

NONPROFIT SOCIAL MEDIA DECISION GUIDE

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INTRODUCTION

From the leadership of your local school's PTA to the front page of the New York Times, social media is everywhere. Content posted on social media platforms has an impact on all levels of daily life, from politics to family relationships to friendships to neighborhood activities. Social media is a communications channel, a tool for human connection and networking, a place to find entertainment and diversion, and a vehicle to spur people to take action.

We are publishing this fourth edition of the *Nonprofit Social Media Decision Guide* at a time when social media is at the center of a firestorm. The aftermath of the 2020 election has raised questions about social media platforms' influence on public discourse, their responsibility to monitor and take action against misinformation and hateful content published on their platforms, and even whether people have a First Amendment right to express their views on a particular social media platform. A 2020 Pew Research Center survey conducted prior to the election found that 64 percent of Americans say social media has a mostly negative effect on the way things are going in the country.

But social media has also been a lifeline for some communities. The global Coronavirus lockdowns in early 2020 led to increasing numbers of people looking for some way to maintain and nurture relationships when they were no longer able to gather in person. Advocates have used social media to raise awareness about human rights abuses and social justice issues. Conversations about racism, income inequality, and climate change have all taken place on social platforms. Pew Research Center data shows that Black Americans are likely to say that social media is personally important to them when it comes to getting involved with issues or finding like-minded people.

> ***Despite the near-universal presence of nonprofits on social media ... just 40 percent of North American nonprofits have a written social media strategy.***

When we first released this publication in 2010, the focus was whether your nonprofit should use social media and, if so, how to get started. A lot has changed since then. According to the 2019 Nonprofit Tech for Good *Global NGO Technology Report*, 97 percent of North American nonprofits use social media to engage their supporters. They also use social media platforms to find and connect with new supporters, disseminate information about programs and events, raise funds, and empower supporters to raise funds on their behalf.

With email inboxes more crowded than ever, social media provides nonprofits with a way to amplify their messages and engage with their supporters more frequently. This social media use goes beyond just communications staff. Programs, development, and even human resources staff can and do use these platforms on behalf of their organizations to achieve a variety of goals.

Social media is now an entrenched part of daily communication. There's no sign that it's going away any time soon. Despite the near-universal presence of nonprofits on social media, the Global NGO Technology Report found that just 40 percent of North American nonprofits have a written social media strategy.

In this publication, we review the elements of a social media strategy and provide you with actionable worksheets to help guide your organization's efforts. We'll help you identify your goals, define your audiences, and match them to the right platforms. Then we'll help you find and define your organization's voice and develop an editorial calendar that works for you.

We'll also show you how to measure your results so you can know when your efforts are working and adapt when they are not.

Finally, we'll talk you through creating a policy to govern social media use across your organization.

Your nonprofit should be on social media. But just being there isn't enough. This edition of the guide is focused on providing you with a framework to help you succeed there.

WHAT IS SOCIAL MEDIA, AND WHY IS IT IMPORTANT TO NONPROFITS?

Once an emerging technology, social media has become a fixture of the communications landscape. At their most basic, social media platforms bring together two elements: community and communication. Nonprofits value both of those things.

Each in its own way, the different platforms allow users to find and connect with other individuals and engage in information exchange and discussion. Whether sharing text, photos, graphics, video, or audio, sites let users communicate with the general public—open to anyone—or with a more limited group of contacts.

In a March 2019 post, Facebook CEO Mark Zuckerberg likened social media to the "digital equivalent of a town square." But the borders of that square are fuzzy. What is social media, and what is not?

When asked to identify social media platforms, most people think of Facebook, Twitter, LinkedIn, and Instagram. Other platforms generally considered to fall in the category of social media include YouTube, Snapchat, Pinterest, Tumblr, and TikTok. Other messaging apps—such as WhatsApp, Slack, and Messenger—can also be considered social media, as can discussion forums like Reddit and Discord and livestreaming tools like Twitch.

Interaction is what differentiates social media from straightforward online publishing tools. Social media platforms facilitate conversation and content sharing rather than focusing on one-way content delivery. Whether an individual or a nonprofit, you can certainly use social media as a one-way channel, but to succeed with social media, you need to engage. Engagement is the key success metric for individuals and organizations using these platforms, and the platforms reward engagement with increased visibility.

> ***You can certainly use social media as a one-way channel, but to succeed with social media, you need to engage.***

According to data from the Pew Research Center, 72 percent of adults in the U.S. use at least one social media site. Social media use is particularly prevalent among individuals under the age of 40, with 82 percent of people aged 30-39 and 90 percent of people aged 18 to 29 identified as social media users. Women are more likely to use social media—78 percent to 65 percent—than men.

While individual connections are the focus of most social media platforms, nonprofits can leverage them as low-cost publishing, engagement, and marketing tools that reach people where they are. Organizations around the world have used them to increase awareness, market events, recruit volunteers, encourage advocacy, and raise funds.

Because the barrier to entry is fairly low, the marketplace is crowded—which means it can be difficult for a nonprofit to find its audience and make itself heard.

What's more, these sites are run by for-profit entities that seek to monetize activities—and user data—on their platforms, and have developed algorithms that prioritize paid interactions and highly engaging content. Which means that nonprofits who want to use these platforms to extend their reach need to develop a strategic approach that identifies how they fit into overarching organizational

goals and what results they want to see. The development and implementation of that strategy requires time and resources. Too often, nonprofits participate in social media without a clear purpose or strategy because they feel they have to or because it's new or getting a lot of buzz.

Another way in which nonprofits often fail with social media is by designating social media management efforts to the youngest person on staff, because they "get it," but not giving that person guidance about how their work should support larger strategic goals—or relegating social media work as secondary to other job responsibilities. Assigning the management of this type of communication to junior staff without the necessary resources and support is a recipe for social media stagnation.

As already mentioned, the 2019 Nonprofit Tech for Good *Global NGO Technology Report* notes that 97 percent of North American nonprofits use social media to engage their supporters, yet only 40 percent have a written social media policy. In addition, a 2017 survey of nonprofits by the software company Bloomerang showed that only 48 percent of nonprofits believed that social media is very valuable to their organization. This is likely changing, as social media has become ubiquitous and organizations are seeing concrete benefits to participation.

The 2020 *Global Trends in Giving Report* from Nonprofit Tech for Good found that 40 percent of online donors in the U.S. and Canada have donated to a nonprofit directly through Facebook, and 88 percent of those donors say they are likely to do so again.

A smaller proportion—12 percent—have donated directly through Instagram, but 93 percent of those donors said they are likely to do so again. Both of those platforms have made it easier for organizations and individuals to ask for donations and for donors to contribute, and the social proof that is baked into social media giving (e.g. posts on your own and your friends' timelines recognizing your gift) provides instant donor recognition benefits.

These concrete benefits seem to be helping spur a greater investment of time and money in social media among nonprofits. The Care2 *2020 Digital Outlook Report* says that more than half of nonprofits say they will focus more on social media stories this year, with half saying they plan to increase their overall budget for social media promotion/ communications.

CREATING YOUR SOCIAL MEDIA STRATEGY ▶▶▶

In social media, success is never guaranteed. But the chances of finding it increase with a clear strategic framework for how your organization will approach social media platform use. As you read this section, you can follow along with the worksheets starting on page 35 to get a head start on creating or improving your own strategy.

This framework should connect social media efforts with your overarching communications and organizational goals, and include metrics by which you can measure progress and success. Only 40 percent of North American nonprofits have a written social media strategy, according to the 2019 Nonprofit Tech for Good *Global NGO Technology Report*.

Nonprofits are more likely to have developed a strategy for individual platforms, but even that is becoming less common. According to the Care2 *2020 Digital Outlook Report*, the percentage of nonprofits with an organized strategy or integrated plan for Facebook and Twitter dropped between 2015 and 2020. (That number is growing for Instagram.)

The process of creating a social media strategy is similar to any other organizational strategy development. It begins with defining goals (see Worksheets 1 and 2) and identifying audiences (see Worksheet 3), and then using those to determine the most appropriate platforms on which to focus (see Worksheet 4)—and the activities you will undertake on those platforms (see Worksheet 6).

For example, let's say your organization has, as an overarching goal, increasing the number of first-time donors under age 30 by 10 percent. How can you use social media to achieve that goal? Data shows that Instagram is most popular among users in that age bracket. So, as part of your larger marketing and fundraising strategy, you might set a specific goal of getting 200 email list signups from Instagram followers.

That smaller goal would then provide the framework for your efforts on Instagram: how frequently you post, and when; what your call to action will be; and how you will measure your efforts. You'd want to time your efforts and share content that targets and appeals to the specific audience you're trying to reach.

However, you can't just broadcast your message on social media platforms and expect it to have an impact. Your visibility and influence on each platform is dependent on that platform's algorithm. An algorithm is the logic social media platforms use to display posts in an order that is based on certain criteria rather than in chronological order. Algorithms use your behavior on the site as one of the determinants in deciding what you will see first; theoretically, you will see the content that you are most interested in.

> ***You can't just broadcast your message on social media platforms and expect it to have an impact.***

The more a person engages with your content (likes, comments, or shares), the more frequently your posts will appear—and the higher up—on their feed. In other words, most platforms place a high priority on your ability to engage with others. To reach people who

are not part of your existing network, you will either need your followers to share your content or you will need to interact with others on their posts. Therefore, your strategy needs to take into account time for monitoring what other people and organizations are saying ("social listening") and interacting with other accounts on your chosen platforms.

Finally, social media is not just the purview of your communications team or of a single social media manager. Different platforms can be managed and used by a variety of different divisions within your organization.

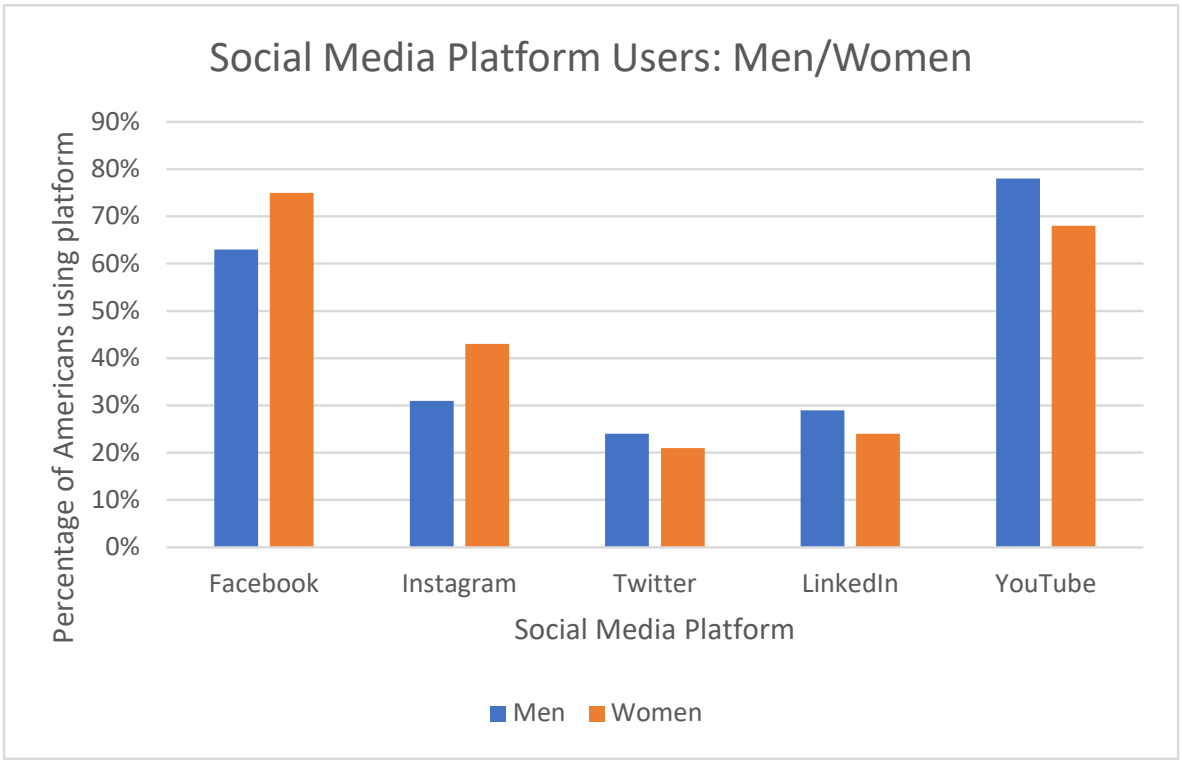
For example, if your primary goal for LinkedIn is to identify and cultivate mid-level and major donors, your development team can manage your organization's LinkedIn page. If your strategy is to use those TikTok or Instagram for education and outreach to younger audiences, your programs team can experiment with content on those platforms.

So, how do you create a social media strategy?

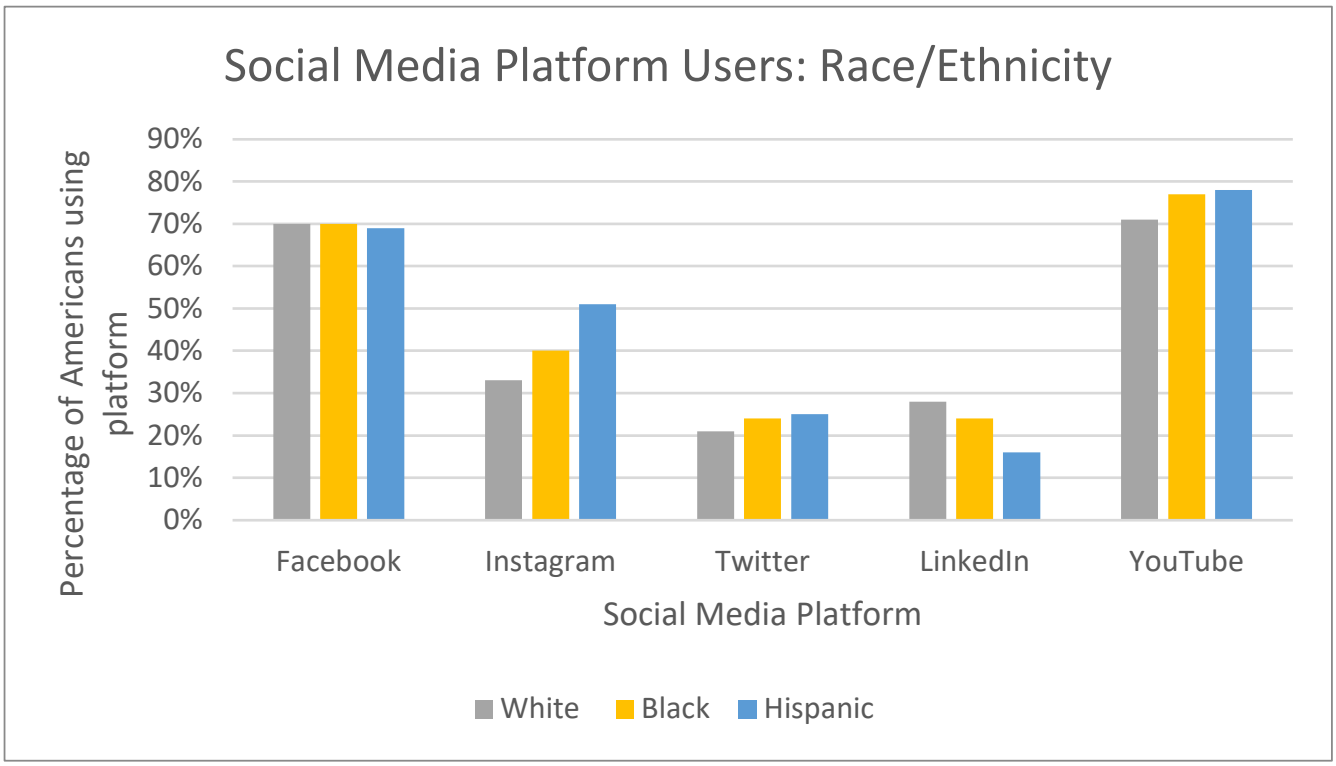
Define Your Goals and Audiences

The first step is to figure out what results you want to achieve for your investment of time and effort. Ideally, these would feed into your organization's overall strategic goals. Do you want to acquire new supporters? Increase donations? Reach new audiences? Deepen engagement with existing supporters? The key is to make sure you set measurable and achievable goals. (see Worksheet 1 for help with goal-setting.)

Nonprofits can't be all things to all people, so it is important to match your goals to the audience that is the best fit. This, in turn, will provide you with the information you need to narrow the social media platforms on which you should focus your efforts. In the next section of this report, we provide information on the demographics of each of the major platforms—for example, you are more likely to find older supporters on Facebook than on other platforms, young adults and Hispanic Americans are more likely to use Instagram,



Social Media Platform Users: Men and Women
Certain platforms are more likely to be used by women, while others are more likely to be used by men. (Source: Pew Research Center)



Social Media Platform Use by Race/Ethnicity
Differences among racial and ethnic groups in social media platform use.
(Source: Pew Research Center)

and men are more likely than women to use Twitter and LinkedIn. (Worksheet 4 includes a scale showing which platforms are more likely to have male vs. female users, and which have younger vs. older users.)

While this high-level data can provide some insight into the platforms that might better fit your efforts, you have the ability to collect your own data to guide and refine your efforts. If you are already using social media, look at who is following you and engaging with your posts. Ask your supporters which social media platforms they use—and ask them to follow you on social media. If you have the budget for it, you can pay a vendor to append social media records for existing contacts in your Constituent Relationship Management (CRM) or donor database to add profile information.

One important thing to remember? Do not fall into the trap of trying to be everywhere. You don't want to over-extend your staff, and it is more effective to do fewer things better than many things poorly. As you implement your strategy on select platforms, look for where you have the most impact and engagement and use that information to refine your focus.

Determine Your Voice

Perhaps one of the most challenging aspects of social media is finding an organization's tone or voice. While nonprofits strive to be viewed as serious and professional organizations, the tone for communicating on social media platforms tends to be more informal, and at times even irreverent. In other words, an organization needs to have a personality to achieve engagement and connection.

This is particularly difficult when multiple people within an organization are responsible for posting on social media. However, a consistent and authentic voice that reflects the institution but still makes followers feel as though they are interacting with a human (or humans) is the key to making the organization seem like an organic part of the platform. (See Worksheet 6 for guidance on determining your organization's tone and voice.)

Having a written style guide can help align the tone used by multiple managers. It can also reduce the need for frequent or lengthy approval processes by delineating what is and is not acceptable for brand messaging on social media platforms.

Social media style guides vary greatly in their depth and the topics they cover, but most share several elements: a list of the organization's social media accounts; a description of the tone and voice to use; types of content; and guidelines for using hashtags. Numerous online resources—and examples from other nonprofits—can help you create your own social media style guide.

Hootsuite has put together a comprehensive list of elements to include in a guide along with a free template that you can download and use to create your own. New York University's Social Media Style Guide provides a good example of many of those elements, and includes platform-specific guidelines, post frequency recommendations, and engagement examples. Buffer uses its own social media style guide as an example and provides a downloadable template that you can use to create your own. Sprout Social also provides some advice on creating a brand social media style guide, including numerous examples.

Good examples of nonprofits that have posted their social media guidelines online include charity: water, which has integrated social media into its overall brand guidelines; the Museum of English Rural Life, which includes the process for adopting new platforms, tools that can be used for social media, and a framework for comments on social media; and Boy Scouts of America, Social Media Playbook provides detailed platform-specific recommendations for volunteers and chapter staff.

A written style guide is just one part of an organization's full social media policy—later in this guide, we'll discuss some of the sticky issues that need to be addressed by more comprehensive social media policies.

Plan Your Communications Cycles

The next step in creating a social media strategy is to plan the topics you will address in the coming months or year. Ideally, you would map out your content plan on a calendar—think of how a magazine develops an editorial calendar for the year to plan which articles to assign and to help sell advertising space.

At a minimum, a social media communications calendar should include the dates of all major campaigns, events, publications, and other important organizational activities you will be promoting on your social media platforms. Some organizations prefer to keep this at a high level; others build out detailed monthly calendars that include specific dates for messaging, filling in the gaps with more evergreen content that provides information or showcases impact. (See Worksheet 7 for help creating a social media calendar for your organization.)

It is important to include some flexibility in this calendar to allow for "breaking news," and to interact with content posted by supporters, partners, and others. This need for flexibility was particularly important during the tumultuous events of 2020—in a guest post for the Nonprofit Tech for Good blog, Water.org senior content creator Moree Lambeth shared how her organization re-aligned its social media content plan in the face of COVID-19.

You don't need any specialized software to create a social media calendar for your nonprofit. Most organizations manage this in

Finding Your Voice

Need help finding and defining your nonprofit's social media voice?

Russell Dornan, former web editor for the U.K.'s Wellcome Trust, has an excellent blog post exploring questions related to tone in the context of museums' social media efforts. *https://medium.com/@RussellDornan/museumpersonality-87ab2112ee9e*

Hootsuite's resource helps you determine your organization's voice and offers advice for brands that have multiple individuals managing their accounts. *https://blog.hootsuite.com/how-to-build-an-authentic-voice-on-social/*

a spreadsheet, on Google or Outlook calendar tools, or using existing project management software. (Microsoft has developed a social media content calendar template for Excel that you can download and use.)

To give you a head start, we've provided a sample social media calendar worksheet later in this guide. You can also find resources online to help you build out your social media calendars and come up with novel and timely approaches to your evergreen content.

One particularly helpful resource is HubSpot Social Media Holiday Calendar, which provides a list of holidays and commemorations planned for the coming year (including the ability to add it to your Google calendar).

Build an Audience

As mentioned previously, the first step in building an audience is to find your supporters online by surveying your contacts to ask which social platforms they use, encouraging them to follow you, or appending social media content in your database. One of the benefits of social media is its ability to reach beyond your existing supporters to new audiences and convert them into email subscribers, donors, members, and volunteers. Having social media followers who don't also exist in your database is a good start—but those followers "belong" to the platform, not you, and you cannot control whether or how often they see your content in the same way you can with your other channels.

So, how do you reach people who are not already members of your audience? That's where the "social" in social media comes in.

Too often, nonprofits treat social platforms as megaphones, broadcasting their own content without engaging in conversations taking place outside their own accounts. "Social listening" refers to monitoring conversations online—for example, using keywords or hashtags. Numerous tools can help with this, from setting up Google Alerts or saving and running hashtag searches in Twitter apps to employing purpose-built tools that monitor activity across a wide variety of social networks.

> ***Too often, nonprofits treat social platforms as megaphones, broadcasting their own content without engaging in conversations taking place outside their own accounts.***

Once you find something relevant to what your organization does, add your voice to the conversation. Like a face-to-face conversation, if you want people to listen, make sure what you're saying is interesting—in other words, only post relevant informational content, not marketing materials.

Another way to gain visibility is "newsjacking," or taking advantage of a trending topic to spread your organization's message in a thoughtful and relevant manner. This technique can be effective but is best done sparingly.

A good example is the WATERisLIFE campaign, which capitalized on the trending hashtag #firstworldproblems to share a video of individuals in countries with severe income inequality and high rates of poverty reading tweets with that hashtag.

The challenge is that jumping into conversations requires organizations to empower their social media managers to create messages without unwieldy approval processes that slow down participation. It also requires that these managers have a strong understanding of your organization's social media "voice" and a recognition that there may be some missteps along the way.

One example of a small organization that used experimentation, irreverence, and a strong institutional voice to build a significant Twitter following is the Museum of English Rural Life. With a collection primarily focused on farm animals and equipment, this U.K.-based institution is an unlikely social media phenomenon.

In April 2018, the museum's Twitter account capitalized on a popular meme in which the phrase "absolute unit" referred to something overly large and posted an old photograph of a very large ram with the caption "look at this absolute unit."

The post went viral and brought an initial influx of followers. However, it's what the museum staff did in response that resulted in continued growth. They continued to interact with tweets and replies, retained the playful tone and use of popular memes, and mined their catalog of strange photos. Today, @TheMERL has more than 156,000 followers on Twitter.

Product giveaways are a tactic used by both nonprofits and for-profits to build followers. In these "contests," organizations ask followers to like and share a post and tag a specified number of friends for the opportunity to win merchandise or other physical prizes. Be aware that each platform has set its own rules for running promotions on the sites (including Facebook, Instagram, and Twitter), and nonprofits are responsible for following those guidelines.

You also can harness the voice of your supporters and high-profile online personalities to reach their own large audiences. A lot of attention has been focused on the concept of "Influencer marketing," which refers to having individuals with massive online followings spread your message or market your product. But more companies are reaching out to so-called "micro influencers"—users with follower counts between 1,000 and 100,000 who have higher engagement rates than those with larger follower counts. While many influencer marketing campaigns are paid transactions, if you have a pre-existing relationship with an online influencer—or if they support your nonprofit's cause—you may be able to persuade them to speak out on your issue or link to your organization.

Another tactic is to ask your board members and volunteers to help distribute your messaging or encourage their own followers to connect with your organization. For example, Students Against Destructive Decisions (SADD) created a social media ambassador program whose members help create and disseminate the organization's messaging to their networks



The WATERisLIFE campaign capitalized on the trending hashtag #firstworldproblems.

Watch the video at www.youtube.com/watch?v=fxyhfiCO_XQ&feature=emb_title



The Museum of English Rural Life's tweet about a heroically large ram went viral and gained thousands of Twitter followers for the institution. View the tweet at https://twitter.com/TheMERL/status/983341970318938112.

in return for service hours. Similarly, the American Red Cross's National Youth Council manages a Field Ambassador program through which selected individuals in each region help plan social media campaigns and spread information about youth engagement opportunities.

Nonprofits can also advertise on social media to help raise their profiles and amass new followers. Advertising costs are generally fairly low, and numerous ad-targeting options allow organizations to focus on audiences relevant to their efforts. For more information on the advertising options available through Facebook and other sites, see our profiles of the individual platforms in the next section.

Create Content That Works

Content is what turns prospects into supporters. Social media platforms support a multitude of content types. But remember, just because a certain type of content works on one platform or for one audience doesn't necessarily mean it will be as effective in other platforms.

Social media platforms create and continually revise their own algorithms governing what content displays higher in individuals' timelines. As previously mentioned, these algorithms place a premium on engagement—interactions with your posts. Because social media companies want users to remain on their sites for as long as possible, they put the content their algorithm determines is the most engaging to each user at the top of their feed.

Sprout Social has put together an excellent in-depth look at social media algorithms that explains some of the details of what makes them tick at https://sproutsocial.com/insights/social-media-algorithms/.

What type of posts generate engagement? Think visually: graphics, photos, and especially video. Posts need to catch people's eyes as they scroll through their feeds, but they also need to make those people stop and interact—and, ideally, take some form of action. In addition, some types of content—especially video and livestreams—provide an extra boost in certain platforms' algorithms.

A good way to deliver valuable educational content in a graphical format is with an infographic. In the summer of 2020, as social justice protests played out across the country, a new type of infographic presentation took off on Instagram.

"The 10-image carousel, which Instagram launched in 2017, has been repurposed by activists, independent artists, advocacy groups, and well-meaning individuals as a means to educate and inform the masses, one slide at a time," Terry Nguyen wrote for Vox. "Consider it something like PowerPoint activism."

Free and affordable graphics creation programs like Canva, Adobe Spark, Stencil, and others have made it easy for non-designers to create visually pleasing infographics, carousel presentations, and social media presentations that are optimized for different platforms.

High-quality photography is also helpful in getting users to stop scrolling and interact with a post. While nonprofits with access to certain types of mission-related images—cute animals, majestic landscapes, or intriguing artworks, for example—have a leg up in this area, other organizations can use assets from stock image websites to strengthen their visual presentations. Several stock image websites offer a variety of free photos (Unsplash, Pexels, Pixabay) and several others offer affordable subscriptions or pay-as-you-go options (Shutterstock, iStockPhoto). Nonprofits have also used sites like Flickr that allow you to search by license type to find and use photos with Creative Commons licenses.

Native videos—that is, videos uploaded directly to a social platform rather than linked from an external site—can be valuable to an organization's reach, as they rank more highly than other types of content in some platforms' algorithms. While smartphones have put the potential for high quality video in every pocket, some care still needs to put into production. Videos need to be clear and in focus, with good audio.

Social Media Examiner has a helpful set of tips on creating videos for social media at https://www.socialmediaexaminer.com/social-media-video-made-simple-how-to-easily-make-great-videos-pelpina-trip/.

Authentic vs. High Quality

While videos need to be clear, they don't necessarily need high production values to be effective on social media platforms. When the COVID lockdown closed museums in Illinois, Shedd Aquarium staff scrambled for content to keep people connected to the institution virtually.

After putting out a call to staff to share "authentic" things, one of the penguin caretakers sent a short smartphone video of their rockhopper penguin, Wellington, that she recorded during an enrichment stroll around the closed exhibits.

The resulting Twitter post became a viral sensation, racking up more than 3.5 million views and more than doubling the aquarium's followers on Twitter and Instagram. Wellington and his two other rockhopper compatriots have become social media stars, and the Chicago Tribune named him a 2020 Chicagoan of the Year in the Arts.





The International Women's Media Foundation has hosted a number of takeovers on its Instagram account, most recently having one of its fellows post images of her work in Medellín, Colombia. https://www.instagram.com/p/CFrmlczlsb2/

Livestreams are—as the name implies—real-time broadcasts of live events on a social media platform. Viewers can interact with the broadcast, adding comments and reactions that display during the event. Many platforms also allow users to "livestream" pre-recorded videos. Livestreams provide algorithm benefits, and followers using the platform at the time you start a livestream are notified that you are live. Plus, most platforms allow you to save your livestream recording for later viewing. This format works well for a variety of types of events, including explainers on issues, interviews, "AMA" (Ask Me Anything) conversations and Q&A sessions, how-to videos, and in-person events.

There are two types of user-generated content that nonprofits can leverage to enhance their own content generation efforts. The first is solicited user-generated content, in which an organization asks their followers to create and post content related to the work they do, and then the organization shares this on their own account. The second is content curation: organizations take the best-of-the-best user content from around the web and feature it on their own social media or other platforms while giving credit to the original creator (user).

Very few nonprofits have the means of producing high-quality content frequently enough, so supplementing with user-generated and curated content will help you maintain an active social media presence and also demonstrate your engagement with other accounts on social media. You can ask your volunteers, employees, and even beneficiaries to share posts about your organization on social media and tag you in their photos so that you can then repost the content on your account. By reposting a follower's social media post, you are also encouraging more of your audience to post about your nonprofit on social media, thereby increasing your reach.

Another type of user-generated content is the social media takeover. During a takeover, you hand the "keys" to one of your social media accounts to a supporter (board member, fellow, volunteer, client, etc.) for one day. This helps bring a different perspective and fresh voice to your account and often can increase interaction and engagement.

Measure Your Success

The final aspect of developing an effective social media strategy is to collect and analyze the results of your efforts on each platform to determine what's working and where you need to improve. This is a critical step—and yet, a 2017 Bloomerang survey found that only half of nonprofits are measuring their results.

One reason for this may be confusion over which metrics to use. Different social media platforms and social media management apps allow you to collect a wide variety of metrics, but "more" data isn't always "good" data. It's important to focus on the numbers that tie back to your overall goals. Follows, shares/retweets, likes, comments, clicks, reach—which will best tell you what you need to know? Data on likes and retweets or shares of an individual post indicates engagement on the platform and helps improve your algorithm performance, but may not necessarily translate to your actual fundraising or list-building goals. However, if your goal is to increase awareness or gain followers, this data and data on post reach can help you determine whether or a not a post is working. (See Worksheet 8 for help determining what you will measure.)

Most platforms have some form of integrated measurement tools. Facebook Insights provides a great deal of in-depth data on post performance, follower trends, and reach that can be exported as spreadsheets for further reporting and analysis. Twitter Analytics provides basic data around impressions, engagements, link clicks, and follower growth. Instagram Insights provides summary information on reach, interactions, and followers as well as individual post performance.

Numerous third-party social media management tools also provide analytics, including TweetDeck, Hootsuite, Buffer, and Sprout Social. Google Analytics lets users access a number of metrics on website traffic referred by social media sites, which can be connected to any site conversions set up in the tool. You can also use data from link shortening services, such as Bit.ly, to measure clicks on content you have shared.

Managing Social Media

Two of the first questions an organization should ask when putting together a social media strategy are "How many staff members should be involved?" and "How much time should they devote to the effort?". The answers, of course, depend on the complexity of your plans for social media and the goals you wish to achieve.

Smaller organizations can run effective social media programs with one or two staff members. Larger nonprofits are more likely to be able to put together a dedicated social media team. Some organizations also outsource this function to a person or agency with experience, depending on budget and need.

Generally, the staff member primarily responsible for social media is part of an organization's Communications team. The Bloomerang survey found that typically a sole person was responsible for social media. All too often, this person is the most junior person on staff—younger people "get" social media better, right? But social media is a crucial voice for your organization, and the only means of engagement for some portion of your audience. If you're hiring someone to oversee a strategic social media program or to create a strategy, make sure you hire for that skillset.

Social media managers actually wear a lot of different hats. They write copy, produce graphics and video, curate content, manage communities, and analyze metrics. If you are unable to hire a dedicated team, consider spreading these responsibilities across the organization and hiring someone who can take the information and assets that others produce and use them to achieve your social media goals.

Bloomerang's survey showed 38 percent of nonprofits spend between one and two hours a week on social media. This may be enough if you are just pushing messaging out and responding to questions, but is certainly not enough if you want to achieve any proactive goals. Anecdotal evidence from small organizations show that it takes at least one to two hours a day to manage the mechanics of social media programs (creating graphics, writing and scheduling posts, monitoring social media feeds, responding to questions and mentions) and at least half or two-thirds of an FTE position to manage the larger program.



Social Media Policy

Perhaps most important from an organizational standpoint is the need to create a social media policy. (See Worksheet 9 for a framework to help you develop a social media policy for your organization.) A good policy clearly spells out what is and is not acceptable for the organization's social media activities as well as for those of everyone on staff.

Social media can be fraught with landmines. All staff must understand what they need to do to protect the organization from legal liability and what the expectations are for their own conduct on social media.

On the organizational liability side, the policy needs to be explicit about how it will protect the privacy of its constituents; what needs to be done to protect the security of the organization, including staff, clients, and technology; and what social media managers need to do to respect copyright and intellectual property laws.

Privacy is particularly important to organizations that are subject to HIPAA regulations and those that work with vulnerable populations. Security is especially important for organizations working on controversial issues that may be subject to technological or physical attacks. Copyright and intellectual property violations expose an organization to potential legal action.

An explicit policy will lay out the parameters of what can and can't be done, and provide examples. What types of information can be posted? Are there certain types of information that you are legally not allowed to post? Are there certain types of information that might endanger staff or clients? Are there certain types of information that might negatively affect the organization? What needs to remain confidential? Can you post photographs or videos of clients or services? What are the consequences of posting such information? Would the organization be in legal jeopardy if it is posted? Would the organization be at risk of losing funding? Would the organization lose the trust of its clients or constituents?

There's a great deal of discussion about copyright law and its impact on social media. Much of the gray area is around the concept of "fair use" and what types of posts fall within its definition. Your social media policy should explicitly lay out when a staff person needs to request permission from a copyright holder, who a staff person can contact with any questions about whether or not something is protected, and what should be done if a violation takes place. For a good example of a social media policy in actual use, you can see Colorado State University's online at https://socialmedia.colostate.edu/copyright/.

It is almost inevitable in today's social media landscape that an organization will come across bad actors online. Your social media policy should also cover the behavior of individuals who interact with your accounts online and staff guidelines for moderation. Is staff allowed to block individuals interacting with your organization's social media account? If so, under what circumstances? How should staff deal with disinformation or trolling behavior? How should staff handle individuals legitimately upset or critical about something your organization has done? We've included a worksheet later in this publication to help you think through some of these issues and how to address them.

A social media policy should also cover your staff's use of personal accounts on social media. While many employees feel as though their activity on personal accounts does not affect the organization, in many instances it can and does. Recent events have shown that certain activities and thoughts posted by individuals on personal accounts have led to public calls for their employers to censure or terminate them. The policy should spell out what types of information related to the organization staff can and cannot post; whether staff can friend and follow board members, donors, and/or clients on social media; and the advisability of using personal accounts for work-related content. It is also helpful to provide communications training for all staff members. What they do and say on social media—whether public or private—reflects on the organization.

Personal Use Policy

"Employers should consider adopting social media use policies that address inappropriate and offensive conduct and disseminating these policies to employees. Employers can tell employees that their personal social media accounts, online networking accounts, blogs, and other online communications may be reviewed, and that any inappropriate or offensive content could subject them to discipline up to and including termination. Employers may want to explain in the policy what types of content could create problems, including harassing and bullying behavior or discriminatory or offensive language.

"Problematic use of social media can include online conduct that may be associated with the company or that could potentially cause interpersonal problems in the workplace.

"As with all employment policies, employers can face liability if they do not enforce their social media use policies consistently. If employees are treated differently for the same or similar conduct without legitimate non-discriminatory explanations, employers may face a risk of employment discrimination claims."

Source: The National Law Review, *Social Media Posts During Turbulent Times: FAQs on Employee Rights and Employer Responsibilities*

WHAT TOOLS ARE AVAILABLE? ▶▶▶

Once you know ***what*** you want to do and ***who*** you want to reach on social media, you can look at which tools will help you achieve your organizational goals.

Facebook

Every social media conversation seems to start with Facebook, and that's with good reason—that's where you'll find the largest audience. It's also where you'll find the greatest number of nonprofits trying to reach that audience. According to Pew, 69 percent of U.S. adults reported using the platform in 2019, three-quarters of whom visit the site at least once a day. This number has been remarkably steady over the past three years.

Facebook use is most prevalent among 18- to 49-year-old adults, but a significant percentage of 50- to 64-year-olds use the platform as well. In the past several years, the percentage of teens using the platform has dropped significantly—only about half of 13- to 17-year-olds are Facebook users. Women are somewhat more likely than men to use the site.

A Nonprofit Tech for Good survey found that 95 percent of North American nonprofits use the platform, and 80 percent in Bloomerang's 2017 survey said that the platform is their primary focus for social media. But the percentage of organizations that say they have an organizational strategy or integrated plan for the platform has dropped from 88 percent in 2015 to 80 percent in 2019.

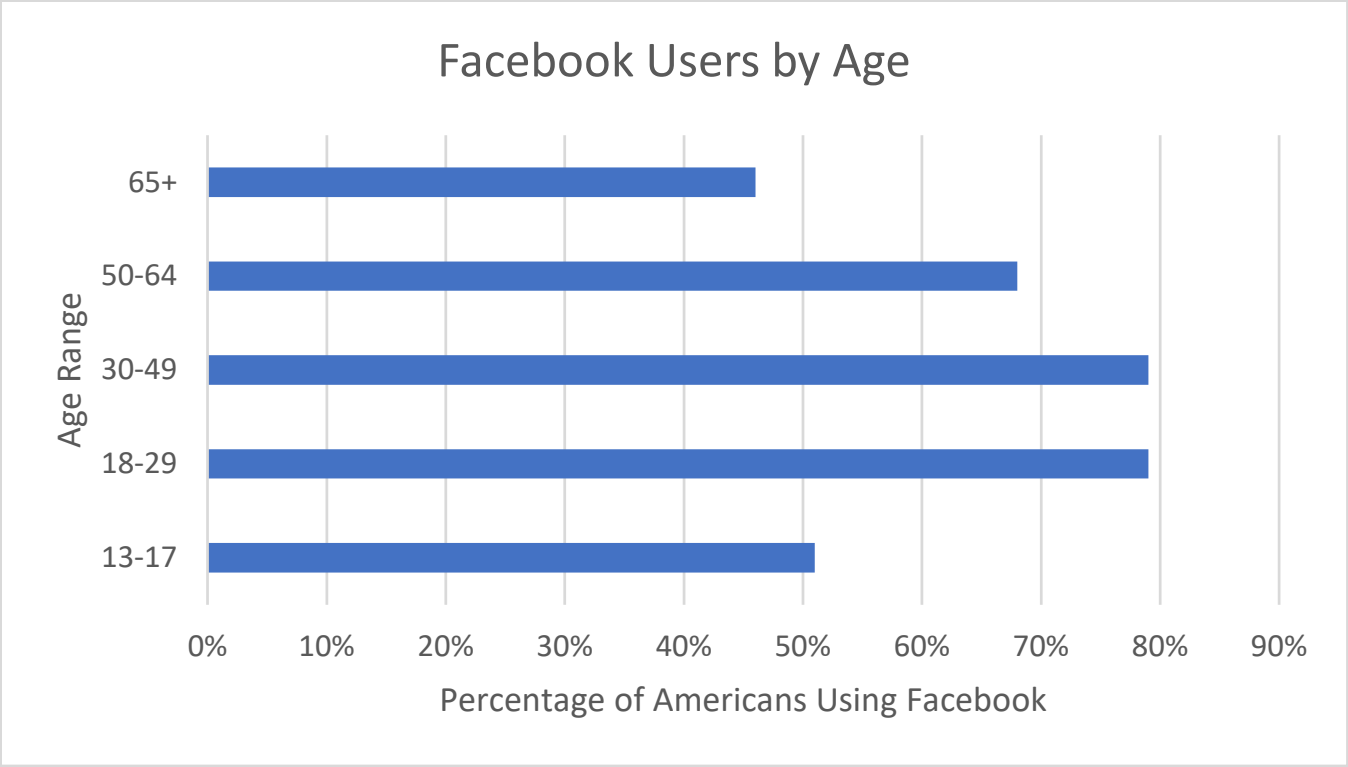
M+R 2020 Benchmarks data shows that nonprofits have an average of 496 Facebook fans for every 1,000 email subscribers on their lists, an increase of 4 percent from the previous year.

While nearly all nonprofits said they had created a Facebook page for their organizations, most are not taking advantage of the full range of tools available to them.

Facebook offers a number of ways for nonprofits to connect with supporters. A Page is the hub that provides all the information about an organization and compiles its activity on the platform. Users can find background and contact information, posts made by the organization, videos, photos, and more. You can set up the Messenger function to open automatically to greet visitors when they land on your page, and even set up some automated responses to questions people submit via Messenger.

In addition to posting content on your page, you can also create Facebook Stories—snippets of content that display for only 24 hours. Instead of appearing in a user's news feed, Stories run across the top of the web interface or app, and interactions with stories are only seen by the content creator. You can overlay text and other graphics on a story and share images and videos.

The platform's Events function allows you to create in-person or online events. It provides them with all the relevant information and links and lets them RSVP. If they plan to attend, Facebook shares that information with their friends, which increases your event's visibility. Attendees can post questions and comments on the events page, which allows them to connect with your organization and with each other.



Facebook Users By Age

While Americans ages 18 to 49 are most likely to be Facebook users, nearly 70 percent of 50- to 64-year olds are also on the platform. (Source: Pew Research Center)

Facebook's Social Impact program offers nonprofits a number of tools that help them collect donations through the platform, manage crisis response messaging, provide health information and resources, and launch mentorship programs. You can add a Donate button to your page to allow people to give money through the platform, and you can allow individuals to create Facebook Fundraisers—peer-to-peer fundraising campaigns that benefit your organization. According to 2020 M+R Benchmarks data, nonprofits received 3.5 percent of all online revenue through Facebook, primarily through the Facebook Fundraisers tool. In 2019, more than 97,000 nonprofits raised $120 million on Facebook on Giving Tuesday. More than one million people started or donated to a Facebook Fundraiser.

Roughly 44 percent of nonprofits using Facebook have created Groups to allow certain segments of their constituents to connect and interact with each other. The platform has been increasing the functionality of this feature, most recently adding the ability for a group administrator to host real-time Q&A sessions. Groups have also been used for community organizing, hosting informal virtual meet-ups, and conducting member polls. While Groups can be a good way to create an online community for your members or volunteers, it is important to remember that the "ownership" and control of the group and its data ultimately belongs to Facebook rather than your organization.

Facebook Live provides the ability to broadcast live video. Viewers can interact during the video via a chat box or reactions. Videos are archived so they can be viewed and shared after the fact. In September 2020, the Community Foundation of Louisville hosted a series of Facebook Live broadcasts throughout the day-long Give for Good Louisville 2020 campaign. The broadcasts featured conversations with and profiles of nonprofit representatives, community sponsors, and special guests. In the wake of Hurricane Harvey that devastated Houston in 2017, Best Friends Animal Society deployed a search and rescue team to locate lost pets and transport them to safety. When the nonprofit's director

of public relations streamed live from a temporary shelter in Austin, touring the facility and interviewing rescuers and volunteers, the livestream received over one million views and led to more than $100,000 in donations.

Nonprofits looking for low-cost ways to boost visibility can use the platform's Ads tool, which lets them focus messaging on very specific segments of the platform.

Nonprofits can choose to create a custom audience based on their email list, create "lookalike" audiences based on a certain group of supporters, target audiences using pre-set segments created by Facebook, embed a pixel on their website that will then serve ads to people who visit the website and then later log on to Facebook, and deploy advertising in Facebook Messenger.

Be aware that Facebook has a broad list of topics that fall under the rubric of "political ads." It requires nonprofits that want to run paid ads related to those topics to go through the company's verification process. (The digital marketing firm Sculpt has put together a helpful explainer about the policy and an overview of how to get your organization verified on Facebook at https://weareSculpt.com/blog/political-ads-on-facebook/.)

Facebook vs. The World

The platform's rise to the top of the social media landscape has not been without controversy. Over the past several months, the Federal Trade Commission and several states have filed antitrust suits against the social media giant. Nonprofits have faced a number of challenges in their efforts to take advantage of the site's many tools, from eligibility verification for donations to significant drops in organic reach. A sitewide 2018 algorithm change caused a steady decline in visibility of brand content to the point where, by mid-2020, the average reach for most posts was just 5.5 percent of a page's followers. This led to charges that Facebook is a "pay to play" platform that discriminates against nonprofits on tight budgets.

Of even greater concern is Facebook's impact on public discourse. In the summer of 2020, Stop Hate for Profit brought together a coalition of 1,200 businesses and nonprofits to pause all advertising on the site, leading the company to make concessions to demands from civil rights organizations—and also spurring other platforms to take action to combat hate speech.

A good number of people are also leaving Facebook, at least temporarily. More than 40 percent of adult users have taken an extended break, and more than a quarter of all users have deleted the app from their mobile device. It still remains a juggernaut, but the role it plays in civil society and the disproportionate weight it has to throw around mean it is likely to face more public scrutiny in the future.

Instagram

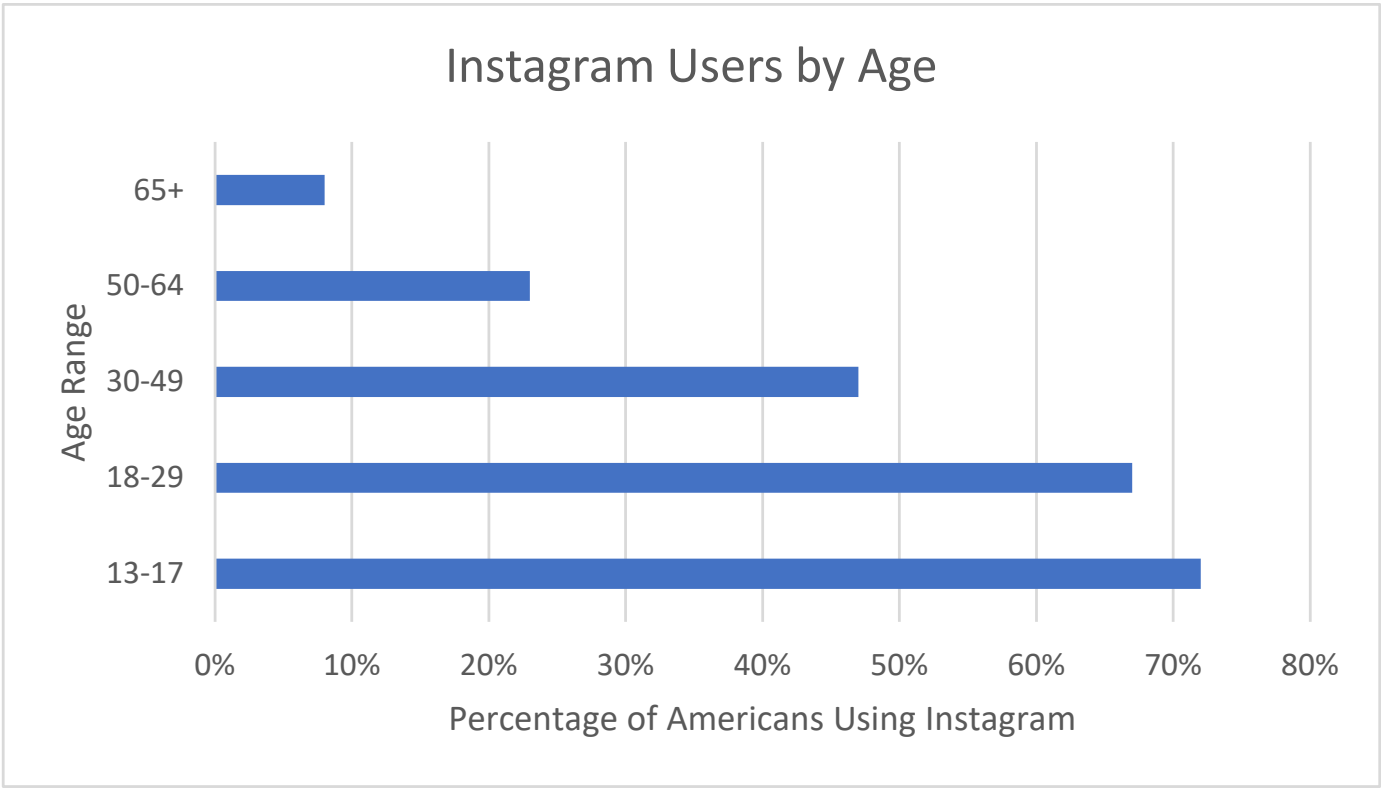
Image- and video-based Instagram continues to expand its user base and influence. According to Nonprofit Tech for Good, 56 percent of North American nonprofits use the platform to engage their supporters (but only 42 percent do so globally). The percentage of nonprofits taking a serious approach to the platform has more than doubled since 2015, with 62 percent of nonprofits now saying they have an organizational strategy or integrated plan.

According to the 2020 M+R Benchmarks, it is the fastest-growing of the social media platforms among nonprofit audiences, with nonprofits seeing a 42 percent increase in followers. Nonprofits have an average of 83 Instagram followers for each 1,000 email subscribers on their list.

Overall, about 37 percent of U.S. adults use the platform. It's the only major social media platform to show a rise in use from 2016 to 2019. Instagram's audience skews young and female—nearly three-quarters of people under the age of 25 use the site, as do 43 percent of women overall (vs. only 31 percent of men). Hispanic Americans are also more likely to use the site (51 percent in the U.S.), and Instagram users are particularly active—63 percent visit the site daily.

Instagram is owned by Facebook. Accordingly, it shares many features. In fact, in recent years Facebook has rolled out greater integration between the sites, with easy content sharing between the two and, more recently, the ability to conduct cross-platform messaging.

The platform is optimized for use via a mobile app rather than a web browser. Instagram profiles are fairly limited—you can specify a name, username, website, and bio, and upload a profile photo. Professional, or business, accounts provide you with access to additional tools, including a Contact button, the ability to run ads, and analytics data. Interaction on the platform is done publicly by commenting on posts, and privately via the messaging function.



Instagram Users by Age
Instagram's audience skews younger than Facebook. Americans under age 29 are most likely to be Instagram users. (Source: Pew Research Center)



Posts of cute animals perform well on Instagram, as in this post by Best Friends Animal Society, a leading national animal welfare organization dedicated to ending the killing of dogs and cats in America's shelters. www.instagram.com/bestfriendsanimalsoiety

Posts are all image-based. They can be a single image, a single video, or a carousel of up to 10 images and videos. You can upload images from your mobile device's library or use the app to take a photo or video. While you can post URLs in comments, they are not hyperlinked or clickable. In order to make a link clickable, you have to post it in the website section of your profile. If you want more than one clickable link, you need to create a separate page that aggregates all of the links you want to make available. (A number of tools provide this service, including Linktree and Linkin.bio.)

Hashtags used in photo captions are clickable. Clicking a hashtag brings users to a page that aggregates all public posts featuring that hashtag. Judicious use of appropriate hashtags can make it easier for users who are not followers of yours to find your content when searching for related information. You can add clickable location tags to posts with similar functionality, displaying a map with all public posts tagged to that location.

Instagram Stories are an extremely popular feature, with more than 250 million daily users—more than double the number of daily users of Snapchat, which first introduced the 24-hour story functionality. As with Facebook, stories run across the top of the app, and are available for 24 hours after posting. Users who view a story can interact with the creator by sending a private message. You can add a variety of enhancements to content posted to a story, including text overlays, stickers that allow for different types of interactions, filters, and drawings. Users can add donation stickers to posts in their stories and select a nonprofit to receive the funds; users click the stickers to donate directly.

Story posts can also include stickers used for engagement, such as a Question sticker that lets you to easily share answers, a quiz sticker that allows for multiple-choice questions, a poll sticker that allows users to choose between two possible options, and a rating sticker that includes a slider with an emoji.

A number of nonprofits have been experimenting with Instagram takeovers in which a staff member, volunteer, or influencer "takes over" or curates all content to the account or the account's story for a specified period of time. Takeovers can expand your audience reach by bringing in people connected with the individual doing the takeover, bring in new and different voices, and diversify the types of content in your feed.

Instagram Live is the platform's livestreaming service, and similar to Facebook Live. You can broadcast a variety of events to your followers and save them to the Highlights section of your profile for later viewing. Viewers can interact during the livestream by using the chat box or clicking a reaction button. The platform also allows users to fundraise for nonprofits via a Live Donations function. The broadcast provides a real-time view of the number of people supporting the fundraiser and the total amount raised, and the broadcaster can see who has donated and acknowledge them live.

Nonprofits looking to extend their reach can also take advantage of the platform's Ads functionality, which allows business accounts to create paid posts. Advertising opportunities are available in different areas of the app, including Stories, Explore, and the main timeline. As with other social media platforms, you can target audiences based on numerous characteristics, including location, interests, and behaviors. You can also target ads to custom audiences (people for whom you already have an email address or phone number) and lookalike audiences (people with similar characteristics to your existing supporters).

While there have been some controversies over the site's restriction on posting certain types of content, as well as instances of bullying behavior and abusive comments by some users, Instagram has largely escaped much of the criticism leveled at parent company Facebook. Part of the reason may be related to its smaller user base and the relative challenges of sharing other peoples' content on the site—while it is easy to share a public post to your own story on the site, you need to use a third-party app to repost other people's content to your main account.

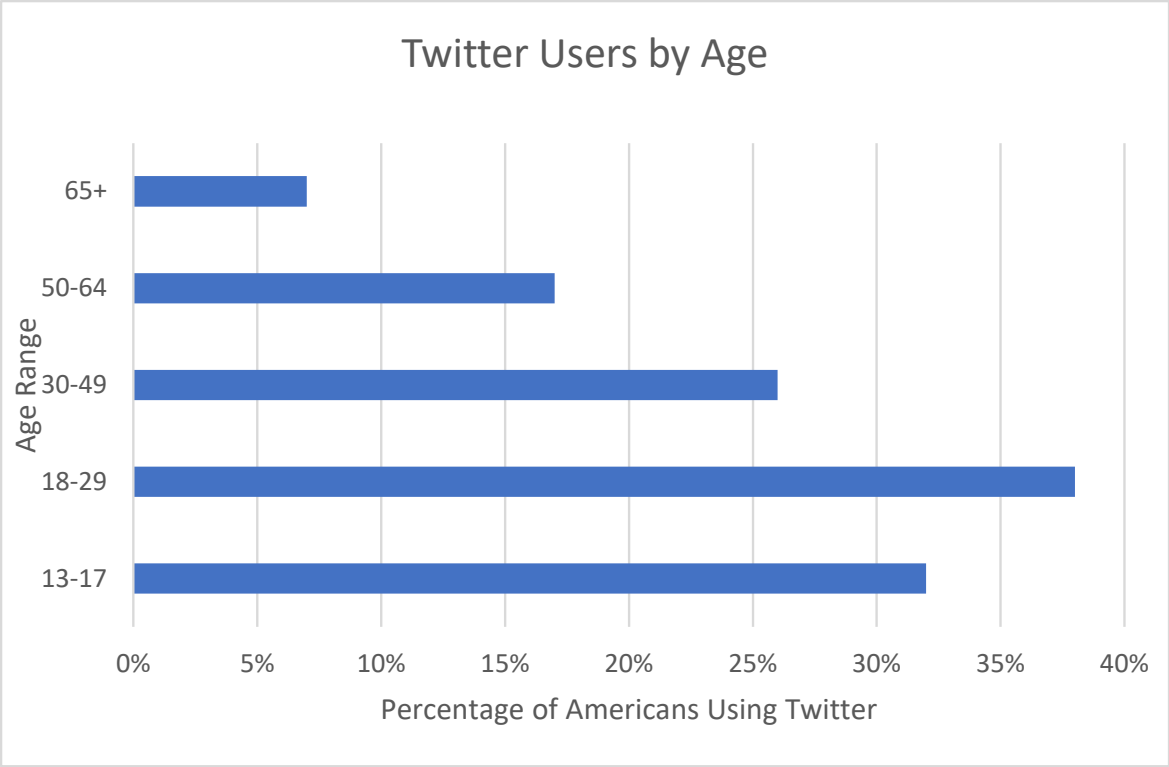
Twitter

For a platform with a smaller user base than the other major social media players in the industry, Twitter wields outsized influence due to its high-profile users and position at the center of many political and media controversies. Only 22 percent of U.S. adults use the platform, with men slightly more likely than women to be on Twitter. The rapid pace of content updates and the timely nature of interactions mean that a high proportion of the audience (nearly half) are active daily users of the platform. In news-heavy 2020, frequent site users' near-constant activity checking for breaking stories gave rise to the term "doomscrolling."

Companies, nonprofits, politicians, journalists, and activists are all heavily represented on the platform. A solid 64 percent of North American nonprofits use Twitter to engage supporters (second only to Facebook) and M+R 2020 Benchmarks show that nonprofits have an average of 488 followers for every 1,000 email subscribers—nearly equal to the follow rate for Facebook.

The ability to interact easily with accounts and react to content (replies, retweets, and quote tweets) as well as the public nature of much of the discourse means topics can take off rapidly—and not always in a positive way. Twitter was the first social media platform to introduce hashtags, allow users to search for hashtags, and use them to display "trending" topics. Twitter will also sometimes create a collection of tweets from reputable accounts around a trending topic into a Moment**,** which is displayed alongside trending topics with an image and expanded content. That makes the site a frequent launch point for much of the "viral" content that brings increased visibility for organizations using the platform. Capitalizing on trending topics or hashtags relevant to your work can bring you attention, but it can also amplify any slip-ups or mistakes.

Twitter users can set up a simple profile, with a profile photo, "cover" image that runs across the top of their profile page, name, bio, location, and website. Your profile shows your tweets, replies, photos and videos you have



Twitter Users By Age
Twitter users tend to be under age 49. (Source: Pew Research Center)

posted, and other users' posts that you have liked. By default, users see tweets on their timeline based on the platform's algorithm (called "Home tweets"), but you can easily switch to "Latest" tweets from accounts you follow which presents them chronologically instead.

The platform provides account verification for certain categories of users, letting them display a blue checkmark on their account that signifies it is "authentic, notable, and active." Twitter announced it was relaunching its account verification program on January 20, 2021, and will verify nonprofit organizations that meet two of the following three criteria: presence in public indices, such as the GlobalGiving database; recent coverage in verified news outlets; and a follower count in the top 0.1 percent of active accounts in the same region.

To apply for verification, a nonprofit can access the self-serve application via the "Request Verification" link on the Account Settings page in the Twitter app or on the platform's web interface.

You can post up to 280 characters of text and links, upload photos and videos (with a limit to four photos or one video per post), and repost or comment on other accounts' tweets. Tweets and replies to the tweets are connected into an ongoing thread, with the original author's tweets and replies at the top. You can also create a full thread ahead of time in the Twitter app and post it at once by using the "+" button. You can create simple polls and search for GIFs to include in posts.

Twitter recently rolled out Fleets**,** its own version of 24-hour stories that run across the top of a user's app. The platform is reconfiguring its live video capabilities (shutting down its Periscope live video service in March 2021), but as of publication, it is still unclear as to how it will handle livestreaming in the future.

One way users have tried to boost the visibility of tweets and hashtags is by hosting a "Twitter Chat." During a specified timeframe, users are encouraged to follow a certain hashtag and join the conversation by using it on their own posts. Meeting organizers often encourage attendees to "live tweet" what they are hearing during educational sessions using a hashtag specially set up for the conference.

As with all social media platforms, you can purchase Ads to run on the platform and target your audiences based on a variety of characteristics. Paid ads appear in user's timelines with an icon and the word "Promoted" below the tweet.

Twitter has been a lightning rod for controversy. The ease of creating new accounts and the speed at which the discourse moves means that users can easily become the focus of coordinated harassment campaigns by anonymous users or bots. Examples of racist, anti-Semitic, homophobic, transphobic, and sexist language and attacks abound. This has led to real-world instances of stalking and violence.

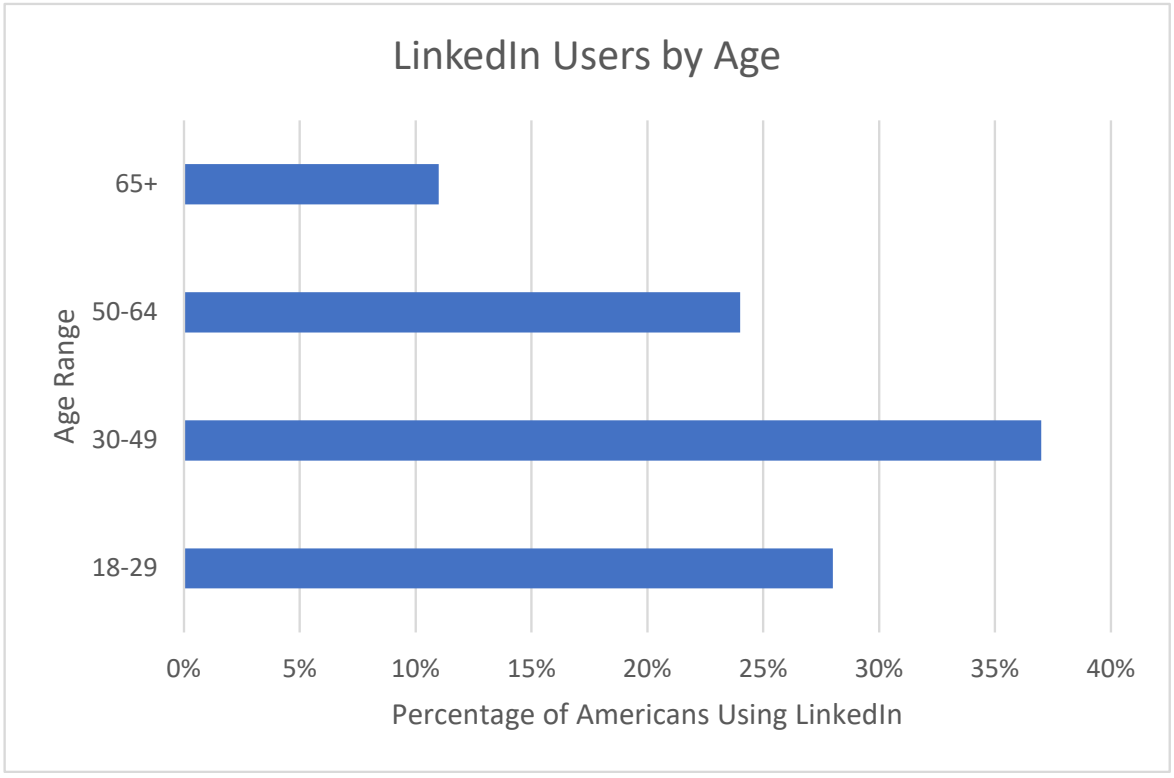
Twitter has developed rules against hateful conduct and hate speech, but relies on user reporting to identify tweets for removal. The elements that make discourse on the site so quick have also led to reductive arguments, oversimplification of issues, and instances that spiral rapidly out of control. Nonprofits on Twitter need to be very careful about the language they use and the ways in which they engage in order to make sure they do not become the center of the Twitter outrage of the day.

LinkedIn

A social networking platform built to connect individuals for career networking and professional development, LinkedIn has expanded over the years to provide a variety of tools for businesses and nonprofits. About 27 percent of U.S. adults use the platform, but less than 40 percent are monthly active users—and less than 20 percent log on daily. LinkedIn users tend to be older, are more likely to be male, more likely to be college graduates, and more likely to live in a high-income household. Because only a small percentage of users are on the site daily, it doesn't require the frequency of posting that other social media platforms do.

A LinkedIn for Nonprofits program helps nonprofits navigate what the site has to offer, but only 37 percent of North American nonprofits use LinkedIn. The primary nexus of nonprofit participation on the platform is an organization's Page**,** where you can provide organizational and contact information, upload a logo and header image, post updates (including photos, videos, documents, links, or polls), create event listings, and specify related hashtags. You can also add a call-to-action to your page to ask people to sign up for your mailing list or complete an advocacy action. Page administrators can see analytics on visitors, impressions, reactions, clicks, and followers.

There are several ways for nonprofits to make use of LinkedIn beyond posting campaign updates and messaging. One is to post job openings. Another is to use the platform's tools to research connections between supporters and fundraising prospects and use them to help with outreach. You should also ask board members and volunteers to include your organizations on their own profiles under the Volunteer Experience section. LinkedIn has created a Volunteer Marketplace to help connect you with individuals who are looking to volunteer their time and expertise. You can create a Group on the site for your nonprofit to allow supporters to connect and interact with each other. You can also use paid advertising to reach LinkedIn users either on their timelines or via private message.



LinkedIn Users By Age
Adults ages 30 to 49 are most likely to be on LinkedIn.
(Source: Pew Research Center)

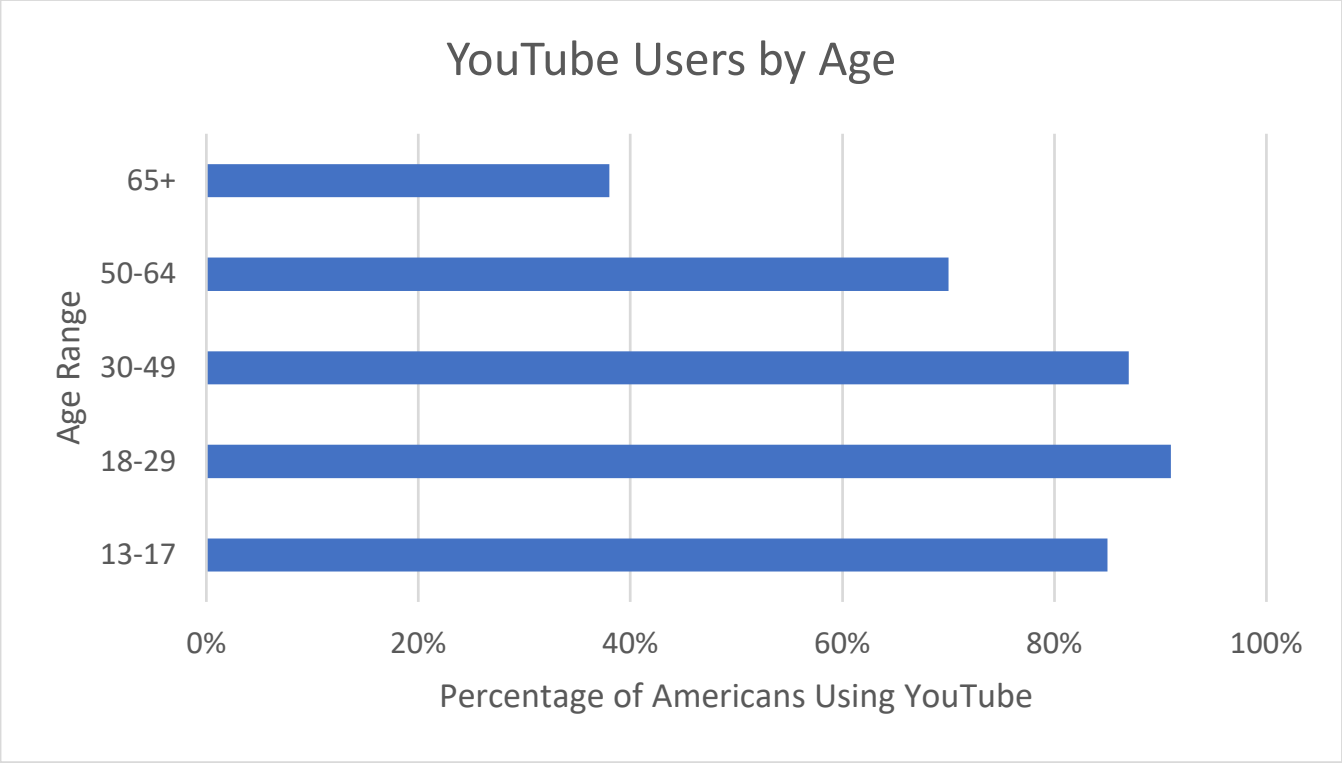
YouTube

YouTube is a social media platform owned by Google focused on the delivery of video content. It is highly popular, with 73 percent of U.S. adults using the platform, but this use is primarily for the consumption of content rather than networking or one-to-one interaction. About 30 percent of North American nonprofits use YouTube to engage supporters.

The YouTube Nonprofit Program is open to organizations that are eligible for the Google Nonprofits program and provides access to Link Anywhere cards, specialized training, dedicated technical support, and—for nonprofits with larger subscriber bases—access to special production facilities for video recording and editing. YouTube Giving allows approved nonprofits to create video or livestream fundraisers and add donation buttons to watch pages and live chats. Funds raised via the donation button are dispensed to the nonprofit via Network for Good.

Just over 40 percent of the nonprofits using YouTube have used the platform's livestreaming capabilities, YouTube Live. The platform offers simple livestreaming using a webcam or mobile devices, as well as more complex encoder streaming that can support multiple cameras and microphones, screen sharing, and connections to external audio and video hardware.

Google uses charity: water as an example of a nonprofit that has been active on YouTube. The organization's channel currently has nearly 39,000 subscribers and includes 120 videos that range from campaign updates to impact stories to live conversations. ASPCA also uses the site to share videos of adoptable animals, program efforts, pet health advice, supporter recognition, and more, and has amassed more than 33,000 subscribers.



YouTube Users By Age
YouTube's audience is fairly evenly distributed across age groups.
(Source: Pew Research Center)

Other Platforms

As already discussed, the boundaries of what can and can't be considered social media are fuzzy. But nonprofits are exploring or experimenting with a number of other platforms for the purpose of communicating and connecting.

Snapchat

Youth-focused organizations and other nonprofits working on issues of interest to teens and young adults are testing the waters with Snapchat. Just 24 percent of U.S. adults use the site, but the usage rate is far higher among younger age groups: 69 percent of 13– to 17-year-olds, and 73 percent of 18– to 24-year-olds. Messages are sent either as Snaps—direct messages to individuals or groups that disappear after being seen—or Stories, which are visible for up to 24 hours on the platform. The ephemeral nature of content on Snapchat can pose challenges for engagement, but several organizations have been experimenting with the site.

In December 2019, ASPCA, Feeding America, and the Human Rights Campaign partnered with General Mills on the Snap for Good Rewards campaign that allowed users to unlock special lenses to use in the app and use those to designate which charity they would like to have earn a share of $100,000. The World Health Organization is active on the app, creating informational stories on a wide variety of topics they cover, such as tobacco use, COVID-19, child safety, and food safety. Other nonprofits have taken advantage of the app's geofilters, an inexpensive paid program that allows you to create an overlay that users in a specified geographic area can add to their Snaps.

TikTok

TikTok is a newer platform that allows users to create and share short videos to which they can add music clips or special effects. Just over 32 percent of individuals under the age of 20 and nearly 30 percent of individuals age 20 to 29 use the app. However, users spend an average of 52 minutes on the app every day, and individual posts boast the highest engagement rate of all social media platforms. Users prize authenticity over polished videos and videos can easily be shared on a variety of other social media sites.



No Kid Hungry's TikTok videos use the app's donation stickers to let viewers instantly donate to the organization, as in this example: www.tiktok.com/@nokidhungry/video/6907645761329040645?

A few organizations have amassed a large number of followers on the site: Wildcat Ridge Sanctuary has more than three million followers and No Kid Hungry has, at the time of publication, 21,700 followers. In April 2020, the app rolled out donation stickers that users could add to their videos, allowing viewers to tap the sticker and be able to make a donation to a selected charity via a pop-up window. (The number of charitable partners for this initial launch is limited, but it is likely the program will expand over time.)

In 2018, Girls Who Code partnered with TikTok to celebrate International Day of the Girl by asking users to create videos with the hashtag #raiseyourhand, with TikTok donating $1 per video to the organization.

WhatsApp

WhatsApp, which is owned by Facebook, is a popular social messaging app. Roughly 20 percent of U.S. adults use the platform, and it is particularly popular among Hispanic audiences (42 percent in the U.S.). Worldwide the app counts more than 1.5 billion users, and more than 60 billion messages are exchanged each day. Nonprofits can build a profile in the WhatsApp Business app featuring up to 500 products or services that can also be used to promote fundraising campaigns and shared with others.

Messages are reported to have a 99 percent open rate and a response rate over 40 percent. While 28 percent of global nonprofits use WhatsApp to engage supporters, only 3 percent of North American nonprofits do so.

Social messaging is a growing phenomenon. According to Business Insider, there are more people using the top four social messaging apps (WhatsApp, Messenger, WeChat, and Viber) than the top four social media apps (Facebook, Instagram, Twitter, and LinkedIn). Messaging apps can be used by nonprofits to engage supporters, solicit donations, and connect with clients and volunteers. In addition, pairing messaging apps with chatbots means that you can provide more information and services 24 hours a day, seven days a week.

Pinterest

With 322 million monthly active users worldwide, Pinterest continues to show strong performance among users looking to plan activities, learn new skills, shop online, and seek visual inspiration. Twenty-eight percent of U.S. adults use the platform with women being nearly three times more likely than men to be a user. The site is particularly popular among for-profit marketers, as the site reportedly reaches 83 percent of women aged 25 to 54, who are more likely to make buying decisions. However, issue-focused boards have proliferated on the site, especially around social justice, environmental protection, arts and education, and LGBTQ issues. Nonprofits looking to connect with Pinterest's core audience should consider devoting resources either to creating a profile and issue boards on the platform or providing an easy way for visitors to their website to pin content to their own boards.

Twitch

A few nonprofits have been experimenting with partnerships with video gamers who use Twitch and other services that allow them to livestream their games. Owned by Amazon, Twitch is reported to have nearly 40 million viewers in the U.S. alone, and 15 million users tune in to watch an average of 1.5 hours of Twitch livestreams each day.

Direct Relief, a nonprofit humanitarian relief organization, has worked with gamers to create Direct Relief Gaming, a program that lets gamers raise money for the organization while livestreaming. The program is reported to have brought in $1.6 million in donations since its inception.

Discord and Reddit

Finally, while they are not yet widely used by nonprofits for outreach, online discussion platforms, such as Reddit and Discord round out the social media ecosystem. In general, these sites are more likely to be used by men than women, and the primary audience is aged 18 to 29.

CHOOSING TOOLS TO MEET YOUR GOALS ▶▶▶

With a social media strategy in hand and knowledge about the strengths of features of each platform, how do you decide which tools will best help you meet your goals?

If Your Goals Relate to Fundraising

Nearly every social media platform provides nonprofits with the ability to fundraise online and all of them provide you the ability to engage existing donors and identify new prospects. The questions here are: a) are your goals focused on soliciting donations or cultivating prospects, and b) what audiences are you trying to reach?

If your goals are focused on soliciting donations, Facebook, Instagram, and YouTube make it easy to integrate campaign messaging with a direct ask. Facebook allows you to add a Donate button to your post or to a story, or you can ask your supporters to engage in peer-to-peer fundraising with the Facebook Fundraisers tool. Instagram includes a Donate sticker for use in stories and you can also post campaign visuals on your main feed with a link to a donation page in your bio. YouTube Giving allows approved nonprofits to create video or livestream fundraisers and add a donation button to your watch page and the event's live chat.

Livestream events are an increasingly popular tool for fundraising, as they can function similar to telethons, where updates are provided on fundraising totals and donors are acknowledged live. All three platforms above support donation-focused livestreams. Some nonprofits are experimenting with gaming platform-based livestream fundraising on Twitch and YouTube. Direct Relief has raised more than $1 million via livestream gaming events and Save the Children has raised more than $350,000 from their annual "Gaming Tuesday" campaign where livestream gamers encourage their donors to donate. As discussed previously, Facebook Live was also an effective fundraising tool for Best Friends Animal Society as the nonprofit responded to Hurricane Harvey.

LinkedIn is a helpful site for identifying and cultivating higher dollar donors via relationships you, your staff, your volunteers, and your board have. You can do prospect research and use LinkedIn networking information to determine if you know anyone directly (or even indirectly) connected with a potential supporter.

If Your Goals Relate to Advocacy

Advocacy goals are generally helped by sites that provide a way to share information easily, so that your messaging can get as much reach as possible to encourage people to take action.

Twitter has a dense concentration of politically and socially active users who actively share content of interest to them and their followers. It also has several mechanisms by which people can easily discover content that is not yet circulating within their ecosystem, particularly trending hashtags and moments. In order to be successful on Twitter, however, your organization needs to be an active participant in conversations on topics related to the work you do, beyond just posting your own content and messaging.

This past summer, Instagram came to the forefront of racial justice advocacy with the proliferation of slideshow-like explainers using the platform's carousel feature. Users were able to easily share these explainers in their stories, and many continue to do so today. Advocates used the link in bio to post calls to action.

TikTok is increasingly becoming a platform through which users share advocacy messaging, especially around topics that motivate younger constituents. While most of the advocacy content being shared at this time is coming from individual users, some organizations are trying their hand at the platform. For example, the Tennessee chapter of SADD has been using the platform to share videos promoting seat belt use. TikTok videos are also easily shared across a variety of other social media and messaging platforms.

YouTube is a good focus for advocacy efforts that include video assets. Many sites will auto-play YouTube videos without a user having to go to the site to watch. However, it is good to keep in mind that sharing YouTube videos on Facebook does not have the algorithm benefits of video uploaded directly to the platform.

If you are able to create a series of advocacy pieces related to an issue, you can also create a Pinterest board to allow users on the platform to see and share your messaging.

If Your Goals Relate to Recruiting and Engaging Volunteers

Social media platforms provide numerous opportunities for a nonprofit to recruit, engage, and recognize volunteers.

LinkedIn provides a Volunteer Marketplace to help connect nonprofits on the platform with skilled volunteers looking for opportunities. Your current volunteers can add their experience with your organization to their personal profiles on the app, as well.

Another way to interest potential volunteers is to show examples of the type of work they might be doing. Facebook Live and Instagram Live sessions can offer a behind-the-scenes look at various organization activities. Nonprofits can post photos and videos of volunteers in action on their Facebook and Instagram feeds. They can also highlight individual volunteers and the work they do or ask a volunteer to do an Instagram takeover.

Messaging apps, such as Facebook Messenger and WhatsApp can be used to send out reminder messages to volunteers about upcoming scheduled events. You can create a Facebook Group or LinkedIn Group for your volunteers to connect with each other and share information about volunteer opportunities.

If Your Goals Relate to Events

Social media platforms offer tools that help nonprofits publicize events, host virtual events, and share news and photos from previous events.

Facebook has an Events tool that allows you to create either a virtual or in-person event and publicize it on the platform. You can include location information and links to tickets. Users can RSVP to the event and their friends on the platform can see their RSVP and additional information about the event. The event includes a discussion wall where guests can post questions and the host can respond or the post can share event updates. Hosts can also message guests who have RSVPed for the event. LinkedIn allows you to create events on their platform as well.

Virtual events (and even in-person events) can be livestreamed on Facebook Live, Instagram Live, or YouTube Live. Virtual attendees can use the chat function to share comments on the livestream and add reactions to the livestream. If you are able to identify gamers who want to help out with your organization, you can ask them if they are willing to host a livestream on Twitch. You can also post videos and photos from events on your Facebook and Instagram feeds.

If an organization is hosting an in-person event, they can set up a Snapchat geofilter for a low cost. This will allow attendees at the event who use Snapchat to overlay a design you create for the event over any photos or videos they post on Snapchat while they are onsite. The geofilter restricts the availability of the filter to attendees within a defined geographic boundary.

You can also use social messaging apps to share event information and reminders with attendees who use those platforms.

If Your Goals Relate to Online Promotion and Outreach

Nonprofits looking to use social media to promote their products and services have numerous outlets available to them.

Facebook and Instagram provide a variety of ways to share content about your nonprofit, from posts to your feed to 24-hour story posts to paid advertising. Twitter allows you and your partners to easily share information and re-share others' tweets to help get the word out about your work. LinkedIn allows you to post about your work to your feed, as well.

TikTok provides a fun and sharable way to get the word out about what you do to younger audiences, and can be a good place for a nonprofit to try some low-cost experimentation.

WORKSHEETS



1. IDENTIFYING YOUR SOCIAL MEDIA GOALS ▶▶▶

Before you can make decisions about which social media to use, you should be clear on your goals. Be specific—"reaching out to people" is too broad, for example. This type of goal will make identifying your strategy difficult and measuring your progress all but impossible.

We've created a list of sample goals to get you thinking about your own. Check off all of the reasons why you want to use social media with your organization.

- ☐ Reach a youth audience
- ☐ Promote an event
- ☐ Build excitement prior to an event
- ☐ Get people to take a particular action
- ☐ Draw traffic to a particular online resource
- ☐ Build your email list
- ☐ Solicit donations for your organization
- ☐ Get supporters to solicit donations for you
- ☐ Recruit volunteers
- ☐ Brand your staff as experts on a cause or issue
- ☐ Get your constituents to talk to each other
- ☐ Get feedback from your constituents
- ☐ Keep your supporters updated on happenings
- ☐ Build a community around an event or topic
- ☐ Let supporters publicly support your cause
- ☐ Disseminate information about an issue or topic
- ☐ Recruit new members, advocates or patrons
- ☐ Support a group of members, alumni, etc.
- ☐ Tell stories about the work you do
- ☐ Get press coverage
- ☐ Connect with other like-minded organizations
- ☐ Change hearts and minds on a particular topic
- ☐ Gather photos or videos from supporters
- ☐ Understand what people are saying about you
- ☐ Keep up to date with a particular issue
- ☐ Coordinate people in an action or a project
- ☐ Other _____
- ☐ Other _____
- ☐ Other _____
- ☐ Other _____
- ☐ Other _____

Now, go back through the list and choose your **top three goals.** Tailor them so they're specific to your organization (i.e., "Understanding what people are saying about Tech Impact") and write them on the lines below.

These goals will be your focus throughout this workbook.

1. _____
2. _____
3. _____

2. ENSURING "SMART" GOALS ▶▶▶

Now that you've identified your three most important goals for social media, let's dive deeper. Define how each of your goals is "SMART"—Specific, Measurable, Achievable, Relevant, and Time-Based.

	Example	Goal 1	Goal 2	Goal 3
Your Goal:	Encourage more youth aged 16 to 22 to volunteer.			
Specific How will you know you've succeeded in your goal? S	We'll recruit at least five more 16 to 22 year olds to cook or distribute food.			
Measurable How will you measure your success? M	Increase in # of 16- to 22-year-old volunteers who say they found us on social media channels			
Achievable Are your specific benchmarks realistic compared to past results and available resources? A	Last year, three volunteers said they found us on social media channels.			
Relevant Why does this matter to your organization? R	We rely heavily on youth volunteers to staff our food pantry.			
Time-Based Over what timeframe will you achieve this goal? T	By the end of the year.			

3. DEFINING YOUR AUDIENCE ▶▶▶

When thinking about social media, it's critical to specifically define the audience you want to reach. "The general public," for example, is too vague. Each organization has many different types of constituents who can be reached through social media channels. The challenge is figuring out who you really **want** to reach.

In the diagram below, brainstorm a list of all your constituents in the top box. (Having trouble coming up with constituent types? Use the word bank for ideas.)

Then, identify which of those you **could** reach through social media. Write them in the second box.

Finally, write the constituents from that list who you **want** to reach through social media in the lower box.

These represent the audience you should focus on when planning your social media activities, and as you continue to work through this workbook.

All of your constituents

People you could reach with social media

People you want to reach

Word Bank

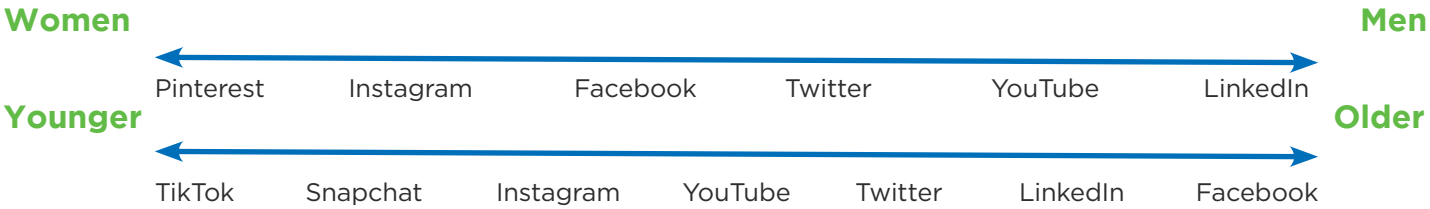
Alumni
Artists
Board members
Case managers
Clients
Contributors
Donors
Elected officials
Event attendees
Families
Former donors
Foundations
Friends
Funders
Grantees
Influencers
Local businesses
Members
Newsletter readers
Partners
Patrons
Parents
Potential donors
Press
Senior citizens
Staff
Staff alumni
Store patrons
Students
Teachers
Those on your email list
Those on your mailing list
Thought leaders
Ticket purchasers
Vendors
Visitors
Volunteers
Youth

4. MATCHING PLATFORMS TO YOUR GOALS AND AUDIENCES ▶▶▶

Numerous factors go into selecting the social media platforms that will be most effective in meeting your organization's goals.

Audiences

Different platforms appeal to different demographics. The graphics below provide guidance as to which platforms are more likely to be used by women vs. men and which tend to have younger vs. older users.



Which platforms do your target audiences currently use? (You can survey your constituents, look at current follower counts, or do a social media append to get this information.)

Activities

Which of the following social media features will help you achieve your goals?

- Sharing images
- Sharing videos
- Creating short videos
- Hosting livestream events
- Collecting donations
- Facilitating peer-to-peer fundraising campaigns
- Posting events
- Creating groups
- Creating polls
- Recruit new volunteers
- Developing relationships with other organizations
- Messaging constituents
- Conducting targeted advertising campaigns

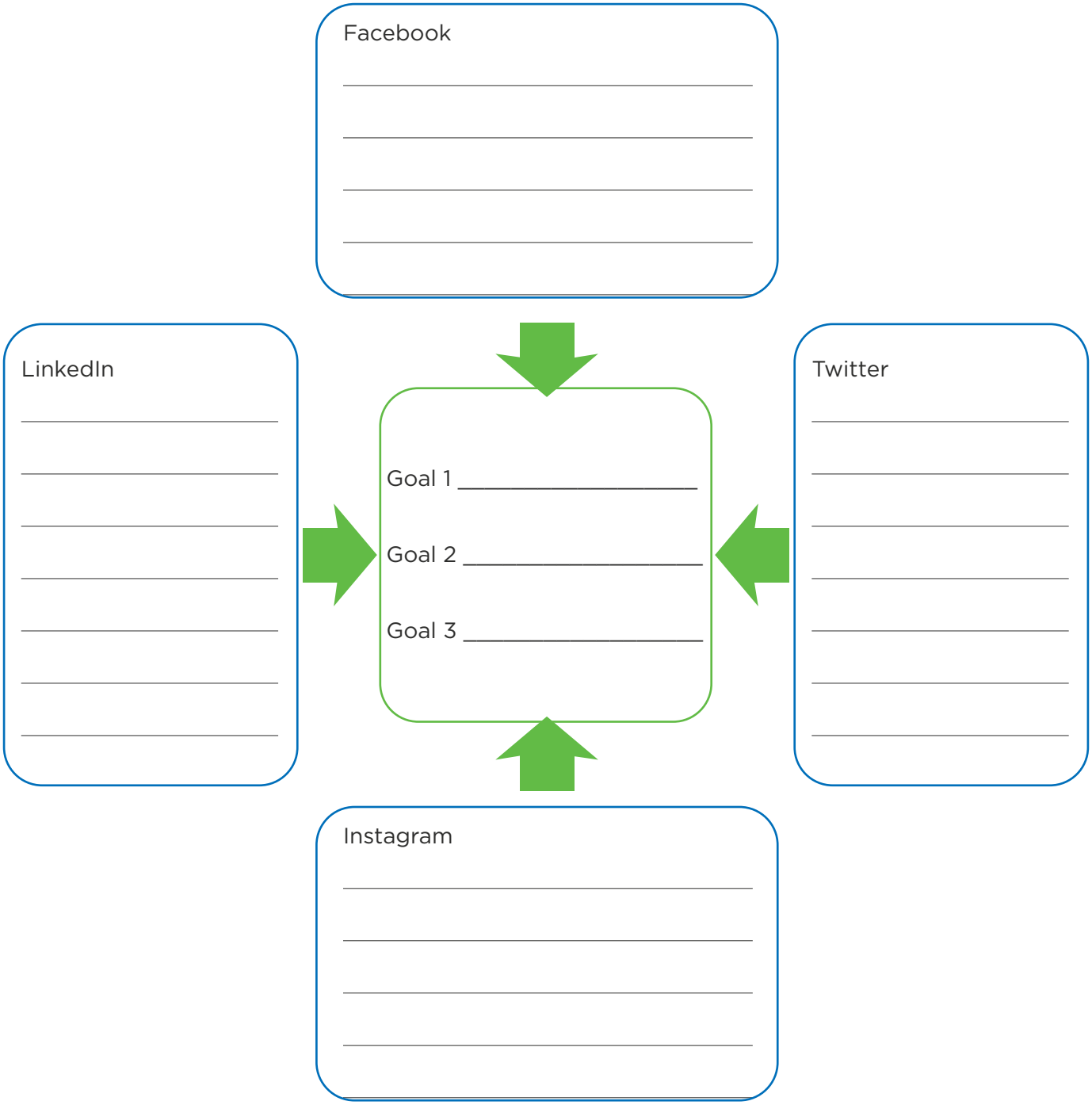
Use the chart on the next page to see which platforms have which features.

Features	Facebook	Instagram	Twitter	LinkedIn	Pinterest	Snapchat	YouTube	TikTok	WhatsApp
Image sharing	✓	✓	✓	✓	✓	✓			✓
Video sharing	✓	✓	✓	✓		✓	✓	✓	✓
Video creation	✓	✓	✓			✓		✓	
Livestream events	✓	✓					✓		
Donations	✓	✓					✓	✓ *	
Peer-to-peer fundraising	✓								
Events	✓			✓					
Groups	✓			✓					✓
Polls	✓	✓	✓	✓		✓			
Volunteer recruitment				✓					
Organizational connections	✓	✓							
Messaging	✓	✓		✓		✓			✓
Targeted advertising	✓	✓	✓	✓					

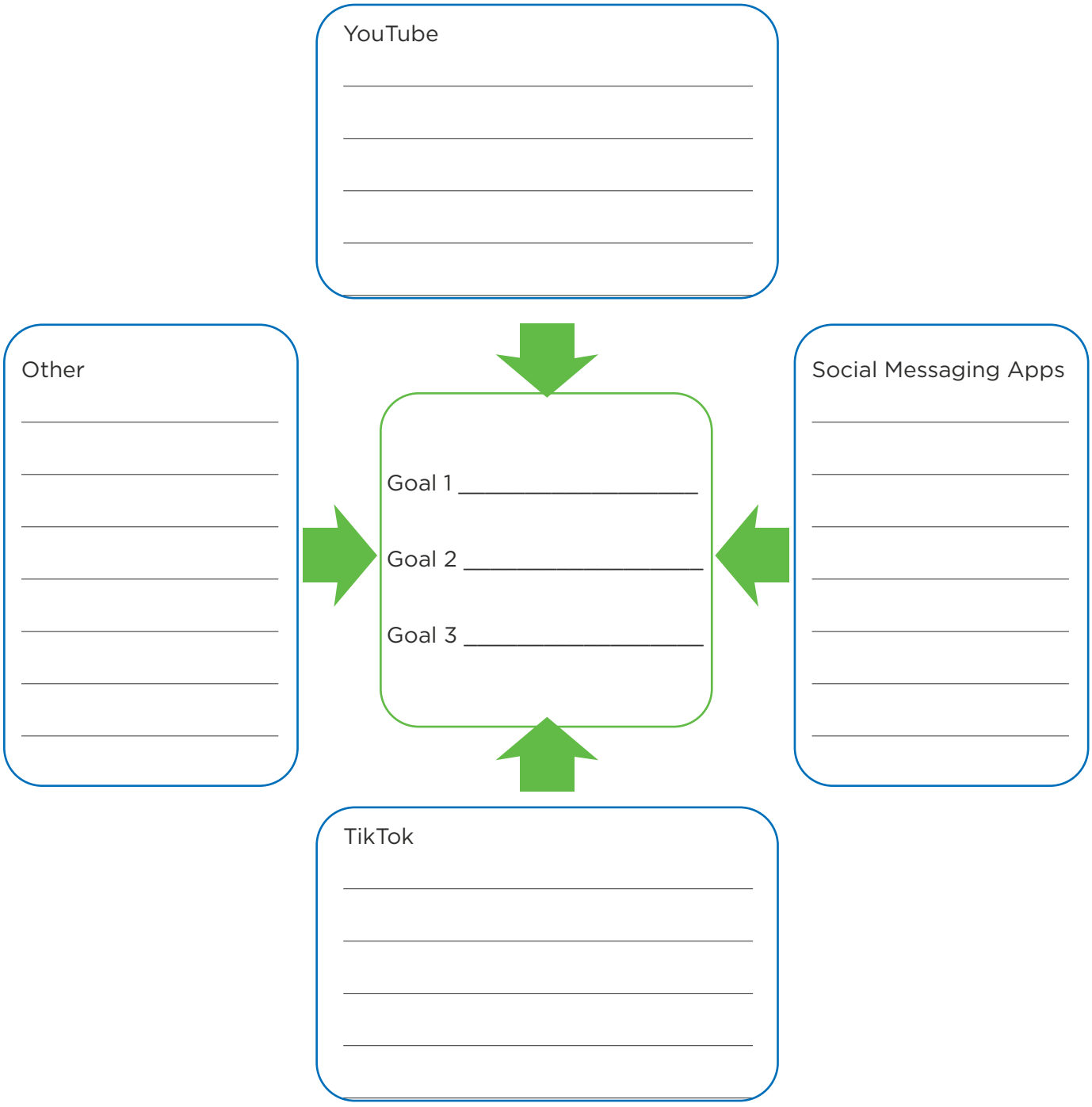
** Selected organizations only.*

5. BRAINSTORMING TOOL POSSIBILITIES

Consider the strengths and weaknesses of each tool against your goals in order to determine which channels are right for your organization. Use this worksheet to brainstorm. Write down your first social media goal and brainstorm the ways each social networking channel could help you meet that goal. Repeat for your second goal, and then your third. On the next page, do the same for the other tools.



Again, write down your first social media goal and brainstorm the ways each channel could help you meet that goal. Repeat for your second goal, and then your third.



6. THINKING ABOUT TONE AND VOICE ▶▶▶

It's hard to find the right balance between personality and mission in your posts. A few "News Items" and "Personal Tidbits" can be useful, but try to steer towards "Social Content". Using the campaign you just defined, write a sample post to fit into each box below (we've provided some examples for a specific upcoming event).

HIGHLY PERSONAL ----->

PERSONAL TIDBITS	SOCIAL CONTENT
Hanging up the balloon—the smiley face ones are my favorite!	Behind-the-scenes view (*Ex: Picking up Ali Smith, our keynote speaker. She's one inspiring woman.)* Question (*Ex: What do you want Ali to address in her keynote?)* Personal and heartfelt (*Ex: Just wait until you hear about the winning organizations. I'm so proud to be part of such an amazing community.)*
IRRELEVANT	**NEWS ITEM**
What's up with that new American Idol judge?	*Register now for our awards ceremony on Dec 6th at the JFK Center*

NOT AT ALL PERSONAL

UNRELATED TO MISSION ------> IMPORTANT TO MISSION

It's also important to think about whether you're posting as an individual or as an organization. Choose two or three posts from above, and then try them out in both a first person (individual) and an organizational voice.

INDIVIDUAL	ORGANIZATION
I just picked up Ali Smith, our keynote speaker. I'm really inspired just to be in the car with her!	*Picking up Ali Smith, our keynote speaker. She's one inspiring woman.*

7. DEVELOPING A SOCIAL MEDIA CALENDAR ▶▶▶

In order to plan for a steady flow of content on your social media accounts, you should create a calendar that identifies your major campaigns for the year so that you can then know where you need to fill in with maintenance or evergreen content. A social media communications calendar should (at a minimum) include the dates of all major campaigns, events, publications, and other important organizational activities you will be promoting on your social media platforms.

Identify Your Major Campaigns

Use this template below to map your major campaigns for the year into the appropriate quarter.

EXAMPLE

Q1 January–March	Q2 April–June	Q3 July–September	Q4 October–December
Legislative Scorecard Feb 2–16 (Report release: Feb. 5) Increase congressional support for youth safety initiatives. Contact your representatives to ask them to support [BILL NUMBER]	Spring Fling Gala April 22–May 25 (Event date: May 22) Increase attendance at annual gala. Join us at this year's Spring Fling!	Back to School Safety Aug 1–Sept 19 Raise awareness about school safety issues. Share our school safety information with your friends and neighbors.	End of Year Fundraising Nov 25–Dec 31 Raise $50,000 in November and December. Donate to help us continue our youth safety work.

Q1 January–March	Q2 April–June	Q3 July–September	Q4 October–December
Campaign: Dates: Goal: Key message:	Campaign: Dates: Goal: Key message:	Campaign: Dates: Goal: Key message:	Campaign: Dates: Goal: Key message:

The types of messaging for maintenance or "evergreen" content generally falls into four categories:

- **Create:** Educational information or resources that your organization has developed
- **Promote:** Content that promotes your organization, programs, or events
- **Curate:** Information about issues important to your organization created by others
- **Community:** Posts to engage or interact with your followers

Use this chart to identify the types of maintenance content you can use for your organization:

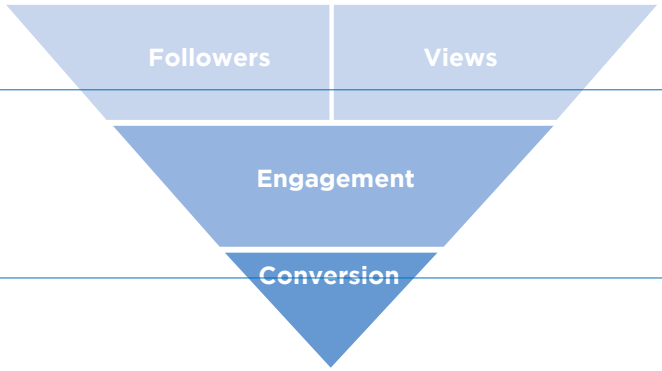
Create	(Examples: report, client story, infographic) 1. 2. 3. 4. 5.
Promote	(Examples: upcoming webinar, new program, general info about your organization) 1. 2. 3. 4. 5.
Curate	(Example: share post from a partner, reports or resources from other organizations) 1. 2. 3. 4. 5.
Community	(Example: ask a question, respond to questions, create a poll) 1. 2. 3. 4. 5.

You can then put your major campaigns on a calendar and fill the open spots with maintenance content.

8. MEASURING YOUR CAMPAIGN

If you don't measure your campaign, it's impossible to know if it worked or how to improve it. Using the pyramid to the right, map out one potential thing to measure from each of the categories—plus two bonus measures at the bottom.

Looking back at your SMART goals in Worksheet 2, select one goal that you want to measure and the metrics you identified for that goal.

Category	Choose One Metric to Measure	Set Your Numeric Target
Reach How many people are seeing your content (i.e. page views, impressions)	*(i.e. Page Views of Event page)*	*(i.e. 1,000 page views in May)*
Followers How many people have opted to hear from you (i.e. email subscribers, Facebook "Likes", Twitter followers)		
Engagement How many people have actively participated online? (i.e. comments, mentions, re-tweets)		
Conversion What are the tangible, real-world results (i.e. donations, volunteers, registrations)		
Bonus Metric 1 (another metric from any category above)		
Bonus Metric 2 (another metric from any category above)		

9. CREATING A SOCIAL MEDIA POLICY

Having a social media policy can help your staff understand when it's appropriate to get involved and what types of things they should post. Talk with others in your organization about the questions below. You'll likely find the conversations themselves to be useful.

SOCIAL MEDIA ROLES

Who's doing what, in terms of social media?

Who's in charge of all social media?

Who's coordinating between channels?

Who's allowed to post to each channel?

Who's contributing information to be posted?

TOPICS

What topics work well—or not—for you?

For those allowed to post, what types of things should they generally be posting about?

What topics require approval before posting?

What topics (if any) shouldn't be discussed?

PRIVACY AND PERMISSIONS

What should staff do to make sure you respect privacy and permissions issues when you post.

Photos (of kids or adults)?

Materials that might be copyrighted?

Client or Personal Information?

PERSONAL VS PROFESSIONAL

Where does professional end and personal begin?

When is it okay to post something purely personal on an organizational site?

What would **not** be appropriate for staff members to say about you on their personal social media sites?

10. HOW SHOULD YOU RESPOND? ▶▶▶

It's hard to figure out when and how you should respond to a post about you, or on your own social media sites. Always? Never? What if it's really bad? Think through your own policy for the situations below.

THE POST IS POSITIVE	THE POST IS NEUTRAL
In what cases do you respond?	In what cases do you respond?
Who responds? What types of things do you say?	Who responds? What types of things do you say?

THE POST IS NEGATIVE
1. Could you turn a complaint into a customer service opportunity? **IF YES** You should probably respond! Who will respond? What types of things do you say?
2. Does the post have misinformation in it? **IF YES** You should probably respond! Who will respond? What types of things do you say?
3. Will it damage your community? **IF YES** Consider taking it down. Who is in charge? What will they do, under what circumstances?
4. Does it include vulgarity or purposely inflammatory language? **IF YES** This gets complicated. Who (if anyone) responds? What types of things do you say? This gets complicated. Who (if anyone) responds? What types of things do you say?
5. Are they likely to keep posting objectionable things simply because you're responding? **IF YES** If none of the above were true, but they're likely to keep posting, it's almost certainly better not to respond.

FURTHER READING ▶▶▶

Content

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Always Up-to-Date Guide to Social Media Image Sizes, Sprout Social,
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Social Media Policies and Guidelines, Museum of English Rural Life,
https://merl.reading.ac.uk/wp-content/uploads/sites/20/2019/02/The-MERL-Social-Media-Policies-and-Guidelines.pdf

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Social Media Fact Sheet, Pew Research Center,
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Tone and Voice

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ABOUT THIS REPORT

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Maintaining editorial integrity and impartiality while funding reports in the technology sector demands rigor. We work hard to meet those demands as well as the expectations of our audience.

To maintain editorial integrity and impartiality, we take the following steps:

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About Tech Impact

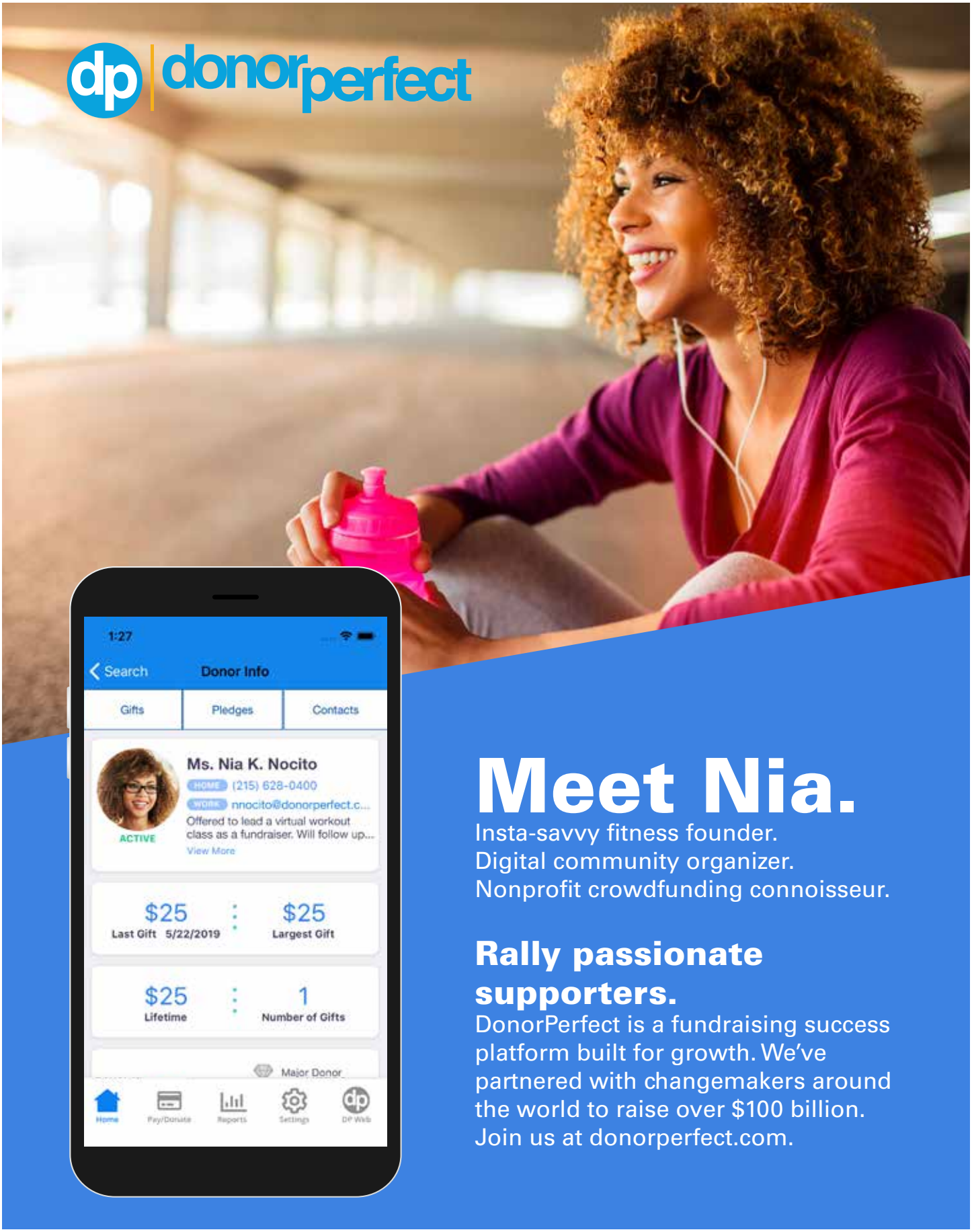
Tech Impact is a nonprofit on a mission to empower communities and nonprofits to use technology to better serve the world. The organization is a leading provider of technology education and solutions for nonprofits and operates award-winning IT and customer experience training programs designed to help young adults launch their careers. Tech Impact offers a comprehensive suite of technology services that includes managed IT support, data and strategy services, telecommunications, and cloud computing integration and support.

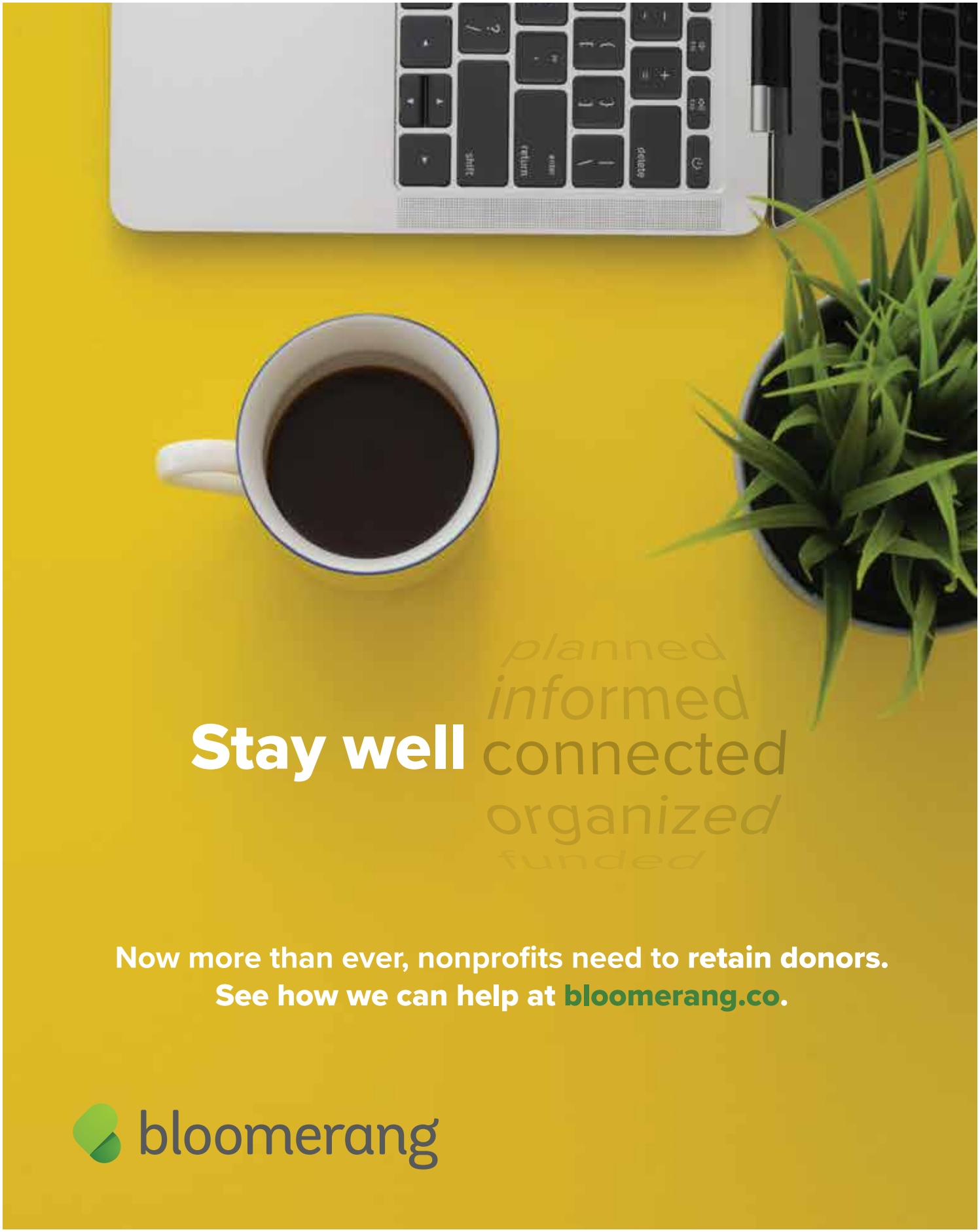
In 2018, it expanded its education and outreach capabilities by merging with Idealware, an authoritative source for independent, thoroughly researched technology resources for the social sector.

Tech Impact's ITWorks and CXWorks training programs have graduated hundreds of young adults with the knowledge, skills and confidence they need to start their careers in the technology and customer experience industries. The organization also operates Punchcode, a coding bootcamp based in Las Vegas, NV. Learn more at www.techimpact.org.

About the Technology Learning Center

Tech Impact's Technology Learning Center, or TLC, is an expansive collection of technology education materials—just like this guide—created exclusively for nonprofits. It includes hundreds of free publications and downloads, a free organizational tech assessment, and the most comprehensive curriculum of webinars, courses, and on-demand learning about nonprofit technology currently available. The vast majority of resources are free, and the remainder are priced within reach of even the smallest nonprofits. Give your tech knowledge a little TLC at https://techimpact.org/technology-learning-center.


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