Nonprofits and Social Media: Use, Purpose, and Networks

Georgette Dumont, Ph.D.
Assistant Professor
University of North Florida

g.dumont@unf.edu

Track: Nonprofit Management and Leadership

ABSTRACT: Nonprofits have slowly been venturing into the social media world, but to varying degrees. What is less known is what they are used for, or the benefits derived from this use. This paper analyzes the utilization of the social media tools Twitter and Facebook by nonprofit organizations in Duval County, FL. Snowball sampling will be used to name the nonprofits that have adopted social media tools. The identified nonprofits are sent an e-survey and their social media sites are analyzed. These data are then used to measure the extent to which the organizations 1) use the technology; 2) what they use it for; and 3) the benefits received from each type. Early results find there is a difference in the benefits derived from Facebook and Twitter, and some these differences are significant between organizations of different sizes and in differing fields. However, there is a significant difference in the benefits received by using Twitter between organizations in different fields. This research aims to gain a better understanding of the relationship between nonprofits and social media technology.

Introduction

Social media are pervasive in today's society. One often sees a Facebook URL or a Twitter account to send tweets to when watching TV, listening to the radio, or consuming any type of media. Many organizations have adopted different social media tools, and nonprofits are no exception. Indeed, some research has found nonprofits to be ahead for for-profit business in the adoption and utilization of these tools. What is less understood are the reasons why they chose to adopt the different tools to begin with, the benefits derived from these tools, and how nonprofit measure their return on investment.

This paper focuses on two of the most used social media tools: Facebook and Twitter. Using an e-survey administered to nonprofits in Duval County, FL, this paper begins to answer the first two questions: the reasons behind the initial foray into the social media world and the benefits they have seen that they connect to the different social media tools. First a review of the current literature on nonprofit adoption and utilization of social media are discussed. Then the methodology used to determine the same and the e-survey are noted. Next, the findings are reviewed. The paper concludes with future avenues of research using this data and the implications.

Literature Review

The literature on nonprofits and social media adoption is a new and growing body. Only recently have social media brought forth a new avenue for people to connect to each other spanning the boundary of geography. The use of sites such as Facebook, Twitter, and YouTube has allowed people to overcome the obstacles of time and location in order to interact with each other and meet new people. In addition to individuals interacting with other individuals, these tools also help organizations build relationships with their stakeholders. This movement has not been ignored by nonprofit organizations.

A recent study has noted that nonprofits are outpacing private organizations in adapting these new technologies (Barnes and Mattson, 2009). Indeed, their study found that 79% of the nonprofits in their sample were using social networking and video blogging, an increase of 38% and 17% respectively from the previous year. Still, while the empirical research on nonprofit social media is lacking, the normative research is flourishing. A search done for books pertaining to "nonprofit social media" on Amazon.com produced over 40 titles, ranging from topics in fundraising and entrepreneurship to networking and guerrilla marketing. Indeed, more than 20 of these books have been published since 2008. These "how to" books have focused on the importance of having the board of directors behind social media and technology adoption (Patterson and Radtke, 2009), aligning technology with a nonprofit's mission (Ross, Verclas, and Levine, 2009), having a consistent message across all mediums (Hart et al., 2010) and how-to books on different social media platforms (i.e. Fouts, Kanter, and Setty, 2010; Martin, 2010). All note that it is important for nonprofits to use social media and internet technologies in order to better communicate and build relationships with stakeholders. Indeed, it is argued that the "most fundamental change in the governance of nonprofit organizations will be the widening and deepening of the organizational electorate, a set of people who have the right to participate in strategic decisions" (Saxton 2005, 35). In other words, engaging in dialogue with stakeholders is deemed increasingly important for the governance of nonprofits.

Today's nonprofits must engage with their stakeholders, whether face-to-face, traditional technologies such as the phone or facsimile machine, or online. Web 2.0 applications have made the Internet the prime vehicle through which organizations can build relationships with stakeholders through dialogue (Kent and Taylor, 2002; Kent, Taylor, and White, 2003). No longer is the Internet a collection of brochure-ware, where Web sites do little more than provide information about the organization. Today

Web sites can be dynamic, allowing nonprofits to engage in dialogue with stakeholders. Indeed, dialogic theory "suggests that for organizations to create effective organization-public communication channels, they must be willing to interact with publics in honest and ethical ways" (Kent, Taylor and White, 2003: 67). This interactivity is the base from which relationships are built (ibid).

Social media, at the most basic level, allow for relationship development and maintenance. Recent studies have begun to better understand how nonprofits are utilizing these tools (Waters, et al., 2009; Waters, 2011). In light of the recent down-turn in the economy, and available funds decreasing at the state and local level, nonprofits now, more than ever, are confronted with the need to seek new partners and engage their stakeholders not only for financial assistance, but to stay informed about the constantly changing needs of the communities they operate in. This paper seeks to measure if there is any difference in social media utilization and benefits by nonprofits in Duval County, FL.

Methodology

To better understand the usage of, and benefits derived from, social media tools, the snowball sampling technique was used. The sampling started with the two prominent nonprofits in Duval County: the umbrella nonprofit The United Way of Northeast Florida and the advocacy nonprofit The Nonprofit Center of Northeast Florida, and was completed in June 2011. The local nonprofits listed as being "liked" on their Facebook page and their followers on the Twitter feed were listed, and the Facebook and Twitter accounts of all the identified local nonprofits was coded. This process continued until the identified local nonprofits were exhausted. This resulted in the identification of 348 organizations, and 464 accounts: 129Twitter feeds and 335 Facebook pages.[1] In addition, each nonprofit's broad NTEE classification was noted form their Form 990 or 990EZ. For those who did not have a 990, the researcher decided which typology the organization fit in best from either its Web site, social media platform, or both.

The identified nonprofits were sent an e-survey, and it remained open from August 30, 2011 through September 30, 2011.[2] The e-survey (see Appendix A) was purposely kept short to increase response rate. Of the 278 surveys sent,[3] 22 surveys bounced back, indicating that the email addresses were no longer valid. Of the remaining 256, 102 completed the survey or 40%. In addition to questions about social media, the survey asked for some basic data, like the organization's annual budget. This variable was used to note the nonprofit's size, since a nonprofit's size has been found to be a dominant predictor in its adoption of internet technologies (Forster, 2008; Saxton and Guo, 2011; Kang and Norton, 2004).

The findings are discussed next.

Findings

To understand the demographics of the nonprofits that completed the survey, first the basic descriptive data are discussed. Then we will delve further into the responses to note usage and benefits by nonprofit size and field. Finally, the different roadblocks in the utilization of the social media are examined.

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[1] Six organizations had more than one account on the same social media tool (for instance, there were three separate Facebook accounts for one organization each representing a different program and/or activity) and many organizations had both a Facebook and Twitter account.

[2] At the time of this writing, the survey had not been closed. The data used is from the responses up to September 15, 2011. The first reminder had been sent out already, and the second and final reminder will be going out on September 20, 2011.

[3] Of the 348 organizations, 22 did not disclose an email address and 48 did not list a phone number.

Of the 102 nonprofits that completed the survey, 101 (99%) noted they had Facebook accounts and 76 (75%) had Twitter accounts. Figure 1 notes the length of time each has been using the respective medium. As can be seen, Facebook has been in use by nonprofits longer than Twitter. This is not surprising if one bases their understanding of social media adoption on how innovation if diffused (Rogers 2003; also see Waters 2010). According to Rogers, innovation happens in the form of a bell curve, with the innovators and early adopters on the left side of the curve and late adopters and laggards on the right. Once can easily see the curve in regard to Twitter; the nonprofits that adopted Twitter more than two years ago were the early adopters and those who adopted it within the last, the early majority. Similarly, while the early adopters in regard to Facebook are not as identifiable, the early majority are.
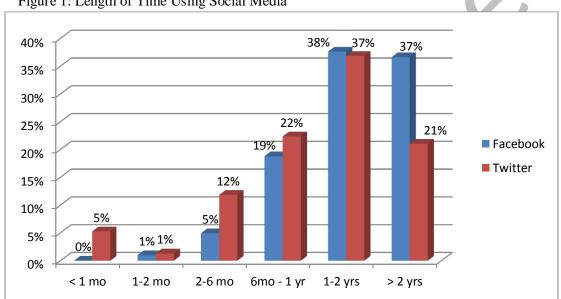
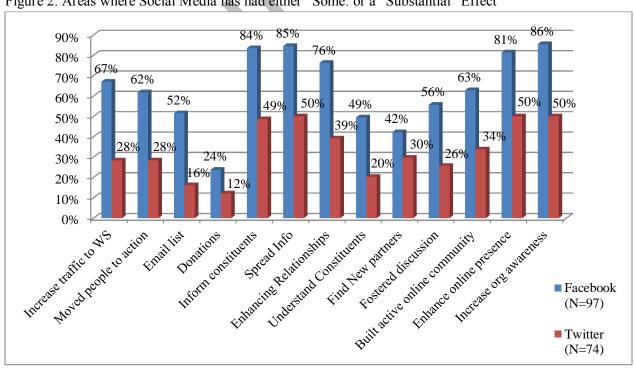Figure 1: Length of Time Using Social Media

While we can see when the nonprofits started using the two platforms, the reasoning behind their decision to start using them is needed. Table 1 shows that raising awareness of the organization was the dominant reason for using both social networking sites, followed closely by marketing – two closely related reasons. In addition to those identified in the survey, respondents were able to list any addition reasons. The respondents identified some of the reasons as being an attempt to reach young professionals and the youth was noted as a reason behind the decision to start using both Facebook and Twitter. Other reasons for using Facebook included facilitation of discussion and building relationships with current members and the public as well as using Facebook as another medium to send information to constituents. Four nonprofits noted they began using social media (both Facebook and Twitter) because "everyone else in", showing support for Rogers' Diffusion of Innovation noted above.

Table 1: Reasons for Initial Social Media Adoption, by Type

	Facebook *N*=96	Twitter *N*=74
Marketing	90%	85%
Feedback	47%	32%
Increase donations	30%	19%
Legitimacy	28%	30%
Transparency/Acct.	31%	27%
Recruit Volunteers	36%	24%
Raise Awareness	91%	89%
Other	9%	11%

To determine the benefits nonprofits are deriving from the use of these two platforms, two questions on the survey used a Likert scale to determine the effect of each platform on different aspects, one for each platform. As seen in Figure 2, it is perceived by nonprofits that they are getting more benefits from Facebook than Twitter. Indeed, the dominant benefits that were noted pertain to pushing information out to constituents and stakeholders. However, social networks are there to interact with others; to engage in dialogic relationships (Kent and Taylor, 2002). Clearly, benefits that include organizations taking information in from their stakeholders were not deemed to have some or a significant impact with the organization's use of Facebook or Twitter.

Figure 2: Areas where Social Media has had either "Some: or a" Substantial" Effect

Some of the benefits identified in the survey that emphasized relationship building, or dialogic communication, are donations, understanding constituents, and fostering discussion. Two, fostering discussion and building an active online community, were noted the most as being effected by Facebook either some or a substantial amount, both receiving a response rate of over 50%. Twitter does not appear to have the same effect as Facebook does on any of the areas noted above. Similarly, given the current forces that are emphasizing the need for nonprofits to partner with other organizations, be them for-profit, public, or other nonprofits, of interest is the use of social media tools to help find partners. While the very essence of social media are to find other similar people or organizations, it is interesting that few nonprofits found these tools to have some or a substantial effect on finding new partners. A simple correlation was done, but no significance was found.

While it can easily be seen that nonprofits are gaining a greater benefit from their use of Facebook than Twitter, what the numbers in the aggregate do not tell us is if different types of nonprofits and different sized nonprofits received different benefits. To determine if here is a difference, the areas effected by Facebook by a nonprofit's field (Table 2) and size (Table 3), as well as any differences that Twitter has had on the areas by field (Table 4) and nonprofit size (Table 5) were calculated and a Chi-square statistical test was used. As seen in Table 2, there is a significant different in the effect of Facebook on donation between nonprofits in different fields, with nonprofits whose mission is based in environmental issues or animal welfare receiving the greatest effect from Facebook. There was no significant difference in the other areas between nonprofits of different sizes. Interestingly, while a nonprofit's size, as determined by its budget, has been found to be the most significant variable in adoption and utilization of technology, it is not correlated with the effects derived from Facebook, as seen in Table 3.

As seen in Figure 2, the effects derived from Twitter were lower than Facebook in all areas. But when it is broken down for further analysis, the effects derived from Twitter differ significantly between nonprofits in different service areas, with health related nonprofits and nonprofits that operate in the areas of the environment and animal services obtaining the greatest effect from their use of Twitter, as seen in Table 4. When the effects of Twitter are broken down by the size of the nonprofits, four areas are affected by the use of Twitter: increasing traffic to the nonprofit's Web site, building an active online community, enhanced online presence, and an increase in the awareness of the organization. Interestingly, it appears that the greatest effects are for the smallest and largest nonprofits, but more analysis is needed.

These findings, while a cursory review of the data, are noting that there is indeed a difference in the benefits derived from the different social media tools, and that these differences extend to nonprofits of differing sizes and fields. Not surprisingly, the benefits derived from the use of Twitter are lagging behind the benefits derived from Facebook. This is expected as more people have been using Facebook longer than Twitter. What is interesting is the low number if nonprofits who measure the return on investment of these mediums. Only 44% of nonprofits measure the return on investment from Facebook, and 19% of Twitter. In addition, this return is often measured by the number of "likes" and comments, raising the question if the use of these tools was strategic, with a set measurement to note if the resources expended on the tools were invested well. Indeed, there is a need for further analysis, which is discussed next.

Table 2: Frequencies of Some/Substantial Effect of Facebook by Field

	Arts & Culture N=16	Education N=5	Env./Animals N=6	Health N=11	Human Services N=28	International N=2	Public/Soc. Benefit N=14	Religious N=3	Mutual Benefit N=9
Increase traffic to WS	50%	80%	100%	36%	59%	50%	79%	100%	89%
Moved people to action	50%	100%	83%	55%	44%	100%	71%	67%	67%
Increase Email list	38%	40%	100%	18%	63%	100%	57%	100%	56%
Increase Donations**	6%	40%	67%	18%	30%	0%	21%	33%	11%
Inform constituents	75%	100%	100%	82%	78%	100%	86%	67%	89%
Spread Information	88%	80%	100%	64%	78%	100%	93%	100%	89%
Enhancing Relationships	69%	60%	83%	64%	74%	100%	93%	67%	78%
Understand Constituents	56%	60%	50%	36%	37%	0%	50%	67%	67%
Find New partners	19%	60%	67%	64%	44%	50%	29%	67%	22%
Fostered discussion	44%	60%	100%	45%	41%	50%	57%	100%	78%
Built online community	50%	60%	83%	45%	56%	50%	79%	100%	67%
Enhance online presence	81%	100%	100%	64%	70%	100%	93%	100%	78%
Increase org awareness	88%	100%	100%	64%	74%	100%	100%	100%	89%

*p<.05; **p<.01

Table 3: Frequencies of Some/Substantial Effect of Facebook by Size

	$0/ All Vol. N=9	<$100k N=23	$100-$250k N=9	$250-$500k N=9	$500k-$1m N=8	$1m-$2m N=9	$2m-$5m N=17	$5m-$10m N=6	>10m N=6
Increase traffic to WS	67%	65%	78%	78%	75%	44%	65%	83%	100%
Moved people to action	67%	52%	67%	67%	75%	56%	59%	100%	50%
Increase Email list	89%	48%	44%	44%	50%	33%	82%	67%	50%
Increase Donations	11%	26%	22%	22%	13%	22%	41%	33%	0%
Inform constituents	67%	83%	78%	89%	88%	100%	82%	83%	0%
Spread Information	100%	87%	67%	78%	88%	89%	82%	83%	100%
Enhancing Relationships	89%	74%	67%	67%	88%	67%	82%	83%	100%
Understand Constituents	56%	39%	56%	56%	38%	44%	65%	67%	0%
Find New partners	33%	52%	44%	22%	75%	33%	53%	17%	0%
Fostered discussion	78%	39%	67%	67%	50%	56%	47%	83%	50%
Built online community	67%	57%	67%	67%	75%	56%	53%	83%	50%
Enhance online presence	89%	83%	67%	78%	88%	89%	71%	100%	100%
Increase org awareness	100%	91%	67%	89%	88%	89%	71%	100%	100%

Table 4: Frequencies of Some/Substantial Effect of Twitter by Field

	Arts & Culture N=11	Education N=4	Env../Animals N=4	Health N=8	Human Services N=24	International N=1	Public/Soc. Benefit N=10	Religious N=2	Mutual Benefit N=6
Increase traffic to WS*	9%	50%	75%	13%	25%	0%	50%	50%	17%
Moved people to action***	9%	25%	50%	63%	21%	0%	40%	50%	17%
Increase Email list***	9%	0%	50%	0%	21%	0%	10%	0%	17%
Increase Donations***	9%	0%	0%	25%	8%	0%	30%	50%	0%
Inform constituents***	36%	25%	75%	75%	38%	0%	60%	50%	50%
Spread Information***	27%	50%	75%	63%	42%	0%	60%	100%	50%
Enhancing Relationships***	27%	25%	50%	50%	38%	0%	40%	100%	17%
Understand Constituents***	27%	25%	25%	13%	17%	0%	20%	50%	0%
Find New partners***	18%	25%	50%	38%	29%	0%	30%	100%	0%
Fostered discussion***	27%	50%	50%	0%	21%	0%	40%	50%	0%
Built online community***	27%	25%	50%	38%	29%	0%	50%	50%	17%
Enhance online presence**	36%	50%	75%	75%	38%	0%	60%	100%	33%
Increase org awareness***	18%	50%	75%	75%	38%	0%	70%	100%	50%

* *p<.05; ** p<.01; ***p<.001*

Table 5: Frequencies of Some/Substantial Effect of Twitter by Size

	$0/ All Vol. N=4	<$100k N=10	$100-$250k N=6	$250-$500k N=9	$500k-$1m N=7	$1m-$5m N=9	$5m-$20m N=17	>20m N=6	>10m N=6
Increase traffic to WS*	50%	30%	50%	22%	29%	11%	24%	50%	50%
Moved people to action	50%	30%	50%	11%	57%	11%	24%	33%	0%
Increase Email list	25%	10%	33%	11%	29%	33%	12%	50%	0%
Increase Donations	25%	10%	17%	0%	29%	0%	12%	17%	0%
Inform constituents	75%	40%	67%	44%	71%	22%	35%	67%	50%
Spread Information	75%	40%	83%	33%	57%	44%	29%	83%	50%
Enhancing Relationships	50%	30%	67%	33%	43%	22%	29%	67%	0%
Understand Constituents	25%	10%	33%	22%	29%	11%	18%	33%	0%
Find New partners	0%	20%	67%	22%	43%	33%	29%	50%	0%
Fostered discussion	25%	10%	33%	22%	43%	33%	12%	83%	0%
Built online community***	50%	30%	50%	11%	57%	22%	29%	50%	0%
Enhance online presence**	75%	40%	67%	33%	57%	44%	35%	83%	100%
Increase org awareness***	75%	40%	83%	33%	57%	44%	35%	67%	100%

*p<.05; ** p<.01; ***p<.001

Conclusion

This has been a cursory analysis for a dynamic data set. While the descriptive statistics help to shape an understanding of how nonprofits in Duval County are using social media and the benefits derived from this use, many questions remain. In particular, a deeper analysis of the relationship between the types of posts (tweets and all posting on Facebook) and the effect of the corresponding social medium on the organization is an area rife for exploration. In addition, a better understand of how nonprofit leaders see the usefulness of social media in relation to the benefits being derived from it through interviews is also needed.

In regard to applying the diffusion of innovation theory, a deeper analysis of the initial adoption can be done. Did nonprofits that were early adopters of a certain media platform have different motivations for first using it than the late adaptors and lagers? In addition, it would be interesting to determine if they are achieving more successful benefits from their use of social media. Combined, a deeper analysis of these data, with the inclusion of interviews and a content analysis of the posts and tweets, should culminate in the development of a social media usage model that would help to predict the best medium to use for different public using different messages to obtain a desired result.

To increase survey response rate, it is believed that instead of using the "info@x.org", any organization that identified this as their contact information should be called to acquire the email address of the individual in the position that should be completing the e-survey. Any future study using the same method should take this approach.

This study had been an exploration of the relationship between nonprofits in Duval County, FL and social media. The findings here are mainly descriptive, and there is much room for further analysis. Recent studies have demonstrated the nonprofits are adopting different social media tools. The part that is missing is an understanding the return on investment from the resources put into the utilization of these tools. This study is an early move to fill this gap.

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Appendix A

In regard to your organization and the employees working in it, on a scale of 1 to 5, please answer the following questions.

1) What is the approximate annual budget of your organization?

None- all volunteer	Below $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1 million

$1 - $2 million	$2 - $5 million	$5 to $10 million	$10 to $20 million	More than $20 million

2) How important do you think the following social media are for your organization?

Blogging	Very Important	Somewhat Important	Neither Important or unimportant	Somewhat unimportant	Very unimportant
Podcasting (audio)	Very Important	Somewhat Important	Neither Important or unimportant	Somewhat unimportant	Very unimportant
Message/Bulletin Boards	Very Important	Somewhat Important	Neither Important or unimportant	Somewhat unimportant	Very unimportant
Facebook	Very Important	Somewhat Important	Neither Important or unimportant	Somewhat unimportant	Very unimportant
Twitter	Very Important	Somewhat Important	Neither Important or unimportant	Somewhat unimportant	Very unimportant
LinkedIn	Very Important	Somewhat Important	Neither Important or unimportant	Somewhat unimportant	Very unimportant
YouTube	Very Important	Somewhat Important	Neither Important or unimportant	Somewhat unimportant	Very unimportant
Video Blogging	Very Important	Somewhat Important	Neither Important or unimportant	Somewhat unimportant	Very unimportant

3) Is your organization currently using any of the following social media?

Blogging	Yes	No	Being discussed	Plan to use in future	No plans for use	N/A or No Response
Podcasting (audio)	Yes	No	Being discussed	Plan to use in future	No plans for use	N/A or No Response
Message/Bulletin Boards	Yes	No	Being discussed	Plan to use in future	No plans for use	N/A or No Response
Facebook	Yes	No	Being discussed	Plan to use in future	No plans for use	N/A or No Response
Twitter	Yes	No	Being discussed	Plan to use in future	No plans for use	N/A or No Response
LinkedIn	Yes	No	Being discussed	Plan to use in future	No plans for use	N/A or No Response
YouTube	Yes	No	Being discussed	Plan to use in future	No plans for use	N/A or No Response
Video Blogging	Yes	No	Being discussed	Plan to use in future	No plans for use	N/A or No Response

4a) What effects has your organization seen on its constituent base that you would attribute to social media? (a guess is fine)

Blogging	Increase in new volunteer	Increase in new donors	Increase in new members	Increase in new clients	Increase in new event attendees
Podcasting (audio)	Increase in new volunteer	Increase in new donors	Increase in new members	Increase in new clients	Increase in new event attendees
Message/Bulletin Boards	Increase in new volunteer	Increase in new donors	Increase in new members	Increase in new clients	Increase in new event attendees
Facebook	Increase in new volunteer	Increase in new donors	Increase in new members	Increase in new clients	Increase in new event attendees
Twitter	Increase in new volunteer	Increase in new donors	Increase in new members	Increase in new clients	Increase in new event attendees
LinkedIn	Increase in new volunteer	Increase in new donors	Increase in new members	Increase in new clients	Increase in new event attendees
YouTube	Increase in new volunteer	Increase in new donors	Increase in new members	Increase in new clients	Increase in new event attendees
Video Blogging	Increase in new volunteer	Increase in new donors	Increase in new members	Increase in new clients	Increase in new event attendees

4b) Has there been any other effects your organization seen on its constituent base that you would attribute to social media not mentioned above?

5) What effect have you seen on the following that you would attribute to social media? (a guess is fine) [**NE** – No Effect; **Min** – Minimal; **Some**; **Sub** – substantial; **DK** – Don't know]

	Blog	Podcast (audio)	Message Boards	Facebook	Twitter	LinkedIn	YouTube	Video Blog
Increased Traffic to our Website								
Moved people to action								
Increased number of people on email list								
Increased donations								
We provided additional information to constituents								
Spread information more widely								
Enhanced relations with our existing constituents								
Understood our constituents better								
Found new partners								

Fostered discussion								
Built an active online community								
Increased our number of fans, followers, likes, etc.								
Increased awareness of our organization								
Other (please specify)								

6) What influenced your decision to start using the follow mediums?

Blogging	Marketing tool	Feedback	Increase Donations	Legitimacy	Transparency/ Accountability	Recruit Volunteers	Raise Awareness	N/A or No Response
Podcasting (audio)	Marketing tool	Feedback	Increase Donations	Legitimacy	Transparency/ Accountability	Recruit Volunteers	Raise Awareness	N/A or No Response
Message/Bulletin Boards	Marketing tool	Feedback	Increase Donations	Legitimacy	Transparency/ Accountability	Recruit Volunteers	Raise Awareness	N/A or No Response
Facebook	Marketing tool	Feedback	Increase Donations	Legitimacy	Transparency/ Accountability	Recruit Volunteers	Raise Awareness	N/A or No Response
Twitter	Marketing tool	Feedback	Increase Donations	Legitimacy	Transparency/ Accountability	Recruit Volunteers	Raise Awareness	N/A or No Response
LinkedIn	Marketing tool	Feedback	Increase Donations	Legitimacy	Transparency/ Accountability	Recruit Volunteers	Raise Awareness	N/A or No Response
YouTube	Marketing tool	Feedback	Increase Donations	Legitimacy	Transparency/ Accountability	Recruit Volunteers	Raise Awareness	N/A or No Response
Video Blogging	Marketing tool	Feedback	Increase Donations	Legitimacy	Transparency/ Accountability	Recruit Volunteers	Raise Awareness	N/A or No Response

7) Our use of social media has been hindered by a lack of (select all that apply):

Funding	Time	Staff	Knowledge / training	Board support	N/A or No Reply	Other	Comments:

8a) My organization's social media is maintained by a:

Full-time employee	Part-time employee	Volunteer	Contractor (outside party)	N/A or No Reply	Other	Comments:	Other:

8b) If your social media is maintained by an employee, what percentage of their job is dedicated to social media?

0-10%	11%-25%	26%-50%	51%-75%	76%-90%	91%-100%	N/A or No Response

9a) Do you measure your results achieved through social media?
Yes
No

9b) How do you measure your social media results? (tools used, anecdotal measurements, or number of links, posts, etc. for example)

Social Medium

Blogging	
Podcasting (audio)	
Message/Bulletin Boards	
Facebook	
Twitter	
LinkedIn	
YouTube	
Video Blogging	

10) Do you have a link on your Web site for the following social media?

	Yes	No	N/A or No Response
Blogging	Yes	No	N/A or No Response
Podcasting (audio)	Yes	No	N/A or No Response
Message/Bulletin Boards	Yes	No	N/A or No Response
Facebook	Yes	No	N/A or No Response
Twitter	Yes	No	N/A or No Response
LinkedIn	Yes	No	N/A or No Response
YouTube	Yes	No	N/A or No Response
Video Blogging	Yes	No	N/A or No Response