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LIKE US ON FACEBOOK: A SOCIAL MEDIA CAMPAIGN'S
EFFECT ON RELATIONSHIP MANAGEMENT OUTCOMES
FOR A NONPROFIT ORGANIZATION

A Thesis
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts
in
Communication Studies

by
Natalia Isabel López-Thismón
June 2012

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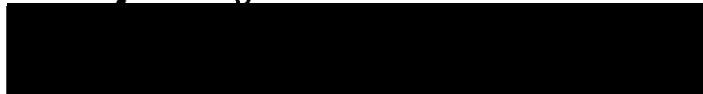
June 2012

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ABSTRACT

This case study examines whether a social networking campaign on Facebook can make any difference in relationship management outcomes of trust, commitment, satisfaction, control mutuality, exchange relationships, communal relationships, and Facebook relationships. The researcher used Hon and Grunig's (1999) PR Relationship Measurement Scale during a pre-test and a post-test survey questionnaire before and after a social networking campaign on the Facebook page of a nonprofit organization, Prints of Hope. A paired *t* test revealed that the outcomes of trust, commitment, satisfaction, communal relationship, and Facebook relationships were all positively affected by the Facebook campaign, which could indicate that Facebook is an effective tool for organization-public relationship building. Furthermore, long-term empirical research should be conducted to explore the effects of social networking on organization-public relationships.

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Thank you to my husband, Nando who has been my encouragement, my rock, and my prayer partner. You helped me to keep my eye on the prize when I thought this couldn't be done. I'm also thankful to Mami and Papi who often helped my ideas take form, who from childhood instilled in me the importance of higher education, and who raised me with the confidence to go for it. Thanks also to Omar, Andrés, and Tina for your prayers and love. Thank you to my friends and colleagues for your support. And finally

but most importantly, thank you God because You have brought me this and given me success.

"Porque ADONAI da la sabiduría y de su boca proceden el conocimiento y la inteligencia." Proverbios 2:6

To Nando

and

To Papi, Mami, Tina, Omar, and Andrés

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CHAPTER ONE

INTRODUCTION

Since Facebook.com opened its registration process to organizations in late 2007 (Facebook, 2007), trade publications such as *PR Week* and public relations blogs have been endorsing Facebook as a relationship-building tool (Waters, Burnett, Lamm & Lucas, 2009). Through Facebook, organizations have the opportunity to converse with their publics and engage them in ways not previously possible.

Facebook is inherently a relationship building tool. Waters et al. state, "relationships are the foundation for social networking sites" (2009, p. 102). They are also the reason public relations exists—the job of a public relations practitioner is to build and nurture relationships with key publics. For this reason, public relations research about social media should concentrate on the relationship-building power these sites have. This focus becomes particularly important when it comes to nonprofit organizations' (NPO) use of social media for public relations purposes. NPOs are dependent on support from volunteers, the community, media, and donors to

further their missions. NPOs have long been aware of the importance of relationship building through traditional means, in order to obtain support from these publics. Today, nonprofits have an additional tool with which to build relationships, social networking sites (SNSs), which can be defined as:

Web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system (boyd & Ellison, 2008, p. 211)

Since computer-mediated communication started to gain popularity, NPOs have been involved, and have in some cases been leaders, in the use of computers and the Internet for communication. For example, in 1986, organizers of the "Computers for Social Change" conference in New York City had to turn away people due to the overwhelming response from NPOs (Cravens, 2009). During the 1980s and 1990s, NPOs used the power of the Internet to communicate with one another through networking sites such as the Contact Center Network and CharityVillage

(Cravens). The Contact Center Network served primarily as an online index of nonprofit organizations. Since then, the Contact Center has become Idealist.org. CharityVillage was used chiefly among Canadian nonprofit organizations as a source for information, employment, news and other resources for NPOs. The site was created for the purpose of exchanging ideas and solutions to common NPO problems in which "regular visitors, in a spirit of participating and sharing, could feel a sense of membership" (Jamieson, n.d.). However, time has passed and studies have emerged indicating that although NPOs are online and are using SNSs, they are not using them to their fullest potential (Hye, Youjin, Kiouisis, 2005; Ingenhoff & Koelling, 2009; Kang & Norton, 2004; Waters, Burnett, Lamm & Lucas, 2009).

As noted above, some kinds of SNSs have been in existence since the 80s and early 90s, but it has been relatively recently (in the last 6 or 7 years) that usage of such sites has gathered steam with the general public. SNSs like Facebook were initially created for personal use, but are now a staple in marketing and PR plans for many organizations, both for-profit and nonprofit (Muralidharan, Rasmussen, Patterson, & Shin, 2011). The

popularity SNSs enjoy have motivated scholars and professionals in the fields of marketing, communication, and business to study them more carefully. Furthermore, sites like Facebook and Twitter will probably continue to grow as the Internet becomes more accessible around the world.

Although the research subject is gathering scholarly interest, the literature on nonprofit public relations in terms of their use of SNSs in particular, remains limited. The purpose of this study is to gather more information about whether SNSs are useful in building and nurturing organizational relationships with publics. It is currently assumed by many organizations that SNSs are useful to that end. For this reason, 79 percent of the largest Fortune 500 firms are using at least one of the most popular social networking platforms (Twitter, Facebook, YouTube, or blogging) to communicate with their publics (Burson-Marsteller, 2010).

Nonprofit organizations are adopting SNSs as well, with 92 percent of the top 50 nonprofit organizations in the United States on at least one social networking site platform (Butcher, 2009; Newmark, 2011). Because so many organizations and individuals are on SNSs communicating

with each other, this case study seeks to discover what effect the use of SNSs have on the organization-public relationship within a nonprofit organization.

To that end, this case study examines nonprofit public relations from the perspective of relationship management theory (Ledingham & Bruning, 2000). This study also reviews the current literature on nonprofit public relations, and the use of SNSs for building relationships. This manuscript then explains the research method—a survey questionnaire—that was used to examine whether a campaign on a social networking site, Facebook, can affect an organization-public relationship. Lastly, this paper presents and discusses the results of the study.

CHAPTER TWO

LITERATURE REVIEW

To understand how nonprofit organizations can use SNSs for relationship management, past literature on nonprofit public relations will first be explored. The theory of relationship management will be investigated as well as the ways in which the Internet, SNSs in particular, have been used to strengthen organization-public relationships. This theory and how it relates to this study is discussed below.

Nonprofit Public Relations

A Function of Fundraising

Public relations in nonprofit organizations has been examined to a great extent as a function of fundraising departments or a way of earning donor support (Kelly, 1992, 1994; O'Neil, 2007; Waters, 2008, 2009a, 2009b). Because nonprofits traditionally spend a great amount of time, energy, and resources communicating with donors, it is natural that scholars would study public relations as an element of fundraising. Waters (2008) noted that building an organization-donor relationship could result

in greater loyalty from donors, a crucial part of running an NPO. This focus on fundraising has resulted in neglect by scholars and professionals of other aspects of public relations at NPOs such as media relations (Hale, 2007).

Lee (2009) reports in his research that since 1928, studies have cited nonprofit PR as related to fundraising, gathering volunteers, and changing public policy. While NPOs are interested in forming long-term relationships with their publics, the needs that have an immediate impact on the mission of the nonprofit (such as fundraising) are taken care of first. Obviously, fundraising is a very important function of an NPO, but it is also important for nonprofits to focus some of their energy on building long-term relationships with key publics. Without this relationship-building focus, donations and other kinds of support would probably diminish over time.

One study that looks at public relations through the fundraising lens is Waters' (2008), which surveyed donors to find out whether the strength of the organization-public relationship affects donor giving. The results indicate that trust and commitment predict recurrent donations by major donors of an NPO. The strength of the

relationship, as measured in Waters' study, correctly predicts repeated donations in 73 of 76 cases.

Another study suggests that donor relationships nurtured on a long-term basis help continue and increase donations over time (O'Neil, 2008). The same study indicates that long-term constant and clear communication can also increase perceptions of trust, satisfaction, and commitment on the part of donors, especially when the communication is about how donations are used by the NPO. These results suggest that NPOs should use resources to nurture their relationships with donors and undoubtedly with other publics as well.

Kelly (1994) studied the possibilities of a PR department at an NPO based on the practitioners' knowledge of two-way symmetrical communication models. The results of the study suggest that the more knowledge and expertise a PR practitioners possesses on how to practice two-way models of communication, the less likely the public relations department is to become encroached by other departments, specifically fundraising.

In an earlier study, Kelly (1992) found that in 37% of the NPOs she studied PR practices were subordinate to fundraising functions, which she suggests "bodes poorly

for the vitality of public relations as a management function and for its aspirations to become a profession" (p. 3). After revisiting Kelly's studies on fundraising encroachment, Swanger (2008) found that 31% of the nonprofit organizations he studied still experienced fundraising encroachment on the public relations management function. Though the number diminished since Kelly's initial studies in the 1990s, fundraising encroachment continues to be a problem for nonprofit public relations.

In 1988, the Public Relations Society of America's (PRSA) research committee stated that should be a factor of PR along with media relations, donor relations, internal relations, public affairs, marketing, marketing support, and consumer relations (Body of Knowledge Task Force of the PRSA Research Committee, 1988). For PR strategies to be successful and work to their maximum potential for NPOs, they should be an independent department at NPOs not to be overshadowed by fundraising. "When the public relations function is subordinated to other functions, it cannot move communication resources from one strategic public to another the way an integrated public relations function can" (Lee & Evatt, 2005, p. 32).

Public Relations as a Relationship Tool

In addition to PR encroachment by fundraising, nonprofits have disregarded public relations as a relationship-building tool. When asked to describe what public relations is, many public relations professionals begin to list duties that public relations practitioners implement such as media relations, publicity, event management, etc. (Ledingham & Bruning, 2000). As a result, the field of PR has frequently been defined by what it does and not what it is (Ledingham, 2003), thereby causing organizational leadership to view public relations practitioners as technicians. In other words, public relations is viewed as playing a tactical role. However, public relations should play a strategic function in an organization's communication plan. Unfortunately when PR is viewed as a tactical job communication becomes the purpose of PR rather than the road to building relationships with key publics (Ledingham). This often results in asymmetrical communication that flows one way from the organization to its publics. However, an increasing number of scholars have come to the conclusion that the main goal of PR is to build and manage

continuous, long-term relationships (Hon & Grunig, 1999) that are based on symmetrical communication.

One example of public relations being used for relationship building can be found in Neff's (1994) case study of the Northwest Indiana Youth Choir. Neff found that the Youth Choir PR professional's role involved a good deal of interpersonal relations with parents, racial groups within the choir, artistic staff, and the staff running the center where the choir practiced. Even though the NPO did promotion and publicity to invite community attention and support, the PR professional at the organization had to manage many issues and conflicts that required good interpersonal skills. The case study demonstrates that interpersonal and issues management skills are important to keep the diverse publics of the choir pleased with the organization. This case study also demonstrates that more than just a mass communication tool, public relations could also be an interpersonal communication tool used to build relationships with internal stakeholders and surrounding community. For nonprofit organizations, it makes sense that interpersonal communication should be used as a big part of public relations, especially because it is necessary to build

trusting relationships with publics in order to garner their support.

Consequently, building relationships with publics is at the core of public relations. Public relations is more effective when organizations are able to build and maintain long-term relationships with their publics. This realization was the beginning of relationship management theory in public relations.

Relationship Management Theory and its Development

The focus of public relations from a relational perspective can be traced back to Ferguson's (1984) conference paper in which she conducted a content analysis of *Public Relations Review* articles from 1975 to 1984. In her content analysis, Ferguson found that there were three focal points in public relations research at that time: ethics and social responsibility, social issues and issues management, and public relationships. Of the three, Ferguson explained that the area of public relationships was a possible focus for theory development in public relations (Botan & Taylor, 2004). Soon thereafter, Cutlip, Center, and Broom (1985) defined public relations

in their textbook as "the management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends" (p. 6). Grunig (1992) also proposed that public relations needed to be viewed from the perspective of building relationships with key publics who could advance or restrict an organization's mission or goal. These definitions mark the beginning of relationship management as a theory of public relations.

Relationship management theory is "the notion of public relations as the management of relationships between an organization and its key publics" (Ledingham & Bruning, 2000, p. 56). The organization-public relationship is a central part of both the study and practice of public relations (Ledingham, 2001). This focus has helped both the scholarship and practice of public relations to move away from the manipulation of public opinions instead to concentrate on building, nurturing and maintaining relationships with key publics (Ehling, 1992; Kent & Taylor, 2002; Ledingham & Bruning, 2000). Furthermore, the building of organization-public

relationships should be done through dialogue instead of symmetry (Kent & Taylor).

Symmetrical communication is one of two models of communication identified in the excellence theory of public relations. The other model is asymmetrical communication. The initial research, funded by the International Association of Business Communicators (IABC) Research Foundation sought to study and identify best practices in PR. Three books were published from this research (Grunig, 1992; Dozier et al., 1995, & Grunig, et al. 2002). The excellence theory was at first used to explain the value of PR to organizations. Since then, it has become one of the most researched theories in public relations. The theory posits that in order to reduce litigation costs, regulation, and negative publicity due to bad relationships with publics, organizations should strive to communicate symmetrically with audiences. In other words, they should build two-way communication with publics in order to know what the publics expect from the organization, mostly to minimize the cost and risk to organizational choices or strategies (Grunig, 2008). In contrast to two-way communication models, one-way communication models use persuasion, manipulation, or one-

way information dissemination to change the publics' short-term behaviors. The theory also explains that organizations that choose to communicate in asymmetrical ways (one-way communication) have less success at achieving effective long-term, mutually beneficial relationships with publics (Grunig, 1992).

In comparison to the symmetrical model, which is viewed as a "procedural way to listen or solicit feedback" (Kent & Taylor, 2002, p. 23), dialogue is a product of relationship building (Kent & Taylor, 1998; Kent & Taylor, 2002). In other words, a two-way symmetrical communication framework provides organizations with a systematic process for interacting with publics. With a dialogic framework, "communication refers to a particular type of relational interaction—one in which a relationship exists" (Kent & Taylor, 1998, p. 323). In the two-way symmetrical model, communication is a means to an end, while from a dialogic framework communication with publics is both the means of dialogue and the end goal of the relationship.

In the relationship management perspective, dialogue is both the means by which organization-public relationships are built and also the end result of having

positive relationships with publics. Public relations practitioners do not merely disseminate information but instead maintain and manage organization-public relationships through dialogue (Bruning & Ralston, 2000).

Further, relationship management theory requires that public relations practice and research should concentrate on organizational relationships with key publics and "should concern itself with the dimensions upon which that relationship is built" (Ledingham & Bruning, 1998, p. 56). Those relationship dimensions are:

Control Mutuality - The degree to which parties agree on who has the rightful power to influence one another....

Trust - One party's level of confidence in and willingness to open oneself to the other party. There are three dimensions to trust: *integrity*: the belief that an organization is fair and just... *dependability*: the belief that an organization will do what it says it will do... and, *competence*: the belief that an organization has the ability to do what it says it will do.

Satisfaction - The extent to which each party feels favorably toward the other because positive

expectations about the relationship are reinforced. A satisfying relationship is one in which the benefits outweigh the costs.

Commitment - The extent to which each party believes and feels that the relationship is worth spending energy to maintain and promote....

Exchange relationship - In an exchange relationship, one party gives benefits to the other only because the other has provided benefits in the past or is expected to do so in the future.

Communal relationship - In a communal relationship, both parties provide benefits to the other because they are concerned for the welfare of the other-even when they get nothing in return....(Hon & Grunig, 1999, p. 3)

These dimensions have also been called relationship outcomes, because increased satisfaction, for example, follows as a consequence of having a long-term organization-public relationship (Hon & Grunig, 1999).

Out of all the dimensions, some scholars have acknowledged trust as being the most important element in relationships between NPOs and key publics (i.e., Bobbit, 1996; Bruning & Ralston, 2000; Hon & Grunig, 1999; O'Neil,

2007, 2008). Trust is defined by Merriam-Webster online dictionary as "a confident reliance on the integrity veracity, or justice of another; confidence, faith" (n.d.). This dimension is important for NPOs, as the community not only lends volunteer hours, but also provides monetary support. One study suggests that donors will only continue to support a nonprofit organization if they have developed long-term trust in the agency (O'Neil, 2007).

Although scholars have identified relationship outcomes and their importance, it has been difficult to measure actual relationships. Instead, research has often focused on *perceptions* of relationships, as has this study. Research on relationships *per se* would have to study the perceptions on both sides and evaluate the relationship from that point. Another possibility for measuring relationships instead of perceptions would be to bring in a third party observer to measure relationship indicators (Hon & Grunig, 1999). However, measuring perceptions of relationships is a good place for researchers to start understanding actual relationships.

Effective public relations practiced (and studied) from a relationship management perspective could have many

benefits for NPOs including increased community, donor, and media support, in addition to name recognition. Bruning and Ralston (2000) observed that this is true at for-profit organizations. The results of that study suggest that durable relationships formed by public relations activities play an important part in motivating the publics' behavioral intentions to support or continue using a company's services. Ledingham, Bruning, and Wilson (1999) explain that in the case of for-profit organizations, time affects positively both the perceptions publics have of the organization-public relationship and the loyalty those publics feel toward the relationship, so a long-term relationship would increase perceptions of loyalty. Ki and Hon's (2007) study of organization-public relationships between students and their university suggests that strong perceptions of satisfaction are linked to behavioral intentions such as remaining at that university.

In terms of NPOs, the relationship outcome of control mutuality has been found to predict trust, and trust has been found to predict commitment between donors and nonprofits (O'Neil, Schrodtt, & Grau, 2008). The findings of this study also suggest that dialogue between publics

and organizations lead to more trust from publics toward organizations. O'Neil et al. also report that everyday communication practices (such as Facebook communication in the case of this study) "contribute to building relationship outcomes, which in turn lead to stronger and longer donor relationships" (p. 14). Furthermore, relationship outcomes are all positive predictors of donor behaviors. In other words, higher levels of trust, commitment, control mutuality, and satisfaction predict more recurrent donations over longer periods of time.

Organizations have used varying tactics and strategies in order to improve relationship outcomes. One such strategy has been the use of the Internet for relationship management.

The Use of Internet for Relationship Management

In order to build and manage strong organization-public relationships, nonprofit organizations have the opportunity to take advantage of a low-cost option of communication—the Internet and in particular SNSs. Using SNSs effectively as a public relations tool could improve nonprofits' relationships with their publics and affect positively the dimensions of relationship management as defined by relationship management theory: control

mutuality, trust, satisfaction, commitment, exchange relationships, and communal relationship (Hon & Grunig, 1999). In general, many organizations, both nonprofit and for-profit, are taking advantage of the Internet for relationship building purposes.

For this case study, it is important to point out that SNS platforms function both as a mass medium and a computer-mediated interpersonal communication medium. Organizations can harness both the power of SNSs as mass media platforms and as interpersonal communication platforms to build relationships and achieve their missions (Briones, Kuch, Lui & Jin, 2011).

For-profit Organizations' Use of the Internet.

Christ (2005) suggests that the field of public relations has changed dramatically since the introduction of new technologies such as the Internet and SNSs. According to Christ, for-profit organizations have embraced the use of the Internet for public relations purposes for several reasons. First, they use it because PR practitioners realize that it is the first stop for many stakeholders when they seek information about the organization.

Second, the Internet is the first place publics go to when they want to learn about a company and its products.

Another important Internet use by companies is message targeting. Organizations are always looking for the best ways to allocate funds, and the Internet provides an easy and low-cost way to recognize and track people who are interested in an organization or product, making it easier to target the organization's message to specific publics or even specific people.

PR professionals at for-profit organizations also know that they can build and maintain stronger relationships with their publics when they can customize the message they send to meet stakeholder needs. For example, Google Mail users may have noticed that the advertisements on the right side screen panel are directly associated with the words or phrases that the user has written in past emails. This trend, generally called narrowcasting, is a strategy used to reach a demographically or psychographically specific group of people instead of broadcasting information to a mass audience (Smith-Shomade, 2004). Data mining on the Internet furthers narrowcasting possibilities for organizations online. "Data mining consists of extracting knowledge from very large databases (millions of instances) or other information repositories" (Melab,

2001, p. 310). Through websites like Facebook and Google, among thousands of others, specialized data mining organizations can "mine" for information that becomes useful to organizations for targeting messages to narrow audiences. Facebook, for example, has an ads application, where the advertisement buyer can select a very specific audience to whom they wish to display certain advertisements. The ad buyer can choose the ideal age of the audience member, his or her sex, likes or dislikes, and even where he or she works.

Additionally, Christ (2005) states that PR professionals at for-profit organizations know that the Internet has the power to enhance a call-to-action. For example, when sending an email, it is easy for a reporter to respond to a press release with the click of a mouse. Last, Christ ascertains that the Internet allows organizations-big and small-to establish a worldwide presence. A more recent trend not mentioned by Christ is known as "media catching" (Waters, Tindall, & Morton, 2010). Media catching is a way in which journalists can reach out to public relations practitioners (and many others) instead of PR practitioners pitching stories to them. In 2007, Peter Shankman started a Facebook group he

named Help a Reporter Out (HARO). The group asked journalists and reporters to request specific information from members of the group so that those subscribed could offer ideas and leads. Many PR practitioners have subscribed to HARO as a means of finding opportunities to pitch ideas to reporters who are already interested in the information the PR practitioners have to offer. The group has enjoyed so much success that it has moved to an emailing list because it exceeded Facebook capacities (Waters, et al.). Journalists also request information on their own Facebook pages, to which users can subscribe, and on their Twitter timelines.

This kind of online relationship building between journalists and PR professionals is only available to those who are social media savvy. To discover the status of the adoption of SNSs in the public relations field, Eyrich, Padman, and Sweetster (2008) surveyed 283 public relations practitioners. The findings suggest that corporations and PR agency practitioners were the top two adopters of social media such as blogs, Facebook, Twitter, and YouTube as a part of their public relations strategy. Kent (2008) found that blogs are a preferred tool by communication professionals because blogs are dialogic and

interactive media. Kent and Taylor (1998) suggest that using the Internet for dialogic purposes is a way for organizations to build strong relationships with stakeholders. SNSs also share the characteristic of interactivity that makes it possible to build relationships online. Jo and Kim (2003) suggest that the more interactive a website is, the stronger perceptions people have of their relationships with the organization with which they are communicating. This is probably why SNSs are perceived by many practitioners to be a great way to build relationships with publics.

Though communication professionals prefer blogs for several reasons, Vorvoreanu (2009) sensibly points out that organizational blogs and websites are the "online equivalent of an organization's headquarters" (p. 71) because organizations represent themselves the way they wish in those cyber-places. In contrast, Facebook and other SNSs have a different structure and usage. "Social networking sites are not any one organization's or individual's turf" (Vorvoreanu, p. 71), giving certain audiences a place to broadcast their honest opinions.

Even though for-profit organizations realize the importance of SNSs as a public relations tool, scholarly

empirical research on public relations usages of SNSs at for-profits is still lacking. Nevertheless, according to corporate research by CareerBuilder.com (2010), 25% of organizations have at least 1-3 people communicating on behalf of their organization via social media, 7% have 4-5 people doing the same work, and 11% have more than 6 people communicating for the organization via social media. Though this is not scholarly research, the results highlight the importance that for-profits are assigning to the use of social media as a public relations tool. However, for-profit organizations are not the only ones taking advantage of Internet platforms for relationship building in public relations.

Nonprofit Organizations' Use of the Internet. In recent years, some studies on the use of the Internet by nonprofit organizations have emerged. These studies found that even though nonprofits recognize the benefits of SNSs and the Internet, they are not using their websites or SNSs such as Facebook to their full potential (Hye, et al., 2005; Ingenhoff & Koelling, 2009; Kang & Norton, 2004; Waters, et al., 2009).

For instance, one study looked at the potential of websites to engage publics in dialogue as a means to build

relationships, and found that NPOs do not take full advantage of Internet advances to build relationships with publics (Igenhoff & Koelling, 2009). NPOs were more likely to communicate with and cater to the needs of donor publics, but not as much to the needs of media publics (such as reporters) or volunteers. As a result, the nonprofit websites were targeted toward donor needs and provided little information for other important publics. This finding aligns with studies that report that although some NPOs have web pages directed toward the press or media, the web pages are not well-labeled or consistent with their information (Hye et al., 2005; Yeon, et al., 2005). Researchers also found that there is a higher frequency of donor pages on nonprofit websites and that these pages are more prominent and interactive than pages for the press or volunteers (Hye et al.; Yeon et al.). Kang and Norton (2004) noted that even when NPOs had websites that were simple and easy to use, they were not using interactive web features that motivated visitors to return to the site such as discussion forums, chat rooms, online polls, and surveys.

As mentioned above, however, it is important to make the distinction between SNSs and websites or even blogs.

For this reason, other researchers such as Waters et al. (2009) analyzed the way NPOs are using SNS strategies as part of their PR strategies. They conducted a content analysis of 275 nonprofit organizations and looked at three types of items that should be present on a Facebook page in order to build relationships: organizational disclosure, information dissemination, and involvement. The researchers report that NPOs recognize the significance of disclosure on their Facebook profiles, providing information about who they are and their mission. About 81% of NPO Facebook profiles had a link to the organizational website, and 71% used their logo on their profile. The researchers also report that the organizations disseminate information about their PR efforts on their profile pages through news links or press releases. They also report that very few of them used some of the most important applications available on Facebook such as photo or video applications, among other features to spread the word about their organizations, events, or efforts or to encourage their publics to participate in their discussions. Lastly, they report that most organizations in the sample did not provide enough ways for supporters to become more involved. The

most common tactic for involvement was to provide an email address on the Facebook page with which to contact the organization, but most provided a generic email address with no named representative on it. Less popular methods for involvement included using message boards, providing a place to make donations, and listing volunteer opportunities.

Some NPOs that have adopted SNSs for public relations have had positive experiences. Briones et al. (2011) interviewed 40 American Red Cross employees to find out how the nonprofit organization is using SNSs to build relationships with their publics. They discovered that the American Red Cross is using Facebook and Twitter to communicate with many different publics including volunteers, the media, and the community. American Red Cross employees said that Facebook and Twitter are both effective tools in creating dialogues with their major publics. They also mentioned that through SNSs they could join the conversation already happening online regarding their organization. The employees expressed that when they foster dialogue with their publics, they are actively searching for ways the organization can be improved. They even said that they prefer having conversations on SNSs

with publics to using traditional forms of public relations. One employee said, "It's actually better, we get more response from our postings on Facebook and Twitter than our more traditional [sources of communication]—even from the chapter's main website" (p. 39).

Social media can be an important instrument for building and managing relationships because they have the power to keep an organization authentic, transparent, immediate, connected, accountable, and participating in the online conversation with their publics (Postman, 2009). In order to build on important dimensions of relationships such as control mutuality and trust, nonprofit organizations must realize that the social web is "empowering a class of authoritative voices that we cannot ignore" (Solis & Breakenridge, 2009). In other words, organizations can no longer afford to practice asymmetrical communication with their publics. Today, publics have a strong voice and SNSs empower people to communicate with and about the organizations they care for (or don't care for).

For example, websites like Change.org are allowing activist campaigns to go viral, making people's voices

heard to organizations all over the United States (and the world). Bank of America could not drown out its public's voices in November 2011 when there was a backlash against the \$5-a-month banking fee the bank was planning to charge customers. A 22-year-old nanny working two jobs, Molly Katchpole, started a petition on Change.org to protest the fee. As a result, 300,000 people signed the petition, acquiring national media attention. In less than a month, Bank of America and all other major national banks announced they would drop their new banking fees ("Tell Bank of America", 2011).

In December 2011, Katchpole started another campaign; this time against Verizon Wireless. Verizon had announced that it would begin charging a new \$2 fee for paying a bill online. In a few hours, her petition had gathered 130,000 signatures also attracting media attention. Within 24 hours of announcing the fee, Verizon backed down ("Tell Verizon", 2011).

In the same way that these for-profit organizations could not ignore their publics' online voices, nonprofit organizations have not been able to ignore them either. In 2012, the nonprofit organization Invisible Children began the "Kony 2012" campaign when they released a viral

video to garner support for the capture of the indicted international war criminal, Joseph Kony. Activists against Invisible Children's campaign began to spring up as "Kony 2012" gained momentum. They argued that Invisible Children had grossly misrepresented the complicated history of the conflict in Central Africa. The media and public criticism caused Invisible Children to release further information explaining their financial information, a second video about Joseph Kony, and other videos addressing public concerns. Allegedly due to all the pressure from public scrutiny, the filmmaker of the Invisible Children's documentary campaign, Jason Russell, suffered a psychotic break and was hospitalized (Slosson, 2012).

Obstacles to the Use of Social Media. Although using SNSs is a low-cost medium of communication for NPOs, obstacles still remain for its effective use by nonprofits. One study (Hill & White, 2000) found that public relations practitioners at NPOs admit that the Internet is an important part of the PR efforts of an organization, but that the duty is on the "B list" because it has no urgent deadline. The practitioners also reported that the use of the Internet shows publics that

the organization is competent and competitive. They said they also thought that websites supplement their media relations efforts and that they know the Internet can reach new audiences. In spite of its perceived role, the Internet as a public relations tool continues to be on a low priority list for nonprofit organizations due to lack of time and human resources. This is a theme that emerged in several studies (i.e., Briones et al., 2011; Nordhoff & Downes, 2003; Wittke, 2008): when it comes to PR, NPOs limited resources and limited time. Because PR is important but not urgent, organizations fail to allot resources to hire knowledgeable personnel. Furthermore, due to these resource obstacles many NPOs that have a communication plan in place do not follow through with it (Wittke, 2008). Curtis et al. (2009) conducted another study on the adoption of social media by nonprofit organizations. The study concluded that those NPOs that have a public relations department are more likely to adopt a social media program than nonprofits that do not have a public relations department. This is especially interesting in light of the fact that many NPOs cannot afford separate PR departments and that many PR

departments are encroached by the fundraising functions of the NPO.

To add to this, Briones et al. (2011) found that it is difficult for some NPOs to convince board members to put in place a social networking communication strategy. Employees interviewed from the American Red Cross said that because their board members come from an older generation, they might not see the importance or necessity for a social media plan to build organization-public relationships. Despite these obstacles for NPOs to implement social media programs, it is necessary for nonprofits to usher themselves into the new age of interactive media. Currently, one major leading force in social media is Facebook.

Facebook

One of the most popular and interactive SNSs is Facebook, which was founded in 2004. The site reached its first 1 million active users within the first 10 months of its existence. Facebook's popularity has grown rapidly since then and today it is the world's top social network site with nearly 850 million active users (Facebook, 2012). This study will focus on the use of Facebook for

relationship building purposes due to its popularity with organizations and individuals. On any given day, 50 percent of active users log into the site and collectively spend 700 billion minutes on Facebook each month (Facebook, 2011). The average user spends 20 minutes on Facebook per visit, and 425 million of all users access Facebook on a mobile device (Sebastian, 2012). It has also been reported that 25 percent of all U.S. online page views go to Facebook (O'Dell, 2010). In February 2012, Facebook filed for initial public offering (IPO), placing the social networking site at a value of \$75 billion–\$100 billion (Swartz, Martin, & Krantz, 2012). Shortly after, on April 9, 2012, Facebook bought the popular photo-sharing application Instagram for \$1 billion. Mark Zuckerberg, Facebook CEO announced the purchase in a post on his Facebook profile (Price, 2012). Instagram was founded in 2010 and has just 13 employees and its user base is more than 30 million. Facebook purchased it in order to expand and improve one of its most popular features, photo-sharing (Bosker, 2012).

Facebook was chosen for this study over Twitter because though very active, Twitter has an estimated 200 million users and many of these users turn to Twitter only

during communal experiences such as the revolutions in Tunisia, Egypt or Libya, the British Royal Wedding or Osama Bin Laden's death (Johansmeyer, 2011; Sladden, 2011). They also turn to Twitter during emergencies like snowstorms or power outages (Johansmeyer, 2011). At this time, Facebook users seem to be more constant than Twitter users.

On Facebook, organizations can create a public profile, also known as a Facebook Page and supporters can "like" the organization. When a person likes the organization, he or she is able to interact with it via the page. Both the organization and fans have the opportunity to post on the organization's Facebook wall, make comments on status updates, or tag photos of interest to the organization or its fans, among other interactions.

Facebook uses are many. News organizations, for example, such as newspapers or television stations are constantly looking for more fans on the popular SNS. This is probably a result of an increasing number of people getting their news from SNSs like Facebook. A 2010 Pew Research Center survey found that 42 percent of people on SNSs get news there habitually. According to the same report, 14 percent of SNS users ages 18-34 first learned

about Osama bin Laden's death on a social network (as cited in Palser, 2011). In 2010, Facebook accounted for 6-8 percent of traffic to popular online news sites like CNN.com, NYTimes.com, and huffingtonpost.com.

Furthermore, with the Facebook "Share", "Like", or "Recommend" features, a news article can reach audiences it may not have reached in the past. These kinds of features can also be used by NPOs to get their messages out to publics and allow for interactions that may not have existed in the past.

Public relations professionals have also discovered that there are many uses of Facebook; for example, creating affinity groups for networking, pitching stories through the media catching phenomenon, and sharing online content with others such as the organization's blog posts or photos, among others (Greer, 2008).

Furthermore, Facebook is a place where public relations practitioners as well as marketers can acquire information about their publics through data mining. Today, people enter so much personal information about themselves on Facebook, that organizations can learn more about their target audiences than ever before. According to AdAge Digital, "Facebook is like a real-time focus

group, much faster than traditional focus groups" (Williams, 2011) because organizations can see information about what brands, organizations, activities, foods, or other products people "like" on Facebook. Organizations can also read the online conversation happening about their services or products. This can be very helpful in issues and crises management when trying to pinpoint potential issues or crises, while providing a forum in which to respond to public concerns. There are also a slew of other tactics PR practitioners and marketers alike can employ when using Facebook. Organizations can purchase social media ads to promote information or poll users.

Facebook is not a fad, and its popularity continues to rise as it becomes available in more countries and languages. Its popularity has even brought about other Facebook-type social networks to countries such as Cuba with Red Social and China with Ren Ren. Studying Facebook and its uses in public relations can help scholars and practitioners understand how SNSs could be used to strengthen relationship outcomes. Facebook has many ways to engage users, but organizations must remember to use Facebook with care.

Facebook Best Practices. When an organization uses Facebook, it requires planning, commitment, and care. In order to strengthen relationship outcomes, organizations that choose to create a Facebook page must learn to conform and respect Facebook social norms (Vorvoreanu, 2009). Further, organizations must learn to use best practices when communicating with publics on Facebook.

First, organizations must learn to listen to publics before starting a social networking campaign or strategy on Facebook (or social media in general). According to Kerpen (2011), organizations should spend time listening to the conversation happening online about them, their market, or the people they serve. Organizations can "listen" by reading posts, comments, articles, watching videos, looking at photos, etc. However, listening is not enough. Organizations should engage and begin a dialogue with their publics. When an organization is ready to begin a dialogue, it is important to be authentic on the web and to show genuine care about what publics have to say.

In terms of tactics, this kind of authentic behavior translates into responding to each comment from individuals, whether positive or negative, in a timely

manner (Kerpen, 2011). It is important to remember that Facebook is an immediate medium of communication and messages can often be time sensitive. Organizations should especially respond to negative comments quickly and thoughtfully in order to strengthen relationships.

Another good practice is to provide publics with value for free (Kerpen, 2011); in other words, providing publics with information or services that are valuable at no cost. Organizations should consider giving away something to publics that will not hurt the bottom line but will still delight and surprise them. To accomplish this, organizations do not necessarily need to give away products to give publics value. Instead, the organization can post articles, recipes, or original videos with valuable information, etc.

Additionally, sharing stories with publics is another good idea if an organization is on Facebook, especially if the organization is a nonprofit. Stories are "social currency" (Kerpen, 2011, p. 141). NPOs can include stories such as how they started, how they have fulfilled their mission in the past, or stories of things happening right now with the organization. Followers are interested in stories because they humanize organizations. Stories

can be shared in numerous ways: through photos with captions, videos, wall posts on Facebook, and so on. To add to their own stories, organizations should also encourage members of publics to share stories on the organizational page (Kerpen, 2011). For example, clothing companies such as H&M constantly ask customers how they will wear a certain piece of clothing sold at H&M stores. Customers are able to post photos or make comments on H&M's Facebook Page and share their outfits and where the clothes will be worn.

Facebook should also be a place where organizations can "consistently deliver excitement, surprise and delight" to publics" (Kerpen, 2011, p. 199). PR practitioners on Facebook should be creative. Organizations can use contests, promotions, giveaways, and sweepstakes. More importantly, organizations can build better relationships with publics by taking the time to surprise and delight an individual follower. For example, the *Social Media Examiner*, a blog about social media for small businesses recognizes and thanks a Facebook follower every 1,000th fan. People enjoy being recognized among their peers, helping the organization build stronger

relationships with individuals as well as the rest of the publics (Kerpen).

There are many other tactics that can make a Facebook page more enjoyable for the publics, which facilitate relationship building. For example, organizations should allow maximum participation from fans by allowing fans to post on the wall, post photos and tag photos, post videos, and post links (Mansfield, 2011). Also, adding a Facebook landing tab (or landing page) on the page makes visiting a page more enjoyable and encourages non-followers to "Like" the Facebook Page. A landing tab is the part of the Facebook page where people land when they visit the organization's Facebook. Many organizations use great photos, videos or other interactive content on the landing tabs. These are just some of the ways that organizations can use Facebook well.

Due to Facebook's popularity and importance in the social media world, the current research examines the role of Facebook in relationship building.

Research Questions

As SNSs like Facebook grow in terms of the number of users and influence, it is important that nonprofit

organizations can harness their potential to strengthen relationship outcomes. Knowledge in the area is still growing and research on the topic is needed to understand how organizations can use SNSs for relationship building purposes.

Based on the literature review and in light of the importance of SNSs in this age of digital communication, the following research question was formed:

RQ: Does a social media campaign make a difference in the public's perceptions of the following relationship outcomes of a nonprofit organization?

- a. Trust
- b. Commitment
- c. Satisfaction
- d. Control Mutuality
- e. Exchange Relationships
- f. Communal Relationships
- g. Facebook Relationships

CHAPTER THREE

METHODOLOGY

To determine whether a social media campaign on Facebook affects the perceptions of relationship outcomes of an NPO's publics, the nonprofit organization "Prints of Hope" agreed to participate in the study. Prints of Hope is a 12-year-old 501(c)(3) organization run purely by volunteers. The organization is a faith-based Christian organization that provides relief aid to underprivileged communities worldwide. Prints of Hope started in 2000 by a small group of people in Miami, FL. The founder, Abdiel Sosa, volunteered with other international organizations, and on his trips, he noticed the needs of the communities he visited. After its founding, the organization visited a small village in Costa Rica, where volunteers provided hygiene classes and medical and dental care, and constructed a church at the request of the community. The organization's biggest project is "Dress a Child", which takes clothes and shoes to the children in the communities they visit. Over the years, Prints of Hope has provided clothes to 5,500 children. The nonprofit also takes medical and dental care to these communities. Depending

on the needs of the specific villages, Prints of Hope also constructs buildings such as homes, schools, churches, or water wells. The organization has had about 400 volunteers who have been on these humanitarian trips in the past 12 years. Prints of Hope has provided relief in needy communities in countries such as Peru, Costa Rica, Philippines, Nicaragua, Mozambique, Haiti, Paraguay, and Honduras. Funding for the organization comes from private businesses and individual donors.

Prints of Hope had already opened two Facebook Pages, which were rarely used. The two pages combined had a total of 289 "Likes" (excluding duplicate "Likes"). For the purpose of this study, the two pages were combined into a single Facebook Page.

The method for this case study consisted of pre-test and post-test survey questionnaires and a public relations social media campaign for Prints of Hope. Hon and Grunig's (1999) PR Relationship Measurement Scale was used for both the pre-test and the post-test to survey the organization's existing Facebook followers. The pre-test portion of the study took place during the month of October 2011 and the social media campaign was executed during the entire month of November 2011. The post-test

questionnaire was administered during the month of December 2011. All tests were administered through Survey Monkey.

The pre-test survey was disseminated on the organization's Facebook wall and through private Facebook messages to supporters. The invitation to take the survey was also sent via email to the organization's supporters. Survey participant emails were collected in order to disseminate the online link for the post-test.

There were 6 items to measure trust; 5 items to measure control mutuality; 5 items to measure commitment; 5 items to measure satisfaction; 4 items to measure exchange relationships; and 5 items to measure communal relationships. An additional 8 questions were added to measure Facebook relationships. These questions are worded similarly to Hon and Grunig's original questionnaire but study the effect of Facebook in the relationships between organizations and their supporters (See Appendix A for the full questionnaire). All items were measured on a 9-point Likert-type scale with 1 meaning "Strongly Disagree" and 9 meaning "Strongly Agree".

The first item on the Facebook scale was "I believe this organization takes the ideas I post on Facebook into account." This item imitates a trust item that asks participants whether they believe the organization takes their opinions into account. The item was added because when a person posts an idea, question, or other comment on Facebook, he or she expects to be heard and taken into account. The item tests the dependability dimension of trust. The second item on the new scale was "When I send a message to this organization on Facebook, I am confident that someone from the organization will return an answer." This question was also created to test the trust outcome, specifically how dependable respondents think the organization is. The third item states, "This organization is successful at communicating with people like me via Facebook." This item is also modeled after a trust item used in Hon and Grunig (1999) that reads, "This organization is known to be successful at the things it tries to do." The item is asking participants how competent they believe the organization is, another dimension of trust. The fourth item on the Facebook scale says, "This organization and people like me are attentive to what each other has to say on Facebook." This item is

similar to a control mutuality item that says, "This organization and people like me are attentive to what each other has to say." The item is meant to find whether the participant feels that he/she has some power in the organization-public relationship. The fifth item on the questionnaire states, "I feel this organization is trying to maintain a long-term commitment to people like me via Facebook." This statement is modeled after the commitment item: "I feel that the organization is trying to maintain a long-term commitment to people like me." Like this item, the Facebook item is measuring the level of commitment that the public perceives on part of the organization. The next item reads, "I value my Facebook connection with this organization," which mimics the original item on the Hon and Grunig's (1999) scale: "Compared to other organizations, I value my relationship with this organization more." This item examines whether the participant feels some commitment to their Facebook relationship with the organization. The seventh item asks, "Most people like me are happy with their interactions with this organization on Facebook," which is similar to the following satisfaction statement in the original scale: "Most people like me are happy in their

interactions with this organization." The item measures the level of satisfaction a participant feels about the Facebook relationship with the organization. Last, the eighth statement, "Whenever this organization gives or offers something to people like me on Facebook, it generally expects something in return," is similar to the exchange relationships scale item "whenever this organization gives or offers something to people like me, it generally expects something in return." This statement seeks to discover whether participants feel that the organization always expects something from their Facebook followers in return for services or benefits rendered.

Hon and Grunig's (1999) scale was highly reliable for all relationship indicators: control mutuality, trust, satisfaction, commitment, exchange relationships, and communal relationships. Except for exchange relationships, the Cronbach's Alpha scores for the relationship scales were more than .80 and most came close to .90. The exchange relationships scale was .70. The Chronbach's Alpha score for the new Facebook scale was .86.

Sample

A total of 50 participants completed the pre-test and post-test survey questionnaires (19 males and 31 females). The participants were Facebook friends of Prints of Hope before beginning the study. Most participants (66%) were volunteers of the organization, followed by donors (28%), and then organizational leaders, media, and board members (2% each) (see Table 1).

Table 1

Type of Relationship with the Organization

Relation ship	Volunteer	Donor	Org. Leader	Media	Board Member	Other
n	33	14	1	1	1	0
%	66	28	2	2	2	0

The average age of the sample was 32.41 (SD=8.33). The majority of respondents (52%) reported that they had a college degree and 30% reported they had a graduate degree (see Table 2).

Table 2

Level of Education of Participants

Level of Education	Some High School	High School	Some College	College	Graduate
n	1	2	6	26	15
%	2	4	12	52	30

Additionally, 50% of participants reported an income of \$45,000-\$60,000, followed by 30% who reported their income between \$60,0001 and \$75,000 (see Table 3).

Table 3

Household Annual Income of Participants

	Less than 20,000	20,001-35,000	35,001-45,000	45,001-60,000	60,001-75,000	75,001-100,000	More than 100,001
USD							
n	0	2	7	25	15	1	0
%	0	4	14	50	30	2	0

Participants reported using Facebook an average of 3-5 hours a week (30%) followed by those who reported using Facebook 0-2 hours per week (26%); 5-7 hours per week (18%); more than 10 hours per week (16%); and 7-10 hours per week (10%) (see Table 4).

Table 4

Hours per Week Spent on Facebook

Hours	0-2 hours	3-5 hours	5-7 hours	7-10 hours	More than 10 hours
<i>n</i>	13	15	9	5	8
%	26	30	18	10	16

Most participants reported having "Liked" Prints of Hope on Facebook for 1-2 years (66%), followed by those who had a Facebook connection with the organization for less than one year (24%) (see Table 5).

Table 5

Relationship Duration with the Organization on Facebook

Length of time	Less than 1 year	1-2 years	3-4 years	5 years
<i>n</i>	12	33	4	1
%	24	66	8	2

After a total of 50 pre-test questionnaires were completed, a social media campaign was implemented on the organization's Facebook profile. Demographic questions were not repeated in the post-test questionnaire.

Social Media Campaign

For the social media campaign, the researcher, who was given full access to the organization's Facebook Page, implemented the social media plan. The following social media plan was created together with Prints of Hope according to organizational goals and objectives.

Goal 1. To strengthen stakeholder relationships as measured by Hon and Grunig's (1999) PR Relationship Measurement Scale.

Objective 1. To improve trust, commitment, satisfaction, control mutuality, exchange relationships, communal relationships, and Facebook relationships measures from the pre-test results to the post-test results.

Tactic 1. Acquainting Facebook followers with Prints of Hope leadership through featuring each staff member briefly on Facebook once a week.

Tactic 2. Providing Prints of Hope Coloring Book pages at no cost to Facebook users once a week.

Tactic 3. Posting a photo each day on Facebook to tell the story of what the organization does on "Dress a Child" trips.

Tactic 4. Creating Facebook landing page (the first tab a visitor sees when he/she goes to an organization's Facebook page) content for Facebook friends and non-Facebook friends (see Appendix D).

Objective 2. To increase volunteer interest in the organization by adding 20 new members to the volunteer list by the end of the campaign.

Tactic 5. Making volunteer opportunities visible and shareable on Facebook.

Objective 3. To increase online interactions by increasing the number of comments, likes, and other types of sharing with the organization on Facebook by the end of the campaign.

Tactic 6. Asking Facebook friends to post their own stories, photos, and videos from volunteer experiences or other experiences with Prints of Hope.

Tactic 7. Posting questions and news links interesting to the organization's public and initiating discussion through questions.

Objective 4. To increase targeted traffic to the Prints of Hope website by 200 views by the end of the campaign.

Tactic 8. Directing Facebook followers to the organizational website.

Tactic 9. Making the website URL more visible as part of the Facebook landing page content (See Appendix D).

Tactic 10. Linking organizational URL to relevant Facebook posts.

Goal 2. To establish knowledge about Prints of Hope on Facebook.

Objective 5. To increase the organization's Facebook page "Likes" by 50 in one month.

Tactic 11. Revealing a new Facebook landing tab to attract new "Likes".

Tactic 12. Asking current followers to share the link with their friends

Tactic 13. Sharing the "Like us on Facebook" link on any email communications and on the website

Besides objectives, goals, and tactics, the organization also decided on a set of key messages, and worked with the researcher to create a schedule for Facebook postings for the month. Prints of Hope and the

researcher collaborated to come up with a list of evaluation measures for the end of the campaign.

Messages. The organization set two key messages they wanted to express to their audiences.

1. Prints of Hope provides humanitarian relief aid to underprivileged communities worldwide.
2. Prints of Hope is a faith-based Christian organization that provides spiritual aid to hurting people around the world.

Schedule. Each day of the week had a theme to help guide the Facebook activity for the day (see Appendix B).

Evaluation. The efforts on Facebook were be evaluated in the following ways:

1. Measuring website traffic through the organization's website tracking software.
2. Using Facebook Insights to measure interactions and views. Facebook Insights "provides Facebook Page admins and app developers with metrics on the performance of their Page or app" (Facebook, 2012). "Insights" measures the growth of the Page (increased likes), demographics, utilization of content by followers, and creation of new content by followers.

3. Using the "Talking about this" feature to see how many people create a story about the Prints of Hope page.
4. Using the PR Relationship Measurement Scale to measure changes in relationship perceptions from Facebook friends.

As noted above, the campaign was modeled after the organization's public relations goals and objectives, but implemented the strategies listed in Waters et al.'s (2009) study. Three levels of tactics were used as described in that study: organizational disclosure, information dissemination, and involvement. For organizational disclosure, the "Info" portion of the profile was updated to include an organizational description, the history of the organization, a mission statement, a URL for the organizational website, a logo, and listings of the organization's staff. For information dissemination, the campaign included adding news links, posting of new photos and video files with tags of participants, posted items (including Wall posts), and adding news releases and campaign summaries for past fundraising campaigns. For involvement, the profile was

updated to include personal emails of administrators, phone numbers to reach them, posting upcoming events, and listing volunteer opportunities and ways to donate.

The researcher also measured whether there were increased "Likes" on the Facebook profile after the increased activity on the page and the amount of interactions on the page Wall, photos, videos, and discussions. The researcher also measured whether there were an increased number of new volunteers for the organization. Traffic on the organization's website was also measured during the campaign's time through the organization's website tracking software.

The campaign also used recommended best practices as described above. For example, the organization and researcher spent time before the campaign "listening" to the online conversation about other nonprofits that do similar work. More importantly, the pre-test survey was a way for the organization to "listen" to the general perceptions of their publics regarding the organization-public relationship. These initial results helped the organization create a set of goals, which were discussed above. Further, each comment or message from a person on Facebook was answered within hours of posting (Awl, 2011;

Social Media Magic, 2011). Even if the comment only warranted a "Thank you" or a smiling emoticon, the organization responded to each comment within hours or sometimes minutes of the initial post by a follower. Further, the organization attempted to start dialogues with the Facebook followers by asking questions or asking followers to post their own photos and comments from past trips or experiences with the organization. At least three followers made comments and added photos in response to these requests. One follower for example, who was a volunteer, added photos from a trip to Paraguay in 2009. Another follower posted photos of a trip to Peru in 2010. Additionally, Prints of Hope provided its Facebook friends with value. One way the nonprofit did this was to provide pages from the organization's Dress a Child coloring book for free, large enough for parents to print and give to their children (the Dress a Child Coloring Book tells the story of the Bible in pictures with Bible passages). The organization also offered a coupon to the Miami Seaquarium on the Facebook page. The coupon was a way for people to save money when going to the local aquarium, but also a way to raise money for the organization. Additionally, the organization shared stories on Facebook about past

mission trips through photos, videos, and stories from volunteers. Prints of Hope also encouraged Facebook followers to share their own photos or stories on the Facebook page. In addition, the organization was sure to "surprise and delight" (Kerpen, p. 199) followers by featuring a "volunteer of the week" each week. The volunteer was selected at random and his/her photo was posted on Facebook along with a story of who the volunteer was, where he or she volunteered and a "thank you" from the organization to that volunteer.

Moreover, the organization made sure to allow for maximum participation by allowing wall posts, photo posts, tags, likes, and videos posts from followers. The organization also added a landing tab, one for non-followers and one for followers (See Appendix D).

After the implementation of the month-long campaign, the same followers who were pre-tested were asked to fill out the same survey a second time to determine whether there were any differences in relationship outcome scores before the campaign and after. The post-test was emailed to the pre-test participants, who initially agreed to participate in the post-test questionnaire. A total of 57

people responded, but 7 were discarded due to incompleteness, or a lack of email address.

CHAPTER FOUR

RESULTS AND DISCUSSION

Results

To answer whether a social media campaign on Facebook could affect the public's perceptions' of relationship management outcomes for Prints of Hope, the means and standard deviations of the pre-test and the post-test scales were calculated. Some items on the measurement tool were reversed in meaning from the rest of the scale, using negative wording. These response values were reversed before summing the totals of the responses (reverse coding). A paired *t*-test was conducted to examine the differences between the pre-test and post-test. An alpha level of .05 was used for all statistical tests.

Significant differences were found in the scores for trust dimension between the pre-test ($M = 7.12$, $SD = .782$) and the post-test ($M = 8.60$, $SD = 1.13$); $t(49) = 7.34$, $p < .001$. There were also significant differences in the scores for the commitment outcome between the pre-test ($M = 7.21$, $SD = .770$) and the post-test ($M = 8.27$, $SD = .846$); $t(49) = 8.30$, $p < .001$. Further differences were

also observed in the outcome of satisfaction before the Facebook campaign ($M = 7.33$, $SD = .722$) and after the campaign ($M = 8.35$, $SD = .851$); $t(49) = 7.07$, $p < .001$. The difference in the Facebook relationships outcome was the most significant with a very low score during the pre-test ($M = 4.82$, $SD = 1.17$) and a much higher score during the post-test ($M = 7.58$, $SD = 1.11$); $t(49) = 13.15$, $p < .001$. There was also a smaller observed change in the communal relationships outcome from the pre-test ($M = 8.34$, $SD = .947$) to the post-test ($M = 8.65$, $SD = .484$), $t(49) = 2.248$, $p = .029$.

No significant differences were observed for the outcomes of control mutuality (pre-test $M = 8.06$, $SD = .918$; post-test $M = 8.08$, $SD = .934$; $t(49) = .150$, $p = .881$) or exchange relationships (pre-test $M = 1.75$, $SD = .985$; post-test $M = 1.65$, $SD = .920$; $t(49) = -.582$, $p = .600$) (See table 6).

Objective 1, as described in Chapter 3, was met for the outcomes of trust, commitment, satisfaction, and Facebook relationships. Communal relationships, control mutuality, and exchange relationships improved very slightly, but not significantly.

Table 6

Paired t-tests Between Relationship Outcomes

	Mean	SD	T	p value
Trust 1	7.12	1.13	7.340	< .001**
Trust 2	8.60	.782		
Control Mutuality 1	8.06	.918	.150	.881
Control Mutuality 2	8.08	.934		
Commitment 1	7.21	.770	8.302	< .001**
Commitment 2	8.27	.846		
Satisfaction 1	7.33	.722	7.079	< .001**
Satisfaction 2	8.35	.851		
Communal relationships 1	8.34	.947	2.248	.029*
Communal relationships 2	8.65	.484		
Exchange relationships 1	1.65	.985	-.528	.600
Exchange relationships 2	1.75	.920		
Facebook relationships 1	4.82	1.17	13.150	< .001**
Facebook relationships 2	7.58	1.11		

Note. N = 50, df = 49; Pre-test = 1 Post-test = 2

Facebook Campaign Results

September was considered a "typical" month for the Facebook Page and website activity, as the researcher began asking for pre-test participants in October. The increase in activity on Prints of Hope's Facebook page in October resulted in increased Facebook page views and engagement from Facebook users; therefore, October could not be used as a typical month.

During the campaign's time, the number of 28-day engaged users went up from 95 in September to 1,807 in November. "Engaged users" are users who click on or create stories about the Page in a 28-day period, as measured by Facebook Insights; Insights only measures up to 28 days at a time. The 28-day talking about measure (the number of people sharing stories about the page including liking the page, posting on the page wall, liking, commenting or sharing a post from the page, etc. in a span of 28 days) went from 3 in September to 35 in November. Facebook page views increased from 70 in September to 3,035 in November (See Figure 1). Unique visitors to the Facebook page also increased from 9 in September to 96 in November. Unique visitors are "the number of unduplicated (counted only once) visitors to

your website over the course of a specific time period. A unique visitor is determined using cookies" and the visitor's IP address (Google Analytics, 2012). This means Objective 3 was met.

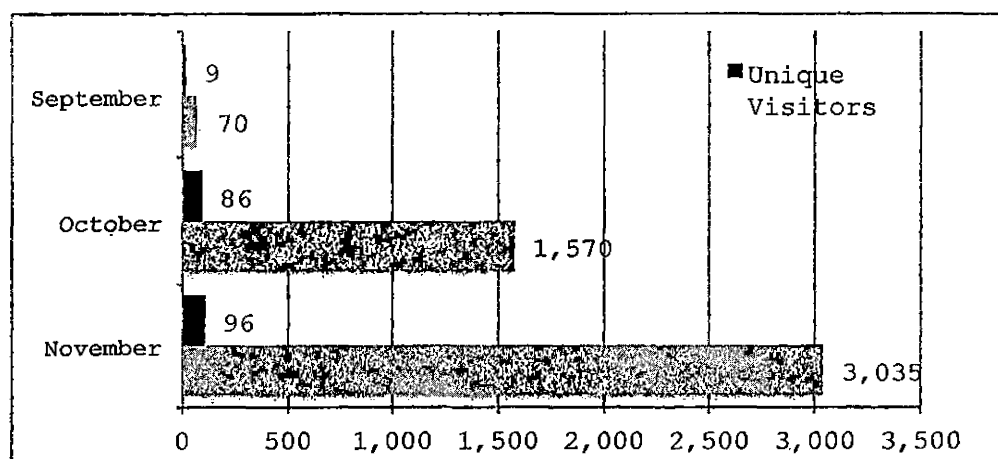


Figure 1. Page views and unique visitors to Prints of Hope's Facebook page in September, October, and November 2011.

During the time of the Facebook campaign, visits to the organization's website increased by 70% from the month of September, according to the organization's website tracking software. Further, webpage views increased to 92

in November from an average of 22 in the month of September. This means that Objective 4 was partially met. The desired increase was 200 views and though this was not achieved, webpage views did increase. This objective may be met by continued use of Facebook by the organization.

Average time on the website also increased from 20 seconds per user in September to 1 minute and 37 seconds in November. A total of 5 new volunteers (not 20, as desired and expressed in Objective 2) contacted the organization to add to the 400 existing volunteers. These new volunteers are the first to have contacted the organization since May 2011. In other words, since May no new volunteers had contacted the organization.

On Facebook, in the month of September, "Likes" increased by 4, while in October when increased activity began on the Facebook page (specifically when the researcher began to ask Facebook followers to fill out the survey questionnaire), "Likes" increased by 12. In November, "Likes" increased by another 16 for a total of 28 more "Likes" during the Facebook campaign, which partially fulfilled Objective 5 in the campaign outline (Objective 5 outlined an increase of 50 "Likes"). The

campaign ended with a total of 318 followers for the organization (new and existing combined).

Discussion

This study examined how a social media campaign can affect a public's perception of their relationship with an organization. The findings demonstrate the Prints of Hope survey participants were affected in terms of their perceptions of all but two relationship outcomes. The following discussion elucidates the significance of the findings.

Building and nurturing relationships between an organization and its publics in real life can be a complicated endeavor because human relationships are intricate. A public relations professional's goal should be not only to understand how to nourish organization-public relationships but also to build mutually beneficial relationships for the organization and its publics (Bruning & Ledingham, 2000). Today, organizations should practice two-way communication (symmetrical communication), and even engagement or dialogical communication where they allow for more open channels of communication with their publics. The results of this

case study indicate that through social networking it was possible for Prints of Hope to start a conversation and strengthen its relationship with its publics.

After the Facebook campaign, the outcomes of trust, commitment, satisfaction, Facebook relationships, and communal relationships strengthened. Facebook is an interactive platform of communication that allowed Prints of Hope to open new lines of communication with its publics. Interactivity on the Internet has been found to positively affect relationship building in the past (Jo & Kim, 2003). For this reason, the observed increase in relationship outcomes is significant. Even though the organization had two Facebook accounts before, publics rated their Facebook relationship a 4 (on average) out of 9 before the campaign. Interacting with its publics seemed to be the key to increasing the scores on the Facebook relationships scale. These results are also similar to those of other studies in that other relationship outcomes can be affected if the organization is using the SNS as a mutually beneficial line of communication (Kent & Taylor, 1998; Jo & Kim, 2003)

There was also an increase in how the participants rated their trust relationship with their organization.

When publics can ask questions and see that the organization is willingly sharing information, it is logical that trust would increase. The fact that commitment scores also increased is of importance because the augmented effort by the organization to commit to a Facebook relationship may have also increased the public's feeling that the relationship with the organization merits spending time and energy to maintain. Additionally, increases in the satisfaction score could indicate that the publics may feel that the benefits of preserving their relationship with Prints of Hope overshadow the costs; therefore, they feel more satisfied with the relationship. They may also feel that their positive expectations of the relationship were somehow reinforced by the increase in activity and interactivity on the Facebook page. Ki and Hon (2007) found that perceptions of satisfaction and control mutuality were the strongest predictors of a positive attitude toward an organization and that positive attitudes are the foundation for behavioral intentions to support an organization.

There was also an unexpected increase in the communal relationships score, which may mean that the public felt that they and the organization provide each other with

mutual benefits because "they are concerned for the welfare of the other—even when they get nothing in return" (Hon & Grunig, 1999, p. 21). When an organization has a high score on the communal relationships scale, this means that it is more supportive and less confrontational to key publics. The faith-based nature of Prints of Hope could have also affected these results.

For this organization, even though there were no significant changes in control mutuality, the score both times was still a quite high average of 8. This probably means that the publics feel that the power balance between themselves and the organization is rightfully distributed, perhaps because volunteers run the organization. Further, exchange relationships did not significantly change, but the scores for this relationship outcome remained quite low at a score of less than 2. This score is low probably because the publics feel that this organization does things for the community without expecting much in return from the publics. This is expected, as the organization is nonprofit. Similarly, other nonprofit organizations have received low scores on the exchange relationships scale in previous studies such as that of Hon & Grunig (1999).

As mentioned above, in October, the researcher observed an increase of 12 "Likes" on the Facebook page of Prints of Hope. The simple increase in activity on the page asking Prints of Hope Facebook followers to take the questionnaire could have caused "friends of friends" to see a story about the organization on their Facebook wall, leading to a new "Like" on the page. The increase in activity on the page probably also caused the dramatic increase in page views by both repeat viewers and unique viewers (see Figure 1).

The findings of this case study imply that Facebook could help organizations manage relationships with publics. It is not enough, however, for an organization to have a Facebook page. Facebook should be used systematically and strategically in order to be able to change relationship outcomes. Though some of the goals and objectives were not met to the desired extent, the organization did earn new likes, more views on the website, and a few more volunteers.

Though the practice of social media is time-consuming, it is a free and effective way for nonprofits to reach many of their main publics and to collect data as well. When relationship outcomes like trust,

satisfaction, and commitment are positively affected by social networking campaigns, it should not be a question of whether nonprofits should use social media; it should be a question of how to use it well in order to nurture mutually beneficial relationships. For nonprofits, online social networking is not meant to completely replace personal relationships with donors, volunteers, media, or others, but instead it is meant to be a complementary form of communication. However, it should be noted that a social media site might be the first contact a potential donor or volunteer will have with the organization. The site may also be a place where supporters come to find new information or a place where they feel comfortable sharing their experiences with the organization.

As mentioned in the literature review, relationship outcomes like trust, satisfaction, commitment, and control mutuality can predict donor behavior. For example, commitment is a variable influencing donor retention (when a donor repeatedly and voluntarily gives funds to an organization and plans to continue doing so in the future). When donors feel committed to the nonprofit and its mission, and when they feel the nonprofit is also committed, the chances that they will donate repeatedly

and intend to continue doing so are greater (Naskrent & Siebelt, 2011). Social media are one way that NPOs can improve relationship outcomes. This is why NPOs cannot afford to put the use of this powerful tool on the backburner anymore.

In addition, results from evaluations such as the one conducted in this research can be used at the organizational level to find out what perceptions publics have about organizations. Hon and Grunig (1999) suggest that any organization that wants to use relationship management in its public relations strategies could use the PR Relationship Measurement Scale to measure the relationship perceptions of their publics. Evaluating relationships in this manner can benefit public relations practitioners at nonprofit organizations in very practical ways. Learning about donor, volunteer, or media perceptions, for example, can help shape public relations campaigns and events. Knowing about these perceptions can also help shape the nature of the dialogue between the organization and its publics. This can also be very helpful to a public relations team at an NPO trying to demonstrate to board members and leaders the value of a strategic public relations plan. Knowing, for example,

that the publics rated the organization poorly on control mutuality could translate into the assertion that the organization should think of ways to involve publics more in organizational decision-making (Hon & Grunig, 1999). In addition, a low score in communal relationships suggests that publics believe an organization to be self-seeking or greedy and that it will only work with publics who can provide something in exchange such as political support (Hon & Grunig). As a result, publics may view the organization as having little or no concern for the community. In this situation, the organization should find ways to change this perception by being more socially responsible. Lastly, an organization scoring low on trust should do further research to figure out whether publics believe it is unfair or unjust, undependable, or incompetent. Finding this information via focus groups or other research methods could help the organization take further steps to strengthen the trust relationship. Further, having an understanding of how social media usage affects the relationship outcomes could also be of help to those PR practitioners at NPOs whose leadership is doubtful about the return on investment of a strategic plan with social media.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

As social media for organizations move from an optional tool to a "must-have" tool, so will NPOs need to move into the age of SNSs in a strategic manner. Social networking, when done well, can help organizations like Prints of Hope to strengthen desirable relationships with the publics who support them.

The purpose of this case study was to explore whether an SNS campaign could affect relationship outcomes for the nonprofit organization Prints of Hope. Through pre-test and post-test questionnaires, participants were asked to assess their perceptions of the relationship outcomes of trust, commitment, control mutuality, satisfaction, exchange relationships, communal relationships, and Facebook relationships before and after a social networking campaign on Facebook.

This social networking campaign for Prints of Hope helped increase the relationship outcomes of trust, satisfaction, commitment, communal relationships and Facebook relationships. The results of this research reinforce the notion that Facebook in particular, and

social networks in general, can be useful public relations tools for relationship building.

Recommendations

Limitations of the Study

There were several limitations that the researcher was faced with when conducting this study. First, it is a case study and only one organization was studied, which makes it hard to generalize the results of the study to other NPOs, especially because of faith-based nature of Prints of Hope. Results might be different depending on the type of NPO being observed. However, the study still sheds some light on the effect a social media campaign can have on the relationship between a nonprofit and its online publics. Further, it can be assumed based on other studies (e.g., Hon & Grunig, 1999; O'Neil, 2007; O'Neil 2008) that a social media campaign should be a long-term commitment on the part of an organization. Long-term commitments in social media would be the most effective way to measure how publics view their relationship with an organization. Additionally, it would be the best way to study whether a social media campaign could change those perceptions. Since this was a short-term study, the full effect of a long-term

social media campaign cannot be assessed properly. Also, including other social networks could produce more comprehensive results for an organization. However, due to time and resource constraints, only Facebook users of one organization could be studied. The campaign was carefully planned and executed to maximize the distinctness of the results in such a short period of time.

This study is significant, although tentative, in providing understanding of the potential of SNSs to help improve organization-public relationships.

Future Research

There is still much to explore and discover about social media both for practitioners and scholars. To further this research, more extensive, longitudinal studies of the effects of social networking use by organizations on relationship management should be conducted. Longitudinal studies in general are needed in order to make causal claims about SNSs and their role in relationship management and other aspects of communication. In the future, it would also be interesting to see if there is a correlation between using Facebook or social media campaigns and certain behaviors such as donations, volunteering, etc. In addition, research that uses a random sampling procedure of

multiple organizations and their publics could help uncover more generalizable data and conclusions. More studies need to be performed on the true value of SNS communication for NPOs as well as other types of organizations. Additional studies should also be conducted on the nature and quality of SNS relationships between organizations and publics, and especially how SNSs could further affect relationship outcomes. Moreover, more scholarly studies are needed to find best practices in social media for valuable, long-term organization-public relationship building.

In the future, studies that will measure actual relationships, and not perceptions of relationships, are also needed. Although measuring perceptions of relationships is a good place to start, scholars should continue attempting to create ways to measure the actual relationship.

In addition, assessing perceptions of both parties of a relationship will allow researchers to see the gaps between the organizational perspective of the relationship and the publics' perceptions. When relationships can be studied from the side of the public and the side of the organization, strategies can be developed for rebuilding or

repairing broken or weak relationships (Hon & Grunig, 1999).

Another aspect of SNSs that is still not well understood is social networking uses outside of the United States, as well as for multi-national organizations. Social media uses for public relations purposes may vary among countries and cultures. In addition, perceptions of relationship outcomes may also be affected by the public's cultural background. Therefore, studies that aim to discover cultural effects on relationship outcomes and social media usages are needed. It is also important to add to the knowledge about the different kinds of SNSs. Facebook, Twitter, YouTube, FourSquare, Pinterest, Instagram, and others have very different usages and sometimes, different audiences. Because of this, studies about the individual social networks should be conducted to explore the role each plays in the social media world and in the practice of PR. Furthermore, online relationships between public relations practitioners and the media can be studied more to learn the long-term implications of trends like media catching. In general, more research needs to be conducted to find out what the true worth of SNS communication really is, how public relations practitioners

are using social media, and what makes the usage of SNSs effective or ineffective for PR purposes.

Conclusion

This research served to add to the body of knowledge on how SNSs affect the ability of organizations to build relationships with their publics. Because so many organizations are choosing to ride the social media wave, it is important to discover whether their presence on and use of these sites is serving the purpose they desire to build and maintain meaningful organization-public relationships. Through research like this, both scholars and public relations professionals can continue to learn how social media can help organizations succeed at reaching their goals through strong relationships with key publics.

APPENDIX A

PUBLIC RELATIONS RELATIONSHIP MEASUREMENT SCALE

PUBLIC RELATIONS RELATIONSHIP MEASUREMENT SCALE

Please think about Prints of Hope and indicate the extent to which you agree with each statement. 1 is strongly disagreeing and 9 is strongly agreeing.

1. This organization treats people like me fairly and justly.

1 2 3 4 5 6 7 8 9

2. Whenever this organization makes an important decision, I know it will be concerned about people like me.

1 2 3 4 5 6 7 8 9

3. This organization can be relied on to keep its promises.

1 2 3 4 5 6 7 8 9

4. I believe that this organization takes the opinions of people like me into account when making decisions.

1 2 3 4 5 6 7 8 9

5. I feel very confident about this organization's skills.

1 2 3 4 5 6 7 8 9

6. This organization has the ability to accomplish what it says it will do.

1 2 3 4 5 6 7 8 9

7. This organization and people like me are attentive to what each other say.

1 2 3 4 5 6 7 8 9

8. This organization believes the opinions of people like me are legitimate.

1 2 3 4 5 6 7 8 9

9. In dealing with people like me, this organization has a tendency to throw its weight around.

1 2 3 4 5 6 7 8 9

10. This organization really listens to what people like me have to say.

1 2 3 4 5 6 7 8 9

11. The management of this organization gives people like me enough say in the decision-making process.

1 2 3 4 5 6 7 8 9

12. I feel that this organization is trying to maintain a long-term commitment to people like me.

1 2 3 4 5 6 7 8 9

13. I can see that this organization wants to maintain a relationship with people like me.

1 2 3 4 5 6 7 8 9

14. There is a long-lasting bond between this organization and people like me.

1 2 3 4 5 6 7 8 9

15. Compared to other organizations, I value my relationship with this organization more.

1 2 3 4 5 6 7 8 9

16. I would rather work together with this organization than not.

1 2 3 4 5 6 7 8 9

17. I am happy with this organization.

1 2 3 4 5 6 7 8 9

18. Both the organization and people like me benefit from the relationship.

1 2 3 4 5 6 7 8 9

19. Most people like me are happy in their interactions with this organization.

1 2 3 4 5 6 7 8 9

20. Generally speaking, I am pleased with the relationship this organization has established with people like me.

1 2 3 4 5 6 7 8 9

21. Most people enjoy dealing with this organization.

1 2 3 4 5 6 7 8 9

22. Whenever this organization gives or offers something to people like me, it generally expects something in return.

1 2 3 4 5 6 7 8 9

23. Even though people like me have had a relationship with this organization for a long time, it still expects something in return whenever it offers us a favor.

1 2 3 4 5 6 7 8 9

24. This organization will compromise with people like me when it knows that it will gain something.

1 2 3 4 5 6 7 8 9

25. This organization takes care of people who are likely to reward the organization.

1 2 3 4 5 6 7 8 9

26. This organization does not especially enjoy giving others aid.

1 2 3 4 5 6 7 8 9

27. This organization is very concerned about the welfare of people like me.

1 2 3 4 5 6 7 8 9

28. I feel that this organization takes advantage of people who are vulnerable.

1 2 3 4 5 6 7 8 9

29. I think that this organization succeeds by stepping on other people.

1 2 3 4 5 6 7 8 9

30. This organization helps people like me without expecting anything in return.

1 2 3 4 5 6 7 8 9

31. I believe this organization takes the ideas I post on Facebook into account.

1 2 3 4 5 6 7 8 9

32. When I send a message to this organization on Facebook, I am confident that someone from the organization will return an answer.

1 2 3 4 5 6 7 8 9

33. This organization is successful at communicating with people like me via Facebook.

1 2 3 4 5 6 7 8 9

34. This organization and people like me are attentive to what each other has to say on Facebook.

1 2 3 4 5 6 7 8 9

35. I feel this organization is trying to maintain a long-term commitment to people like me via Facebook.

1 2 3 4 5 6 7 8 9

36. I value my Facebook connection with this organization.

1 2 3 4 5 6 7 8 9

37. Most people like me are happy with their interactions with this organization on Facebook.

1 2 3 4 5 6 7 8 9

38. Whenever this organization gives or offers something to people like me on Facebook, it generally expects something

in return.

1 2 3 4 5 6 7 8 9

39. How much do you use Facebook on a weekly basis?

a. 0-2 hrs a week b. 3-5 hours a week c. 5-7 hours a week
d. 7-10 hours a week e. More than 10 hours a week

40. How long have you "liked" this organization on Facebook or been their fan on Facebook?

a. Less than 1 year b. 1-2 years c. 3-4 years
d. 5 years

41. What is your relationship with this organization?

a. Volunteer
b. Donor
c. Employee
d. Media
e. Board Member
f. Other

42. What is your sex?

Male Female

43. What is your age?

44. What is your highest level of education?

a. Some high school
b. High school diploma
c. Some college

d. College degree

e. Graduate degree

45. What is your household annual income?

a. Less than \$20,000

b. 20,001-35,000

c. 35,001-45,000

e. 45,001-60,000

f. 60,001-75,000

g. 75,001-100,000

h. More than 100,001

Adapted from: Hon, L.C., & Grunig J. E. (1999). *Guidelines for measuring relationships in public relations.*

Gainesville, FL: Institute of Public Relations

APPENDIX B
SOCIAL MEDIA CAMPAIGN CALENDAR

SOCIAL MEDIA CAMPAIGN CALENDAR

~ November 2011~					
Theme	Who we are	Tell your story	Special POH Projects	Dress a Child	Volunteer/Donate!
Sun	Mon	Tue	Wed	Thu	Fri
		1 (1) Featured Volunteer (2) Photo/Video of the Day (3) Tell us your POH experience.	2 (1) Photo/Video of the Day (2) Coloring book page	3 (1) Barefoot, leading cause of diseases (2) Photo/Video of the Day (3) What to pack	4 (1) Miami Seaquarium coupons (2) Photo/Video of the Day (3) Volunteer Opportunities
6	7 (1) Photo/Video of the Day (2) Did you know? (3) POH staff	8 (1) Photo/Video of the Day (2) Volunteer feature (3) Featured Child	9 (1) Photo/Video of the day (2) Coloring book page	10 (1) Photo/Video of the Day (2) Print a gift bag label (3) Did you go on a DAC trip?	11 (1) VolunteerMatch Opportunity (2) Photo/Video of the Day (3) Invitation to post your own video/photos and stories
13	14 (1) Photo/Video of the Day (2) Did you know? (3) POH Staff	15 (1) Photo/Video of the Day (2) Invitation to post your own video/photos and stories (3) Volunteer feature	16 (1) Photo/Video of the Day (2) Coloring book page (3) National Collection	17 (1) Photo/Video of the Day (2) Sample sizes for DAC clothing	18 (1) Photo/Video of the Day (2) Get a group together to pack up gift bags (3) National Collection Announcements
20	21 (1) Photo/Video of the Day (2) Did you know? (3) POH staff	22 (1) Photo/Video of the Day (2) Featured Child (3) Invitation to post your own video/photos and stories	23 (1) Photo/Video of the day (2) Coloring book page (3) National Collection	24 (1) Photo/Video of the Day (2) Check out the DAC informational flyer	25 (1) Photo/Video of the Day (2) Does your group need promotional materials for DAC? (3) National Collection
27	28 (1) Photo/Video of the Day (2) Did you know? (3) POH staff	29 (1) Photo/Video of the Day (2) Featured Volunteer (3) Share your story/video/photo	30 (1) Photo/Video of the Day (2) National collection announcement	Notes: Tactics are subject to change, depending on material that becomes available.	

APPENDIX C
INFORMED CONSENT

INFORMED CONSENT



College of Arts and Letters
Department of Communication Studies

The study in which you are being asked to participate is designed to determine whether there is a relationship between use of Facebook and improved relationships between nonprofit organizations and their supporters. This study is being conducted by a graduate student, Natalia Lopez-Thismon, under the supervision of Dr. Ahlam Muhtaseb, Professor of Communication Studies, California State University, San Bernardino. This study has been approved by the Institutional Review Board, California State University, San Bernardino.

PURPOSE: To determine whether there is a difference in the public's perception of its relationship with a nonprofit organization before and after a social media campaign on Facebook. ("Publics" is a public relations term that refers to an organization's stakeholders or audiences. These publics are communities of people at large that have a direct or indirect association with the organization: clients, employees, donors, volunteers, the media, etc.)

DESCRIPTION: If you choose to participate, you will answer a pretest survey now and a posttest survey in approximately two months. For both surveys, you will indicate the extent to which you agree with each statement about your relationship with Prints of Hope. 1 is strongly disagreeing and 9 is strongly agreeing. The second survey will be distributed via email to an email address you provide.

PARTICIPATION: Your participation in this study is voluntarily and you can withdraw at any time without penalty. You also have the right to not answer any questions you do not wish to.

CONFIDENTIALITY: Email addresses will be collected in order to posttest the same group that answered the pretest questionnaire. Email addresses will be used for the sole purpose of distributing the posttest questionnaire. All email addresses will be username and password protected and neither the researcher nor SurveyMonkey will sell any email addresses. Answers will remain confidential. The researcher will not report any answers in such a way that a participant can be identified. Please click [here](#) to view SurveyMonkey's Privacy Policy.

DURATION: This survey will take between 10-15 minutes of your time.

RISKS: There are no foreseeable risks to your participation in this survey.

BENEFITS: There are no foreseeable benefits from your participation in this survey.

CONTACT: If you have any questions regarding your participation or about this research, please contact Dr. Ahlam Muhtaseb, Department of Communication Studies, California State University, San Bernardino, (909) 537-5897, amuhtase@csusb.edu.

909.537.5815 • fax: 909.537.7009 • fax: 909.537.7585
5500 UNIVERSITY PARKWAY, SAN BERNARDINO, CA 92407-2393

The California State University • Bakersfield • Chico • Dominguez Hills • East Bay • Fresno • Fullerton • Humboldt • Long Beach • Los Angeles
Maritime Academy • Monterey Bay • Northridge • Pomona • Sacramento • San Bernardino • San Diego • San Francisco • San Jose • Santa Clara • San Marcos • Sonoma • Stanislaus

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO
INSTITUTIONAL REVIEW BOARD COMMITTEE
APPROVED 02/27/11 VOD/NER 09/26/13
IRB# 11013 CHAIR: *Shantana Wood, Ph.D.*

RESULTS: Results of this study can be found at 5500 University Pkwy San Bernardino, CA 92407 California State University, San Bernardino in room 309 of the Pfau Library by June 2012 in the master's thesis section. It may also be found in Thesis Storage by asking the circulation desk on the first floor of the Pfau Library.

AGE: I understand that I must be 18 years of age or older to participate in this study.

Yes No

SIGNATURE: I agree to willingly participate in this questionnaire and agree to the terms stated above.

Yes No

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO
INSTITUTIONAL REVIEW BOARD COMMITTEE
APPROVED 09/27/11 VALID AFTER 09/26/12
IRB# 11013 CHAIR Sharon A. Wood, Ph.D.

APPENDIX D
FACEBOOK LANDING PAGES

FACEBOOK LANDING PAGES

For non-Facebook
friends:

↑ Click the  button above

PrintsofHope

INTERNATIONAL



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friends:



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www.facebook.com/printsofhope

Prints of Hope. *Welcome.* Retrieved from
www.facebook.com/printsofhope on 12/1/11.

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