Nonprofit Organizations social media use:

Increasing and maintaining donor support during Hurricane Sandy

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Introduction

A natural disaster, often unplanned an unexpected, always leaves a negative impact on those whom are affected. In 2011, natural disasters killed more than thirty thousand people and affected more than 244 million victims around the world. (Guha-Sapir, Voz, Below & Ponserre, 2012) During and after a natural disaster takes place, nonprofit organizations (NPOs) step-in and help victims, with monetary donations and volunteers whom rebuild and clean up the disaster site. It has been reported that after the current natural disaster, Hurricane Sandy, charities have raised over $174-million dollars for relief and recovery efforts in the areas that were affected by the disaster. (Strickland, 2012)

In the past it was hard for NPOs to reach a large number of people in a short amount of time, as well as for people who wanted to get involved or donate to do so. Social media sites help bring people and donations from further away, and inform those willing to donate and volunteer of the progress being made at the disaster site faster than traditional media, most importantly after the disaster is not at its peak. NPOs can take advantage of the five characteristics of social media: cost, access, reach, speed and engagement, during a natural disaster, to get as much help as possible to the affected areas (Fletcher & Lee, 2012).

The researchers will analyze social media sites of five of the largest nonprofit organizations in the United States. The natural disaster that we will be focusing on is Hurricane Sandy, which took place at the end of October and the beginning of November in 2012.

Relationship management theory will be used in this study to guide the researchers in discovering how public relations is affected by the use of social media within the nonprofit sector. This theory will help the researcher to define the relationships between donors or

volunteers and the organization, as well as what is important to both parties to maintain that

relationship, focusing on the stewardship concept developed by Kelly (2001).

The purpose of this research is to analyze how NPOs utilize their social media during a

natural disaster, as well as during the aftermath of the natural disaster, to gain donations, in the

form of volunteers or funds and then maintain those donations.

Literature Review

Social media in non-profit organizations

Social media offers its users various ways to interact with organizations. Online social networks began in the 1980s with electronic community bulletin board services. With the development of Internet technologies, social media is used more often by organizations publics. In 2006 social networking became a cultural phenomenon (Lai & Turban, 2008). Recently, as more forms of social media have emerged, it becomes necessary for public relations practitioners to realize the importance of the tools social media provides. In particular, if managing social media websites carefully and strategically, NPOs will benefit as they attempt to maintain and develop social networking relationships with publics (Waters, Burnett, Lamm, & Lucas, 2009). As NPOs have to gain greater awareness and additional monetary support, they utilize social media as a part of their public relations and marketing strategies (Ready, 2011). However, according to Saxton, Guo, & Brown (2007), NPOs, in particular community foundations are failing to maximize the opportunity to use the Internet to engage stakeholders.

Compared with traditional media, social media has special advantages in conducting fundraising. First of all, the Internet offers nonprofits an inexpensive and easy-to-use advertising platform so that they can lay the foundation to build relationships with interested stakeholders (Elliot, Katsioloudes, and Weldon, 1998). In most cases, social media, such as Facebook and Twitter, are free for all organizations or publics to gain access to. The prevalence of smartphones also makes social media easy for people to use. Second, more people have started using social media. On Thursday, October 4, 2012, according to Mark Zuckerberg's Facebook status, Facebook has more than 1 billion active users each month (Associated Press, 2012). The

popularity of social media can engage more people in the process of fundraising. Third, social

media encourages two-way communication among people, as well as between people and

organizations (Kanter & Fine, 2010). Unlike traditional media, such as newspaper, TV and radio,

social media is a interactive media. Jo and Kim (2003) found that interactivity can highly

influence relationship building between the organization and publics and in the case of high

interactivity an organizations reputation was increased.

Although research about how NPOs are utilizing social media is limited, compared with

these of profit organizations, NPOs have started to realize the importance and power of social

media. Curtis et al. (2010) did a research on 407 NPOs, selected from the Forbes, National

Charity Seal Program, Accredited Charity Directory, and found that 404 are using some forms of

social media (Curtis et al, 2010). In the Nonprofit Social Network Survey Report (2011), 90% of

the respondents said that social media is very important in increasing awareness of their

organizational mission. However, the role played by social media in non-profits organizations is

different from the one in the profit organizations (Ready, 2011).

Motivations to donate online

Kelly (1998) defined fundraising as "the management of relationships between a

charitable organization and its donor publics" (Kelly, 1998, p. 8). Public relations advocates two-

way symmetrical communication, in order to obtain and maintain the relationships between

stakeholders, it has been difficult to achieve this goal with previous technology (Walters, 2009).

Social media provides the non-profit organizations with a platform to directly interact with their

stakeholders and get an immediate reaction from them. (Lovejoy, Waters& Saxton, 2012).

Therefore, non-profits organizations may be able to raise more money though online media.

Studies show that, the main factor that influences an individual's likelihood to donate online is the credibility of organization, or how much a donor trusts the organization (Shier, Micheal, L. & Handy, F. 2012). However, while a crisis is taking place, NPOs give out information, in forms such as video and photos, which emotionally attract social media users to donate.

Before the Internet, organizations were only able to contact potential volunteers and donors through their friends and families, mail, telephone and traditional media. In recent years, the Internet has become a new and independent way for NPOs to communicate with donors. The Internet can help NPOs to disseminate information and communicate with audiences at a faster speed. It also works for NPOs because it is a low cost channel, which can raise money and recruit volunteers.

According to available literature, there are many factors that will affect a volunteer's action and attitude toward a nonprofit organization. To understand what motivates individual to donate is very important for NPOs (Glynn, Simone A et al., 2002). In the research of charitable giving, Sargeant (1999) thought that people's decision of donation can be impacted by the potential extrinsic and intrinsic variables. The factors, such as age (Nichols 1992), educational level (Yavas and Riecken, 1985) and gender (Hall 2004) can affect people's giving behavior extrinsically. The intrinsic factors can also potentially motivate publics to donate which include a sense of social responsibility (Bennett, 2003), familiarity with a charity (Sargeant and Lee, 2002). A people's intent to give is also dependent on the behavior of NPOs. Cheung and Chan (2000) thought that trust toward organizations plays a very important role in motivating publics to donate. NPOs can enhance the trust through communication with donors (Naskrent and

Siebelt, 2011). The characteristic of social media allows NPOs to interact with donors frequently, which is beneficial for donation.

Volunteers sometimes feel dissatisfaction due to the inability to develop friendships and be recognized by others, which then leads them to stop donating to NPOs. (Schondel & Boehm, 2000). In contrast, an individual is more likely to volunteer or donate to NPOs when they know they will receive recognition from others for their service. (Fisher & Ackerman, 1998). The emergence of social networks allows publics to recognize others good deeds because NPOs utilizing the social network can provide a platform for publics to share experience and communicate with others. Lohmann (1992) pointed out that giving behaviors of one person are often associated with his or her membership of a network. When individuals see the donation behaviors of their friends on social media, they can be influenced by those good deeds. Sherman (2011) indicated that a donor could discover a cause from something that his or her friends post on social media, and then decide to donate money or volunteer to that organization.

Communication strategies for NPOs in natural disasters

Werder (2006) concluded seven strategies that organizations could use to communicate with publics, and NPOs can adopt three of them to gain support on social media.

The first is informative strategy, which means that organizations tell publics unbiased facts and let them draw their own conclusions. If NPOs are using this strategy during a disaster, they just need to post some basic information or news on social media that is truthful to motivate publics to donate.

Persuasive strategy differs from informative strategy in that the key of persuasion is using information that can appeal to publics' feelings and emotions (Pfan& Wan, 2006). By relating to

the publics emotions, organizations are persuading them into certain behaviors, instead of letting publics make their own decision. In a natural disaster, NPOs can use the pictures of victims or ruins after a disaster to make publics feel they have to do something to help those who are suffering.

The last strategy is cooperative problem-solving strategy. By using this strategy, organizations are expressing their willingness to cooperate with publics in order to solve problems (Werder, 2006). In practice, NPOs can disseminate information to publics, informing them that the organizations' goal cannot be accomplished unless publics are willing to cooperate with them. Organizations can share the goals with publics and tell them that their participation is of vital importance to them.

Bargaining, threat and punishment are the strategies that are often used by these monopolistic corporations of an industry, and facilitative strategy is mainly used by organizations which are in crises. Therefore, they are excluded from this study.

Based on these three strategies that NPOs may use during a natural disaster, our first research question is:

RQ1: Which strategies did non-profits organizations use on their social media pages during Hurricane Sandy in order to gain monetary and voluntary support?

NPOs relationships with publics

The relationship management theory will help guide the researchers in their findings. The researchers are examining the relationship between the NPOs and their volunteers and donors during natural disasters, in relation to social media. This relationship is one that is important to

the organization because without donors or volunteers the purposes that their organizations aim

to accomplish cannot be fulfilled.

Relationship management theory focuses on the relationship between an organization and

it's publics, making sure that there are benefits for both parties (Ledingham, 2006) The

relationships are developed based on how the two parties interact with each other, without one or

the other they would be incomplete. Trust in the organization, Satisfaction with the relationship

with the organization and commitment to the organization, are all factors that effect how a

relationship is managed and if that relationship will be successful to maintain a long-term

relationship with the two parties. (Hon & Grunig, 1999)

NPOs rely on their relationship with their publics to maintain their organization. In terms

of both monetary support and volunteers to keep the organization functioning for the long-term.

If the NPOs do not maintain some of the standards set out by the relationship management theory

their entire organization will crumble. They must strive to maintain trust, satisfaction and

commitment, among other things, with their publics to survive as an organization.

Stewardship

By saying "It is easier to keep a friend than to make a new friend", Kelly(2001, p. 279)

points out the importance of maintaining and nurturing former relationships. Based on RACE

(research, action, communication, evaluation), the famous model in public relations, Kelly(2001)

developed the five-step process of ROPES (research, objectives, programming, evaluation,

stewardship), and this new model better explains how to make public relations effective and

efficient. It is the final step, stewardship that makes public relations a cyclical process. The

reason why stewardship is of vital importance to NPOs is it can keep old donors and make them

more likely to donate to the organization in the future if they express gratitude for what the donor

has already done. Worth (1993) expressed that " Because the best prospects for new gifts are past

donors, programs that provide careful stewardship and provide donors with timely information

on the impact of their gifts can pay significant dividends in continued support" (Worth, 1993, p.

13). Although literature states that NPOs should maintain old relationships and try to get in touch

with new donors (Wagner, 2002; Nudd 1993). Nudd (1993) argues that non-profits organizations

should focus more on established relationships with donors, and Kelly (2001) also maintains the

managing old relationship can save money for NPOs.

  Kelly (2001) states that there are four aspects of practice in the step of stewardship to

which fundraisers of non-profits organization should equally pay attention, and these four

elements are reciprocity, responsibility, reporting and relationship nurturing.

  Reciprocity is when an organization expresses its gratitude to the donors for their

supportive behavior. Kelly (2001) maintains that it is a social norm for NPOs to reciprocate to

those publics who have supported the organizations in a positive way, such as donating and

volunteering; otherwise NPOs will put their respect at risk. If this social norm is met, a sense of

equal worth, the symmetrical public relations will be reinforced. In practice, reciprocity means

that non-profits organizations use any media possible to thank donors for their money or time

spent volunteering. (Kelly, 2001). Studies have shown that reciprocity has encouraged

contributions from previous donors. (Kelly, 2001).

  Responsibility means that the organization must use the donation, primarily monetary

one, to do the things that it has promised; otherwise, the organization's reputation can be

severely ruined when donors discover the truth. As Kelly (2001) states "betraying public trust is

expensive; building goodwill with people who already are aligned with the organization saves money" (Kelly, 2001, p. 285).

Reporting, which means NPOs need to not only use donations responsibly, but they also need to utilize media to inform their donors. Knowing that their donations, both monetary and voluntary, are being used to do the right thing, donors will deepen their trust in the NPOs, and the donors are then more likely to continue their relationships. Also, Kelly (2001) argues that non-profits organizations need to inform publics about developments of organizations, as well as problems and opportunities, because this can reinforce positive attitudes and behaviors of previous donors

The last aspect of practice is relationship nurturing, and Kelly (2001) says that the most effective means of nurturing relationships is to "accept the importance of supportive publics and keep them at the forefront of the organization's consciousness" (Kelly, 2001, p. 286). Organizations should make their previous publics feel that they are significant to the survival of the organization, and use information to keep them involved with the organizations. Feelings of involvement can nurture the relationships between the organization and donors, and causing donors to be more likely to repeat their previous behaviors to the organization because of their trust in the organization.

During Hurricane Sandy, people's tendency to donate and to help others will grow stronger because of the psychological instinct of rendering help to those who are suffering. Also, social media provides people with a much more direct and easier way to do this. NPOs can build new relationships with donors during the natural disaster by utilizing social media and providing links to donate online. Disaster also brings NPOs the opportunity to maintain and nurture these

relationships for future donations. If NPOs properly manage these new relationships and develop

them into long-term relationships, they can benefit greatly. However, there is not a scholarly

article that has done research on whether major NPOs practiced stewardship with donors after a

natural disaster. Therefore, our next set of research question is:

RQ2a: Did these NPOs practice stewardship and manage the relationships with the

publics who have made donations to them on social media?

RQ2b: Which elements of stewardship do NPOs use most often to maintain relationships

with their publics?

Methodology

A content analysis was chosen by the researchers to analyze how social media sites are used by NPOs to gain and maintain their donor base during and after a natural disaster. This is because a content analysis studies and analyzes communication in a quantitative way to come to a set of conclusions, relating to the purpose of the research (Broom & Dozier, 1990). The researchers will analyze social media sites, specifically Twitter and Facebook, of the five largest charities in the United States. These charities are: United Way, Salvation Army, Catholic Charities, Feeding America and American Red Cross, and are the top five largest charities from Forbes' list of the largest 25 charities in the United States (Barrett, 2012). The five charities were chosen not only because they are the top five charities on the list, but also because at first glance all of the charities had posted something about Hurricane Sandy on their Facebook pages and each of the charities participated in the use of Twitter. Although this does not mean that they were extremely involved in the disaster it gives the researchers cause to choose them as the NPOs to examine in relation to this topic of study.

A content analysis will give the authors the opportunity to examine the communication techniques of the nonprofits in relation to natural disasters. The timeline function of social media is extremely valuable in the coding process. This is because the researchers can compare the time of the post made by the organization with the timeline of the natural disaster. This is a valuable tool in determining if there is an impact of social media on how these organizations gain and solicit for volunteers during and after the disaster takes place. As well as how the NPOs perceive and maintain their relationships with their donor publics.

All four of the researchers are students at the University of Florida, working towards their masters' degree in mass communication with a specialization in public relations. Three of the researchers are international students and the fourth is a domestic student. To establish inter-coder reliability, the researchers will code World Vision, a charity on Forbes' list of the largest 25 charities in the United States that is not to be used in formulating the results. (Barrett, 2012) After establishing inter-coder reliability the authors will then be assigned one or two of the charities to code.

A coding book was developed to analyze the charities social media cites. The coding book is separated into four parts: Basic information, NPOs use of social media, stewardship, and message use. The researchers will use the questions that were developed to examine how the NPOs use their social media both during and after Hurricane Sandy took place. The disaster Hurricane Sandy lasted from October 22nd to October 31st (Drye, 2012). The researchers will consider these dates as the dates to code as during Hurricane Sandy, and anything posted after November 1st will be considered after Hurricane Sandy.

The first section of the codebook will just contain basic information about the coder as well as the NPO that is being analyzed. This information will be beneficial for those who are examining the study and may wish to replicate it. For example, in the basic information section we ask if the NPO has a Facebook page. If the answer to this question is no then most of the other questions asked throughout the codebook will be of no benefit to the researcher and a comparative analysis of this information will be of no help in answering the research questions.

Throughout the second section of the codebook, NPOs use of social media, the researchers will examine how NPOs use their social media to communicate with donors and

volunteers. They will specifically analyze the Facebook, Twitter and YouTube pages of the five organizations, to see if they used these mediums to ask for volunteers and donations both during and after Hurricane Sandy took place.

The third section of the codebook will focus on how the NPOs use stewardship. Specifically focusing on how the organization posts about their gratitude toward their publics, how they convey that they are practicing reciprocity, as well as information informing the donor how their donation is being used and the status of the victims of the crisis. All of this information relates to how an organization uses stewardship to their advantage in maintaining their donor base.

The fourth and final section of the codebook is used to examine how the NPOs deliver their message. Focusing on informative messages, persuasive messages and cooperative problem-solving messages. We focused on these types of messages because examining how an organization speaks with their publics over their social media, one can deduce if interacting with publics over the social media sites is a priority or help to the NPO.

With the information gathered from the content analysis we hope to come to a few conclusions. First, we believe that there will be a positive link between the NPOs use of stewardship tactics on their social media sites and feedback on the social media sites from volunteers and donors. We also believe that the way an organization phrases its messages on it's social media website will influence the organizations followers, whom are potential donors and volunteers, to react in a positive way.

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Appendix A

Category	variable name & #	Information to be coded	How to score	Some Key words
	V1	The number you have been assigned as a coder		
Basic Information	V2	ID number of the nonprofit organization	Type the number of nonprofit	-
	V3	What is the official name of the nonprofit organization	Type the official name	-
	V4	Does the nonprofit have a Facebook page?	0=No 1=Yes	
	V5	Does the nonprofit have a Twitter?	0=No 1=Yes	
	V6	Does the nonprofit have a YouTube channel?	0= No 1=Yes	
Nonprofit's use of social media	V7a	Does the nonprofit ask for volunteers on its Facebook page? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V7b	Does the nonprofit ask for volunteers on its Facebook page? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V8a	Does the nonprofit ask for donations on its Facebook page? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V8b	Does the nonprofit ask for donations on its Facebook page? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V9a	Does the nonprofit ask for volunteers on Twitter? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V9b	Does the nonprofit ask for volunteers on Twitter? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V10a	Does the nonprofit ask for donations on Twitter? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V10b	Does the nonprofit ask for donations on Twitter? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V11a	Does the nonprofit ask for volunteers on YouTube? (during the Hurricane Sandy timeline)	0=No 1=Yes	

	V11b	Does the nonprofit ask for volunteers on YouTube? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V12a	Does the nonprofit ask for donations on YouTube? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V12b	Does the nonprofit ask for donations on YouTube? (after the Hurricane Sandy timeline)	0=No 1=Yes	
Stewardship	V13a	Does the organization use its Facebook page to express gratitude to donors? (during the Hurricane Sandy timeline)	0=No 1=Yes	Thank you, etc.
	V13b	Does the organization use its Facebook page to express gratitude to donors? (after the Hurricane Sandy timeline)	0=No 1=Yes	Thank you, etc.
	V14a	Does the organization use Twitter to express gratitude to donors? (during the Hurricane Sandy timeline)	0=No 1=Yes	Thank you, etc.
	V14b	Does the organization use Twitter to express gratitude to donors? (after the Hurricane Sandy timeline)	0=No 1=Yes	Thank you, etc.
	V15a	Does the organization use YouTube to express gratitude to donors? (during the Hurricane Sandy timeline)	0=No 1=Yes	Thank you, etc.
	V15b	Does the organization use YouTube to express gratitude to donors? (after the Hurricane Sandy timeline)	0=No 1=Yes	Thank you, etc.
	V16a	What medium of information does the nonprofit use to practice reciprocity on its Facebook page? (during the Hurricane Sandy timeline)	1= Text 2= Picture 3= Video 4= Combination	
	V16b	What medium of information does the nonprofit use to practice reciprocity on its Facebook page? (after the Hurricane Sandy timeline)	1= Text 2= Picture 3= Video 4= Combination	
	V17a	How many pieces of information about reciprocity are posted on the nonprofits Facebook page throughout the timeline of Hurricane Sandy? (during the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V17b	How many pieces of information about reciprocity are posted on the	0= None 1= 1 posting	

		nonprofits Facebook page throughout the timeline of Hurricane Sandy? (after the Hurricane Sandy timeline)	2= 2 postings 3= more than 3 postings	
	V18a	How many pieces of information about reciprocity are posted on the nonprofits Twitter throughout the timeline of Hurricane Sandy? (during the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V18b	How many pieces of information about reciprocity are posted on the nonprofits Twitter throughout the timeline of Hurricane Sandy? (after the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V19a	How many pieces of information about reciprocity are posted on the nonprofits YouTube throughout the timeline of Hurricane Sandy? (during the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V19b	How many pieces of information about reciprocity are posted on the nonprofits YouTube throughout the timeline of Hurricane Sandy? (after the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V20a	Does the organization have information telling donors about what the organization is doing with these donations on its Facebook page? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V20b	Does the organization have information telling donors about what the organization is doing with these donations on its Facebook page? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V21a	Does the organization have information telling donors about what the organization is doing with these donations on its Twitter? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V21b	Does the organization have information telling donors about what the organization is doing with these donations on its Twitter? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V22a	Does the organization have	0=No	

		information telling donors about what the organization is doing with these donations on its YouTube? (during the Hurricane Sandy timeline)	1=Yes	
	V22b	Does the organization have information telling donors about what the organization is doing with these donations on its YouTube? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V23a	Does the organization have information telling donors updated information about victims on its Facebook page? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V23b	Does the organization have information telling donors updated information about victims on its Facebook page? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V24a	Does the organization have information telling donors updated information about victims on its Twitter? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V24b	Does the organization have information telling donors updated information about victims on its Twitter? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V25a	Does the organization have information telling donors updated information about victims on its YouTube? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V25b	Does the organization have information telling donors updated information about victims on its YouTube? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V26a	Does the organization have text telling that the supports from donors are of vital importance to the organization's activities and victims on its Facebook page? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V26b	Does the organization have text telling	0=No	

		that the supports from donors are of vital importance to the organization's activities and victims on its Facebook page? (after the Hurricane Sandy timeline)	1=Yes	
	V27a	Does the organization have text telling that the supports from donors are of vital importance to the organization's activities and victims on its Twitter? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V27b	Does the organization have text telling that the supports from donors are of vital importance to the organization's activities and victims on its Twitter? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V28a	Does the organization have text telling that the supports from donors are of vital importance to the organization's activities and victims on its YouTube? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V28b	Does the organization have text telling that the supports from donors are of vital importance to the organization's activities and victims on its YouTube? (after the Hurricane Sandy timeline)	0=No 1=Yes	
Nonprofit's message usage	V29a	The total number of messages the NPOs issue about Hurricane Sandy on Facebook page? (during the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V29b	The total number of messages the NPOs issue about Hurricane Sandy on Facebook page? (after the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V30a	The total number of messages the NPOs issue about Hurricane Sandy on Twitter? (during the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V30b	The total number of messages the NPOs issue about Hurricane Sandy on Twitter? (after the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V31a	The total number of messages the	0= None	

		NPOs issue about Hurricane Sandy on YouTube? (during the Hurricane Sandy timeline)	1= 1 posting 2= 2 postings 3= more than 3 postings	
	V31b	The total number of messages the NPOs issue about Hurricane Sandy on YouTube? (after the Hurricane Sandy timeline)	0= None 1= 1 posting 2= 2 postings 3= more than 3 postings	
	V32a	Does NPO use informative messages to gain support for Hurricane Sandy on Facebook page? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V32b	Does NPO use informative messages to gain support for Hurricane Sandy on Facebook page? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V34a	Does NPO use informative messages to gain support for Hurricane Sandy on Twitter? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V34b	Does NPO use informative messages to gain support for Hurricane Sandy on Twitter? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V35a	Does NPO use informative messages to gain support for Hurricane Sandy on YouTube? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V35b	Does NPO use informative messages to gain support for Hurricane Sandy on YouTube? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V36a	Does the NPO use persuasive messages to gain support for Hurricane Sandy on Facebook page? (during the Hurricane Sandy timeline)	0=No 1=Yes	

	V36b	Does the NPO use persuasive messages to gain support for Hurricane Sandy on Facebook page? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V37a	Does the NPO use persuasive messages to gain support for Hurricane Sandy on Twitter? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V37b	Does the NPO use persuasive messages to gain support for Hurricane Sandy on Twitter? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V38a	Does the NPO use persuasive messages to gain support for Hurricane Sandy on YouTube? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V38b	Does the NPO use persuasive messages to gain support for Hurricane Sandy on YouTube? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V39a	Does NPO use cooperative problem-solving messages to gain support for Hurricane Sandy on Facebook page? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V39b	Does NPO use cooperative problem-solving messages to gain support for Hurricane Sandy on Facebook page? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V40a	Does NPO use cooperative problem-solving messages to gain support for Hurricane Sandy on Twitter? (during the Hurricane Sandy timeline)	0=No 1=Yes	

	V40b	Does NPO use cooperative problem-solving messages to gain support for Hurricane Sandy on Twitter? (after the Hurricane Sandy timeline)	0=No 1=Yes	
	V41a	Does NPO use cooperative problem-solving messages to gain support for Hurricane Sandy on YouTube? (during the Hurricane Sandy timeline)	0=No 1=Yes	
	V41b	Does NPO use cooperative problem-solving messages to gain support for Hurricane Sandy on YouTube? (after the Hurricane Sandy timeline)	0=No 1=Yes	