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Tweeting for a Cause: A Content Analysis of Successful Charitable Nonprofits' Publishing Strategies on Twitter

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Nonprofits' Publishing Strategies on Twitter

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ABSTRACT

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A study examining the content strategies within Twitter posts from nine charitable nonprofit organizations was conducted. The content analysis was conducted to identify content strategies (relationship cultivation, solicitation, and stewardship) behind each Twitter post from these nine organizations within a one-week period. The study also looked at levels of engagement on each tweet as well as interactivity from the organization. The results showed that these nine charitable nonprofit organizations were primarily using stewardship strategies and techniques in their posts. The study also found that relationship cultivation yielded higher levels of retweets and that the relationship cultivation and solicitation combination strategy received higher levels of likes while the organizations lacked in interactivity (two-way communication). The results from this study add a level of Twitter analysis to the ongoing research of fundraising on social media and provide questions for future research.

Keywords: charity, nonprofit, fundraising, social media, Twitter, relationship cultivation, stewardship, solicitation

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CHAPTER 1

INTRODUCTION

Americans will give "to build something, to fight something, or to save something" (Fink, 1990, p.136). Nonprofit and charitable organizations are still working to find ways to implement this type of giving online, especially on social media (Livingston, 2009).

With the extreme growth across social media in the mass media spectrum (Shin, Pang, & Kim, 2015) there may be new fundraising methods to take into account including how social media networks influence and provide the means to encourage individuals or communities to donate time, money, or service. Many brands have found ways to utilize the social media phenomena, but are the same strategies successful for charitable nonprofits?

In Koenig's (2016) article in the *Chronicle of Philanthropy*, a study was conducted on Facebook fundraising and found that as the number of Facebook friends increased, the average donations decreased. This negative correlation was attributed to the phenomena of "free riding" which suggests that the larger the amount of donors, the less each donor needs to give, and "relational altruism" where donors want to feel a bond with whom they are supporting. Koenig (2016) suggested that practitioners should continue to fundraise on Facebook to individuals who are close to them. As of 2015, Facebook also added a "donate now" button that nonprofits can now put on their page, making fundraising on Facebook easier.

The Chronicle of Philanthropy found many nonprofits using social media networks to gain traction on their campaigns. Donors Choose was able to raise $14 million from celebrities and business moguls and $2 million in public donations for classrooms in need around the country. Through this #BestSchoolDay campaign, which gained traction with Stephen Colbert, Donors Choose also gained nearly 10,000 new donors. *The Chronicle of Philanthropy* also found that The Humane Society of the United States focuses on each individual when publishing content rather than "just talking about all the great things the organization is doing. We find that sweet spot between what they're interested in and what we're working on" (p.12). Although practitioners are experimenting with ways to make social media beneficial for their organizations or cause, what strategies have proved successful on Twitter?

In *Effective Fundraising Management*, Kathleen S. Kelly (1998) stated, "Americans give generously. Throughout our country's history, they customarily have given away their money, as well as their time, to serve a common good—their interpretation of what is in the best interest of society" (p. 39). If there is a history behind Americans giving, there must be a way to incorporate solicitation in today's social networking world.

Howe (1991) described solicitation as the easiest part of fundraising. While assigning 90% of fundraising to research, identifying potential donors, and relationship cultivation, he assigned the remaining 10% to the "ask" or solicitation (Howe, 1991, p. 81). Although Howe wasn't referring to social media at the time, it's possible that these standards may prove beneficial in charitable nonprofit tweets. Although Howe (1991) can provide best practices for fundraising in general, what are some best practices for soliciting on social media, and more specifically, Twitter?

Geoff Livingston (2009) discussed difficulties with fundraising on social media when he explained that "the online world of charitable activity is highly social, but also messy and fragmented" (p. 89). As charitable giving online is still working to find its voice, Livingston (2009) explained that philanthropic activity online is simply still new.

Waters and Jamal (2011) stated that “little is known about how nonprofit organizations are using the service” (p. 321) when discussing nonprofits on Twitter. Waters and Jamal (2011) found that nonprofits on Twitter were often using one-way communication messages and concluded that further research could dive deeper into “how a diverse range of organizations use the service” (p. 323).

As Saffer, Sommerfeldt, and Taylor (2013) determined that two-way communication, or interactivity, proved to provide positive results in perceptions towards organizations, this practice on Twitter could be of benefit if adopted by nonprofit organizations. However, knowledge is lacking on the best ways to implement two-way communication from charitable nonprofits on Twitter.

In their study of public relations on social networks, Himelboim, Golan, Moon, and Suto (2014) stated that “there is a general consensus among public relations scholars that new interactive media have great potential to make communication more strategic, two-way, interactive, symmetrical, or dialogical” (J. E. Grunig, 2009; Kelleher, 2006, 2009; Kent, Taylor, & White, 2003). Although this is exciting, in what ways can new media make charitable nonprofits’ communication more strategic, two-way, interactive, symmetrical, or dialogical? How can Twitter help to cultivate better communication from charitable organizations to the publics?

Although there has been research in regards to fundraising, public relations, social media, and even fundraising within Facebook, there is still a great amount to be learned around charitable nonprofits and their use of Twitter. What content are they pushing? Is there a strategy? Are charitable nonprofits soliciting on Twitter, and if so, how? Are there strategies that are more successful in receiving engagement?

The purpose of this study is to identify patterns and relationships in regards to how charitable nonprofit organizations are currently communicating, building relationships with donors, and soliciting gifts from them on Twitter. This study uses a content analysis to identify cultivation, solicitation, stewardship, interactivity, and engagement among tweets published by successful nonprofit organizations.

CHAPTER 2

LITERATURE REVIEW

The Nonprofit Sector

The IRS has described three sectors that encompass the many different businesses, organizations, etc. According to Van Til (1992), of these three sectors the smallest sector is the nonprofit sector. Van Til (1992) broke these sectors down by labor forces, specifying that 80% is within business, 13% for government entities, and the remaining 7% is for nonprofits. That 7% for nonprofits translates to about 10 million jobs (Hodgkinson et al., 1996), and in regards to the number of establishments ranks as the third largest industry. In some areas of the world, nonprofit professionals are an average of 7.4% of the entire workforces, and over 10% in a handful of those countries (Hrywna, 2013). In the U.S., the total workforce made up 10.2% (7.7 % paid and 2.5 % volunteers) (Hrywna, 2013).

Although many different types of organizations (religious, educational, health facilities, etc.) are all lumped into the nonprofit sector, “their one common characteristic is that they have qualified for exemption from federal income tax under the Internal Revenue Code” (Kelly, 1998, p. 53).

Theory of the Commons

This theory or analogy of “the commons” paints a descriptive visual of the type of organizations within the nonprofit sector by comparing nonprofits to the many different booths we see set up within the common area of a school campus. Lohmann (1992) determined four dimensions in which nonprofits are characterized. These four dimensions include uncoerced participation, shared purposes and resources, mutuality (shared values or interests), and fairness/justice. Just like booths within a campus' commons that range from all different types of clubs, causes, or events, nonprofits also range in the type of services provided or causes defended.

Unlike private goods from businesses or public goods from government entities, nonprofits provide common goods. According to Lohmann (1992) common goods are typically within the commons and are beneficial to those associated with the commons, regardless of monetary contribution. Kelly (1998) concluded that "practitioners who manage fund raising effectively do not define their donor prospect pool as the general population; rather. . .they rely on research to identify individuals, corporations, and foundations who have interests 'in common' with the organization" (p. 58).

We can apply this analogy of the commons, to nonprofits on social media. We are typically aware of these many organizations/nonprofits because they somehow became part of our social network (whether through individual seeking, connections through peers, or similar interests). Somehow there is a connection or link. The commons could be referring to our social network and the booths would be the many organizations that are within our network.

The Charitable Subsector

Although charitable organizations have often been thought of as working on a very small and tight budget with very few staff members, this is not so. Some charitable organizations, in fact, do very well. Kelly (1998) even mentioned that many of her public relations students accepted their first job offers from nonprofit organizations. Some of these organizations pull in large amounts of funds and have hundreds of staff members.

In addition to nonprofits, charitable organizations have the ability to take advantage of both tax exemptions and tax deductibility of gifts, meaning that donors can deduct from taxable income the gifts in which they give. Although there are many types of nonprofits, even so, there are many types of charitable nonprofits including religious, educational, charitable, scientific, preventing cruelty to children and animals, serving literary purposes, testing for public safety, and fostering international amateur sports competitions (Bowen et al., 1994 and 1976). The IRS provides a more basic list including charitable organizations, church and religious organizations, political organizations, and private foundations (IRS.gov, October, 2016).

Many of these charitable nonprofits where gifts are tax deductible are included in the 501(c)(3) section. These types of charitable nonprofits are most often the organizations in which fundraising is successful (Kelly, 1998). The next step is to determine the best strategy for fundraising amongst these 501(c)(3) charitable nonprofits.

Fundraising

"We believe that fund raising is an essential part of American philanthropy; in turn, philanthropy—as voluntary action for the public good—is essential to American democracy" (Payton, Rosso, & Tempel, 1991, p. 4). Fund raising and philanthropy are often used interchangeably as both are deeply connected to charitable and voluntary works. This concept of charitable giving is a much larger part of our communities as "a philanthropic tradition pervades our society" (Kelly, 1998, p. 1).

"Donations from America's individuals, estates, foundations and corporations reached an estimated $373.25 billion in 2015, setting a record for the second year in a row", reports *Giving USA 2016: The Annual Report on Philanthropy for the Year 2015*" (2016). This was an increase of 4.1% in total estimated U.S. charitable giving. According to the Giving USA 2016 Report of the 2015 year, individuals were 71% of the contributors, followed by foundations (16%), bequests (9%), and corporations (5%). The leading recipient categories of these contributions included: religion, education, and human services. These recipient categories received more than half of the total contributions and were followed by gifts to foundations (11%), health (8%), public-society benefit (7%), arts/culture/humanities (5%), international affairs (4%), and environmental/animals (3%).

In their 2015 report, Giving USA stated that “between 2005 and 2015, total giving increased by $80.82 billion in current dollars” (Giving USA, 2016). With 2014 and 2015 both being record years of giving, one may conclude that the nonprofit sector is indeed growing as well. “Nonprofit organizations are playing an increasingly important role in society to achieve common good” (Huang, 2016, p. 375).

Social Media and Fundraising

Although social media does provide room for ads, social media can be powerful without them. There are multiple ways to share events, causes, or campaigns that can be successful in getting the word out if the right strategies and techniques are put into play along with a handful of large influencers on social media networks. Getting funds or gifts from donors on social media proves to be more difficult.

Geoff Livingston (2009) summarized some of these difficulties when he explained that “the online world of charitable activity is highly social, but also messy and fragmented” (p. 89). As charitable giving online is still working to find its voice, Livingston (2009) explained that philanthropic activity online is simply still new. Although some organizations have found some success on larger social networking sites like Facebook, YouTube, and Twitter, there are still limitations—especially in regards to significant financial gains. Livingston continued to describe the opportunities available for nonprofits to enter into a more social approach and connect with donors through their own use of social media.

Social media can be used as a form of communication to facilitate the awareness, understanding, and behavior as Kelly (1998) had mentioned earlier. “These tools enable an organization to hear directly from its stakeholders and engage in conversations with them” (Bortree & Seltzer, 2009). With this idea of informative transparency through social media, we can continue to contribute to the relationship building techniques on a social level. Not only can organizations distribute information but they can increase their interaction and engagement with their stakeholders (Waters & Lemanski, 2011).

When organizations use social media to disperse messages, whether that message is to promote a product, event, or services, they may use different strategies. Shin, Pang, and Kim (2015) found in their study that social media strategies seemed to form a pattern dependent upon the product. In regards to an organization who is providing services, they stated, “organizations promoting services tended to more actively use all three online platforms (Facebook, Twitter, and Websites) to disseminate information. As Grove et al. (2007) suggested, this tendency could be due to the intangible nature of services. “Because services cannot be seen or touched, more information may be required to make them more tangible and deliverable” (Shin, Pang, & Kim, 2015, p. 209).

In her research, Laird (2010) discussed the potential that multiple social networks have in the fundraising world. This potential goes far beyond Facebook and Twitter as she investigates other networks like LinkedIn as a vehicle for nonprofits to distribute information. Although we may be able to determine strategies in regards to the best social platforms to use in a given situation, there are also strategies to take into consideration when creating the content for the social messages.

Relationships and Fundraising

Many organizations are using multiple online and social media platforms to reach their stakeholders, accomplish communication objectives or goals, and build relationships (Shin, Pang, & Kim, 2015). These social media sites allow organizations to hear from their stakeholders and interact with them through two-way communication (Bortree & Seltzer, 2009). Ferguson (1984) mentioned that ‘‘relationships’’ should be the units of analysis in public relations research, which could easily be applied to nonprofit relations with their donors.

R.O.P.E.S- Fundraising Process Model

Kelly (1998) referred to a fundraising process developed by the New England Association of Catholic Development Officers (1993) where they combine effective steps for fundraising (see Figure 1) to achieve a repetitive system including research, objectives, programming, evaluation, and stewardship broken down as below (p. 392).

Figure 1

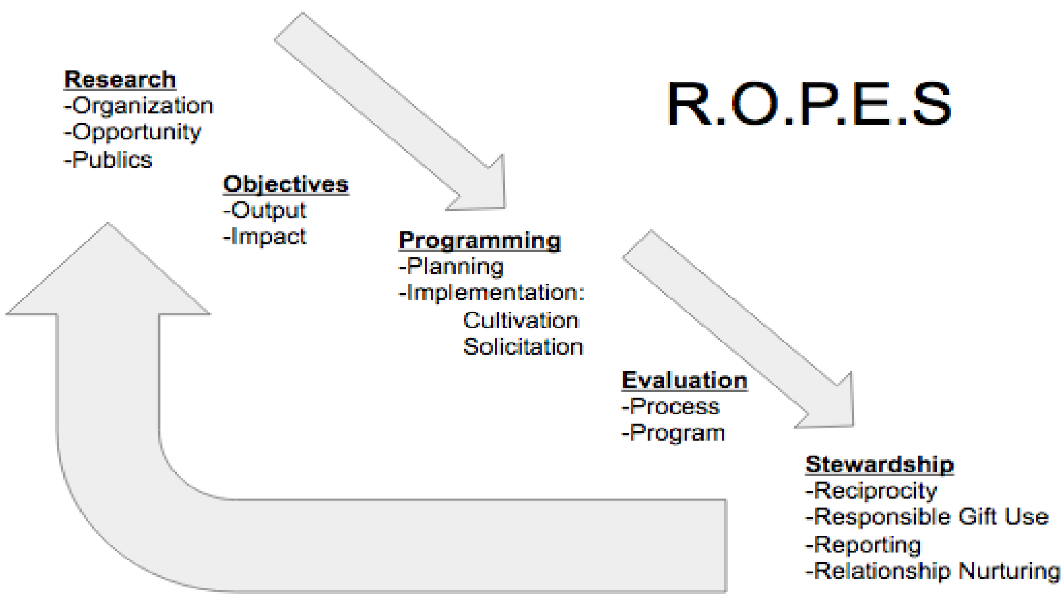

Figure 1. R.O.P.E.S Fundraising Model. This visual is a representation of Kelly’s (1998) Fund-raising process of R.O.P.E.S (p. 392).

From this model there is definitely room to dive deeper into developing an effective way to incorporate this process and strategy into fundraising. In focusing on “programming: implementation” (cultivation and solicitation) and “stewardship” we can begin to create a foundation for a more continual fundraising process.

Although research of the organization, opportunities, and publics, output and impact objectives, and well as evaluation of the processes and programs are vital to the R.O.P.E.S Fundraising Process Model, this study will be focused on examining program implementation of cultivation and solicitation as well as stewardship as those concepts are observable on social media.

Programming - Cultivation and Solicitation

Cultivation serves as a vital part of the fundraising process. If the objective is to raise funds and continue bringing in gifts from prior donors, cultivating relationships becomes an important form of communicating with those individuals. As Kelly (1998) described, cultivation is not “sucking up” or “schmoozing” (p. 421) donors, but instead functions as a communication line to keep donors informed and involved. In fact, many practitioners have determined that information and involvement serve as two main components to cultivation, involvement being the more important of the two (Kelly, 1998, p. 422). Worth (1993) defined cultivation as “the process by which an institution develops a relationship with a prospective donor by providing information and involving the individual in the institution’s planning and life, with the goal of engendering that person’s commitment and support” (p. 415). “Existing literature has identified a variety of strategies for relationship cultivation in offline settings, including positivity, disclosure, assurances of legitimacy, networking, visible leadership, responsiveness, educational communication, and respect (e.g., Grunig & Huang, 2000; Hung, 2006; Ki & Hon, 2006)" (Men & Tsai, 2012, p. 724).

"When we recognize that an institution's interests in fund raising go beyond the process of asking and include processes to develop a sense of commitment, the focus of our planning shifts from raising dollars and cents to building attitudes" (Dunlop, 1993, p. 101). Dunlop further described the relationships and attitudes as a natural process and compares this type of relationship building to the steps you might take in forming a personal friendship.

> Just as the public relations literature is beginning to discuss the different relationship maintenance strategies, fundraising literature is also rich with varying strategies on how the non-profit organization-donor relationship can be enhanced through cultivation. . .Non-profit organizations have been encouraged to develop transparent programs that provide the elements of accountability and responsibility for donors. (Waters, 2008, p. 75)

Ki and Hon (2009) also touched on the purpose of relationship cultivation in just a handful of words when they stated that "relationship cultivation strategies lead to quality relationship outcomes" (p. 2).

Once a relationship is formed it's important to continue informing the donor of how they are purposefully contributing to the organization. This type of communication is extremely appropriate, even necessary, after the donor has provided some type of fund or service.

In addition, cultivating relationships through social media has been explored in public relations research (Eyrich, Padman, & Sweetser, 2008; Levenshus, 2010; Sweetser, 2010) (pp. 359-360). Ki and Hon (2009) also discussed relationship cultivation as connected to both interpersonal communication and public relations, and how that connection can be implemented in the online environment. Many studies have been conducted to measure how organizations have used relationship cultivation strategies including access, positivity, openness, sharing of tasks, and networking. Studies from Ki and Hon (2006) and from Hong (2006) found that access and openness were the most common strategies used. This may also serve as a framework for strategies on social media. "A positive relational outcome is dependent on an organization's effort to cultivate and sustain positive relationships" (Ki & Hon, 2009, p. 3).

Men and Tsai (2012) more recently conducted a study where they examined how companies facilitated relationship cultivation on social media both in the US and in China. Using RenRen and Facebook they evaluated 100 corporate profile pages. Through their research, they concluded that "all three online relationship cultivation strategies—disclosure, information dissemination, and interactivity and involvement—appeared on the corporate pages on Facebook and RenRen, suggesting that corporations in both countries have integrated SNSs into their public relations campaigns" (p. 727).

Waters (2008) referred to the importance of relationship management theory in regards to charitable donors (rather than just public relation purposes). Within nonprofit organizations he found that relationship management led to "more satisfied publics" (p. 84) and his results suggested that relationship cultivation is gaining more importance as the number of charitable organizations increase, creating more competition for donations.

RQ 1: Is there a difference among the frequencies of cultivation strategies employed?

RQ 2: In what ways are charitable nonprofits cultivating relationships with the publics through their Twitter posts?

Literature around solicitation is continually addressing the purpose of the "ask" or "implementing programming designed to request gifts" (Kelly, 1998, p. 425). Howe (1991) described solicitation as the easiest part of fundraising. While attributing 90% of fundraising to research, identifying prospective donors, and cultivating relationships, he attributed the other 10% to the "ask" or solicitation. He also mentioned that solicitation should occur when there is reason to believe that the prospective donor will say yes (Howe, 1991, p. 81). Other scholars expressed that solicitation only comes easily or naturally if the other prior steps of research and relationship cultivation have been completed as well.

Seems pretty simple. "Donors give if asked to give but do not give if they are not asked. When all is said and done, the number one reason people give is because they are asked" (Steele & Elder, 1992, p. 35). The two biggest mistakes that can be made in regards to solicitation are to ask too quickly or to avoid asking at all.

Although asking strangers to donate or support a cause may seem to be the most common, it is in fact more common to solicit to prior donors or supporters. Most fund raisers solicit through other forms of communication and are often soliciting to previous donors or prospective donors. As relationships develop and forms of communication become more personal or intimate, the fear of being rejected may increase. However, "when fund raisers represent an organization that is worthy of support, as demonstrated to them by the actions of those who control and carry out the work of the organization, solicitation is a prideful and exhilarating experience" (Kelly, 1998, p. 427).

Major donors are essentially donors which give more generously than other donors. Know How Nonprofits (January, 2017) stated that major donors can be defined within a large spectrum of donation size, and may be different for each organization. "There is no right or wrong level but it is about the donor's ability to give and ideally at a level that challenges them" (knowhownonprofits.org). Waters (2008) defined those who donated $5,000 or more to be major donors in his study, however, this amount was chosen based on the organizations used in the study and their current "giving levels" (p. 77). Know How Nonprofits also suggested four reasons that major donors give including: philanthropy (they believe in giving), affinity (associated with the cause), social recognition, and mutual benefit (may benefit their own company or organization). Waters (2008) also mentioned that practitioners often suggest face-to-face interaction with major donors and have encouraged professionals to cultivate and manage relationships with all levels of donors.

Network for Good (January, 2017) found that 30% to 40% of online donations come from monthly giving and that the average "monthly recurring gift is $52", meaning that in one year the average donor would have donated $624 (www.fundraising123.org). Network for Good also suggested that monthly giving often provides more substantial donations long-term, than one-time or annual donations. "Our data shows that recurring donors give 42% more over the course of 1 year than a one-time donor does" (www.fundraising123.org, p. 5).

Saxton and Wang (2014) conducted a study to determine what factors contribute to charitable giving online and more specifically in social media. These factors include crowdfunding (reaching donors around the globe), peer to peer soliciting, and social pressure to donate due to the public nature of the donors being displayed on social media. They found that most donations through social media are small and that crowdfunding, slacktivism, and impulse donating also play a role.

Saxton and Wang (2014) also found that much of the solicitation was done through organizations in which their peers (individuals connected through their social network, family, and friends) were supporting. Some individuals were even solicited by those "peers" (Saxton & Wang, 2014, p. 853), establishing a sense of trust. Their sample consisted of the 68 organizations from the 2008 Nonprofit Times 100 list. These 68 nonprofits were the organizations with a Facebook Causes site (for fundraising efforts). The study concluded that "social networking platforms have facilitated new ways of raising and giving money" (p. 862).

RQ 3: Is there a difference among the frequencies of solicitation types (monetary, service, time, and involvement) within the posts from these charitable nonprofits?

Stewardship

"The fund-raising process is not complete without stewardship" (Kelly, 1998, p. 433). Literature on stewardship often refers to the importance of providing detailed communications to donors. Clear communication in regards to the nonprofit's purpose and mission can provide a foundation in which to develop and maintain strong relationships with their donors (Hart & Holleran, 1998; Bennett & Barkensjo, 2005). Greenfield (1991) mentioned that the main purpose of "donor relations" or "stewardship" is to show appreciation to the donors and "establish the means for continued communication that will help to preserve their interest and attention to the organization" (p. 148). Although Horton (1981) referred to stewardship as "in our minds" (p. 267) and something we wish we could more fully implement into the fundraising strategy, Greenfield (1991) continued to explain that "more time and attention should be given to the relationships needed to sustain donor interests" (p. 17).

Kelly (1998) discussed a few vital steps in approaching stewardship including responsible use of the funds, appreciation and recognition for the funds, and reporting on the use of the funds (pp. 435-439). Along with those steps, communication with donors outside of solicitation is needed to facilitate a long-term relationship. Dundjerski (1994) discusses the benefits of relationship building with current or previous donors as he mentions the difficulty of onboarding new gifts from new donors (p. 22). Efforts to continue developing these relationships lets donors “know on a regular basis that you care about them, respect their support, appreciate their gifts, and want their interest and involvement” (Grace, 1991, p. 158).

Waters and Feneley (2013) referred to Kelly’s (1998) four components of stewardship in his study regarding how nonprofits have adapted their stewardship strategies in relation to the new media age. Waters and Feneley(2013) used these four steps as a measurement of nonprofit’s stewardship efforts: reciprocity (gratitude), fulfilling obligations and “keeping promises” (Hung, 2002), reporting back to stakeholders, and going the extra mile to nurture the relationships. Through their study, Waters and Feneley (2013) concluded that “all four stewardship strategies were used routinely by nonprofit organizations on their website and Facebook profiles” (p. 225). If this strategy is being used on Facebook there may be reason to believe the model may be easily transferable to Twitter. Waters and Feneley (2013) also noted that these nonprofits used their websites more often when “conducting stewardship online,” (p. 225) except for relationship nurturing, where Facebook served as the more dominant source.

“If donors only hear from us when we’re asking for money, they’ll be less likely to respond. Build ongoing relationships with your contributors. Invite them. Recognize them. Involve them. Ask them. Send them information before others receive it” (Lord, 1983, p. 92).

Studies have shown that through the development and maintenance of positive relationships between organizations and their donors, the goals of the organization are more likely to be met (Dozier, L. A. Grunig, & J. E. Grunig, 1995; L. A. Grunig, J. E. Grunig, & Dozier, 2002; Hon, 1997; Huang, 1999; Ki & Hon, 2009).

RQ 4: Is there a difference among the frequencies of these charitable nonprofits' solicitation posts compared to relationship cultivation and stewardship posts?

RQ 5: To what extent are Kelly's (1998) four dimensions of stewardship—reciprocity, fulfilling obligations/responsible use of funds, reporting, and relationship nurturing—used in charitable nonprofits' Twitter posts? Which of the four stewardship dimensions are used most often in charitable nonprofits' Twitter posts?

Twitter Best Practices

In order to investigate or determine some of the best practices for distribution of information on Twitter, one must first know exactly what Twitter is. Lasorsa (2012) provided a detailed definition explaining that, "Twitter is a free social networking site that allows users to post micro-blog messages known as ''tweets,'' comprised of no more than 140 characters. Messages are deployed on the user's personal site and to the user's list of ''followers,'' other users who have opted to receive those messages. Users have the capability to send messages directed to other users (i.e., @username), to ''retweet'' (or re-broadcast) messages originally posted by others, and to follow or engage in trending topics (i.e., #trendtopic). Twitter users may also be incorporated into lists of popular topics, and may choose to engage in discussions using various kinds of media*text, links, and even images (Williams, 2009)" (p. 22).

"Twitter, the most popular of the micro-blogs, has about 200 million users Worldwide" (Parmelee, 2013, p. 292) and serves as a type of awareness system (Hermida, 2010). Twitter, as an awareness system, can help the public to determine the motives, actions, and intentions of organizations, including nonprofits.

As brands and celebrities listen and engage through the many social media platforms, their conversations on Twitter tend to gain the attention of the public. There has been limited research into how Twitter can be utilized within the marketing and advertising departments, however, nonprofits may be able to learn some of the best techniques. Although there may be best practices and strategies used by top influencers on Twitter, some of these ideas can be applied to nonprofits and initiate how they can maximize their use of this social channel.

"Twitter has the potential to give organization an outlet to share important information that could help build support for their cause. Recently Twitter has become a new fundraising platform for many organizations through the exchange of important information about the financial needs of their nonprofit and direct links for users to support their cause" (Laird, 2010, pp. 7-8). Some techniques that may be considered "best practices" for a Twitter account may include: publishing regularly, using interesting content, using additional media (photos, videos, links, etc.), and interactivity/engagement. Developing a strategy to encompass these practices could possibly increase the raising of funds, but could also influence the way a nonprofit is perceived by current and prospective donors.

With frequent content being produced by organizations, they can fulfill the common use of Twitter which "features short, instant bursts of information shared to one's followers, in a system designed for viral distribution" (Lasorsa, 2012, p. 20). This suggests that the content does not need to endure an extensive process, as it's designed to be short, sweet, and to the point, giving organizations a quick and easy way to disseminate information about their cause.

Saffer, Sommerfeldt, & Taylor (2013) concluded from their study of interactivity on Twitter that, "although the research of Twitter has found that a majority of organizations are not using Twitter beyond one-way messaging, the findings illustrate that when organizations use

Twitter as a two-way communication tool, the results can lead to the generation of quality organization–public relationships. In the larger debate of interactivity, this study lends support to those scholars suggesting interactivity can influence individuals' perceptions toward the sender of a message (Kelleher, 2009)" (p. 214). They continued to discuss that the level of interactivity or engagement (two-way communication between the organization and the public) easily affected and influenced "the perceived organization–public relationship" (p. 214). Interactivity can be found when an organization begins to respond to comments from individuals. For example, if an organization published a tweet and the tweet received a few comments, the organization would have to then jump back into the conversation to respond, creating interactivity (two-way dialogue or communication).

Waters and Jamal (2011) conducted a study of 27 nonprofit organizations from the *Philanthropy 200* published by the *Chronicle of Philanthropy* and found that these organizations were primarily using Twitter to disseminate one-way messages. "The prevalence of one-way messages in the sample present runs counter to consultants' advice that stresses the community-building strength of social media" (p. 323). Waters and Jamal refer to Kanter and Fine (2010) who suggest that nonprofit organizations can increase support and strengthen their brand by utilizing social media. However, according to Waters and Jamal (2011) it appears nonprofit organizations "are not using social media to its full potential (Eyrich, Padman, & Sweetser, 2008)" (p. 323).

RQ 6: To what extent are charitable nonprofits interacting with their donors or potential donors through their Twitter posts?

Aside from organization engagement on Twitter, it is also important to analyze donor engagement on Twitter. Engagement on Twitter is defined as responses from the public to a brand (or organization) in the form of likes, retweets, or comments (Shively, 2015). Smitko (2012) conducted a study to analyze donor engagement through Twitter and mentioned that "social media is still in its early stages of philanthropic activity (Livingston, 2009) and charities should now be taking advantage of new technology to engage the target audience and influence them to connect with the organization" (p. 633). Smitko's (2012) results showed evidence that Twitter can help organization to strengthen relationships and increase their donor base. Although this study only analyzed three organizations' tweets over one day in February, Smitko (2012) suggested that further research could help to more clearly understand Twitter's potential ability to successfully "strengthen targeted donor relationships" (p. 635) through engagement.

> **RQ 7:** Do the three Twitter fundraising strategies (relationship cultivation, solicitation, and stewardship), as well as the combination strategies (relationship cultivation with solicitation and stewardship with solicitation), have main effects on post engagement levels (likes, retweets, and comments)?

If nonprofits can regularly distribute interesting information, with attention-grabbing media, and provide a sense of interactivity and engagement, they may be able to successfully fulfill the needs, mentioned above, of Kelly's (1998) R.O.P.E.S model: cultivation, solicitation, and stewardship (pp. 392-441).

CHAPTER 3

METHODOLOGY

Content Analysis

The purpose of this study was to identify patterns and relationships in regards to how charitable nonprofit organizations are currently building relationships with donors and soliciting gifts from them on Twitter.

In order to answer these questions, a content analysis was conducted to analyze tweets posted by multiple well-known nonprofits. Stempel (2003) stated that a content analysis is “a formal system for doing something we all do informally rather frequently--draw conclusions from observations of content” (p.209). Weber’s (1990) definition mentioned that a “content analysis is a research method that uses a set of procedures to make valid inferences from text” (p. 9). A content analysis should provide some vital functions including systematic, replicable, reliable, and valid information? (Riffe, Lacy, & Fico, 2005, pp. 23-27).

Through this content analysis I hoped to identify where and how nonprofits are fulfilling the cultivation, solicitation, and stewardship concepts included in the R.O.P.E.S model (Kelly, 1998). In addition to identifying these concepts, I also looked at the level of engagement and interactivity between the organizations and the public.

This content analysis helped to obtain quantitative data to answer the research questions and uncover trends and patterns that emerge with the ability to determine the statistical significance of the results. This study not only allowed me to look at a large number of Twitter posts from multiple charitable nonprofit organizations, but provided a means in which to analyze each post using a detailed coding sheet to serve as a consistent and reliable guide.

Although a content analysis is often used for its strengths of replicability and quantification, there are limitations to this method. Due to the quantitative nature of a content analysis, some critics describe a few limitations including trivialization (issues are chosen for research due to their quantifiability) and the use of interpretation/symbols that may change over time. Critics fear that with the “changing nature of symbols” content analysis results, may be skewed due to interpretation of these symbols (Riffe, Lacy, & Fico, 2005, pp. 36-38). Using data that is current and not encompassing a long period of time, helped to alleviate some of these concerns.

Sample

The population for this study consisted of charitable nonprofits using social media, more specifically Twitter. Forbes provided a 2015 ranking of the “50 Largest U.S. Charities” determined by the amount of monetary gifts from “private support” and TopNonProfits.com also provided a list of “Top Nonprofits on Twitter” based on the number of Twitter followers, last updated in August of 2016. By looking at both a list of nonprofits considered large and successful and a list looking at those organizations that also have a large amount of Twitter followers, these two lists allowed for ease in replication of the study and provided a basis of large nonprofits with a Twitter presence.

By combining these two lists, I was able to find 10 nonprofits that were included among both lists. PBS was one of those 10 nonprofits but is a 501(c)(3) classified under Television (Arts, Culture, and Humanities) (Pro Publica, 2016), and was not included as this study intends to focus on charitable nonprofits that fall within the 501(c)(3) section. The other nine nonprofits were more representative of the many charitable nonprofits providing services through the Health, Human Services, or International categories of 501(c)(3) organizations. The charitable nonprofits that were used in this content analysis include (with their category and cause): UNICEF (International: International Peace, Security, and Affairs), American Red Cross (Human Services: Multipurpose Human Services), Mayo Clinic (Health: Community Health Systems), CARE (International: Development and Relief Services), American Cancer Society (Health: Diseases, Disorders, and Disciplines), Doctors Without Borders (International: Development and Relief Services), World Vision (International: Development and Relief Services), St. Jude's Children's Research Hospital (Health: Treatment and Prevention Services), and Rotary Foundation (International: Interaction Peace, Security, and Affairs) (Charity Navigator, 2016; GuideStar, 2016).

All tweets were analyzed from each of the above nonprofits for a period of one week which began August 1, 2016 at 12:00 AM (US Mountain Standard Time) and ended August 8, 2016 at 12:00 AM (US Mountain Standard Time). Waters and Feneley (2013) also used a one-week time period when analyzing stewardship in nonprofit organizations' content on social media. Using this time frame helped to avoid any massive holidays or national events. A pilot study was conducted earlier in March 2016 covering a one-week timeframe of the same nonprofits which produced 328 tweets for analysis. This one-week period in August produced 426 tweets for analysis.

Unit of Analysis and Observation

For this study, the unit of analysis were the individual Twitter posts published by the specified charitable nonprofit organizations. These individual Twitter posts also served as the unit of observation in this content analysis. Coders were able to analyze each individual tweet to determine if the tweet was intended to cultivate relationships, solicit, or promote stewardship. Once the coders were able to categorize each tweet, they used more specific dimensions within the categories to more specifically identify the tweets and determine which dimensions of relationship cultivation and stewardship are present or absent in the tweet.

Using a survey service (Qualtrics), coders were able to code and collect the data for each individual tweet. Once the data was collected for the specified sample, the data was exported to SPSS 24 for data analysis.

Pilot Study

In March 2016 a pilot study was conducted using the same nine organizations over a one-week period. This study examined the tweets from these nine organizations and identified different types of media content within the tweets as well as engagement levels. The study found that many of the tweets provided information about the organization, but that some tweets seem directed at current supporters/donors and other tweets seemed directed at creating new relationships with the public. The study also found that there was not a large amount of posts that solicited to the publics and that when solicitation was used, it was often used in combination with other context or strategies. This pilot study helped to construct the coding categories of relationship cultivation, solicitation, and stewardship.

Measurement of Variables

All variables were coded using a binary coding method to determine if the variables and their dimensions were present or absent within each individual tweet.

Coding for cultivation was grounded by the two main components of cultivation as determined by practitioners. These two main components include information and involvement (Kelly, 1998, p. 422). In order to code for cultivation coders looked for informative posts of a basic nature as well as encouragement of involvement for prospective donors. More specifically coders looked for the three online relationship cultivation strategies as defined by Men and Tsai (2012) which include disclosure, information dissemination, and interactivity and involvement.

For this study we combined disclosure and information dissemination as they both serve as content that provides information to the public. Considering Men and Tsai's (2012) study, in order to operationalize disclosure and information dissemination coders worked to identify tweets that included detailed information about the organization or their purpose/mission, links to the organization's website or other social pages, links to "external media coverage" (p. 726), links to press releases, announcements, or visual information through photos, illustrations, and videos. Involvement was determined to include tweets that encourage involvement with the organization or its cause. When coding for involvement, coders watched for presented opportunities for commenting/retweeting, "action features (polls, games, quizzes)" (p. 726), and responses from the organization to the users.

The two relationship cultivation strategies (information dissemination and involvement) are conceptually different, however, one tweet could include information about the organization as well as encouragement for one to become involved with the organization. Because different parts of the tweet could be coded as one strategy or the other, both strategies could exist within the same tweet.

Coding for solicitation was simpler as the coders were looking directly for an ask. Although Kelly (1998) discussed solicitation in a monetary sense and Auger (2013) mentions solicitation of responses and feedback, this study looked for any solicitation or presentation of an ask. This solicitation could include monetary requests, donations of time, a form of service from the donor, or simple participation/responses/feedback from prospective donors. When a tweet met the requirement of an ask, coders then determined which type of solicitation was used in the tweet. Examples of solicitation tweets included organizations asking for donations, asking for volunteer service, or asking for participation of some kind from the donor. The pilot study from March 2016 found that some solicitation posts could contain multiple solicitations. For example, an organization might ask for one to attend an event and for a monetary donation. Because multiple solicitations could appear within the same tweet, the solicitation types are not mutually exclusive. The pilot study from March 2016 also found that solicitation posts often consisted of more context and determined that there were very few posts that were solicitation alone. Because solicitation posts were often paired with information about an organization, reporting of funds, gratitude, etc. a tweet could fall within the solicitation category and one of the other two categories (relationship cultivation and stewardship).

When coding for stewardship, the tweets were analyzed to determine if they fit with one of the four stewardship strategies that Kelly (1998) had outlined. These strategies include the organization demonstrating gratitude to stakeholders, fulfilling obligations promised to the stakeholders, reporting back to the stakeholders (keeping them informed), and nurturing the relationship with the stakeholder.

As a tweet was determined to fall within the stewardship concept of the R.O.P.E.S model (Kelly, 1998) coders then distinguished which dimension of stewardship was utilized in the tweet. If the tweet expressed gratitude to donors, showed proper use of funds, reported to the donors and kept them informed, or nurtured existing relationships it was categorized as a "stewardship" tweet. Coders then determined which dimension was utilized for each individual tweet.

Waters and Feneley (2013) coded the four stewardship dimensions in their study by outlining specific items that would identify each concept. To code for gratitude (reciprocity) coders looked for references to “organizational partners” and stakeholder groups or “explicit demonstrations of gratitude toward supporters” (p. 222). Coding for responsibility was defined as presented information in regards to the use of funds, the management of volunteers, and internal changes within the board of directors. Waters and Feneley (2013) also include the organization’s mission, vision, and contact information as responsibility. In order to code for reporting, coders looked for “openness and accountability” (p. 222) in regards to funds, policies, and initiatives in the community. Following Waters and Feneley (2013), relationship nurturing was coded as efforts made to keep current supporters involved through engagement. This could include posts that encouraged supporters to provide feedback, requested information from the organization, or connected to the organization through other social means.

The literature reveals that there is some murkiness in regards to where relationship cultivation ends and where stewardship begins. For this study, relationship cultivation will include tweets that are targeted at potential donors in order to create new relationships. In order to further differentiate between relationship cultivation and relationship nurturing, coders followed the guideline that relationship nurturing included tweets that were targeting current or previous donors.

The four stewardship dimensions (reciprocity, responsibility, reporting, and relationship nurturing) are not mutually exclusive as one tweet could include gratitude from the organization as well as reporting on numbers or use of funds. Because these four dimensions are not mutually exclusive a tweet could be classified within multiple dimensions.

As Saffer, Sommerfeldt, and Taylor (2013) determined that two-way communication or interactivity proved to provide positive results in perceptions towards organizations, this practice on Twitter could be of benefit if adopted by nonprofit organizations. In order to determine if a tweet was practicing interactivity, coders watched for engagement from the organization aside from the original post. For example, when an organization published a tweet and the public began to comment on that tweet, did the organization jump back into the conversation? For coding purposes, coders looked for comments from the organization within the continuing thread of the original tweets.

Inter-coder Reliability

Using a practice session, three coders were trained on how to identify the following strategies/variables: (1) relationship cultivation, (2) solicitation, (3) stewardship, and (4) interactivity. Within each variable, coders were then trained on how to determine between different dimensions of the variables. For cultivation, coders were trained on how to determine information dissemination as well as involvement. Coders were also shown how to determine the four dimensions of stewardship including: gratitude, responsible use of funds, reporting, and relationship nurturing.

Three coders were given a coding sheet and coding book (see Appendix A) to assist as they interpreted each tweet and determined the appropriate strategy associated with each individual tweet. Following the initial practice session coders began inter-coder reliability on 52 tweets from one of the nonprofits (UNICEF) during a different week in August 2016 in order to determine accurate inter-coder reliability. This sample of 52 tweets reflected over 10% of the entire selected sample under analysis (426 total tweets). Using Krippendorff's Alpha, inter-coder reliability was established for all main variables of interest including relationship cultivation (.821), solicitation (.898), stewardship (.789), and engagement levels (1.0) (likes, retweets, and comments). Neuendorf (2002) suggested a guideline that a Krippendorff's Alpha score of .70 or above may be appropriate and more acceptable for exploratory studies. All variables resulted in a

Krippendorff's Alpha score of greater than .70. Once inter-coder reliability was established, the entire sample of tweets was divided and two coders continued to analyze the content for the selected time period of August 1, 2016 through August 8, 2016.

In order to account for duplicates within each organization, coders divided the sample so that entire organizations are coded by one individual. Reposts were coded on a binary measure determining if the post was or was not a duplicated post.

Data Analysis

At the conclusion of the coding period, the data was exported to IBM SPSS 23 for analysis. In order to answer research questions 2, 5 and 6 frequencies were calculated and cross tabulations were used for questions 2 and 5. Pearson chi-square tests were also conducted in order to answer research questions 1, 3, and 4. A One-way ANOVA Post Hoc- Bonferroni test was conducted to answer research question 7.

CHAPTER 4

RESULTS

Sample Description

The sample for analysis consisted of 426 total tweets from nine different charitable nonprofit organizations. The frequency of tweets within each organization, during the one-week period, ranged from seven to 147 tweets resulting in a mean of 47.33 tweets per organization. Table 1 contains the frequency and percentage of tweets for each charitable nonprofit organization. The organizations are in descending order based on the number of tweets. UNICEF had the most tweets within the time frame with 147 tweets (34.5%), followed by Mayo Clinic with 95 tweets (22.3%), Doctors Without Borders (MSF) with 44 tweets (10.3%), Rotary Foundation with 39 tweets (9.2%), St. Jude's Children's Research Hospital with 34 tweets (8.0%), CARE with 32 tweets (7.5%), World Vision with 18 tweets (4.2%), American Red Cross with 10 tweets (2.3%), and American Cancer Society with 7 tweets (1.6%). The total frequency and percentage is presented at the bottom of Table 1.

Table 1 Frequency and Percentage of Tweets Per Organization

Charitable Nonprofit	Frequency	Percentage
UNICEF	147	34.5%
Mayo Clinic	95	22.3%
Doctors Without Borders (MSF)	44	10.3%
Rotary Foundation	39	9.2%
St. Jude's Children's Research Hospital	34	8.0%
CARE	32	7.5%

World Vision	18	4.2%
American Red Cross	10	2.3%
American Cancer Society	7	1.6%
Total	**426**	**100%**

Evidence of Research Questions

In order to determine strategies used within each tweet, the data was then analyzed by post level rather than organization level. The results displayed a break-down of the 426 tweets within the three strategies: relationship cultivation, solicitation, and stewardship. As mentioned in the “Variables of Measurement” section of this study, tweets could fall into a single category, or two combination categories (relationship cultivation and solicitation or stewardship and solicitation). However, a post could not fall into both relationship cultivation and stewardship because they are mutually exclusive. There is a conceptual difference between the two categories (relationship cultivation and stewardship) that does not allow them to be present at the same time.

Table 2 contains the frequency and percentage among the variables, showing relationship cultivation with a total of 174 tweets (40.9%). Of the 174 relationship cultivation tweets there were 152 tweets (35.7% of the total sample) without solicitation and 22 tweets (5.2% of the total sample) with solicitation included. Stewardship had a total of 233 tweets (54.7%). Of the 233 stewardship tweets, there were 196 tweets (46.0% of the total sample) without solicitation and 37 tweets (8.7% of the total sample) with solicitation. Solicitation was present in a total of 73 tweets (17.2%), however, only 14 solicitation tweets did not include one of the other two variables: relationship cultivation or stewardship.

In Table 2, both relationship cultivation and stewardship strategies are shown with and without solicitation, followed by a total frequency (bolded) of tweets within the strategy.

Table 2 Frequency and Percentage by Content Type

Content Type (Strategy)	Frequency	Percentage
Relationship Cultivation (without Solicitation)	152	35.7%
Relationship Cultivation (with Solicitation)	22	5.2%
Relationship Cultivation (Total)	**174**	**40.9%**
Stewardship (without Solicitation)	196	46.0%
Stewardship (with Solicitation)	37	8.7%
Stewardship (Total)	**233**	**54.7%**
Solicitation Only	14	3.3%
Solicitation (Total)	**73**	**17.2%**

Figure 2 provides a visualization of the relationship. As a reminder, Figure 2 is not distinguished by organization, but by the strategies used within the total 426 posts. There is a frequency for each strategy. Of the total sample, relationship cultivation, alone, was present in 35.7% of the tweets and a combination of relationship cultivation and solicitation was present in 5.2% of the tweets. Solicitation, alone, was present within 3.3% of the total sample. A combination of stewardship and solicitation was present within 8.7% of the tweets and stewardship alone was present in 46.0% of the total sample. Because solicitation could be used within a relationship cultivation or stewardship tweet, there are areas of overlap displayed in Figure 2.

Figure 2

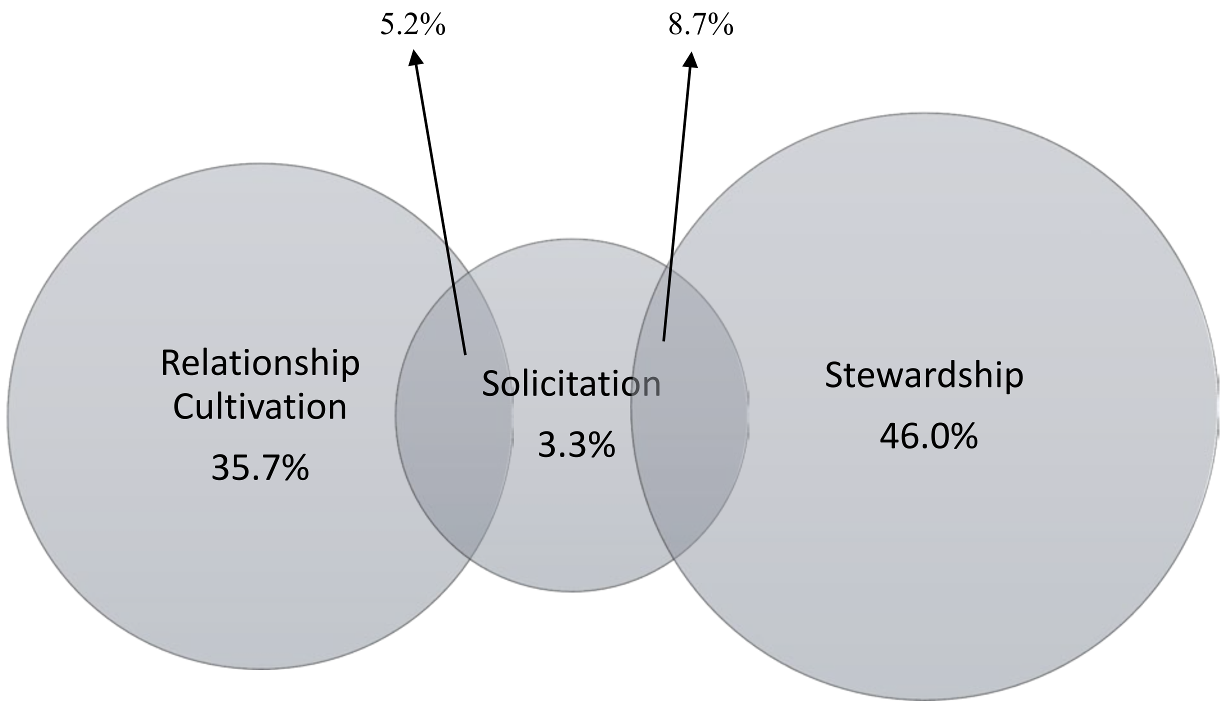

Figure 2. Frequency Visualization. This is a visualization of the frequency of the three content strategies, including areas of overlap between solicitation and the other two strategies (relationship cultivation and stewardship).

RQ1 asked which strategy charitable nonprofits are using, most often, in order to cultivate relationships with the publics through their Twitter posts. There was a total of 174 relationship cultivation tweets (40.9%). The study determined that there were two branches of relationship cultivation including disclosure/information dissemination and involvement. Of the 174 relationship cultivation tweets, disclosure/information dissemination occurred more often with 126 tweets (72.4%) than involvement which occurred in 6 tweets (3.4%), with another 42 tweets (24.1%) falling into both strategies. A chi-square analysis was conducted using only the relationship cultivation posts. In order to determine if there was a significant difference between the level of usage of the two branches of relationship cultivation (disclosure/information dissemination and involvement) two chi-square tests were conducted to compare both variables in relation to relationship cultivation tweets as a whole. The chi-square analysis revealed that there was no statistical significance and because two cells reported an expected count less than five, a Fisher's Exact test was conducted. The Fisher's Exact test concluded that there was no statistical significance ($p=.64$). In answering RQ1, this sample revealed that these nine charitable nonprofits used disclosure and information dissemination more often than involvement for their relationship cultivation strategy.

RQ2 asked in what ways are charitable nonprofits cultivating relationships with the publics through their Twitter posts. The results showed that 74.6% of relationship cultivation posts fell into the disclosure/information dissemination strategy. The results provided an even further breakdown showing which techniques within the strategy were more commonly used (a tweet may have consisted of multiple techniques). Of the 168 relationship cultivation posts that fell into the disclosure/information dissemination category, purpose/mission tweets occurred most often with 163 tweets (97.1%), followed by links to organization's sites or social profiles with 94 tweets (56.1%). In addition, there were 41 tweets (24.4%) that included links to media coverage, 5 tweets (3.1%) that directed the public to announcements about the organization, and 4 tweets (2.4%) that included an illustration or video displaying organization contact information. The study found that there were also combination strategies where multiple techniques were used within the same post. There were two main combination strategies which included purpose/mission and link to sites and social media with 89 tweets (53.0%), as well as purpose/mission and link to media coverage with 34 tweets (20.2%). Another combination, consisting of two techniques, included purpose/mission with organization announcement was present in 1 tweet (0.6%). There were also multiple combinations consisting of three techniques which included purpose/mission with link to organization's site or social profiles and a link to media coverage present in 2 tweets (1.2%), purpose/mission with link to organization's announcement and link to media coverage present in 1 tweet (0.6%), purpose/mission with link to organization's announcement and link to organization's site or social profiles present in 1 tweet (0.6%), purpose/mission with organization's announcement and an illustration or video of origination's contact information present in 1 tweet (0.6%), and purpose/mission with link to organization's site or social profiles and an illustration or video of organization's contact information present in 1 tweet (0.6%). In answering RQ2, the results showed that these nine charitable nonprofit organizations used the purpose/mission technique most often in their cultivation posts of disclosure and information dissemination, followed by the link to organization's site or social profiles technique. The most popular combination used by this sample included both the purpose/mission and link to organization's site or social profiles techniques.

RQ3 asked about charitable nonprofits and the extent to which they solicit donations from publics through their Twitter posts. The data determined that there was a total of 73 solicitation tweets (17.2%). As mentioned in the method, because the different types of solicitation are not mutually exclusive, one tweet could include multiple solicitations. Of the 73 solicitation posts, solicitation for involvement occurred most often with 30 tweets (41.1%) followed by solicitation for monetary donations with 26 tweets (35.6%). In addition, there were 13 solicitation tweets (17.8%) that requested services and 3 solicitation tweets (4.1%) requesting donations of time. Because the counts for requesting service posts and donations of time posts were so low the two were combined for analysis. The results determined that there were no combinations of solicitation types used within a given tweet. A chi-square test was conducted to determine if the differences were significant between the solicitation techniques. The results concluded that there was a significant difference between the three categories of solicitation of involvement, solicitation of money, and solicitation of service and time (combined category) ($p < .001$). In answering RQ3, results showed that the sample for this study used solicitation for involvement most often when soliciting, followed closely by monetary requests.

RQ4 asked about the frequency of solicitation posts in comparison to relationship cultivation and stewardship posts from charitable nonprofits. Because relationship cultivation and stewardship posts could also contain solicitation, the total frequencies are used for comparison (see Table 2). Stewardship posts occurred most often with 233 tweets (54.7%) followed by relationship cultivation posts with 174 tweets (40.9%). Solicitation posts were used less often with a total of 73 tweets (17.1%). The results did show that solicitation tweets were most often used within stewardship tweets (8.7%). Refer to Figure 2 for a more graphic visualization. A chi-square analysis was conducted to compare all three strategies, however, a cell was reported to have an expected count less than 5, therefore a Fisher's Exact test was run and showed a significant relationship between the three strategies ($p < .05$). In answering RQ4, the results revealed that solicitation was used less often by this study's sample and that solicitation was most often used in combination with one of the other techniques (relationship cultivation and stewardship).

RQ5 asked to what extent are Kelly's (1998) four dimensions of stewardship—reciprocity, responsibility (use of funds), reporting, and relationship nurturing—used in Twitter posts by charitable nonprofits. To answer RQ5, refer to Table 2 and Figure 2 for a visual representation. Out of all 426 tweets that were analyzed, 233 tweets (54.7%) were categorized as stewardship posts and 37 of those stewardship tweets (15.9%) also included some type of solicitation. Of the 233 stewardship tweets, the relationship nurturing dimension was used most often with 180 tweets (77.3%), followed by reporting with 34 tweets (14.6%). In addition, reciprocity had 13 tweets (5.6%) and ties with responsibility at 13 tweets (5.6%). Note that on occasion there was a tweet that fell into two of the stewardship dimensions. A crosstabs examination was conducted to determine if there was a combination of dimensions that was used more often than others. Because the four dimensions of stewardship were not mutually exclusive, multiple dimensions could be present within the same tweet. The results showed that there were 3 tweets (1.3%) which fell into both relationship nurturing and reporting, 2 tweets (0.9%) that fell within both relationship nurturing and reciprocity, 2 tweets (0.9%) that fell within both reciprocity and reporting, and 1 tweet (0.4%) that fell within both relationship nurturing and responsibility. In answering RQ5, the study found that the most common stewardship dimension used by this sample was relationship nurturing, and that most combinations of dimensions included relationship nurturing as well.

RQ6 asked about the amount of interactivity from the charitable nonprofit within their own Twitter posts. The results showed that out of all 426 tweets, only 7 (1.6%) of them contained interactivity from the charitable nonprofit after the initial tweet (meaning that the organization commented within the thread of their original Twitter post). When an organization would tweet or publish content on Twitter, coders would identify if there were comments from other profiles in response to the tweet. If there were comments, coders would look to determine if the organization jumped back into the conversation within the tread, creating two-way communication. It was interesting to find that the organizations used in this study were not using Twitter in order to engage in two-way communication with the public or donors.

RQ7 asked about the engagement level (likes, retweets, and comments) associated with each tweet and how those results contributed to the tweet's performance. A one-way ANOVA, with Bonferroni post hoc tests, was conducted to determine if there were significant differences between the content/message strategies (relationship cultivation, solicitation, and stewardship) and engagement levels (likes, retweets, and comments). In order to account for the combination message strategies, the data was recoded to reflect five message strategies (relationships cultivation, solicitation, stewardship, relationship cultivation and solicitation, and stewardship and solicitation). This test was conducted with likes, retweets, and comments as the dependent variable. The five message strategies were recoded into one categorical variable with five different categories (one for each of the five message strategies). This message strategy variable served as the independent variable in the analysis.

Likes. The one-way ANOVA, using likes as the depended variable, revealed that there was a significant difference between the five message strategies in regards to likes $F(4, 421)3.77$, $p=.005$. A Bonferroni post hoc test showed that there was a significant difference in the mean number of likes between the solicitation message strategy ($M = 45.6$, $SD = 38.4$) and the cultivation and solicitation combination message strategy ($M = 175.2$, $SD = 141.3$), $p = .034$. Pairwise comparisons of the other message strategies were not significant.

Retweets. The one-way ANOVA, using retweets as the depended variable, revealed that there was a significant difference between the five message strategies in regards to retweets $F(4, 421)3.95$, $p = .004$. A Bonferroni post hoc test showed that there was a significant difference in the mean number of retweets between the relationship cultivation message strategy ($M = 103$, $SD = 105.2$) and the stewardship message strategy ($M = 35.86$, $SD = 33.3$), $p = .009$. Pairwise comparisons of the other message strategies were not significant.

Comments. The one-way ANOVE, using comments as the dependent variable, found that there was not a significant difference between the five message strategies in regards to comments $F(4, 421)1.82$, $p = .12$.

RQ7 revealed that, within the sample, relationship cultivation tweets resulted in considerably more retweets per tweet and that the relationship cultivation and solicitation message strategy received considerable more likes per tweet. Because comments were found to have no significant difference, a few questions may emerge. How does a nonprofit organization produce more comments on their content? Are these nonprofits not strategizing in order to increase comments? Is there a strategy for increasing comments on a charitable nonprofit's tweet?

CHAPTER 5

DISCUSSION

The purpose of this study was to identify patterns and relationships in regards to how charitable nonprofit organizations are currently building relationships with donors and soliciting gifts from them on Twitter.

Research Questions

Cultivating Relationships: Information Dissemination and Involvement

The sample revealed that these nine charitable nonprofits used disclosure and information dissemination more often than involvement for their relationship cultivation strategy. The results also showed that when relationship cultivation tweets used involvement as a strategy, it was often paired with a form or information dissemination. The combination of the two was more common than involvement alone. These nonprofits chose to disseminate information about their organizations on Twitter, especially when encouraging involvement. Kelly (1998) mentioned that practitioners found involvement to be more important that dissemination of information. Possibly, in this part of the process, involvement is so important that it must be paired with or led by information.

Waters (2008) suggested that relationship cultivation is gaining more importance as the number of charitable organizations increase, creating more competition for donations. This could lead practitioners to strategize with more information dissemination posts to compete for supporters. Men and Tsai (2012) found that corporations were using disclosure/information dissemination as well as involvement on their corporate social pages as part of their public relations campaigns.

Worth (1993) defined cultivation as "the process by which an institution develops a relationship with a prospective donor by providing information and involving the individual in the institution's planning and life, with the goal of engendering that person's commitment and support" (p. 415).

Although scholars have paired information dissemination and involvement as both very important, the data showed that information dissemination was used more often and was also used with involvement posts. These results differ from Saxton and Water's (2014) study on what stakeholders "like" on Facebook. They stated that "the public prefers dialogue over information. Community-building and dialogue messages…are perceived more favorably and attract significantly more likes and comments than informational messages" (p. 294).

A possible explanation could be that these organizations are using the dissemination of information to lead to future involvement from the publics. Maybe their goal is to inform first, rather than initiate dialogue. Another explanation might consider the ease of publishing basic information about an organization. Maybe the individuals creating the content are not trained on social media practices (not social media savvy), or they may lack knowledge of fundraising practices. Does budgeting effect the ability to hire someone who is qualified in both areas?

Cultivating Relationships: Information Dissemination Techniques

The results suggested that information dissemination was the most common strategy within relationship cultivation. These nine charitable nonprofit organizations used the purpose/mission technique most often in their cultivation posts of disclosure and information dissemination, followed by the link to organization's site or social profiles technique. The most popular combination used by this sample included both the purpose/mission and link to organizations site or social profiles techniques.

In regards to relationship cultivation strategies and techniques, information dissemination of an organization's purpose/mission and links to their sites and social profiles proved to be the most common content strategy (refer to Figure 3 and Figure 4).

Figure 3

Figure 3. Tweet Example: Relationship Cultivation: Information Dissemination (Purpose). This is an example (from the sample used for this study) of a relationship cultivation tweet that fell within the information dissemination category using the purpose/mission technique.

As you can see, Figure 3 contains "#WorldBreastfeedingWeek". This organization implemented a timely topic into their publishing strategy. Because the week chosen for this study was indeed "World Breast Feeding Week", a limitation may be present because this topic may have skewed the tweets for some organizations, but not others.

Figure 4

Figure 4. Tweet Example: Relationship Cultivation: Information Dissemination (Purpose and Link to Organization's Social Profile). This is an example (from the sample used for this study) of a relationship cultivation tweet that fell within the information dissemination category using the purpose/mission and link to organization's social profiles techniques.

Waters (2008) discussed just how important relationship cultivation is for an organization as they compete for supporters. Sharing the purpose or mission of an organization as well as links to their own site or social profiles, may be the best way to quickly get an organization's message to the public. Maybe it's the ease of taking a mission statement (content that's already created) and simply pushing it out. With Twitter limiting each tweet to 140 characters, a purpose or mission may be the most concise representation of an organization. Referring back to the Theory of Commons mentioned in the literature review, this too could relate as organizations simply display their mission or purpose, and those who are interested or share commonalities can choose to engage. These ideas could explain why posts about an organization's purpose/mission as well as links to gain more information about the organization were used so often.

Solicitation in Tweets

The sample for this study used solicitation for involvement most often when soliciting, followed closely by monetary requests. Howe (1991) described solicitation as the easiest part of fundraising. As mentioned earlier, Howe (1991) attributed 90% of fundraising to research, identifying potential or prospective donors, and the cultivation of relationships. He then assigned the remaining 10% to solicitation or "the ask". He also mentioned that solicitation should occur when there is reason to believe that the prospective donor will say yes (Howe, 1991, p. 81). Of the total 426 tweets, 73 tweets (17.1%) were classified as solicitation tweets. This may not be too far off from Howe's (1991) suggestion of 10% of fundraising is solicitation. It would be interesting to see the percentage of solicitation posts by organization to determine if each organization was in line with Howe's (1991) statement. A cross-tabulation was conducted to see which, if any of the organizations used solicitation in 10% of their tweets. Table 3 shows the frequency and percentage of solicitation posts by organization (in the same order as Table 1). The results showed that only three of the nine organizations used solicitation in less than 10% of their total tweets including Mayo Clinic (3.2%), World Vision (0.0%), and American Cancer

Society (0.0%). The other six organizations used solicitation in more than 10% of their tweets; UNICEF (12.9%), MSF (15.9%), Rotary Foundation (28.2%), St. Jude's Children's Research Hospital (70.6%), CARE (21.9%), and American Red Cross (20.0%). Two organizations (American Cancer Society and World Vision) did not use solicitation posts at all, while St. Jude's Children's Research Hospital uses solicitation in almost three quarters of their posts.

Table 3 Frequency and Percentage of Socialization Tweets Per Organization

Charitable Nonprofit	Solicitation Frequency	Solicitation Percentage
UNICEF	19	12.9%
Mayo Clinic	3	3.2%
Doctors Without Borders (MSF)	7	15.9%
Rotary Foundation	11	28.2%
St. Jude's Children's Research Hospital	24	70.6%
CARE	7	21.9%
World Vision	0	0.0%
American Red Cross	2	20.0%
American Cancer Society	0	0.0%

Overall, the organizations in this sample solicited involvement more than they solicited donations, monetary or other types of assistance, on Twitter. As mentioned in the literature review, Waters and Jamal (2011) had found that their organizations were using Twitter to disseminate one-way messages. Solicitation encourages two-way communication, but is Twitter the most appropriate place to produce two-way communication? It makes sense to encourage two-way communication off-line, but Twitter may not be the best place for solicitation (especially monetary donations. This could explain why solicitation was the least common strategy, and why solicitations of involvement (rather than donations which would require continual communication) were more common. This could also help to support Figure 2 in explaining why the bulk of solicitation posts were paired with one of the other two strategies (relationship cultivation and stewardship).

Cultivations, Solicitation, and Stewardship Use Within Tweets

Although the relationship cultivation strategy was used quite often, the evidence showed that stewardship posts were used more often than both relationship cultivation and solicitation. The results from this study also revealed that solicitation was used less often by the sample and that solicitation was most often used in combination with one of the other techniques (relationship cultivation and stewardship) as seen in Figure 5.

Figure 5

Figure 5. Tweet Example: Combination of Solicitation and Stewardship. This is an example, from the sample used for this study, that was classified as a combination tweet using both the solicitation and stewardship content strategies.

Why would solicitation be paired with another strategy more often that standing alone? Twitter, itself, might be part of the explanation. When these organizations used Twitter to publish, they could not clearly identify who (current supporters/donors or prospective supporters/donors) would encounter the Tweet. It could have been a long-time supporter or someone who had never heard of the organization. If the Tweet was solely solicitation, a reader may not have on the information needed to make a decision. Therefore, it could be that organizations used relationship cultivation and stewardship to bolster the solicitation posts in order to provide more context for any reader.

Howe's (1991) study was conducted before social media became such a strong communication line for organizations. Are the fundraising steps that Howe suggested as 90% of fundraising still separate or are they happening simultaneously as organizations develop and manage relationships while soliciting? The results suggested that some of these steps may be occurring within the same tweet. Could these steps be executed at the same time due to how Twitter works?

The Use of Kelly's (1998) Four Dimensions of Stewardship

Stewardship posts were classified as tweets that were directed to current supporters/donors and consisted of four dimensions: reciprocity, responsibility, reporting, and relationship nurturing. Of the 233 stewardship tweets, 37 of those tweets also included some type of solicitation. We could see that even within the other strategy (solicitation) stewardship techniques were still utilized. The results found that the most common stewardship dimension used by this study's sample was relationship nurturing and that most combinations of dimensions represented a trend, including relationship nurturing as a vital part of each combination. As a reminder, in this study relationship nurturing (directed at current supporters/donors) is different than relationship cultivation (directed at potential supporters/donors).

Waters and Feneley(2013) noted through their study that nonprofits used their websites more often when “conducting stewardship online,” (p. 225) except for relationship nurturing, where Facebook served as the more dominant source. Although the other stewardship strategies (reciprocity, responsibility, and reporting) were used more often on websites in Waters and Fenely’s study, relationship nurturing was more dominant on Facebook.

This could suggest that maybe an organization’s website is more appropriate for responsibility and reporting, while social media provides a more intimate conversation where relationship nurturing is well accepted. This could help to explain why relationship nurturing was clearly used more often in this study of organizations use of Twitter.

Again, the scholars have suggested that through maintenance of positive relationships between organizations and their donors, the goals of the organization are more likely to be met (Dozier, L. A. Grunig, & J. E. Grunig, 1995; L. A. Grunig, J. E. Grunig, & Dozier, 2002; Hon, 1997; Huang, 1999; Ki & Hon, 2009).

Interactivity (Two-Way Communication)

It was interesting to find that the organizations used in this study were not using Twitter in order to engage in two-way communication with the public or donors. In regards to interactivity from organizations on their own posts, the results showed that out of all 426 tweets, only 7 (1.6%) of them contained some level of interactivity/engagement from the charitable nonprofit after the initial tweet (meaning that the organization commented within the thread of their original Twitter post).

The data shows that these larger charitable nonprofits (with larger presences on Twitter) are not utilizing the opportunity to engage with their followers (or those who engage/comment on their posts). These organizations were simply not using Twitter in order to engage in two-way communication with the publics or donors.

Saffer, Sommerfeldt, & Taylor (2013) concluded from their study of interactivity on Twitter that, “although the research of Twitter has found that a majority of organizations are not using Twitter beyond one-way messaging, the findings illustrate that when organizations use Twitter as a two-way communication tool the results can lead to the generation of quality organization–public relationships. In the larger debate of interactivity Saffer, Sommerfeldt, & Taylor’s (2013) study lends support to those scholars suggesting interactivity can influence individuals’ perceptions toward the sender of a message (Kelleher, 2009)” (p. 214). They continued to discuss that the level of interactivity or engagement (two-way communication between the organization and the public) easily affected and influenced “the perceived organization–public relationship” (p. 214).

Not only can interactivity (two-way communication) help organizations to develop more successful relationships with their donors and supporters, but it could also help to adjust how the public perceives the organization. If this is the case, why did so few tweets represent interactivity from the organizations? Maybe organizations do not have the man power to engage in two-way communication on Twitter. It could be, as mentioned previously, that it is simply easier to dissemination basic information about an organization rather than to solicit or encourage two-way dialogue. There may be a lack of social media skills or fundraising knowledge. Maybe the organization has already constructed a strategy and their efforts focus on two-way communication elsewhere.

Referring back to Worth's (1993) definition of cultivation, as a "process by which an institution develops a relationship" (p. 415), this lack of interactivity from these nine organizations raises as additional question. If cultivating relationships is a process (involving two-way communication), does sending a message that can be categorized as "cultivation", without interaction, really qualify as relationship cultivation?

Engagement Levels and Tweet Performance

Due to the exploratory nature of this study, the results represent what the study found in regards to these nine nonprofit organizations. The data revealed that, within the sample, relationship cultivation tweets resulted in considerably more retweets per tweet and that the relationship cultivation and solicitation message strategy received considerable more likes per tweet.

This data suggests that relationship cultivation tweets provided content that produced a higher level of engagement through retweets on the tweet/post. This study revealed that cultivation tweets often provided information about the purpose/mission of the organization. Does this type of content produce more feedback? Because these organizations typically do have missions to serve and do good, mentioning this type of information in a post may be used to spark a response from viewers/readers to support a cause rather than an organization.

Saxton and Waters (2014) found in their Facebook study that, "call-to-action messages—those with a clear goal of soliciting the public's help in lobbying, advocacy, or volunteering efforts—elicited the highest level of engagement from the public in terms of liking and the second highest in terms of commenting" (p.294). This would suggest that solicitation posts would have received higher levels of engagement. This study found that the relationship cultivation and solicitation combination message strategy did, indeed, produce more likes per tweet. This was significantly higher than the solicitation message strategy alone. However, this study also found that there was no one strategy that collected more comments than another. Could this mean that these nine charitable organizations are not strategizing in order to produce two-way communication?

Saxton and Wang (2014), also provided a possible explanation regarding social pressure to donate, due to the public nature of the donors being displayed on social. Although there may not have been pressure to “donate” in the relationship cultivation posts, maybe social pressure to “like” or “retweet” was at play, knowing that peers would view one’s support of a cause through their “like”.

However, another question arises. If charitable nonprofits are not soliciting (as much as the other strategies) or engaging in interactivity on Twitter, what benefits come from higher engagement levels? When a post is “liked” or “retweeted” by a Twitter user, the spread of that particular post increases by the number of followers that individual has. Does that metric directly impact the success of an organization (amount of funds or donations)? Saxton and Wang’s (2014) Facebook study referred back to “Vorvoreanu’s (2009) research that found individuals tolerate organizations on Facebook and are not active supporters” (p. 294). This could suggest that Twitter users may engage (like, retweet, or comment), but are not active supporters that develop a full dialogue with an organization. Could that mean that engagement level has little or no effect?

Practical Implications

The results from this study revealed that relationship stewardship is the most popular strategy when publishing on Twitter, followed closely by relationship cultivation. It could be suggested to practitioners that publishing on Twitter may provide a means in which to accomplish relationship development with current, prospective, or potential donors or supporters. Even further, the data suggested that Twitter is most commonly used in nurturing relationships with current supporters.

Because the study found that relationship stewardship was the most common strategy within the sample of tweets, it was interesting to find that cultivation tweets received more retweets and that the cultivation and solicitation combination strategy received more likes per tweet. This may explain why solicitation tweets were used more often in combination with the other two message strategies. Based on the results from this study, it may be beneficial to start combining solicitation more frequently with relationship cultivation in order to receive a higher frequency of engagement. More likes and retweets would essentially mean more reach to other individuals on Twitter, that may not have been reachable by any other means than through a supporter who liked or retweeted the tweet.

Because solicitation was used in 17.1% of the total sample, the data was able to show that most solicitation was in regards to encouraging involvement (rather than just monetary donations). Practitioners may infer that through involvement, new donor opportunities may arise.

The study tracked involvement in both solicitation and relationship cultivation. Putting all numbers into perspective the data suggested that Twitter posts are most commonly used to maintain and nurture relationships, cultivate and develop relationships, and to encourage some level of involvement that may lead to a long-term supporter or potential donor.

The results also showed extremely low levels of interactivity/engagement (two-way communication) from the charitable organizations. Part of the purpose of the medium (Twitter) is to provide the means in which the publics can communicate with organizations and organizations can communicate with the public. However, it may be wise to determine the ROE (return on engagement) before including a more dialogic approach in a strategy.

Limitations/ Future Research

This study only examined nine large charitable nonprofits, whom also had a significant presence on Twitter. Because only large organizations were analyzed, the results may or may not apply to medium or small-sized nonprofits, and therefore does not represent all charitable nonprofit organizations. Future research could run a similar study to encompass all types and sizes of charitable nonprofits, with random sampling, in order to provide generalizability to the results.

Another limitation is that the larger context or campaign behind each individual tweet is unknown. For example, it is unknown if the organization followed the other preliminary and latter steps of Kelly's (1998) R.O.P.E.S model, including research, objectives, evaluations, etc. The study looked at each organization's tweets as individual entities, with only the tweet's content (not including any background information in regards to campaigns or larger context). The study also did not examine off-line results, past the engagement levels on each tweet. For example, if a tweet received a large number of "likes" or "retweets", the study did not examine the large effect on the organization (increase in supporters, donors, donations, etc.).

Due to the murkiness in the literature when defining where relationship cultivating ends and stewardship begins, this study was required to clearly differentiate between the two. For this study, relationship cultivation included tweets that were targeted at potential donors. Relationship cultivation ended when a donation took place, triggering stewardship to begin. Further research could look at cultivation more closely. Because relationship cultivation can be a lengthy process or cycle, it would be interesting to see if organizations are truly cultivating relationships on Twitter, or if they are simply posting tweets that suggest relationship cultivation is taking place.

Although the week selected for analysis was selected due to its distance from large holidays or events, the study did find that the week under observation was within “Breast Feeding Awareness Week”. The coders revealed that multiple organizations within the study were tweeting content relevant to the timely topic. This factor does present limitations as it may have influenced the types of tweets that were published and analyzed. Another limitation due to this event is that “Breast Feeding Awareness Week” may have skewed the data for some organizations but not others.

Research questions 1-6 were descriptive in nature and provided limitations in itself as the coders searched for strategies, essentially looking at what was there. Research question seven looked at the engagement levels to determine effectiveness.

These limitations could provide foundations for future research including smaller charitable nonprofit organizations, and looking at deeper context behind the content published by these organizations on Twitter. Other research could consider an organization’s presence and activity on social media in comparison with their results of major, annual, monthly, and one-time gifts to determine the effectiveness of the organization’s efforts on Twitter.

CHAPTER 6

CONCLUSION

Through an exploratory analysis, the purpose of this study was to identify patterns and relationships in regards to how charitable nonprofit organizations are currently building relationships with donors and soliciting gifts from them on Twitter.

A content analysis was conducted and analyzed tweets posted by multiple well-known nonprofits with a Twitter presence. This study helped to identify where and how these nine nonprofits are fulfilling the cultivation, solicitation, and stewardship concepts included in the R.O.P.E.S model (Kelly, 1998). The study determined that these larger charitable nonprofit organizations were using Twitter to cultivate, develop, and maintain relationships. The study also found that solicitation posts were most often combined with some form of relationship development content.

Cultivation tweets did receive the most retweets per tweet, suggesting that cultivation tweets may be more strategic in receiving interactions and increasing the reach of their messages. The relationship cultivation and solicitation combination strategy also received more likes per tweet. However, organizations did not seem to interact, lacking interactivity or two-way communication.

This analysis could serve as a guide to provide a foundation for a charitable nonprofit's content strategy on Twitter. The data showed that stewardship and relationship cultivation are used most often in efforts to develop and nurture relationships with the public. The data also showed room for improvement in regards to these charitable organization's level of interactivity or engagement, providing two-way communication to the publics.

APPENDIX SECTION A

Coding Sheet

No=0, Yes=1

Organization:
Date of Post:
Time of Post:
Post Link:
#Retweets:
#Likes:
#Comments:

Duplicated Post:	No	Yes

Text:	No	Yes
Picture:	No	Yes
Link:	No	Yes
Video:	No	Yes
Handle:	No	Yes
Hashtag	No	Yes

Cultivation	**No**	**Yes**
Disclosure/Info		
Dissemination	No	Yes
Purpose/Mission	No	Yes
Link to Site/Social Pages	No	Yes
Link to Media Coverage	No	Yes
Link to Announcements	No	Yes
Illustration/Video of Info	No	Yes
Involvement (encouraged)	No	Yes

Solicitation	**No**	**Yes**
Money	No	Yes
Time	No	Yes
Service	No	Yes
Get Involved	No	Yes

Stewardship	**No**	**Yes**
Reciprocity	No	Yes
Responsibility	No	Yes
Reporting	No	Yes
Relationship Nurturing	No	Yes

Interactivity	**No**	**Yes**
#of Comments		

Coding Guide

1. **Cultivation** – The tweet would likely be of a basic informative nature and would fit one of the cultivation dimensions (see below). This tweet would be directed at cultivating new relationships. In order to differentiate cultivation posts from relationship nurturing posts, cultivation posts will be directed at the full public with an approach or motive to engage potential supporters/donors (rather than current supporters/donors). These posts will typically tell about the organization and their mission or purpose or lead you to more details on what they do. These post may also refer to their purpose with statistics or facts.
    a. **Disclosure/Information Dissemination** - Tweets that include detailed information about the organization or their purpose/mission, links to the organization's website or other social pages, links to "external media coverage", links to press releases, announcements, or visual information through photos, illustrations, and videos.
    b. **Involvement** - Tweets that encourage involvement with the organization or its cause. Involvement also includes presented opportunities for commenting/retweeting, action features (polls, games, quizzes), and responses from the users to the organization.
    c. **Example of Cultivation:**

2. **Solicitation** – Any "ask" within the tweet. Solicitation could include monetary requests, donations of time, a form of service from the donor, or simple requests for participation from prospective donors.
    a. **Examples of Solicitation (other than monetary):**

3. **Stewardship** – The tweet must fit with one of the four stewardship strategies that Kelly (2001) has outlined (see below). These strategies include the organization demonstrating gratitude to stakeholders, fulfilling obligations promised to the stakeholders, reporting back to the stakeholders (keeping them informed), and nurturing the relationship with the stakeholder. These tweets would typically be directed at current donors/supporters.
    a. **Reciprocity/Gratitude** – Tweets that reference organizational partners and stakeholder groups, or explicit demonstrations of gratitude toward supporters (some form of text that is thanking donors or supporters).
    b. **Responsibility (Use of Funds)** – Tweets that present information in regards to the use of funds, the management of volunteers, and internal changes within the board of directors. Responsibility will also include the organization's mission, vision, and contact information.
    c. **Reporting** – Tweets that exhibit openness and accountability in regards to funds, policies, and initiatives in the community. Essentially reporting back to supporters.
    d. **Relationship Nurturing** – Tweets serving as effort to keep current supporters involved through engagement. This could include posts encouraging supporters to provide feedback, request information from the organization, or connect to the organization through other social means (maybe directing supporters to other sites or social profiles). In order to differentiate from cultivation posts, relationship nurturing posts will be tweets that are clearly directed at current supporters/donors. These posts are typically less detailed about the organization (assuming supporters are already aware of what the organization does) and more detailed in storytelling.
    e. **Examples of Stewardship:**

4. **Interactivity** – Engagement within the original tweets from the organization itself. Essentially this engagement can be identified as comments from the organization from within the thread of the original post from that same organization.

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