Analysis of NEDA's Website: Stewardship on Eating Disorder Nonprofits' Websites

Jessica Nissen

April 15, 2020

ANALYSIS OF NEDA'S WEBSITE: DEPLOYING STEWARDSHIP STRATEGIES ON EATING DISORDER NONPROFIT'S WEBSITES

Abstract

Kelly's (2001) stewardship model of public relations has proven effective for fostering ongoing organization-stakeholder relationships and has been of particular interest in the nonprofit sector. Effective manifestations of stewardship have been studied and explored in various contexts, including nonprofit websites. The purpose of this study is to detect how eating disorder nonprofits—particularity those whose missions are highly stakeholder-relationship focussed—can effectively deploy stewardship strategies on their websites. A case study of the National Eating Disorder Associations's website is presented.

Analysis of NEDA's Website: Stewardship on Eating Disorder Nonprofits' Websites

The success of a nonprofit organization often hinges on the relationships it has with donors and other stakeholders. Pressgrove (2017) says that in order to cultivate and maintain stakeholder relationships, many nonprofits rely on public relations (PR) strategies. Nonprofit PR practitioners have been increasingly adopting Kelly's PR model that includes a step called stewardship (2001). Scholars have found that stewardship strategies have a positive impact on nonprofit–donor relationships (Waters, 2009). Because of this, stewardship has recently been studied and explored in various contexts, including online. Research has found that nonprofit organizations can effectively demonstrate stewardship through the use of organizational websites (Pressgrove, McKeever, and Collins, 2015). Large categories of nonprofits have been studied to understand how they deploy stewardship strategies online. One nonprofit subtype that has not been studied in connection to stewardship yet is eating disorder (ED) nonprofits. This study

inaugurates the body of research by focussing narrowly on effective manifestations of

stewardship on ED nonprofit organizations' websites. A case study of the National Eating

Disorder Association's website is presented here. A case study of how a leading ED nonprofit

manifests stewardship on its website provides an excellent example of how other nonprofits of

this type can most effectively exhibit stewardship on their websites. Utilizing websites to display

stewardship can potentially strengthen these organizations' stakeholder relationships and

improve organizational and PR goal-attainment.

Literature Review

Nonprofits and Public Relations

As Pressgrove (2017) points out, the success of a nonprofit often hinges on its

relationships with donors and other key stakeholders. Many scholars affirm this notion (e.g.,

Brinckerhoff, 2012; Waters, 2009). Ledingham & Bruning (1998) say that many scholars have

recognized that PR can be an important organizational management function, because PR uses

strategic communication to build mutually beneficial relationships between and organization and

its key publics. Because relationships with stakeholders are vital to nonprofit success, PR

functions are of interest to the nonprofit field. Pressgrove (2017) affirms this, saying that in order

to cultivate and maintain stakeholder relationships, many nonprofits rely on PR strategies, which

tend to be more cost-effective than traditional advertising campaigns (p. 103). For those in the

nonprofit sector then, best practices in PR are often discussed. In the past two decades, the

nonprofit field has been increasingly interested in a PR concept called stewardship.

Stewardship

ANALYSIS OF NEDA'S WEBSITE: DEPLOYING STEWARDSHIP STRATEGIES ON EATING DISORDER NONPROFIT'S WEBSITES

In 2001, Kelly introduced a concept called stewardship to PR. Implementing stewardship in PR programs is the way Kelly proposes practitioners can and should best manage ongoing relationships with key publics. In addition to the four steps often included in traditional models —typically a mix of research, programming, implementation, objectives, and evaluation— Kelly's model includes a fifth called stewardship (2001). Stewardship is about continually attending to the stakeholders who have previously established a connection with or shown support to an organization in the past and nurturing relationships with those publics in the future. Kelly (2001) points out that stewardship keeps dialogue and exchange with supportive stakeholders going.

Stewardship is comprised of four elements or distinct strategies: reciprocity, responsibility, reporting, and relationship nurturing (Kelly, 2001). Recently Pressgrove (2017) refined the definitions of the four strategies, using Kelly's definitions as a guide and building on previous studies that have explored stewardship. Pressgrove (2017) defines responsibility: "Initiatives organizations engage to fulfill their missions and demonstrate to the public they are good stewards" (p. 106). Reporting is defined: "A strategy differentiated from responsibility by focusing on precise descriptions and quantifiable statements that demonstrate the organization is meeting legal and ethical requirements of accountability" (Pressgrove, 2017, p. 106). Pressgrove (2017) defines reciprocity: "Public acknowledgment of support or displays of sincerity and friendship between an organization and its publics" (p. 108). Pressgrove (2017) defines relationship nurturing: "Maintaining regular open communication between an organization and its publics with the intention of engagement in mission fulfillment" (p. 109)

ANALYSIS OF NEDA'S WEBSITE: DEPLOYING STEWARDSHIP STRATEGIES ON
EATING DISORDER NONPROFIT'S WEBSITES

Stewardship and Nonprofits

Scholars in the nonprofit sector have shown particular interest in stewardship. One reason

is that stewardship's roots are in fundraising (Kelly, 2001, p. 282). Kelly explains: "Most annual

gifts, and nearly all major gifts, come from individuals, corporations, and foundations that have

given to the organization in the past. Therefore, how donors are treated *after* they make their

gifts largely determines future success" (2001, p. 283). Waters (2009) finds that donors do favor

the four stewardship strategies, and Pressgrove (2017) finds that stewardship has proven to

positively impact the nonprofit's ability to develop successful donor relationships. The display of

social responsibility that is inherent to stewardship also makes it relevant to nonprofits. Jeavons

(1994) explains that for nonprofits to prove that they are worthy of support from key

stakeholders and donors, they must demonstrate socially responsible management of resources.

Growing Research on Stewardship

Pressgrove et al. (2015) point out that because of the success of stewardship, many

nonprofit and PR scholars have studied it in different contexts (e.g. Worley & Little, 2002; Patel

& McKeever, 2014; Waters, 2011). Some research has found that nonprofits can effectively

demonstrate stewardship through the use of organizational websites. Pressgrove et al. (2015)

studied how top nonprofits from several large categories of nonprofits deploy stewardship

strategies online (p. 3). Such studies aid in clarifying the definitions of each of the stewardship

strategies, offer indicators to measure the dimensions of the construct, and indicate how other

nonprofits can best deploy stewardship on their websites. One nonprofit subtype that has not

been studied in connection to stewardship yet is eating disorder (ED) nonprofits.

Eating Disorder Nonprofits

Several ED nonprofits exist in the United States to aid the problems related to EDs (The

Eating Disorders Coalition for Research, Policy, and Action, 2019). However, in this niche field

there is a great lack of research related to PR and managing stakeholder relationships. This study

inaugurates the body of research by focussing narrowly on how the National Eating Disorders

Association (NEDA) deploys stewardship strategies on its website.

Muhlheim (2020) explains that there are different types of ED nonprofits—some

primarily focussed on funding treatment grants for individuals or influencing federal policy on

eating disorders, for example. But NEDA is is the leading exemplar of the nonprofits whose

missions are more aimed at supporting individuals who are directly impacted by eating disorders.

These support-type organizations are of primary interest in this study because they are more

relationship-focussed and by nature aim to display ongoing regard for stakeholders—making

them especially relevant to stewardship.

National Eating Disorders Association (NEDA) Background

Again, NEDA is a leader in the field of ED nonprofits. Becker & Stice (2017) report that

NEDA is the largest grassroots ED association in the United States. A NEDA representative says:

> "NEDA is the leading not-for-profit organization in the United States advocating on
> behalf of and supporting those affected by eating disorders. NEDA's lifesaving
> programs reach millions every year. . . .NEDA focuses on individuals and loved ones,
> and serves as a catalyst for prevention, cures and access to quality care" (NEDA
> Representative, personal communication, February 15, 2020).

NEDA facilitates interpersonal connection with and among stakeholders through such activities

as organizing "support networks" (Eating Disorder Hope, 2018) and fundraising walks that aim

to "unite communities"(Muhlheim, 2020). NEDA is highly stakeholder-focussed.

The author of this study chose to do a case study of NEDA's website. A case study of how

the exemplar support-type ED nonprofit manifests stewardship on its website provides an

excellent example of how nonprofits of this type can most effectively do the same.

Research Question

Past studies have explored the evidence of stewardship on nonprofits' websites. One

study investigated the presence, absence and dominance of the four strategies of stewardship on

the websites of the largest U.S. nonprofit organizations in seven major categories (Pressgrove et

al, 2015). Yet no research has investigated stewardship on the websites of ED nonprofits. The

following question will guide this study of the National Eating Disorders Association's website:

RQ1: What evidence of the four strategies of stewardship appears in the manifest content

of the National Eating Disorders Association's website?

Method

This case study of NEDA's website employed qualitative content analysis of NEDA's

website. A detailed codebook was created to measure the four stewardship strategies. The coding

took place on March 28, 2020 and March 29, 2020.

Three aforementioned studies that analyzed stewardship on websites used content

analysis and coding procedures to analyze the websites and gather data (Patel & McKeever,

2014; Waters, 2011; Pressgrove et al., 2015). Following their model improves the reliability and

validity of this study. Content analysis was chosen for this study also because, as Neuendorf

(2002) says, content analysis is often used for web analysis (p. 1); and easily measurable,

manifest variables can be used to represent and detect latent variables (p. 23). In this study, the

latent variables are stewardship strategies, and they will be measured by the presence or absence

of predetermined manifest variables. The author reviewed definitions and examples of each

stewardship strategy in related studies to create the codebook for this study. Definitions of each

strategy as presented in the codebook are as follows:

Responsibility: acting in a socially responsible way; keeping promises to important

publics; conveying how resources are used to support the organization's mission; something

organizations do to fulfill their mission and then demonstrate to the public to prove they are good

stewards.

Reporting: meeting legal and ethical requirements of accountability; an organization

explaining how organizational assets are used; demonstrating accountability; providing updates

on goal achievement.

Reciprocity: general demonstration or evidence of gratitude for supportive publics; public

acknowledgment of support; personalized acts of appreciation; displays of sincerity and

friendship between an organization and its publics.

Relationship Nurturing: maintaining regular open communication between an

organization and its publics; initiating and/or participating in dialogues with various publics;

providing stakeholders opportunities to engage with the organization and engage in mission

fulfillment; expanding current involvement of individuals or publics into long-term relationships.

ANALYSIS OF NEDA'S WEBSITE: DEPLOYING STEWARDSHIP STRATEGIES ON
EATING DISORDER NONPROFIT'S WEBSITES

Coding Procedures

 Pages coded in similar studies were: home, about us, get involved (or the closest

equivalent), donate (or the closest equivalent), and contact us. According to Patel and McKeever

(2014), these pages are the most common and important pages for visitors to nonprofit

organizations' websites. Therefore, these pages were selected to be coded for this study. It was

decided to additionally code NEDA's ways to give page. It is difficult to determine which page

visitors would be more likely to visit because of their similarity. Thus, both pages were coded.

The coder analyzed each webpage entirely, scrolling from top to bottom. The coder did

not click any buttons or links; they only analyzed the content on a given page. If any manifest

variables representing a particular stewardship straetgy were present on a page, the strategy was

coded as present (1), and if variables were absent, the strategy was coded as absent (0). The

findings are displayed in Table 1.

<div align="center">

Analysis

</div>

Reporting was the least present stewardship strategy, and reciprocity was the second most

present stewardship strategy. Responsibility and relationship nurturing were the most frequently

observed stewardship strategies, found on every coded page.

Reporting

Evidence of reporting was only found on the donate page, indicated by a line of text

stating: "By donating to NEDA you are reaching those in need with prevention programming,

education and support resources, and helping to move research forward."

Table 1

Presence of Evidence of Stewardship Strategy by Page

	Responsibility	Reporting	Reciprocity	Relationship Nurturing
Home	1	0	1	1
About Us	1	0	1	1
Get Involved	1	0	0	1
Contact Us	1	0	0	1
Donate	1	1	1	1
Ways To Give	1	0	0	1

Note. 1 = present, 0 = not present

Reciprocity

Evidence of reciprocity was found on the home, about us, and donate pages. Notably, it appeared less times per page and in less obvious ways than responsibility and relationship nurturing. On the home page, it was seen in some text acknowledging partners and organizations and thanking supportive public members. The text was part of the descriptions of some of the "latest blog posts."

It was most evident on the about us page and donate page. On the about us page, it was seen in some lines of text acknowledging NEDA's partnership with other organizations and in some text that acknowledges and expresses gratitude toward supportive "organizations, corporations and philanthropies." On the donate page, reciprocity is seen in some lines of text expressing that NEDA can not do its work without the financial support of its publics.

ANALYSIS OF NEDA'S WEBSITE: DEPLOYING STEWARDSHIP STRATEGIES ON
EATING DISORDER NONPROFIT'S WEBSITES

Responsibility

Responsibility was one of the two most prominent stewardship strategies manifested on

NEDA's main webpages. Evidence was found on every page coded. It was most prominent on

the about us page and get involved page.

The most commonly observed indicator was a link to the "about us" page. The "about us"

button is always visible in the main menu near the top of the page, thus responsibility is present

on every page (except for the donate page, which is housed in an external donation website). The

other most frequent indicators of responsibility were: general information about the organization

and it's value-driven work, and information concerning programs and programmatic successes.

Other common indicators were: links to trustee and staff listings, text related to the mission, and

statements conveying how resources are used to support the organization's mission.

Relationships Nurturing

Relationship nurturing is one of the two most prominent stewardship strategies

manifested on NEDA's main webpages. Evidence was found on every page coded. It was most

prominent on the home page and ways to give page and was the dominant stewardship strategy

on the home page.

The most commonly observed indicators of relationship nurturing were buttons that say

shop, donate, call helpline, chat now, get involved, contact us, and ways to give. All of these

buttons were either in the main menu or a smaller menu near the top of the screen. Links to

social media were also present at the top and bottom of every page. Thus, theses indicators were

present on every page. Other indicators of relationship nurturing were: invitations to participate

in events; a variety of different calls to additional action; initiating two-way dialogue; contact

info; upcoming events listings; and join mailing list.

Discussion

Reporting

The absence of reporting on the six main pages of NEDA's website is noteworthy,

because a user of the site may not encounter any evidence of reporting when they visit the site. In

light of the findings from similar studies though, it is not surprising that little evidence of

reporting was found on NEDA's website. One study that analyzed the manifestations of

stewardship on 70 nationally ranked nonprofits' websites found that even the nation's largest

nonprofits fail to manifest reporting (Pressgrove et al, 2015, p. 13).

As a leading ED nonprofit in the United States, NEDA's success does not seem to be

hindered by a lack of reporting. But this does not indicate that other support-type ED nonprofits

should also neglect to display how organizational assets are used, because reporting remains a

key strategy of good stewardship. Indeed, Pressgrove et al. assert that a lack of reporting on

nonprofit websites is "disconcerting," and further: "Those who have or are contemplating

contributing to a nonprofit need specific financial information…to assure them that the

organization is being a responsible steward of organizational assets" (2015, p. 14). Without

reporting, any organization fails to display full stewardship.

Other research has found that all four stewardship strategies have proven effective for

relationship building and fundraising by nonprofits (Pressgrove, 2017). So, while reporting may

not be as vital to NEDA's success, findings from other studies would indicate that NEDA and

other organizations could attain more success by displaying stronger evidence of reporting. The

research that continually finds a lack of reporting across nonprofit websites reveals an area for

improvement.

Reciprocity

While reciprocity was not a highly prominent stewardship strategy on NEDA's main

pages, its presence on the home, about us, and donate pages may indicate that NEDA believes

these pages are good places to acknowledge and display gratitude and friendship toward their

supportive publics. To meet the standard of the leader in the field then, other support-type ED

nonprofits may benefit from also displaying reciprocity on these pages at minimum.

The significance of the stronger presence of reciprocity on the donate page may be

explained by Pressgrove et al. (2015) who says: "Those who have contributed to a nonprofit are

more likely to continue to donate if they feel their actions are appreciated" (p. 14). Thus, it may

be a good strategy for an organization to communicate to the contemplative donate page visitor

that the support of its donors is significant, and that the organization is sincerely grateful to its

donors. It should be noted, however, that the discovery of reciprocity on NEDA's donate page

does not have particular implications for other support-type ED nonprofits. Rather, displaying

reciprocity on a donate page seems to be a best PR practice for all nonprofits.

The display of reciprocity on NEDA's about us page may have more significant

implications for others ED nonprofits whose missions are also directed at supporting individuals.

Support-type organizations are highly stakeholder relationship-focussed. It is likely that such

organizations want to communicate to stakeholders how valuable they are to the organization.

Displaying this kind of information—reciprocity—on the about us page may be a way for an

organization to communicate that an important part of its identity is its relationships and

partnerships with stakeholders. So, like NEDA, other support-type ED nonprofits may benefit

from exhibiting reciprocity on their about us page.

Responsibility

Because of NEDA's success in its field, the presence of responsibility on all of NEDA's

main webpages may indicate that demonstrating responsibility in multiple ways on its website

has been particularly effective for NEDA in building beneficial relationships with its key

stakeholders.

Particularly, the repetition of general information about the organization and it's value-

driven work, as well as information concerning programs and programmatic successes, may

suggest that displaying this kind of information has also been effective for NEDA. Additionally,

displaying links to trustee and staff listings, text related to the mission, and statements conveying

how resources are used to support the organization's mission may also be indicators of

responsibility that NEDA has benefitted from displaying on its website.

The prominence of responsibility on NEDA's about us page follows a pattern seen by

others scholars. Responsibility was the dominant stewardship strategy seen on the about us pages

across all types of nationally ranked nonprofits' websites (Pressgrove et al., 2015, p. 13). This

suggests that the about us page is a good place for all nonprofits to display responsibility.

The prominence of responsibility on NEDA's get involved page may also indicate that the

get involved page is a good page to emphasize the organization's responsibility. Stakeholders

who are considering investing time in NEDA may be more likely to if they see evidence that it is

a responsible organization.

A pattern was seen in much of the messaging related to responsibility. Many of the

statements related to the organization's value-driven work and mission fulfillment emphasized

that NEDA collaborates with other people and groups. Examples of words and phrases are:

"NEDA welcomes partnership and collaboration," "creative collaborations with organizations,

corporations and philanthropies," and "partnership between NEDA and other mission-aligned

organizations." Another theme in these messages is the general involvement of any supportive

people or group including "advocates," "other eating disorders organizations," "the Board of

Directors," "other mission-aligned organizations," "individuals and loved ones," and the site

visitor ("you"). The wording of these statements reflect NEDA's high focus on stakeholders and

their involvement. To meet the standard of the leader in their field, other support-type ED

nonprofits may benefit from using NEDA's display of responsibility as a model for their own

websites.

Relationship nurturing

Though relationship nurturing and responsibility were seen on an equal number of

webpages, relationship nurturing was more prominent, with generally more indicators displayed

per page. As Patel and McKeever say, "Elements appearing on multiple pages provide insight

into what organizations deem most important in terms of stewardship and communication with

stakeholders" (2014, p. 229). The findings suggest, then, that NEDA deems relationship

nurturing to be the most important stewardship strategy to display. The fact that relationship

nurturing was the dominant strategy on the home page, which tends to be the first page a user

sees, further supports this idea.

As defined in this study, relationship nurturing aims to maintain regular, open

communication between an organization and its publics, provide stakeholders opportunities to

engage with the organization and engage in mission fulfillment, and/or expand current

involvement of individuals or publics into long-term relationships. For NEDA's own

organizational goals, communicating in a way that demonstrates relationship nurturing may be

the most effective stewardship strategy. This may be explained by NEDA's highly stakeholder

relationship-focussed mission. For other ED support-type organizations, then, displaying

relationship nurturing in a variety of ways across webpages may contribute to their

organizational success by improving relationships with stakeholders. The frequently seen

indicators NEDA displayed were: invitations to participate in events; a variety of different calls

to additional action; initiating two-way dialogue; contact info; upcoming events listings; and join

mailing list. Calls to actions were the most prominent.

The way NEDA's website is designed also contributes to the way stewardship strategies

are presented. Relationship nurturing was present on every page because of the several buttons

that were in the static menus at the top of the screen or at the bottom of the page. Other support-

type ED nonprofits who want to emphasize relationship nurturing on their own sites can

potentially design their sites in a similar way, making these elements visible on every webpage.

Links to social media platforms at both the top and bottom of the page may be

relationship nurturing elements contributing to NEDA's success. Patel and McKeever support the

idea that using social media is an important factor for nonprofits, saying that organizations that

use YouTube or other social media were "more likely to have higher revenues," and that the use

of social media may be "a best practice for health nonprofits" (2014, p. 234).

The fact that relationship nurturing was most prominent on the the ways to give page may

indicate that NEDA believes this is the best place to display relationship nurturing.

Dominant Stewardship Strategies

All four stewardship strategies have proven to be favored by stakeholders of nonprofits

(Waters, 2009) and to positively impact fundraising efforts and a nonprofit's ability to develop

successful donor relationships (Pressgrove, 2017). But depending on a particular organization's

mission and goals, it may find it effective to make certain stewardship strategies more prominent

than others in its communication. After all, public relations considers its key publics' wants and

needs and communicates accordingly.

As noted, responsibility and relationship nurturing are the most prominent strategies of

stewardship displayed on NEDA's main webpages. While it is important for NEDA to display

information concerning finances (reporting) and expressing gratitude and friendship to

supportive publics (reciprocity), what may be needed more is showing evidence of mission

fulfillment and developing open dialogue and cultivating relationships with website visitors.

A dominant presence of responsibility and relationship nurturing was actually a pattern

seen in the study that analyzed the 70 nationally ranked nonprofits' websites. These two

strategies, which Pressgrove et al. (2015) say are "both key to informing and engaging publics,"

were displayed across all organization types and pages (p. 13). The authors of that study further

add: "This provides initial evidence for the notion that public relations processes (models)

become cyclical when there is a general focus on relationship nurturing, building and cultivation,

combined with evidence of mission fulfillment" (p.13). So, findings from the present study and

past studies may suggest that responsibility and relationship nurturing are more important to

nonprofit success in general and to NEDA in particular.

A particular emphasis on relationship nurturing is logical for NEDA, because a key part

of its mission is to create supportive relationships with certain key publics. NEDA's key publics,

who are struggling with eating disorders, may be engaged more effectively by content that

promotes a relationship with the organization rather than other types of content. Perhaps the lack

of reporting is made up for by the several calls to action and invitations to dialogue (relationship

nurturing) on the ways to give page.

As the leading exemplar in its field, NEDA's success could be due, in part, to the way it

manifests stewardship through its website. Thus, there is a possibility that other support-type ED

nonprofits may find success in also emphasizing responsibility and relationship nurturing

Limitations and Future Research

This study focussed primarily on measuring the presence and frequency of each of the

four stewardship strategies throughout NEDA's six main webpages, with a minimal analysis of

the actual variables that were found to represent each stewardship strategy. A future study could

do a deeper analysis of NEDA's unique displays of stewardship. For example, it was found that

NEDA displays reciprocity is through blog posts. Future research could ask whether or not

acknowledging and thanking supportive public members through narratives or blog formats is an

especially effective way for support-type ED nonprofits to manifest reciprocity. Future research

could also more closely analyze the actual wording of the text that NEDA uses to display

stewardship. A study could compare NEDA's website with other support-type ED nonprofits'

sites to see if any unique themes emerge. For instance, does NEDA use the word "you" in its text

more than other support-type ED nonprofits; or is it unique how much NEDA's responsibility

messaging emphasize supportive stakeholders?

This study analyzed six pre-determined webpages but was not able to explore the

significance, if any, of distinct webpages as landscape for communicating different kinds of

messages. For instance, this study could not definitively conclude whether a home page or about

us page is more important than others for displaying key information. The author decided to code

the ways to give page because of its similarity to a donate page, but this study could not explore

any possible significance or implications related to the inclusion of a ways to give page.

Conclusion

In light of the existence of many ED nonprofits whose missions are highly centered on

maintaining ongoing relationships with individuals, stewardship should be a much higher

concern to scholars concerned with ED organizations and improving the treatment of EDs. This

study inaugurates the body of such research, analyzing how an exemplar in the field of ED

nonprofits manifests stewardship on its website—a venue proven to be good place to display

stewardship. Some major themes emerged from the study. First, responsibility and relationship

nurturing are the stewardship strategies most prominent on NEDA's website, demonstrated in a

variety of ways and on every main page. Relationship nurturing was slightly more prominent

than responsibility, suggesting that this is the strategy NEDA believes is most needed to engage

with its publics effectively. Reciprocity was less prominent but was demonstrated on the home,

about us, and donate pages. A great lack of reporting on NEDA's website indicates that reporting

may not be vital to NEDA's success, but this discovery points out an area for improvement in

displaying reporting on main webpages.

NEDA's display of stewardship may serve as an effective model for other nonprofits of

this type, and findings suggest additional best practices. This study is especially valuable for PR

practitioners and digital communication experts employed by ED nonprofits who want to

improve relationships with stakeholders. While the study focussed narrowly on a specific

subtype of ED nonprofits, future research should advance the discussion by expanding upon

these findings and translating them to other ED nonprofit subtypes or even for-profit ED

organizations' website communication.

References

Becker, C. B., & Stice, E. (2017). From Efficacy to Effectiveness to Broad Implementation:

    Evolution of the Body Project. *Journal of Consulting and Clinical Psychology*, 85(8),

    767–782. https://doi.org/10.1037/ccp0000204

Brinckerhoff, P. C. (2012). Smart Stewardship for Nonprofits: Making the Right Decision in

    Good Times and Bad. Hoboken, NJ: Wiley.

Eating Disorders Coalition for Research, Policy, and Action. (2019). Member Organizations.

    Eatingdisorderscoalition.org. Retrieved from http://www.eatingdisorderscoalition.org/

    inner_template/member-organizations.html

Eating Disorder Hope. (2018). Non-Profit Partners & Additional Resources.

    EatingDisorderHope.com. Retrieved from https://www.eatingdisorderhope.com/recovery/

    external-resources

Jeavons, T. H. (1994). Stewardship revisited: Secular and sacred views of governance and

    management. *Nonprofit and Voluntary Sector Quarterly*, 23, 107-122.

Kelly, K. (2001). Ch. 21: Stewardship: The Fifth Step in the Public Relations Process.

    Handbook of Public Relations. (pp. 279-289). Thousand Oaks, CA: Sage

    Publications, Inc.

Lauren Muhlheim. (2020). Leading Eating Disorder Charities and Organizations.

    VeryWellMind.com. Retrieved from https://www.verywellmind.com/leading-eating-

    disorder-charities-and-organizations-4145389

Ledingham, J. A., & Bruning, S. D. (1998). Relationship Management in Public Relations: Dimensions of an Organization-Public Relationship. *Public Relations Review*, 1, 55.

Neuendorf, K. A. (2002). *The content analysis guidebook*. Sage Publications.

Patel, S., & McKeever, B. (2014). Health nonprofits online: The use of frames and stewardship strategies to increase involvement. *International Journal of Nonprofit and Voluntary Sector Marketing*, 19, 224-238.

Pressgrove, G., McKeever, B. & Collins, E. (2015). Investigating Stewardship Strategies on Nonprofit Websites. *Public Relations Journal*, 3.

Pressgrove, G. (2017). Development of a Scale to Measure Perceptions of Stewardship Strategies for Nonprofit Organizations. *Journalism & Mass Communication Quarterly*, 1, 102. https://doi.org/10.1 177/1077699016640221

Waters, R. D. (2009). Measuring Stewardship in Public Relations: A Test Exploring Impact on the Fundraising Relationship. *Public Relations Review*, 35, 113-119.

Waters, R. D. (2011). Redefining stewardship: Examining how Fortune 100 organizations use stewardship with virtual stakeholders. *Public Relations Review*, 37(2), 129-136

Worley, D. A., & Little, J. K. (2002). The critical role of stewardship in fund raising: The Coaches vs. Cancer campaign. *Public Relations Review*, 28, 99-112.

Yin, R. K. (2014). Case study research : design and methods (Fifth edition.). SAGE.