APHA Learning Institute: Social Norms Marketing

jennifer bauerle, Ph.D., National Social Norms Institute
bauerle@virginia.edu

Adrienne Keller, Ph.D., National Social Norms Institute aek3a@virginia.edu

Linda Hancock, Ph.D., VCU
lhancock@vcu.edu

Goals for today

- Review Social Norms THEORY & related Research
- How to use DATA to strategically reach an audience and evaluate outcomes
- Provide hands on experience with "clickers"
- Provide practical details about the "steps" in the process of creating a SNM campaign
- How to use a logic model to design project evaluation

CLICKERS or
Audience Response Technology

- An active learning strategy
- A way to quickly collect data from community groups
- A tool for correcting misperceptions
- Systems are rapidly becoming affordable and user-friendly

True Confessions:
I was a social norms coward when I started using clickers!

Have you ever used clickers before?

1. No, I'm a clicker virgin
2. Yes, just once but I didn't inhale
3. Yes, I'm a clicker guru

0 of 5

0% 0% 0%

No, I'm a clicker virgin Yes, just once but I di... Yes, I'm a clicker guru

How familiar are you with Social Norms Marketing?

1. Never heard of it
2. A little familiar
3. Moderately
4. Very familiar
5. I could write a book about it

0% 0% 0% 0% 0%

Never heard of it

A little familiar

Moderately

Very familiar

could write a book …

0 of 5

What Is A Norm?

- Norm: an unspoken social rule or code about how people are supposed to behave or what they are supposed to believe.

- People have to infer what norms are.

- Norms are not explicitly taught or explained.

Misperceived Norms

- As a result, people misperceive what the norms are.
- Everybody thinks everybody else does more of everything than they actually do.
- We tend to overestimate how much other people do unhealthy things and underestimate how often people do healthy things.
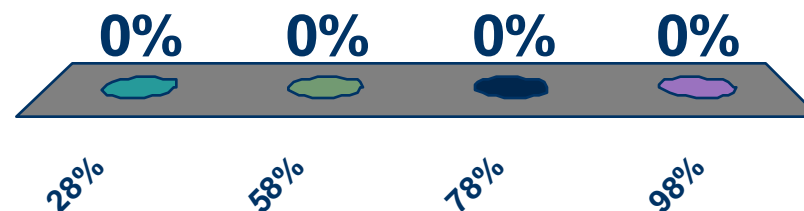
During the past month, what percentage of folks in the US participated in physical activities?

1. 27%

2. 57%

3. 77%

4. 97%

0 of 5

0%   0%   0%   0%
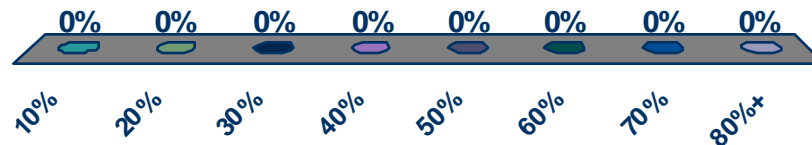
28%   58%   78%   98%

What percent of adult Americans are current cigarette smokers?

1. 10%
2. 20% **20.1%**
3. 30%
4. 40%
5. 50%
6. 60%
7. 70%
8. 80%+

0 of 5

| 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80%+ |

Why Do Misperceptions Matter?

- Misperceived norms are as powerful as actual norms in influencing behavior.

- When most people think unhealthy behavior is the norm, that allows the unhealthy behavior to go unchallenged.

We Are Social Beings

- Landmark study by Solomon Asch
  - Participants presented with standard lines
  - Which line in Exhibit 2 matches Exhibit 1
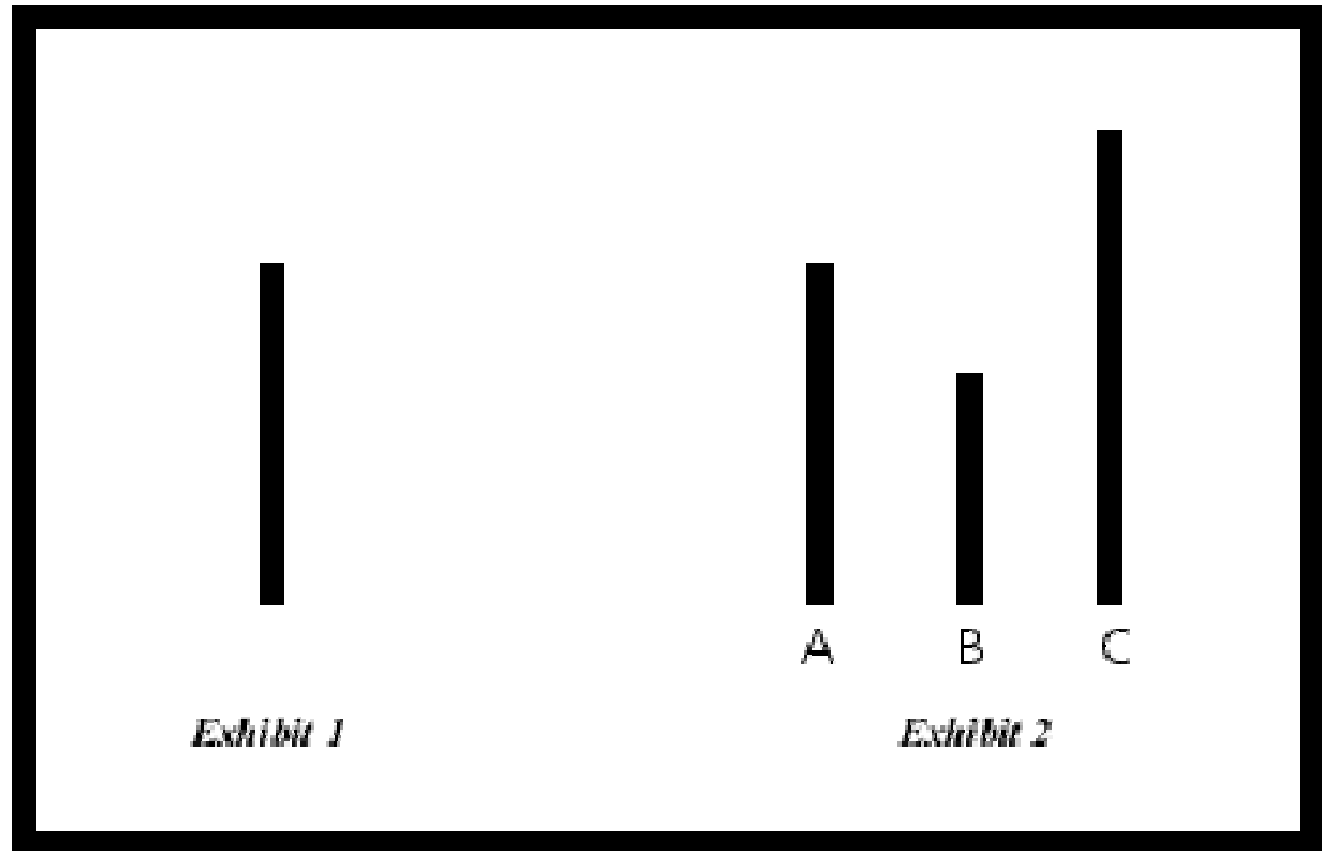
How Do Misperceptions Occur?

- We notice the "difference" not the pattern. "Out of the Ordinary" gets the attention.

- Focusing on the unusual makes it appear usual.

- Not-normal behavior looks like the Norm.

Are most people drinking or not drinking?

What do you remember?

What Stands Out?

How our brains process information

- Brains are meaning making machines
- Fill in the blanks
- Hard to change beliefs once established
- Finding what "should" be; contradictions

"Cambridge Sentence"

Aoccdrnig to a rscheeachr at Cmabrigde Uinervtisy, it deosn't mttaer in waht oredr the ltteers in a wrod are, the olny iprmoetnt tihng is taht the frist and lsat ltteer be at the rghit pclae. The rset can be a toatl mses and you can sitll raed it wouthit porbelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe.

Basketball Video

- According to Quantum Physics, focusing actually causes changes in energy fields that automatically produce a physical change in your surroundings
- What we focus on expands
- Important to focus on the normative healthy behaviors we want to increase

2 Opposed REALITIES

MOST
of our youth

- Don't smoke cigarettes
- Don't do drugs

  and

- Don't use alcohol or have an alcohol problem.

a MINORITY
of our youth

- Are addicted to tobacco
- Do use drugs

  and

- Do have a serious problem with alcohol!

What we have learned so far:

- Our brains are very efficient; very good at using incomplete or partially inaccurate data
- We are social beings, influenced by what we believe to be true for others
- We often find it difficult to "see" opposing realities
- Often, it is the different, the dramatic that grabs our attention
- On the other hand, we can over-focus and ignore an important part of the "obvious" reality

And, therefore, the point is:

- We can MIS-perceive the unusual as the norm, ignore the truly normal, and so base our actions on false ideas about others.

How Does Misperception Occur?

- Media plays a part in shaping images
- Follow the same principles of noticing what is different
- Can these messages be reshaped?
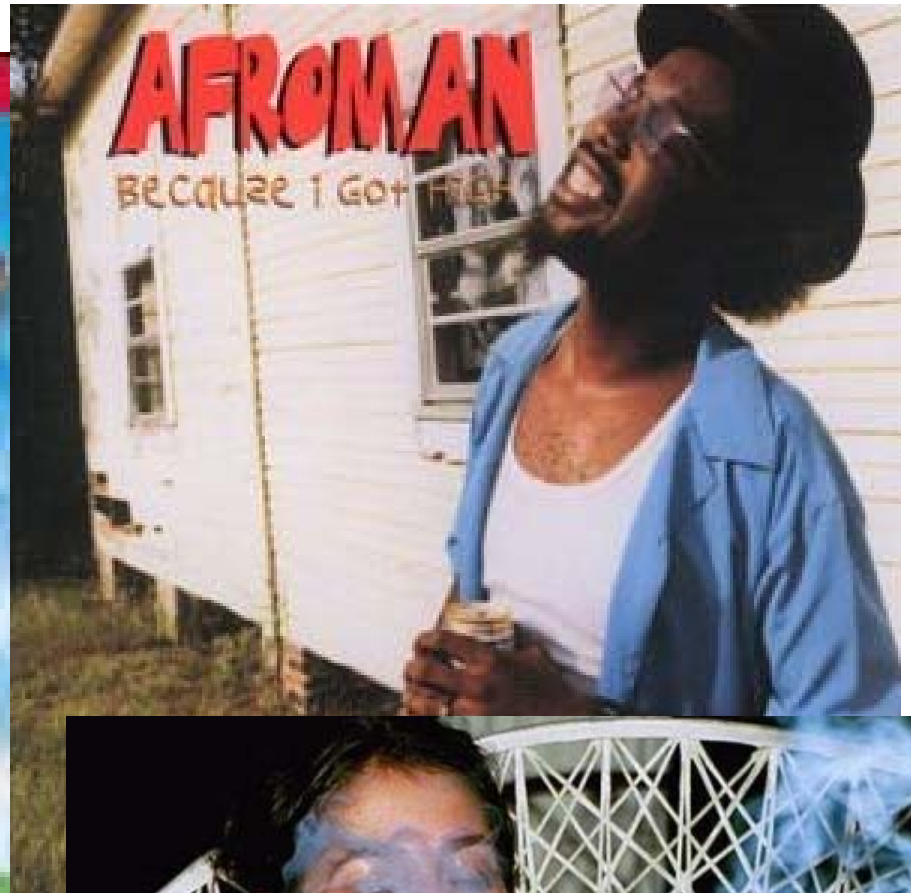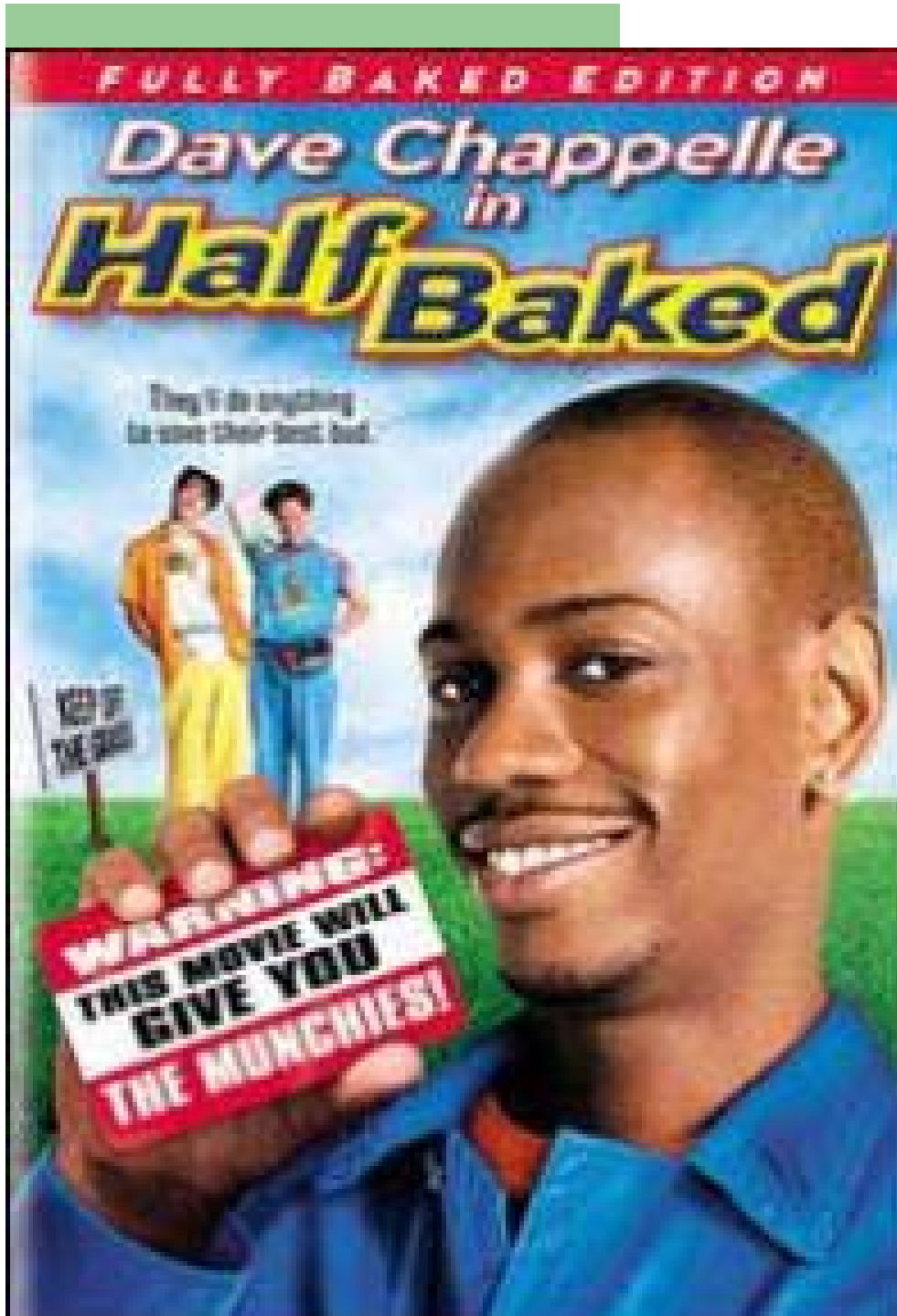
The movies, sit coms, etc, etc,

Now what?

- We care so much we want to "*scare the health into them*"
- Unfortunately, we inadvertently NORMALIZE the very behavior we are trying to decrease.
- Sir Winston Churchill is so often quoted, The only thing we have to fear is fear itself.
- Fear in ads keeps us in the past (fearful experience) or worried about the future (potential fearful experience)
- It does not allow us to be in the present moment

Smokeless Tobacco
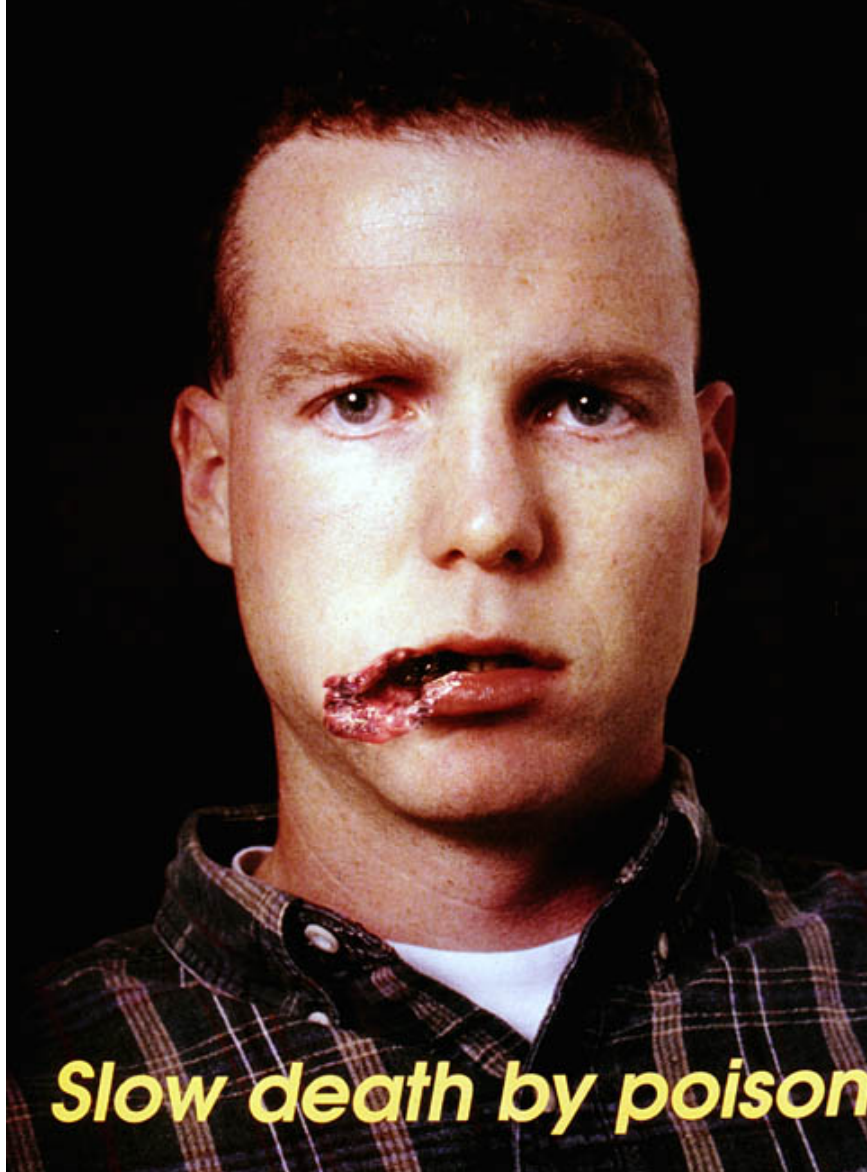
Slow death by poison

Not everyone who gets hit by a drunk driver dies.

Jacqueline Saburido was 20 years old when the car she was riding in was hit by a drunk driver. Today, at 23, she is still working to put her life back together.

Learn more at www.TexasDWI.org

DON'T DRINK & DRIVE

Save a Life
Texas Department of Transportation

Texas Department of Public Safety · Texas Alcoholic Beverage Commission · Texans Standing Tall · Partnership for a Drug-free Texas · Texas Commission on Alcohol and Drug Abuse

In health promotion, we inadvertently normalize what we are trying to prevent!

DARE TO BE DIFFERENT
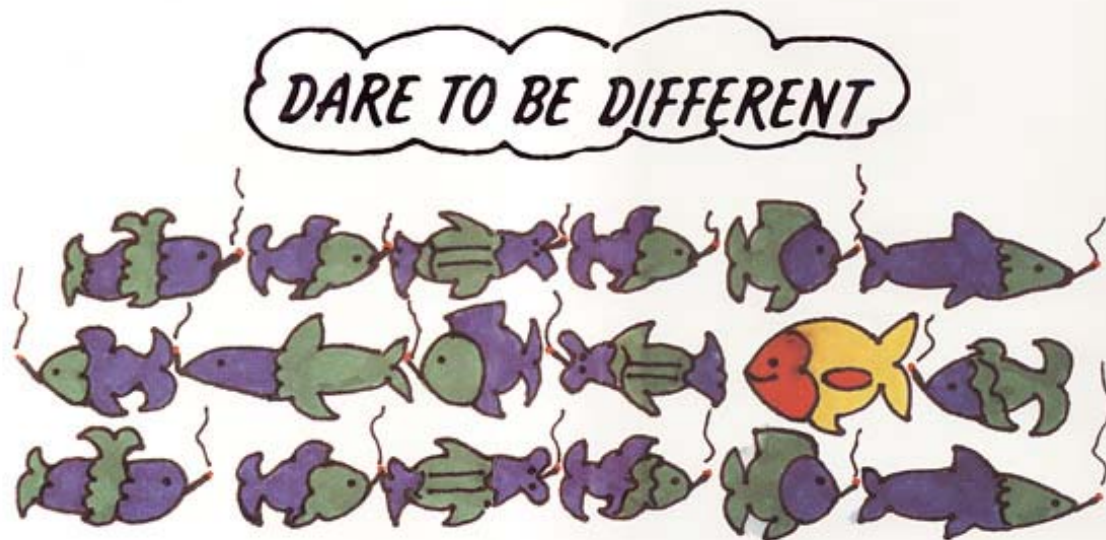
PLEASE DON'T SMOKE!

Illinois Attorney General Jim Ryan & Illinois Association of Park Districts

CHUGGING CAN KILL.

Anyone who drinks too much alcohol too fast can die from alcohol poisoning. Even you.
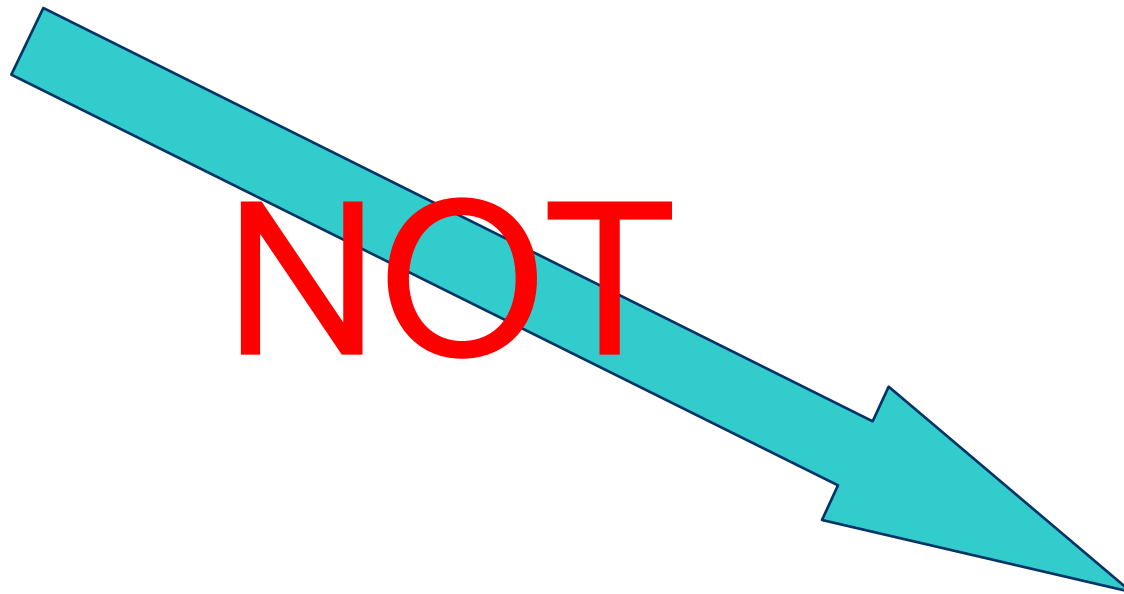
Make the choice to make a change.

What's the problem with this prevention campaign?

What message is this sending?

SNM is about a persuasive relationship.
It doesn't assume.
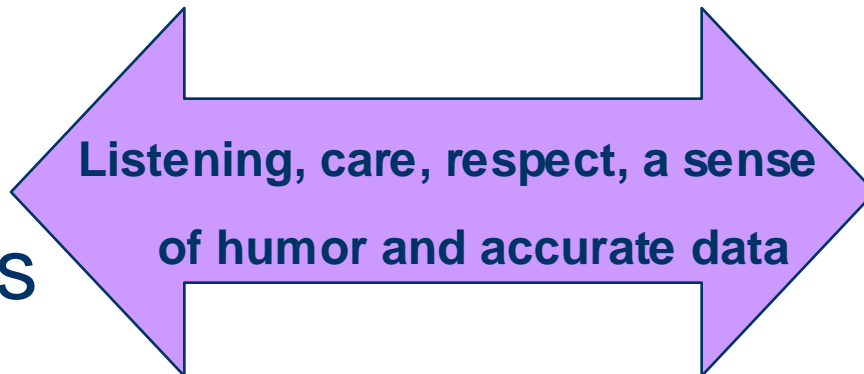# It doesn't lecture or terrorize.

Us

NOT

Them

Social Norms Practice is based on a long term relationship

SNM Practitioners

Listening, care, respect, a sense of humor and accurate data

Community Members or Students
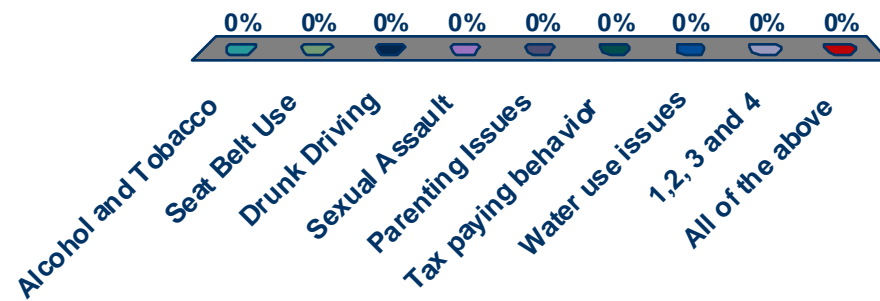
SN Intervention Strategies
Correcting misperceptions will correct drinking behavior (Perkins & Berkowitz)

- **Social norms marketing:** Original interventions based on reaching intended populations through mass media using best practices in social marketing (Haines)
- **Small group social norms:** Delivers message to specific parts of the population (usually high risk, e.g. fraternal organizations, athletes) in small groups, often using peer facilitators (Larimer, Miller & Farr)
- **Online personalized feedback:** Delivers message individually through an online program that provides immediate feedback to how an individual's behavior and perceptions of others compares to the population reality (Neighbors)
- **Brief motivational interviewing:** Delivers message using psychotherapeutic technique of Motivational Interviewing, individually or in groups, usually to an "indicated" population (e.g., students mandated for intervention because of violation of an alcohol policy)

What health issues have been addressed with "social norms approaches"?

1. Alcohol and Tobacco
2. Seat Belt Use
3. Drunk Driving
4. Sexual Assault
5. Parenting Issues
6. Tax paying behavior
7. Water use issues
8. 1,2, 3 and 4
9. All of the above

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Alcohol and Tobacco	Seat Belt Use	Drunk Driving	Sexual Assault	Parenting Issues	Tax paying behavior	Water use issues	1,2, 3 and 4	All of the above

How to Design a Social Norms Campaign

"I begin with an idea and then it becomes something else." - *Picasso*

- Choosing the audience

- Gathering Data

- Evaluating Data

- Developing Message

- Testing Message

Who might benefit from a social norms campaign? (best answer)

1. Those with a specific problem
2. Families and friends of those with a specific problem
3. Anyone at risk for developing the problem
4. Practitioners
5. Educators
6. Researchers
7. The general public
8. 1,2 & 3 above
9. All of the above

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Those with a specific problem	Families and friends of tho...	Anyone at risk for developin...	Practitioners	Educators	Researchers	The general public	1,2 & 3 above	All of the above
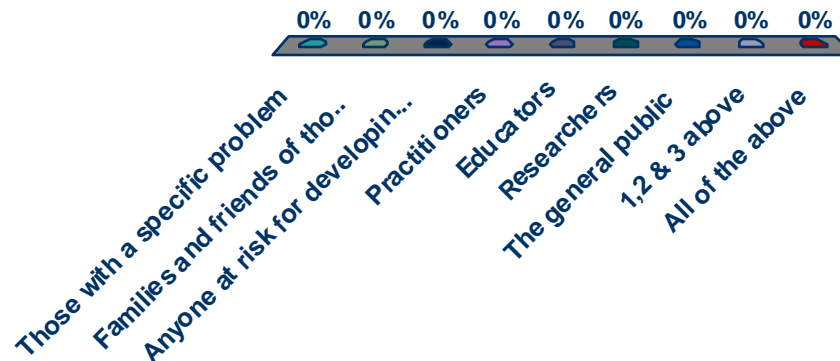
Why does marketing work?

Because Marketers know who their target audience is and they <u>LISTEN</u> to them.

Be consumer focused!

Choosing Your Audience through Research

- Has a need for a behavioral change

- Can be reached

- For UVA, this was First Year Students
  - Captive audience
  - High-risk population
  - Manageable beginning

Gather & Evaluate The Data

Don't give up on the truth! Be persistent!

- Media Habits Survey

  – Where do folks get information?

  – What media sources do they believe are credible?

- Attitudes and Behaviors Survey

  – Clicker technology

  – Web based or paper/pencil

Two Uses for Survey Data

- Gather normative information to use in social norms marketing campaign
  - What are the current perceptions?
  - What are the actual behaviors?

- Test the effectiveness of the intervention
  - Who are you trying to *change*?
  - Did you succeed in reaching your true target population?

Quantitative Measures

Survey instruments

- creating one vs. using existing one
  - with your own, get exactly what you want
  - established survey, can benchmark & add additional questions
- web based vs. paper vs. classroom
- Dillman method
- Incentives
  - token of appreciation ($5 max)

Intercept Interviews

- One page survey
- Creates a snap shot view
- Purposeful sample

Don't be too proud to do your own intercept surveys…

Person Conducting Survey:_____ Area Surveyed:_____ Date:_____

This is totally optional and anonymous. If you would like to answer a few brief questions, I would be happy to give you a prize.

Gender	Race	*Class*	**This semester, there have posters placed around campus about the health of VCU students and about their alcohol use?**	**The messages were:** "Most VCU students are healthier than you think" "Most VCU students have 0-4 drinks when they go out."
Male Female	White Black Hisp Asian Other	Fresh Soph Jr Sr Grad	*Did you see the posters?* YES NO *If yes, what was the message?* **Where did you see the posters?:** Residents Halls____ Classrooms____ Bus/Stops____ VCU 101 Class?___ Other?_____ Any promotional items?___If yes, what?_____ *How often did you see the posters?* Rarely___ Weekly___ Daily___	*Do you believe the healthier messages?* YES NO Why or why not? *Do you believe the 0-4 message?* YES NO Why or Why not? *Are you interested in seeing more posters?* YES NO
Male Female	White Black Hisp Asian Other	Fresh Soph Jr Sr Grad	*Did you see the posters?* YES NO *If yes, what was the message?* **Where did you see the posters?:** Residents Halls____ Classrooms____ Bus/Stops____ VCU 101 Class?___ Other?_____ Any promotional items?___If yes, what?_____ *How often did you see the posters?* Rarely___ Weekly___ Daily___	*Do you believe the healthier messages?* YES NO Why or why not? *Do you believe the 0-4 message?* YES NO Why or Why not? *Are you interested in seeing more posters?* YES NO
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Qualitative Measures

Focus Groups

- In-depth guided discussion
- 6-8 members of your audience; with replication
- Tape-recorded for further evaluation

Connectors

- Tipping Point by M. Gladwell
- Monthly meetings with 8-10 participants

Developing the Message

- Messages (P.I.E.-Michael Haines)
  - Positive
    - beneficial, constructive, affirmative, optimistic
  - Inclusive
    - incorporating, embracing, involving, comprehensive
  - Empowering
    - potent, control, energy, authority, strength

"If you want people to read your copy, make your copy readable."

WHY BAD ADS
Happen to
GOOD CAUSES

AND HOW TO ENSURE THEY
WON'T HAPPEN TO YOURS.

A guide for creating more effective public service advertising featuring new data from an unprecedented national survey

Available for Download Only

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CAUSE COMMUNICATIONS

Andygoodmanonline.com

VCU students like to have a good time — but they know when to draw the line.*

VCU

Most (67.1%) had 0–1 sex partner in the last year.

Most (68.5%) drank alcohol on 5 or fewer days in the last month.

Most (60.7%) had 0–4 drinks the last time they partied.

Office of Health Promotion
University Student Health Services
Division of Student Affairs
& Enrollment Services

VCU

*Statistics from VCU Spring 2005 random undergraduate classroom survey (n=1,055).
See www.yourstrategy.org for an explanation of this research. 1 drink = 12 oz. beer, 4.5 oz. wine, or 1 oz. liquor.

What is a Norms Message?

**Norms are majority data (51% or better)
for example…**

- **87% of UA students don't drink and drive**

- **3 out of 4 VCU students have never used a fake I.D.**

- **73% of XYZ High school students do not smoke**

- **The typical UA student spends approximately 10 hours per week studying and completing school assignments outside of class**

VCU's new campaign

Behavioral Versus Attitudinal Norms

- Need to decide which you are going to use

- Behavioral (Descriptive): What the intended audience *is doing*

- Attitudinal (Injunctive): What the intended audience *thinks folks should be doing*

Example of Behavioral Norm

Example of Behavioral Norm

Invest in Me!

MOST Seattle voters support local taxes to fund public education.

respects

A

wo**MAN**

9 out of 10 JMU men stop the first time their date says "no" to sexual activity.

Example of Attitudinal Norm

74% of HWS Student-Athletes

believe **tobacco** use is **never** a **good** thing **to do**

Source: data drawn from a Fall 2003 Web survey of all HWS student-athletes with **353** respondents

Further Developing the Message

- Choose an overall theme for norming messages
  - UVA Example: "Honor"
  - Other Possibilities:
    - Truth: The truth shall set you free; To thine own self be true
    - Knowledge: knowledge is power; change begins with knowledge
    - Other suggestions?

- Develop norming messages
  - "84% of UVA students always call 911 if someone they are with is showing sign of alcohol poisoning."
  - 85% of adult Virginians do not smoke.

What is right & wrong with this message?

LISTEN…to those you wish to reach.
Always work with members from intended audience!

Pre-Testing the Message

- Opportunity to get in front of your intended audience

- Important to remember that you create SNM message and they create package

- Are they getting the message you are giving?

Steps to Implement Campaign

- Media Plan
  - How will message be sent out
  - Where will message be delivered
  - Time frame for media events

Campaign Design determines REACH

- **Did our message REACH the right people so that they REMEMBER it?**

  - *Penetration* or *Coverage*: How many (e.g., what percentage of the intended audience did we reach)?

  - *Saturation*: Did we reach them enough times and in enough ways so that they accurately remember the message?

Once the 5 Steps are Completed, There is a Normative Poster…

Stopping at crosswalks. Waiting in line.

Not littering. Being the DD.

Smiling at someone you don't know

How do you define honor?

Recycling.

Being on time.

Holding the door for someone.

Dropping a penny in the "take a penny" box.

Returning your tray.

Walking a friend home.

84% of UVA students ALWAYS call 911 if someone they are with is showing signs of alcohol poisoning.

HOO knew?

Data is from the 2006 Health Promotion Survey with a random sample of 2,388 UVA students. www.virginia.edu/studenthealth/hp/norms/index.html

Designed by Yassi Pourkazemi, Class of 2008

Then what?
Conversation with Population

- What happens? Spoof!
- Opportunity to have a conversation via letter to newspaper, posters that address this directly, discussion groups, lectures in classes
- Media is a conversation starter
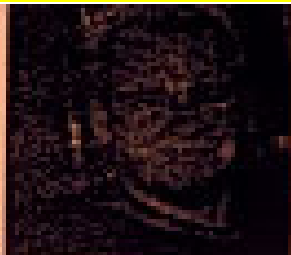
Early alcohol SNM efforts at VCU...

The "SPOOF" (Why I've worked with students for 15 years.)
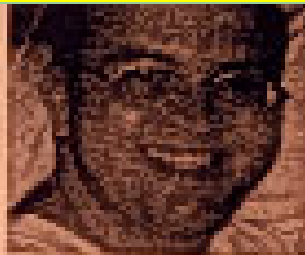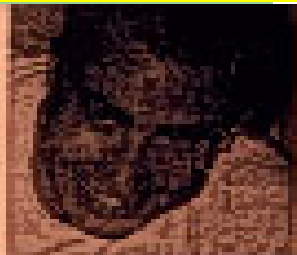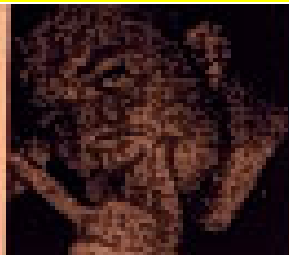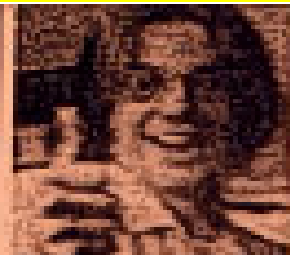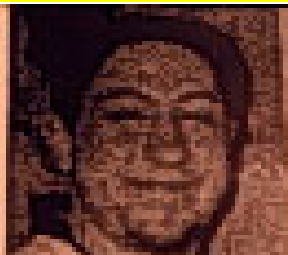
I do   I do   I do   I do   I do   I do

6 drink minimum for entry into Apartment.
No Exceptions!!!

Binge Drinking is Our Business!!!

We're the other 29%

Supporters of VCU's Alcohol and Drug Abuse Center. In fact, we keep it open!!

Original Message

I never mix drinking and football.

Al Groh

87% of UVA students do <u>not</u> drive under the influence of alcohol.*

Head Coach Al Groh,
UVA Football

*data from the 2007 *Health Promotion Survey*, completed by a random sample of 1,894 students

Spoof

I never drink and coach football.

Al Groh

8.7% of UVA students never mix drinking and football.*

*These students have never attended a game.

Can any one tell me what is missing from this SNM poster?

We purposely avoided an alcohol only focus!

Each campus is unique…

"The Speedo Banditos"

Looking at the Data

- Dividing the data into two groups
  - those drinking below the mean
  - those drinking above the mean

- Examining the differences for each group

Bottom Line: Does it work?

To know the answer, we have to ***EVALUATE***…

OH NO! NOT PROGRAM EVALUATION

HELP, HELP – THIS WAS FUN SO FAR –

CAN I GO NOW, PLEASE?

Evaluating a Social Norms Marketing Campaign

- Continual measurement of how campaign is doing
  - Qualitative
    - Focus groups
    - Observation (media clipping, party patrol)
  - Quantitative
    - Survey
    - Intercept interview
- Carefully designed strategy for assessing what the campaign achieved

Program evaluation is about demonstrating the success or failure of a program?

10

1. True

2. False

0%

0%
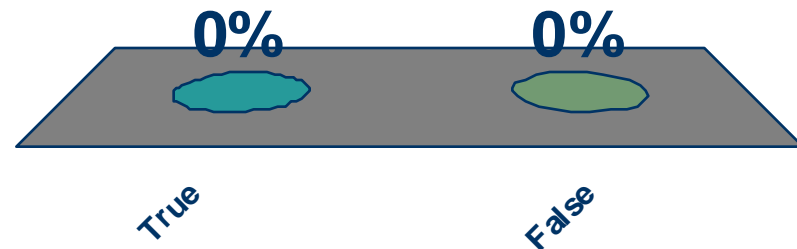
True

False

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Program Evaluation is about…

FEEDBACK

A persons own report of how he/she has changed is always the most accurate?

10

1. True

2. False

0% 0%

True False
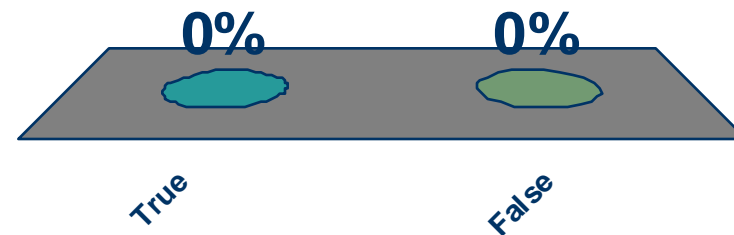
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Other Strategies

- Expert opinion

- Key informant

- Observation

- Records review

If we observe a change, then we know we have made a difference?

1. True

2. False

0%

0%

True

False
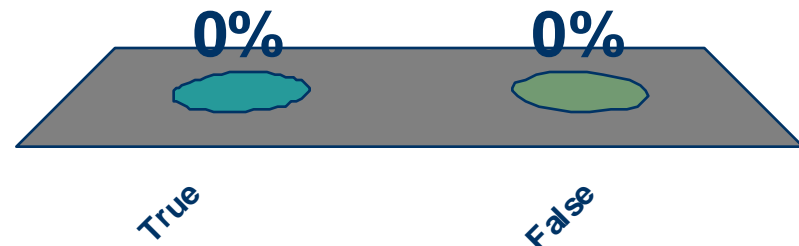
Alternative Explanations

- **Our program reinforced another intervention that was the primary cause of the change.**

- **Our program was unrelated to the change.**

- **Our program was not well implemented, so it could not have caused the change.**

The answers you get from a Sample of your population will accurately reflect the whole population?

10

1. True

→ 2. False

0 of 5

0%

0%

True

False
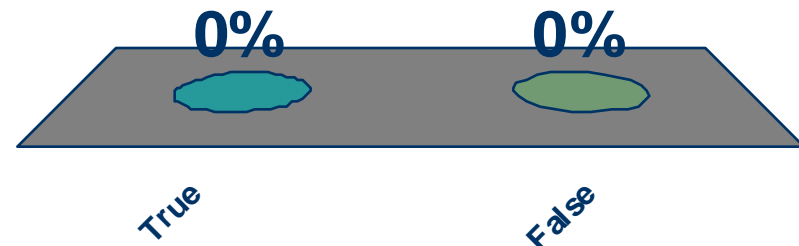
Samples

- Research criteria: stratified, randomized – maximizes probability that the sample will accurately represent the population

- Not usually possible in the "real world"

- Usually some form of "convenience" sample: those we have access to who will cooperate.

BUT…

- Real Estate: location, location, location

- Sample: bias, bias, bias

- A biased sample will not accurately reflect your intended population and so will give you FALSE information about the population even when the information is TRUE about the sample!

Clicker Time!

Have you found LOGIC MODELS to be a helpful evaluation tool?

1. Yes
2. No
3. Sometimes
4. What are logic models?
5. You must be a grant writer…

Logic Model Basics

- **Conditions at the beginning (for example, intended audience, their behaviors and misperceptions)**

- **Goal: what we want to do**

- **Input: what we need in order to do it (money, people, time, equipment, place, etc.)**

- **Output: What we put into the system (e.g., posters, PSAs, table tents, etc.)**

- **Outcome: What change we expect to see immediately (e.g., more accurate perceptions)**

- **Impact: The effect we expect that change to have (e.g., lower risk, healthier behaviors)**

Clicker Time!

I can see how a logic model could be a very helpful tool.

1. Yes, I already knew that.

2. Yes, now I'm convinced.

3. Maybe, but I need to know more.

4. I don't think so.

5. No, they have not been truly helpful to me.

6. Whatever

Different Kinds of Evaluation

Process evaluation

Outcome evaluation

Impact evaluation

Formative evaluation

Summative evaluation

What is your favorite kind of evaluation?

1. Process evaluation
2. Outcome evaluation
3. Impact evaluation
4. Formative evaluation
5. Summative evaluation
6. NO evaluation
7. You are totally a GEEK!

0%   0%   0%   0%   0%   0%   0%

Process evaluation   Outcome evaluation   Impact evaluation   Formative evaluation   Summative evaluation   NO evaluation   You are totally a GEEK!

0 of 5

Different Kinds of Evaluation

- Formative evaluation/Process evaluation: what you are doing; how you are doing it; what can be improved

- Summative evaluation: what the program accomplished:

  - Outcome evaluation: what changed "because" of what you did

  - Impact evaluation: how that change impacted the problem

Special Concern:
Edit Data According to Theory

- Data is always edited for quality: missing data, fictitious answers. For SNM campaigns, we also have to edit according to theory:

- Eliminate participants who will not identify with normative message:
  - UVA examples:
    - International students
    - Older students
    - Part-time students

- Segment sample according to subgroups:
  - UVA examples:
    - Sex
    - Class year, particularly first versus upper
    - Level of drinking
    - Fraternity/sorority membership

Moral of the Story

- Overall norms are appropriate to use to formulate messages for a social norms marketing campaign.

- Overall norms are NOT appropriate to use to evaluate the effectiveness of the campaign.

Bottom Line: Does it work?

- At the University of Virginia
  - Negative consequences continue to decline
  - Drinking remained stable
  - Gap in misperception closing

Negative Consequences
US Colleges and Universities (NCHA)

Legend:
- Year 2001
- Year 2002
- Year 2003
- Year 2004
- Year 2005
- Year 2006

Categories: Injured, Injuring Someone, Fight, Regret, Forget, Force Sex, Unprotected Sex
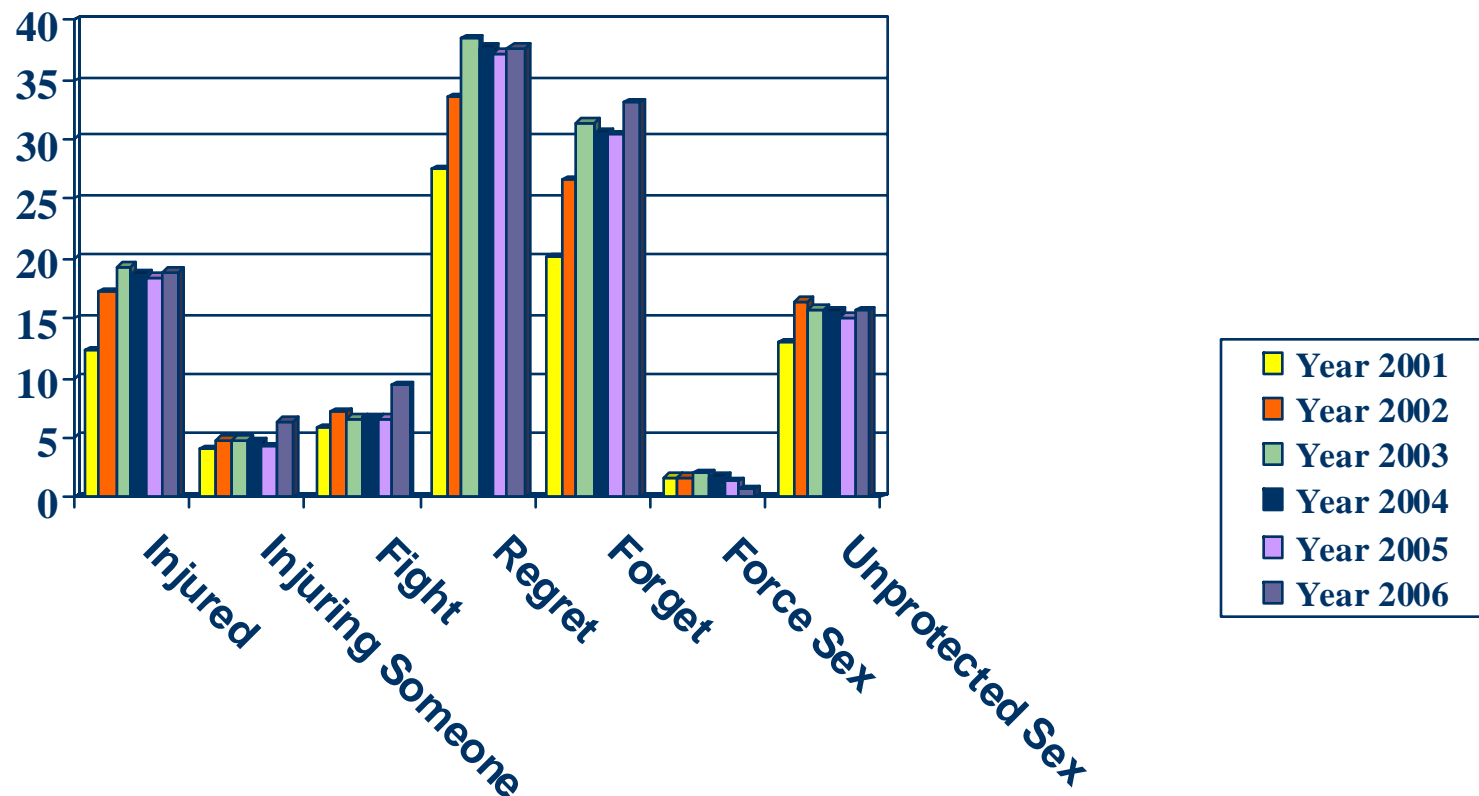
Ref: American College Health Association Reference Groups 2001-2006

Negative Consequences
All UVa Undergraduates 2001-2006

Legend:
- Year 2001
- Year 2002
- Year 2003
- Year 2004
- Year 2005
- Year 2006
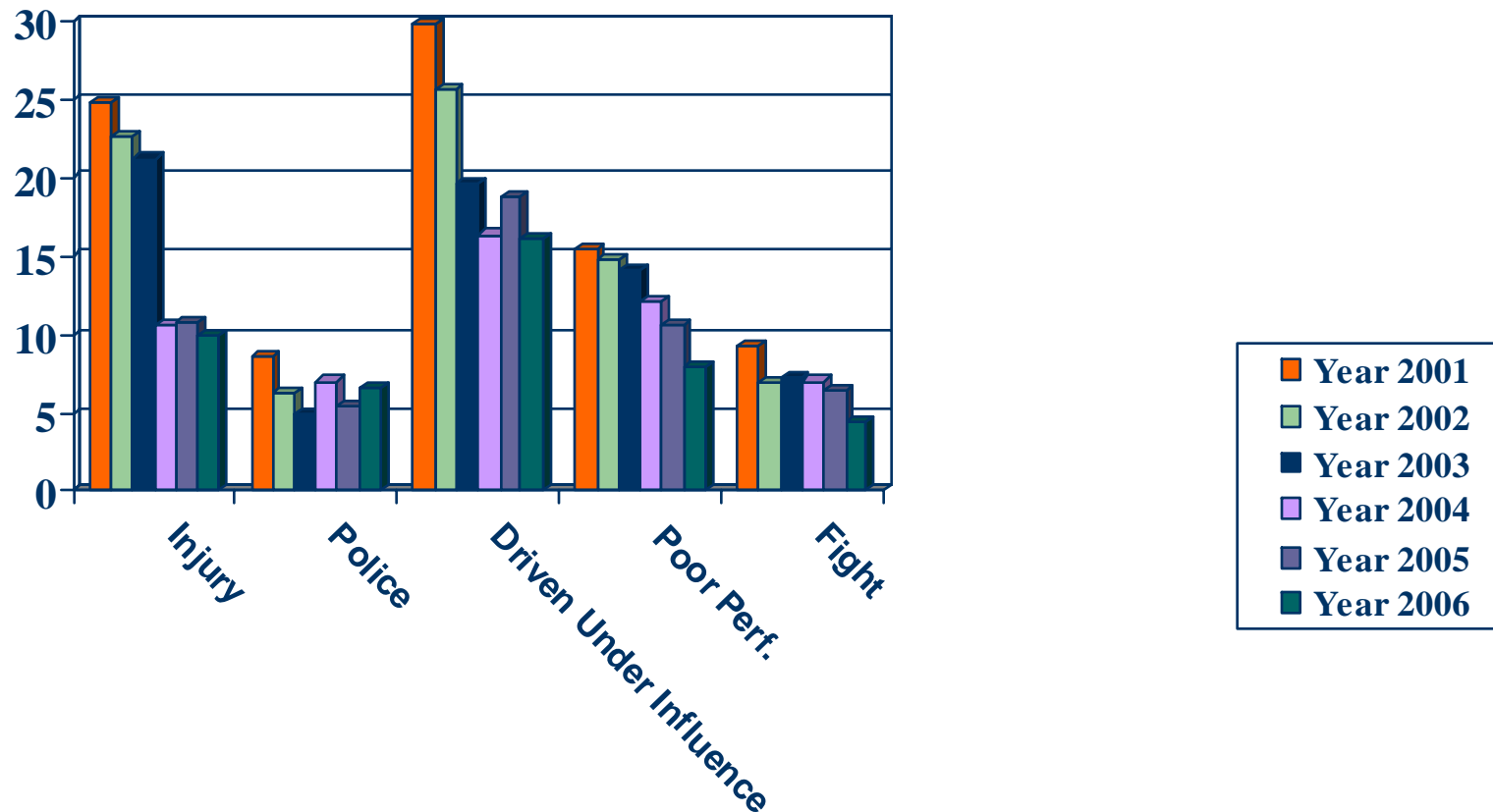
Outbreak of Health?

- 1970 fewer students suffered injuries related to alcohol in 2006 compared to 2001.

- 1510 fewer students drove under the influence of alcohol in 2006 vs. 2001.

- 550 fewer students had unprotected sex in 2006 vs. 2001.

- 2480 more students had NONE of TEN serious alcohol related consequences in 2006 vs. 2001.

Most of us are *not* perfect

Except, for the Bern

Increased effectiveness learning from other's mistakes, struggles, missteps, and imperfections

NEXT TIME, I INTEND TO BE THOROUGHLY PREPARED FOR LAST TIME.

Lessons Learned

- Know the theory.
  - focus on healthy norms!
- LISTEN, LISTEN, LISTEN
  - (get data – numbers & words)
- Find what "theme" RESONATES WITH THE HEART of your target population.
- Make mistakes, learn, make more mistakes
  - Talk to the experts early
  - have the guts to show them your stuff
  - Pilot test, pilot test, pilot test…
    and, oh yeah pilot test again
- Work with teams of creative people… but lead

Use experts…ask for feedback EARLY

"Here's where you made your mistake."
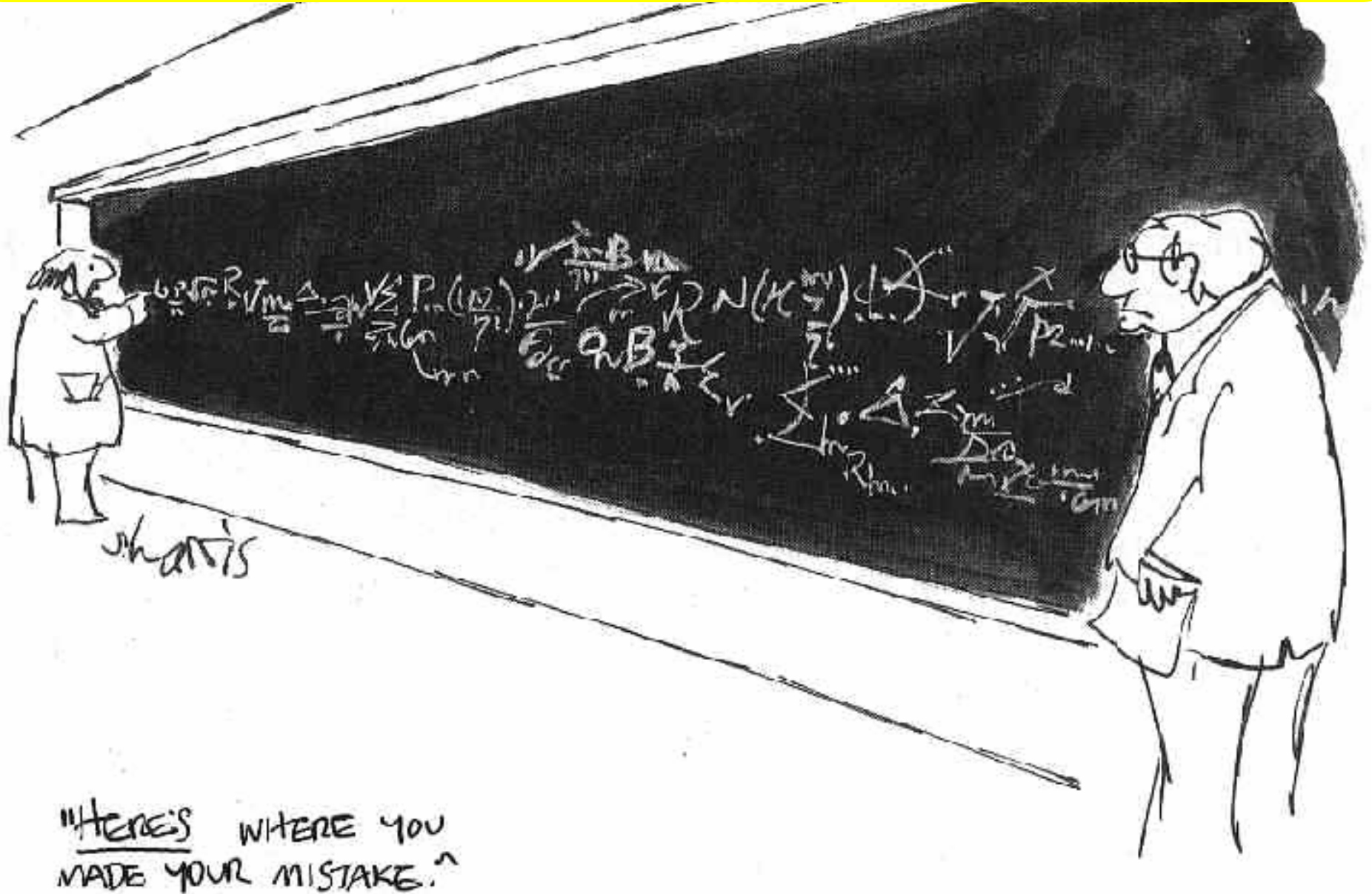
Work in teams

It ain't easy… but it produces awesome results.

- Always have several youth/intended audiences on the team – not just token youth, not the choir
- The team must have a leader with a solid understanding of social norms theory.
- Be HONEST about what you can say from the data. "Statistical Truth Police"
- Have team members engage in process research (Intercepts/ in-class, etc)-
  - Abandon ship at any point if needed for damage control
  - Get your hands dirty, get out and listen!
- Working with creative's is hard… let the target audience do your dirty work for you.

Sidewalk v Path

A social norms approach to policy development

Authoritarian Formula

Identify

Risky practices, unhealthy beliefs, and dangerous places used by the few.

Scare & Punish

Exaggerate risk, create fear, threaten harm

= Health Enhancement and Risk Reduction

Authoritarian Approach

- **Relies on Scare tactics**
- **Highlights risks**
- **Uses media to exaggerate the problem**
- **Uses policy to coerce behavior change**
- **Threatens real or imagined punishment, harm, or even death.**

Protective practices, policies, and places are devised by the authorities and imposed on the population without their input.

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Social Norms Formula

Identify

Protective practices, healthy beliefs, safe places used by the many.

Model & Promote

Pro-social attitudes and health-positive behaviors

= **Health Enhancement and**

Risk Reduction

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Social Norms Approach

- **Relies on hopeful tactics**
- **Highlights protective behaviors**
- **Uses media to expose solutions**
- **Uses policy to reward behavior change**
- **Promises real or imagined benefits, fun, or even health.**

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Protective practices, policies, and places are norms of the population and are reinforced with methods derived from the population.

Sidewalk	Path
No Street Race	Drag Strip
No Skate Board	Skateboard Park
No Sex	Condom Distribution
No Alcohol	Moderate Drinking

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Social Norms *How To* Resources

- http://www.socialnorms.org

- http://www.higheredcenter.org/socialnorms/

- http://www.yourstrategy.org/

- http://www.virginia.edu/studenthealth/hp/norms/

- http://alcohol.hws.edu/socialnorms_approach_handbook.html (*The Social Norms Approach to Preventing School and College Age Substance Abuse: A Handbook for Educators, Counselors, and Clinicians*)

- http://mostofus.org/store.php (*How to Use Social Norms Marketing to Prevent Driving After Drinking*)

Survey Resources

- **The National College Health Assessment: http://www.acha-ncha.org/**

- **CORE Institute Survey: http://www.siu.edu/departments/coreinst/public_html/**

- **Youth Risk Behavior Survey: http://www.cdc.gov/HealthyYouth/yrbs/**

- **UVA Health Promotion Survey, Intercept Interview Surveys & Connector Surveys:**

http://www.virginia.edu/studenthealth/hp/norms/

Clicker Resources

- Turning Technologies (Turning Point): http://www.turningtechnologies.com/

- IML:http://www.imlaudienceresponse.com/?gclid=CIPlwr2JgI8C FQspFQodCy-12A

- Padgett Communications:http://www.pcipro.com/?gclid=CLyXjeWJgI8C FQdEFQodkm6r2Q

- Option Technologies Interactive: http://www.optiontechnologies.com/?gclid=CPHE9cOKgI8CFS ViUAodR0JJwQ

- Communications Technologies International: http://www.comtec-ars.com/

Logic Model Resources

- CDC resource site for logic models:
- http://www.cdc.gov/eval/resources.htm#logic%20model

- CDC bibliography on logic models in program evaluation:
- http://www.cdc.gov/eval/logic%20model%20bibliography.PDF

- Kellogg Foundation logic model development guide:
- http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf

- University of Wisconsin website on logic models:
- http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html

Funding Sources

- Substance Abuse & Mental Health Services Administration (SAMHSA): CSAP, CMHS
  - * NOTE: Social Norms Marketing is a SAMHSA Model Program, "Challenging College Alcohol Abuse" http://www.modelprograms.samhsa.gov/pdfs/model/Challenging%20CAA.pdf
- Alcohol Beverage Control Boards
- National Institutes of Health: NIMH, NIAAA, NIDA, NICHD
- US Department of Education
- State and local foundations
- Local businesses