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Organizational Reputation: For Non-Profit Organizations

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Introduction

In today's society, organizations of all types are faced with both internal and external factors which can affect their ability to successfully operate. These elements can be particularly influential as they relate to organizational reputation and brand, with certain components affecting nonprofits more so than public or private organizations. For example, a recent survey indicates that trust in United States' nonprofits dropped from 58 percent to 49 percent among informed Americans in 2017 (Edelman, 2018). Because trust is one of the most important components in public perception of nonprofits, these organizations must be more diligent than ever in the proactive management of their unique reputation and brand (Bryce, 2016). This chapter will present information on how nonprofit reputation and brand can be defined, how they can be formed and influenced, and the impact that external news outlets can have on individuals' perception of an organization.

First, nonprofit reputation and brand will be defined and described in depth, including the overlap between the two terms. It should be noted that while reputation and brand universally tend to have similar definitions across sectors, there are certain nuances that become apparent and factors that must be addressed when using the lens of the nonprofit sector. These differences will be outlined in this section, along with an overview of the importance of trust on nonprofit reputation and brand. More specifically, research will be shared that suggests that nonprofits must proactively work to build and maintain trust among their internal and external stakeholders to ensure that their reputation and brand are viewed positively (Laidler-Kylander & Stenzel, 2014).

Second, this chapter will focus on how a nonprofit's reputation and brand are formed, and in what ways they can be influenced. Establishing and maintaining a nonprofit's reputation and brand require the creation of a clear focus for both objectives. While a brand is a "customercentric" concept that focuses on products or services that nonprofits have committed to providing, reputation is "companycentric" and is focused on credibility and respect derived from the opinions of key stakeholders that fall into a variety of constituencies (Ettenson & Knowles, 2008). This section will discuss how a brand is formed and strengthened over time by measuring an organizations consistency in effectively executing their mission and continuing to satisfy the expectations of its consumers. It will also discuss the formation of an organization's reputation and how failure to make the effort to efficiently develop a reputation and brand can negatively impact an organization's success. This section will conclude by addressing the ways in which reputation and brand can be influenced by stakeholders, their association with private sector organizations, and influencers who are not stakeholders within the organization.

Finally, the subject of "fake news" and its potential impact on public perception of nonprofits will be addressed. When it comes to reputation and fake news, various influencers are involved, including the public, as well as journalists and the agencies they work for. Increasingly, these groups are becoming more responsible for what is accepted as truth in the media (Chen, Conroy, & Rubin, 2015). This section will discuss what the individual can do to identify fake news and encourage honest reporting among news agencies. Often times, journalists are the catalyst to fake news, and this must also be understood in order to get ahead of false information. Next, the nonprofit's role will be discussed, including what they can do to disprove, or get ahead of, fake news once it is already in the hands of the public. The final piece of this section will address what to do in response to damaging media.

Literature Review

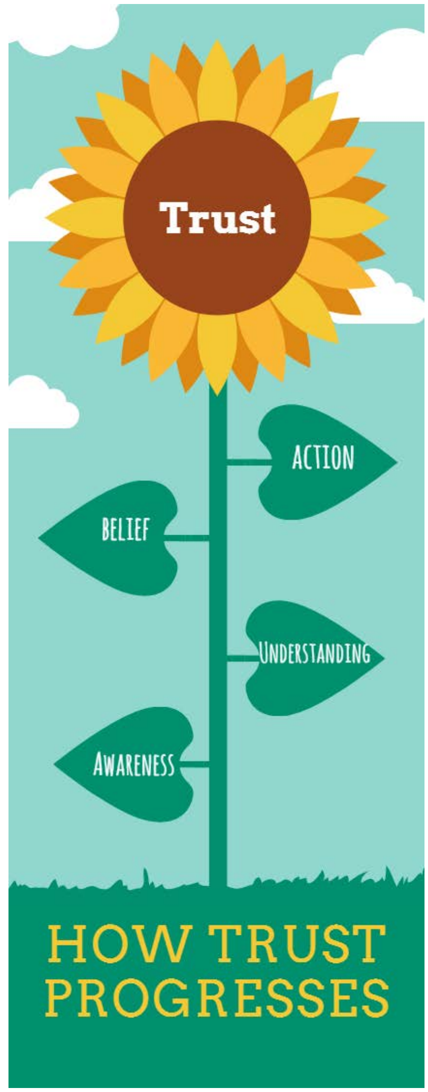
What Are Nonprofit Reputation and Brand and Why Do They Matter?

When it comes to nonprofit organizations, reputation and brand are paramount to their success. Thus, understanding what these terms mean is an important consideration for not only the organization, but their stakeholders as well. According to Laidler-Kylander and Stenzel (2014), people tend to form perceptions of organizations based on what they experience, see, hear, and read. The authors note that reputation tends to focus on external perceptions, whereas brand is a combination of both internal and external influence. While many people use the two terms interchangeably, reputation and brand are defined differently, and often perform different functions for nonprofits. Put simply, a brand is the promise the organization's make, and reputation is whether or not the organization is known for living up to those promises (Fischman, 2013).

According to Lange, Lee, and Dai (2011), organizational reputation consists of three parts: familiarity, what people believe they can expect, and how favorably they view the organization. Although this concept is seemingly straightforward, it can carry a variety of complexities for organizations in the nonprofit sector. More specifically, a nonprofit's reputation and brand can influence everything from employee engagement, to peer and public perception of the organization, to the amount of resources that the organization is able to access (Men, 2011; Padanyi & Gainer, 2003; "Your Nonprofit's Reputation," n.d.). Reputation is often considered a nonprofit organization's greatest asset, and can be further defined as "the sum of external perceptions or images of a brand across different audiences and across time" (Laidler-Kylander & Stenzel, 2014, p. 23). Although complex in nature, these external perceptions are important because if positive, can help a nonprofit to better fulfill its mission (Laidler-Kylander & Stenzel, 2014). Additionally, a positive reputation can lead supporters to give preference, or preferred status, to the nonprofit when compared to other organizations (Padanyi & Gainer, 2003). This could equate to additional financial support, availability of cross-sector and in-sector partnerships, and an increased number of individuals who commit themselves to the organization as employees and volunteers. Specifically, Fischman (2016) reports that organizations with good reputations receive better discounts on purchases and lower fees on loans, and can attract quality staff members who would otherwise be employed in the for-profit sector for a higher wage. Conversely, if these external perceptions are negative, the nonprofit may have a more difficult time gaining support from its key stakeholders. Fram (2015) notes that this is because a diminished reputation can lead to a lack of organizational confidence among these important groups.

Brand, on the other hand, is driven by both internal and external factors, and must address a broader group of audiences as a result (Laidler-Kylander & Stenzel, 2014) . Laidler-Kylander and Stenzel (2014) define brand as “the reflection and embodiment of the mission” (p. 70), whereas Daw and Cone (2011) define nonprofit brand is “a collection of perceptions about an organization, formed by every communication, action, and interaction (p. 20)". Essentially this implies that brand, through both recognizable visual images as well as a clear understanding of the organization, encompasses the thoughts, feelings, and perceptions of a nonprofit's audience when they reflect upon the organization (Laidler-Kylander & Stenzel, 2014). Internally, this means that a strong brand can help a nonprofit's key stakeholders establish a level of cohesion within the organization, which can ultimately result in greater and more efficient organizational capacity. Externally, a well-formed brand can help audiences distinguish between organizations, to build a nonprofit's trust among its stakeholders, to better position the organization for potential partnerships, and to boost the impact that it has on the community (Laidler-Kylander & Stenzel, 2014). In addition to these points, an organization's brand has several other important functions. Specifically, nonprofits can utilize their brand to assist in raising funds for the organization, to develop a strategic approach to serving their mission, to build and sustain social impact, and to keep the organization in alignment with its culture and values. (Kylander & Stone, 2018).

Despite the differences between reputation and brand, they do correlate with one another on certain levels. For example, Laidler-Kylander and Stenzel (2014) note that if a nonprofit's reputation is harmed or weakened, its brand will be as well. Similarly, both reputation and brand can either be helped or harmed by who the organization partners or affiliates itself with (Laidler-Kylander & Stenzel, 2014). Another important consideration when it comes to both nonprofit



reputation and brand is trust. According to Laidler-Kylander and Stenzel (2014), trust is developed when an organization's actions match the perceptions of its stakeholders. The authors also point out that trust is the direct result of good brand management and is the key to driving increased capacity through enhanced relationships and the attraction of additional financial and human resources (Laidler-Kylander & Stenzel, 2014). When it comes to an organization's donors, their trust is essential, as many are not able to see firsthand how the organization operates on a day-to-day basis. The same holds true for partners as well; partners must trust the nonprofit organization in order for their collaborations to be efficient and effective (Laidler-Kylander & Stenzel, 2014).

While the basic definitions of reputation and brand are similar across sectors, it should be noted that the terms mean different things for nonprofits than they do for for-profit organizations. When viewed in the context of a nonprofit environment, Laidler-Kylander and Stenzel (2014) report that mission is central, whereas within a for-profit environment, the organizations tends to focus on the end user. According to the authors, this means that nonprofits work hard to establish several differentiating factors:

1. A consensus-building culture that focuses on collaboration versus competition
2. A higher level of employee engagement
3. A broader group of stakeholders, including not only its employees, but also its clients, partners, donors, and volunteers

4. A focus on mission versus profit

Additionally, reputation and brand can be more complex for nonprofits. According to Fischman (2016), nonprofits are often held against objective measures that have been decided for them. This means that organizations must work even harder to ensure that their key stakeholders understand not only their mission and objectives, but also the concrete and measurable ways in which they are impacting the community.

How Are Nonprofit Reputation and Brand Formed and How Can They Be Influenced? (INCOMPLETE)

Founders and leaders of nonprofit organizations have to constantly monitor the formation and evolution of their reputation and brand. Taking proactive measures instead of having to course correct and save resources that may otherwise need to be devoted to situations that require reaction by leadership. An organization's brand is focused on the relevancy of the organizations services and products (Ettenson & Knowles, 2008). What unique services does a particular organization offer and why are those services and/or products relevant to a potential stakeholders current needs? Building an organization's brand is essential to its success and ability to be viable within the community it serves. Brand formation is dependent on a well-developed mission and vision supported by actionable steps that are well executed by all levels of an organization (Ettenson & Knowles, 2008).

While both reputation and brand are intangible assets, they must be seen and treated as two separate but equal valuable components of an organization's ability to support the communities they have endeavored to serve (Ettenson & Knowles, 2008).

The Effect of "Fake News" on Nonprofit Reputation and Brand

Fake news can have either a negative or positive effect on an organization's reputation, depending on what is being said in the media. Within the last several months, fake news has exploded and has become money maker for many journalists who are not able to make it in journalism without participating in creating misleading news articles (Sydell, 2016). Financial support for large media networks has such a strong pull in determining what is portrayed in the media that if journalists do not write what they want, then they are excluded from the conversation. This has had a tremendous effect on individuals reading the news, as they now do not know what to believe. Nonprofit organizations now have to commit funding to combat fake news to uphold a reputation and brand they have fought hard to establish.

It's important to note that individuals and organizations, along with journalists, play their own separate role in the proliferation of fake news and its subsequent effects on reputation and brand. What is pushed in the media is dependent on who is participating in the conversation and what is being presented. In addition to who is participating, the networks in which fake news are shared also play a role in its acceptance. Within these networks, there are many different facets of news and media to consider, such as social media, blogs, television news broadcasts, newspapers, and magazines. Ultimately, there are many different players in the realm of fake news, and in order to make a change, it is important to understand their roles.

Despite holding the impression of being open and honest communicators, journalists are being depicted as the ones creating the misleading materials that influence individuals' behavior and tarnishing nonprofits' reputation and brands. In reality, the journalism profession has a code of ethics, while non-journalists contribute without abiding by this code. According to Edelman

(2018), journalists are experiencing an increase in their credibility despite the fact that people are aware of the false news they are proliferating. Journalists want to uphold the credibility of their profession, but still have the opportunity to participate in the profession and make a living (Borden & Tew, 2007). Unfortunately, many large news networks are financially supported by corporations who have the power to sway what is portrayed in the media. So, what are journalists to do, spread fake news or uphold the impression of being open and honest? According to Borden and Tew (2007), MacIntyre's Virtue Theory depicts how journalists cannot just act as a journalist, they must also subscribe to a set of collective moral values and uphold a code of ethics. Fortunately, journalists are now in a position where they are questioning their own motives and participation in creating fake news. By coming together, they have the opportunity to change the growing popularity of fake news.

To be successful in presenting the most accurate information possible, journalists must be critical of their own work. When they choose not to, journalist imitators, like Stephen Colbert, step in to point out the humor and flaws in news articles, as well to ask the hard questions. An increasing number of these imitators are appearing in print and on television, but these individuals do not share the same code of ethics that journalists do, nor do they desire to do so (Borden & Tew, 2007). Being an imitator gives these individuals the freedom to be media critics to those journalists who are spewing fake news, but that is a choice that they do not have to make (Borden & Tew, 2007).

Aula (2010) has found that organizations themselves can manipulate the media to create a positive brand, which in turn works to boost the positive reputation of the organization, at least until the schemes are revealed. Some organizations have even been found to own and operate their own "flogs", or "fake blogs", with the intention of inflating their reputation (Aula 2010).

Aula (2010) goes on to say that organizations must be ethical and truthful when representing themselves in social media and, furthermore, in their branding, in order to be ahead of the game when it comes to fake news. This means being ready with a response and follow up plan before an attack or misinformation is able to be disseminated. Having a strong brand that can withstand false news until it can be disproved is essential to reputation and brand protection. Additionally, it's essential that a nonprofit's reputation and brand are supported and defended by their stakeholders. Because of the various participants and vehicles involved in the proliferation of fake news, it is imperative that organizations have a strong brand so that people know how to respond to external pressures. If nonprofit stakeholders understand the brand, it will be much easier to defend and represent the organization appropriately in the media.

In a recent study, it was found that the effects of fake news led 42 percent of people to state that they are unable to determine which companies or brands to trust (Edelman, 2018). Compounding this, Edelman (2018) also found that most individuals have very little trust in the media, with the average person being unable to tell the difference between authentic and false news stories. Unfortunately, it is difficult to teach internal stakeholders how to support and defend brand in the media, let alone those that are uneducated on an organization's mission, vision, and values. While many individuals have a vested interest in the quality of journalism they read, they are expected to navigate the risks and opportunities of the internet with little to no guidance (Bulger & Davison, 2018). This ultimately makes them both the media's biggest ally as well as its strongest critic. The National Association for Media Literacy and Education (n.d., para. 1) defines media literacy as, "the ability to access, analyze, evaluate, create, and act using all forms of communication." In today's era of fake news, media literacy is becoming ever more important for the individual if they are to make an educated opinion regarding a nonprofit's reputation and brand. If the individual is educated on media literacy and how to find the truth, then they can be a prominent player in combating fake news and helping nonprofits to protect themselves.

As mentioned previously, fake news can be found through local news networks, large television networks, the Internet, social media, newspapers, and journals, to name a few. While most adults receive their news from either social media or television sources, very few actually trust these sources (Mitchell, Gottfried, Barthel, & Shearer, 2016). Even fewer are actually checking facts when forming opinions of organizations based on information received from these very news sources. More so than television, social media is one outlet that can affect an organization's reputation and brand because it allows news to be shared repeatedly without being verified (Mitchell et al., 2016). Whether the information is true or false, it can represent a completely different brand or picture than what an organization is trying to present. This can truly alter the reputation of the organization and what the public expects from the agency (Aula, 2010). Reputation in the media is not only affected externally by individuals but also by the organization and the way in which they respond to portrayals in the media (Aula, 2010).

Social media is effectively changing the way reputation and brand are formulated; it is no longer an internal, isolated project but one that is constantly being manipulated by external sources, whether they are credible or not. Fake news has made it critical that organizations both appear and act ethically and transparently in order to get ahead of, or on top of, the misrepresentations in the media (Aula, 2010). It has also created an environment where individuals tend to band together to create a collective truth, organizations must be proactive *AND* reactive in an effective manner, and where journalists play to whichever audience will give them the most bang for their buck (Aula, 2010). Now that fake news is front and center, a unique environment has been formed. Individual citizens, journalists, and nonprofit agencies now all have the opportunity to work together for a common goal: honest, transparent, non-misleading information.

Putting Research into Action: Application Tips for Nonprofit Practitioners

Nonprofit Reputation and Brand

According to Willems, Jegers, and Faulk (2016), nonprofit managers should put substantial focus and resources into building their reputation; it is arguably the organization’s most important asset. The authors note that engaging stakeholders is a concrete step that can be taken to increase trust, and to effectively attract additional resources (both internal and external). Increasing communications with both internal and external stakeholders is also important in building trust and enhancing reputation and brand for nonprofits. This includes full transparency in annual reports, organizational updates, and information on how donor funds have been used. According to Bryce (2016), sharing this information allows nonprofit’s stakeholders to determine if their expectations are being met. Charity Navigator offers a robust guide for determining how they rate nonprofit accountability and transparency here.

Fram (2015) also argues that building a strong board of directors can be important when it comes to nonprofit reputation and brand. He notes that recruiting strategic thinkers to the board who can support and effectuate the nonprofit leader’s vision is critical. To this end, having a board member with experience in marketing and branding can also be an effective way to keep the organization up-to-date regarding how it can best communicate its reputation and brand to the community, without adding cost to the nonprofit’s overhead. Additionally, having sound definitions of roles and responsibilities is important to building and maintaining organizational trust as well. A full guide relating to nonprofit board governance can be accessed here.

Nonprofit leaders should not only consider the public's perception of their organization, but also other key stakeholders. Each of these groups' perceptions of the nonprofit's reputation can affect the organization's performance and growth (Padanyi & Gainer, 2003). Additionally, nonprofits must also ensure that their reputation matches reality. Herman (n.d.) reports that some organizations can be caught off guard if they are not actively soliciting feedback from their stakeholders. While exceeding expectations is positive, if nonprofits are overpromising and under delivering, they can do significant damage to their reputations. This damage can then equate to loss of support and the inability to fulfill the mission. Herman (n.d.) advises that nonprofit organizations routinely conduct both internal and external checks, and work diligently to close any gaps that may exist between reputation and reality. If this gap between the two perpetuates, it can cause dissonance, and a resulting lack of confidence and trust in the nonprofit. The National Council for Voluntary Organisations (NCVO) has put together a short outline of five actionable things that nonprofits can do to build trust here.

Forming and Influencing Reputation and Brand (INCOMPLETE)

A practitioner's role in brand formation.

How practitioners assist with brand formation.

Word of mouth has the potential to do significant damage to nonprofit organizations (Williams & Buttles, 2013). This impacts organizations differently depending upon the size, scope, volume, foundations vs. traditional service oriented nonprofits, etc. The current concept of word of mouth is not comparable to times where communication was not digital. Digital communication allows stakeholders that previously had no opportunity to connect and communicate, the opportunity for instantaneous interactions. In the vein of a crisis management situation, word of mouth can impact an organization's ability to control the narrative or mitigate negative perceptions (Williams & Buttles, 2013). Organizations are always seen as reactive in the age of social media. The concept of word of mouth can impact donor perception. The Marcus Williams and Francis Buttles Case Study on a nonprofit organization's ability to manage word of mouth can be found here.

Example of salvaging a reputation based on influence: the Cincinnati Zoo.

The Cincinnati Zoo and Botanical Garden is a fascinating example of how reputation can be adversely affected by the public and rectified by course correcting and committing to effectively communicating about the organization's work. Founded in 1874, the nonprofit organization is the second oldest zoo in the United States (Charity Navigator, 2018). On May 28, 2016, a three-year-old boy managed to climb into the gorilla enclosure. A Western Lowland gorilla named Harambe grabbed the young child and dragged him to another area within the enclosure. Staff at the zoo were worried about the boy's safety in the situation and shot and killed the gorilla. In the digital age, this incident reached every mainstream media news source within minutes due to video recordings being shared by guests at the zoo. While many experts in the field came out in support of the actions, controversy enveloped the zoo and the public was divided on the decision to kill Harambe. The social media firestorm that inundated the zoo's communications team caused the organization to remove its presence from Twitter. While the organization rejoined Twitter a few months later, Harambe still remains a pop culture staple on all social networking platforms (Romano, 2016).

Fast forward to January 2017 when the first Nile hippopotamus in 75 years is born at the Cincinnati Zoo. Fiona, as she is now commonly known, was born six weeks premature at an alarmingly small weight of 29 pounds. The zookeepers and a team from Cincinnati Children's Hospital worked around the clock for weeks to ensure Fiona's survival. The communications team provided daily social media updates on all of their social networking platforms. These updates kept the public invested in her survival (Citation: Facebook episode on the survival of Fiona). Fiona, now a year old, has been adopted by not only the Cincinnati community but an international community of animal lovers. The demand to meet the hippo brought guests to the zoo in the thousands. Their communications team now has a web series devoted to updates on Fiona's success and all of the milestones she has met. The scrutiny the zoo experienced after the Harambe incident has been mitigated by what has been seen as remarkable work by the zoo in saving Fiona's life. They seized the opportunity to showcase their dedication to animal conservation and remind the public of their efforts in that area (Article on increase in support). They have now published a web series, books, calendars and countless items branded with Fiona's image that can be purchased by the public to support the organization. The zoo's reputation was adversely influenced by a crisis and positively impacted within a seven month window. Their ability to garner the support of the public once again is a testament to the brand that existed prior to the killing of Harambe and the staffing structure they have in place within their organization.

Dealing with Fake News

Every individual, group, and organization participating in the media conversation must take a stand against fakes new as it proliferates every media outlet, from social media to all major news networks. As discussed, fake news can have a huge negative impact on a nonprofit’s reputation and brand, and in order to combat those effects, every nonprofit, journalist and individual has to play their role. This means these groups must stand up for what’s right, band together, and become educated on how to decipher what is fake news.

Nonprofit influence.

Nonprofits have two roles when interacting with the media. First, there are those nonprofits whose mission is to change the face of media, raise awareness, and educate on fake news. Second, there are the nonprofits trying to maintain their reputation and brand, focused in areas such as social welfare, environmental, social, etc. By taking action into their own hands, nonprofits can focus on bringing people together to educate, raise awareness, and change policies. In doing so, nonprofits can engage journalists on their practices and the purpose of their work, creating allies and open dialogue on the negative and positive effects of communication in reputation and brand (Borden, 2007). Allies are indispensable, especially those with the funds to support the cause and those from previous (successful) movements who can provide “experienced activists, organizational and ideological bases, and tactical models” (Borden, 2007, p. 148). Journalists and nonprofits working together have the opportunity to change the face of media and the reach of fake news by working together. An example of this effort is the Project for Excellence in Journalism (PEJ), a journalist-run think tank advocating and researching for the cooperative exchange of ideas for quality journalism (Borden, 2007). One of the projects stemming from this effort is the Committee of Concerned Journalists. This is a group focused on educating the public, classrooms, and newsrooms on the best practices for honest journalism

(Borden, 2007). Foundations, grass-roots organizations, labor unions, and established advocacy groups such as the American Civil Liberties Union and Common Cause are needed to organize citizen efforts to protect journalism as a practice (Borden 2007). Ultimately, by supporting journalism practices, nonprofit reputation and brand will also be protected from defamation of fake news.

For leaders of nonprofits Aula (2010, p. 46) has recommended the following tenets for managing nonprofits strategic reputation when it comes to social media:

1. The ability to perceive and avoid risks is essential to organizations in order to survive.
2. Instead of sophisticated, objective, and rational risk analysis, most people rely on their subjective risk perceptions, which can be affected by such highly emotional sources as social media.
3. Reputation is a valuable, but highly fragile corporate asset.
4. Reputation risk will garner more attention in corporate risk portfolios.
5. The challenge is to create valid reputation risk categories and to quantify the implications of the loss of reputation.
6. Reputation risk often originates from uncontrollable external factors, but corporation's own controllable actions play an important role as well.
7. The importance of reputation requires there be a specific guardian (such as a Chief Reputation Officer).
8. Corporations must engage in proactive communication in order to prevent reputation risk and to fix damaged reputations.
9. Reputation risk evolves and culminates in publicity, but in social media publicity is a dialog.

The last two tenants are crucial action steps that must be included when determining how a nonprofit will respond to reputation and brand damaging fake news, as there should always be a response to the media that is fueling expectations or beliefs about the nonprofits reputation and brand (Aula, 2010). Aula (2010) also presents four alternative strategies that firms can employ in combating damaging fake news:

- Strategy of absence
- Strategy of presence

- Strategy of attendance
- Strategy of omnipresence

The absence strategy is a unidirectional communication process where the nonprofit does not participate in the conversation they only disseminate information to the stakeholder (Aula, 2010). The strategy of presence encourages leaders to be aware of what is happening in the media by listening and providing information to strategic media outlets (Aula, 2010). This type of media participation is still very unilateral but with a more intent direction. A strategy of attendance incorporates the previous two strategies of listening and participating, but most importantly, collecting and sharing information directly pertaining to the organization (Aula, 2010). The strategy of omnipresence is the most involved strategy. This strategy involves being actively and continuously participative with the public and media. As mentioned, it is important to increase communications with both internal and external stakeholders in order to build trust and enhance reputation and brand in nonprofits. Therefore, the strategy of omnipresence in media communication is the most effective for reputation and brand building. This idea is referred to as “multilogging”, not simply dialoguing, but being present in every aspect (Aula, 2010). This final approach is the most effective for getting ahead of fake news and being prepared with a response to any possible negative effects to the nonprofits reputation and brand. Borden (2007) believes that nonprofits need to experience some hardship to continue being vital. When nonprofits have to stop and take a second to analyze their reputation and brand they can evaluate their validity and how true they are being to the mission of the organization. In sum, with the collaboration of journalists and an educated community, the nonprofit reputation and brand can be better protected.

Journalists' role.

Journalists literally create the material that can be damaging to nonprofit reputation and brand. With the support of their honest and open writing, journalists have the opportunity to create a trusted media network. If journalists truly desire to participate in the media in an honest and transparent manner, then they must assert themselves as practitioners of journalism (Borden, 2007). With the support of nonprofits focused on bettering the media, the following tenets identified by Borden (2007, p. 126) can be put into practice:

- The practice must redefine bad journalism as a social problem requiring political action and managerial reform
- Identify press reform as a social problem
- It must construct internal consensus around the practice's standards of excellence
- It must persuade citizens to help it launch a successful social movement aimed at protecting journalism from the excesses of commodification.

While nonprofits can do the grunt work in raising awareness in these avenues, journalists have to take back their reputation and brand and redefine it to create a standard across the practice. They can then use their expertise and prowess to be gatekeepers to social media and news outlets by ensuring the most accurate information is shared (Borden & Tew, 2007). This leads to the next standard that journalists can help uphold, which is factuality. This is a joint effort between journalists, the individual consumer, and nonprofits wherein the journalist must provide factual information, and the individual able to trace that information to its factual source (Borden & Tew, 2007). As Amanpour (2017) points out in a Ted Talk interview on *How to Seek Truth in The Era of Fake News*, journalists must be objective in their practice and cover all angles of the truth. What would happen if journalists banned together and took a stance against fake news? The Ethical Journalism Network (n.d.) provides a glimmer of hope as to what can happen when a profession takes a stand and and does what is right. This source provides an excellent resources that consumers, nonprofits, and journalists can utilize to educate themselves on combating fake news. The Ethical Journalism Network (n.d.) identifies the following five principles of journalism:

1. Truth and Advocacy
2. Independence
3. Fairness and Impartiality
4. Humanity
5. Accountability

For a more detailed description of these five principles, watch this video here.

Individual/audience influence.

Individual media participants include those that are employed at nonprofits and the journalists creating the media. This information is directed to individuals participating in media, regardless of their other roles in media creation and proliferation. The International Federation of Library Associations (IFLA, 2018) indicates that critical thinking is the key in identifying fake news. As soon as an individual feels their emotions flare up, they should evaluate the information being presented and begin the fact-checking process (Caulfield, 2017). The IFLA are huge advocates for education and awareness in identifying fake news and recommend the following infographic in navigating social media:

Source: IFLA, 2018

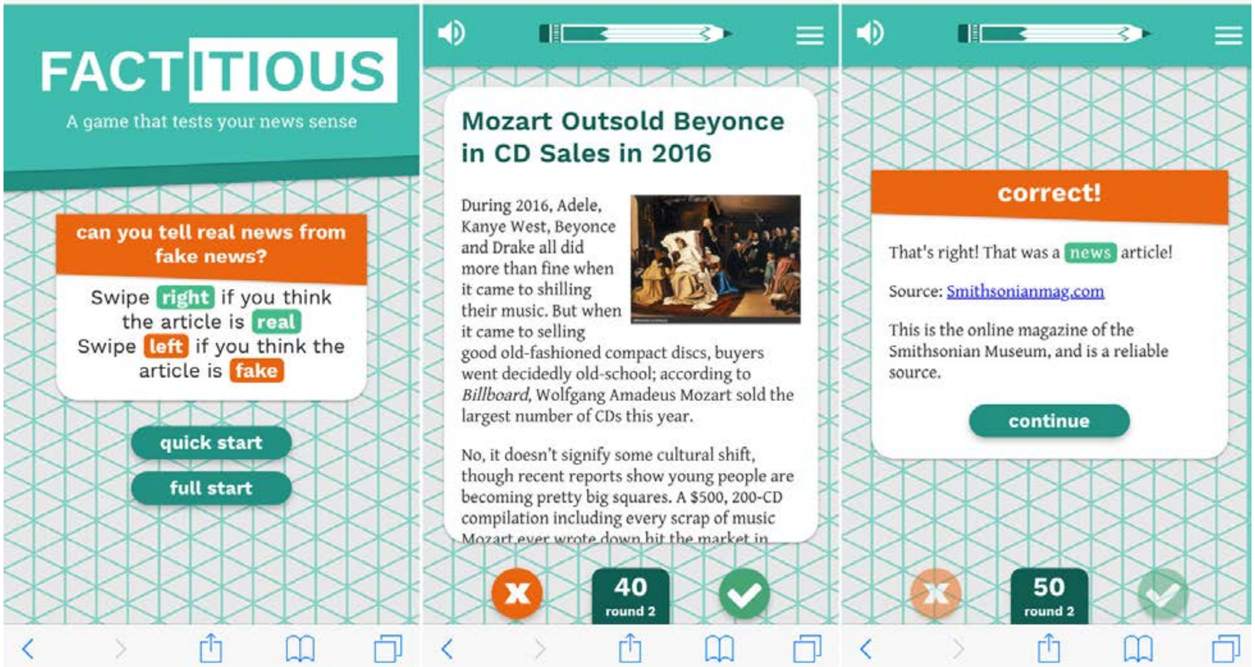
The Internet is a vast, scary world, but with the help of certain resources, it may be a little easier to navigate. Caulfield's (2017) textbook *Web Literacy for Student Fact Checkers* is a great supplementary guide to the above infographic, providing more detailed information on how and what to use in order to identify fake news. This is a great guide for nonprofit professionals, journalists, and individuals alike to have on hand to reference while fact checking various information from different social media and other media networks. As mentioned previously, if the board of a nonprofit has a leader that is focused on marketing and branding, they can utilize the board governance guide along with this guide to ensure information being disseminated and proliferated is accurate.

Once education and awareness of fake news are established, the opportunity presents itself to stop the proliferation of fake news. According to Borden (2007, p. 135), the individual can take many steps to ensure the proliferation of fake news stops in their hands by:

- Holding public forums on press performance
- Develop media-criticism programs on cable-access television
- Post media criticism on citizen-produced journalism reviews other websites

The individual citizen can even go so far as to buy shares in private news companies, make donations to fund reporting on particular stories that interest them, and accept reporting and fact-checking assignments (Borden, 2007). The individual also has the power to come together collectively in order to play to big government and big media's bottom line and policy to influence reform (Borden, 2007). If policies are so strict that they disallow the individual citizen to participate in media regulations and rules, it becomes more difficult to eradicate or reduce "fake news." When individuals began to stand up and take action in media/press reform, they form groups and agencies that can have a large effect on news and what is and isn't allowed (Borden, 2007).

With all of this information in hand, do you think you are ready to put your skills as a fake news connoisseur to the test? Factitious, developed by Farley (n.d.), is a fun, interactive game for all people to help determine their ability to spot fake news. Take the quiz now and see how you fare.



Source: Farley, n.d.

Conclusion

In this chapter's review of nonprofit reputation and brand, three main categories were addressed. First, the definition of nonprofit reputation and brand, including the similarities and differences between the two, was presented along with a description of the role of trust. Second, this chapter detailed how nonprofit reputation and brand can be formed and influenced, offering a case study from the Cincinnati Zoo as a real world example. Finally, the effect of "fake news" and media literacy on nonprofit reputation and brand was presented, along with practical ways to combat it. With the tools and information provided herein, nonprofit organizations should be more aware of the importance of nonprofit reputation and brand. This knowledge will allow them to be better equipped to treat reputation and brand as an asset so that they can increase trust, and subsequently, their resources. Furthermore, by investing more heavily in their reputation and brand, nonprofit stakeholders and influencers can be more prepared with a plan of action, and will be ready to address fake news on a proactive versus reactive basis.

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