

# Measuring Public Media's Impact: Challenges and Opportunities

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# Foreword

Many people inside and outside of public media take its value as an article of faith. And indeed, an extraordinary catalogue of compelling, transformative work on the air, online and in communities demonstrates that value. Still, in an age defined by an overwhelming presence of information, statistics and service metrics, trends toward “big data” promise valuable insights from collecting, counting, and combing data points. Consequently, and with increasing urgency, those who recognize and support public media’s value seek better and more precise evidence of impact.

Gauging impact is an important challenge in the entire non-profit sector, including in public media. In numerous ways, and for a number of reasons, entities operating in the public media ecosystem are embracing frameworks, tools and practices for measuring and assessing their impact. For example, civic-minded filmmakers design their documentaries with an eye toward “impacting” viewer behaviors. The Fledgling Fund is gauging creative media’s social impact. Chicago Public Media develops metrics to better measure its community engagement efforts. Researchers are evaluating public media’s impact on the dropout crisis through *American Graduate*. Public television’s Major Market Group stations are working toward understanding their collective impact through cross-market measures and outcomes. And recently, research confirmed the effectiveness of public media’s efforts to address the mortgage crisis. Examples like these abound.

**The National Center for Media Engagement (NCME) commissioned this paper to establish a better understanding of public media’s current practices and possible paths forward for assessing impact. NCME enlisted LFA Group: *Learning for Action* to conduct an environmental scan designed to identify and understand tools available to help public media organizations measure the impact, and demonstrate the value, of their work.**

NCME asked LFA Group to:

1. Determine if there are common impact measurement frameworks in use in public media.
2. Inventory currently available impact measurement tools and frameworks.
3. Document promising practices for measuring public media impact.
4. Develop recommendations for increasing the effectiveness and usefulness of impact measurement in public media organizations.

LFA Group’s Report is an essential first step toward establishing a baseline of research that examines assumptions and conventional wisdom about impact measurement. Moreover, by sifting through the plethora of information, metrics, tools, and frameworks currently available, the Report provides one of the first comprehensive inventories of current impact measurement resources and practices. The Report also identifies the most encouraging opportunities for public media’s ability to tell the story of their role, value, and potential in more quantifiable and effective ways.

But, this is just the first step. With a broad palette of services and a range of operating environments, **public media's work is not likely to be adequately assessed through a single universal framework. Nor are there any common tools already in use for measuring impact. Instead, public media would benefit from developing a flexible impact measurement framework, coupled with tools and best practices to support implementation in a wide variety of contexts. Further, most public media organizations could benefit from establishing cultural conditions and habits that foster thoughtful, effective measurement practices.**

At the same time, many of public media's traditional funders and partners demonstrate a growing appetite for impact measurement as a means for understanding the value and effectiveness of their investments. For instance, last June the organization formerly known as Grantmakers in Film and Electronic Media changed their name to Media Impact Funders. The Gates and Knight Foundations recently held a series of convenings involving media funders, practitioners, and subject matter experts to address media impact measurement (disclosure: LFA Group helped organize the convenings and NCME participated in one). Many foundations have begun sponsoring more organizations and projects that demonstrate impact – and some funders explicitly require grantees to report on the *impact* of their work, a trend that is likely to grow. So there are like-minded potential allies in the quest to measure, understand, and articulate impact.

This is a special, transformative point in time—and an exciting time—to be in public media. Like others in the non-profit sector, local public television and radio stations increasingly engage communities by working collaboratively with others to discover, understand, and address local needs and aspirations. They convene, listen, connect, inform, collaborate and otherwise foster civic action in local communities.

By taking advantage of new digital tools, social media, and more sophisticated approaches to directly engaging citizens, stations increasingly leverage expanded opportunities to serve communities in new ways. In the process, they are attempting to find ways to *measure* the impact of their engagement efforts. As always, **public broadcasting has a special responsibility to strengthen communities and contribute to addressing local problems while remaining a neutral, unbiased convener of a healthy civic dialogue that informs and engages the public for the common good.** In the process, public broadcasting is in a perfect position to move impact measurement in the proper direction by building the environment – and impact measurement framework – that best fosters thoughtful and effective measurement practices for all public media.

- Charles Meyer, Executive Director  
National Center for Media Engagement

# I. Introduction

## Background and Context

More than ever before, public media is engaging communities as a defining element of local service. In the process, stations, content producers, and other public media partners are seeking effective, uniform ways to measure and communicate the impact of their work.

To be sure, public media is not alone in this challenge. **Universities, museums, libraries, orchestras, and other community-based organizations are all tackling this issue.** Nor is this public media's first attempt to understand its impact. Many local stations, national initiatives, and other projects have taken up the challenge and made real progress, including the public television Major Market Group stations, individual stations like Chicago Public Media, national initiatives like *Facing the Mortgage Crisis* and *American Graduate*, and programs like *Sesame Street*. These examples and others have addressed impact assessment metrics and approaches to varying degrees, adding to a body of knowledge and tools for learning. Moreover, the National Center for Media Engagement (NCME), funded by the Corporation for Public Broadcasting (CPB) and dedicated to supporting public media's engagement activities, has developed an *Engagement Guide for Producers* that helps public media define engagement audiences, partners and outcomes; create and implement an engagement plan; establish local/national partnerships; and document results.

Still, **public media organizations are increasingly eager to find even more useful tools for gauging local impact** and sharing and comparing progress. Public media's interests vary from how to assess the impact of broadcast and how to measure social media and community engagement efforts to how to best design their work and effectively aggregate data across markets. Each one of these approaches constitutes a challenging, and costly, undertaking.

To help address these and other fundamental impact measurement questions, NCME engaged LFA Group: *Learning for Action* to conduct an in-depth environmental scan intended **to identify and explain what tools are available to help public media organizations measure the impact, and demonstrate the value, of their work.** This report provides a detailed look at what is, and is not, currently available to help public media organizations measure the impact of their work and enhance and show the value of their community service. Further, this report is a critical first step toward establishing a baseline of research that more carefully examines common assumptions and conventional wisdom about existing and potential approaches to assessing impact.

By getting a more educated, if not exhaustive, handle on the array of information, metrics, tools, and frameworks currently in use and available for use in the non-profit media sector, **public media can begin to establish a set of best practices and tools that serve and reflect its unique role, value, and potential for local public service.** In the process, public media can enhance practices and services that preserve, and build on, the substantial credibility and trust it has with its local communities.

**The bottom line is this – in an increasingly crowded marketplace of ideas and media, public media organizations can, and must, confirm their value by demonstrating the consequence of their work and how it makes a meaningful difference in people's lives. At the same time, locally-owned and operated non-commercial, educational-licensed**

**broadcasters have a special responsibility to serve the public interest and contribute to local solutions, while remaining neutral and unbiased facilitators of a healthy civic dialogue that advances the common good.**

Therein lies the rub. Given the complexity of the current environment—rapidly changing digital media, polarization in the civic discourse, shifting notions of public and private responsibilities—how can public media most effectively measure its impact and influence without compromising its values?

## Purpose, Goals, and Methods

The **National Center for Media Engagement** commissioned this report to identify critical gaps in public media’s knowledge about impact measurement. In an effort to advance public media’s thinking on the issue, the Report suggests local public media organizations find an appropriate place on the continuum of impact that ranges **from** being solely a conduit of information to the community **to** acting predominantly as a facilitator of communities’ aspirations for change. For the purposes of this report, impact was defined as “*a result from a specific effort that could be measured through changes in learning, awareness, or attitudes.*” (NOTE: See the box below for additional definitions.)

LFA Group’s analysis was designed with **four** specific goals:

1. Determine if there are common impact measurement frameworks in use in public media.
2. Inventory currently available impact measurement tools and frameworks.
3. Document promising practices for measuring public media impact.
4. Develop recommendations for increasing the effectiveness and usefulness of impact measurement in public media organizations.

### Definitions of Terms

**Public Media:** The industry made up of non-commercial educational licensed broadcasters – and their content providers and support organizations - that exist exclusively to serve the public interest through broadcast, online and in-person service.

**Community Engagement:** Working collaboratively to discover, understand and address community needs and aspirations.

**Media Engagement:** The active dialogue among individuals and media, which may include informing, creating, producing, disseminating, consuming and collecting content on-air, online and in person.

**Impact Measurement:** The process of determining and tracking change that occurs after an extended period of time and as a result of a specific effort.

**Outputs:** Tangible products or services delivered; e.g., the most immediate results of program implementation.

**Outcomes:** Changes that follow as a result of program implementation.

**Impact:** Long-term (5 years or more) change that occurs due to specific efforts, often shown by community-level indicators.

**Metric:** A measure for which data are available to quantify outputs or outcomes (also referred to as an indicator).

**Tool:** A measurement instrument that users can directly modify by plugging in program or project data, and then begin to utilize.

**Framework:** A theoretical structure that describes an approach for managing an impact measurement effort.

**Evaluation:** A process designed to articulate how activities are intended to achieve a set of outcomes, specify indicators to measure progress toward those outcomes, and collect and analyze data on those indicators. Two primary purposes include: To “prove” (establish value) and to “improve” (support organizational learning).

**Subject Matter Expert:** Academics and researchers who have developed frameworks or researched the issues discussed here, but who do not hold leadership roles in public media organizations.

**Public Media Professional:** An individual in an active leadership role in a public media organization.

LFA Group's **environmental scan** of impact measurement included these data sources:

- An extensive **literature review** of existing frameworks and tools for impact measurement;
- Individual **phone interviews** with public media professionals, academics working on impact measurement of media projects, and others;
- **Conversations with funders** of public media work through two national meetings on "Measuring the Impact of Media through Engagement" held in late 2011 and early 2012.

An additional goal of LFA Group's research was to develop a **comprehensive inventory** of existing tools and frameworks used to assess audience learning, awareness, and attitudes (see Appendix B). Though no such inventory can possibly be completely exhaustive, this inventory is perhaps the most complete inventory of relevant tools in the field to date. LFA Group also sought to identify elements and characteristics that were consistent across successful measurement efforts.

Together, NCME and LFA Group reviewed the data and developed the conclusions found here. They include major findings as well as recommendations for strengthening public media impact measurement practices.

## II. Findings

Based on LFA Group’s research, this report confirms much of the conventional wisdom about the lack of use, or convergence, around a single measurement framework – or for that matter agreement on what constitutes impact.

This report finds:

- A. Public Media has no standardized impact measurement practices or frameworks.
- B. A one-size-fits-all approach for impact measurement is not realistic.
- C. Four key lessons for moving forward:
  - 1. Understand what is meant by “impact.”
  - 2. Grapple with tensions over public media’s responsibilities.
  - 3. Prioritize public media’s mission.
  - 4. Collaborate to build a pool of resources that can lower costs.

### A. Public Media has no standardized impact measurement practices or frameworks.

To most in public media, it is not likely surprising or earth shattering to conclude public media has no standardized impact measurement practices or frameworks. Yet this piece of conventional wisdom has not previously been documented. While many public media organizations are tackling the impact measurement challenge, they are mostly doing so in isolation, building **custom** evaluations for their projects without the benefit of peer exchange or learning. Further complicating the situation, local community partners sometimes provide measures and data that reflect their unique components and public touch points. And yet, in theory, a single, standardized tool could aggregate results across markets and demonstrate public media’s national impact on a specific issue.

#### Current Efforts Demonstrate Desire and Need

Public media organizations increasingly express interest in tools for gauging local impact, as well as sharing and comparing progress, yet actual practice is sporadic, individual, and episodic. Several organizations, such as those profiled in the “Snapshot” sidebars, are making great strides with impact measurement processes that support their missions or particular programming objectives. These organizations recognize that outcome and impact measurement inform their progress and gauge how well they are fulfilling their mission and core values. Often, these organizations engage and invest in planning processes that require dedicated staff time for uncovering specific questions they wish to answer through the measurement process.

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*“Individual projects or outlets have figured out how to account for their success, but there is no systemic way to do this across multiple projects.”*

- **Subject Matter Expert**

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To shed light on the deeper, more complex question of community impact, organizations also need ways to measure change within their communities, including metrics that track actual awareness, learning outcomes, and changes in attitude or even behavior.

**Sesame Workshop**, for example (see sidebar), employs a framework to measure learning and behavioral change resulting from exposure to their content. On the other hand, organizations and projects with different intended outcomes would need different measurement systems, e.g., ones that track engagement among target audiences. For most public media projects and programs, unique impact metrics must be identified that illustrate progress made by partner organizations on specific issue areas within the context of the station's ongoing community service.

The inventory of available resources (see Appendix B) demonstrates that public media have built a wide range of impact measurement frameworks and tools. Most, however, are only used by the organization that has developed them.

### Snapshot: Sesame Workshop

Sesame Workshop, formerly known as the Children's Television Workshop (CTW), is the nonprofit organization behind Sesame Street and other educational programming for children. Sesame Workshop's mission is to use the **educational power of media** to help children everywhere reach their highest potential. Its programming reaches children in over **150 countries worldwide**.

Sesame Workshop's measurement framework focuses on learning and behavioral changes resulting from the content they distribute.

Measurement Strategy: Sesame Workshop's measurement methods include interviews with children before and after viewing programs, and observing children as they view segments and episodes. Recent studies have found a positive impact in the areas of:

- Literacy and numeracy
- Emotional well-being
- Health and wellness
- Respect and understanding of others

For more information, visit:  
<http://www.sesameworkshop.org/>

## Current Tools are Customized

LFA Group compiled a list of existing tools that measure audience learning, awareness, and attitudes. Subsequently, LFA Group also reviewed tools for tracking other, more complex types of related outcomes, such as engagement or social change. As might be expected, available materials and media stakeholder interviews confirmed that **no existing tools or frameworks are in widespread, common use by public media organizations**. Even looking within smaller subgroups—for example, across organizations that have shared platforms, organizational structures, audiences and even programming—there is scant evidence of collaborative measurement or common tools. One notable exception is the public television Major Market Group's emerging efforts to align efforts around common content areas, community needs and community outcomes.

Still, nearly every stakeholder interviewed noted that the variety of public media platforms, coupled with the field's dedication to addressing diverse, community-specific needs, prevent the organic development of standardized measurement resources. **The strong consensus is that effective impact measurement must be tailored to the specific objectives of each project or organization.**

LFA Group also found that most public media organizations have custom-built approaches for impact measurement, such as that developed by Chicago Public Media (see sidebar). In general, public media organizations are not using tools standardized for use across multiple organizations, media projects, or platforms. While a number of frameworks have been developed for the public media field, none has gained bona fide traction. However, LFA Group **did not find an existing tool or framework ripe and/or appropriate for use among all public media organizations across the broad range of prospective service areas.**

### Existing Standardized Metrics Primarily Measure Outputs

Despite the absence of an overarching, shared impact measurement framework, public media organizations do rely on a common set of metrics and tools that help illuminate pieces of the impact picture. Standard metrics such as Arbitron and Nielsen audience estimates or Google analytics offer insights into key performance indicators (e.g., the number of people who watch, listen or visit a site, the average number of people using a program or service in a given period, and the average duration of their engagement with the content). These indicators not only address reach and use, but also help public media assess their connections with particular demographic groups, their penetration of specific geographic communities, and the loyalty of various audience segments to their services.

These data are important – media organizations achieve impact by first achieving an audience. These data allow public media entities to benchmark and compare themselves to each other and to other media organizations. Many stations and content creators do not mine these measures as deeply and carefully as they could. But these measures are not alone meant to provide a picture of the true impact of public media. Reach and use measures are not necessarily proxies for impact, nor do

### Snapshot: Chicago Public Media

Chicago Public Media (CPM) is home to a range of acclaimed local and national productions, and is deeply committed to the civic life and health of the community they serve. As a public media station, CPM has begun efforts to understand the impact of their organization in their community. Having developed five engagement metrics, CPM has been able to gauge their increasing impact and now have data that can inform their decisions.

**Metric 1:** Total Number of CPM Partnerships, the number of collaborations with partners, and the total collaboration-based content output.

**Metric 2:** “Consume: Converse Ratio” to measure the number of page views to story-level content (only), per single comment published.

**Metric 3:** Total number of C.U.E. Opportunities (Call-in, Upload and E-communication), total number of C.U.E. Content.

**Metric 4:** Total number of shared stories; aggregate of all current sharing tools on WBEZ.org.

**Metric 5:** Number of events produced, total attendance (aggregated), percent total capacity.

For more information, visit:

<http://www.chicagopublicmedia.org/>

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*“Basic audience ratings data are used because they are standardized and the most economical way to get a quick notion of what you’re doing. [...] Syndicated audience data [provide a] shared market-to-market, community-to-community benchmark. Everyone is measured on the same yardstick.”*

- **Public Media Professional**

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they reflect just how much, or how deeply, an individual values the organization or its content. They are primarily measuring outputs rather than outcomes. To get to outcomes and impact, public media needs to go further.

## **B. A one-size-fits-all approach for impact measurement is not realistic.**

In addition to cataloging tools currently in use, NCME and LFA Group set out to determine whether a single impact measurement tool could be effective for all of public media across organizations, projects, and content types. While there may or may not be a perfect public media impact measurement framework waiting to be discovered or developed, the experts and opinion leaders consulted suggest that developing a single framework and tool set will not address the field's needs. There is an inherent tension between the need for a resource that is broad enough to be useful for a diverse range of organizations, yet specific enough to be relevant to an individual organization. Given the diverse array of projects and initiatives in public media, not to mention unique local needs, it is not realistic to expect a "silver bullet" solution that could aggregate meaningful data across projects and markets.

### **Skepticism exists regarding the utility and adoption of a universal impact assessment tool.**

Public media organizations operate across a range of platforms and local contexts as they work to achieve a variety of outcomes using different types of engagement. Stakeholders representing the field of public media – public media professionals and subject matter experts alike – question whether a standardized assessment tool for measuring impact would be useful and effective. In fact, the notion that a single method could serve such a diverse field was frequently met with skepticism. Moreover, most stakeholders believe that in order to measure the impact of public media effectively, organizations must customize their assessment activities to reflect and capture outcomes that are inherently unique to their target communities, partner organizations and audiences.

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*"All evidence points to [the idea that] if you take a framework and take the time to teach people how to use it, that is helpful. Just putting it out there [in the field, it] won't catch."*

- **Subject Matter Expert**

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### **Related fields also struggle with impact measurement.**

Recognizing that other fields could have related, and valuable, experience measuring impact, LFA Group interviewed leaders from selected arts and nonprofit sectors to identify relevant tools and practices that public media could potentially adapt for its own use. Interviewees included representatives of orchestras, museums, libraries, and the Ad Council, a distributor of public service announcements.

Again, LFA Group found no evidence that these related fields have shared or standardized approaches to impact measurement. Just as with public media, representatives stressed that impact measurement is a major challenge in their respective fields and that there is no one-size-

fits-all approach for their diverse constituents. Ultimately, these organizations are no closer to a solution to the challenge of impact measurement than those in public media. Nevertheless, there is value in taking a closer look at what some of public media's non-profit peers are exploring. The League of American Orchestras, the Ad Council and the Institute of Museum and Library Science all offer models for consideration and potential adaptation.

## Orchestras

The League of American Orchestras (LAO) has developed a **public value framework** to help orchestras articulate their value and demonstrate their impact in their communities.<sup>1</sup> As with public media, symphony orchestras outwardly resemble one another but within their respective communities have very different histories, embrace unique public roles, and emphasize specific values. Although LAO has **not** developed a standardized tool for measuring public value, they are working to compile case studies, or “proof points,” of orchestras that excel at demonstrating public value. Once these proof points are complete, LAO will release best practices and broad guiding principles which orchestras will be invited to adopt.

## Museums and Libraries

The Institute of Museum and Library Science (IMLS) is interested in how the institutions they fund create impact. Nevertheless, there are no broad tools or frameworks universally used in this field. IMLS is currently embarking on a multi-year project to develop a new **theory of change** that will better articulate how museums and libraries foster learning. Once this theory of change is finalized, IMLS grantees will be asked to apply it to their own efforts to demonstrate the impact of their work.

## Ad Council

The Ad Council, which promotes public service announcements as part of public benefit campaigns, is somewhat unique in the thoroughness of its approach to measurement. The Ad Council undertakes extensive research and evaluation (see sidebar) for each of its public service campaigns. Because the organization identifies itself as a **behavior-change organization**, it recognizes that the success metrics for their public service announcements

### Evaluation Snapshot: Ad Council

The Ad Council creates comprehensive public communications campaigns. Their mission specifically calls out the intent to make a “measurable difference in our society” through work designed to “create awareness, foster understanding and motivate action.” The Ad Council’s impact measurement effort is holistic, and each public service campaign generally incorporates:

**Strategic Research:** Extensive research and review during the campaign’s formative stage informs the most effective communications strategy.

**Post-Launch Assessment:** Ad Council conducts a national benchmark survey of the target audience prior to the release of each campaign, followed by annual postwave surveys. A tracking study gauges trends over time among the target audience. Measures include awareness of the issue, recognition of the advertising, and relevant attitudes and behaviors.

The Ad Council’s research and evaluation team specifically looks at four types of outcomes: media **exposure, awareness, engagement**, and impact.

For more information, visit:

<http://www.adcouncil.org/Impact/Research/Overview-of-Ad-Council-Research-Evaluation-Procedures>

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<sup>1</sup> This framework can be downloaded at <http://www.americanorchestras.org/advocacy-government/public-value-toolkit.html>

must reveal changes in the behavior of target audiences. Because impact measurement is a core value of the Ad Council, they design evaluation plans for each campaign and seek to tell a story of quantifiable behavior change. In addition, the Ad Council’s organizational structure (e.g., single nonprofit, as compared to a federation of nonprofits or public broadcasters) provides the flexibility to establish and implement impact assessment. While the Ad Council is the least like public media among the fields and organizations examined here, it does offer an instructive approach to public benefit campaigns.

## C. Four Key Lessons for Moving Forward

In addition to commenting on their own efforts to measure impact, the Report’s interviewees also offered **four key lessons** and suggestions for how they believe public media can best advance impact measurement:

1. Understand what is meant by “impact.”
2. Grapple with tensions over public media’s responsibilities.
3. Prioritize public media’s mission.
4. Collaborate to build a pool of resources that can lower costs.

### 1. Understand what is meant by “impact.”

Public media struggles to definitively define impact, how it can best be measured, and how organizations can use data to make decisions about their strategies and practices. Before the field can productively develop and use tools to advance their assessment practices, public media must first develop a shared understanding of impact measurement and its processes, along with its associated challenges and benefits. As one subject matter expert noted, *“The industry needs to know that everyone isn’t there yet. We have to start with the basics first.”*

Subject matter experts and public media professionals argue there is a need to demonstrate clear “community impact,” and they underscore the multi-faceted nature of impact within the field. Consistent messaging to all public media organizations, combined with examples of effective measurement systems, will go a long way toward promoting the utility and diversity of impact measurement. (Note: Included on the next page are two snapshots—**Facing the Mortgage Crisis** and the **Public Insight Network**—detailing impact measurement systems designed to reflect mission-specific objectives.)

Public media stakeholders also noted several types of impact they currently measure, including:

- Creating and building networks within a target audience;
- Developing community partnerships;
- Impact on an underserved population as a result of programming.

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*“It’s important that people at all levels in the field have a sense of what’s the impact to which we aspire, what are the appropriate ways to know when we achieve this, and what are some things we can’t be accountable for. This is a conversation that has not happened and can make public media organizations vulnerable.”*

- **Public Media Professional**

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For instance, one public media leader described how his organization is working to understand how it effects community change. Through the lens of community impact, the organization developed a logic model with specific activities designed to produce measurable outcomes, which in turn are expected to generate sustainable impact. The organization has partnered with several nonprofit organizations to increase the breadth and depth of the project, in order to create a collective impact beyond their immediate audience.

Another public media organization went through an extensive planning process to identify their core values as a station. Through this process, the organization clarified its mission and focused efforts on promoting cultural impact. To create cultural impact in their community, the organization then developed innovative strategies and campaigns intended to foster an engaged and dedicated audience base. In addition, they aligned their strategies with specific and measurable metrics to understand their success promoting and creating access to culture in their community.

This is a key challenge. In a rapidly changing digital environment, we are increasingly awash in data – and data can be very seductive. But not all data is meaningful. Getting beyond counting things to meaningful analysis of what counts is critical for ensuring appropriate measures aligned with mission.

### Snapshot: Facing the Mortgage Crisis

Facing the Mortgage Crisis was a public media campaign that included online, on-air, and community events to address the 2008 – 2010 mortgage crisis. Researchers at the University of Wisconsin at Madison led an evaluation of the efforts.

Measurement focused on the following indicators of impact:

- Community beliefs about the crisis and station involvement;
- Community interactions around the crisis;
- Community action and participation;
- Use in resources of financial assistance; and
- Collaboration among community organizations

Evaluation methods included an online survey of station members and a formal time series analysis of 2-1-1 call volume and web traffic to the station website. The evaluation found significant and sizeable changes in all investigated outcome areas.

For more information:

<https://mediaengage.adobeconnect.com/a938034862/p90449908/>

### Snapshot: Public Insight Network

The Public Insight Network (PIN) leverages the insights of over 150,000 members of the public in order to make news and other media content more authentic and relevant to communities.

American Public Media hired LFA Group to conduct a multi-year evaluation of the network. The evaluation used multiple data sources to understand best practices and factors that contribute to successful implementation of the PIN in newsrooms. Sources include:

- Interviews and focus groups with newsroom staff to understand the implementation process and early perceptions of the PIN;
- Survey of sources to understand source experiences and engagement in the journalism process;
- Survey of newsroom staff to understand their perceptions of the value and utility of the PIN;
- Case studies of two newsrooms to illustrate the ways in which public media organizations can use the PIN to engage communities and create community-level change.

For more information:

[www.publicinsightnetwork.org](http://www.publicinsightnetwork.org)

## 2. Grapple with tensions over public media's responsibilities.

Wise public media organizations find an appropriate place on the continuum of impact, which ranges from being solely a conduit of information to the community to acting predominantly as a facilitator of community change. At one end of the continuum is the community impact from informing and educating a community through impartial reporting. Farther along the continuum lies the impact from advocating for change in societal conditions, such as reducing childhood obesity. And at the other end of the continuum, and almost universally well beyond the scope of most public media organizations, lies advocating for change related to controversial issues or matters of public policy. Again, the question is, "When is it public media's role to inform, and when is it to act as change agent using the information it offers?"

Foundations that provide funding to public media, such as the **Gates and Ford Foundations**, support work that impacts broader social issues, and they make grants to media projects that they believe will help further their social change goals. As the Gates Foundation states, "[Our media] grants focus on supporting the media's ability to inform, engage and, at times, even inspire citizens to participate in some of today's greatest challenges."<sup>2</sup>

The Ford Foundation considers its **Advancing Public Service Media initiative** to be "a critical component of the foundation's efforts to promote social justice, build healthy communities and contribute to an engaged and active citizenry."<sup>3</sup> These funders believe that public media should measure its impact on social change and desire evaluation frameworks that will provide information about this level of impact.

Ultimately, each local station and public media organization is responsible for determining its own comfort zone with various degrees of community impact relative to the organization's strengths, place, role, and value in its community. Station choices will reflect, at least in part, matters of law or the policies of larger institutions that hold public broadcasting FCC licenses, including a diverse array of entities and local license structures—community licensees, state agencies, universities, school boards, and more. Moreover, content supported by the Corporation for Public Broadcasting (CPB) carries an obligation for objectivity and balance with respect toward controversial issues. Most stations maintain similar guidelines for all their work.

Furthermore, the issues themselves present questions about appropriate station involvement. For instance, encouraging students to stay in school is hardly controversial, whereas advocating for more virtual schools may be a controversial local policy question.

Convening and facilitating healthy dialogue among diverse parts of the community may be appropriate while advocating for particular immigration policies is not.

Stakeholders suggest that stations engage in internal and external conversations to define their responsibilities and objectives in their

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*"It is really this notion or idea about our role as a twenty-first century public media organization, and [if we] can define service to our community in a broader way."*

- **Public Media Professional**

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<sup>2</sup> <http://www.impatientoptimists.org/Posts/2012/02/Storytelling-Matters-A-Look-at-the-Gates-Foundations-Media-Grantmaking?p=1>

<sup>3</sup> <http://www.fordfoundation.org/issues/freedom-of-expression/advancing-public-service-media/for-grant-seekers>

local context. Clearly defined and understood responsibilities and objectives will help stations establish an appropriate comfort zone on the continuum of impact relative to relevant local issues. To help facilitate that process, stations may find resources like the CPB-funded **Public Media Integrity Project** useful for thinking about their principles, policies and practices and the standards they apply to their work.<sup>4</sup>

### 3. Prioritize public media's mission.

To develop a meaningful impact measurement plan, each public media organization must start by articulating their mission, vision, and values. As one stakeholder states, *"It's about clarifying our goals and delivering on them. It's a clarification of what the goals are because you've committed to holding yourself accountable."*

The mission of an organization was repeatedly identified as a starting place for effective impact measurement. The mission, in particular, helps guide organizations and should serve as a foundation for developing content, services, and practices, which then lays the groundwork for developing evaluation-related objectives and goals.

Careful reflection on mission and what a station/organization/project is attempting to accomplish can serve as springboards for meaningful measurement.

Building from an organization's mission, public media professionals can identify metrics and create measurement tools for collecting the right kinds of data to answer the question "Are we achieving our intended results?" One stakeholder described why mission identification and prioritization are important for measurement, observing: *"We can't assume that what works [in one community] will work elsewhere. It's a bad metric if it doesn't speak to your goals."*

Anchoring impact measurement as the expression of an organization's mission means that it should never be an afterthought. As one public media professional explains, *"[Impact measurement] needs to be part of the initial planning process. It's not something you bring in at the eleventh hour. It needs to be done at the beginning of the project. There might even be some influence from the evaluation thought process that can shape the actual project, program, or intervention."*

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*"The question has to start with, 'what's the mission of the organization [and what] is it working to achieve?' And then work back around the appropriate tools and techniques to assess progress. [...] It's critical to know what you're trying to measure before getting to the tools you're trying to use."*

- **Public Media Professional**

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*"The notion of making a cultural difference is in our mission statement. It can't be an afterthought [for us]. The whole idea of impact and measurement is talked about early on and rallied around."*

- **Public Media Professional**

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<sup>4</sup> For more information about the Public Media Integrity Project visit: <http://pmintegrity.org>



Building an impact measurement plan early on promotes efficient evaluation, but more importantly enhances project quality. Impact measurement is a discipline that begins with mapping the connections between the activities being designed, the outcomes they are meant to achieve, and the mission-related impact the entire effort is expected to advance.

#### 4. Collaborate to build a pool of resources that can lower costs

Impact measurement can be a resource-intensive process. Time and cost can deter public media organizations that have limited staff capacity or financial resources to engage in customized activities. Additionally, public media organizations operate independently of each other. One public media professional posed the challenge as follows: *“We often work in an isolated impact world. We receive a grant, but we work in isolation. How do we find the best way to cooperate together and create collective impact?”*

Given this hurdle, multiple stakeholders suggest pooling resources and developing partnerships among public media organizations. These partnerships would serve to promote greater impact across public media, while also reducing the individual burden for measuring impact. For example, public media organizations of a similar size, platform, or community conditions could potentially partner with each other to save costs, share data collection (one of the greatest expenses), and streamline their programming. As mentioned elsewhere in this Report, the public television Major Market Group has taken steps toward collaborating to

understand needs, outcomes and collective impact across their markets. To learn from and build on their example, other public media organizations would each need to start by identifying their objectives, then articulating the measures that inform those objectives, and finally cross-referencing impact metrics to determine where there are commonalities and potential synergies for information sharing and data collection.

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*“Public media organizations are highly decentralized. We have a number of national and service organizations that can allow multiple organizations to collaborate and partner beyond the reach of any of them acting alone.”*

- *Public Media Professional*

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### III. Action Items/Strategies

Based on the Report's research and analysis, NCME and LFA Group recommend a series of public media **actions**. Additionally, LFA Group identified and compiled existing resources and tools that may be useful to organizations seeking to measure different types of impact. Please consult **Appendix B** to learn more about measurement resources designed for specific delivery platforms or intended outcomes.

#### **Action Item 1: Develop a flexible impact measurement framework coupled with tools and best practices to support implementation.**

While some public media professionals and others doubt the utility and adoption of a universal impact assessment tool or set of outcomes for public media, they did advocate for *standardized practices* for measuring and understanding impact. Organizations are engaging in measurement and evaluation for their individualized projects with varying degrees of success, and LFA Group heard a call for a deeper examination of the most successful projects. Best practices and processes should be culled from those successful examples, and the field should develop guidelines that would support all organizations in developing high-quality impact measurement systems. By emphasizing effective processes, public media could leverage the field's collective experience without attempting to impose a one-size-fits-all template.

Practices and processes that need strengthening include:

- Setting appropriate expectations with funders and collaborators;
- Articulating clear and meaningful impact objectives that link to an organization's mission and goals;
- Planning for evaluation throughout the lifecycle of a project;
- Using impact data to improve performance; and
- Collaboration across the field to make progress on shared measurement challenges.

#### **Action Item 2: Establish conditions within public media organizations to foster thoughtful, effective measurement practices.**

For any organization to make optimal use of a process framework and best practices, the right cultural conditions must be cultivated. Based on the research and interviews, four specific conditions were found to contribute to thoughtful and effective impact measurement. NCME and LFA Group encourage organizations to assess how well they currently meet each of the conditions and to develop resources they can use to foster and sustain these conditions.

##### **1. Demonstrate clear commitment by organizational leadership.**

The leadership of public media organizations must champion the practice of impact measurement. In particular, the connection between evaluation results and management decisions should be transparent. Organizations with leaders who regularly and visibly engage with the information collected by their organization and who make decisions based on the data will be more successful in impact measurement processes.

2. Build ownership of impact measurement at all levels of your organization.

Public media professionals note that staff at all levels –from content creators to producers to organization leaders –need to better understand how and why impact measurement will help them succeed. Knowledge of the benefits, challenges, and reasons to engage in impact measurement should be shared widely, and the entire organization should demonstrate its commitment.

3. Use measurement at all stages of media projects.

Evaluation and measurement have a role in all parts of a project's lifecycle. Often, different outcomes and impact should be expected at the beginning, middle, and end of a project. An organization that collects and uses information throughout the different stages of a project will develop a culture that values impact measurement. Additionally, identifying the intended effect can help create the strategies most likely to achieve the organization's goals. The idea is to use measurement to drive continuous improvement. Understanding what works helps organizations prioritize and re-calibrate efforts and resource allocation.

4. Commit to data-driven decision making.

Using information to make decisions at all organizational levels can be powerful and transformative. In the process, staff is able to see the impact of their work and refine their approach based on what is explicitly known. Collecting data on outputs or outcomes is pointless if the information is not used to inform decisions. Disregarding the data not only wastes time and resources, it also undermines the value of impact measurement. Decisions that can be driven by impact measurements range from specific program strategies and planning for new media initiatives to financial and technical decisions. At the same time, it's critical to inform decision-making with the right data. Just because we have data or can count things, doesn't mean it's the right or most useful information. The challenge lies in focusing on reliable data that drives progress toward clear goals appropriately aligned with organizational mission.

**Action Item 3: Identify and develop champions in the public media sphere to support and encourage effective measurement practices as core competencies in continuous learning organizations.**

LFA Group believes that one important reason for the lack of a common measurement framework and processes is the lack of strong and diverse champions within public media. There are many organizations operating within and supporting public media, but to date few have taken on the charge and challenge of leading impact measurement. Again, the public television Major Market Group has begun working to understand their collective impact among member stations. Beyond that, an individual organization, a group of loosely aligned partners, or a formal consortium could promote a commitment to impact measures and begin to develop a framework.

Establishing impact measurement in public media will require multiple, likeminded champions and collaborators, all of whom understand the import of impact measurement in directing work, making organizational decisions, and telling the story of public media's value. These champions can also develop a framework of effective measurement practices and work for its widespread adoption.

## Last Word: Moving Forward

What sometimes gets lost in the discussion of engagement, impact, metrics, and measurement is the unique place public media occupies in our communities and our nation.

**Locally licensed non-commercial educational broadcasters have unique capacities and a unique responsibility in their communities.** In their FCC license and their broadcast capabilities, stations are entrusted with a public asset unlike any other. As information providers, public broadcasters have earned and maintained the public trust. In fact, the American public consistently relies on public media's information and perspectives as they make decisions in their public and personal lives. The public also consistently rates public television and public radio as their most trusted sources among many media choices and among the best uses of their tax dollars. Therefore, trust is perhaps the most important asset that public media carry forward into the nation's evolving, and challenging, future.

As leaders in that emerging future, local stations increasingly express and fulfill their commitment to local service by engaging their communities more deeply and working with others to address local concerns. **Indeed, mission-driven local public broadcasters have a special duty to strengthen their communities and appropriately contribute to addressing local problems.** Yet, fulfilling that responsibility – and the obligations that come with holding an FCC educational broadcast license – requires that the station remain a neutral, unbiased convener of a healthy civic dialogue that informs and engages the public for the common good. That responsibility is not to be taken lightly.

Stations sometimes worry about how to reconcile these responsibilities—how to remain a trustworthy journalistic enterprise while appropriately helping the community solve problems. That is a challenge stations can meet. **Stations can play a more active role in strengthening the community and better measure, understand and articulate success without compromising the values, roles, and standards that made them trustworthy and successful in the first place.** In fact, their integrity and experience navigating these issues bring critical assets and strengths when employed across all platforms and activities. Doing so requires careful consideration of mission, objectives and expectations, especially amidst increasing demands on civic entities to demonstrate their value. And all of this comes within the context of an increasingly crowded marketplace of ideas and media providers.

At the same time, foundations, non-profits, and other public organizations are likewise wrestling with impact measurement. The good news is that this heightened attention to outcomes provides abundant opportunity to collaborate and share across fields. The recent series of convenings led by the Gates and Knight Foundations may yield promising ideas, tools or practices that merit serious consideration. **Public media would do well to embrace foundations and other organizations in the business and non-profit communities as valuable collaborators in**

**establishing the practices for assessing impact as a core competency. In turn, these organizations have a responsibility to help public media cultivate the culture and habits for assessing impact while remaining editorial sound and accessible, accountable, and transparent to their communities. Appropriate, clearly understood impact expectations and transparency are critical to mutual success.**

Indeed, measuring an initiative's success or a station's local value relative to its impact – that is, relative to specific community change - must be done with both the utmost care and with great enthusiasm. **Stations will need to have a clear understanding of their mission, their comfort level on a continuum of engagement strategies, and the objectives they intend to measure. Data collection in and of itself is not the answer. But impact measurement can inform public media's work, help stations fulfill their unique role more efficiently and effectively, and demonstrate how well they are fulfilling their mission and opportunity.** Many public media entities are already tackling the impact challenge. From individual stations like Chicago Public Media to initiatives like *American Graduate* and station cohorts like the public television Major Market Group, there are examples, lessons and foundations to build on going forward.

In a time of great change and transition, organizations with the ability to appropriately measure and understand their impact will also be well positioned to conceive, design and iterate their work to achieve meaningful results for themselves and their communities. In short, they will almost certainly provide stronger public service and be in a better position confirm their unique value by demonstrating the consequence of their work and how it makes a meaningful difference in people's lives.

- Charles Meyer, Executive Director  
National Center for Media Engagement

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NCME is especially grateful to the Corporation for Public Broadcasting for making our work on behalf of public media possible.

## About The National Center for Media Engagement

The National Center for Media Engagement works to support public media organizations engaging in their communities. This includes working collaboratively to help public media discover, understand, and address community needs and aspirations. In addition, the National Center for Media Engagement provides resources for stations and producers to engage citizens across multiple platforms (on air, online, and in person), build sustainable community relationships, and stimulate citizen participation.

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## About LFA Group: *Learning for Action*

Established in 2000 and with offices in San Francisco and Seattle, LFA Group: *Learning for Action* provides highly customized research, strategy, and evaluation services that enhance the impact and sustainability of social sector organizations across the U.S. and beyond. LFA Group's technical expertise and community-based experience ensure that the insights and information we deliver to nonprofits, foundations, and public agencies can be put directly into action. In the consulting process, we build organizational capacity, not dependence. We engage deeply with organizations as partners, facilitating processes to draw on strengths, while also providing expert guidance. Our high quality services are accessible to the full spectrum of social sector organizations, from grassroots community-based efforts to large-scale national and international foundations and initiatives.

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# Appendix A: About the Analysis

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## Purpose

The **National Center for Media Engagement** commissioned this report to fill critical gaps in public media’s knowledge about impact measurement. In an effort to come to consensus on what is meant by “impact,” the Report suggests public media organizations need to find an appropriate place on the continuum of impact that ranges **from** being solely a conduit of information to the community **to** acting predominately as a driver of change. For the purposes of this report, impact was defined as “a result from a specific effort that could be measured through changes in learning, awareness, or attitudes.”

Under the auspices of NCME, LFA Group: *Learning for Action* conducted the inquiry and produced this report. To that end, LFA Group:

- Cataloged and analyzed existing impact planning and assessment projects, models, and tools used by public media organizations;
- Conducted a parallel scan of impact measurement efforts in fields with similar public service missions (e.g., education, the arts, museums, and library sciences, etc.);
- Gathered input and analysis from select scholars and experienced practitioners.

Together, NCME and LFA Group reviewed the data and developed the conclusions found here. They include major findings as well as recommendations for strengthening public media impact measurement practices.

## Goals

LFA Group’s analysis was designed with **four** specific goals:

1. Determine if there are common impact measurement frameworks in use in public media or related fields.
2. Inventory currently available impact measurement tools and frameworks.
3. Document promising practices for measuring public media impact.
4. Develop recommendations for increasing the effectiveness and usefulness of impact measurement in public media organizations.

## Methods

LFA Group conducted the inquiry using a “snowball” sampling method, e.g., beginning with a pool of prominent professionals and thought leaders from public media and related fields, the analysis “snowballs” via additional contacts suggested in the initial round of research. While LFA Group did not have an existing, comprehensive data set on media measurement from which to draw conclusions, its approach used key informants to reveal the full spectrum of perspectives and ideas about the current state, and potential future, of public media impact measurement.



The following data sources were included in LFA Group's **environmental scan** of the impact measurement landscape:

- An extensive **literature review** of existing frameworks and tools for impact measurement, both in public media and related fields;
- Individual **phone interviews** with public media professionals, academics working on impact measurement of media projects, professionals in related fields, an evaluator, and a media funder. (**NOTE:** Interviewees represent diverse public media roles and platforms and unanimously support the concept of impact measurement within public media its importance. The complete list of interviewees can be found in Appendix B.)
- **Conversations** with funders of public media work through **two meetings** on “Measuring the Impact of Media through Engagement” held in December 2011 and February 2012. These conversations were facilitated by LFA Group through separate arrangements with the Bill & Melinda Gates and the John S. and James L. Knight Foundations.

An additional goal of LFA Group's research was to develop a **comprehensive inventory** of existing tools and frameworks used to assess audience learning, awareness, and attitudes. LFA Group sought to identify elements and characteristics that were consistent across successful measurement efforts. The **inventory** (see Appendix A) was aided by the following **research questions**:

- What tools for assessing audience learning, awareness, and attitudes are currently being used by public media, foundations, or other organizations that support public broadcasting, performing arts organizations, museums, and libraries?
- Which of these identified tools are viewed by users as being most effective and why?
- What are the common outputs and outcomes measured by these tools?

# Appendix B: Catalog of Tools and Frameworks

## Resource Types

The National Center for Media Engagement (NCME) engaged LFA Group: *Learning for Action* to conduct an environmental scan and analysis of impact planning and assessment projects, models, and tools in public media organizations and related fields. The research team carried out successive rounds of data collection starting with known experts and resources in the field, followed by leads from the first round of research. Therefore, the review is wide-ranging, but not comprehensive. Over the course of the research and literature review process, four categories of resources were identified:

- **Tool:** Resources provide concrete measurement instrument(s) that users can directly modify by plugging in program or project data, and then begin to utilize.
- **Evaluation Manual:** Resources include detailed information to guide users through the impact measurement process. Many of these resources include sample tools.
- **Framework:** These resources outline theoretical frameworks for approaching an impact measurement process. Many of these resources include sample metrics and case studies to exemplify good measurement practices.
- **Program Evaluation Example:** Examples include innovative program evaluations, and many of the examples include a methodology section from which a user might find insight.

## Resource Catalog

RESOURCE TYPE	NUMBER	NAME	AUTHOR/ DEVELOPER	TYPE OF PLATFORM ASSESSED	OUTCOME TYPES MEASURED	WHO IS USING THE TOOL/ FRAMEWORK?	WEBSITE
Tool	1	A Handbook of Data Collection Tools: Companion to “A Guide to Measuring Advocacy and Policy”	Organizational Research Services	Policy and Advocacy	Attitudes, Collaboration, Impact, Improved Policy, Organizational capacity, Shift in Social Norms	Unknown	<a href="http://www.organizationalresearch.com/publicationsandresources/a-handbook-of-data-collection-tools.pdf">http://www.organizationalresearch.com/publicationsandresources/a-handbook-of-data-collection-tools.pdf</a>
	2	Sparkwise Dashboard <i>This narrative data platform allows users to compile metrics from a variety of sources and share alongside video, audio, text feeds, and PDFs in order to customize the information that is displayed.</i>	Tomorrow Partners	Film, Journalism, Policy & Advocacy, Radio, Social Media, Television	Outcomes not specified, specified by user	Various users; currently in beta testing.	<a href="http://sparkwi.se/">http://sparkwi.se/</a> and <a href="http://tomorrowpartners.com">http://tomorrowpartners.com</a>

RESOURCE TYPE	NUMBER	NAME	AUTHOR/ DEVELOPER	TYPE OF PLATFORM ASSESSED	OUTCOME TYPES MEASURED	WHO IS USING THE TOOL/ FRAMEWORK?	WEBSITE
	3	Tools and Resources for Assessing Social Impact (TRASI)	The Foundation Center	Film, Journalism, Policy & Advocacy, Radio, Television	Effectiveness, Impact	Unknown	<a href="http://trasi.foundationcenter.org">http://trasi.foundationcenter.org</a>
Evaluation Manual	4	Evaluation Field Manual and Tools for the Knight International Journalism Fellowships	Philliber Research Associates (PRA)	Journalism (Print and/or Web)	Outcomes not specified, specified by user	Knight International Journalism Fellows	<a href="http://issuu.com/kijf/docs/icfj_knight_international_evaluation_manual">http://issuu.com/kijf/docs/icfj_knight_international_evaluation_manual</a>
	5	IMPACT: A Practical Guide to Evaluating Community Information Projects	FSG Social Impact Advisors, James S. and John L. Knight Foundation	Journalism (Print and/or Web)	Outcomes not specified, specified by user	Unknown	<a href="http://www.knightfoundation.org/media/uploads/publication_pdfs/Impact-a-guide-to-Evaluating-Community-Info-Projects.pdf">http://www.knightfoundation.org/media/uploads/publication_pdfs/Impact-a-guide-to-Evaluating-Community-Info-Projects.pdf</a>
	6	Measuring the Online Impact of Your Information Project	Dana Chinn and FSG Social Impact Advisors	Journalism (Print and/or Web), Social Media	Engagement, Reach, Penetration	Unknown	<a href="http://www.knightfoundation.org/media/uploads/publication_pdfs/Measuring-the-Online-Impact-of-Information-Projects-092910-FINAL_1.pdf">http://www.knightfoundation.org/media/uploads/publication_pdfs/Measuring-the-Online-Impact-of-Information-Projects-092910-FINAL_1.pdf</a>
	7	Public Media Social Media Handbook	iStrategyLabs	Radio, Television	Outcomes not specified, specified by user	Unknown	<a href="https://mediaengage.box.com/s_hared/53siimihhnyjclft6go">https://mediaengage.box.com/s_hared/53siimihhnyjclft6go</a>
	8	Youth Media Evaluation Toolkit	Social Policy Research Associates	Film, Journalism (Print and/or Web), Television	Outcomes not specified, specified by user	Family Health International (FHI) 360	<a href="http://www.youthmediareporter.org/docs/Toolkit_Youth.pdf">http://www.youthmediareporter.org/docs/Toolkit_Youth.pdf</a>

RESOURCE TYPE	NUMBER	NAME	AUTHOR/ DEVELOPER	TYPE OF PLATFORM ASSESSED	OUTCOME TYPES MEASURED	WHO IS USING THE TOOL/ FRAMEWORK?	WEBSITE
Framework	9	A Resource for Newsrooms: Identifying and Measuring Audience Engagement Efforts	Joy Mayer and Reuben Stern, Reynolds Journalism Institute	Journalism (Print and/or Web), Social Media	Collaboration, Conversation, Engagement, Outreach	Chicago Public Media. <sup>5</sup> Private newsrooms. <sup>6</sup>	<a href="http://rjionline.org/sites/default/files/theengagementmetric-fullreport-spring2011.pdf">http://rjionline.org/sites/default/files/theengagementmetric-fullreport-spring2011.pdf</a>
	10	Assessing Creative Media's Social Impact	The Fledgling Fund	Film	Awareness, Engagement, Impact, Social Change	Unknown	<a href="http://www.thefledglingfund.org/wp-content/uploads/2012/11/Impact-Paper.pdf">http://www.thefledglingfund.org/wp-content/uploads/2012/11/Impact-Paper.pdf</a>
	11	Collective Impact	John Kania and Mark Kramer, FSG Social Impact Advisors	Film, Journalism, Policy & Advocacy, Radio, Television	Impact	Unknown	<a href="http://www.fsg.org/tabid/191/ArticleId/211/Default.aspx?srp_ush=true">http://www.fsg.org/tabid/191/ArticleId/211/Default.aspx?srp_ush=true</a>
	12	Getting Local: How Nonprofit News Ventures Seek Sustainability	James S. and John L. Knight Foundation	Journalism (Print and/or Web)	Economic Value, Organizational Capacity, Social Value/Social Return on Investment, Sustainability	Unknown	<a href="http://www.knightfoundation.org/media/uploads/publication_pdfs/13664_KF_NPNews_Overview_10-17-2.pdf">http://www.knightfoundation.org/media/uploads/publication_pdfs/13664_KF_NPNews_Overview_10-17-2.pdf</a>
	13	See, Say, Feel, Do: Social Media Metrics that Matter	Fenton	Social Media	Conversions, Engagement, Exposure	Unknown	<a href="http://www.fenton.com/resources/see-say-feel-do/">http://www.fenton.com/resources/see-say-feel-do/</a>

<sup>5</sup> Referenced here: <http://www.rjionline.org/blog/measuring-community-engagement-case-study-chicago-public-media>

<sup>6</sup> Interview with Joy Mayer






RESOURCE TYPE	NUMBER	NAME	AUTHOR/ DEVELOPER	TYPE OF PLATFORM ASSESSED	OUTCOME TYPES MEASURED	WHO IS USING THE TOOL/ FRAMEWORK?	WEBSITE
	14	Social Justice Documentary, Designing for Impact	Jessica Clark, Center for Social Media American University, and Barbara Abrash, and Center for Media, Culture and History, NYU	Film	Awareness, Collaboration, Engagement, Impact, Organizational Capacity	Filmmakers <sup>7</sup>	<a href="http://www.centerforsocialmedia.org/sites/default/files/documents/pages/designing_for_impact.pdf">http://www.centerforsocialmedia.org/sites/default/files/documents/pages/designing_for_impact.pdf</a>
	15	Social Return on Investment	New Philanthropy Capital (NPC)	Film, Journalism, Policy & Advocacy, Radio, Social Media, Television	Social Value/Social Return on Investment	BRITDOC UK's CAN Mezzanine	<a href="http://www.thinknpc.org/publications/social-return-on-investment/">http://www.thinknpc.org/publications/social-return-on-investment/</a>
	16	Tools to Support Public Policy Grantmaking	Martha Campbell, The James Irvine Foundation, and Julia Coffman, Center for Evaluation Innovation	Policy and Advocacy	Awareness, Behavior, Public Will	Unknown	<a href="http://www.innonet.org/client_docs/File/center_pubs/public_policy_grantmaking.pdf">http://www.innonet.org/client_docs/File/center_pubs/public_policy_grantmaking.pdf</a>
Program Evaluation Example	17	"G" is for Growing: Thirty Years of Research on Children and Sesame Street (Routledge Communication Series)	Shalom M. Fisch and Rosemarie T. Truglio (Editors)	Television	Attitudes, Awareness, Behavior, Impact	n/a	<a href="http://books.google.com/books?id=eKzuDAaCD9oC&amp;printsec=frontcover&amp;source=gbs_ge_summary_r&amp;cad=0#v=onepage&amp;q&amp;f=false">http://books.google.com/books?id=eKzuDAaCD9oC&amp;printsec=frontcover&amp;source=gbs_ge_summary_r&amp;cad=0#v=onepage&amp;q&amp;f=false</a>
	18	A Longitudinal Study of the Effects of Young Children's Natural Exposure to Sesame Tree on their Attitudes and Awareness	Centre for Effective Education, Queen's University Belfast (UK)	Television	Attitudes, Awareness, Behavior	n/a	<a href="http://www.sesameworkshop.org/assets/842/src/SesameTreeNaturalisticReportFinalVersion.pdf">http://www.sesameworkshop.org/assets/842/src/SesameTreeNaturalisticReportFinalVersion.pdf</a>

<sup>7</sup> Interview with Jessica Clark






RESOURCE TYPE	NUMBER	NAME	AUTHOR/ DEVELOPER	TYPE OF PLATFORM ASSESSED	OUTCOME TYPES MEASURED	WHO IS USING THE TOOL/ FRAMEWORK?	WEBSITE
	19	Applying Local Solutions To Local Problems: Radio Listeners as Agents of Change	United States Agency for International Development (USAID)	Radio	Access to Information, Behavior, Collaboration, Effectiveness of Foreign Aid	n/a	<a href="http://pdf.usaid.gov/pdf_docs/PDACS538.pdf">http://pdf.usaid.gov/pdf_docs/PDACS538.pdf</a>
	20	Beyond the Box Office: New Documentary Valuations	Jess Search, The BRITDOC Foundation	Film	Social Value/Social Return on Investment	n/a	<a href="http://www.documentary.org/images/news/2011/AnInconvenientTruth_BeyondTheBoxOffice.pdf">http://www.documentary.org/images/news/2011/AnInconvenientTruth_BeyondTheBoxOffice.pdf</a>
	21	Entertainment Evaluation Highlights: <i>Waiting for "Superman"</i>	The Harmony Institute (HI)	Film	Attitudes, Behavior Impact, Learning	n/a	<a href="http://harmony-institute.org/wp-content/uploads/2011/07/WFS_Highlights_20110701.pdf">http://harmony-institute.org/wp-content/uploads/2011/07/WFS_Highlights_20110701.pdf</a>
	22	Facing the Mortgage Crisis: Station Mindset, Best Practices, and Media Engagement	Dhavan V. Shah, Hernando Rojas, Douglas McLeod, Emily Vraga	Television	Engagement, Impact	n/a	<a href="https://mediaengage.adobeconnect.com/a938034862/p90449908/">https://mediaengage.adobeconnect.com/a938034862/p90449908/</a>
	23	Measuring Community Engagement: A Case Study from Chicago Public Media	Breeze Richardson, Chicago Public Media - WBEZ 91.5FM	Radio, Social Media	Collaboration, Engagement	n/a	<a href="http://rjionline.org/blog/measuring-community-engagement-case-study-chicago-public-media">http://rjionline.org/blog/measuring-community-engagement-case-study-chicago-public-media</a>
	24	Measuring Success at the BBC	James Thickett, British Broadcasting Corporation (BBC)	Radio, Television	Attitudes, Economic Value, Impact	n/a	<a href="http://www.bl.uk/aboutus/stratpolprog/increasingvalue/publicvalue/confpres/thickett.pdf">http://www.bl.uk/aboutus/stratpolprog/increasingvalue/publicvalue/confpres/thickett.pdf</a>

RESOURCE TYPE	NUMBER	NAME	AUTHOR/ DEVELOPER	TYPE OF PLATFORM ASSESSED	OUTCOME TYPES MEASURED	WHO IS USING THE TOOL/ FRAMEWORK?	WEBSITE
	25	Monitoring and Indicators of Communication for Development – Technical Note	Ministry of Foreign Affairs – Denmark (Danida)	Film, Journalism, Policy & Advocacy, Radio, Television	Access to Information, Awareness, Effectiveness of Foreign Aid, Learning	n/a	<a href="http://www.mediaengage.org/CommunicateImpact/MonitoringAndIndicatorsOfCommunication.pdf">http://www.mediaengage.org/CommunicateImpact/MonitoringAndIndicatorsOfCommunication.pdf</a>
	26	Overview of Ad Council Research & Evaluation Procedures	The Ad Council	Film, Journalism, Policy & Advocacy, Radio, Social Media, Television	Awareness, Engagement, Exposure, Impact	n/a	<a href="http://www.adcouncil.org/Impact/Research/Overview-of-Ad-Council-Research-Evaluation-Procedures">http://www.adcouncil.org/Impact/Research/Overview-of-Ad-Council-Research-Evaluation-Procedures</a>
	27	Research on Food, Inc. <sup>8</sup>	Johanna Blakley, Norman Lear Center, University of Southern California	Film	Attitudes, Behavior, Learning	Johanna Blakley to use for other Participant Media films	<a href="http://www.youtube.com/watch?v=Pb0FZPzzWuk&amp;feature=youtu.be">http://www.youtube.com/watch?v=Pb0FZPzzWuk&amp;feature=youtu.be</a>
	28	WITNESS Performance Dashboard	WITNESS	Film, Policy and Advocacy	Attitudes, Awareness, Organizational Capacity	n/a	<a href="http://www.witness.org/sites/default/files/downloads/witness-dashboard-evaluation-2010.pdf">http://www.witness.org/sites/default/files/downloads/witness-dashboard-evaluation-2010.pdf</a>

## Resources at a Glance

TYPE	RESOURCE	OUTCOME TYPES MEASURED	PLATFORM TYPE				
			 Film/TV	 Print/ Web	 Policy	 Radio	 Social Media
Tool	A Handbook of Data Collection Tools: Companion to “A Guide to Measuring Advocacy and Policy”	Attitudes, Collaboration, Impact, Improved Policy, Organizational Capacity, Shift in Social Norms					
	Sparkwise Dashboard	Outcomes not specified, specified by user					
	Tools and Resources for Assessing Social Impact	Effectiveness, Impact					
Evaluation Manual	Evaluation Field Manual and Tools for the Knight International Journalism Fellowships	Outcomes not specified, specified by user					
	IMPACT: A Practical Guide to Evaluating Community Information Projects	Outcomes not specified, specified by user					
	Measuring the Online Impact of Your Information Project	Engagement, Penetration, Reach					
	Public Media Social Media Handbook	Outcomes not specified, specified by user					
	Youth Media Evaluation Toolkit	Outcomes not specified, specified by user					
Framework	A Resource for Newsrooms: Identifying and Measuring Audience Engagement Efforts	Collaboration, Conversation, Engagement, Outreach					
	Assessing Creative Media’s Social Impact	Awareness, Engagement, Impact, Social Change					
	Collective Impact	Impact					
	Getting Local: How Nonprofit News Ventures Seek Sustainability	Economic Value, Organizational Capacity, Social Value/Social Return on Investment, Sustainability					
	See, Say, Feel, Do: Social Media Metrics that Matter	Conversions, Engagement, Exposure					
	Social Justice Documentary, Designing for Impact	Awareness, Collaboration, Engagement, Impact, Organizational Capacity					
	Social Return on Investment	Social Value/Social Return on Investment					
	Tools to Support Public Policy Grantmaking	Awareness, Behavior, Public Will					
Program Evaluation Example	"G" is for Growing: Thirty Years of Research on Children and Sesame Street	Attitudes, Awareness, Behavior, Impact					
	A Longitudinal Study of the Effects of Young Children's Natural Exposure to Sesame Tree on their Attitudes and Awareness	Attitudes, Awareness, Behavior					
	Applying Local Solutions To Local Problems: Radio Listeners as Agents of Change	Access to Information, Behavior, Collaboration, Effectiveness of Foreign Aid					
	Beyond the Box Office: New Documentary Valuations	Social Value/Social Return on Investment					
	Entertainment Evaluation Highlights: <i>Waiting for “Superman”</i>	Attitudes, Behavior, Impact, Learning					
	Facing the Mortgage Crisis	Engagement, Impact					



TYPE	RESOURCE	OUTCOME TYPES MEASURED	PLATFORM TYPE				
			 Film/TV	 Print/ Web	 Policy	 Radio	 Social Media
	Measuring Community Engagement	Collaboration, Engagement					
	Measuring Success at the BBC	Attitudes, Economic Value, Impact					
	Monitoring and Indicators of Communication for Development	Access to Information, Awareness, Effectiveness of Foreign Aid, Learning					
	Overview of Ad Council Research & Evaluation Procedures	Awareness, Engagement, Exposure, Impact					
	Research on Food, Inc.	Attitudes, Behavior, Learning					
	WITNESS Performance Dashboard	Attitudes, Awareness, Organizational Capacity					

## Web Analytics

It is not the primary purpose of this study to focus on web analytics, but a few relevant resources for media organizations are listed below. Web analytics are an important part of organizational measurement systems, particularly for media organizations that use multiple outlets to distribute and promote content. The following table provides a list of web analytics resources reviewed during the research project.

WEB ANALYTICS	
<ul style="list-style-type: none"> <li>Overview of Web Analytics for Nonprofit News Organizations (Dana Chinn)</li> </ul>	<a href="http://www.slideshare.net/DanaChinn/overview-of-web-analytics-for-nonprofit-news-organizations">http://www.slideshare.net/DanaChinn/overview-of-web-analytics-for-nonprofit-news-organizations</a>
<ul style="list-style-type: none"> <li>Alexa</li> </ul>	<a href="http://www.alexa.com/">http://www.alexa.com/</a>
<ul style="list-style-type: none"> <li>Chartbeat</li> </ul>	<a href="http://chartbeat.com/">http://chartbeat.com/</a>
<ul style="list-style-type: none"> <li>Compete</li> </ul>	<a href="http://www.compete.com/us/">http://www.compete.com/us/</a>
<ul style="list-style-type: none"> <li>Facebook Open Graph</li> </ul>	<a href="https://developers.facebook.com/docs/opengraph/">https://developers.facebook.com/docs/opengraph/</a>
<ul style="list-style-type: none"> <li>Google Analytics</li> </ul>	<a href="http://www.google.com/analytics/">http://www.google.com/analytics/</a>
<ul style="list-style-type: none"> <li>Klout</li> </ul>	<a href="http://klout.com/home">http://klout.com/home</a>
<ul style="list-style-type: none"> <li>Post Rank</li> </ul>	<a href="http://www.postrank.com/">http://www.postrank.com/</a>
<ul style="list-style-type: none"> <li>Quantcast</li> </ul>	<a href="http://www.quantcast.com/">http://www.quantcast.com/</a>
<ul style="list-style-type: none"> <li>Social Flow</li> </ul>	<a href="http://www.socialflow.com/">http://www.socialflow.com/</a>
<ul style="list-style-type: none"> <li>Sysmos Heartbeat</li> </ul>	<a href="http://www.sysomos.com/products/overview/heartbeat/">http://www.sysomos.com/products/overview/heartbeat/</a>

## Ratings Services

Traditionally, media organizations have used television and radio measurement systems to gauge the size of their audiences. One well-known measurement system is maintained by Arbitron Inc., which has provided radio and television ratings since the 1950s. Arbitron provides local radio ratings, network and national radio audience measurement, qualitative consumer and media usage information, and software services in the United States. Recently, the measurement firm introduced the Portable People Meter, which electronically tracks exposure to media as consumers wear it throughout the day.<sup>9</sup> The firm's work with public radio is very visible. Arbitron's annual *Public Radio Today* report provides information on public radio's audience. This information is analyzed according to demographic, geographic, and other considerations.<sup>10</sup>

Nielsen Media Research has provided television ratings based on audience size and composition since the 1950s.<sup>11</sup> Viewers allow Nielsen technicians to install metering equipment on their televisions. The measurement firm uses information from this metering equipment to compile information on viewing habits. Nielsen also distributes TV diaries to viewers to collect similar information.<sup>12</sup> The Nielsen Ratings that reflect this information are commonly used to determine the value of commercial time. Due to its commercial focus, this rating service is less widely used by public media organizations. In 2009, PBS subscribed to full-time television ratings from Nielsen as a move towards gathering more data about its national programming.<sup>13</sup>

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<sup>9</sup> <http://www.arbitron.com/about/home.htm>

<sup>10</sup> <http://www.arbitron.com/study/publicrt.asp>

<sup>11</sup> <http://www.nielsen.com/us/en.html>

<sup>12</sup> <http://www.pbs.org/wnet/insidelocalnews/ratings.html>

<sup>13</sup> [http://www.nytimes.com/2009/12/21/business/media/21pbs.html?\\_r=2&adxnml=1&adxnmlx=1333753298-iy0j4qwtqwBgNokbrC5XIg](http://www.nytimes.com/2009/12/21/business/media/21pbs.html?_r=2&adxnml=1&adxnmlx=1333753298-iy0j4qwtqwBgNokbrC5XIg)

## Appendix C: List of Stakeholders Interviewed

NAME	TITLE	ORGANIZATION
Ann Alquist	Director of Radio Engagement	National Center for Media Engagement
Matt Birnbaum	Research and Evaluation Officer	Institute of Museum and Library Services
Jessica Clark	Senior Fellow	Center for Social Media, American University
Mark Erstling	SVP, System Development and Media Strategies	Corporation for Public Broadcasting
Tony Foleno	SVP of Research and Evaluation	Ad Council
Jack Galmiche	President and CEO	Nine Network of Public Media (KETC)
Torey Malatia	President and CEO	Chicago Public Media (WBEZ- Chicago)
Joy Mayer	Associate Professor, Director of Community Outreach	Missouri School of Journalism
Heather Noonan	Vice President for Advocacy	League of American Orchestras
Katie Paine	CEO	KD Paine and Partners
Rachel Rouda	Consultant, LFA Group: <i>Learning for Action</i>	Project Manager, Public Insight Network (PIN) Evaluation
Deb Sanchez	SVP for Education	Corporation for Public Broadcasting
Dhavan Shah	Maier-Bascom Professor, Director of the Mass Communication Research Center, Scientific Director of the Active Aging Research Center	University of Wisconsin-Madison, Professor School of Journalism and Mass Communications
Vincent Stehle	Executive Director	Grantmakers in Film and Electronic Media
Tom Thomas	Co-CEO	Station Resource Group
Jan Wilson	Director, Knowledge Center	League of American Orchestras