# CONTENTS

Figures and Tables xi  
Foreword by Laura Arrillaga-Andreessen xiii  
Preface: The Queen of Nonprofits Meets the Goddess of Measurement xvii  
Acknowledgments xxiii  
The Authors xxvii  

**PART ONE:** Introduction of Concepts  

**ONE** The Secret Sauce for Nonprofits: Networked Strategies + Measurement = Amazing Success 3  
**TWO** The Rise of the Networked Nonprofit: A New Paradigm for Nonprofit Success 13  

**PART TWO:** Basic Measurement Principles, How-Tos, and Best Practices 27  

**THREE** Creating a Data-Informed Culture: How Your Organization Can Embrace the Data and Use What It Can Teach You 29  
**FOUR** Measurement Is Power: How to Take Control of Your Programs and Progress with the Art and Science of Measurement 41  
**FIVE** Don’t Confuse Activity with Results: The Value of Expressing Your Results in Terms of Organizational Goals 59  


SIX The Ladder of Engagement: How to Measure Engagement and Use It to Improve Relationships with Your Stakeholders 77

SEVEN How to Turn Your Stakeholders into Fundraisers: Social Fundraising and How Measurement Can Make It More Effective 99

EIGHT Measurement Tools: How to Choose and Use the Right Tool for the Job 119

NINE Measurement and the Aha! Moment: Using Your Data to Tell Stories, Make Decisions, and Change the World 151


TEN Measuring What Really Matters: The Importance and Measurement of Relationships 173

ELEVEN Understanding, Visualizing, and Improving Networks 187

TWELVE Influence Measurement: How to Determine Your Influence and That of Your Organization, Free Agents, and Nonprofit Champions 203

THIRTEEN How to Be Naked and Measure It: Transparency Is a Networked Nonprofit’s Best Friend 221

FOURTEEN Measuring the Impact of the Crowd 235

Epilogue: With Measurement and Learning, Networked Nonprofits Can Change the World 245

Appendix A: Measuring Relationships and Relationship Research 247

Appendix B: Crawl, Walk, Run, Fly Assessment Tool for Networked Nonprofits 251

Appendix C: Social Media Measurement Checklist 255

Appendix D: A Checklist for Monitoring Services 261

Notes 269

Glossary 281

Resources for Tools, Tutorials, and Assistance 287

Index 289
FIGURES AND TABLES

FIGURES

1.1 Carie Lewis and Bella Celebrate 4
1.2 The HSUS’s Million Fan Campaign Facebook Page 6
2.1 Wendy Harman Tweets About the American Red Cross 16
5.1 The Theory of Change of Grantmakers for Effective Organizations 73
6.1 Grist’s Ladder of Engagement 80
6.2 Farming Is the New Hipster Occupation of Choice 83
6.3 Invisible Dogs Pledge Form 89
7.1 Autism Speaks’ E-Mail Open Rates 106
8.1 NTEN Journal Survey 124
8.2 Feeding America’s: Social Listening Dashboard 132
8.3 Feeding America’s Facebook Tracking 141
9.1 A Hospital’s Spider Chart 154
9.2 The Humane Society’s Infographic to Report Results 165
9.3 Beth Kanter’s Facebook Insights Dashboard 166
11.1 Social Network Analysis Map of Tech Soup 197
11.2 Using Sticky Notes to Map National Wildlife Foundation’s Social Network 199
12.1 Keywords That the Blue Key Campaign Used to Identify Influencers in Traackr 210
12.2 Blue Key Campaign Metrics for Tracking Twitter Data 212
12.3 The Blue Key Team Uses Google Analytics to Analyze Web Traffic 213
## Tables

<table>
<thead>
<tr>
<th>Table Number</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Matching Measurement Tools with Objectives</td>
<td>52</td>
</tr>
<tr>
<td>5.1</td>
<td>Planning the Value of Social Media</td>
<td>68</td>
</tr>
<tr>
<td>8.1</td>
<td>Selecting Measurement Tools to Measure Your Goals</td>
<td>122</td>
</tr>
<tr>
<td>8.2</td>
<td>Comparison of Survey Tools</td>
<td>127</td>
</tr>
<tr>
<td>8.3</td>
<td>Comparison of Manual and Automated Media Content Analysis</td>
<td>133</td>
</tr>
<tr>
<td>B.1</td>
<td>Crawl, Walk, Run, Fly Assessment Tool</td>
<td>251</td>
</tr>
</tbody>
</table>