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Friends Committee on National Legislation

:: Background

We are proud to offer you this proposal for a unified online marketing strategy and web site redesign. Based on interviews with key members of the FCNL team, let us first summarize the foundation upon which these recommendations are based.^{1,2}

FCNL's primary goal online is to build an online community that promotes effective grassroots activity. This will involve increasing the number of activists and donors, and strengthening their connection with the organization. The hope is that this community can be called upon to assist FCNL as you pursue your mission as the voice of Quaker values in the nation's capital.³

We will focus on addressing the needs of your core audience, which will include both members of the Friends community and the progressive-pacifist portion of the general public alike. In the process we will not lose sight of the primary reason that users visit the FCNL site: to educate themselves on FCNL's issues, to find information on the organization, to become more active in the Friends community, and to provide financial support. While the media is not currently an active audience for the site, it is hoped this will change as the FCNL press operation becomes more sophisticated.

Drawing on the outline of your organization, we have a series of recommendations on what the Friends Committee on National Legislation can do to strengthen its online efforts.

:: Strategic Positioning

The crucial first step when reevaluating a web presence is to look at the value you are providing to your "customers" and to evaluate where you stand in terms of your "competition" for their attention. In a series of articles for the Harvard Business Review, Michael Porter has written extensively regarding strategic positioning and while Mr. Porter's work is designed to appeal to the business community, there

are few lessons that non-profit organizations can take from the discussion as well.⁴ Some of his principles, including a focus on the long term return on investment, building a cohesive, yet focused strategy and maintaining a continuity of direction towards its completion are important and serve as the bedrock of our conversation. There are however, two principles that warrant further exploration.

One of the most relevant elements of strategic positioning is what Porter refers to as “value proposition.” This means that, in order to succeed, your web presence needs to deliver “unique value that is different from what [your] competitors offer.”⁵ The Friends Committee’s relation to preexisting, offline religious communities give you a distinct advantage for creating unique value for an activist base. Studies have shown that people prefer to build online communities with people like themselves. Pippa Norris, a scholar on the communities and the Internet, found that when people are given a choice between bonding (connecting with like minded people) and bridging (connecting with new and different people) users chose bonding.⁶ She also found that even when people were bridging, they were bridging to people with whom they already had more exposure, such as their elders.⁷ As online communities are rooted in a mutual feeling of trust, the preexisting relationships generated by your offline community will accelerate and strengthen your online community. Elena Larsen, an expert on religion and the Internet, found much the same thing when she discovered that weekly religious attendance increased the probability that a web user would seek religiously themed content online.⁸ Therefore, FCNL’s users simply have a stronger predilection towards effective online communities – and by extension effective grassroots activism – than unaffiliated, non-religious individuals.

The other element worth discussing in detail is what Porter refers to as maintaining a “distinctive value chain.” By this we mean that it is important for the Friends Committee to “perform different activities than rivals or perform similar activities in different ways.”⁹ Even though AFSC would likely be better characterized as a “brother” than a “rival,” the organization that seems to be closest to you in the progressive pacifist issue-space is the American Friends Service Committee. Fortunately, the two organizations have differing missions at their core. While FCNL’s mission centers around national

legislation, AFSC focuses on a “practical expression” of faith by doing good in the world.¹⁰ It does appear that AFSC, through the *Take Action* section of their web site, has a few active action items that lobby the executive and legislative branch, though they do not appear to address the core reason for their existence. Therefore, it will be important for your long-term success to reach out to AFSC and work in a cooperative manner so that each organization can focus on their core areas of expertise. It is important to note that in addition to AFSC, there are other organizations that have been moving into your issue-space over the last decade. MoveOn.org can broadly be interpreted as a rival, and the United Church of Christ has recently expanded their online activism abilities. While these organizations and those in the recently revitalized anti-war movement have a head start, FCNL will have success if it concentrates on its strengths, which includes a legacy of involvement that precedes the competition by fifty years. The primary reason that these organizations are taking activists from the Friends Committee is FCNL’s lack of focus on creating a public identity and an online activist base.¹¹ Both of these items can be addressed through the expansion of your web site.

:: Web Site Redesign

With all of this in mind, let us take stock of fcnl.org’s current situation. The web site, without a doubt, has strong content about compelling issues. Unfortunately, much of this content is written in a voice that is more suited towards print. For example, within the issues section there is a large number of press releases and statements, but little in the way of introductory language or short, concise summaries of FCNL’s core views on the particular issue at hand. Studies have shown that only 16 percent of web users read online content word-for-word.¹² This means that offline content, such as releases and statements need to be augmented with summary content that can be read and scanned easily. Without web specific content, user’s visits to your web site will be short and, ultimately, not particularly satisfying.

Another item that gets in the way of your site's content is its information architecture. It is common for an organization to place information on a web site in a manner consistent with their internal structure. One of the fundamental rules of web site design is to organize information on the web so that users, who typically know very little about your organization, can find the information that interests them.¹³ In the case of fcnl.org, it is necessary to streamline the 17 elements of your primary navigation into 5-7 sections centered on your audience's interests. For example, lay people visit your site in order to educate themselves on FCNL issues or FCNL as an organization, to become more active in the Friends community, and to support FCNL financially. Also, the news media is a very important audience for FCNL, and is looking for information (press releases) that is of little interest to other groups. Accordingly, the navigation of FCNL should be: *About FCNL*, *Our Issues*, *Get Involved*, *Press Resources*, and *Support Our Work*. We cannot, however, finalize navigation for your site until we are able to look at your web site usage statistics. These logs can be quite enlightening about regular user paths through your site. These paths are key to determining your top-level navigation as well as the contents of your main entry pages.

Much of your site content is going to be utilitarian, and easy to establish. *About FCNL* will contain all the information on FCNL's history, your policies and priorities, organization information including intern programs and executive committees, as well as your relationships to the greater Friends community. Besides the usual press releases and specific contact information for reporters, the *Press Resources* section will contain information on upcoming events and special publications that may be of interest to the media. This memorandum will focus almost exclusively on the *Get Involved* section, as effective grassroots activity in support of your legislative priorities is, and should be, the overriding motivation behind the Friends Committee's web presence.

:: The Pledge

One of the centerpieces for the newly redesigned site is a clear and precise pledge that is designed to engage the user. In this current era of war, the suggested text of the pledge is as follows:

We, the undersigned citizens of the world, believe that war is not the answer. We call on our leaders and politicians to renounce the doctrine of first-strike war. We pledge to do our part to ensure that those who support this kind of militarism do not reach or retain positions of power in our cities, states and countries.

The pledge should, however, be adapted in the future to suit the political environment, and could revert to a “default” pledge in times where there are no specific overriding concerns.

In this context, the pledge will function largely as an email collection device, using the petition content as a means of demonstrating to the user that his or her goals are the same as your organization’s goals. The pledge will be placed prominently on the front page of the site, and will be followed by a form that allows the user to provide their personal information and a checkbox that allows the user to “opt-in” to Friends Committee mailings. Once the visitor has signed the petition, the form will be removed from the front page so that this “real estate” can be refocused on national legislative priorities. The emails collected from the pledge will serve as an invaluable resource to your online mobilization efforts in response to future legislation.

There is ample data to suggest that this type of email collection pledge yields terrific results. The intense emotional satisfaction the user receives upon signing a pledge or a petition has proven to yield larger and better lists than a simple email join form. As you may recall, MoveOn.org was a pioneer in this area with their one sentence petition in 1997 for Congress to censure Clinton and “move on.” Within one month the petition had collected more than 300,000 signatures.¹⁴ Amnesty International’s affiliate in Spain had similarly outstanding results with a petition concerning two Nigerian women who were sentenced to death in 2003. Within just a few months, AI’s petition effort gathered more than 400,000 signatures.¹⁵ While MoveOn.org and Amnesty’s success was largely due to the petition’s timeliness and relevance, there is little reason to doubt that, with the pledge infrastructure in place, a similarly relevant current event will occur to provide FCNL with the “hook” that will enable this pledge to go viral. In the

meantime, it will collect email addresses from your core base of supporters, which is just as important. Given your interest in building your list of online activists, a pledge is an excellent first step.

:: Action Center on National Legislation

Immediately upon signing the current petition, the user will be taken to another of the focal points of the redesigned site, the online action center. Current conventional wisdom dictates that grassroots web sites should turn visitors into activists by engaging them in simple tasks to help them feel connected, and then “deepen that engagement over time in order to sustain an active, committed and productive community of supporters.”¹⁶ Accordingly, the petition signature should be seen as a “gateway” action – it’s low cost, low emotional investment – that leads the user to increasingly significant actions in the future, which he or she will find in your action center.

Upon arrival, a first time user will be presented with a checklist of “Three Things You Can Do Right Now” in an attempt to capitalize on the user’s current attention and demonstrated interest. Online marketers have found that the use of phrases that create a sense of urgency and immediacy greatly increase user’s conversion rates.¹⁷ There is also anecdotal evidence that suggests online campaigns using action checklists, such as the Natural Resources Defense Council’s SaveBiogems.org, have increased returns due to the user’s sense of completion and accomplishment.¹⁸

The first suggested action on the checklist is a letter to the user’s Members of Congress announcing his or her pledge. The letters generated will either thank the Member for his or her good work towards peace and equality, or use the pledge as a warning that the Member should reconsider his or her position on the relevant issues or risk losing constituent support. The second “check” in the list will be for the user to tell his or her friends about the pledge, and to encourage them to participate as well. This action will be especially effective within Friends communities, as the preexisting relationships and similar belief systems will yield greatly increased conversion rates in comparison to

people without faith or shared experiences. The final “check” presented to first time users will be the opportunity for them to send an email to the editor of their local paper announcing their pledge, and raising the level of public discourse on the issues addressed by the pledge. You may notice that these three actions as a whole are designed to comprehensively address the three major portions of the advocacy universe: politicians, similarly-minded activists and the press.

Given your interest in increasing the strength of your online activist community, if a user completes all three actions, he or she will be given a little something extra. Besides the obligatory acknowledgement emails received after each step, the users will automatically receive a personalized thank you email from an appropriate senior member of the FCNL family, thanking them for their efforts. If funding is available, the user will have the opportunity to receive a token “gift” which actually promotes the web site further, such as a “War is Not the Answer” bumper sticker or yard sign. Conventional wisdom says that even a small token can mean a large increase in response rates, in the range of ten to twenty percent. While there is little hard data concerning the success of incentives in online advocacy communities, organizations like Oceana and the National Aquarium in Baltimore have had enjoyed success providing token gifts such as screensavers and desktop wallpaper. Also, a recent study by Advertising.com points out that the promise of these kinds of incentives “can improve email open rates by more than 100 percent and click-through rates by up to 1,000 percent.”¹⁹ It should be pointed out that many studies have found that bigger incentives do not equate to bigger response rates. As a result, any incentive larger than a token should be regarded as a waste of resources.²⁰

While special attention will be given to first time users, the online action center and the user’s action checklist will continue long after the initial three items have been completed. In order to maintain an active online community, there must be fresh content that engages the user. One means of ensuring fresh content is through the action items you post. Lisa Catapano, who oversees NRDC’s SaveBiogems.org, has three guidelines for creating action items that work. First of all, the action item must invoke a “sense of value” for the user. The easiest way to do this is by assuring the action item is

relevant to the user's life, interests or passions. Secondly, the action needs to be tied to some "imminent threat" which provides a sense of "timeliness and urgency" for the user. Finally, a feeling of efficacy must be generated so that the users feel as though they have the power to make a difference by completing a particular action item.²¹ Another means of ensuring fresh content is by providing information the user can put to good use, such as a printable voter guide. Voter guides provide your users with an objective outlook on where their member of Congress stands and, by extension, how they should vote. They also provide the public with a critical insight on what legislation the Friends Committee believes to be important, via the votes you select to feature. From a public relations standpoint, Voter guides are newsworthy by tapping into the media's interest in anything that condenses complex issues into easy to manage rankings. Finally, an online scorecard gives FCNL even more credibility, and the opportunity to become the "measure" of the progressive-pacifist movement in much the same way the League of Conservation Voters' Annual Congressional Scorecard has become the "measure" of the environmentalist movement.²²

:: **Email Messaging**

High quality content is just the first part of your efforts to ensure a high quality, vibrant online community. The next step is to provide intelligent and effective email communications to your online constituencies. The first step in this direction is the humanization of your organization. This means stepping back from the corporate, business-communication, press release voice that was the prevailing style in the 90s and the 00s. For Madeline Stanionis of Donor Digital, this means injecting your emails with "humor, passion, gimmicks; whatever it takes to not be 'just another email.'" ²³ For Joe Trippi, campaign manager for Gov. Howard Dean's failed bid for the presidency, this means honest communication from honest people. "When you read an email or a letter or a blog from the Dean campaign," Trippi explained, "you knew there was a real person on the other end."²⁴ There is a yearning for trust in today's email recipients, so it is important that for email communication to be

completely authentic. Given your interest a dedicated activist community to support your legislative work, this creation of intimacy will yield excellent results.

Another example of the growth of intimacy between the sender and the recipient is the personalization of bulk emails. This includes not just the use of modern email technology to merge the recipients name into the salutation, but more importantly the personalization of the emails to match a user's interests. Accordingly, your email join form and profile editor will give users the ability to flag which of your four legislative priorities they are interested in. If a user joins because of an issue specific pledge, his or her record will be flagged with that information as well. Depending on staffing resources, there should be strategy personalization based on the activity levels of your list. Sarah DiJulio, of M&R Strategic Services, recommends that lists be broken up into inactive, active and core segments.²⁵ The inactive portion of your list – those who have joined but have never taken action before – should be sent inclusion pieces, such as an FCNL newsletter, as well as action items with low barriers to entry, such as a simple petition in response to the situation in Iraq. The active portion of your list – those who have taken at least one action, but don't seem interested in taking every action on their checklist – should be sent a steady stream of action items on the issues they are interested in. Finally, your core group of activists should receive all of your alerts, and should be singled out for your fundraising campaigns as well.

As your email communication evolves, it is important to keep in mind the some of the best practices that recent email communication studies provide.

- People need to be reminded that a community exists in order for them to participate. A 2001 study reports that – of the 86 percent of online users who made a second purchase from the same online retailer – over 40 percent were driven by ongoing email communications.²⁶
- Keep your best content on top. Recent studies have shown that 50 percent of responders click on the first link of an email.²⁷ Other studies have found that readers spend less than 20 seconds on each email they open. Whether this happens because the readers click on the first link, or

because they decide the email is not worth reading any longer, this means organizations need to make an impact up front while still providing substantive content for those who wish to browse longer.²⁸

- Keep your subjects short enough to be completely visible in most email clients. In a report by Email Labs, emails with fewer than fifty characters in the subject had an open-rate 12.5 percent higher than those emails with larger subjects. The small-subject group saw even better click-through, with a 75 percent increase over the group with larger subjects.²⁹
- Offer both HTML and text versions of your emails. While 80 percent of users prefer their emails in HTML format, the 20 percent who want text are much more rigid in their demands.³⁰
- Present a unified look and feel to your users. Conversions (one record of an e-mail's success) increase by 25 percent when the look and feel of the email matches the look and feel of the content.³¹
- Similarly, make sure your messaging is consistent across your various efforts. Several studies and best practice documents declare that message continuity for email and web pages must extend beyond simply a shared theme, to shared language and shared style or else users grow lost and confused.³²

While this list can seem intimidating, email communications is one medium practice – and close attention to the metrics of your results – really does make perfect.

:: Harness Online Tools for Offline Community Building

The online community we have enabled through our pledge, action center, and email messaging is simply a foundation upon which we build our final strategic element: engaging your online members offline. This is the final step towards the creation of a strengthened and dedicated group of activists. In five years, as people look back on this period in online advocacy's development, one of the primary lessons learned will be that the best parts of online communications occurs offline. To some, this

statement is almost obvious in the context of online activism (where people online work to change the offline world) but recent successes with social networking tools have some lessons we can apply for FCNL.

The cornerstone of the online-to-offline conversion effort is a synchronized collection of house parties, held across the country on the same night of the year, in order to draw attention to Friends' Committee priorities. Timed to coincide with a current event, such as the anniversary of the start of the war in Iraq, the house parties are a "hook" through which the core activists of your organization can involve their friends, neighbors and coworkers in FCNL efforts. A significant part of the online component is a "meetings tool," by which activists can sign up to host a house party and through which they can create a personalized party page as a means to invite their friends. The meetings tool will also have basic locator functionality to help the general public find a house party near their home or office, and enable the users to proactively invite themselves. This online tool will also serve as the hub for post-party organizing. The newness of this online organizing strategy, as well as the scope, if its number of participants is driven high enough, will serve as a natural press hit to drive interest in the meetings tool. Obviously, other non-media efforts should be made to promote use of the tool including an email to core activists, search engine keyword buys, outreach to other interested groups and mentions during FCNL's regular series of national planning meetings.

There are several examples of this kind of project that could serve as role models. In September of 2004, a consortium led by the National Education Association supported over 4,000 house parties, with tens of thousands of participants, in support of a public school spending.³³ Also, in his recent book, Joe Trippi explained that while the Internet was a great tool, the main benefits of the online activities of the Dean Campaign happened offline, in the face-to-face Meetup.com events in New York and Seattle, and via the Dean Corps community volunteer activities across the nation.³⁴

By organizing online, and continuing the conversation offline, we will be harnessing the best aspects of both sphere. The Internet's strength comes from a person's ability to maintain "weak" ties,

which are the kind of ties that allow people to maintain relationships with other social circles and can be used as the basis for an invitation to a house party.³⁵ On the other hand, the offline world's strength lies in the ability to foster deep, emotional communication regarding complex issues such as politics, values and religion.³⁶ Therefore, the goal for our house parties is not to have one conversation on the designated evening, but to use the offline event as a means of strengthening your core activists' existing ties, create new ties to the general public, and harnessing these ties towards FCNL's goals. This will allow the online communications – and hopefully the offline meetings -- to continue long after the house party has ended.

:: Online Marketing and Promotion

The final aspect of our unified campaign is the development of a marketing plan for both the site as a whole and the house party event. There are a few reasons we will do this entirely online. First, your organization does not have the substantial budget required to promote the site and the events through print, radio or TV spots. Second, one of the primary advantages of online marketing is the ability to focus your message; you will only spend money marketing to people who will be ideologically inclined to visit your site or participate in the house parties. Finally, due to the online nature of our product it is prudent to keep the marketing online. This will give us the lowest barrier of conversion from the marketing (the advertisement) to the desired action (visiting your site).

For the main web site, we first need to concentrate on the basic marketing required for site exposure. Currently, your Google PageRank rating is 5 out of a possible 10, and Alexa estimates fcnl.org is ranked 453,603rd in terms of overall site traffic. For comparison purposes, the American Friends Service Committee has a PageRank of 7 out of a possible 10, and has an Alexa ranking that is significantly better than that of FCNL (AFSC is ranked 82,642nd).³⁷ It should be pointed out that the Google and Alexa rankings are not entirely reliable, and even were they scientifically exact the rankings of your web site are by no means dire. The primary way to improve your site's ranking is to increase

your link popularity.³⁸ Immediately after your site has been redesigned we will want to start a comprehensive link outreach program, during which sites that share your issue space will be asked to link to your site. Given their nature and number, Quaker related sites should be the first to be asked for reciprocal links. Progressive, pacifist sites should be next, in recognition of the respect FCNL has generated by their response to the situation in Iraq and their long-term work regarding nuclear weapons. All web sites contacted will need to be given compelling reasons to link to fcnl.org, which more often than not means compelling content. Fortunately, such content is one of your strengths even before the redesign, so the primary exertion will come through the outreach process. The other way we will want to improve your rankings is by making sure that your site is optimized correctly. This will require programmers to ensure that alt tags, title tags, and metatags are not only complete, but also relevant to the content on the page. Fortunately, your site is already designed in a manner that will not interfere with search engine rankings and your content is substantial and frequently updated. Both of these site characteristics will help optimize your site's ranking. Once this is completed, we will make sure that FCNL is properly registered with the major search engines.

Once this foundation has been laid, we will want to turn our attention towards promoting the pledge tool and the house parties. For this we will concentrate on a series of keyword buys from the Google and Yahoo Search networks. By marketing a specific action (such as the pledge or attendance at the parties) instead of the site as a whole, we are attempting to tap into your future activists need for involvement as well as their interest in "doing something." One of the fundamental mistakes in marketing conversion is maintaining a focus on simply getting people to your site.³⁹ As an advocacy organization seeking to affect change through your members, your focus should not be on getting "browsers" but getting activists. Therefore our keyword buys and related advertising will include a strong call to action, to make sure you are maximize your return on investment by only paying for those people who want to make a difference. Depending on our keyword buy's success, we may want to investigate the use of banner advertising. While many discount the effectiveness of banner ads, a well-

executed campaign is worth investigating, especially if a pay-per-click model can be negotiated. Recent studies suggest that consumers frown primarily on ads that are unrelated to their browsing interests, so our efforts would be centered on sympathetic media outlets such as the online editions of the Nation, the Progressive, In These Times, Mother Jones and the Utne Reader.

At any given point in time, we will want to promote one action through our advertising. This will allow us to maintain a focused advertising strategy. By default, we will be promoting email joins through the pledge tool, breaking only to focus on attendance at the house parties for the two months preceding the event. We will want to bring this focused approach to the ads as well. It is essential to communicate back to users in the same language or they could become disinterested or confused, or they could decide that you aren't selling what they wanted to buy. According to online marketing expert Catherine Seda, "advertisers' click through rates can increase by 50 percent if the keyword bid on is included in the title and the description of the ad."⁴⁰ It seems obvious that people are going to click on the terms that they are searching for, but the focused messaging needs to go deeper. Once the user has entered your site, it is necessary to continue using the same language so that the user doesn't think they have been "bait-and-switched." Such a focused, unified strategy will give your online efforts the highest chance of success.

:: Moving Forward

In conclusion, we believe that the Friends Committee has much to offer its users. By creating a web presence that attracts activists, engages them on a personal level and encourages them to utilize their own social networks for the good of the cause, we believe you can maximize your return on your investment and create a valuable resource for your organization. It will be our pleasure to help you meet and exceed these goals

Enclosures:

- Sample Front Page Design (Action Center)
- Sample Inside Page Design (Pledge Landing Page)
- Sample Keyword Advertisement

¹ Kathy Guthrie (managing director of the Friends Committee), statements to author, 25 April 2005 -- 2 May 2005.

² Tasha Spinder (communications specialist for the Friends Committee), statements to author, 2 May 2005.

³ "What Is FCNL?" FCNL.org. <<http://fcnl.org/whatis.htm>>

⁴ Michael Porter, "Strategy & The Internet," *Harvard Business Review*, March 2001, page 11.

⁵ Porter, 11.

⁶ Pippa Norris, "The Bridging and Bonding Roles of Online Communities," in *Society Online: the Internet in Context*, (Thousand Oaks, California: Sage, 2004), 36.

⁷ Norris, 40.

⁸ Elena Larsen, "Deeper Understanding, Deeper Ties: Taking Faith Online," in *Society Online: the Internet in Context*, (Thousand Oaks, California: Sage, 2004), 51.

⁹ Porter, 11.

¹⁰ American Friends Service Committee, "Mission and Values." <<http://www.afsc.org/about/mission.htm>>

¹¹ Spinder.

¹² John Morkes and Jakob Nielsen, "Concise, SCANNABLE, and Objective: How to Write for the Web," UseIt.com, 1997. <<http://www.useit.com/papers/webwriting/writing.html>>

¹³ Didier P. Hilhorst, "The Designer is Dead! Long Live the Designer," DigitalWeb.com, 7 April 2004. <http://digital-web.com/articles/the_designer_is_dead/>

¹⁴ Gary Wolf, "Weapons of Mass Mobilization," *Wired Magazine*, September 2004. <<http://wired-vig.wired.com/wired/archive/12.09/moveon.html>>

¹⁵ Ted Hart, James M. Greenfield and Michael Johnston, *Nonprofit Internet Strategies: Best Practices for Marketing, Communications, and Fundraising*, (New York: John Wiley & Sons, 2005), pg 193.

¹⁶ CTSG (a division of Kintera), *Proposal To Provide Web & Consulting Services*, June 2004.

¹⁷ Catherine Seda, *Search Engine Advertising: Buying Your Way to the Top to Increase Sales*, (Berkeley, CA: New Riders, 2004), 68.

¹⁸ John Sodrel, response to "Warm Words for a Cold Place," *NRDC Action Fund Blog*, 20 March 2005. <http://blog.nrdcactionfund.org/archives/2005/03/warm_words_for.html>

¹⁹ Advertising.com, "Promotional Incentives Significantly Increase Email Marketing Performance," press release, 8 December 2004. <<http://www.advertising.com/Press/04Dec08.html>>

²⁰ Michael E. Newman, "'Rounding Up' Responses to Mailed Questionnaires," *Hear It From The Board*, July 2002. <http://danr.ucop.edu/eee-aea/AEA_HearItFromTheBoardJuly2002.pdf>

²¹ Lisa Catapano, "Do You Have What It Takes To Go Viral," remarks before the Non-profit Technology Conference, 25 March 2005.

²² Kim Haddow and Holly Minch, "Scorecards, Rankings and Report Cards," *Loud and Clear in an Election Year*, (San Francisco: The Spin Project, 2004), pg 68.

²³ Madeline Stanionis, "E-Philanthropy By The Numbers," remarks before the Non-profit Technology Conference, 24 March 2005.

²⁴ Joe Trippi, *The Revolution Will Not Be Televised: Democracy, the Internet and the Overthrow of Everything*, (New York: Regan Books, 2004), 143.

²⁵ Sarah DiJulio, "What is Success: Benchmarks for Internet Programs," remarks before the Non-profit Technology Conference, 25 March 2005.

²⁶ Jeremiah J. Budzik, "Best Practices in Email Marketing," DoubleClick.com, 2002. <http://www.doubleclick.com/us/knowledge_central/documents/best_practices/bp_email_marketing_insight_0205.pdf>

²⁷ Stefanos Cuning, "Best practices for Email Marketing," Evrsoft.com, 21 November 2004. <<http://developers.evrsoft.com/article/internet-marketing/email-marketing/best-practicesfor-email-marketing.shtml>>

²⁸ "Alarming Research Results: Average Email Open Time is 15-20 Seconds," MarketingSherpa.com, 13 January 2005. <<http://www.marketingsherpa.com/print.cfm?contentid=2892>>

²⁹ Loren McDonald, "How Message Size, # of Links and Subject Length Affects Email Results," EmailLabs.com, 9 February 2005. <http://www.emaillabs.com/articles/email_articles/message_size_length_links.html>

³⁰ Jeanne Jennings, "Email Newsletter Tips, Tricks, and Stats," Clickz.com, 10 October 2002. <http://www.clickz.com/experts/em_mkt/opt/article.php/1479111>

³¹ Anne Holland, statements on "Landing Page Eyetracking Study" teleconference, 15 February 2005.

³² MarketingSherpa, "Top 10 Biggest Online & Email Marketing Mistakes," MarketingSherpa.com, 2002.

³³ "Stay Involved," The National Mobilization for Great Public Schools, 24 September 2004. <<http://www.greatpublicschools.org/>>

³⁴ Trippi, 149.

³⁵ Barry Wellman and Milena Gulia, "Net Surfers Don't Ride Alone: Virtual Communities as Communities," University of Toronto, August 1997. <<http://www.chass.utoronto.ca/~wellman/publications/netsurfers/netsurfers.pdf>>

³⁶ Larsen, 53.

³⁷ Measures taken on 27 April 2005, via the Google PageRank and Alexa web services. These web services can be reached through plug-ins for the Firefox browser (see <http://www.quirk.co.za/searchstatus/>) or by third party web sites, such as <http://developers.evrsoft.com/find-traffic-rank.shtml> (PageRank) and <http://www.top25web.com/pagerank.php> (Alexa).

³⁸ Seda, 138.

³⁹ Seda, 138.

⁴⁰ Seda, 53.