UNIVERSITY PROGRAM BOARD MARKETING PLAN

An Honor's Thesis (HONRS 499)

by

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PURPOSE OF THESIS

The following marketing plan is a written summary of the marketing activities implemented for the University Program Board for the 1992-93 school year. Since the University Program Board is a non-profit student organization, all of these activities were specifically tailored to aid members in successful non-profit marketing. This marketing plan is designed to be used as a guide for University Program Board members in the future and includes explanations, definitions and activities to thoroughly explain each step of the marketing process.
WHY MARKETING?

Why is marketing an important concern for the University Program Board? Until recently, marketing plans and programs have been used primarily by profit-making organizations. Marketing plans have been used to battle competitors, gain an edge in the market, and help create a new image. Non-profit organizations may have been missing out on a valuable tool. Many people believe that an organization such as the University Program Board does not need to follow a marketing plan since it is a non-profit student organization. Even though the University Program Board is a non-profit organization, it still wishes to gain attendance at its events and membership for its committees. To successfully meet these goals, it is essential that the University Program Board have a marketing plan.

WHAT IS NON-PROFIT MARKETING?

“A non-profit organization emphasizes goals other than returning profits to owners (Husted 1989).” The product offering of most non-profit organizations is intangible. The goals and objectives of a non-profit organization are also difficult to quantify. Goals and objectives of non-profit organizations are usually measured in terms other than dollars and cents. Many non-profit organizations also operate primarily with the help of volunteers. This makes it difficult to have a rigid organizational structure and often causes a problem with accountability (Husted 620).

TYPES OF NON-PROFIT MARKETING

- **Person Marketing**—Some non-profit organizations exist solely to represent politicians, famous athletes and entertainers. The objective of person marketing is to maintain or project a positive image to the target market.

- **Idea Marketing**—Idea marketing includes the marketing of special causes and social issues such as saving the environment and wearing safety belts. Idea marketing attempts to identify and gain acceptance of a practice, cause, philosophy, or way of thinking in a selected group of people. This acceptance will usually lead to the desired behavior.

MARKETING DEFINED

- **Marketing**—the process of analyzing, planning, implementing, and orchestrating programs designed to achieve organizational objectives and meet the needs and desires of specific target markets (Kotler 1982).

- **Marketing**—the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives (Husted 1989).
**Place Marketing** - This type of non-profit marketing is used to promote states, counties, parks and resorts (ex. “Say YES to Michigan!”). Place marketing tries to attract attention and create a positive attitude toward a specified place.

**Organization Marketing** - The remaining group of non-profit organizations usually includes universities, student groups, churches, government agencies, schools and museums. This marketing is used to gain, maintain or alter acceptance of an organization’s objectives and services. “For colleges and universities, sophisticated marketing strategies are becoming key to survival and prosperity (Husted 621).” To gain acceptance of its goals, an organization must have a positive public image with its desired audience. Changing or maintaining an image always requires marketing (Husted 621).

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**DO WE NEED MARKETING?**

Answer “Yes” or “No” to the following questions:

- ___ Are the numbers of the audience and membership changing?
- ___ Is the administration interested in seeing the accomplishments of the organization?
- ___ Has the organization been in existence for over five years?
- ___ Do the programs seem to be repeated annually without change?
- ___ Are there new ideas that seem difficult to implement?
- ___ Is attendance at some programs declining?
- ___ Are there changes on campus that create opportunity such as UniverCity or special awareness weeks?
- ___ Do off-campus groups create competition for University Program Board events?
- ___ Are funding distributions on campus becoming more competitive?

If you answered “Yes” to any of the above questions, you will find it very beneficial to use the following material to implement a marketing plan.
4 CHARACTERISTICS OF A MARKETING ORGANIZATION

A marketing organization must be highly responsive.
• be client centered
• result in high level of satisfaction from users
• accept customers as voting members
• encourage active participation of users
• continually survey and research satisfaction and needs

A marketing organization must be highly adaptive.
• recognize changing conditions
• use strategic planning to combine marketing efforts with mission, goals and resources
• continuously assess environmental factors

The organization must be entrepreneurial.
• accept challenges with creativity
• constantly alter and improve products and services
• motivate and innovate
• watch the competition’s activities
• test ideas thoroughly

The organization must have a plan for action.
• find ways to understand and measure the market
• develop the plan
• evaluate the plan

THE MARKETING PLAN

The remainder of this workbook will focus primarily on an 8-point marketing plan. The steps in this plan not only guide in the development and implementation of your own marketing plan, but will also help you to meet the requirements of being responsive, adaptive and entrepreneurial. Each section will include one step in the marketing plan and any materials/exercises that may assist in the completion of that step. Use the exercises as tools to help explain each of the concepts. It is important that every member has a clear understanding of the marketing plan before it can be truly successful.
WHAT IS A MARKETING PLAN?

The written marketing plan is like a road map to the tourist. "It helps them find the right route and, once found, continues to point them in the right direction." Since marketing has the ability to determine the success or failure of an organization, the marketing plan is one of the most important documents an organization can possess (Alsted 37).

EFFECT OF THE MARKETING PLAN ON ADVERTISING:

1) The marketing plan allows an organization to analyze, criticize and improve all organization operations including past marketing and past advertising programs.

2) The marketing plan dictates the future role of advertising in the marketing mix. 

*Marketing Mix- consists of the four P's (product, price, place, and promotion). Every organization must work with these four elements to develop a strong and cohesive marketing plan.*

3) The marketing plan provides focus and guidance to advertising creativity: it reduces the temptation to use inconsistent advertising; it enables better implementation, control, and continuity of advertising programs; and it ensures the most efficient use of the promotions budget.

FUNCTIONS OF A MARKETING PLAN:

1) The marketing plan assembles all pertinent facts about the organization, the markets it serves, its products, services, customers, and competition.

2) The marketing plan forces all members of the organization to work together.

3) The marketing plan helps the organization set goals and objectives.
THE 8 POINT PLAN

1. Mission statement of University Program Board
2. Statement of the overall University Program Board marketing philosophy
3. Long term goals and objectives of University Program Board
4. Situation analysis of University Program Board and the university community
5. A brief history of University Program Board marketing efforts
6. An overview of how University Program Board handles advertising and marketing functions
7. Umbrella marketing strategies
8. Individual committee marketing strategies
MISSION STATEMENT OF UNIVERSITY PROGRAM BOARD

The mission of the University Program Board shall be to sponsor, integrate and expand the educational, social, cultural and recreational activities of Ball State University by providing enjoyable and meaningful activities.

ELEMENTS OF A GOOD MISSION STATEMENT

- short
- no more than one or two sentences
- concise
- capture the firm’s overall purpose
Before taking a course of action, the marketer needs to understand the organization's overall goal, or organizational mission. Organizations have mission statements that concisely answer the question: "What is our purpose, and for whom?" Essentially, the mission statement describes the nature of the organization's business and what it seeks to accomplish. A well-defined mission statement reflects an organization whose purpose is clear. All activities of the organization should support the overall mission of the organization. Thus, the marketing plan must support an organization's mission (Husted 1989).

What is our purpose?

Whom do we serve?

The answers to these questions should be closely related to the mission statement on the previous page. If they are not, it may be time to reconstruct the mission statement of the University Program Board.
OVERALL UNIVERSITY PROGRAM BOARD MARKETING PHILOSOPHY

The University Program Board has worked diligently to establish itself as a very positive and integral part of university life. Because the University Program Board is such a visible force on campus, it is very important that it considers each of the various campus groups that are affected by its attitudes and actions. These campus groups include faculty members, freshmen, upperclassmen, Student Affairs faculty, and other student organizations.

TWO CRUCIAL ELEMENTS OF A MARKETING PHILOSOPHY

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UNIVERSITY PROGRAM BOARD IMAGE

The University Program Board comes into contact with many different groups on campus. Each of these organizations form an opinion of the University Program Board as an organization. To maintain a positive image, the University Program Board must work to project a suitable image to each of these groups. There is an explanation on the following page of the images the University Program Board may project to the following campus groups:

- Faculty members
- Freshmen
- Upperclassmen
- Student Affairs faculty
- Other student organizations
Faculty Members- The University Program Board is an organization that educates the Ball State community through lectures, panel discussions and special events. This organization stays abreast of current issues and takes advantage of opportunities for co-sponsorships (ex. UniverCity and Political Science Department).

Freshmen- The University Program Board is an established and prestigious organization that provides opportunities for leadership and inexpensive, convenient entertainment.

Upperclassmen- The University Program Board offers entertainment as well as opportunities to gain experience relative to majors, minors or special interests.

Student Affairs Faculty- The University Program Board is an active organization striving for change and development while providing leadership and activities for Ball State students.

Other Organizations- The University Program Board is a skilled organization with programming capabilities and an interest in many different programs.

### IMAGE ACTIVITY

Activity Summary- The classified ads in the newspaper all attempt to sell an object, position, activity, or idea. This exercise will challenge the participants to create classified ads that will sell the organization. This activity will help each member develop a personal University Program Board image. This activity is generally more effective when used in the early stages of the group’s formation.

Time- 20-25 minutes

Group Size- 12-20 is best

Materials- pencil and Classified Ad sheet (see next page)

Activity Steps

1) While giving each participant a pencil and a copy of the Classified Ad, explain that each member is writing an advertisement to sell the University Program Board.

2) Give the group five minutes to fill out their sheets. Encourage them to be as creative as possible.

3) Divide participants into groups of three or four to share their information.

4) Solicit volunteers to read their University Program Board profiles out loud.

5) Use group discussion to determine a consensus of the University Program Board profile (Sants 57).
CLASSIFIED AD
FOR UNIVERSITY PROGRAM BOARD

Standard features of the organization (How would you describe UPB?)

Additional options (What opportunities does UPB provide?)

Performance record (What recognition has UPB received from the Ball State community?)

Maintenance requirements (What should you do to help UPB maintain a positive image on campus?)

Direct benefits of ownership (What do you gain from being a member of UPB?)

Comparison to Competitor's Models (How does UPB compare to other campus organizations?)
LONG TERM GOALS
OF UNIVERSITY PROGRAM BOARD

1) To meet the needs and interests of the Ball State community through programming.

2) To encourage growth and diversity.

3) To strengthen administrative, leadership and organizational skills of all members.

"An organization that does not have a clear understanding of what it wants to achieve in a given time, is like a ship without a rudder, at the mercy of the elements and likely to flounder in the first storm it meets (Woolfolk 1986)."
THE "GOOD GOAL" TEST

Are your goals stated in specific terms?
Are your goals realistic, attainable, and meaningful for your committee?
Are your goals challenging enough?
Are your goals task-oriented?
Are your goals measurable so you know when you’ve accomplished them?
Have you stated short term goals to use as benchmarks in measuring progress?
Was there group participation in setting the goals?

WHY SET GOALS?

1) To improve the self image of the group by making members aware of strengths and weaknesses.

2) To give the organization an orderly direction in which to proceed.

3) To set priorities.

4) To make the organization responsible for it’s own “life.”

5) To sharpen decision-making.

KEY FOR GOALS

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BACKGROUND INFORMATION

The University Program Board was founded as the Student Center Governing Board in 1952 with the purpose of programming in the Student Center for the Ball State community. In 1984, the name was changed to Student Center Programming Board to better reflect the function of the organization. A minor name change was made in 1991 when the word Programming was changed to Program. Just recently, in the spring of 1992, this organization became the University Program Board. The name University Program Board was chosen to generate a greater awareness of our campus-wide programming capabilities. Although there have been several name changes, the University Program Board still serves the original purpose of programming for the Ball State community.

Over the years, new committees have been added, several have been consolidated and some have been eliminated. In 1991, the Diversity committee became the newest addition. This addition was made in response to changing needs on campus. With this addition, the University Program Board can continue to effectively serve the needs of the campus community.

CHANGES IN THE CAMPUS MARKET

In recent years, Ball State University has grown quickly to a population in excess of 21,000 students. Because of this quick growth, administrators have recognized the need to set a population ceiling. A population ceiling sets the desired maximum number of students in attendance at Ball State University at any one time. This population ceiling is based on several different factors. The first of these factors is the capacity of the residence halls and classrooms. An average of ninety-eight percent of all residence hall rooms have been filled during the past three years.

Since Ball State requires all freshmen to live in the residence halls, there must be an available room for each freshman. Many upperclassmen also choose to remain in the residence hall. Classroom scheduling is also very tight. For example, several business courses have been scheduled outside of Whitinger Business building because of insufficient space.

Admission standards also help to determine the population ceiling. Low admission standards allow more students to be accepted into the university. This would result in a larger freshmen class. However, high admission standards allow Ball State to accept fewer students. To meet the higher standards, incoming freshmen must have better grades and more activities.

The third determinant of the
population ceiling is the Ball State philosophy. Ball State wishes to be a mid-size university with a full range of activities and opportunities for each student.

After taking each of these factors into consideration, the administration chose a population ceiling of 19,500. Since Ball State is above the population ceiling at this time, the Admissions Office has increased the admissions standards to reduce the incoming freshman class. The new admissions standards are requiring students to have higher grades and increased extra-curricular activities.

There are several explanations for this dramatic growth that has occurred since 1990. Awareness of the university began to increase in 1990 with the success of the men’s basketball team. The Admissions Office has also worked to increase recruiting and marketing efforts. Ball State has slowly moved from it's image as a “party school” to the image of a fine establishment for higher education.

Student retention has also played a very important role in Ball State’s growth. Within the past five years, the retention of students has increased by fourteen percent. In 1988, only 78 of every 100 students returned for their sophomore year. Last year, 92 of every 100 students returned for their sophomore year. Incoming freshmen with higher scores, better professors and the improved atmosphere in the residence halls may have all contributed to this increased student retention.

The campus market is a cycle of continuous change. The university will continue it’s commitment to diversity and it will continue it’s financial aid and scholarship programs to make it possible for students to attend. The number of students attending college will also continue to increase. In 1965, less than nine percent of the United States population had earned a college degree. Today, more than seventeen percent of the population are college graduates (Hawkins 106). Each year, new factors will demand the attention of Ball State University. The University Program Board must stay abreast of these changes to remain a strong organization. If we, as an organization, lose sight of these important external variables, we will no longer be able to effectively market ourselves to our most valuable customer—the student.

Population Ceiling- the desired maximum number of students in attendance at Ball State University at any one time

FACTORs DETERMINING THE BALL STATE POPULATION CEILING

• Limited classroom and residence hall space
• Admission standards
• Ball State philosophy
**SWOT ANALYSIS**

A SWOT analysis is an exercise requiring organizations to look closely at their strengths, weaknesses, opportunities and threats. This analysis enables an organization to develop strategies to capitalize on the strengths, improve the weaknesses, increase opportunities and diminish threats. Every organization must be aware of external variables as they change from year to year. As external variables change, an organization's strengths, weaknesses, opportunities and threats change. Most of the time, these external variables are uncontrollable. Uncontrollable variables cannot be changed by the organization, they can only be managed. These variables will undoubtedly have some impact on the organization in a positive or negative way. The question becomes: What are the dominant external variables and how do they affect us?

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**SWOT ANALYSIS ACTIVITY**

Activity Summary- The following exercise will give you examples of dominant external variables on Ball State's campus and help you determine their impact on the University Program Board. Each external variable may be a strength, weakness, opportunity or threat for the University Program Board.

Time- 20-25 minutes  
Group Size- 12-20 is best  
Materials- Pencil and SWOT Analysis worksheet

Activity Steps

1) Go over the examples as a group.

2) Divide participants into groups of three or four. Give each group a SWOT Analysis worksheet and a pencil.

3) Give the group ten minutes to fill in the worksheet.

4) Evaluate all of the worksheets as a group.
SWOT ANALYSIS EXAMPLES

**Situation:** Due to legislative budget cuts, Ball State will be making cutbacks in many departments.

**Implication:** The University Program Board may face budget cuts.

**Strength**  
**Weakness**  
**Opportunity**  
**Threat**

**Actions to be taken:** Begin designing low-cost programs, bring in big name comedians and charge admission and work on co-sponsorships with other organizations and academic departments.

**Situation:** The university has built a new arena with a capacity of approximately 13,000.

**Implication:** The University Program Board may have the chance to program large scale events.

**Strength**  
**Weakness**  
**Opportunity**  
**Threat**

**Actions to be Taken:** Set up an internal committee to research large scale programming, check concert schedules and meet with administrators.

**Situation:** Many University Program Board members are campus and community leaders.

**Implication:** These members will help to improve the organization as well as its image on campus.

**Strength**  
**Weakness**  
**Opportunity**  
**Threat**

**Actions to be Taken:** Encourage these leaders to facilitate workshops for the other members and help with a community event for another organization.

**Situation:** Many students do not know the function of the University Program Board.

**Implication:** Students do not participate in University Program Board events because they are not informed.

**Strength**  
**Weakness**  
**Opportunity**  
**Threat**

**Actions to be Taken:** Prepare mini informative presentations for campus organizations, run Daily News ads that promote the organization, not just an event and send letters to freshmen inside the calendar book.
Use the following worksheet to list situations that may have an effect on the University Program Board.

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HISTORY OF UNIVERSITY PROGRAM BOARD MARKETING EFFORTS

The University Program Board has advertised sporadically in the past with no record of a consistent marketing plan. The advertising has included Daily News ads, posters, flyers, monthly calendars, calendar books, and press releases. All of these forms of advertising served primarily to promote a specific event. The only organized forms of promotion of University Program Board as a unified organization have been the recruitment event and the Activity Fair.

Past advertising efforts of the University Program Board have lacked consistency. The logos have changed and the layout of advertisements change from event to event. A consistent marketing plan helps to create recognition and eliminate confusion for the students and members of the organization. Once effective, a strong marketing plan can present a clear image of the organization to the Ball State community.
MARKETING AND ADVERTISING FUNCTIONS

Newspaper Advertisements
• Info sheets must be filled out at least four weeks prior to the date the ad should run.
• The info sheets should be copied and given to the committee's promotions representative and the promotions advisor. One copy should be filed in the committee notebook.
• The Promotions Committee will design an ad for the event.

Posters and Flyers
• Info sheets must be filled out at least five weeks prior to the date the posters are to be distributed.
• The info sheets should be copied and given to the committee's promotions representative and the promotions advisor. One copy should be filed in the committee notebook.
• The Promotions Committee will design a poster/flyer for the event.
• It is the responsibility of the committee chair, not the Promotions Committee, to make copies of the poster/flyer.

Evaluations
• The vice-president is responsible for making updated evaluation forms and keeping organized evaluation files.
• After each event, it is the responsibility of the committee chair to completely fill out an evaluation with the help of their committee.
• Each committee chair should keep the original for their committee notebook and make copies for the vice-president and the advisors.
• At the end of the year, all evaluations should be filed in the committee file to be used as reference by the incoming committee chair.

Market Research
• Surveys are the responsibility of the vice-president.
• Two surveys should be done yearly. A survey in the fall should measure student awareness of the University Program Board. The spring survey should give the respondent an opportunity to evaluate the events and programs of the year.
• The survey results should be compiled into a report to be used for feedback and reference by the University Program Board.
• The suggestion box and comment cards should be made available at all events.
• The comment cards should be summarized by the vice-president in weekly executive reports.

Special Promotion
We often limit our advertising to traditional posters and flyers. There are hundreds of ways to promote each and every event. Use your creative juices to come up with new and exciting promotions!
UMBRELLA MARKETING STRATEGIES

Umbrella marketing strategies include all types of promotion used to promote the organization as a cohesive unit. They may be used by any committee for any event.

Surveys
• Determine the general awareness of the University Program Board
• Determine expectations of Ball State faculty and students
• Record audience demographics

Comment Cards
• Distributed during or immediately following the event
• Determine ratings and success of the event
• Record audience demographics

Evaluations
• To be completed at the meeting following the event
• Create consistent form and filing system to be used by all committees
• Serve as a reference for future executives

Information Presentation
• Presented to campus organizations during the fall semester
• Explains the function of the University Program Board
• Encourages audience to apply for positions
• Encourages attendance at events
• Includes visuals of the logo, posters and advertisements

A-Frame Sign
• Used at the entrance to all Student Center events
• Displays posters or flyers on both sides
• Can be used several days in advance in Cardinal Crossing entrance

Special Edition Newsletter
• Used as promotion at the Activity Fair
• Sent to student organizations and faculty members at the beginning of the year
• Creates an awareness of the University Program Board

"Weekly Events" Ad
• Placed in the Daily News every Monday
• Lists all University Program Board events of the week
COMMITTEE MARKETING STRATEGIES

Creativity is the key to effective committee marketing. It is often difficult to develop new and different advertising for events that are repeated year after year. Several examples of creative marketing are listed below:

MUSICAL ENTERTAINMENT

Music Concert- Hold a drawing for the drummer’s drumsticks prior to the event and pick a winner during the concert.

SPECIAL EVENTS

Aerobics- Hold an aerobics session at the Scramble Light.

TRADITIONS

Seasonal Peace Celebration- Decorate a tree at the Scramble Light.

AUDIO VISUAL

React to Art/React to Video- Set up video monitors in the Student Center and show videos from previous years or recruit artists to work on a large painting or picture at the Scramble Light.

DIVERSITY

DiversiTea- Go to Residence Hall Council meetings and talk to hall leaders. Invite these leaders to the DiversiTea to increase campus diversity.

IDEAS AND ISSUES

Who Shot JFK?- Stage a mock burial procession going through campus on the day of the event.
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Sants, Norman G. Fun, Fun and More Fun. 1990. vol. 1. Irwin