six percent were neutral, and three percent disagreed (see Table 33a). Forty-five percent of parent respondents strongly agreed that the PSA is effective in appealing to parents of potential Miracle League players, 30 percent agreed, 15 percent were neutral, and 10 percent disagreed (see Table 23a). Fifty-four percent of volunteers strongly agreed that the PSA is effective in appealing to potential Miracle League volunteers, 38 percent agree, and eight percent were neutral (see Table 23a).

When asked if the respondent has a more positive opinion about Miracle League after reading the PSA, 46 percent strongly agreed, 30 percent agreed, 18 percent were neutral, and six percent disagreed (see Table 31). When asked how useful the PSA is in terms of giving information about Miracle League’s purpose, 58 percent of respondents said extremely useful, 27 percent said somewhat useful, and 15 percent said they were neutral (see Table 34). When the respondents were asked how the PSA makes them feel, 39 percent said extremely good, 49 percent said good, and 15 percent said neutral (see Table 20a).

Recommendations

PSA Layout

The open- and closed-ended questions about the original PSA were analyzed to determine whether any changes were needed. The PSA was revised after the initial survey to better reflect the changes respondents wrote in the open-ended sections of the survey. Thirteen of the 20 open-ended responses from the parents’ survey had something negative to say about the original PSA picture showing Miracle League volunteers dressed as cartoon characters. When asked “what is your least favorite part about the PSA?,” 13 indicated the original picture, with typical responses such as: “people dressed up. It is not a circus,” “the creepy looking cartoon characters,” and “The picture. I have yet to see people dressed up except one” (see Table 29a). Twelve of the 20 open-ended responses from the parents’ survey had something positive to say about the copy of the PSA when asked, “what is your favorite part about the PSA?” Representative comments included: “I like the focus on play and participation conveyed in the message,” “It’s light, informative. Not too info heavy to absorb but still informative,” and “The laid back way it invited you to be part of the program” (see Table 21a).

After considering the open-ended responses from the survey of the parents of players, the PSA was changed to reflect their responses. The original picture of a player being helped by cartoon characters was changed to a picture of a volunteer and his player ready to play baseball. This picture is more appropriate to use because it does not have cartoon characters or make Miracle League look like a “circus.” The goal of the campaign is to create enduring and long-term attitude changes, and so the picture had to be revised to something that reflects the true nature of Miracle League. It is the same picture used in other Miracle League promotions, supporting a consistent brand image and message across platforms (Hartsook, 1998).

The revised PSA also includes Miracle League’s Facebook links, Twitter handle, and field addresses. Instead of having one PSA for Little Rock and NWA, PSAs were created for each area. There is one PSA for Little Rock with the Little Rock field address and the Little Rock Facebook page link, and one PSA for NWA with the NWA field address and the NWA Facebook page link. The PSA was revised to include the field address because there was a comment in the open-ended responses pointing out that field locations were absent (see Table 29b).

The social media handles were added because most respondents did not follow Miracle League on Twitter or know that they had a Twitter account. The call to action line “Contact Miracle League to sign your child up to play!” was changed to “Sign-up to play or volunteer by January 9th!” in order to appeal to not just players, but to volunteers as well. The new call to action line gives additional information on a deadline to sign-up by. No other changes were made because the original PSA was perceived favorably in all areas except for the picture (refer to Appendix H for the new PSA layouts).

Social Media Recommendations

It is essential for Miracle League to use social media more effectively to increase the number of players, volunteers, and donors. A strong social media plan will increase social media interaction with parents of players, volunteers, and donors, and raise the overall awareness of the league. As of March 1, 2015, the Miracle League Facebook page had 1,656 page likes, the Miracle League NWA Facebook page had 504 likes, and the Twitter account had 377 followers. Via the survey, 85 percent of respondents follow Miracle League on Facebook and only 24 percent follow Miracle League on Twitter (see Table 34 & Table 35). Seventeen respondents said they personally did not use Twitter and three respondents said they did not know Miracle League had a Twitter account (see Table 35).

Continue posting messages and tweets using the Miracle League social media accounts, especially on Facebook. Create hashtags for Facebook and Twitter to identify Arkansas Miracle League posts, such as #MLofAR or #MLforMe. Hashtags make it easy to create online conversations and allow families and volunteers to search for Miracle League of Arkansas messages (Twitter, Inc., 2014). Post reminders for game times and events, pictures from Miracle League games, links to the Miracle League website, and links to online forms to volunteer or register a child to play with the hashtag #MLofAR to indicate that the post is from the Miracle League offices. Encourage the use of the hashtag #MLforME for participants to post about Miracle League. Use Twitter as an interactive tool to connect families and volunteers to those running the organization. Respond to those who tweet using the hashtags (#MLofAR or #MLforME) to create a rich, successful online community.

In addition, retweet or repost news articles or media stories written about Miracle League on Miracle League's social media accounts. Responding to tweets was identified as a

characteristic teens liked in their favorite brands (“Category Overview: Teens,” 2012). Some example tweets and Facebook posts are as follows:

- “Visit MiracleLeagueAR.com to sign up your player or to volunteer today for the spring season! We can’t wait to see everyone for another great season! #MLofAR” This can be tweeted or posted on Facebook before season to remind families and volunteers to sign up for Miracle League.
- Miracle League can notify families and volunteers when there is a schedule change in the games by tweeting or posting “Games are cancelled in Little Rock for Sat. March 7th due to rain and cool temperatures. See everyone next week! #MLofAR”
- “Saturday NWA Game Lineup Field 1: 9am Royals v Cards; 10am Braves v Mets; 11am Angels v Dodgers #MLofAR”
- “#MLofAR is always here to answer any questions or concerns! Feel free to contact us at any time at <http://miracleleaguear.com/>”
- “Don’t forget THIS SATURDAY is our NWA Driving Dickson event at 7:00 pm. All proceeds benefit Miracle League. Register online at <http://miracleleaguear.com/northwest-arkansas/> #MLofAR”
- “Don’t have time to volunteer or make it out to the field this season? But want to still help out? Sponsor a child to play today for only \$25! Donate online at <http://miracleleaguear.com/>”
- “Don’t forget to enter the picture contest on Facebook and Twitter for your chance to win a Miracle League shirt! Post a picture out at the fields with a fun caption to be entered and use the hashtag #MLforME!”

Facebook and Twitter are a cost-free way for non-profits to reach their target market. Thirty percent of survey respondents cite the internet as their primary news source and 18 percent cite Facebook as their primary news source (see Table 13).

The best times to post a tweet on Twitter are Mondays and Thursdays, from 1 p.m. to 3p.m.; the best times to post on Facebook are Mondays and Thursdays from 1 p.m. to 4 p.m. when there is a higher average of click-throughs on the site. Use Tweriod at tweriod.com to analyze other Miracle Leagues' usage and tweets, as well as Miracle League of Arkansas' followers' tweets in order to find the best time to reach the target audience (Tweriod, 2014).

In order to boost social media followers on Facebook and Twitter host a variety of social media contests for prizes. Host a monthly photo contest by instructing volunteers to post a photo and caption of them volunteering at the Miracle League fields. In order for an entry to be complete, photo contest participants have to follow Miracle League on both Facebook and Twitter and include the hashtag #MLforME. Before the last game of the month McCall will pick her favorite photo for Little Rock and NWA and announce the winner on Facebook and Twitter. The winner will receive a prize Miracle League t-shirt or another small prize deemed appropriate by Miracle League at the last game of the month.

Creating a social media contest makes current volunteers aware of Miracle League's social media pages, gives volunteers a reason to interact with Miracle League online, and creates more online impressions for Miracle League by volunteers posting on their personal social media pages about Miracle League. If Miracle League creates a strong community on their social media pages, and combines teenagers' use of social media with their personal pictures of spending time with family and friends volunteering at social media, Miracle League's brand will be shared more with new teenagers online. The online posts should raise awareness of the league

and recruit new potential volunteers, fulfilling the objectives of the campaign. Miracle League needs to associate fun, family and friend time with Miracle League online amongst the teenage community in order to recruit more volunteers within the demographic.

Additional Recommendations

Send email updates and game information the week of games to volunteers and parents of players. Send out game reminders, sign-up reminders, and any other information through email to ensure volunteers and parents of players receive the information in a timely fashion. E-mail service will directly connect volunteers and parents of player with Miracle League, and create a platform for volunteers and parents to contact Miracle League directly.

In addition, the teenage target market correspondents daily via text messaging. Create an opt-out texting service using the service One Call Now from the cell phone numbers provided on registration forms. One Call Now will allow Miracle League to send updates, reminders, and other important information via text to volunteers and parents. The service will allow those who do not wish to continue receiving text reminders to opt-out by texting the word “STOP” to 22330 and opt back in by texting “ALERT” to 22330 (“One Call Now,” 2015).

E-mail and text reminders are appropriate because 48 percent of survey respondents said they would like to receive updates through email and 27 percent of survey respondents said they would like to receive updates through text message (see Table 36). In addition, the teenage target market communicates through text messaging daily, and by implementing a text service, Miracle League will be able to communicate with teenagers on their preferred communication platform (“Pew Research Internet Project,” 2013).

Reach out to the Elizabeth Richardson Center (ERC) in NWA by contacting Executive Director, John Buck. Invite the ERC to create their own team with volunteers and players. The

ERC is the most comprehensive provider of disability services in NWA, and services individuals from infant to adult. The ERC has nine service locations in NWA comprised of two adult day programs, two adult residential programs, and five child development centers (“Elizabeth Richardson Center,” 2011). Reaching out to the ERC will give Miracle League exposure to the largest special needs provider in NWA, the people they service, and their families.

The ERC participates in Special Olympics Track and Field each spring, which is mainly comprised of individual events (“Elizabeth Richardson Center,” 2011). Introducing Miracle League to the ERC, and the people they serve, will give special need children and adults an opportunity to play on a team and learn more team oriented skills. The ERC could provide their own volunteer caretakers for their players or Miracle League could partner each player with a volunteer. Miracle League benefits from including an ERC team because they will receive more exposure, more players and more volunteers with experience working with the disabled (refer to Appendix I for Contact List).

Miracle League can deliver, via email, mail, or in-person, sign-up and registration forms to John Buck to distribute to parents and caretakers of ERC clients. Parents or caretakers can either return the registration form to Buck, or directly to Miracle League in NWA. In addition, Buck can distribute volunteer registration forms to ERC employees. On the registration form ERC players and volunteers can indicate what group they are a part of, and players and volunteers can sign up to partner with each other (refer to Appendix J for example Registration and Release form).

By helping the ERC facilitate their own teams, Miracle League stands to benefit by achieving at least two of the campaign’s conative objectives: (1) to increase player participation by 10 percent (or recruit 12 additional players) in NWA and to increase volunteer participation

by 33 percent (or recruit 24 additional volunteers) in NWA for the spring 2016 season. If the ERC created two teams, with 12 players each, the objective to recruit 12 new players would be surpassed and doubled. In addition, if each player had one volunteer from the ERC work with them during the game, the objective to recruit 24 additional volunteers would be met. ERC benefits because their players will have a venue to learn team-oriented goals, participate in physical activity in a safe and controlled environment, and raise awareness of their services to parents of disabled individuals that participate in the league.

In addition, reach out to the Northwest Arkansas Center for Autism & Developmental Disabilities (NACADD). The NACADD offers therapeutic programs, educational programs, and family support for children with autism. Use the same techniques recommended for partnering with the ERC by providing registration forms and PSAs for NACADD to distribute to parents of disabled children and volunteers that work at the center. Miracle League can reach the target market of parents of players ages 10 through 14, and hopefully sign up more players at various ages and fulfill the objective to have more players and volunteers in NWA (Refer to Appendix I for Contact List; “Northwest Arkansas Center for Autism,” 2014).

An open-ended response from the survey suggested having volunteers form teams together so that volunteers can play together (see Table 37). By having the ERC and the NACADD form their own teams, the players will be familiar with the volunteers and visa-versa. In addition, players will be able to play with their friends from their organization and volunteers will be able to volunteer with their friends from their organization.

To create awareness among potential parents and volunteers, create yard signs and car decals for players. Promote the purchase of yard signs and car decals as a way to raise money for player scholarships, charging \$5 for a car decal, \$9 for a yard sign, or \$12 for both. Yard signs

and car decals serve as free advertising for the league when on display, encouraging others to ask participants and volunteers about the league. Yard signs and car decals will help raise awareness for the league around the community and create brand recognition. The more yard signs and car decals purchased and used, the more new people will be reached, and the more money will be raised.

Yard signs and decals are used for high school and middle school sports and community leagues not affiliated with schools, making players feel similar to other youth who participate in sports. Yard signs and decals let others know that there is a sports league associated with Miracle League. Yard signs and decals help legitimize and give Miracle League players a sense of belonging that is similar to other leagues designed for the able-bodied, which is important for some disabled children (Buckley, 2007).

By raising awareness through yard signs and decals, and appealing to potential players and parents, Miracle League will raise awareness to parents of disabled children in NWA and Little Rock, and recruit more players and volunteers in NWA and Little Rock, which will help fulfill the objectives to recruit more players and volunteers in NWA and Little Rock. Yard signs and car decals are cheap to purchase in bulk and have positive benefits for Miracle League and their players (refer to Appendix K for yard sign examples and Appendix L for decal example).

Creating yard signs and car decals are appropriate because it is a way of advertising Miracle League has not yet explored. Miracle League reports depending on word-of-mouth and the internet to attract new players and volunteers (P. McCall, personal communication, November 11, 2014). Using the internet has proven to be successful for Miracle League's advertising with 42 percent of survey respondents seeing advertisements for Miracle League on Facebook and/or the internet (see Table 28b). However, depending solely on the internet and

Facebook for outreach can exclude many individuals that are not heavy internet or Facebook users from learning about Miracle League. Yard signs and car decals are a new innovative way to raise brand recognition within the community that is not depended on internet access.

Introduce player sponsorships to reduce the number of player sponsorships Miracle League pays for and to make the community more aware of Miracle League. Individuals, families, or organizations can pay to sponsor one or more players each season. The sponsorship would include paying for the player's \$25 registration fee. In return, Miracle League can send weekly updates to the sponsor about the player's enjoyment during that week's game and when the next game is. Sponsors will also benefit because their money could be tax deductible and give them the feeling of giving back to the community, which benefits individuals mentally and physically (Saisan et al., 2014).

Miracle League can also offer sponsorship of a player for \$25 for registration or \$40 for registration, a decal, and a yard sign. Extra money from the sponsorships could go towards miscellaneous expenses or covering other player sponsorships. These sponsorships would cut costs for Miracle League while enabling more children to participate in the league and giving the sponsor a sense of purpose and feeling of making a difference. Miracle League could even offer sponsorships for an entire team, allowing businesses to purchase jerseys with the business's name on the back, yard signs, and car decals for all team members, for a donation to cover all expenses.

Sponsors will be recruited via social media, flyers, registration forms, and personal meetings between larger potential sponsors and Miracle League volunteers. Miracle League will post on social media links to their website where individuals can sign up to sponsor a player or businesses can sign up to sponsor a team. Miracle League will distribute flyers to community

groups, church organizations, colleges and other area service groups inviting members to sponsor players.

In addition, on the registration forms that are used to sign players and volunteers up, include a player sponsorship donation line where individuals can sponsor a player and information where to send money or a check. Include a donation line for businesses' as well. The registration form will invite current volunteers to give a donation, parents of players to sponsor other disabled children, and individuals that do not have time to volunteer but would still like to give to the league.

When Miracle League meets with area corporations, like Walmart, Tyson, JB Hunt, P&G, and Dillard's in the NWA and Little Rock areas, include sponsorship options and forms in "the book" that is distributed. Encourage large corporations to sponsor full teams or give in-kind donations that will go towards field maintenance or other expenses. Miracle League should talk in length about the benefits a team sponsorship would have for the players, league, and the corporation donating. Players benefit because the burden of registration payment is lifted from families that cannot pay to have their children in the league. The league benefits because more children can play and the extra money saved from sponsorships can go towards field maintenance and other events. Corporations that donate benefit because they can apply for tax breaks and benefit from the feeling of giving back to the community (Sasian et al., 2014).

Player and team sponsorships are appropriate because they will be beneficial to Miracle League, the players, and the sponsors. Sponsorships will allow individuals and companies to give back to the community in a financial way if they cannot dedicate their time to give back. Forty-six percent of volunteer respondents cited their desire to give back to the community as their primary reason for volunteering, and 23 percent cited to help others as their primary reason

(see Table 15). Sponsorships introduce a new way to fulfill these desires without ever stepping on the field. While Miracle League desires to have as many volunteers as possible, Miracle League is also understanding of individual's hectic schedules that might keep them from volunteering every Saturday during the Miracle League season (P. McCall, personal communication, November 11, 2014). Sponsorships offer the perfect solution for those who still want to give back.

Contact the University of Arkansas-Fayetteville Greek Life and invite sororities and fraternities to sponsor teams, players, or volunteer for the Spring 2016 Miracle League season. Greek life at the University of Arkansas-Fayetteville is comprised of 33 chapters. Twenty-seven percent of the total student body population participates in Greek life. Reaching out to Greek life gives Miracle League a large audience to share their purpose and message, and hopefully recruit more volunteers or donors for Miracle League in order to fulfill objectives to recruit more volunteers and donors in NWA. Thirty-one percent of survey respondents were affiliated with a Greek organization (see Table 19).

Contact the Vice President of Community Service for the Panhellenic Council (female sororities) and Interfraternity Council (male fraternities), via email, and ask them to contact each chapter president. Have the chapter presidents e-mail their chapter members information about Miracle League, registration forms, PSAs, and challenge the chapter to have enough volunteers to make a team or to donate and sponsor a team. In addition, place registration forms and PSAs at their Greek life houses for easy access. Research shows that 18 through 22 year-olds are more influenced by their friends when it comes to volunteering, and creating a fun social environment for Greek life to participate in will help recruit more volunteers in NWA (refer to Appendix I for Greek life contacts).

Private school students are more likely to volunteer than public school students (“Do Something,” 2013). Contact local NWA and Little Rock private middle schools and high schools and invite students to volunteer for Miracle League. Drop off registration forms at the high schools, place advertisements in school papers or newsletters, and ask for campus leaders to promote Miracle League in their classrooms and on the schools social media pages. Invite each school to participate on a team and allow each school to have their own team. Miracle League will partner the schools with disabled players on the field. Inviting local private school students in middle school and high school will allow Miracle League to reach out to the target market of 13 through 17 year-olds and gain new volunteers for the NWA and Little Rock leagues (refer to Appendix I for Contact List).

The survey reflects a high number of individuals hearing about Miracle League through word-of-mouth (see Table 8, Table 37, and Table 38a). By dropping off registration forms and having campus leaders promote Miracle League, the hope is to create a buzz about Miracle League around the private schools. The more middle school and high school students that know about Miracle League, the more students will talk to their friends about Miracle League, and the more students will sign-up to volunteer for Miracle League. In addition, 38 percent of volunteer respondents cited that they are motivated to volunteer because their friends volunteer (see Table 27). Inviting students from private schools to volunteer will hopefully lead to students talking about Miracle League among friends and friend groups volunteering together.

Host “Bring a Buddy” day for volunteers during the 2015 fall Miracle League season. “Bring a Buddy” day invites current volunteers to bring a friend to participate in a game. Buddies could experience Miracle League first hand and see if it is an organization they would like to volunteer for during the 2016 spring season. Miracle League should provide volunteer

sign-up sheets at the game so the buddies can sign up for the spring 2016 season before they leave.

“Bring a Buddy” day would help recruit volunteers in the NWA and Little Rock areas while creating a fun, family and friend environment that appeals to teenagers in the target market. Post “Bring a Buddy” day on social media and on the schedule. Announce “Bring a Buddy” day at the games leading up to the designated day and send out an email and text reminder the week of the game. Host a door prize raffle that volunteers who bring buddies can enter and for buddies that come to the game can enter.

Hosting “Bring a Buddy” day is appropriate because it allows potential volunteers to experience Miracle League first hand and get them “hooked.” Current volunteers made the following suggestions when asked if they had suggestions for reaching out to potential volunteers or if they had any additional comments: “I’ve gotten two other people to volunteer and I just tell them that it is about the kids and it is the most fun thing that they will ever do,” “Just getting them out to ML will be the best thing,” and “You have to see it. Then you are hooked!” (See Table 37 and Table 38b).

Hire a college assistant or intern who is studying advertising, public relations, or marketing to develop messages to reach potential volunteers. Miracle League can hire college interns for free in exchange for course credit. The intern’s responsibilities would include writing press releases for upcoming events and distributing press releases to the appropriate outlets, maintaining social media posts for McCall since she lacks the time and knowledge, entering cell phone numbers into One Call Now for text alerts, assisting in the execution of game days and events, and distributing registration forms to clubs, organizations, and Greek life. Miracle League can have one or more intern per college campus in Little Rock and Northwest Arkansas.

Recruit college assistants or interns by emailing the department heads of journalism, communication, and marketing at the University of Arkansas-Fayetteville and University of Arkansas-Little Rock with information about Miracle League, job responsibilities and contact information (Refer to Appendix I for Contact List). Recruit interns through social media posts and the campus's respective newsletter. Have potential interns email their resume and cover letter to Miracle League to be considered.

Create a high school ambassador program in NWA and Little Rock whose job is to promote Miracle League and recruit volunteers. Select two or three student ambassadors from private and public high schools who can assist in on-and-off campus volunteer recruitment. Have the ambassadors recruit volunteers at their school by passing out registration forms, passing out flyers or other promotional materials, and being available to their peers to answer questions. Miracle League ambassadors will bring registration forms to area middle schools and high schools, churches, and community centers. Ambassadors can also reach out and meet with clubs and organizations, such as the National Honor Society or the school's service learning class, in order to recruit new volunteers that are already service oriented. Ambassadors would benefit by having a leadership experience to include on their resume while receiving volunteer hours or school credit. Miracle League would benefit by free promotion and having an ambassador work among the target market of potential volunteers.

Recruit Miracle League ambassadors and interns via social media and during the fall 2015 season of Miracle League. Post about the ambassador and intern positions on Facebook and Twitter with a description of the position and how to contact Miracle League if interested. Announce the ambassador and interns positions at games in the Fall 2015 season in order to create awareness among current volunteers. In addition to volunteer hours or school credit,

Miracle League can host a scholarship fund for one ambassador or intern a year that does an exceptional job. The scholarship fund could be sponsored by Miracle League or by businesses. The scholarship fund could be \$200, or any amount, that will be awarded to the outstanding ambassador or intern of the year to go towards the individual's college or future plans.

Conclusion

In all, through conversations with Miracle League's executive director, target market research, theory research, and survey distribution, a personalized social marketing plan was developed in order to acquire new players, volunteers, and donors for the spring 2016 season. Miracle League is the only all inclusive baseball league for disabled players in NWA and Little Rock and needs help reaching potential players, volunteers, and donors. Specialized recommendations and PSAs were developed to increase Miracle League's brand recognition and acquisition methods. The hope is- if Miracle League puts into action the suggested recommendations they will achieve all conative and cognitive objectives during the spring 2016 season. The social marketing plan has high hopes in creating an environment that is mutually beneficial for Miracle League, players, parents of players, volunteers, and donors.

Tables

Table 1

Employment Status

<u>Status</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Employed full-time	11	55	7	54	55
Employed part-time	1	5	2	15	9
Temporarily unemployed	2	10	0	0	6
Full-time college student	0	0	2	15	6
Part-time college student	0	0	0	0	0
High school student	1	5	1	8	6
Retired	2	10	1	8	9
Other*	3	15	0	0	9

**Other parents responses*: full time mother/homemaker, stay at home mom, stay at home mom

Table 2

Education

<u>Level</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
8th grade or below	1	5	1	8	6
Some high school	0	0	2	15	6
High school graduate	0	0	2	15	6
Trade school	0	0	1	8	3
Some college	7	35	0	0	21
Associate's degree	2	10	0	0	6
Bachelor's degree	6	30	3	23	27
Some postgraduate	0	0	2	15	6
Graduate-school degree	4	20	2	15	18
Other (type response)	0	0	0	0	0

Table 3

Pre-Tax Household Income

<u>Income</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Under \$10,000	2	10	0	0	6
\$10,000-\$19,999	0	0	2	15	6
\$20,000-\$29,999	0	0	2	15	6
\$30,000-\$39,999	2	10	0	0	6
\$40,000-\$49,999	4	20	1	8	15
\$50,000-\$74,999	2	10	1	8	9
\$75,000-\$99,999	3	15	1	8	12
\$100,000-\$124,999	1	5	0	0	3
\$125,000-\$149,999	3	15	0	0	9
\$150,000-\$174,999	0	0	0	0	0
\$175,000-\$199,999	0	0	0	0	0
More than \$200,000	3	15	0	0	9
Prefer not to state	0	0	6	46	18

Table 4

Race

<u>Race</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
White	18	90	12	92	91
Black or African-American	1	5	1	8	6
Hispanic	0	0	0	0	0
Asian	0	0	0	0	0
American Indian and Alaskan Native	0	0	0	0	3
Prefer not to answer	1	5	0	0	0
Other	0	0	0	0	0

Table 5

Language Spoken at Home

<u>Language</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
English	19	95	11	85	91
Spanish	0	0	0	0	0
Both equally	1	5	2	15	9
Other	0	0	0	0	0

Table 6

Children Participating in Miracle League

<u>No. of Children</u>	<u>Parents</u>	<u>%</u>
1	24	100
2	0	0
3	0	0
4	0	0
5+	0	0

Table 7

<i>Child's Disability</i>		
<u>Disability</u>	<u>Frequency</u>	<u>%</u>
Autistic disorder	12	50
Attention Deficit/Hyperactivity Disorder (AD/HD)	5	21
Cerebral Palsy	4	17
Deafness/hearing loss	2	8
Down syndrome	2	8
Emotional disturbance	0	0
Epilepsy	4	17
Mental retardation	1	4
Spina Bifida	2	8
Traumatic brain injury	1	4
Visual impairments	1	4
Other (type response)*	2	8

**Other responses*: Deletion of chromosomal information, developmental delay

Table 8

<i>How Individuals Heard About Miracle League</i>					
<u>Source</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Television	2	8	3	23	10
Radio	0	0	4	31	8
Internet	1	4	4	31	10
Newspaper	0	0	2	15	4
Facebook	0	0	1	8	2
Twitter	0	0	0	0	0
Other social media	0	0	0	0	0
Word of mouth	13	54	4	31	34
A current of former player or volunteer	3	13	3	23	12
Other * ^t	5	21	5	38	20

**Parent responses*: kid source therapy, Peggy McCall, teacher at school, directly from Peggy McCall when the league was formed, church member who was coaching at the time

^t*Volunteer responses*: From the league, volunteered in another state, Was responsible for raising funds for the Rotary Club of Little Rock to construct the Miracle Field in Little Rock, Peggy regularly came into my job and just asked if I'd volunteer, I play at Junior Deputy and I always wanted to volunteer there.

Table 9

Years Participated

<u>Years</u>	<u>Parents*</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
1	3	13	1	8	11
2	4	17	4	31	22
3	4	17	3	23	19
4	5	22	1	8	17
5+	7	30	4	31	31

**Answering about their child's participation*

Table 10a

Satisfaction with Miracle League

<u>Level of Satisfaction</u>	<u>Parents</u>	<u>%</u>
Very Satisfied	17	71
Somewhat Satisfied	7	29
Neutral	0	0
Somewhat Dissatisfied	0	0
Very Dissatisfied	0	0

Table 10b

Satisfaction with Miracle League

Parent responses

- I love the field and the environment. Parents, players and volunteers are great!
 - Good communication through email and Facebook. Games are regularly scheduled and followed through.
 - Very accommodating
 - They make sure that he has everything he needs.
 - The larger bats and brightly colored balls make it much easier for her to play.
 - everyone is enthusiastic my son loves it.
 - They have been very accommodating and care about the needs of each individual.
 - They are so kind
 - she loves to play I like how everyone gets to swing till they hit. run and not get out make it all the way home and play in the field She feels like she is on a real team
 - My son is in a wheelchair and he can play ball like the rest of the kids bc the bases are built in and he doesn't have to worry about falling over them. The kids are all treated the same. Like they don't have a disability. It is wonderful to see and hear them laughing and the smiles on their faces. For example: My son gets overheated very quickly, I asked the volunteer to make sure he is constantly drinking his water. They listened and did exactly what I asked.
 - Everyone is always so nice and they go out of their way to help each child.
 - He gets to play the game but it is tailored around his physical and mental disabilities. He could not play anywhere else. The Buddy system is great.
 - Because it's a program specifically designed for children and adults with special needs. From the construction of the field itself, to the quality of the volunteers involved, to the dedication of Peggy McCall, everything is perfect to make my child's experience a wonderful thing.
 - Miracle League allows my child a form of organized play that he would not normally get in a social setting.
 - The love they show to kids with special needs
 - Miracle league coaches, staff etc make parents/players feel welcome and comfortable. The disability is not an issue like it is everywhere else we go, it's just a ball game with kids that need help and there are no expectations other than to play
 - I think the volunteers might need more training, but they really really are great
 - I think the field is great and safe for the players
 - I think the field is great
 - The atmosphere is great.
 - The Miracle League staff and volunteers always cheerful and excited about what they are doing!
 - I love my child playing in miracle league!! I put somewhat satisfied b/c I wish there was a consistent group of buddies each weekend!! Sometimes there aren't buddies that are old enough to corral my child!! Sometimes there just seems to be random volunteers that jump in and will help, but in my experience, my child does better w/ highschool or college aged buddies that really make an effort to hang out w/ him!! When its random people who jump in b/c they are short handed it doesn't always go as well!! We really like it when teams or organizations come and volunteer a large group at one time!!
 - Very little skill is being taught. My child should be given more practice/instruction in batting.
-

Table 11a

Likelihood of Recommending

<u>Likelihood</u>	<u>Parents</u>	<u>%</u>
Very likely	22	92
Somewhat likely	1	4
Neutral	1	4
Somewhat unlikely	0	0
Very unlikely	0	0

Table 11b

Likelihood of Recommending

Parent responses

- Good sportsmanship for my son and social skills.
 - All kids need to be involved in something
 - It has been an amazing experience for my son. It's allowing him the opportunity to play a sport he loves.
 - It is a wonderful place for parents to network and for the kids to enjoy playing a sport and being part of a team.
 - i think it is a great program.... it is a fun experience ... new friends... social outlet
 - It's been an amazing experience so far.
 - It makes my child happy
 - I recommend it to everyone I think would qualify to play
 - The more the merrier. They get to be outside getting exercise and fresh air. They get to meet other kids with similar disabilities.
 - I feel that they care about the kids. They accommodate the parents requests. I think it is nice for the kids to socialize and experience something most if not all would not normally be able to do.
 - I have already sent a few people to the Miracle League
 - It gives our family a wonderful experience. Watching our child play baseball and get so excited. Makes great memories. It is something the child and family looks forward to each week.
 - Because of all of the reasons above.
 - The safe atmosphere in which ones child can play.
 - Its a great place for kids with special needs to get the opportunities that regular children get
 - Because it's such a wonderful opportunity and program for kids and families.
 - It's a great way to socialize our kids and meet other parents
 - My family has enjoyed it
 - I love that my child has the opportunity to be around other children and play outside more
 - They have fun and it doesn't matter who wins or loses.
 - It is an awesome organization if you're looking for a sport to have your special needs child involved in and feel welcomed!
 - Its a great place to meet people who have similar situations to your own. Its also a great outlet for children like ours who can't really participate in regular baseball!!
 - If child is high functioning Autism, maybe 1 season. The first season, my child really responded to buddies. After 1 season, the novelty has worn off. Maybe if he was given a bit more instruction, he would improve with batting.
-

Table 12

Primary Reason for Signing Up

<u>Reason</u>	<u>Frequency</u>	<u>%</u>
Keep my child active	10	42
To meet other parents of disabled children	2	8
To help my child make friends	6	25
To help my child learn team skills	4	17
My child requested to join the league	1	4
Other*	1	4

**Other responses:* To provide a sports/team experience unique to him. He attended his siblings' sports events for years, but never had one of his own. He know that the Miracle League is HIS thing and, while his siblings often serve as his Buddy, the ballgame is HIS.

Table 13

Primary News Source

<u>Source</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Television	4	20	2	15	18
Internet	6	30	4	31	30
Newspaper	2	10	2	15	12
Radio	2	10	1	8	9
Facebook	3	15	3	23	18
Twitter	0	0	1	8	3
Other social media	0	0	0	0	0
Word of mouth	3	15	0	0	9
Other	0	0	0	0	0

Table 14a

Seen Advertising for Miracle League

<u>Response</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Yes	4	20	8	67	50
No	6	30	3	25	38
Not sure	2	10	1	8	12

Table 14b

Seen Advertising for Miracle League

<u>Source</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Television	6	60	5	50	24
Internet	3	30	5	50	18
Newspaper	1	10	2	20	7
Radio	1	10	4	40	11
Facebook	6	60	5	50	24
Twitter	0	0	3	30	7
Other social media	0	0	1	10	2
Word of mouth	0	0	2	20	4
Flyer	0	0	1	10	2
Other*	1	10	0	0	2

*Other response: Email

Table 15

Primary Motivation for Volunteering

<u>Motivation</u>	<u>Frequency</u>	<u>%</u>
Mandated volunteer hours	2	15
My friends volunteer	1	8
Family connection	0	0
To help others	3	23
To feel useful/productive	0	0
To fulfill a “moral” responsibility	0	0
Desire to give back to the community	6	46
I can make new contacts that might help my business career	0	0
Other (please type response)	1	8

Table 16

Previous Volunteer Experience with Disabled Children

<u>Experience</u>	<u>Frequency</u>	<u>%</u>
No	10	77
Yes*	3	23

*Yes responses: Coached a girl's softball team with a special needs team member, Special Olympics, 1. Volunteer Big Bro & Sis 2. I have a challenged child

Table 17

Difference Individuals Make

<u>Difference</u>	<u>Parents</u>	<u>%</u>
No difference	0	0
Not much	1	8
A little	2	15
Some	4	31
A lot of difference	6	46

Table 18

Volunteer Participation

<u>Type</u>	<u>Volunteers</u>	<u>%</u>
Animals/animal shelter	5	38
Board and management committees	5	38
Child and youth services	7	54
Tutoring	0	0
Disaster relief programs	1	8
Blood drives	6	46
Customer services	1	8
Food pantry services	2	15
Aged/elderly services	3	23
Other *	2	15

**Other response:* Prison ministry

Table 19

Volunteer's Organization Participation

<u>Organizations</u>	<u>Volunteers</u>	<u>%</u>
Sports teams	7	54
Religious organizations	12	92
Greek life	4	31
Student government	3	23
Community service organizations	4	31
Community groups	3	23
Other/specify above choices	1	8

**Other response:* I play in tennis and basketball leagues. I am a member of the Catholic Church.

Table 20a

<i>Feelings Towards the PSA</i>					
<u>Feelings</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Extremely good	8	40	5	39	39
Good	7	35	8	62	46
Neutral	5	25	0	0	15
Bad	0	0	0	0	0
Extremely bad	0	0	0	0	0

Table 20b

Feelings Towards the PSA

Parents

- I think that if I saw this somewhere I would stop to read it.
 - Not visually appealing.
 - Doesn't grab my attention
 - it reinforces what i already thought
 - Just sums up the Miracle league well
 - it sounds good but I have an adult with disabilities that plays. Just by reading this I would say she would not qualify and this add would mean nothing to me.
 - I'm not alone. There are other parents that want these experiences and there is someone out there that is willing to put all the work into making that possible.
 - Good message, not-so-good visual impression.
 - My child is happy when he has a game and gives me peace knowing that he will not be judged for being himself.
 - Its inviting nature
 - The encouraging words
 - Makes me happy that we have a child in the league
 - It gives all the information that I need for Miracle League
 - I want other parents to watch their children experience the joy my child does
 - I think that if I saw this somewhere I would stop to read it.
 - Not visually appealing.
 - Doesn't grab my attention
 - it reinforces what i already thought
 - Just sums up the Miracle league well
-

Table 20c

Feelings Towards the PSA

Volunteers

- Im really proud to be a part of Miracle League
 - Reminds me why I am part of miracle league
 - It makes me want to tell more people about Miracle League
 - Because I am on the Board of Directors
 - It makes me feel that the work I am doing is helping to create a difference in the players lives.
 - More people/groups need to be aware of what the program has to offer
 - It makes me think about why this is good and not taking advantage of it.
 - It makes me feel good because it reminds me of the reasons that I got involved with ML in the first place.
 - Feels like I can make a difference
 - happy I get to make a difference
 - I think it is very nice
 - Makes me glad I volunteer
-

Table 21a

Favorite Part of PSA

Parents

- I think the colors are great
 - Information contained in the written part.
 - I like the wording
 - The informational part.
 - I like the focus on play and participation conveyed in the message.
 - the positive information
 - It sounds fun for people with various types of disabilities
 - Positive
 - don't have one
 - All of it
 - Seeing someone helping a child with their swing.
 - The picture is great
 - It's light, informative. Not too info heavy to absorb but still informative.
 - The message in the text.
 - It is true.
 - The caring picture
 - The laid back way it invited you to be a part of the program
 - The wording of children disabilities
 - the headline
 - The "league made for me" saying
-

Table 21b

Favorite Part of PSA

Volunteers

- The fact that the writing makes the league not sound like a league for the disabled, just a different outlet for children to play in a safe environment
 - I think saying that it helps kids on and off the field is really important part of what we do
 - The fact that it is eye catching and fun
 - all
 - That it's an all inclusive league. A lot of these kids don't have another sports league that they can participate in.
 - It makes a statement to the players and family that there is somewhere that their kids can go play baseball.
 - Not so much the PSA but the fact that there are psa's.
 - Being honest and helping out.
 - The header picture.
 - The colors and the "a League made for me"
 - The characters dressed up
 - The pictures, I like the clouds behind the players
 - The description
-

Table 22a

Additional Thoughts on PSA

Parents

- If you simply replace the picture it would be PERFECT!
 - None.
 - Would be great at church events and at schools!
 - i think it is a good PSA
 - Good
 - none
 - The mascot should have been in the picture
 - I think showing the reality of an actual "buddy" would be more appealing. I haven't seen too many adults in my experience being a child's "buddy". I have seen more teenagers and young adults. Which I think if you used a more realistic picture you are appealing not only to the parents but potential volunteers and/or donors.
 - I wonder where these are going to be distributed. I wish more parents knew about Miracle League. How can I help get the word out. I do tell every one I know about it.
 - None
 - Need to see it more.
 - Nothing
 - None
 - no
 - none
 - None
 - If you simply replace the picture it would be PERFECT!
 - None.
 - Would be great at church events and at schools!
 - i think it is a good PSA
-

Table 22b

Additional Thoughts on PSA

Volunteers

- NA
- None
- Its all good
- none
- Maybe a little bit longer and for more for better accuracy
- N/A
- I think the written part is great! a little long but it was enjoyable to read. I think saying - "differently disabled" is awesome!
- I think people will stop and read it
- I think it is very sensitive in the wording for the disabled
- I think it would work well

Table 23a

The PSA is Effective

<u>Agreement</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Strongly agree	9	45	7	54	49
Agree	6	30	5	38	33
Neutral	3	15	1	8	12
Disagree	2	10	0	0	6
Strongly Disagree	0	0	0	0	0

Table 23b

The PSA is Effective

Parents

- Most children seem too old for the dress up characters. The young ones would probably be scared of them.
 - Doesn't really grab attention
 - The language is flowery but effective in conveying the message that everyone is welcome.
 - same answer... food information
 - If parents like myself they want a positive event for their child
 - It looks like it is for little kids but there are adults who play
 - Because it looks fun and exciting for a parent to want to involve their child in an event that they would provide.
 - IS TALKING ABOUT CHILDREN WITH DISABILITIES. NOT MUCH OUT THERE FOR OUR CHILDREN.
 - Some players might find it appealing.
 - Makes parents feel stress free and relieved about their surroundings.
 - The descriptions
 - It identifies the need
 - Could be a shorter script
 - Seems like a great league for young children
 - Gives all the information but could be shorter
 - Most children seem too old for the dress up characters. The young ones would probably be scared of them.
 - Doesn't really grab attention
 - The language is flowery but effective in conveying the message that everyone is welcome.
 - same answer... food information
-

Table 23c

The PSA is Effective

Volunteers

- Think it highlights the benefits for the players really well
 - Looks fun for the volunteers
 - Great!
 - information provided
 - Just from having volunteered there I know that the announcement is true. There are kids there with a wide range of disabilities who gain self esteem through the league. It's not just about baseball I try to talk to the kids about school and life. From what I've seen everything about the league is incredibly positive.
 - It says what we do and what the players can gain by coming to play.
 - It fills a previously unfilled need.
 - It helps parents know what their signing up for.
 - I think it's outstanding -- specifically, the picture at the top is an attention-grabber and the PSA
 - provides all of the necessary information an interested person needs to connect with ML.
 - I think it is really pretty! It is attention grabbing.
 - I like how it jumps out at me
 - I think the writing is a little long, but I think it is nice looking
 - I think it's a little childish, but I like the colors and the fact that it says the league is maDE specifically for the players
-

Table 24

ELM Primary Route

Central Cues

Text copy allows readers to receive detailed information about the purpose, mission, set up and contact information for Miracle League

“A league specifically designed for children with different abilities” to give readers a detailed synopsis of Miracle League

“A league made for me” to describe the specialty designed athletic league Miracle League hosts

Peripheral Cues

Large header font to give passive readers quick idea what the PSA is for

“Sign Up to Play or Volunteer by January 9th!” in large print is a call to action for those who want immediate prudent information

Large header font to give passive readers quick idea what the PSA is for

Table 25

Personal Relevance of PSA

<u>Relevance</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Extremely relevant	10	50	6	46	49
Somewhat relevant	5	25	6	46	33
Neutral	3	15	1	8	12
Irrelevant	2	10	0	0	6
Extremely irrelevant	0	0	0	0	0

Table 26

Age of Child

<u>Age</u>	<u>Frequency</u>	<u>%</u>
6	4	17
7	3	13
8	1	4
9	5	21
10	1	4
11	2	8
12	2	8
13	1	4
15	2	8
16	1	4
22	1	4
24	1	4

Table 27

Reasons for Participation

<u>Reason</u>	<u>Frequency</u>	<u>%</u>
Keep my child active	11	46
To meet other parents of disabled children	1	4
To help my child make friends	6	25
To help my child learn team skills	6	25
My child requested to join the league	2	8
Other*	3	13

**Other responses:* My child loves baseball and had played two years in a regular league. He no longer was able to play because his differences became too great as he advanced within the league because of his age, Since I can't select all that apply on this question, I'll list them here: To keep him active, To provide interaction with other children and adults, To provide him with a sports/team environment unique to him, A and B

Table 28

Motivations for Volunteering

<u>Motivation</u>	<u>Frequency</u>	<u>%</u>
Mandated volunteer hours	4	31
My friends volunteer	5	38
Family connection	6	46
To help others	10	77
To feel useful/productive	4	31
To fulfill a "moral" responsibility	4	31
Desire to give back to the community	8	62
I can make new contacts that might help my business career	0	0
Other (please type response)	0	0

Table 29a

<i>Consider the Organization Appealing</i>					
<u>Agreement</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Strongly agree	13	65	10	77	70
Agree	5	25	2	15	21
Neutral	1	5	1	8	6
Disagree	1	5	0	0	3
Strongly Disagree	0	0	0	0	0

Table 29b

Consider the Organization Appealing

Parents

- Synopsis is well written.
 - Love Miracle League!
 - It has interesting information that catches the readers attention.
 - We are very fortunate to have found the Miracle League especially as our daughter ages, and can no longer keep up with her fully sighted peers.
 - it is well done.. good information
 - Everyone wants their child to feel like a part of a team
 - Adults with disabilities are not mentioned, unless I missed it somewhere
 - I do agree with it. However, I think it is a little wordy. But it is appealing enough to grab your attention to hopefully learn more.
 - We love the Miracle League
 - Very informative
 - Because of all of my prior comments about the value of the Miracle League.
 - The PSA is actually the truth.
 - Its well written
 - It identified the program and need for kids that can't participate in other sports
 - great description
 - I like Miracle League
 - Because it highlights the fact that Miracle League is made for my child and takes great pride in accommodating the "differently abled"
 - Synopsis is well written.
 - Love Miracle League!
-

Table 29c

Consider the Organization Appealing

Volunteers

- Ive been apart of Miracle League and know that it is
 - If I wasn't in Miracle League already I think this sign would lead me to volunteer
 - This field is so perfect for everyone
 - involved with organization
 - It is the best volunteer organization that I have ever been a part of. I've worked in soup kitchens, done blood drives, and volunteered for different agencies around town, but miracle league seems to be the most direct way of giving back and the players are by far the most grateful.
 - It is pleasing on the eyes. Its not overly bold, but is easy to look at.
 - Nothing else anywhere like it
 - Miracle league is amazing.
 - ML is an incredibly well-run organization with great people and it offers a service that I consider to be tremendously important to the community.
 - Its working with children
 - Looks fun!
 - The poster makes Miracle League really fun
 - Because it says how much thought goes into making sure the field and league is designed to equip the players
-

Table 30a

Least Favorite Part of PSA

Parents

- The picture
 - The visual.
 - Picture
 - The creepy looking cartoon characters.
 - The disney characters make it a little cluttered.
 - nothing
 - The lack of diversity. It should show individuals with various disabilities if possible.
 - People dressed up. It is not a circus
 - don't have one
 - That the mascot should have been in the picture also.
 - I like the characters as far as getting my attention to read the PSA but I don't understand their purpose.
 - Nothing
 - The picture. I have yet to see people dressed up except once. The kids would love that more.
 - The photo.
 - I have none.
 - Nothing
 - The picture, the baseball player was fine, but if you show this to a child on the autism spectrum they will expect characters to be there and they are not. The baseball mascot would be better because parents are going to show this to their kids and they will only see the characters
 - the picture
 - none
 - A little long
-

Table 30b

Least Favorite Part of PSA

Volunteers

- Cant really pick anything
- It doesn't tell you when you can sign up
- none
- none
- I really don't have one. It's all very positive.
- No where does it say where the fields are and no where does it say when the seasons are
- It's nice but may stereo type a participant in the program. "Disability" may be emotional, learning, mental, physical or other; a broad range of "challenges". Some kids in the "competitive" even appear somewhat "normal". Applies to kids of all ages, teen and adults.
- Didn't have one
- It might be a little too much copy to read in passing. I'd consider using bullet points or some similar approach to streamline the content.
- none
- nothing
- The long writing
- The picture

Table 31

Positive Opinion about Miracle League

<u>Agreement</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Strongly agree	8	40	7	54	46
Agree	6	30	4	31	30
Neutral	4	20	2	15	18
Disagree	2	10	0	0	6
Strongly Disagree	0	0	0	0	0

Table 32a

<i>Consider the PSA Appealing</i>					
<u>Agreement</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Strongly agree	7	35	5	38	36
Agree	6	30	6	46	36
Neutral	6	30	2	15	24
Disagree	1	5	0	0	3
Strongly Disagree	0	0	0	0	0

Table 32b

Consider the PSA Appealing

Responses

- I love everything!
 - Cartoon characters unnecessary.
 - Not sure about the picture
 - The cartoon characters are a bit creepy looking. The rest is great!
 - The picture is clear and the language used in the PSA is fun, inspiring and clear.
 - positive and informative
 - The Disney characters don't really represent what The Miracle League is all about.
 - Very positive
 - it is ok but sounds like it is just for kids
 - I like the colors and they characters. I feel like it grabs your attention if I saw this ad in a magazine.
 - It is to the point
 - Explains what Miracle League is and what it does.
 - I agree with the textual message, but the photo does not appeal to me. It is not representative of the typical set of volunteers at the Miracle League, which are "regular" people. The costumed characters are a turn-off to me and might be a turn-off to others, as well. I guess the substance of my comments is that our volunteers provide a huge amount of fun for the players without trying to be funny.
 - This is the reason why I wanted my child to play, because of not fearing him from being turned away.
 - It is well written
 - Identifies the program, encourages parents and no kids are excluded
 - I think the picture is adorable, but maybe a little too silly
 - Simple with a good message
 - Could be a less silly picture
-

Table 33a

<i>Consider the Organization Appealing</i>					
<u>Agreement</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Strongly agree	13	65	10	77	70
Agree	5	25	2	15	21
Neutral	1	5	1	8	6
Disagree	1	5	0	0	3
Strongly Disagree	0	0	0	0	0

Table 33b

Consider the Organization Appealing

Parents

- Synopsis is well written.
 - Love Miracle League!
 - It has interesting information that catches the readers attention.
 - We are very fortunate to have found the Miracle League especially as our daughter ages, and can no longer keep up with her fully sighted peers.
 - it is well done.. good information
 - Everyone wants their child to feel like a part of a team
 - Adults with disabilities are not mentioned, unless I missed it somewhere
 - I do agree with it. However, I think it is a little wordy. But it is appealing enough to grab your attention to hopefully learn more.
 - We love the Miracle League
 - Very informative
 - Because of all of my prior comments about the value of the Miracle League.
 - The PSA is actually the truth.
 - Its well written
 - It identified the program and need for kids that can't participate in other sports
 - great description
 - I like Miracle League
 - Because it highlights the fact that Miracle League is made for my child and takes great pride in accommodating the "differently abled"
 - Synopsis is well written.
 - Love Miracle League!
-

Table 33c

Consider the Organization Appealing

Volunteers

- Ive been apart of Miracle League and know that it is
- If I wasn't in Miracle League already I think this sign would lead me to volunteer
- This field is so perfect for everyone
- involved with organization
- It is the best volunteer organization that I have ever been a part of. I've worked in soup kitchens, done blood drives, and volunteered for different agencies around town, but miracle league seems to be the most direct way of giving back and the players are by far the most grateful.
- It is pleasing on the eyes. Its not overly bold, but is easy to look at.
- Nothing else anywhere like it
- Miracle league is amazing.
- ML is an incredibly well-run organization with great people and it offers a service that I consider to be tremendously important to the community.
- Its working with children
- Looks fun!
- The poster makes Miracle League really fun
- Because it says how much thought goes into making sure the field and league is designed to equip the players

Table 34

Information on PSA

<u>Usefulness</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Extremely useful	12	60	7	54	58
Somewhat useful	6	30	3	23	27
Neutral	2	10	3	23	15
Not very useful	0	0	0	0	0
Not at all useful	0	0	0	0	0

Table 35

Miracle League Facebook

<u>Response</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Yes	16	80	12	92	85
No*	4	20	1	8	15

*Response: didn't think about it, not on Facebook

Table 36

Miracle League Twitter

<u>Response</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Yes	3	15	5	38	24
No* ^t	17	85	8	62	76

*Parent responses: Did not know they had one, Haven't done it yet, I don't use Twitter, I don't have a Twitter account, don't do twitter, I don't use twitter, don't do twitter, I don't have twitter account, No Twitter account, I don't do Twitter, Was not aware that they were on Twitter, plus I seldom check Twitter, I don't have a twitter account, Not on twitter, No Twitter account, Dont have twitter, Don't use twitter

^tVolunteer responses: Have not done it yet, I don't use twitter, one is enough, no need, didn't know they had one.

Table 37

<i>Update Preference</i>					
<u>Source</u>	<u>Parents</u>	<u>%</u>	<u>Volunteers</u>	<u>%</u>	<u>Total %</u>
Email	11	55	5	38	48
Facebook	1	5	3	23	12
Twitter	1	5	0	0	3
Text	6	30	3	23	27
Miracle League Website	1	5	0	0	3
Other*	0	0	2	15	6

**Volunteer response*: not necessary

Table 38

Suggestions for Reaching Out

Volunteers

- no
- no
- No
- I've gotten two other people to volunteer and I just tell them that it is about the kids and it is the most fun thing that they will ever do.
- Just getting them out to ML will be the best thing. If they come out and are not changed, they need their heart checked. Something is wrong if they are not moved by what we do at ML.
- Don't think we have a problem there.
- Have fun and be patient.
- I think ML generally does a good job of reaching potential volunteers. To the extent that it's possible to connect the league with organizations/websites/etc. that provide information to new members of the community on the various ways to serve the community, I would suggest doing that.
- no
- Go by churches, or have volunteers form teams together so we can be together
- no
- Church groups

Table 39a

Additional Comments

Parents

- No
 - No
 - How much fun Molly has really depends on the quality of her Buddy. When the volunteers are excited to be there, she has a wonderful time. Occasionally, especially some of the younger volunteers, are very uncertain as to how they should interact with handicapped children.
 - no
 - Just come out to the games and help cheer these kids on. It's wonderful watching them laugh and smile.
 - It is the most wonderful experience for our child and his entire family. WE look so forward to that first and every game. I enjoy watching all the children not just ours laugh and I enjoy seeing the parents and families laugh and enjoy their children. There aren't many venues for this with special needs children.
 - Peggy McCall is fantastic. Tony (our regular pitcher) is fantastic. All of the Board members, coaches and volunteers are fantastic. Riley absolutely loves it.
 - A great place
 - no
 - We love Miracle League and it's an amazing experience for the whole family
 - no
 - no
-

TABLE 39b

Additional Comments

Volunteers

Makes my week
You have to see it. Then you are hooked!
It's awesome and helps kids.
N/A
thanks for letting me give feedback
its so much fun!
no
Love volunteering

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Appendix A
Children 3 to 21 Years Old Served Under Individuals with Disabilities Education Act, by
Disability for U.S. Department of Education (2013) Research

Type of disability	1976–77	1980–81	1990–91	2000–01	2002–03	2004–05	2005–06	2006–07	2007–08 ¹	2008–09 ¹	2009–10	2010–11 ²
Number served (in thousands)												
All disabilities	3,694	4,144	4,710	6,296	6,523	6,719	6,713	6,686	6,606	6,483	6,481	6,419
Specific learning disabilities	796	1,462	2,129	2,868	2,848	2,798	2,735	2,665	2,573	2,476	2,431	2,357
Speech or language impairments	1,302	1,168	985	1,409	1,412	1,463	1,468	1,475	1,456	1,426	1,416	1,390
Intellectual disability	961	830	534	624	602	578	556	534	500	478	463	447
Emotional disturbance	283	347	389	481	485	489	477	464	442	420	407	389
Hearing impairments	88	79	58	78	78	79	79	80	79	78	79	78
Orthopedic impairments	87	58	49	83	83	73	71	69	67	70	65	63
Other health impairments ³	141	98	55	303	403	521	570	611	641	659	689	714
Visual impairments	38	31	23	29	29	29	29	29	29	29	29	28
Multiple disabilities	---	68	96	133	138	140	141	142	138	130	131	130
Deaf-blindness	---	3	1	1	2	2	2	2	2	2	2	1
Autism	---	---	---	94	137	191	223	258	296	336	378	417
Traumatic brain injury	---	---	---	16	22	24	24	25	25	26	25	26
Developmental delay	---	---	---	178	283	332	339	333	358	354	368	381
Preschool disabled ⁴	†	†	390	†	†	†	†	†	†	†	†	†
Number served as a percent of total enrollment ⁵												
All disabilities	8.3	10.1	11.4	13.3	13.5	13.8	13.7	13.6	13.4	13.2	13.1	13.0
Specific learning disabilities	1.8	3.6	5.2	6.1	5.9	5.7	5.6	5.4	5.2	5.0	4.9	4.8
Speech or language impairments	2.9	2.9	2.4	3.0	2.9	3.0	3.0	3.0	3.0	2.9	2.9	2.8
Intellectual disability	2.2	2.0	1.3	1.3	1.2	1.2	1.1	1.1	1.0	1.0	0.9	0.9
Emotional disturbance	0.6	0.8	0.9	1.0	1.0	1.0	1.0	0.9	0.9	0.9	0.8	0.8
Hearing impairments	0.2	0.2	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Orthopedic impairments	0.2	0.1	0.1	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1
Other health impairments ³	0.3	0.2	0.1	0.6	0.8	1.1	1.2	1.2	1.3	1.3	1.4	1.4
Visual impairments	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Multiple disabilities	---	0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Deaf-blindness	---	#	#	#	#	#	#	#	#	#	#	#
Autism	---	---	---	0.2	0.3	0.4	0.5	0.5	0.6	0.7	0.8	0.8
Traumatic brain injury	---	---	---	#	#	#	#	0.1	0.1	0.1	0.1	0.1
Developmental delay	---	---	---	0.4	0.6	0.7	0.7	0.7	0.7	0.7	0.7	0.8
Preschool disabled ⁴	†	†	0.9	†	†	†	†	†	†	†	†	†

--- Not available.

† Not applicable.

Rounds to zero.

¹Data do not include Vermont, for which 2007–08 and 2008–09 data were not available. In 2006–07, the total number of 3- to 21-year-olds served in Vermont was 14,010.

²Data do not include Wyoming, for which 2010–11 data were not available. In 2009–10, the total number of 3- to 21-year-olds served in Wyoming was 15,098.

³Other health impairments include having limited strength, vitality, or alertness due to chronic or acute health problems such as a heart condition, tuberculosis, rheumatic fever, nephritis, asthma, sickle cell anemia, hemophilia, epilepsy, lead poisoning, leukemia, or diabetes.

⁴For 1990–91, preschool children are not included in the counts by disability condition, but are separately reported. For other years, preschool children are included in the counts by disability condition.

⁵Based on the total enrollment in public schools, prekindergarten through 12th grade.

NOTE: Prior to October 1994, children and youth with disabilities were served under Chapter 1 of the Elementary and Secondary Education Act as well as under the Individuals with Disabilities Education Act (IDEA), Part B. Data reported in this table for years prior to 1994–95 include children ages 0–21 served under Chapter 1. Data are for the 50 states and the District of Columbia only. Increases since 1987–88 are due in part to new legislation enacted in fall 1986, which added a mandate for public school special education services for 3- to 5-year-old children with disabilities. Detail may not sum to totals because of rounding.

Appendix B
 Children with Autism in Arkansas for 1999-2000 and 2011-2012 (*Child Count by Age Group*)
 for “Easter Seals” (2014) Review

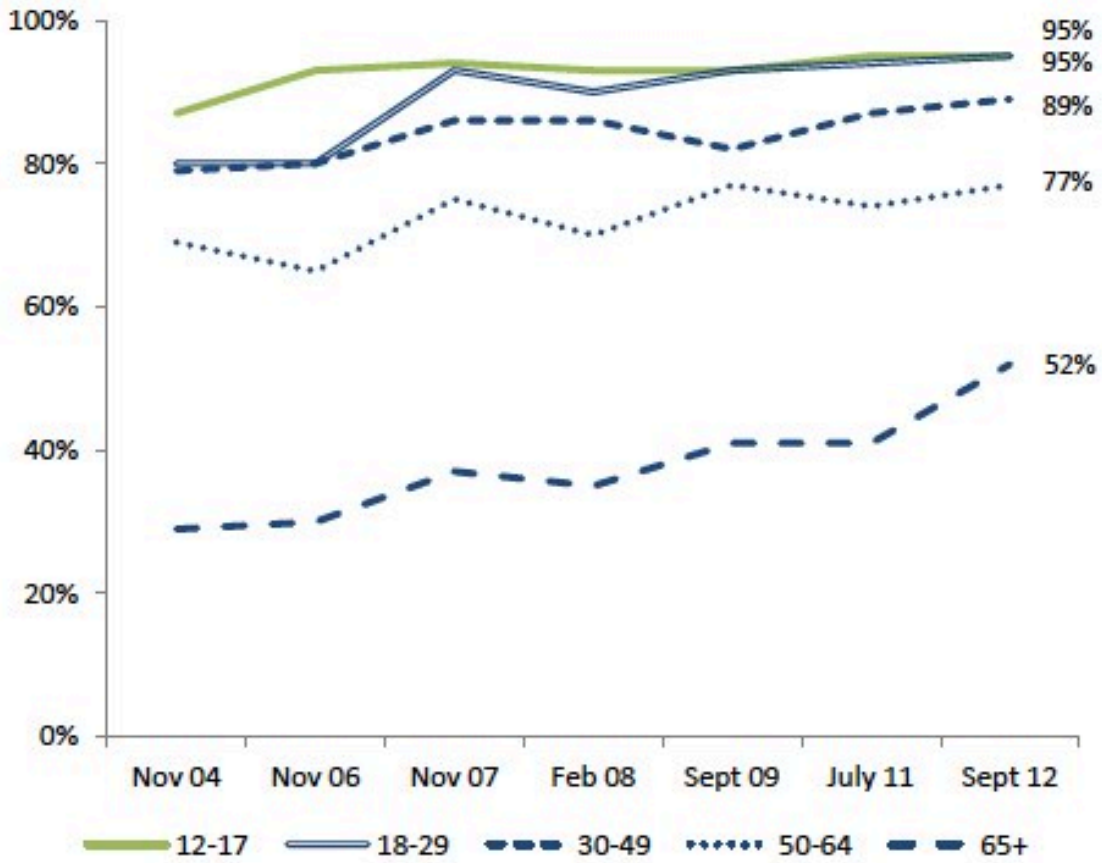
<u>Age</u>	<u>1999-2000</u>	<u>2012-2013</u>
Age 3-5	95	259
Age 6-11	488	1,842
Age 12-17	162	1,266
Age 18-21	21	98
Age 6-21	671	3,231
Age 3-21	766	3,490

Appendix C
Children with Disabilities in Arkansas for 1999-2000 and 2011-2012 (*Child Count by Age Group*) for “Easter Seals” (2014) Review

<u>Age</u>	<u>1999-2000</u>	<u>2012-2013</u>
Age 3-5	9,376	12,789
Age 6-11	24,158	25,662
Age 12-17	25,959	23,505
Age 18-21	2,729	2,742
Age 6-21	52,846	51,909
Age 3-21	62,222	64,698

Appendix D
 Internet Use Over Time by Teens and Adults for “Pew Research Internet Project” (2013)
 Research

% within each age group who go online



Source: The Pew Research Center’s Internet & American Life Project surveys. All teen data comes from separate surveys of teens and their parents. Methodological info for each survey is available at: <http://pewinternet.org/Data-Tools/Download-Data>

Appendix E
 Teen Computer and Tablet Ownership Demographics for “Pew Research Internet Project”
 (2013) Research

% of teens in each demographic group

		Own a Computer	Own a Tablet
All teens, ages 12-17 (n=802)		80%	23%
Teen Gender			
a	Boys (n=405)	77	20
b	Girls (n=397)	82	27 ^a
Age of Teen			
a	12-13 (n=246)	72	26
b	14-17 (n=556)	83 ^a	22
Teen Gender and Age			
a	Boys, 12-13 (n=122)	66	23
b	Boys, 14-17 (n=283)	82 ^a	18
c	Girls, 12-13 (n=124)	79	28
d	Girls, 14-17 (n=273)	84 ^a	27
Parent Race/ethnicity			
a	White, Non-Hispanic (n=542)	81 ^b	25
b	Black, Non-Hispanic (n=122)	64	19
c	Hispanic (n=92)	79	21
Parent Education			
a	Less than High School/High school grad (n=244)	77	16
b	Some College (n=192)	78	30 ^a
c	College + (n=363)	85	29 ^a
Parent Household Income			
a	Less than \$30,000/yr (n=154)	73	15
b	\$30,000-\$49,999 (n=155)	82	19
c	\$50,000-\$74,999 (n=110)	84	27
d	\$75,000+ (n=335)	81	31 ^{ab}
Urbanity			
a	Urban (n=278)	75	25
b	Suburban (n=410)	84 ^a	23
c	Rural (n=101)	72	23

Source: Pew Internet Teens and Privacy Management Survey, July 26-September 30, 2012. N=802 parents of teens ages 12-17 and 802 teens ages 12-17. Margin of error is +/- 4.5 percentage points.

Note: Columns marked with a superscript letter (^a) or another letter indicate a statistically significant difference between that row and the row designated by that superscript letter. Statistical significance is determined inside the specific section covering each demographic trait.

Appendix F
Where Teens have Social Media Profiles of Accounts for “Pew Research Internet Project”
(2013) Research

% of teen social media users who use the following sites ...

	2011	2012
Facebook	93%	94%
Twitter	12	26
Instagram	n/a	11
MySpace	24	7
YouTube	6	7
Tumblr	2	5
Google Plus	n/a	3
Yahoo (unspecified)	7	2
myYearbook	2	*
Pinterest	n/a	1
Gmail	n/a	1
Meet Me	n/a	1
Other	8	6
Don't know / Don't have own profile	2	1

Source: The Pew Research Center's Internet & American Life Teen-Parent survey, July 26-September 30, 2012. n=802 for teens 12-17 and parents, including oversample of minority families. Interviews were conducted in English and Spanish. The margin of error for teen social media users is +/- 5.1 percentage points.

Note: This chart is based on an open-ended question that asks: “On which social networking site or sites do you have a profile or account?” and was asked of anyone who had answered yes to one or both of two previous questions “Do you ever use an online social networking site like MySpace or Facebook?” and “Do you ever use Twitter?” Sites listed for comparison were those that were reported in 2012 by at least one respondent.

Asterisks (*) indicate that less than 1% of respondents gave the corresponding answer.

Appendix G
Survey: Parents of Miracle League Players

A Social Marketing Plan for Arkansas Miracle League

Consent to Participate in a Research Study

Principal Researcher: Abby C. Stuart

Faculty Advisor: Jan L. Wicks

INVITATION TO PARTICIPATE

You are being asked to participate in this study because of your affiliation with the Arkansas Miracle League.

WHAT YOU SHOULD KNOW ABOUT THE RESEARCH STUDY

Who is the Principal Researcher?

Abby C. Stuart, Candidate for MA in Journalism

University of Arkansas

[REDACTED]

[REDACTED]

Who is the Faculty Advisor?

Dr. Jan L. Wicks

University of Arkansas

jwicks@uark.edu

What is the purpose of this research study?

The purpose of this study is to identify trends in motivation for volunteering and participating in Miracle League in order to create a campaign that will aid in encouraging future participation.

Who will participate in this study?

Participants are current Miracle League volunteers or parents of children that participate in the league from the Northwest Arkansas and Little Rock areas.

What am I being asked to do?

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

What are the possible risks or discomforts?

There are no anticipated risks to participating in this survey.

What are the possible benefits of this study?

There are no anticipated personal benefits to participating in this study. The benefits to Arkansas Miracle League include developing messages to more effectively communicate with volunteers and participating families.

How long will the study last?

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

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

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

Will I have to pay for anything?

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

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

If you do not want to be in this study, you may refuse to participate. Also, you may refuse to participate at any time during the study. Your affiliation with Arkansas Miracle League will not be affected in any way if you refuse to participate.

How will my confidentiality be protected?

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

Will I know the results of the study?

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

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

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

Principal Researcher

Abby C. Stuart, Candidate for MA in Journalism

University of Arkansas

[REDACTED]

[REDACTED]

Faculty Advisor

Dr. Jan L. Wicks

University of Arkansas

jwicks@uark.edu

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

Ro Windwalker, CIP
Institutional Review Board Coordinator
Research Compliance
University of Arkansas
210 Administration
Fayetteville, AR 72701-1201
479-575-2208
irb@uark.edu

I have read the above statement and have been able to ask questions and express concerns, which have been satisfactorily responded to by the investigator. I understand the purpose of the study as well as the potential benefits and risks that are involved. I understand that participation is voluntary. I understand that significant new findings developed during this research will be shared with the participant. I understand that no rights have been waived by signing the consent form. I have been given a copy of the consent form.

Please sign name _____

Date _____

Introduction to Survey

In order to continuously improve Arkansas Miracle League, this questionnaire has been developed to gather feedback regarding your experiences with Miracle League and opinions about future campaigns promoting Miracle League. Through this brief survey, your answers will be helpful in enhancing our league and meeting your needs. We value your honest and detailed responses. If you have any questions regarding the survey, please contact the principal researcher, Abby Stuart, at [REDACTED] or [REDACTED]. Thank you for your time and feedback.

The questionnaire should take approximately 20 minutes to complete. Your responses are completely anonymous.

1. How many children do you have participating in Miracle League?

- a) 1
- b) 2
- c) 3
- d) 4
- e) 5+

2. What is the age of your first/only child participating in Miracle League?

3. Please answer Question 3a if you have one child participating in Miracle League; Questions 3a and 3b if you have two children participating; Questions 3a, 3b and 3c if you have three children participating; and Questions 3a, 3b and 3c and 3d if you have four children participating in Miracle League. After you finish answering 3a, 3b, 3c and/or 3d for all your children participating in Miracle League, please continue with Question 4.

3a. Which of the following best describes your first/only child's disability or special need that participates in Miracle League? Please circle all that apply.

- a) Autistic disorder
- b) Attention Deficit/Hyperactivity Disorder (AD/HD)
- c) Cerebral Palsy
- d) Deafness/hearing loss
- e) Down Syndrome
- f) Emotional disturbance
- g) Epilepsy
- h) Mental retardation
- i) Spina Bifida
- j) Traumatic brain injury
- k) Visual impairments

l) Other _____

If you only have one child participating in Miracle League, please skip to Question 4

3b. Which of the following best describes your second child's disability or special need that participates in Miracle League? Please circle all that apply.

- a) Autistic disorder
- b) Attention Deficit/Hyperactivity Disorder (AD/HD)
- c) Cerebral Palsy
- d) Deafness/hearing loss
- e) Down Syndrome
- f) Emotional disturbance
- g) Epilepsy
- h) Mental retardation
- i) Spina Bifida
- j) Traumatic brain injury
- k) Visual impairments

l) Other _____

If you only have two children participating in Miracle League, please skip to Question 4.

3c. Which of the following best describes your third child's disability or special need that participates in Miracle League? Please circle all that apply.

- a) Autistic disorder
- b) Attention Deficit/Hyperactivity Disorder (AD/HD)
- c) Cerebral Palsy
- d) Deafness/hearing loss
- e) Down Syndrome
- f) Emotional disturbance
- g) Epilepsy
- h) Mental retardation
- i) Spina Bifida
- j) Traumatic brain injury
- k) Visual impairments

l) Other _____

If you only have three children participating in Miracle League, please skip to Question 4.

3d. Which of the following best describes your fourth child's disability or special need that participates in Miracle League? Please circle all that apply.

- a) Autistic disorder
- b) Attention Deficit/Hyperactivity Disorder (AD/HD)
- c) Cerebral Palsy
- d) Deafness/hearing loss
- e) Down Syndrome
- f) Emotional disturbance
- g) Epilepsy
- h) Mental retardation
- i) Spina Bifida
- j) Traumatic brain injury
- k) Visual impairments

l) Other _____

4. How did you hear about Miracle League?

- a) Television
 - b) Internet
 - c) Newspaper
 - d) Facebook
 - e) Twitter
 - f) Other social media
 - g) Word of mouth
 - h) A current of former player or volunteer
 - i) Other _____
-

5. How many seasons has each child participated in Miracle League? (For example, spring and fall are two different seasons. If you have volunteered the last two years that would be four seasons.) Please indicate by circling the number of seasons each how many each of your children have participated below, where indicated.

First Child	Second Child	Third Child	Fourth Child
a) 1	a) 1	a) 1	a) 1
b) 2	b) 2	b) 2	b) 2
c) 3	c) 3	c) 3	c) 3
d) 4	d) 4	d) 4	d) 4
e) 5+	e) 5+	e) 5+	e) 5+

6. Are you satisfied with how Miracle League accommodates your child's/childrens' specific needs?

- a) Very satisfied
- b) Somewhat satisfied
- c) Neutral
- d) Somewhat dissatisfied
- e) Very dissatisfied

7. Why are you satisfied or dissatisfied with how Miracle League accommodates your child's of childrens' needs?

8. How likely are you to recommend Miracle League to other parents of potential players?

- a) Very likely
- b) Somewhat likely
- c) Neutral
- d) Somewhat unlikely
- e) Very unlikely

9. Why are you likely or unlikely to recommend Miracle League to other parents?

10. What was your primary reason for signing up your child to play in Miracle League? Please check all that apply.

- a) Keep my child active
- b) To meet other parents of disabled children
- c) To help my child make friends
- d) To help my child learn team skills
- e) My child requested to join the league
- f) Other _____

11. What was the most important reason for signing up your child to play Miracle League?
Please only check one.

- a) Keep my child active
- b) To meet other parents of disabled children
- c) To help my child make friends
- d) To help my child learn team skills
- e) My child requested to join the league

f) Other _____

Miracle League

A league designed specifically for children with different abilities.



Contact Miracle League to sign your child up to play!

Did you know that 2.8 million children are prevented from playing baseball due to a disability? Well not here! Miracle League is calling all aspiring players and volunteers to grab a friend and glove and join the most inclusive baseball league in Arkansas. Miracle League provides a unique athletic experience that gives children with disabilities an outlet to play baseball with their peers. The Miracle League

field is specially designed to accommodate wheelchairs, walkers, visual impairments and any other need of our players. With the help from our dedicated volunteers, Miracle League provides a fun, safe, and confidence building experience that sets every child up for success on and off the field! Visit our website at MiracleLeagueAR.com to sign up your child to play or to volunteer today!



MiracleLeagueAR.com

Please read the entire public service announcement (PSA) shown above. Next, please answer questions 12 through 21 based on the PSA. Please indicate how much you agree or disagree with each statement about this PSA.

12. I consider this PSA to be appealing.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Why or why not?

13. I consider the organization advertised in this PSA to be appealing.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Why or why not?

14. Is the PSA effective in appealing to the parents of potential players for Miracle League?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Why or why not?

15. I have a more positive opinion about Miracle League after reading this PSA.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Why or why not? _____

16. How relevant is the PSA to you personally?

- a) Extremely relevant
- b) Somewhat relevant
- c) Neutral
- d) Irrelevant
- e) Extremely irrelevant

17. How useful is the PSA in terms of giving you information about Miracle League's purpose?

- a) Extremely useful
- b) Somewhat useful
- c) Neutral
- d) Not very useful
- e) Not at all useful

18. How does the PSA make you feel?

- a) Extremely good
- b) Good
- c) Neutral
- d) Bad
- e) Extremely bad

Why does the PSA make you feel that way?

19. What is your favorite part about the PSA?

20. What is your least favorite part about the PSA?

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

22. Where do you get most of your news? Circle only one.

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

i) Other _____

23. In the past three months, have you heard, seen or read anything in advertising, publicity, the media or other places about Miracle League?

- a) Yes
- b) No [SKIP TO QUESTION 25]
- c) Not sure [SKIP TO QUESTION 25]

24. [If “Yes” to Q23] Where did you hear, see or read anything about Miracle League? Circle all that apply.

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

25. How would you prefer to receive updates about Miracle League and your child's team?

- a) Email
- b) Facebook
- c) Twitter
- d) Text
- e) Miracle League website
- f) Other _____

26. Do you follow Miracle League on Facebook?

- a) Yes.
 - b) No. If no, why not?
-

27. Do you follow Miracle League on Twitter?

- a) Yes.
 - b) No. If no, why not?
-

The following questions will help us understand trends in volunteer and participation characteristics. Please be assured there is no way to match the information to any individual who responds to this survey. Your confidentiality is assured.

28. What is your gender? (Please circle your answer.)

- a) Male
- b) Female
- c) Other

29. What is your age in years as of March 1, 2015?

30. What is your race?

- a) White
- b) Black or African-American
- c) Hispanic
- d) Asian
- e) American Indian or Alaskan Native
- f) Other _____
- g) Prefer not to answer

31. At home, do you typically speak

- a) English
- b) Spanish
- c) Both equally
- d) Other _____

32. What city do you live in?

- a) Little Rock
- b) North Little Rock
- c) Conway
- d) Fayetteville
- e) Springdale
- f) Rogers
- g) Other _____

33. What is your current employment status?

- a) Employed full-time
- b) Employed part-time
- c) Temporarily unemployed
- d) Full-time college student
- e) Part-time college student
- f) High school student
- g) Retired
- h) Other _____

34. What is the highest level of education that you have completed?

- a) 8th grade or below
- b) Some high school
- c) High school graduate
- d) Some college
- e) Associate's degree
- f) Bachelor's degree
- g) Some postgraduate
- h) Graduate-school degree
- i) Trade school
- j) Other _____

35. Which classification best describes your total pre-tax household income?

- a) Under \$10,000
- b) \$10,000-\$19,999
- c) \$20,000-\$29,999
- d) \$30,000-\$39,999
- e) \$40,000-\$49,999
- f) \$50,000-\$74,999
- g) \$75,000-\$99,999
- h) \$100,000-\$124,999
- i) \$125,000-\$149,999
- j) \$150,000-\$174,999
- k) \$175,000-\$199,999
- l) More than \$200,000
- m) Prefer not to state

36. Is there anything about Arkansas Miracle League you would like to share?

A Social Marketing Plan for Arkansas Miracle League

Consent to Participate in a Research Study

Principal Researcher: Abby C. Stuart

Faculty Advisor: Jan L. Wicks

INVITATION TO PARTICIPATE

You are being asked to participate in this study because of your affiliation with the Arkansas Miracle League.

WHAT YOU SHOULD KNOW ABOUT THE RESEARCH STUDY

Who is the Principal Researcher?

Abby C. Stuart, Candidate for MA in Journalism

University of Arkansas

[REDACTED]

[REDACTED]

Who is the Faculty Advisor?

Dr. Jan L. Wicks

University of Arkansas

jwicks@uark.edu

What is the purpose of this research study?

The purpose of this study is to identify trends in motivation for volunteering and participating in Miracle League in order to create a campaign that will aid in encouraging future participation.

Who will participate in this study?

Participants are current Miracle League volunteers or parents of children that participate in the league from the Northwest Arkansas and Little Rock areas.

What am I being asked to do?

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

What are the possible risks or discomforts?

There are no anticipated risks to participating in this survey.

What are the possible benefits of this study?

There are no anticipated personal benefits to participating in this study. The benefits to Arkansas Miracle League include developing messages to more effectively communicate with volunteers and participating families.

How long will the study last?

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

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

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

Will I have to pay for anything?

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

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

If you do not want to be in this study, you may refuse to participate. Also, you may refuse to participate at any time during the study. Your affiliation with Arkansas Miracle League will not be affected in any way if you refuse to participate.

How will my confidentiality be protected?

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

Will I know the results of the study?

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

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

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

Principal Researcher

Abby C. Stuart, Candidate for MA in Journalism

University of Arkansas

[REDACTED]

[REDACTED]

Faculty Advisor

Dr. Jan L. Wicks

University of Arkansas

jwicks@uark.edu

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

Ro Windwalker, CIP
Institutional Review Board Coordinator
Research Compliance
University of Arkansas
210 Administration
Fayetteville, AR 72701-1201
479-575-2208
irb@uark.edu

I have read the above statement and have been able to ask questions and express concerns, which have been satisfactorily responded to by the investigator. I understand the purpose of the study as well as the potential benefits and risks that are involved. I understand that participation is voluntary. I understand that significant new findings developed during this research will be shared with the participant. I understand that no rights have been waived by signing the consent form. I have been given a copy of the consent form.

Please sign
name _____

Date _____

Introduction to Survey

In order to continuously improve Arkansas Miracle League, this questionnaire has been developed to gather feedback regarding your experiences with Miracle League and opinions about future campaigns promoting Miracle League. Through this brief survey, your answers will be helpful in enhancing our league and meeting your needs. We value your honest and detailed responses. If you have any questions regarding the survey, please contact the principal researcher, Abby Stuart, at [REDACTED] or [REDACTED]. Thank you for your time and feedback.

The questionnaire should take approximately 20 minutes to complete. Your responses are completely anonymous.

1. How did you hear about the Arkansas Miracle League? Please circle all that apply.

- a) Television
- b) Radio
- c) Internet
- d) Newspaper
- e) Facebook
- f) Twitter
- g) Other social media
- h) Word of mouth
- i) A current or former player/volunteer
- j) Other _____

2. How many seasons have you been volunteering with Miracle League? (For example, spring and fall are two different seasons. If you have volunteered the last two years that would be four seasons.)

- a) 1
- b) 2
- c) 3
- d) 4
- e) 5+

3. What are your main motivations for volunteering? Please circle all that apply.

- a) Mandated volunteer hours
- b) My friends volunteer
- c) Family connection
- d) To help others
- e) To feel useful/productive
- f) To fulfill a “moral” responsibility
- g) Desire to give back to the community
- h) I can make new contacts that might help my business career
- i) Other _____

4. What is your most important reason for volunteering? Please circle only one.

- a) Mandated volunteer hours
- b) My friends volunteer
- c) Family connection
- d) To help others
- e) To feel useful/productive
- f) To fulfill a “moral” responsibility
- g) Desire to give back to the community
- h) I can make new contacts that might help my business career
- i) Other _____

5. How much of a difference, if it all, do you think you as an individual, can make volunteering with Miracle League?

- a) No difference
- b) Not much
- c) A little
- d) Some
- e) A lot of difference

6. Before you began volunteering with Miracle League, had you worked with disabled children before?

a) Yes. Explain _____

b) No.

7. Besides Miracle League, what other types of volunteering do you do? Circle all that apply.

a) Animals/animal shelter

b) Board and management committees

c) Child and youth services

d) Tutoring

e) Disaster relief programs

f) Blood drives

g) Customer services

h) Food pantry services

i) Aged/elderly services

j) Other _____

8. What organizations or activities are you involved in? Circle all that apply.

a) Sports teams

b) Religious organizations

c) Greek life

d) Student government

e) Community service organizations

f) Community groups

g) Other/specify above choices _____

9. Do you have any suggestions for reaching out to other potential volunteers?

Miracle League

A league designed specifically for children with different abilities.



Contact Miracle League to sign your child up to play!

Did you know that 2.8 million children are prevented from playing baseball due to a disability? Well not here! Miracle League is calling all aspiring players and volunteers to grab a friend and glove and join the most inclusive baseball league in Arkansas. Miracle League provides a unique athletic experience that gives children with disabilities an outlet to play baseball with their peers. The Miracle League

field is specially designed to accommodate wheelchairs, walkers, visual impairments and any other need of our players. With the help from our dedicated volunteers, Miracle League provides a fun, safe, and confidence building experience that sets every child up for success on and off the field! Visit our website at MiracleLeagueAR.com to sign up your child to play or to volunteer today!



MiracleLeagueAR.com

Please read the entire public service announcement (PSA) shown above. Next, please answer questions 10-19 based on the PSA. Please indicate how much you agree or disagree with each statement about this PSA.

10. I consider this PSA to be appealing.

- f) Strongly agree
- g) Agree
- h) Neutral
- i) Disagree
- j) Strongly disagree

Why or why not?

11. I consider the organization advertised in this PSA to be appealing.

- f) Strongly agree
- g) Agree
- h) Neutral
- i) Disagree
- j) Strongly disagree

Why or why not?

12. Is the PSA effective in appealing to potential volunteers for Miracle League?

- f) Strongly agree
- g) Agree
- h) Neutral
- i) Disagree
- j) Strongly disagree

Why or why not?

13. I have a more positive opinion about Miracle League after reading this PSA.

- f) Strongly agree
- g) Agree
- h) Neutral
- i) Disagree
- j) Strongly disagree

Why or why not?

14. How relevant is the PSA to you personally?

- f) Extremely relevant
- g) Somewhat relevant
- h) Neutral
- i) Irrelevant
- j) Extremely irrelevant

15. How useful is the PSA in terms of giving you information about Miracle League's purpose?

- f) Extremely useful
- g) Somewhat useful
- h) Neutral
- i) Not very useful
- j) Not at all useful

16. How does the PSA make you feel?

- f) Extremely good
- g) Good
- h) Neutral
- i) Bad
- j) Extremely bad

Why does the PSA make you feel that way?

17. What is your favorite part about the PSA?

18. What is your least favorite part about the PSA?

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

20. Where do you get most of your news? Circle only one.

- j) Television
 - k) Internet
 - l) Newspapers
 - m) Radio
 - n) Facebook
 - o) Twitter
 - p) Other social media
 - q) Word of mouth
 - r) Other
-

21. In the past three months, have you heard, seen or read anything in advertising, publicity, the media or other places about Miracle League?

- d) Yes
- e) No [SKIP TO Q23]
- f) Not sure [SKIP TO Q23]

22. [If "Yes" to Q21] Where was it? Circle all that apply.

- k) Television
 - l) Internet
 - m) Newspapers
 - n) Radio
 - o) Facebook
 - p) Twitter
 - q) Other social media
 - r) Word of mouth
 - s) Flyer
 - t) Other
-

23. How would you prefer to receive updates about Miracle League and the team you volunteer for?

- g) Email
- h) Facebook
- i) Twitter
- j) Text
- k) Miracle League website
- l) Other _____

24. Do you follow Miracle League on Facebook?

- c) Yes.
- d) No. If no, why not? _____

25. Do you follow Miracle League on Twitter?

- c) Yes.
- d) No. If no, why not? _____

The following questions will help us understand trends in volunteer and participation characteristics. Please be assured there is no way to match the information to any individual who responds to this survey. Your confidentiality is assured.

26. What is your gender?

- d) Male
- e) Female
- f) Other

27. What is your age in years as of March 1, 2015?

28. What is your race?

- h) White
- i) Black or African-American
- j) Hispanic
- k) Asian
- l) American Indian or Alaskan Native
- m) Prefer not to answer
- n) Other _____

29. At home, do you typically speak

- e) English
- f) Spanish
- g) Both equally
- h) Other _____

30. What city do you live in?

- h) Little Rock
- i) North Little Rock
- j) Conway
- k) Fayetteville
- l) Springdale
- m) Rogers
- n) Other _____

31. What is your current employment status?

- i) Employed full-time
- j) Employed part-time
- k) Temporarily unemployed
- l) Full-time college student
- m) Part-time college student
- n) High school student
- o) Retired
- p) Other _____

32. What is the highest level of education that you have completed?

- k) 8th grade or below
- l) Some high school
- m) High school graduate
- n) Trade school
- o) Some college
- p) Associate's degree
- q) Bachelor's degree
- r) Some postgraduate
- s) Graduate-school degree
- t) Other _____

33. Which classification best describes your total pre-tax household income?

- n) Under \$10,000
- o) \$10,000-\$19,999
- p) \$20,000-\$29,999
- q) \$30,000-\$39,999
- r) \$40,000-\$49,999
- s) \$50,000-\$74,999
- t) \$75,000-\$99,999
- u) \$100,000-\$124,999
- v) \$125,000-\$149,999
- w) \$150,000-\$174,999
- x) \$175,000-\$199,999
- y) More than \$200,000
- z) Prefer not to state

34. Is there anything about Arkansas Miracle League you would like to share?

Miracle League

A league designed specifically for children with different abilities.



Sign up to play or volunteer by January 9th!

Did you know that 2.8 million children are prevented from playing baseball due to a disability? Well not here! Miracle League is calling all aspiring players and volunteers to grab a friend and glove and join the most inclusive baseball league in Arkansas. Miracle League provides a unique athletic experience that gives children with disabilities an outlet to play baseball with their peers. The Miracle League

field is specially designed to accommodate wheelchairs, walkers, visual impairments and any other need of our players. With the help from our dedicated volunteers, Miracle League provides a fun, safe, and confidence building experience that sets every child up for success on and off the field! Visit our website at MiracleLeagueAR.com to sign up your child to play or to volunteer today!

A league made for me!

 /MiracleLeague.NWA



MiracleLeagueAR.com

 [MiracleLeagueAR](https://twitter.com/MiracleLeagueAR)

Corner of Watkins and 48th Street, Springdale, AR 72764

Miracle League

A league designed specifically for children with different abilities.



Sign up to play or volunteer by January 9th!

Did you know that 2.8 million children are prevented from playing baseball due to a disability? Well not here! Miracle League is calling all aspiring players and volunteers to grab a friend and glove and join the most inclusive baseball league in Arkansas. Miracle League provides a unique athletic experience that gives children with disabilities an outlet to play baseball with their peers. The Miracle League

field is specially designed to accommodate wheelchairs, walkers, visual impairments and any other need of our players. With the help from our dedicated volunteers, Miracle League provides a fun, safe, and confidence building experience that sets every child up for success on and off the field! Visit our website at MiracleLeagueAR.com to sign up your child to play or to volunteer today!

A league made for me!

 /MiracleLeagueAR



MiracleLeagueAR.com

 MiracleLeagueAR

250 Cantrell Road, Little Rock, AR 72205

Appendix I
Contact List

Executive Director of ERC

John Buck
3917 S. Old Missouri Rd Springdale, AR
72764
479.872.1800

Executive Director of NACADD

Beth McKee
2458 E. Joyce Blvd
Suite 10
Fayetteville AR 72703
479.871.7994

**VP Community Service
Interfraternity Council**

Zach Rankin
ATTN: Zach Rankin
GoGreek@uark.edu

**VP Community Service
Panhellinc Council**

Laurel Darr
ATTN: Laurel Darr
GoGreek@uark.edu

Little Rock Metro Private Schools

Abundant Life School

9200 Highway 107
Sherwood, AR 72120
(501) 835-3120

Arkansas Baptist School

62 Pleasant Valley Drive
Little Rock, AR 72212
(501)227-7077

Avilla Christian Academy

302 Avilla E
Alexander, AR 72002
(501)316-0922

Calvary Academy

1401 Calvary Rd
North Little Rock, AR 72116
(501)758-3090

Capital City Christian Academy

7800 Interstate 30
Little Rock, AR 72209
(501)687-0436

Catholic High School For Boys

6300 Father Tribou St
Little Rock, AR 72205
(501)664-3939

Cedar Heights Christian Academy

14502 Cedar Heights Rd
North Little Rock, AR 72118
(501)851-1196

Central Arkansas Christian:

1 Windsong Dr.
Maumelle, AR 72113
(501)758-3160

Clara Muhammad School

1219 W 20th Street
Little Rock, AR 72216
(501)374-1541

Conway Christian School

500 E German Ln S
Conway, AR 72032
(501)336-9067

Episcopal Collegiate School

1701 Cantrell Road
Little Rock, AR 72201
(501)372-1194

First Pentecostal Church Academy

Po Box 900
Bryant, AR 72089
(501)847-3720

Jacksonville Christian Academy

3301 N First Street
Jacksonville, AR 72076
(501)982-7522

Little Rock Adventist Academy

8708 Rodney Parham Rd
Little Rock, AR 72205
(501)225-6183

Little Rock Christian Academy

Po Box 17450
Little Rock, AR 72222
(501)868-9822

Lutheran High School

6711 W Markham St
Little Rock, AR 72205
(501)663-5117

Mt. St. Mary Academy

3224 Kavanaugh Blvd
Little Rock, AR 72205
(501)664-8006

New Horizon Academy

13018 Highway 31 N
Ward, AR 72176
(501)941-0839

Pulaski Academy

12701 Hinson Road
Little Rock, AR 72212
(501)604-1910

Southwest Christian Academy

11301 Geyer Springs Rd
Little Rock, AR 72209
(501)535-3276

Temple Baptist Academy

520 Marshall Rd
Jacksonville, AR 72076
(501)982-6433

Words Of Outreach Christian Academy

3300 Asher Ave
Little Rock, AR 72204
(501)663-0300

Victory Baptist Academy

5386 Highway 67
Benton, AR 72015
(501)778-5013

Woodland Hills Christian School

15100 Jason Drive
Alexander, AR 72002
(501)847-6505

NWA Metro Private Schools

Fayetteville Christian School

2006 E Mission Blvd
Fayetteville, AR 72703
(479)442-2565

Grace Lutheran School

415 N 6th Pl
Lowell, AR 72745
(479)659-5999

Gravette Holiness Bible School

606 Atlanta St Se
Gravette, AR 72736
(479)787-5602

Life Way Christian School

Po Box 220
Centerton, AR 72719
(479)795-9322

Ozark Adventist Academy

20997 Dawn Hill East Rd
Gentry, AR 72734
(479)736-2221

Providence Academy

2555 S. 26th Street
Rogers, AR 72758
(479)263-8861

Providence Classical Christian Academy

Po Box 173
Lowell, AR 72745
(479)236-8277

Shiloh Christian School

1707 Johnson Rd
Springdale, AR 72762
(479)756-1140

University Contacts

Department Chair-Journalism

University of Arkansas- Fayetteville

Larry Foley
479.575.6307
lfoley@uark.edu

Department Chair-Marketing

University of Arkansas- Fayetteville

Jeff Murray
479.575.5115
jmurray@walton.uark.edu

Department Chair-Communication

University of Arkansas- Fayetteville

Robert Brady
479.575.3046
rbrady@uark.edu

Department Chair-Communication

University of Arkansas- Little Rock

Lisa Bond-Maupin
501.569.3592

Department Chair-Marketing

University of Arkansas-Little Rock

Jane Wayland
501.683.702

Appendix J
Miracle League Example Registration and Release Form
The Miracle League of NWA Player Registration Form
Spring 2016

Deadline: January 20, 2016 Registration Fee: \$25

Games are played on Saturdays for 8 weeks starting Saturday, February 6, 2016.

Player Name _____ M/F _____ DOB _____ Age _____
Mailing address Street _____ City _____ Zip _____
Home Phone _____ Cell Number _____ Text Yes No
Email address _____
Contact name _____

Circle equipment utilized by player:

Wheelchair Walker Stroller Crutches AFO's Other _____

Circle disability classification below:

Mentally disabled Visually impaired Autism Developmentally Delayed Other _____

Primary Care Physician _____

Medication taken _____

School or Program player attends _____

Preferred Miracle League buddy volunteer _____

Circle player uniform size:

Youth S M L XL Adult S M L XL XXL

Player yard sign and decal:

Yard Sign (\$10) Car Decal (\$5) Both (\$12)

Can you help?

Coach Assistant Coach Player Sponsor (\$40 per player) Team Sponsor (\$300 per season)

Parent/Guardian Signature _____ Date _____

Your registration is complete when you have filled out this page AND completed the release form

Both pages are required to be sent to the Miracle League of Arkansas with your payment

Make check payable to Miracle League of Arkansas

Mail forms to Miracle League of Arkansas, PO Box 7372, Little Rock, AR, 72217

www.MiracleLeagueAR.com

A limited number of need based scholarships are available and must be requested in writing and sent with this form

Appendix J (cont.)
Miracle League Example Registration and Release Form

The Miracle League of Arkansas Release Form

Player Name _____ M/F ____ DOB _____ Age _____

I give authorization to the above listed person to participate in the Miracle League of Arkansas. I know that participation in baseball may result in serious injuries and that there are numerous risks for injuries to players and even potentially to spectators, nonetheless I hereby waive, release, absolve, indemnify, and agree to hold harmless the Miracle League of Arkansas and their organizers, sponsors, agents, insurers, supervisors, participants, and volunteers from any claim arising out of any injury to my child or me whether the result of negligence or of any other cause.

I hereby grant the Miracle League of Arkansas, its affiliates, franchises, and advertising and promotional agencies, and their agents, the irrevocable, unrestricted right to use, publish, display and distribute materials bearing my name, voice, likeness or any other identifiable representation of myself, my family members including my Miracle

League of Arkansas player. These materials may appear in any form, style, color or medium whatsoever (including, without limitation, photographs, video tapes, films, sound recordings, software, drawings, prints, broadcast, internet and electronic media). I agree that all material containing any identifiable representation of me (including without limitation, all negatives, plates, and masters of photographs, files, prints, or tapes) shall be and remain the sole and exclusive property of the Miracle League of Arkansas. I hereby release and forever discharge the Miracle League of Arkansas from any and all liability and damages relating to the use of my name, voice, likeness or any other identifiable representation of me. I hereby waive any right I may have to inspect or approve the finished materials or any part or element thereof that incorporates my name, voice, likeness, or any other identifiable representations of myself, my family including my Miracle League of Arkansas player.

I acknowledge that I have fully read and understand this document and that I have had any questions regarding its effect or the meaning of its terms answered to my satisfaction. I certify that I am at least 18 years of age, unless this document is also signed by my parent or legal guardian.

Date _____

Player Signature if older than 18 years of age _____

Parent/Guardian Signature if player is under the age of 18 _____

Registration is complete when you have filled out this page AND the registration form
Mail both forms and payment to Miracle League of Arkansas, PO Box 7372, Little Rock, AR, 72217

Appendix K
Yard Sign Examples



Appendix L
Car Decal Example



Appendix M
Research Compliance Protocol Letter



UNIVERSITY OF
ARKANSAS

Office of Research Compliance
Institutional Review Board

April 7, 2015

MEMORANDUM

TO: Abby Stuart
Jan Wicks

FROM: Ro Windwalker
IRB Coordinator

RE: New Protocol Approval

IRB Protocol #: 15-03-585

Protocol Title: *A Social Marketing Plan: Arkansas Miracle League*

Review Type: EXEMPT EXPEDITED FULL IRB

Approved Project Period: Start Date: 04/03/2015 Expiration Date: 04/02/2016

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

This protocol has been approved for 55 participants. If you wish to make *any* modifications in the approved protocol, including enrolling more than this number, you must seek approval *prior to* implementing those changes. All modifications should be requested in writing (email is acceptable) and must provide sufficient detail to assess the impact of the change.

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