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A Non-Profit as a Branded House: Douglas-Hart Nature Center and Foundation Branding Alignment

Abstract

Branding plays a significant role in representing an organization and can help further its mission (Kylander & Stone, 2012). The purpose of this creative thesis is to help the Douglas-Hart Foundation and its three nature locations: the Douglas-Hart Nature Center, Friendship Garden, and the Whiteside Garden assess its branding and establish fitting strategies for the branding of the organization moving forwards. The method used to accomplish this was a brand audit of several key communication channels and documents of the organization and a SWOT analysis of these aspects along with suggested strategies and examples showing how the organization might integrate some of these strategies moving forwards. The results of this project indicate the best strategy for the organization is the “branded house” strategy with the Douglas-Hart Foundation and Douglas-Hart Nature Center as co-drivers and Friendship Garden and the Whiteside Garden as “sub brands” of the foundation and Nature Center. Other general conclusions suggest branding with more consistency, highlighting education, and using elements strategically to help the organization reach its goals. Three documents have been created to show examples of how the organization may implement selected tactics from the suggestions made.

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A Non-Profit as a Branded House: Douglas-Hart Nature Center and Foundation Branding

Alignment

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School of Communication and Journalism, Eastern Illinois University

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Abstract

Branding plays a significant role in representing an organization and can help further its mission (Kylander & Stone, 2012). The purpose of this creative thesis is to help the Douglas-Hart Foundation and its three nature locations: the Douglas-Hart Nature Center, Friendship Garden, and the Whiteside Garden assess its branding and establish fitting strategies for the branding of the organization moving forwards. The method used to accomplish this was a brand audit of several key communication channels and documents of the organization and a SWOT analysis of these aspects along with suggested strategies and examples showing how the organization might integrate some of these strategies moving forwards. The results of this project indicate the best strategy for the organization is the “branded house” strategy with the Douglas-Hart Foundation and Douglas-Hart Nature Center as co-drivers and Friendship Garden and the Whiteside Garden as “sub brands” of the foundation and Nature Center. Other general conclusions suggest branding with more consistency, highlighting education, and using elements strategically to help the organization reach its goals. Three documents have been created to show examples of how the organization may implement selected tactics from the suggestions made.

Keywords: branded house, nonprofit branding, brand audit

Dedication

I dedicate this project to a few notable people that have inspired me and that were essential to me reaching this point in my life. This is for my parents Tracy and George Fushi for helping me and believing in me even when I have doubted myself. They have given me the skills and support I need to succeed and accomplish the things I want to in life, and for that I am truly blessed. I also want to dedicate this project to Barb Schrock, a friend, who played a huge part in making my experience with the Douglas-Hart Foundation a memorable, fulfilling, and life changing one.

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This thesis has allowed me to create useful suggestions for branding a nonprofit organization in this community which is working towards important environmental goals and helping educate on the value of our natural resources. I am grateful for this opportunity provided by the School of Communication and Journalism and feel that the benefits of this work can result in a meaningful lasting impact for the Douglas-Hart Foundation.

Table of Contents

Abstract.....3

Dedication.....4

Acknowledgements..... 5

Introduction 7

Literature Review.....10

 Brand and Branding.....10

 Different Types of Branding.....13

 Brand Dimensions and Elements.....18

 Branding Architecture.....22

 Successful Branding26

 Branding Process.....27

Method.....30

Brand Audit.....33

 Focus Groups and Findings.....33

 Website Presentation.....39

 Logos.....70

 Social Media73

 Presence and Feeling of Sites.....84

 Foundation Documents.....91

Main Strengths, Weaknesses, Opportunities, Threats.....113

Key Strategic Branding Suggestions123

 Implementation-To Dos125

Conclusion.....132

References135

Appendices.....146

Introduction

Nonprofits and charities, much like businesses, need to set and pursue strategic goals to stay relevant and successful. Strategic communication and practices that fall under this, such as branding, have become more relevant to nonprofits that must be competitive in their sector. Branding has emerged as an essential practice for nonprofits to become more recognizable, receive more support from possible donors and supporters, and hold more of an established role in the markets they are working in (Naddaff, 2004).

One local nonprofit organization that would like to refocus its branding to help reach its goals is The Douglas-Hart Foundation. Helen Burgner Douglas-Hart founded the Douglas-Hart Foundation in 1963. Its goals are to establish and maintain several properties as natural habitats in which plants and animal species native to Illinois could prosper. The foundation started with a small property known as the Friendship Garden. It was established in 1963 and offers a gazebo, pathways, benches, and flowers. The site is also available for rent in cases of special events such as “weddings, showers, and parties” (Douglas-Hart Foundation, 2022). In the 1960s, the foundation began creating the nature center preserve known as the Douglas-Hart Nature Center. Opened to the public in just the past year, a third property, named Whiteside Garden, expanded the portfolio of the Foundation of Douglas-Hart. This location offers diverse and interesting plant life including “thousands of plants from all over the world” and offers trails, and benches as well as a visitor center (Douglas-Hart Foundation, 2022).

With the recent addition to the foundation, the Douglas-Hart Foundation has grown to encompass: the Friendship Garden, Douglas-Hart Nature Center, and Whiteside Garden. (Douglas-Hart Foundation, 2022). Most community members and visitors to the Douglas-Hart Foundation properties do not recognize these three locations as interconnected, and, when people

hear the Douglas-Hart name, there is no separation from the idea of the Douglas-Hart Nature Center and the Douglas-Hart Foundation. The Nature Center is the largest of the three locations and is the center for many activities and educational programs and events. The organization wants to have a more united brand that displays these locations as part of the same organization. They hope this will encourage people to visit all three sites and that they will think of all three sites jointly when they think of this organization. Branding, which is at the same time inclusive of all these locations and that details the values/unique aspects of each of these locations, is needed.

In conversations with Jennifer Day-Tariq, the executive director of the Douglas-Hart Foundation, she expressed concerns about the current branding; especially the lack of cohesion between the three locations managed under the Foundation and the need to increase engagement from the community in the form of visiting, donating, and participating in events and programs held at the locations. Refocusing current branding can increase visibility within the community and acquire more support for the Nature Foundation in many ways.

According to Kylander & Stone (2012) “strong brands in all sectors help organizations acquire financial, human, and social resources, and build key partnerships. The trust that brands can elicit also provides organizations with the authority and credibility to deploy those resources more efficiently and flexibly than can organizations with weaker brands” (p. 38). Therefore, adjusting the current branding to be more inclusive and supportive of all the nature locations would help the Foundation to address some of these challenges.

The foundation has established individual logos as unique symbols for the Douglas-Hart Nature Center, the Friendship Garden, and Whiteside Garden, which are displayed together on external communication items. The Douglas-Hart Nature Center logo, showing a frog and

hummingbird with the name incorporated into the symbol, is in the center above the other two logos. The Friendship Garden logo sits under the Douglas-Hart logo and to the left, depicting a rose and tulip in the corner of the logo that is integrated with the text. The Whiteside Garden logo sits under the Douglas-Hart Nature Center logo and to the left depicts a magnolia blossom with a leaf that is integrated with the text.

The foundation also offers a variety of activities and events for people of all ages from young children to adults. One of the main goals for the nature center is to increase engagement and interest across its three locations, so rebranding or enhancing current branding will be able to assist them in reaching this goal. For example, “It has been suggested that brand orientation can help to raise awareness amongst target audiences (Hankinson 2000), build loyalty within donor and supporter groups (Ritchie, Swami, et al, 1998) and facilitate donor choice (Hankinson 2000)” (Stride & Lee, 2007). These are not the only values or advantages of branding either. According to the article, *The Role of Brand in the Nonprofit Sector*, “‘Brand becomes critical when you’re seeking to create partnerships, when you’re seeking other funders, and when you’re looking to associate yourself with people in the field,’ explains Diane Fusilli, a global brand consultant and former communications director at the Rockefeller Foundation” (Kylander & Stone, 2012). Therefore, branding has the capability to help a nonprofit organization achieve its goals more successfully and develop as an organization in many crucial ways.

This thesis project focuses on and addresses the foundation’s concern about cohesive branding for the three Douglas-Hart locations. It reinforces the characteristics, values, and essence of the foundation while emphasizing distinct characteristics of each of the three locations to highlight their value to the community and enhance their visibility. Specifically, I have done a comprehensive brand audit to get a clear picture of what the organization’s current branding is

communicating and how it is positioned. I have drawn upon a combination of several branding models and frameworks from branding literature including Gurl's (2017) SWOT theoretical review, Knox and Bickerton's (2003) Corporate Brand Positioning Framework, Aaker and Joachmister's (2000) Branded House brand architecture model, Urde et al.'s (2007) Heritage Branding Framework, and Kylander and Stone's (2012) Nonprofit IDEA model. These models each address central components to branding the Douglas-Hart Foundation and assist in helping them articulate a more clear-cut branding strategy. I then created three branding strategic tools that will assist in reorienting the branding constructively.

The thesis first reviews the literature on brand and branding, then different types of branding: corporate branding, nonprofit branding, place branding, then brand dimensions and elements, branding architecture, and the branding process. This review provides the base for my approach to assessing the organization's current branding and to the development of an official branding strategy along with the creation of three elements to illustrate how the branding strategy may be implemented. To conclude, the thesis addresses the results of the project and its impact.

Literature Review

Brand And Branding

The exact definition of branding can be difficult to pinpoint. Stern (2006) found that previous literature (Brown et al., 2006) observed the term "*brand* has become so over-defined that its meanings are variable" (p. 216). One widely accepted definition has been established by the American Marketing Association (AMA) which defines a brand as "[...] a name, term, design, symbol, or any other feature that identifies one seller's goods or service as distinct from those of other sellers" (Nelson, 2022, para. 3). While this definition highlights the importance of branding for selling goods and services, Maurya and Mishra (2012) emphasized its etymology;

“The word brand is derived from Old Norse word *brandr*, which means “to burn” (an identifying mark burned on livestock with a heated iron) as brands were and still are the means by which owners of livestock mark their animals to identify them” (p.122). Similarly, to marking livestock, brands thus mark or represent organizations, products, and services. Another description relays: “The ‘brand’ concept evolved in the eighteenth century as the names and pictures of animals, places of origin, and famous people replaced many producers' names. The new purpose was to strengthen the association of the brand name with a product. Producers wanted both to make their products easier for consumers to remember and to differentiate their products further from those of competitors” (Farquhar, 1998, p. 24).

Bastos and Levy (2012) explain why people engage in the action of branding: “At the root of all branding activity is the human desire to be someone of consequence, to create a personal and social identity, to present oneself as both like other people (e.g. to belong) and unlike other people (e.g. to stand out), and to have a good reputation” (p. 349). Branding is used to create a certain impact or view of a company or product and therefore must include several aspects that combine to create what a consumer believes about a certain organization. Brands are widely known and associated with certain things because of what they stand for, which also means that brand identity is very important for understanding branding in general.

Burnam et al. (2009) identified two perspectives on branding based on a review of scholarship; the “outside-in perspective” (Ind and Bejerke, 2007) focusing on the customer and the “inside-out perspective” (de Chernatony and McDonald, 2003; Ind and Bejerke, 2007; Meffert and Burmann, 1996a, 1996b) focusing on the “the brand as constructed and managed by the owner/manager of the brand” (pp. 113-114). The inside-out perspective emphasizes an identity-based approach to the brand and points to the importance of the cohesive presentation of

a brand to external and internal stakeholders. “The conceptual approach for this perspective builds on the identity-based understanding of the brand” (Burmam et al., 2009, pp.113-114). The presentation of a brand is, therefore, necessary to consider when thinking about building a cohesive brand that sends consistent messaging to both internal and external stakeholders.

While the literature above has addressed what brands are, de Chernatony & Dall’Olmo (1998) have synthesized branding literature to a more extensive degree and have pulled out twelve integral functions of branding; “as i) legal instrument; ii) logo; iii) company; iv) shorthand; v) risk reducer; vi) identity system; vii) image in consumers' minds; viii) value system; ix) personality; x) relationship; xi) adding value; and xii) evolving entity” (p.418). These categories continue to be applied and drawn on in scholarship and practice today (for instance, Dessert et al., 2015). Branding as a legal instrument refers to “trademarks” and protecting established products and corporate brands from use by other entities. Brand as a logo concerns the design and visual aspects that help people recognize a product or organization. Brand as a company is how companies can apply their brands across their products or services to project a more unified and clearer image to the important publics. Brand as shorthand refers to the ideas that people first recall and think of when a certain brand comes to their mind. A risk reducer brand enables people to feel that they can trust or rely on an organization because they know the brand and what to expect from that brand. Brand as an identity system refers to the “meaning” of a brand and how this comes together through a company’s goal or mission. Brand as an image in consumers’ minds concerns associations built up over time about how people feel about a brand. Brand as a value system represents what the brand stands for, essentially “values” and how that is shown to customers. The idea of a brand as a personality also relates to a brand’s values and how this is demonstrated through its actions. The brand relationship is how consumers and the

brand interact with one another once a consumer understands a brand's personality and chooses to support that brand. Adding value as a brand stem from the ability of a brand to give companies a stronger "competitive edge" that helps the success of the organization or corporation. Lastly, the brand as an evolving entity suggests that the brand grows and changes over its lifespan and so does the standing of the brand (de Chernatony & Dall'Olmo, 1998). While these categories have outlined distinct functions of brands, other literature focused on identifying brand dimensions and elements.

Different Types of Branding

The concept and practice of branding has been applied and discussed in different contexts. These include corporate branding, nonprofit branding, and place branding, which are all relevant to the branding challenges of the Douglas-Hart Foundation. The literature on these specific types of branding differentiates what the most important details and concepts are for branding each of these entities. The Douglas-Hart Foundation functions as a nonprofit but is also an organization with unique qualities and values. In addition, several natural sites are key to the foundation's identity and mission. Place branding gives an idea of what is considered when branding an area over an organization or product.

Corporate Branding

Corporate branding is centered on branding an organization, rather than on product-like branding. Corporate branding differs from product branding in several ways and is dependent upon value-centered factors such as organizational identity, credibility, image, culture, and reputation. There has been a growing interest in corporate branding and the benefits that it can offer organizations (Xie & Boggs, 2006).

Branding corporations or organizations require different considerations than the branding of a product. Balmer and Gray (2003) speak of significant differences between product and corporate brands “...corporate brands are fundamentally different from product brands in terms of disciplinary scope and management; corporate brands have a multi-stakeholder rather than customer orientation, and the traditional marketing framework is inadequate and requires a radical reappraisal” (p. 976). This means what makes up a corporate brand requires a shift from typical product branding. Brand management and incorporating values of not only the organization but also stakeholders means that corporate branding is more connected to symbolic ideas such as identity and image. Xie and Boggs (2006) comment that the current rise of interest and focus on corporate branding’s use as a “strategic marketing tool” has stemmed from quick advances in “today’s marketplaces”, less “brand loyalty”, and “increased service levels.”

Aaker (2004) refers to how relationships are important to a corporate brand’s functioning. For example, “As the brand that defines the organization that will deliver and stand behind the offering, the corporate brand is defined primarily by organizational associations...the number, power, and credibility of organizational associations will be greater for a brand that visibly represents a corporate organization” (p. 7). A corporate brand can then assist with reinforcing credibility and relationships that are meaningful to the organization.

Mumby (2016) focuses on the branding of organizations stating: “Branding, in this sense, involves both the strategic process of image management and the putting to work of sociality and public communication in ways that reproduce or enhance the qualities that the brand image embodies” (p. 889). Organizational image and communicating about the image in a consistent way that aligns with the views of the organization is an important component of branding. Expanding upon this, corporate brands are thought to be “... seen as marks denoting ownership;

image–building devices; symbols associated with key values; means by which to construct individual identities; and a conduit by which pleasurable experiences may be consumed” (Balmer and Gray, 2003, p. 973). Image is therefore intertwined with identities and how people see organizations.

Corporate branding has changed over the years, Biraghi and Gambetti (2013) refer to “three shifts” in corporate branding that have created the landscape of corporate branding today. This model centers on communication and highlights “identity, image, culture, and reputation” as central components of corporate branding (p.4). These “central components” sum up well some of the most essential branding aspects in addition to credibility and reputation. Overall, corporate branding is based mostly on people’s perceptions of an organization and the aforementioned components are so important to this type of branding. Like corporate branding, nonprofit branding also is based largely on these more symbolic aspects of branding, focusing more on aspects like trust, authenticity, and the values of the organization.

Nonprofit Branding

Although much branding literature focuses on the importance of branding for the bottom line, branding is relevant and beneficial to nonprofit organizations as well. It is also shown that nonprofits that do not have cohesive branding struggle to establish themselves. Pope et al. (2009) found, for instance, that nonprofit brands suffer certain consequences because of a lack of branding. In their research, a specific interviewee mentioned their nonprofit organization had been around for years and people were unfamiliar with or did not know about them still. This was an overall theme: nonprofits struggle to have a recognizable image and be well known which could be attributed to not knowing how to market themselves or lacking resources. The

need for nonprofits to address their branding is very real as it helps them to have more impact in the communities they are serving.

Kylander and Stone (2012) expand upon this by describing that much rebranding of nonprofits occurs because of gaps between the internal image the organization has of itself and the external image of the organization. Having both internal and external images of an organization that are synonymous allows stakeholders to understand clearly what the organization stands for, what its goals are, and what its purpose is. Then, all stakeholders understand the common values of the organization without confusion, and the result is a cohesive structure and image of the organization that stakeholders share. (Kylander & Stone, 2012). This speaks to the importance of branding that encompasses and represents the organization well.

Ritchie et al. (1999) detail relevant aspects of what branding can offer to nonprofits; "... they make it possible for organizations to convey a consistent overall positioning while tailoring offerings for multiple publics. They also facilitate the development of trust between the nonprofit and its constituencies, provide insulation from competitive pressures, and raise the organization's profile" (p. 1). Stride and Lee (2007), agree with this sentiment commenting, "This position finds support in both the embryonic non-profit branding literature (Bruce 1998; Handy 1990), and in the growing recognition within the for-profit branding literature that if brands are to attain true authenticity, an alignment between the values of the organization and those of the brand must be achieved (de Chernatony et.al. 1998)" (p. 118).

According to Ewing and Napoli (2005), research has established that branding has an impact on how people interact with nonprofits including their donating behaviors and overall thoughts about an organization. Since nonprofits thrive off support from the community to continue their mission, nonprofit branding is essential for helping to achieve that goal. Brand

identity determines how an organization is viewed and how the image of the organization is communicated to all stakeholders. Branding for nonprofits has many ideas that align with values especially those regarding trust, authenticity, values, and establishing identity.

Place Branding

The idea of place branding is also important to consider as the nature center represents itself as three distinct locations; each with specific qualities that set them apart from the others. Place branding is intricately linked with identity, image, culture, and the meaning publics connect to the place.

Freire (2007) describes place branding and asserts that places can be branded in much the same ways as goods and services and that identity plays a huge role in developing and managing a place brand. As Campelo et al. (2013) describe, "... brand should portray a distinctive and attractive image highlighting a place's core competencies, identity, and culture (Cai 2002; Blain, Levy, and Ritchie 2005; Kavartzis and Ashworth 2005). The strategies for branding destinations systematically adopt corporate branding techniques and models and adapt them to places (Trueman, Klemm, and Giroud 2004; Hankinson 2007; Dinnie 2008)" (p.154). The place's culture in particular along with identity is essential to place branding which is also reflected in Kavartis and Hatch's (2013) research "Effective place branding, as approached and explained here, at the same time expresses the place's culture, leaves impressions on others, mirrors these impressions on the identity, and reflects the changes evoked back into the place culture" (p. 82).

Friere (2007) also goes on to describe the power of a place and how that impacts branding stating "...places will always mean something to consumers; that is, places are embedded with meaning and 'will function as a brand even if not managed under a branding conceptual framework'" (p. 420). This means the feeling of a place is important to consider

when branding it. There is a distinct feeling of each nature site. This feeling is created from the unique characteristics each site possesses which distinguish them.

Scholars Kladou et al. (2017) looked at branding elements of tourism destination branding, specifically the branding of “Greece.” This work has provided insight into the large-scale tourism destination branding process and what should be focused on. A notable problem they discuss, “...is the empirical support it offers to the view that traits and characteristics of the place itself are the most influential decision-making factors. This is evidenced in that the impact of the three most outstanding brand elements (name - tagline – logo) is shown to be low” (p. 29). Kladou et al. (2017) go on to describe that because of the “low impact” of brand elements, there should be more focus on “identity-based approach” (p.29). This aligns with other models in the branding that focus on factors such as: “identity, image, culture, and reputation” that are all encompassed in corporate branding as well (Biraghi and Gambetti, 2013, p.4).

Brand Dimensions and Elements

Brands are multifaceted and involve several ideas that together create the essence of what a symbol stands for. Some factors that help create brands are brand dimensions and brand elements. Brand dimensions are concepts that relate directly to the symbolic creation of brands in our minds such as identity, image, heritage, organizational image, and more. Brand elements are tools used to communicate these brand dimensions and link us directly to the organization, examples of this are logos, slogans, and more.

Organizational identity is a key dimension to consider when creating a brand; it affects how the organization represents itself and how it communicates. According to Balmer (2012) “Successful corporate brands are credible because there is a symbiosis between corporate brand identity and corporate identity: the latter relates to an organization’s defining and differentiated

identity anchors (attributes)” (p.1065). Balmer (2008) also describes how corporate identity influences other factors that represent an organization: “... corporate identity provides the central platform upon which corporate communications policies are developed, corporate reputations are built and corporate images and stakeholder associations with the corporation are formed” (p. 8). This reinforces that corporate identity drives other aspects of the brand; therefore, a strong and clear corporate identity is necessary as a base for an organizational brand. Abratt and Kleyn (2012) also address aspects that make up a corporate identity which is demonstrated through the brand: “...in the form of visual identity, the brand promise, the brand personality as well as by using brand communications which may be tacit or explicit” (p. 9). Other scholars Abimbola & Kocak (2007) agree that the identity of the organization is vital to the functioning of the organization mentioning it is challenging to create a successful “market strategy” without first establishing a comprehensive brand and, “...deliberate and conscientious creation and nurturing of organization identity is also important to the development and maintenance of internal capability and competence (Hamel and Prahalad, 1994)” (p. 425).

Credibility also determines whether people trust a brand and what they think of it. Balmer (2012) identifies several variables that define if a brand is credible. These are “...whether it is: authentic (reflects the firm’s identity); believable (reflects the firm’s culture); durable (sustainable); profitable (creates stakeholder and shareholder value); and responsible (reflects the firm’s purposes and the CSR and ethical requisites expected by society)” (p.1065). Brand credibility is thus tied to brand dimensions such as identity and culture and is a desirable trait that supports an organization’s standing with different groups of stakeholders.

Reputation is intricately connected to branding and images (Abratt & Kleyn, 2012). Expanding upon that idea, Abratt and Kleyn (2012) delved into how corporate brand shapes

reputations: "...corporate brand contributes not only to customer-based images of the organization but to the images formed and held by all its stakeholders" (p. 8). Therefore, corporate brand influences the reputation and image of the organization and has the power to form how the organization is looked at, in several regards, by shareholders.

Personality traits are another dimension that forms how people view an organization. Aaker (1997) goes on to describe the personality traits by which an organization's brand is judged in the eyes of consumers based on her research. As stated here: "...brands have five distinct personality dimensions: Sincerity, Excitement, Competence, Sophistication, and Ruggedness" (p. 353). This shows that these personality characteristics give consumers a definitive idea of how and what to think about a brand and its identity. Therefore, when considering brand image and what an organization stands for, these dimensions can be valuable considerations.

A relevant dimension of branding to consider is heritage brand: "By brand heritage we mean a dimension of a brand's identity found in its track record, longevity, core values, use of symbols, and particularly in an organizational belief that its history is important. A heritage brand is one with positioning and a value proposition based on its heritage" (Urde et al, 2007, p. 4). These elements all surround the idea of "brand stewardship," which we consider to be an essential management mindset for nurturing, maintaining, and protecting brand heritage" (Urde et al, 2007, p. 8). For nonprofit organizations with a strong tradition, history, and grounding in values and mission, heritage branding can help position the organization.

Hatch and Schultz (2003) address three aspects essential to corporate branding "strategic vision, organizational culture, and corporate images" (pp. 1047-1048). The first of these, "strategic vision" comprises what the organization stands for and what they want to accomplish

long term (Hatch and Schultz, 2003). The second, organizational culture refers specifically to: “the internal values, beliefs and basic assumptions that embody the heritage of the company and communicate its meanings to its members; culture manifests itself in the ways employees all through the ranks feel about the company they are working for” (Hatch and Schultz, 2003, pp. 1047-1048). The third, “corporate images,” is what people think and understand about the organization from the outside perspective (Hatch and Schultz, 2003). These dimensions are interconnected, and they help determine how the brand needs to be represented to be aligned with the organization overall.

Another important component of branding is brand elements. According to Keller and Swaminathan (2020); “*Brand elements*, sometimes called brand identities, are those trademarkable devices that serve to identify and differentiate the brand. The main ones are brand names, URLs, logos, symbols, characters, spokespeople, slogans, jingles, packages, and signage” (p.142). These brand elements can be employed for different purposes such as “brand awareness” or to “facilitate strong, favorable, and unique brand associations’ depending on what is necessary based on the organization’s goals (Farhana, 2012). Farhana (2012) further elaborates on how brand element’s function. A brand element represents a brand as if someone had no previous knowledge of an organization or whatever the brand is representing, and as if that is all the person must determine what a brand stands for. Brand elements serve different functions, so sometimes they are selectively chosen, or all types are used. This shows that brand elements represent the organization directly, and because there are several brand elements to choose from that serve specific purposes, they need to be strategically chosen based on what the organization wants to achieve.

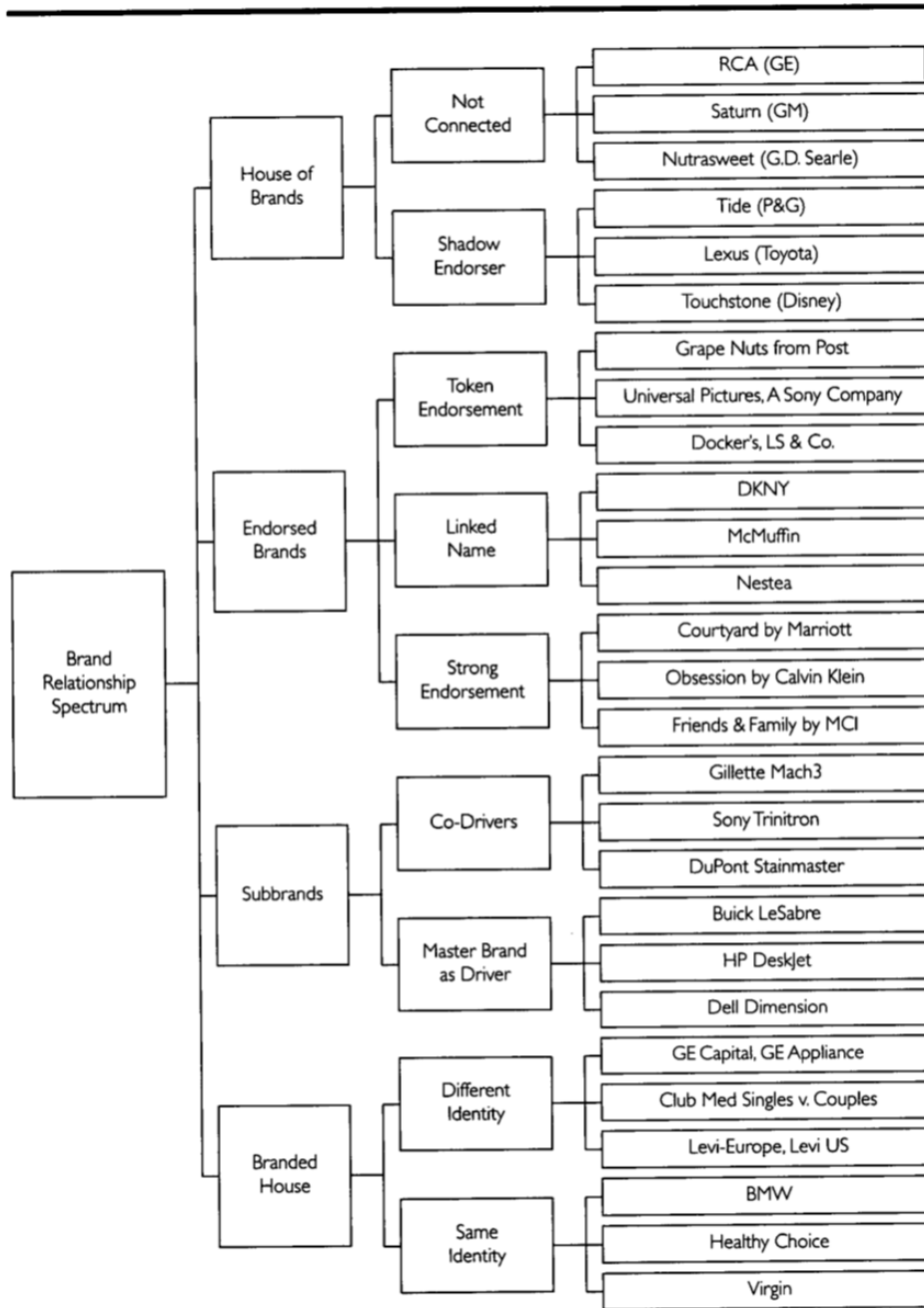
Some parameters that help select what brand elements may be most useful for an organization are outlined here. Keller and Swaminathan (2020) suggest considering: “1. Memorability, easily recognizable, easily recalled; 2. Meaningfulness: descriptive and persuasive; 3. Likability: fun and interesting, rich visual and verbal imagery, aesthetically pleasing; 4. Transferability: within and across product categories, across geographic boundaries and cultures; 5. Protectability: legally, competitively” (p. 142). This way an organization can decide what elements are most important to showcase to help them reach their goals.

Branding Architecture

Brand architecture can be described as “... the way in which companies organize, manage, and go to market with their brands. Brand architecture is often the external face of business strategy and must align with and support business goals and objectives” (Kerr, 2006, p. 278). Aaker & Joachimsthaler (2000) go into more depth on this concept and specify “Brand architecture is an organizing structure of the brand portfolio that specifies brand roles and the nature of relationships between brands” (p. 8). Therefore, brand architecture serves as a framework to determine how organizations with several brands manage and communicate their brands. This can be complex and is constructed along a continuum that often involves a mix of branding strategies (see Figure 1).

Figure 1

Brand Relationship Spectrum

FIGURE I. Brand Relationship Spectrum

Source: Aaker, D. A., & Joachimsthaler, E. (2000). *The brand relationship spectrum: The key to the brand architecture challenge*. *California Management Review*, 42(4), 8–23.

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This branding framework describes that the two opposite ends of the spectrum are the “house of brands” which and the “branded house.” The “house of brands” operates as different brand names that are controlled by a larger mostly unseen corporate brand, while a “branded house” uses a common name as the “master brand” under which “descriptive sub brands” fall (Aaker and Joachimsthaler, 2000). According to Aaker and Joachimsthaler (2000) “With an endorsed brand, the endorser usually plays a relatively minor driver role. With sub brands, the master brand shares the driver role with sub brands” (p. 10). The “driver role” being referred to is how much the “brand drives the purchase decision and use experience” (Aaker and Joachimsthaler, 2000). The master brand in the foundation’s case would be directly related to “use experience” and not “purchase decision,” and the driver would be the most established name or brand that the foundation has.

While the Douglas-Hart Foundation currently does not fit directly into either “house of brands” or “branded house” it falls within the “sub brands” and “branded house” strategy sections. Figure 2 describes the two extreme approaches of branding architecture strategy, and how to choose where an organization falls on the continuum. Based on the questions posed, some form of the branded house strategy is more appropriate. The goals articulated by Douglas-Hart include more cohesive branding, more engagement at each of the nature sites, and a desire for the three locations to be connected and visible as under one organization, and the adapted model of the branded house strategy allows for this. There are three locations with distinct names, though, but they do fall under the Douglas-Hart Foundation. In this sense, the strategy of “sub brands” with a “master driver” relates closely. For example, “Sub brands are brands connected to a master or parent brand and augment or modify the associations of that master brand. The master brand is the primary frame of reference, which is stretched by sub brands...”

(Aaker and Joachimsthaler, 2000, p. 14). This is still pretty similar to a “branded house” but allows for sub brands to be distinguished.

Figure 2

Selecting the Brand Separation

FIGURE 2. Selecting the Brand Separation

Toward a Branded House	Toward a House of Brands
<p>Does the master brand contribute to the offering by adding:</p> <ul style="list-style-type: none"> • associations enhancing the value proposition? • credibility with organizational associations? • visibility? • communication efficiencies? <hr/> <p>Will the master brand be strengthened by associating with the new offering?</p>	<p>Is there a compelling need for a separate brand because it will:</p> <ul style="list-style-type: none"> • create and own an association? • represent a new, different offering? • avoid an association? • retain/capture customer/brand bond? • deal with channel conflict? <hr/> <p>Will the business support a new brand name?</p>

Source: Aaker, D. A., & Joachimsthaler, E. (2000). The brand relationship spectrum: The key to the brand architecture challenge. California Management Review, 42(4), 8–23.

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According to Muzellec & Lambkin (2009), a branded house strategy allows “...corporate brands take on values from the product portfolio (Brown and Dacin, 1997) as well as from the corporation’s culture and heritage (Aaker, 2004). The master brand becomes the umbrella for various products or services offered” (p. 42). This idea for branding aligns well with the Douglas-Hart Foundation’s current setup as it has three locations, but the nature center is its largest property where most events are held. Community members would be more likely to recognize the Douglas-Hart Nature Center, rather than the other locations, the Friendship Garden or Whiteside Garden. Branding under this model would create the nature center and foundation as the primary brand with the others as sub-brands underneath this.

Successful Branding

There are several factors that go into creating and maintaining a strong brand. This includes both how an organization is viewed by its stakeholders and what they are doing to reinforce its own brand. Keller and Swaminathan (2020) assert that there are four steps to building a strong brand. The first step is to make sure that the brand is associated with a certain “product class, product benefit, or customer need” (para. 5, p. 107). Next is to create brand meaning for stakeholders by, “strategically linking a host of intangible and tangible brand associations” (para. 5, p. 107). The third step is to “Elicit proper customer responses to the brand” (para. 5, p. 107). Lastly, is to “convert brand responses to create brand resonance and an intense, active loyalty relationship between customers and the brand” (para. 5, p. 107).

Other authors have drawn upon Keller’s work, in particular on the brand resonance pyramid to create a successful brand. For example, “Key authors discuss the elements that underpin successful brands such as Keller (2001) who offers six steps: performance, imagery, salience, judgments, feeling and resonance” (Chapelo, 2015, para. 2, p. 4). This brand pyramid is built upon the idea that there must be a progression of accomplishing these steps to move up the “brand pyramid.”

There are certain actions that an organization enacts to have a strong brand that it “...creates, manages, and fulfills high expectations among its many audiences. It does this by aligning the fundamentals of the business-products, service, processes culture and giving them a common rule book, a set of guidelines for making decisions” (Mohan & Choudhary, 2008, para. 2, pp. 20-21). In relation directly to successful nonprofit branding, Stride & Lee (2007) state, “To be truly effective, non-profit brands need to address several additional organizational objectives. The most widely cited include lobbying (Hankinson 2000), education and the communication of

the cause itself (Tapp 1996), and image and reputation management (Polonsky and Macdonald 2000)” (Stride & Lee, 2007, para. 7, p. 109).

To evaluate branding, there is a series of steps to gauge how a brand is performing. The first step is to “Define Your Metrics this involves looking at aspects including “brand awareness, brand sentiment, and brand equity” (Mannone, 2019). The second step is to, “Ask Your Team” to understand their feelings and thoughts on the brand (Mannone, 2019). The third step is to “Ask Your Audience,” the methods suggested for this are focus groups or a survey. Lastly, is to “Find Your Delta,” which looks at where a brand wants to be and involves setting “measurable goals with concrete deadlines” (Mannone, 2019). When performing a brand evaluation, an organization must determine what they are already doing to improve its reputation, how publics view the brand and the effect of their view, and the positive impact of brand use itself (Haigh, 2019). These steps help minimize "waste" and maximize "return" (Haigh, 2019).

Branding Process

There are several tools that guide the branding process and evaluate where a brand stands in relation to where it would like to be. Some of these tools are brand audits, SWOT analysis, and relevant branding frameworks for the organization being branded. In this case, these frameworks are Keller and Swaminathan’s (2020) “Building a Strong Brand: The Four Steps of Brand Building”, Kylander and Stone's (2012) “IDEA” model specific to nonprofits, and Knox and Bickerton’s (2003) “Corporate Brand Positioning Framework”.

A brand audit is a useful practice to see where a brand stands. A brand audit helps to identify sources of value to a brand and how the branding can be improved. Keller and Swaminathan (2020) inform a brand audit is concerned with looking at both the organizational

and outside perspectives on the brand to help identify the status of the brand, what gives the brand value, and how to improve its current position.

Another common business and strategic communication tool used for evaluating branding is SWOT analysis. Gurl (2017) explains: “In SWOT Analysis, strong and weak aspects of an organization are identified by examining the elements in its environment while environmental opportunities and threats are determined by examining the elements outside its environment.” (p. 996). This particular SWOT analysis model also provides “Possible Organizational Strengths and Weaknesses” and “Sources of Possible Environmental Opportunities and Threats” as well as the “Strengths and Weaknesses Checklist” and the “Environmental Variables Checklist” to help guide analysis with important factors relevant to the brand (Gurl, 2017).

According to Keller and Swaminathan (2020), the process of branding as a strategic process most generally involves questions about who the organization is (brand identity), what it is (brand meaning), and what internal and external stakeholders feel about the organization (brand responses), and what connections stakeholder want to have with it (brand relationships). More specifically, Kylander and Stone (2012) have developed IDEA, which is specific to nonprofits and aims to help improve branding and the overall functioning of organizations. It identifies “brand integrity, democracy, ethics, and affinity” as core principles of nonprofit branding. Brand integrity is achieved when external and internal images reflect the mission of the organization (Kylander and Stone, 2012). Democracy means: “the organization trusts its members, staff, participants, and volunteers to communicate their own understanding of the organization’s core identity” (Kylander and Stone, 2012, p. 40). Ethics means “that the brand itself and the way it is deployed reflect the core values of the organization” (Kylander and Stone, 2012, p. 40). Lastly, affinity means “the brand is a good team player, working well alongside

other brands, sharing space and credit generously, and promoting collective over individual interests” (Kylander and Stone, 2012, p. 40). This model sets apart important principles for nonprofits to consider and build their branding around. This model directly concerns brand management and what the organization can do to foster each of these components. Brand democracy ensures that the organization’s viewpoint is centered around the “theory of change,” meaning what organizations want to change and why this is feasible for the organization. This can be done by creating strategic relationships/partnerships through the brand to further its mission (Kylander and Stone, 2012). Brand democracy involves management being open to a “participatory form of brand management” in which case the organization provides resources, such as “online templates” that organizational members have access to, which they can then use to communicate “mission, strategy, work, and values of an organization” (Kylander and Stone, 2012). Brand ethics is tied to brand democracy in making sure that the organization’s actions are in alignment with its goals. This includes using organizational mission and “values statements” as a guide to make sure the organization is staying true to its purpose. Lastly, brand affinity is working towards creating mutually beneficial relationships with partners to enhance networks that assist in achieving goals and that the organization can rely on. (Kylander and Stone, 2012).

Knox and Bickerton (2003) use the “Corporate Brand Positioning Framework” to determine the values both internally and externally regarding the organization. This model looks at specific areas of corporate branding and proposes questions to help extract the values of the organization within four main categories. These four categories are: “organizational attributes: purpose-what an organization exists to do, commitments-what’s important to an organization, values what guides an organization's actions; performance benefits: products-what an organization does, services-how an organization delivers; portfolio benefits: ‘product brands’-

the outward faces of the organization, ‘customers’-who the organization serves; and network benefits: contacts-network of contacts used by the organization, mechanisms-informal and formal mechanisms that drive the network” (p. 1008). This approach helps to understand and identify the main features that distinguish the organization and highlights organizational goals and factors with a large impact or effect on the organization’s functioning. This allows for a holistic view of what a corporate brand of a company should entail.

Method

To assist the nature center with revamping its branding, I have conducted a brand audit. I begin with a SWOT (strengths, weaknesses, opportunities, and threats) analysis of the organization’s current branding including several documents that they have created and distributed to publicize events being held at all three of their locations. I have analyzed the organization’s branding based on Gurl’s (2017) SWOT theoretical review which considers key elements to consider when looking at organizational branding.

While the SWOT analysis identifies what the organization is doing well, what could be improved, what areas exist that could perpetuate growth, and what areas are or could be potentially problematic, I needed to also have a solid understanding of the Nature Center’s features that may be central to its branding as is. To accomplish this, I used the “Corporate Brand Positioning Framework” which suggests considering “organizational attributes, performance benefits, portfolio benefits, and network benefits” when making decisions about branding (Knox and Bickerton, 2003). I adjusted this model for the Douglas-Hart Foundation and identify “performance benefits” as the services the organization provides, and “portfolio benefits” as the community that benefits from what the organization offers to them. A brand dimension that also gives the Nature Center a competitive advantage is “Heritage Branding,” as the organization

does have an identity linked to history (Urde et al, 2007). The nonprofit IDEA model has a great layout for how branding should be managed and what the organization needs to strive for to become a strong nonprofit brand (Kylander and Stone, 2012). I have considered these four principles and where the foundation’s current branding lies regarding these principles. Below is a chart detailing the components that I have listed above (Table 1).

Table 1
Corporate Brand Positioning Framework Adapted for Douglas-Hart Foundation

Organization and organizational nature sites	Organizational Attributes	Performance Benefits: “Products” and Services	Portfolio Benefits: Product Brands, Customers	Network Benefits
Douglas-Hart Foundation	Purpose	Nonprofit Work/Volunteering	Branding and presentation to external stakeholders	Identification of other key stakeholders and contacts,
Douglas-Hart Nature Center	Commitments	Sustainability	Image	Ways of communication/ interaction with those stakeholders, and relationships:
Whiteside Garden	Values	Recycling Program	Groups the organization aims to serve: Visitors and participants, all who use the sites and services, participate in the programs, etc.)	Newsletters, Brochures, pamphlets, etc.
Friendship Garden	Vision	Conservation	Brand elements	Brand Democracy (IDEA)
	Mission	Educational Tours/Programs	Visitor Experience and Centers	Brand Affinity (IDEA)
	Heritage	(Special) Events/Festivals	Signage	
	Brand Identity (IDEA)	Rentals		
	Organizational Culture	Clubs		
	Vegetation			
	Landscaping			
	Wildlife			
	Feeling of each Site/Atmosphere			

	Brand Ethics (IDEA)		Landmarks	
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Research suggests that identity and corporate culture are highly integrated with employees and stakeholders of an organization. To get a better understanding of these groups' views and thoughts about their organization, I decided to use focus groups. This method allows for "...exploring people's knowledge and experiences and can be used to examine not only what people think but how they think and why they think that way" (Kitzinger, 1995, p. 299). I conducted two focus groups with staff and volunteers to get a better understanding of their views of the organization. The focus group's questions (see Appendix A) were based on perceptions of the current branding of the organization and the most important values of the organization. The questions for staff and volunteers are listed below. Informed consent was distributed via QR codes and links prior to the focus groups. The focus groups lasted about 30-45 minutes and had 5-8 participants each. The audio recordings of the focus group discussions were recorded via Zoom using a microphone, and a transcript was generated to access the data more easily. The focus groups received IRB approval, so the study followed proper research methodology and confidentiality regulations.

I have based the analyses on communication with the executive director, the promotional materials that are sent out to the public, social media communications, the organization's website, close observations of the three nature sites, and how they are branding those places including their unique atmospheres, focus groups, and any other relevant primary documents. The Douglas-Hart Nature Center has given me access to its Canva account to review its documents and designs that are sent out to the public, and I have had two meetings with the

Executive Director of the Nature Center addressing branding inconsistencies and what they would like their branding to look like in the future.

Brand Audit

This section analyzes the main communication channels, elements, and documents the organization uses to present itself to stakeholders and discusses the strengths, weaknesses, opportunities, and threats of each. Also, it begins with the findings of the staff and volunteer focus groups and the main themes extracted from them. Then, there is an overview of the organization's website, logos, social media accounts, nature sites, and several foundation documents (for instance, Nuthatch News and brochures). Based on the assessment of each, I proceed by identifying overarching strengths, weaknesses, opportunities, and threats of the organization's current branding. Finally, I will discuss central strategic and tactical suggestions to help establish a more cohesive branding of the organization.

Focus Groups and Findings

Focus Groups

The purpose of the two focus groups conducted was to understand the perceptions and values of the organization in the eyes of key stakeholders who are actively involved with the organization. Questions were asked regarding the main factors that represent the organization and its three locations and what volunteers and participants thought were the most important aspects to understand about the organization. I have summarized the two focus groups below with the main points highlighted.

Staff.

The staff focus group had five participants including the executive director, education director, environmental educator, office specialist, and the horticulturist. The focus group lasted around 30 minutes.

The staff focus group participants articulated the main values of the organization to be environment, community, education, and sustainability. Specific sustainability activities, such as the solar panels and recycling program at the Nature Center were mentioned as well as rain barrels at Whiteside to catch precipitation and to water plants. Participant one reemphasized that educating the community is one of their “main roles” especially with youth programs which are the “bread and butter” of the organization. This participant also said they have been working to extend their programming and hit adult audiences which have been successful with their monthly speaker series, based on science and nature-related topics. This participant also mentioned that with the recycling program it is important to “practice what the organization preaches, and falling under this is conservation.”

Respondents said the Nature Center is known for haunted hikes, programming, field trips, and the animals. Participant two said “Lots of kids in it mention Dexter and the rabbit. [Also]nature, I think we are just known as a place you can go be in nature, walk dogs.” Participant one stated that they felt “summer camps, field trips, and education” represented the nature center.

The participants saw Friendship Garden as known for the food trucks and shared that visitors who work nearby often sit in the garden to see the plants because it is quiet. Other responses mentioned it as “a nice space in the middle of town, where it's just green, and it's nice, even though there's cars all around the you...it does have the feel of like a more urban [area]” and that weddings often occur here too.

Whiteside Garden is known for magnolias, lilies and specific plants come to mind and as “a little getaway” and a “hidden gem.” It is also known for its history and founder. Participant three stated “... Dr. Whiteside like for sure we need to acknowledge just his generosity, and also diversity, I think, would be [key].”

Participants addressed the shock they have when people mention they have never heard of the Nature Center and the programs they offer. This also pertains to Whiteside as participants shared that people even less frequently know it exists compared to the other locations. Another important factor mentioned was how often the organization gets calls asking about admission, even though all sites are free. Participant five talked about the wildlife that is present at the Nature Center that is not well known.

Participants stated that the Nature Center is the most well-known for programming, although the organization is trying to expand this to other locations. The Nature Center was also seen as known for its native plant life. Whiteside is distinct because of its plant life, and as more of an “adult” place because of the rules of the garden. Friendship Garden was described as more of a “traditional” garden.

Together, the locations are known for “getting people outdoors and that they are all accessible and free” in the eyes of the focus group participants.

Participant one stated “We want people to know nature [is] for everyone, and whatever that means for them, there's no right or wrong way to get outside.” This participant continued to state that letting people in the community know what is available for them and offering a multitude of different programs is meant to encourage people with different interests to get outdoors and involved with nature activities. The staff also mentioned that some of their continual volunteers prefer specific locations as “their places” that they “feel connected to.”

Volunteers.

The volunteer focus group had eight participants total, with varying volunteer experiences and years working with the organization. The focus group lasted around 45 minutes.

In the volunteer focus group, the members articulated that the main values of the organization are childhood and adult education, summer camps, bringing nature to people, eco meets, and service days. Participant four stated that it is a “good community [place] and we’re so fortunate to have it.”

Volunteers said the Nature Center is known for walking, summer camps, lessons for children, the Haunted Hike, Outdoor Escape Room, and Winter Wonderland events. This location is also known for hosting several students. Participant six also talked about the birds in the area which are attracted to water ecosystems at this location, which makes it the perfect location for the Bird Club.

Responses for what Friendship Garden are known for varied. It was noted that weddings often occur there more than the other sites. Participant four elaborated, “think how many people just go to the Friendship Garden for lunch and it's just it's beautiful up there.” One of the things participant four mentioned was “one of the things I love about it up there is that giant tree goes everywhere, American Linden, you know, and they are gorgeous. So, the giant limb and tree.” Other volunteers responded that this area is great to stop by on bike rides and that the “weeding and wine” program hosted there was enjoyable. Volunteers also mentioned that one problem was the “general public needing to pick up their trash more” and the “homeless” using this space.

The last location, The Whiteside Garden was talked about as having the “Largest selection of Magnolias, trees, and bushes north of where the Mason Dixon line.” Participant three, who has an extensive connection to the organization, explained “That's it just the variety of

plants, you know. I have a list of like a 1,400, and then a separate list of about 750 daylilies and again we know that is not all of them...you know, you just cannot see the variety of plants anywhere else.” Other volunteers said that student research projects, the balcony area, the bathtubs with plant varieties, the little ponds, small microenvironments, and the history of this place separates it from the other locations.

Participants mentioned what should be known about the organization is Whiteside Garden, which was referred to as “one of the best kept secrets” of the area. Participant three also said “it's amazing how many people have lived here their whole lives and Don't know about...the Nature Center.”

Volunteers mentioned together the locations are known for community, nature, and education. Participant two had an interesting comment relating the three sites “I see them as kind of 3 separate perspectives on the same thing...” The participants went on to mention the different growth habitats in each area citing native plants at the Nature Center, a mix of natives and non-natives at Friendship Garden, and a mix with more exotic plants at Whiteside Garden.

The Nature Center was highlighted for the most insects and wildlife of the three sites, more native diversity, the solar panels, and the building itself.

Whiteside Garden was talked about as more horticultural, not as many birds at this location, more exotic plant life, and “the only real botanical garden in the area.”

Friendship Garden was mentioned as having “hydrangeas, hostas, the fountain, much more seating than the others, sidewalks, and less wildlife.

Participants two and five suggested that “it is, branding all of them with something that is common to all 3 places. but also keeping their individuality. which I think would help people

recognize them.” Other volunteers said “getting the word out” more in reference to promoting the properties and they mentioned various channels to help promote the location.

Key Points

There were several factors that both volunteers and staff addressed as central to the organization. The main values echoed by the focus groups were education, nature, enjoyment, community.

Each focus group mentioned the different plant life that sets the locations apart from one another. For the Nature Center, native species, programming, Special Events, field trips, summer camps, and wildlife were central themes to this location. The Whiteside Garden was mentioned to have specialty and exotic plants including magnolias and daylilies. In addition to this, the garden was said to be a “hidden” area and has a history of its own. Friendship Garden was mentioned by both groups as a green area in town, good for weddings, and for employees taking lunch to relax.

Staff said that the linkages of the three sites were “getting people outdoors and accessibility of these sites as free. Volunteers, on the other hand, acknowledged the three sites to represent community, nature, and education.

Both groups mentioned feelings of shock or surprise when people mention they have not heard of the foundation or its sites, especially when they live in the area. Staff and volunteers expressed wanting to publicize the organization. Staff mentioned they want people to know that there are different enjoyable ways to experience nature, and this should be taken advantage of at the organization’s three sites. Volunteers mentioned that the three locations should be connected but show each’s individuality as well.

Mission Statement

The Douglas-Hart Foundation’s mission, which defines the organization’s purpose and goals, is “*Through the responsible stewardship of Helen Douglas-Hart's gifts, the Douglas-Hart Foundation will be a leader in promoting the appreciation, enjoyment, and conservation of our natural resources by providing quality programs for all ages*” (Douglas-Hart Foundation home page, 2023, para. 1). The mission statement captures that the Foundation is a place for community. The goals listed show the purpose of what the organization is and how it intends to sustain and work towards its goals, while also giving credit to the founder who established the organization. The mission statement appears on the website, across organizational documents like Nuthatch News and informational brochures.

Its strengths are that it displays central values of the organization that appear through the organization’s actions and at the programs and events it holds at the three locations. This includes programming, festivals, volunteering that help conservation efforts, and more.

While the organization alludes to programming, an opportunity for the organization to align its mission more closely with the goals that both volunteers and staff have mentioned is essential to the organization’s purpose, is to include education in this mission statement. Educational programs make up a bulk of what the organization offers to the community, but this is not shown in the mission statement. Although it addresses “quality programs for all ages” it does not have education clearly listed as a goal.

Website Presentation

The Douglas-Hart Foundation website is the main hub through which publics learn about the Nature Center. By locating the sites as sub-tabs under the large overarching header “Douglas-Hart Foundation,” the website establishes the foundation as the driver of a “branded house “with

the Douglas-Hart Nature Center (DHNC), Friendship Garden (FG), and The Whiteside Garden (WG) underneath. The Douglas-Hart Foundation is defined as a community serving, educational, non-profit organization overarching the three locations that they manage. The three sites are further connected through an emphasis on similarities; in that they are all free to attend, host a variety of plants, exist for the community, promote the enjoyment of nature, and provide seating and paths for the enjoyment of the natural setting). These shared features are communicated under the tabs “Nature Center,” “Friendship Garden,” and “Whiteside Garden” which have the same-titled webpages falling under them (ex: planning your visit, rentals). Having this structure and cohesion on the website, clearly communicates what the foundation has to offer and reinforces its mission across all locations. Following, I will discuss the different sections/tabs of the website.

Visually, the website features a green leaf next to the foundation in its header. The header is then framed by various green leaves with different greens. The font used for “Douglas-Hart Foundation” is a more olive shade and is the Georgia font. The background of the website, which is consistent across all pages, is varying tan shades with white transparent leaves in the background.

There are variations in the formats and representations of the foundation across the general pages of the website that could be altered for a more cohesive and structured presentation of the foundation and its sites. For instance, consistently using the same elements across all pages for titles, such as banners, would make identifying what page the reader is on a lot easier. Also, eliminating elements such as oval-shaped text boxes, which are used rarely across pages and are not necessary for organizing the text.

The identity of the organization is communicated in variable ways across pages. This makes it more difficult to understand what the relationships are between the locations and the foundation and what unifies them. Providing clearer and consistent messaging about the foundation and its sites would help with understanding the relationships between them.

Home Page

A strength of the homepage is that the first thing communicated is the mission of the organization. This shows the purpose of the Foundation clearly and allows viewers to see that this is an important part of its identity. The three sites that carry out this mission are then listed below. This is done by displaying attractive photos of each of the three locations with their titles, individual webpage links, and hours. This visually communicates that these three locations make up the Foundation. The homepage also strategically displays graphics that promote its special and monthly programs showcasing the organization's dedication to its mission. A flaw is the lack of the organizational logo in graphics to link the three sites together under the umbrella of the nature center.

About Us

The "About Us" section has a description of the foundation and its nonprofit status. The three sites are then listed with their photos and details about each location's ecosystem and plant life. Under this page are the tabs "History," "Foundation and Staff," and "Careers" (*About Us*, n.d.). A point of inconsistency, on this "About Us" webpage, is that not all sites have locations and hours of operation listed. For example, the locations of the Nature Center and Friendship Garden are listed in their descriptions, but Whiteside Garden does not have its location. Only the nature center has the hours of operation in its description, as well (*About Us*, n.d.).

A weakness that distances the Whiteside Garden from the other properties is that no information is provided on the addition of the property and how this location connects to the history of the organization. The history page has photos of the founder and information on her life and dream of starting both Friendship Garden and Douglas-Hart Nature Center, but there is no mention of adding Whiteside to the foundation or how that has continued the organization's history or legacy (*History*, n.d.).

This is prevalent on the staff page as well. The staff page has a photo of Helen, the founder, and mentions that DHNC and FG are properties "owned and maintained by the Douglas-Hart Foundation." This paragraph goes on to describe that the organization is a nonprofit, but there is no mention of Whiteside Garden anywhere (*Foundation & Staff*, n.d.).

A strength of the "Foundation and Staff" page is that the mission of the organization is restated below the information that is given on the properties and status of the organization. This again helps represent the foundation and why it exists, reinforcing the purpose and identity of the group (*Foundation & Staff*, n.d.).

After describing the organization as a nonprofit, the paragraph continues to explain that the foundation is run by a board of community members that work together to continue the goals of the mission (which is also listed below on the website). This is another strength of this webpage; it establishes the image and identity of the organization further by featuring the staff and board members that run the foundation. There are photos included of the staff members with their names and titles below each. There is also a large photo of the foundation members seated around a table with their names listed. (*Foundation & Staff*, n.d.).

A strength of this page is showing the culture of the organization, which fosters hard work and helps the community. There is a large graphic displayed at the bottom of the webpage

stating, “There is a graphic below this photo that says, “Nominate a staff or volunteer for exceptional service” and includes the triad logo (*Foundation & Staff*, n.d.).

A strength of the “Careers” page is that it uses three rectangular graphics with similar basic designs to show job openings, with button elements below to click for more information. The attached “Internship Opportunities” page has a banner with the title, a photo of students, and a button to apply for internships. This makes it easy to identify what page is being shown and whether the photo matches the content of the page. Below the banner there is a graphic with the triad logo that lists out different internships and the benefits of completing an internship (*Careers*, n.d.). (*Internships*, n.d.).

A weakness of the “Careers” main page is that there is no banner or title present on this page. Also, the varying colors used across the graphics are a bit distracting (*Careers*, n.d.).

Calendar

This page represents the foundation and is easily navigable. The next large main tab is a calendar for the organization that directs to another page. The page has the triad logo in the top left corner and has tabs to click on the event calendar, membership, or donations. The layout of the page shows the dates of events with descriptions and provides a button to learn more and register for the events. There is also a search section provided to look up events by month or times and allows for keyword search, as well (*Douglas-Hart Foundation Calendar*, n.d.).

Programs

A strength of the rest of the homepage is the presence of options for educational opportunities and information. This webpage has sections to click on based on the types of programming available; including “field trips,” “outreach,” “homeschool,” “Scouts,” and “Workshops,” along with a small section of information on each of these. The last section on this

homepage shows a large photo of an insect collection and states that it is available for loan for educational purposes (*Programs*, n.d.).

A weakness of this main programs page is the use of the banner that runs across the top of the page and the lack of information on all the services and programs the organization offers, for all ages.

- The home page for this section has the sunflower banner that often appears across the website pages at the top. However, this image has no significant connection to the foundation's social media, print documents, or actual locations, so the use of it here is confusing. This banner also often functions as a title on the pages, so why it does not here, is a conundrum.
- After this, there is a small paragraph stating that the programs are meant to be "...experiential, hands-on, inquiry-based education. Through the use of interpretation, learning styles, and environmental education, our programs aim to reconnect children to their natural world. Naturalists are happy to provide your group with a field trip experience or visit your school or group meeting" (*Programs*, n.d., para. 1). This shows that programs are primarily dedicated to children. There is also a Chinese proverb that helps demonstrate their mission, "tell me and I'll forget. Show me and I'll Remember. Involve me and I'll Understand. - Chinese Proverb" (*Programs*, n.d., para. 2). There is no mention of the other programs offered for all ages on this home page.

The sub tabs provided under this programming page are “Curriculum and Activities,” “Youth Programs,” “Teen Programs,” “Adult Programs,” “Festivals and Special Events,” “Field Trips,” “Outreach,” and “Eco-Meet School Competition” (*Programs*, n.d.).

- a. **Curriculum and Activities.** The main strength of this webpage is the fulfillment of educational programming that is offered virtually. The programs tab has a subsection dedicated to curriculum and activities. This page has three colorful graphics next to the offerings listed which are: “Virtual Field Trips,” “SEED (Social-Emotional Environmental Education),” and “Book Worms.” Next to these graphics are descriptions of each of the options and buttons to access videos connected to the different educational goals of each option (*Curriculum & Activities*). The “Book Worms” page attached as a subpage under “Curriculum and Activities” includes pictures of storybooks with a description for kids to tackle the “creative challenge” for each story. Next to this, there is a corresponding video made by educators of the organization which is available for free (*Book Worms*, n.d.). The “Seed Curriculum” page attached as a subpage under “Curriculum and Activities” page has a paragraph explaining the curriculum and then has clickable buttons to connect to over 32 of these “seed” educational videos on different topics that are addressing environmental education and emotional learning (*Seed curriculum program*, n.d.).

A weakness is the lack of the triad logo presence on the web pages under “Curriculum and Activities.” None of the web pages associated with curriculum or activity, including the “Book Worms” and “Seed Curriculum” pages, include the foundation’s logo.

Another weakness is the lack of consistency with displaying visual elements used on website pages that make each page easily identifiable and clear. This specifically relates to the use of banners and titles. The book worms page has a banner running across the top of the page that shows stacks of books, but the title is not inside the banner it is below it (*Book Worms*, n.d.). The “Seed Curriculum” page does not have a banner or any indication of the foundation visible (*Seed curriculum program*, n.d.).

- b. **Youth Programs.** A strength of the organizational pages on “youth programming” is the accessibility to requesting and viewing program information. The content of the page contains small square graphics for the five types of programs they offer: “Summer camps,” “Homeschool,” “Girl Scouts,” “Cub Scouts and Scouts BSA,” and “Nature Nuts Kids Club.” Next to the graphics are overviews of what is offered through each of these programs and there are links to click for more information on each of these programs. When the links are clicked, they direct the user to a new page with information dedicated to that specific program.

Across all four pages on the specific youth programs, there is fairly consistent use of website elements to represent the organization clearly and in an organized manner. Specifically, banners are used consistently across the top of the pages and there are buttons to fill out forms and register for programs (*Youth Programs*, n.d.).

A weakness is that even though website elements are used more standardly in this section of the website, there are still images that do not connect to the organization clearly. Two of the banners, for the girl scouts and boy scouts' pages, have recurring photos of a sunflower, of which the significance of this flower to the organization is a mystery, and does not seem to have anything to do with either of these sections (*Youth Programs*, n.d.).

- c. **Teen Programs.** A strength of this page is that it establishes a common theme for “youth” and “teen” programs. It uses the same text for the title and a similar design pattern for the banner. This helps the viewer locate themselves easily on which tab they have clicked and what information is given on the current page (*Teen programs*, n.d.).

Another strength is that this page gives the audience the opportunity to contact and talk to the organization, showing the willingness to engage with the community. The page includes a form where the user can submit a question. Giving the user an opportunity to reach out and contact the organization easily (*Animal Care Club*, n.d.).

A weakness of the page is the cluttered and large number of older C.A.R.E. club graphics, which are no longer purposeful. These graphics also are missing the program specific logo that represents this group, and the triad logo that represents the foundation (See Appendix F). On this page, beneath the most recent graphics are several past graphics for the club which extend the page considerably and are no longer relevant (as they have passed) none of which include any logo (*Animal Care Club*, n.d.).

An opportunity for the organization to increase recognizability and image for its individual programs is to use their respective logos. For example, there is a design depicted with a cat hugging the earth and the title “C.A.R.E Club” on the bottom of the graphic, along with the date and time of the next meeting and the location, but not the specific program logo created for the C.A.R.E. club. This C.A.R.E club logo has appeared on more recent graphics on social media but is not seen anywhere on this webpage (*Teen programs*, n.d.).

- d. **Adult Programs.** A strength is the use of website layout for content that is like both the teen and youth pages. This provides a more identifiable structure for browsing and more unity across programming. There is a small square graphic for each of the four programs offered (Bird Club, Live to Learn, Professional Development & Training, and Teambuilding), with an overview of the program, and links to click connected pages for each (*Adult programs*, n.d.). This continues to match the content sections for both the youth and teen programs.

A strength of these pages is also the use of website elements that help to easily navigate directly to desired pages, which encourages the user to interact on the website. Across all four pages on specific programs, banners are used consistently across the top of the pages, and there are different graphics to represent each program.

A weakness exposed in this section of the website is the lack of consistency with design elements. The theme previously established for the various ages of programming changes for “adult programs.” The other programming pages for “youth” and “teen” have the same font, but the adult programs section has a banner with a different thicker font than what is used on the others. This banner also features an owl and graphics of little white birds in flight, which is quite different from the leaves and subtle flowers on the other programming banners. This detracts from establishing a common theme and portrays this as separate from the other programming.

A weakness is the lack of consistency for graphics that do not have the triad logo. Some of the designs across these pages include the logo and others do not. This should be included across any designs that are posted as content related to programming. For example, this page has a graphic with a call for crafters to provide classes for the foundation and to contact one of the program coordinators. The graphic is orange themed with clear text and the triad logo to represent the foundation. Below this when the programs are listed with small square graphics, no logos are included. Also, the bird club graphics occasionally have the triad logo while other graphics, for the same purpose, omit the logo. The “teambuilding” page includes a graphic with the triad logo as well (*Teambuilding*, n.d.). The logo should be used across graphics in the same way to represent the foundation.

Another weakness is the varying fonts across the pages. Once the “bird club” page is clicked, the thicker font is not included in the title banner for the page and an entirely

different font is used. The banner across the top of the page shows, “Bird Club at Douglas-Hart Nature Center,” in a simple font with a photo of a robin. The webpage does, however, attempt to establish a similar structure to that of the C.A.R.E. club page. This helps to create more of a theme for how “club” pages are laid out, but still, it has a similar issue to the C.A.R.E. club page with obsolete graphics. These graphics have similar information to the C.A.R.E. club graphics, such as details on the next meetings and buttons that link to more birding information and resources (*Bird Club*, n.d.)

An additional weakness is the lack of consistency in developing program specific logos. The “Live to Learn” and “C.A.R.E. club” are both recurring programs that have their own logos, the bird club also falls into this category, but it does not have its own logo. This shows the need to represent these programs in the same way to ensure audiences understand what programs continual and what ones are not (See Appendix E).

An issue with the pages connected to the “adult programs’ main page is the lack of recognizable fonts used across banner titles. The “Live to Learn Speaker Series’ page features a banner with another different font than the main page font. This font is like the Live to Learn Speaker Series logo often featured on social media graphics, and the background of this banner is a photo of a butterfly and leaves.

This page can increase recognizability of the “Live to Learn” program by including the program logo as a part of the webpage and featuring newer graphics with the “Live to Learn” logo present. There is a logo with a specific font to represent the “Live to Learn”

speaker series, but it is not used anywhere on this webpage. This page has past graphics posted for the “Live to Learn” events which also do not have the triad logos, but instead the nature center logo. These graphics do not have the newer font and logo that appear on “Live to Learn” marketing materials. (*Live to Learn Speaker Series*, n.d.).

This “Live to Learn” web page uses available website elements to organize the information and contact options well. This includes information on the audience, dates, times, price (free), and a button to register for upcoming programs. There is contact information available, such as email, from past presenters that community members can direct their questions to, and there is a form available to fill out to present at one of these programs (*Live to Learn Speaker Series*, n.d.).

Although the “Professional Development and Training” and “Team Building,” associated with the adult programs section have similar font and style of banners used, overall, the banners across the adult programs’ pages are not representing the programs in consistent ways regarding visual elements. For example, across the four pages, there are at least 4 different fonts used for titles, and elements, such as buttons within the banners, are only used on three of the four pages. This should all be integrated with one coherent format and font to reinforce the theme and representation of the organization and its offerings (*Teambuilding*, n.d.) (*Professional Development & Workshops*, n.d.).

Another strength of the adult program’s pages is the number of educational opportunities that are offered. Both staff and volunteers have mentioned that education is central to the

goals and purpose of the organization. The content of the rest of the page is broken up into three sections: “Project Learning Tree Series,” “Project Wild Series,” and “North American Environmental Education Guidelines for Excellence Series.” These sections show covers of lessons that fall into these categories and that represent a variety of environmental issues, and guidelines for teaching about environmental topics

(Professional Development & Workshops, n.d.). The resources provided demonstrate this.

- e. **Festivals and Special Events.** A weakness across the pages is lack of consistency in the use of website elements that establish a coherent format. Of the four pages associated with the “Festivals and Special Events” tab, 3 of the four use banners to display titles, but there are varying uses of fonts and buttons within these banners. Also, the main page for the “Festivals and Special Events” has the banner displaying only the DHNC logo, which is shown in none of the other banners across the pages. These pages need to integrate the same layout for a visually appealing and consistent navigation experience for the user *(Festivals & Special Events, n.d.)*.

A weakness of the website graphics under “Festivals and Special Events” is displaying only the DHNC logo on some and the triad logo on others. The varying uses of logos show two graphics that have the triad logo (Outdoor Escape Room and Earth Day), but for Haunted Hike only the Douglas-Hart Nature Center logo is shown, and for the Winter Wonderland page no graphic is shown and there is no logo present *(Festivals & Special Events, n.d.)*. To help show unity and more visibility for Friendship Garden and Whiteside Garden, the triad logo should be used on these documents.

The organization needs to take advantage of opportunities to promote upcoming events on its website and show a more updated image. The website page for “Festivals and Special Events” is still featuring the “Winter Wonderland Walk” that has passed, this should be replaced with the nearest upcoming event, which is the upcoming Earth Day festival (*Festivals & Special Events*, n.d).

- f. **Field Trips.** This main page of “field trips,” includes an unnecessary new element for organizing the page and titles which are not used anywhere else. The “Field Trips” main page includes the sunflower banner often seen across the top of random web pages. Underneath this banner is a title in an oval text box that states, “Field Trips at The Douglas-Hart Nature Center” and details what field trips entail and how they are run. The sunflower banner is used on this page, the reason for using this image is still unclear. A banner including the title in it, would be more cohesive with the other pages. (*Field trips*, n.d.).

There are graphics added to the content of this page that do not include the triad logo. This could easily be added to these designs to increase the visibility and consistency of logo use on graphics. Beneath this paragraph is a section with a graphic encouraging “book your field trip today” and no logo is pictured. The last section is an “alternative field trip” that has a graphic explaining options for this, which also has no logo (*Field trips*, n.d.).

A strength of this page is the helpful culture of the organization. There is a financial assistance button for groups that may not be able to afford field trips, which shows the organization's dedication to community learning and making their services more accessible (*Field trips*, n.d.).

- g. **Outreach.** A strength of this page is the breakdown of what the foundation offers in the realm of outreach programs for varying audiences. This makes it easier for a reader to browse and it represents the foundation as more organized. There is a section with details on what an outreach program consists of and a button to click to request a program. There is also a separate "Educational Outreach" section, which breaks down the programs based on grade level and age and includes buttons to click for more information on a particular educational level or age level.

There is an issue with the consistency of formatting when compared with the rest of the webpages. The paragraphs for the text of each web page should be the same size, font, and boldness (otherwise it is distracting to the reader). The three pages that link from this tab are "Libraries," "Loan Boxes," and "Speaking Engagements" which give more details based on all these options. These pages have different themes and fonts. Two out of the three pages have banners with quite different fonts and looks. The sunflower banner reappears here as well on the general outreach page, which does not seem to have any connection to the content. The text paragraphs have different spacing and sized fonts depending on the page, which makes for a drastic change when clicking from one tab to the next (*Outreach*, n.d.).

Although there are banners across each of the pages associated with the “Outreach” tab, they are used with different elements, such as buttons or the font used within the banner. The consistent use of banners as titles is a step in the right direction, but the varying design elements makes the site seem scattered. Only one of the webpages, the “Libraries” page, includes graphics that would allow for displaying the triad logo. One of the graphics has the logo, but the other does not. Both should include the logo.

h. Eco-Meet School Competition. A strength of the “Eco-Meet School Competition” tab, which appears under the programs section, is displaying the values the organization has. This page features community engagement by displaying a slideshow of winners from the last year and photos of them below, with a button for evaluation of the past year’s session. This shows the community engagement and events the organization holds for educational purposes, which are two of the main values of the foundation (*Eco-meet School Competition*, n.d.).

A weakness of the “Eco-Meet School Competition” page, is the visual elements used. This page has the sunflower banner across the top, a grainy black and white graphic of a fox with a magnifying glass and a detective hat, and a paragraph on eco-meets and what the terms of the competition are. The next section shows a graphic of the topics for the eco meet this year. There is little text on the graphic and no logo.

Get Involved

There are some prevalent flaws on the “Get Involved” main page. It is missing common elements such as no banner across the main page and the communication frames the organization

as being composed of only one site. This takes away from the identity of the foundation as the three locations: Douglas-Hart Nature Center, Friendship Garden, and the Whiteside Garden. The first section includes text about the Douglas-Hart Nature Center being a nonprofit organization and gives the address of this location. A photo of only the nature center is featured. The other locations are not mentioned nor is the foundation. The sub-tabs featured under this page include “Memberships,” “Make a Donation,” “Wish Lists,” “Volunteer,” and “Independent Study and Research Requests” (*Get Involved*, n.d.)

- a. **Membership.** A strength of this page is the persuasive communication that represents the thankfulness and appreciation of donors to continue the foundation’s work. There is a photo of a specific attraction from each of the three locations and what membership fees have helped to improve. There is a graphic encouraging member to rejoin or sign up to continue supporting the organization, next to the graphic is a button to click to do this. The last graphic shown on the page is large and thanks sustaining members of the organization with their names below photos of different plant and animal species, stating that their support is for “life” and the triad logo is featured on this graphic (*Memberships*, n.d.).

Another strength is the membership information provided with the benefits listed that come with membership of the organization. This allows an interested party to clearly see what type of membership they would like and what the organization can offer them. The graphic on the page depicts a chart of the different membership options and describes how to submit forms (*Memberships*, n.d.).

A branching page off the main membership page is a membership benefits page. This page’s format does not have a banner but begins with the title “Membership Benefits.”

The first graphic shown is the breakdown of membership levels. Beneath this, are several smaller sections of equal in size that describe the benefits of being a member. Each section has a corresponding graphic and description of how being a member provides access to great services and opportunities. The list of benefits is extensive and shows how memberships can be valuable to community members.

A weakness of the “Membership” page is there are several changed design elements that are not featured on other web pages. Instead of using a banner as a title with a graphic displayed, there is a very large graphic of native purple flowers as a background photo and within this photo are several smaller framed photos of volunteers and staff of the organization and birds and bees. In the center of this large graphic is a text box, which looks like a torn paper, with two different fonts, one larger and stating, “become a member today” and the other text smaller and stating all fees go to programming and conservation at the three locations (*Memberships*, n.d.). This graphic also includes no triad logo. After this graphic, there is a large green text, different from the normal paragraph text on the website, explaining the impact of membership fees and what they allow the organization to do.

A weakness of the associated page of the “Membership” tab, is that the small graphics or photos used to represent benefits have a collection of different logos for either the nature center or the foundation or have no logo at all. This should be standardized across graphics to include the triad logo (*Member benefits*, n.d.).

- b. **Make a Donation.** A strength of the “Make a Donation” page is the detailed descriptions of how people can donate to the organization and what their options are. This includes strategic use of website elements such as several button elements that make it easier to give to the organization. There is a section that describes how donations can be directed toward a specific goal, property, or project of the foundation. There are then graphics below each of the offered options including “Memorial or Tribute,” “Legacy Giving,” “Pave the Path,” “Adopt an Animal,” and “Fun Ways to Support” (*Make a Donation*, n.d.). This page opens with a banner across the top of the page with a photo of a field in winter with the sun setting, and the text “memories are the key not to the past, but to the future” with a text box describing how members and donors are the key to achieving the organization’s mission at all three properties, and within the banner is a button to click to make a donation. The last item on the page also includes a button that says, “Donate today!” (*Make a Donation*, n.d.).

A weakness of visual elements on the “Make a Donations” page is the graphics do not have themes or fonts in common. Of the five graphics featured, only one has the triad logo, and one has the Whiteside Garden logo (the version with extra text). Another flaw is the changing text size within the paragraph describing the foundation and opportunities to designate a donation towards a specific location or goal of the organization (*Make a Donation*, n.d.).

- c. **Wish List.** A strength of the “Wish List” page and the attached “Flood Replacement Relief Wish List” are the layouts of the titles. Each page includes a banner with the same

font next to the graphic featured in the banners and both banners include a button. A weakness is that only one of the graphics featured in the banners has the triad logo.

A strength of the “Wish List” attached page to the “Flood Replacement Relief Wish List” tab, is that this page gives some background on the damages recently incurred on the property, which gives a compelling reason to donate to the foundation on top of other factors that might persuade a community member to donate. There is a paragraph to the side of this photo that describes the damage suffered and the nonprofit status of the foundation, then there is a link to the Amazon wish list. Below the banner is a slide show displaying the extensive damage to the nature center and more information and ways to donate (*Flood replacement relief wish list*, n.d.).

A main weakness of the “Wish List” webpage is the varying colors, themes, fonts, and website elements that are used within the same webpage. Visually this page is hard to look at. It is completely covered in various categories with items the organization needs, and it may be difficult to absorb all the information laid out on this page (*Wish List*, n.d.). The banner of this page also features a graphic for a book wish list, which makes it seem as though this is one of the things the organization needs the most. It seems unlikely that this would be the case, as there are several instrumental items listed on this page. It is evident that the page needs to be organized more thoroughly based on several factors, such as what is most needed. There should be a common theme to the featured wish list categories (*Wish List*, n.d.).

- d. **Volunteer.** A strength of the volunteer page is the banner featuring different volunteers and displaying the values of community relations. The foundation volunteer page begins with a banner showing transitioning photos of different volunteer groups. The text next to this states “Join our team!” and directs users to use the button below or email the foundation (*Volunteer*, n.d.).

The linked calendar feature that allows volunteers to click and sign up for volunteer dates, is also useful. The volunteer calendar, under the banner, designates dates, times, and different site locations for volunteering opportunities, and when clicked, brings up a link to register for volunteering (*Volunteer*, n.d.).

Another strength of this page is the layout for different volunteering tasks that show similar colored graphics with the same font, colors, and button elements beneath their descriptions. This presents the options in a logical fashion and presents the foundation as more organized. There is an opportunity here to include triad logos on these graphics and use a color scheme applicable to all website pages, but this page is a step in the right direction of presenting unity visually (*Volunteer*, n.d.).

A strength of the page attached to the general volunteer page, the “Summer Volunteer Programs,” is the similar title format displayed when compared to the main volunteer page. There is also a changing banner with photos of volunteers for this page, and within the banner, there is text encouraging potential applicants to join the team and apply with the button, click to apply. This is followed by text and photos describing specific

internship opportunities and each internship's responsibilities. The format is consistent for each of these descriptions (*Summer volunteer opportunities*, n.d.).

A weakness of this page is the information on a workshop coming up, which should be featured under "Workshops and Trainings" on the site. There is a graphic and button to sign up for a workshop which allows for certification in an "environmental education curriculum." This seems a bit out of place as it does not have a direct connection to volunteering.

- e. **Independent Study and Research Request.** The last page underneath the "Get Involved" page is "Independent Study and Research Request." This page uses a common element for the top, a banner, but should include the title of this page in the banner as well, to match other web pages more closely. This page has a banner with a beautiful and vibrant photo of a monarch being tagged on the banner.

This webpage also makes it easy to access research requests and displays some of the main values of the organization such as conservation and education, which is a strength. The text on this page states that research requests need to be approved prior to beginning and lists out the different categories of research that can be conducted at the locations and gives a time frame for when researchers will hear back from the foundation. There are three photos below of each nature location, buttons for a "research request form," and a "Whiteside Garden propagule form" (*Independent Study & Research Request*, n.d.).

Nature Center

A strength is that the Douglas-Hart Nature Center's website pages demonstrate its values which are aligned with conservation initiatives, sustainability, and education. From the organization's communication, it is also clear that volunteers are an integral part of the nature center reaching its goals. This property has the largest scale efforts for conservation and sustainability that are being implemented and this location is by far the largest of the three. The pages in the "Nature Center" tab are "Planning Your Visit," "Conservation and Stewardship," "Recycling Services," and "Rentals" (*Nature center*, n.d.).

Another strength is the culture of the organization shown through its communication. There is an entire page dedicated to talking about the nature center and the help they receive from their volunteers with the conservation practices to help improve the area. The fact that the organization includes thanking their volunteers for helping with these goals speaks to their organizational culture and that they are grateful to have the help that they need to further their projects and want their volunteers to feel appreciated.

An additional strength is showing the values and goals of the organization. In particular, one of the goals of the nature center is to educate the public about nature. The conservation webpage accomplishes this as it is informational and educational, stating why they are working on certain projects and how that helps repair the ecosystem. There are also photo slideshows for each conservation project the nature center has. These slideshows identify how volunteers have helped conservation efforts and label certain plants and how they help or harm the area. The nature center also has pages on both its solar panels and its recycling program, highlighting its values of sustainability (*Conservation & stewardship*, n.d.). The website lists all the nature center has to offer so visitors know what to expect. There is also a page on a "self-guided tree

and shrub trail” with identification guides, this shows the nature center’s values regarding education about the outdoors and plant life. One of the goals of the nature center, articulated by a staff member, is accessibility and the website provides information on that too, listing that hiking trails are flat and “ADA " accessible. There are also details on what the trails are made up of, such as wood chips, and a map with the distances of the trails (*Nature Center*, n.d.).

A weakness is that the main page features a sunflower banner across the top of the page, but it is unclear why this is representative of the Nature Center. The photos representing the main rooms in the nature center, such as the Discovery Den, Library, and Classrooms are quite dark and make it hard to get an understanding of the ambiance of the building.

A weakness of the pages is the visual aspects that are not consistent. There is not a specific theme aligned with the pages, some of the pages include banners across the top with text in a different font on the topic and others have no banner at all (*Nature Center*, n.d.).

Whiteside Garden

The home page for Whiteside Garden includes the Whiteside Garden logo and a smiling photograph of Dr. Wesley Whiteside describing his background and the garden; there is no banner included at the top of the page. The information on Dr. Whiteside communicates that the connection of this location is closely intertwined with him and this is a large part of the identity of the garden. There is a description of the garden and a “video tour” of the garden, showing beautiful flowers and plant varieties. This also demonstrates that this garden has a lot to see, and part of its identity is the large number of plants it hosts and is known for. The website mentions that there are thousands of species of plants there and is described as a “botanical oasis” (*The Whiteside Garden*, n.d., para. 1). This also adds to the image the organization is trying to cultivate of Whiteside Garden, as a botanical wonderland.

A strength of the web pages under Whiteside Garden is the identity and image communicated about the location. The identity of this location is presented as an academic, educational, aesthetic, and inviting place for those who would like to enjoy a wide range of both native and exotic plants.

Another strength is the reinforcement of organizational values. The research opportunities tab as well as the plant database reinforces the botanical educational and conservational values of the garden and provides opportunities for community members to learn and get involved.

Under the “planning your visit” webpage there is a connected sidebar that leads to a “site offers” page this briefly describes that there is a vast collection of species here, and then includes photos of garden, water, and art features (*Whiteside Garden site features*, n.d.). The organization is displaying the unique attributes of the location’s identity in this way. Another aspect that expands on this is the tab that leads to the Whiteside plant database, which has plant names located on site and mentions that the goal is to continually update this webpage with plants in the hopes of Whiteside becoming a “certified arboretum” (*Plants Map*, n.d.).

The next web page differs from the nature centers and friendship garden’s as it has a “What to expect page” This webpage has a large banner with a photo of blooming magnolias, one of the plants the garden is known for, and highlights trails with a map showing the property and guidelines for coming to the garden. (*Before you visit*, n.d.). This communicates that this property needs to be navigated and traversed carefully. These aspects add to the identity of the garden by featuring its unique plants and its layout.

The rental page has a banner with the title “Rentals at Whiteside Garden” and a photo showing daylilies and one of the bridges at Whiteside. This page describes the welcome center

and the rooms available to rent indoors, as well as outdoor spaces, and photography permit information. This is the only location that has “photography permits” associated with it, and again this adds to the garden’s image as an attraction specifically for the beautiful and unique plants and spaces it has to offer (*Whiteside Garden Rentals*, n.d.).

An opportunity for improving the volunteer page is changing the often-featured sunflower banner to a more fitting photo to represent the garden. This webpage has a banner with the same sunflower photo seen on other pages. This graphic could be replaced with a volunteer photo on the banner, which would represent the topic better and show community involvement in the garden.

Another opportunity is to create a more consistent theme for volunteering graphics at Whiteside regarding font and colors. Also, these graphics should feature the triad logo to represent the foundation and none of them have the logo. (*Volunteer at the Whiteside Garden*, n.d.).

Friendship Garden

A strength of the Friendship Garden is its identity and connection to the founder Helen Douglas-Hart. This is the only location to have a web page dedicated to the “Historic Timeline” page, emphasizing this connection. This page features a photo of Helen Burgner Douglas-Hart, giving details on how she aimed to create a native species area and an “English Tea Garden.” There is then a short section titled Friendship Garden History and it features an old newspaper clipping of a volunteer planting at the Friendship Garden site and a photo of their expansion in 2016. (*Friendship Garden history*, n.d.). This location’s identity is most closely tied to the founder from the presentation on the website and shows how Friendship Garden has been tied to the initial creation of the foundation and its overall history.

A strength of the garden is that it lives up to its image communicated on the website. The garden is representative of an English tea garden with lots of seating and flower varieties such as roses, hydrangeas, and tulips. The website promotes the garden as a good rental space, especially for weddings.

A weakness of the Friendship Garden pages is that there are too many pages with not enough content to warrant several pages. A webpage that is only dedicated to Friendship Garden is their “programs” tab which features a banner with a magenta flower photo and the title “Programs and Events at Friendship Garden,” beneath this there is a graphic featuring a food truck collaboration in the summers. That is the only program listed on this webpage. Unlike the other more elegant graphics for Friendship Garden, this one is more colorful and has a fun font, the logo for Friendship Garden is included on the graphic too. (*Programs & events at Friendship Garden*, n.d.).

The “projects” webpage is unique to Friendship Garden as well. This page has the recurring sunflower banner and no title in the banner. The only paragraph on the page is titled “Friendship Garden Projects.” It is very bare, describing only past events like partnering with Don Sol’s food truck, the garden being decorated for the holidays, and their expansion in 2015-2016 (*Friendship Garden projects*, n.d.).

Looking at the website, there are few events held at this location. There are several web pages about the location that have limited amounts of information, which could be consolidated easily.

As for visual elements, the same weaknesses appear with banner use and titles. The banner at the top of the “Programs” page for Friendship Garden is the sunflower that also appears on the homepage for Friendship Garden and there is no title for this page.

Another weakness is the main graphic shown for a food truck collaboration at the garden is missing the triad logo and instead only features Friendship Garden’s logo. This should be changed to represent the foundation to increase visibility and connection between all three locations (*Programs & events at Friendship Garden*, n.d.).

Nature Center, Friendship Garden, Whiteside Garden

The website has main separate tabs for Douglas-Hart Nature Center, Friendship Garden, and Whiteside Garden, below are the tabs that the locations share.

- a. **Planning Your Visit.** Each of the tabs for the locations includes a “Planning Your Visit” page with the same banners and graphics with maps of each place and photographs (*Planning your visit Douglas-Hart Nature Center*, n.d.) (*Planning your visit Whiteside Garden*, n.d.) (*Planning your visit Friendship Garden*, n.d.).

A strength of these pages is that they consistently represent the sites with the same information available on each under the “Planning Your Visit” banner. Each of these pages mentions admission is free and that the locations are open year-round. These pages also embody the mission of the organization in offering community spaces to enjoy nature. All the pages offer information on what each location has to offer, the times it is open, what the trails look like, and the location.

An opportunity for the organization's representation of the best attributes of the three locations would be to individualize the "Planning Your Visit" main banner to display the attractions of each location. The Whiteside Garden, Friendship Garden, and the Douglas-Hart Nature Center "planning your visit" banners are the same, with the same text mentioning where the foundation is located and that there are three locations to visit. The photos are also the same on each site's "planning your visit" page. It looks as if there is one photo from each location, but there is an arrow pointing to the same photo every time "planning your visit" is clicked for the different sites. This could be a bit misleading, as people who have not visited the locations would not be able to differentiate what attractions are at each location. Also, one of the main advantages of having different sites is the different nature experiences offered, so this should be highlighted as a part of each site's identity.

A weakness of Friendship Garden's website page is that it does not include accessibility information, like the other two pages (*Planning your visit Douglas-Hart Nature Center*, n.d.) (*Planning your visit Whiteside Garden*, n.d.) (*Planning your visit Friendship Garden*, n.d.).

- b. **Rentals.** The website also has separate tabs for Douglas-Hart Nature Center, Friendship Garden, and Whiteside Garden, each tab including a "Rentals" page.

A layout issue is that Friendship Garden and the Whiteside Garden have banners with a photo from the property and the title of the webpage next to it, but the Douglas-Hart

Nature Center does not have a banner (*Friendship Garden rentals*, n.d) (*Whiteside Garden Rentals*, n.d.) (*Nature Center Rentals*, n.d.).

A strength of the Friendship Garden rental page has a banner with a wedding photo of a couple kissing, with text on the left upper corner of the photo stating “Weddings at Friendship Garden,” This adds to the garden’s identity as a place where people can also get married and provides an idea of how people use the space (*Friendship Garden rentals*, n.d.). This could provide an opportunity for Whiteside Garden’s page and Douglas-Hart Nature Center’s page to feature specific ideas for rentals within their banners.

- c. **Volunteer Pages.** An opportunity to create consistency when browsing the three location tabs, is to include a webpage for volunteer opportunities for the Douglas-Hart Nature Center. Currently, only Friendship Garden and the Whiteside Garden have web pages under their site for volunteer opportunities. They also have graphics describing the needs of each location.

A weakness of the Friendship Garden volunteer webpage is the lack of a theme among all graphics for volunteering. The “volunteer” webpage that describes opportunities to help at Friendship Garden displays two graphics asking for weekday and weekend garden keepers are uniform in theme, but the “adopt a bed” graphic looks vastly different and says Whiteside Garden on it (*Friendship Garden volunteer opportunities*, n.d.).

- d. **Site Features.** A strength of the “Site Features” pages for both the Nature Center and the Whiteside Garden is that they have the same banner across the top of the page and the same font stating “Site Features” as the title within the banner. The layout of the pages is also the same with titles and photos of the features below *Nature Center site features*, n.d.) (*Whiteside Garden site features*, n.d.).

A weakness is that Friendship Garden does not have a “Site Features” tab. Even though the property is much smaller than the other two, it still has a small water feature, a gazebo, and a unique-looking, large tree that could be added to its own “site features” page.

Logos

Triad Logo

A strength of the foundation’s logo use is the appearance of the newer triad logo (See Appendix B). On most recent documents promoted for programming and organization-wide events, there is a new version of the three location’s logos combined referred to as the triad logo. The foundation has established individual logos as unique symbols for the Douglas-Hart Nature Center, the Friendship Garden, and Whiteside Garden, which are displayed together on external communication items. The Douglas-Hart Nature Center logo, showing a frog and hummingbird with the name incorporated into the symbol, is in the center above the other two logos. The Friendship Garden logo sits under the Douglas-Hart logo and to the left, depicting a rose and tulip in the corner of the logo that is integrated with the text. The Whiteside Garden logo sits under the Douglas-Hart Nature Center logo and to the left depicts a magnolia blossom with a leaf that is integrated with the text.

Douglas-Hart Nature Center

The main logo for the Douglas-Hart Nature Center appears as a rectangular picture with a hummingbird in the top right corner, a frog in the bottom left corner, and prairie grass flowing through the center of the design leading into the “D” of Douglas-Hart Nature Center. This design appears on all the materials I have seen in Canva and is posted on social media as part of the triad logo acting as the umbrella over the other two locations. This property is the largest and most well-known, so this brand positioning can help raise awareness and visibility for the other two sites.

Although this is the main design, there is another logo present in Canva with the same graphic, and below it states the Douglas-Hart Foundation “Experience. Understand. Appreciate.” It is nearly identical to the DHNC logo but is meant to stand for the foundation. This logo is almost never used, and this slogan is rarely present on organizational documents or communication channels (See Appendix C for versions). This should not be used as the slogan is not widely used in communication channels for the organization and this version of the “foundation logo” only represents the Nature Center and is almost the exact same design.

A strength of the Nature Center is the specific logos that are reused for recurring programs such as “live to learn,” “C.A.R.E. club,” and “nature in the arts,” which help make them more recognizable when they do have different topics, speakers, etc. This is a tactic that should be employed for recurring programs. Most of the graphics that are produced for the Nature Center have a wide variety of themes, text, and audiences they are addressing. There are so many variations in design elements like font, colors, patterns, etc., that these logos can help mark programs for more recognizability. However, this tactic should not be used randomly, if

some recurring programs have them and others do not, this presents the ones with the logos as more important than the others.

There are also Foundation materials where the three sites appear together under common goals such as informing the community of what is happening at each location, giving information on memberships, recruiting volunteers, and more. There are no specific materials that are dedicated to just giving information solely on the nature center available in Canva, but there are organizational documents that apply to all three sites that represent the nature center.

Whiteside Garden

A weakness for the Whiteside Garden is there are two slightly different logos used to represent the garden. Although both logos have the same magnolia with two large leaves and “Whiteside Garden” to the right of the flower, one version also has text under stating “A Douglas-Hart Foundation Property in cooperation with Eastern Illinois University.” Both versions of the logos are used, and in the triad logo, the extra text is not included because the text would be too small and unreadable when combined with the other two logos (See Appendix D for both versions). Therefore, of the two Whiteside Garden logos, the one without the text should continue to be used.

The signs at the entrance of the property include the logo with this extra text, but some of the graphics simply include the magnolia and the name of the garden. A strength of this logo is the connection of the magnolia to the garden as a main feature of plant life that it offers.

There is not a particular theme or recognizable design for events at Whiteside Garden, sometimes the graphics appear with the triad logo, sometimes with just the Whiteside Garden logo (one version), and sometimes with no logo. This should be standardized across documents to include the triad logo as representation of the foundation across organizational documents.

Friendship Garden

A weakness of Friendship Garden is that there are two different versions of the Friendship Garden logo as well. One version has in small font below the main picture of a rose and tulip and the text “Friendship Garden, owned and maintained by the Douglas-Hart Foundation.” The other does not include this text. Although there are two versions, the one without the extra text appears in the designs for Friendship Garden, when logos are included (See Appendix E for both versions). The triad logo also includes the one without the extra text, so if one of the Friendship Garden’s logos is used, it should be the one without extra text.

A strength is that the garden has started to post the triad logo on the programming for Friendship Garden, and it should continue to do so as it raises visibility for all three locations and the foundation.

The garden does not have site specific informational brochures present on Canva, but it is present in large Foundation-wide materials such as “Nuthatch News,” membership brochures, and volunteer recruiting handouts.

Social Media

To get a good picture of how the organization is representing itself on social media, I looked at all the accounts of the organization and its posts dating back six months from March 2023. The organization has accounts from the most influential to least as Facebook, Instagram, TikTok, Twitter, YouTube, and LinkedIn. The Foundation’s social media pages are used as the primary source for marketing and working towards building engagement and community relationships. Branding across social media platforms represents the foundation and its sites as educational and conservation-based, community-focused, identifying as a nonprofit, dedicated to raising awareness on nature and community events, and an organization with a friendly and

teamwork-related culture. The values communicated through the organization's posts represent the organization's mission and goals well and allow for understanding the purpose of the organization. The foundation and its three locations are mentioned in descriptions on different accounts.

Instagram

On Instagram, the organization has posts that are the same as those on Facebook and represent the identity of the organization in the same way. The Instagram account describes "The Douglas-Hart Foundation manages three properties: The Douglas-Hart Nature Center, Friendship Garden, and The Whiteside Garden" (The Douglas-Hart Foundation [Instagram], n.d.). The profile photo is of the large wooden sign for the nature center and the Instagram handle is: douglashartnc. This shows that the foundation is represented as the same as the nature center, even though they are differentiating the two in the description. The content sporadically features awareness days, photos from events hosted, and graphics to promote their programs and other events. (The Douglas-Hart Foundation [Instagram], n.d.). An opportunity for branching out on Instagram would be for the organization to feature more aesthetic photos on this channel, rather than just reposting Facebook posts.

TikTok

The TikTok page is getting established and presents itself as the "Douglas-Hart Foundation" with the handle as: douglashartnc. It also lists the three sites below this. This account represents the nature center and the foundation as the same, yet different at the same time. The videos posted are fun and show some more personality of the foundation's staff. The videos are still educational, based on the events they are hosting for the community, or to raise

awareness about national holidays, and connect to their audience (Douglas-Hart Foundation [TikTok profile], n.d.).

Twitter

The Twitter account is not used as often as Facebook, Instagram, or TikTok. This makes this account less valuable in understanding the presentation of the foundation. This account has the profile picture of the foundation as the Nature Center's main wooden sign at the entrance of the visitor center. The cover photo is bright and features turtles on a log with a goose in the background. The page is titled "Douglas-Hart Foundation" with the same handle as the other pages: douglashartnc. The description below states: "The Douglas-Hart Foundation manages the Douglas-Hart Nature Center, Friendship Garden, and The Whiteside Garden" and includes the location of the nature center as in Mattoon IL, and a link to the website (Douglas-Hart Foundation [Twitter profile], n.d.). The posts on this account are sparser but show awareness days, events at the nature center, a recent Whiteside post, and information about what the organization is doing.

YouTube

The YouTube account for the foundation is out of date, the most recent post was four years ago, with only three videos posted in total. This account only is for the Nature Center as it is titled "Douglas-Hart Nature Center" with the username: douglas-hartnaturecenter712. The profile picture is the Nature Center's logo. This account is irrelevant to the communication channels most used by members and those interested in the organization (Douglas-Hart Nature Center [YouTube channel], n.d.).

LinkedIn

The LinkedIn profile is also very sparse, with very few connections and no posts yet. They have not established a profile picture or cover photo yet either. The location is listed as Mattoon IL, there is a link to direct people to the organization's website, and the slogan "Experience, Understand, Appreciate Nature" appears below the name of the organization Douglas-Hart Foundation. This slogan is not used in almost any organizational documents, so the use of it on only this account is confusing. If the organization would like to incorporate the slogan into its social media, this should be done so consistently. [LinkedIn page], n.d.).

Facebook

From reviewing the accounts, Facebook is by far the organization's largest and most influential following, so this is where I focused my analysis primarily. There are three Facebook pages, one for each location, with the nature center having the most content followed by Whiteside Garden, and lastly Friendship Garden.

The Facebook pages for the three locations are used in the same ways to promote awareness for nature-relevant activities and events, build community relationships, recruit volunteers, and communicate the organizational culture. The graphics designed by the organization are meant to attract the community to educational or enjoyment-based nature programs. Most programming takes place at the Douglas-Hart Nature Center, which is the largest, busiest, and most prominent of the three sites. This is demonstrated through the content of the Foundation's social media accounts which have a majority of posts, information, promoting, and events in connection with this location. The organization does still hold a few programs at Friendship Garden and is branching out to start programming at Whiteside.

There are three separate logos for the Foundation, but in recent designs and social media posts, they often appear as a triad with the Douglas-Hart Nature Center logo above the other two,

with Friendship Garden to the left and Whiteside Garden to the right. This is meant to represent the unity of the Foundation and its three sites, which is moving towards the idea and presentation of the “branded house” strategy that the foundation should be using.

The biggest issue across all graphics posted for each of the locations is the lack of consistency with triad logo inclusion. Across all designs at the three sites, there are often logos missing from graphics whether that be promoting an event at WG or FG, thanking volunteers, giving updates, or asking for donations. For example, the graphic about the hiring of the new engagement coordinator, posted across all the pages, is missing the triad logo.

The graphics and flyers created for the organization have different fonts, themes, colors, and amounts of text based on the audience. The Foundation has many programs that are for children’s education, including clubs, camps, field trips, and workshops. The children’s program designs targeted are fun with bubbly and quirky letters, and cartoon animations that demonstrate a playful look. This makes up a large portion of the graphics on the accounts. The adult graphics are a lot more serious with readable and more professional fonts, they include more text and have real photos or more detailed and realistic designs and images. They also have teen activities and events such as their C.A.R.E. club that involves taking care of animals, but there are not as many teen events as there are children or adult events. They also hold events that are available for anyone and everyone. The foundation often asks for registration for events too, to account for turnouts (Douglas-Hart Nature Center, *Home* [Facebook page], n.d; The Whiteside Garden, *Home* [Facebook page], n.d.; Friendship Garden, *Home* [Facebook page], n.d.).

There are no consistent themes to the designs that appear for each site, but Friendship Gardens are most distinguishable as it has more elegant designs that seem targeted towards adults. The audience for Whiteside Garden is more of a mix, and the Douglas-Hart Nature Center

is very family-friendly and hosts many events for all ages. This makes almost none of the graphics posted have recognizable or consistent elements unless the triad logo is included. For the recognizability of foundation materials, this is a flaw.

Another issue is the varying profile pictures that do not necessarily establish recognizable connections to each location. For example, the current profile picture of Friendship Garden is a photo of turning leaves. This could be representative of any tree across the state and therefore not showing a distinguishable image of the garden. The profile picture of the Douglas-Hart Nature Center is a turkey, this is slightly more distinguishable to those that know what type of animals visit the facility but is still a bit of a leap. The Whiteside Garden profile picture is currently the Whiteside Garden logo with extra text. This is the best representation of all three profile pictures because it is representative of this garden and only this garden. The other site's profiles should follow suit (Douglas-Hart Nature Center, *Home* [Facebook page], n.d.; The Whiteside Garden, *Home* [Facebook page], n.d.; Friendship Garden, *Home* [Facebook page], n.d.).

A strength is that the foundation posts organizational-wide events on all three of the location's Facebook pages. This demonstrates the unity and common goals that tie the three sites together. The foundation is presented as synonymous with the Douglas-Hart Nature Center as there is not a separate page for the foundation, just the nature center page. Organization-wide events, such as scavenger hunts that occur at all three sites, are posted on all 3 pages showing the unity and connection of the three locations (Douglas-Hart Nature Center, *Home* [Facebook page], n.d.; The Whiteside Garden, *Home* [Facebook page], n.d.; Friendship Garden, *Home* [Facebook page], n.d.).

a. Douglas-Hart Nature Center Facebook Page

The Douglas-Hart Nature Center's image is more "family-friendly" and educational based than that of the other two locations. The profile information includes a wild turkey as the profile picture and the cover photo is a graphic with a photo of the nature center grounds saying it is closed. The page is titled "Environmental Conservation Organization," the address, website link, phone number, email, hours, price (one \$ sign), Wi-Fi availability, and a rating of 4.7. This shows the organization is well established on this platform and wants its audience to easily be able to contact them and see what it has to offer (Douglas-Hart Nature Center, *Home* [Facebook page], n.d). If possible, the price should be taken off the webpage, as admission is free, and this factor may deter community members from visiting the location.

A weakness of the intro page is the mission statement is missing. This would give important background on the site and the purpose of its work. This should be added to elevate the identity of the Douglas-Hart Nature Center on Facebook.

A strength is that the values and purpose of the organization are demonstrated through the community-targeted programs and events they offer. In addition to its typical programming, the organization also holds festivals and special events for the community which generates good turnouts. These include their annual "Earth Day," "Haunted Hike," "Winter Wonderland," and their relatively new outdoor escape room, "Journey into the Woods." There are countless opportunities for younger audiences to attend educational-based programs which teach and introduce them to a variety of outdoor and science-related topics. According to a staff member of the foundation, the younger audience

programs are the “bread and butter” of what the organization does. The organization also hosts several adult programs and a few teen and young-adult-designated programs.

The graphics for the organization’s programs vary in theme, font, and amount of text based on the audience being addressed. The foundation also includes age groups for the programs so that it is clear to the reader who the programs are targeting. This appears on most programming graphics, but some are missing this information. The graphics often have the triad logo even though most are held at the nature center. This branding communicates that these programs are part of the three site’s objectives and the overall mission of the foundation.

A weakness of graphics posted on social media for marketing is that not all programs and event graphics have the triad logo on them, and a couple have only the DHNC logo. Two large festival events: Winter Wonderland and Haunted Hike only have the Douglas-Hart Nature Center logo. This would be a good opportunity to represent all three locations and raise visibility, so this should be replaced with the triad logo. Several update graphics (awareness day posts, informational posts, engagement posts, etc.) and volunteer shout-out graphics are often missing the triad logo. The Douglas-Hart Nature Center has a collection of volunteer award appreciation posts that could be themed for more consistency.

Another issue is that occasionally there are different graphics used for the same programs when an event is created on Facebook. An example of this is Bell’s Floral Arrangement

class. Two completely different graphics were used to promote the same event, one contained the triad logo and the other one did not (See Appendix G). The colors and design were also completely different. This could cause confusion for participants in recognizing this event and the branding differences seem contradictory. It is also a waste of resources to create several assorted designs for one program.

A weakness of communication on Facebook is confusion regarding who the posts are addressing. Sometimes the posts refer to the instructors by the titles the children in their programs would use, like “Ms. Abby” or “Ms. Keegan” but the audience being addressed would be parents reading Facebook, so why is it framed this way? This detracts from the actual content being shown, so there should be established ways the organization is referring to its staff on Facebook to avoid confusion.

b. Whiteside Garden Facebook Page

There is much less overall content for the Whiteside Garden’s Facebook page, but its values are still communicated well, with the same values of the organization as educationally based and focused on enjoying nature. The identity of the garden based on the page is a vibrant and diverse garden, great for photography, and offers enjoyable programs for the community (The Whiteside Garden [Facebook], n.d.). There are several plant updates with blooming photos in the garden, including magnolias, which are a part of the garden’s identity. Older posts are missing logos for the garden, but more recent events include the triad logo. This trend should be continued to represent the foundation in conjunction with this site.

A strength of the Facebook page is the profile picture is shown as the logo of the Whiteside Garden (with the extra text pictured beneath). This helps establish the organizational identity of the garden and shows a representative picture of the site. An opportunity to increase consistency would be to use the logo that appears in the triad and not the one with extra text. The current version shown as the profile picture is very rarely used and it is confusing to have two slightly different graphics functioning as the Garden's logo.

Another strength of the page is that the cover photo shows several trees in bloom and a Japanese maple with beautiful red leaves in the center. This displays that there are several trees to see at this location, showing how the garden can also be classified as an arboretum.

An additional strength of this page is that there are posts on this page that relate to the entire organization, therefore promoting unity. This positions the garden under the foundation as a sub-brand and a part of the activities that are going on across locations.

A weakness of the page is the lack of connection to the foundation in the intro. The intro section states: "The Whiteside Garden is a five-acre botanical garden and arboretum in Charleston, IL" with no mention of its connection to the foundation. (The Whiteside Garden [Facebook], n.d.).

Another issue is the page title is listed as “botanical garden,” and not as an “Environmental Conservation Organization” as the DHNC is listed. This disconnects these locations as there is no mention of the foundation and the sites are classified very differently. This should be altered to represent the three sites similarly.

An opportunity for further establishment of Whiteside Garden is to include all the information that is provided for the Nature Center on its page. Currently, the contact information is listed with the phone number, email, website, and price range (one \$ sign). There should be additions such as the address, hours, price, and Wi-Fi availability. Along with this information, the mission should be listed as well as information on the foundation. This location is also free to visit, so the \$ should be removed.

c. Friendship Garden Facebook Page

The identity of Friendship Garden fits with the organization’s mission highlighting the conservation and enjoyment of nature. The posts’ content includes volunteer opportunities, photos of beautiful flowers in bloom, and events like the food truck days it hosts. There is detailed information on this page. It has the address of the site, the phone number, a link to its website, and the email of the organization. It also has a rating section with five stars.

A strength of the page is that it represents the Friendship Garden under the foundation as the page posts organization-wide events on it. There is a theme of more elegant and “adult” catered graphics regarding font and photo elements. Designs appear with and

without logos, and more recent programs are displaying the triad logo. This should continue for consistent branding of the organization.

An additional weakness is the lack of consistency in the descriptions of the locations. The page is titled “Park,” but the Douglas-Hart Nature Center is classified as an “Environmental Conservation Organization.” Friendship Garden is a part of this organization and should reflect that.

A weakness is the profile picture is a branch full of bright red leaves and the cover photo is a photo of yellow leaves turning in the sunlight. This does not represent the identity of the garden definitively and should be changed to the Garden’s individual logo.

An opportunity to expand knowledge of Friendship Garden and the role it plays in the foundation would be to expand the current introduction description on its Facebook page. The page has an introduction stating “Helen Douglas-Hart started Friendship Garden in 1963. It is located at 17th Street and Lafayette Ave.” For someone who does not know the foundation or its founder, this information does not communicate anything. This should be changed to include more about the foundation.

Presence and Feeling of Sites

Across the three sites, the foundation is presented in different ways, but the foundation’s presence does exist at all three locations.

A strength of the Douglas-Hart Nature Center and Friendship Garden is that they have similar styles of welcome signs for each property. The signs are made from the same wood material and with the same lettering stating the names of the properties and designating that they are “owned and maintained by the Douglas-Hart Foundation,” which helps with consistent branding. This should also be replicated at Whiteside Garden when a permanent sign is established. The Whiteside Garden has temporary signs and near the welcome center is one stating “Everyone is welcome here,” with the triad logo showing the connection of the three sites as part of the foundation, so it is currently showing some connection to the foundation through its signage.

A weakness of the three locations is that there is no clear signage displayed on the grounds stating the mission of the organization “*Through the responsible stewardship of Helen Douglas-Hart's gifts, the Douglas-Hart Foundation will be a leader in promoting the appreciation, enjoyment, and conservation of our natural resources by providing quality programs for all ages*” (Douglas-Hart Foundation home page, 2023, para. 1). This is what connects the three properties and should be displayed at each one.

The history of the foundation is presented in different ways at the three sites through the use of signs.

- At Friendship Garden, there is a main sign with information about Helen and how she created the foundation, and she modeled this site after an English tea garden. This is the site that is most associated with the founder.
- The Nature Center does not have specific signage on the property grounds that is dedicated to giving information on the location's founder. This could be an opportunity to

elaborate on the success of the Nature Center which was one of Helen's original goals according to the website (*Our History*, n.d.).

- A weakness of Whiteside Garden is the lack of connection to history that the other locations have. This location has strong ties to the past owner of the property that cultivated and created the area, Dr. Wesley Whiteside. Helen Douglas-Hart did not acquire this site, and this is the newest edition to the foundation, so its connection to the foundation's history is not as explicit as the others. Although this is the case, its connection can be elaborated on because it has been acquired for the same mission and values as the other locations.

Douglas-Hart Nature Center

After surveying the three properties and walking the grounds, the nature center property is the largest and most established. The atmosphere of this location is educational, spacious, active (great for walking), family-friendly, and community-based.

When approaching the entrance of the nature center, there is a main sign denoting "Welcome to Douglas-Hart Nature Center, owned and maintained by the Douglas-Hart Foundation." This sign is wooden, and the letters are carved into the sign in a clear precise reading text. It also immediately gives the impression of a natural place. Right after passing the welcome sign, the large brown building, known as the Nature Center, is off to the left side.

A strength of the Nature Center is the educational facilities both indoors and outdoors. The layout of the visitor center reflects this as it consists of the main entrance which hosts a small gift shop area, the main animal exhibits, a children's playroom, the library, offices, and larger programming areas, showing the spaces that have been created specifically to host

educational programs. Once on the trails, there are wooden arrows with directions about the trails and noted points such as the picnic area, educational area, north prairie, kid's play area, wetland, and more. The designations for the kid's play area, educational area, and picnic area, show that this is an outdoor place open for families and larger groups.

Another strength of the property is the terrain which is great for walking and viewing native ecosystems. There is a main trail sign with distances and a map showing the walking paths around the property and what type of terrain is in the area, showing the prairie, wetlands, and forested ecosystem. This reflects the conservation goals of the organization, as these are native habitats to Illinois.

There are also several smaller signs with tree identifiers near them, some with bar codes and tracings of what the leaves of what the plants look like, along with maps and landmarks outlined which show the educational values of the nature center and the attempts to help the public identify these species. Smaller, less visible, and more prominent signs are located on some benches dedicated in memory of loved ones. The organization offers to create memorial and honorary plaques to display at the different nature sites for varying donations/fees.

Another strength is that the education and conservation goals of the organization are communicated through its signage. The educational signs that outline information about the ecosystems, restoration, animals, etc., are well-established and displayed in a wooden frame with two posts. Most of these signs include the Douglas-Hart Nature Center logo, but some are missing. This could be an opportunity for further branding of this specific location. These signs also help further the mission of the organization by explaining wildlife habitats and listing opportunities for seeing specific kinds of local flora and fauna while on the trails.

An opportunity for this location is to connect more to the founder. There is one outdoor footstone honoring her and stating, “Helen Burgner Douglas-Hart, she enriches her community,” but this is all that is visible to represent the history of the Nature Center. The mission should also appear at this location on some type of signage.

Another opportunity would be to have some information on the large solar panels that are visible on the property. The staff has mentioned one of the goals it is working towards is sustainability. This would allow for some more information and education on the use of this type of renewable energy.

Whiteside Garden

A main strength of the Whiteside Garden is its status as a botanical garden with an impressive variety of trees and smaller herbaceous plant species. The location also reflects the values of the garden are educational, academic, and geared toward enjoying nature. The identity of the garden is connected to the history of Dr. Whiteside and is aesthetically presented as an attraction with many unique plant species to see. The location has a different atmosphere as it is not presented as kid friendly as the DHNC because of the running creek through the property and the maze-like layout that requires parents to keep an eye on their children. The garden has winding paths, hills, and two bridges that lead over a running creek through the property.

A strength of the location is the unique layout and plant species throughout the garden. There are many nooks and crannies which lead to interesting views and unique plants. It has a maze-like layout that allows for wandering and getting lost among the plants. This makes access limited as the hills are not easily traversed by wheelchairs (but there is a suggested accessible path on the website). This location's visitor's center also is easily visible from the entrance and has a small gift shop area, restrooms, offices, a plant sunroom, and a nice lookout with a balcony.

There is a staircase that leads around the backside of the center as well as that leads deeper into the garden.

Another strength of the garden is the academic or educational feel of the garden, as many of the species are labeled with their scientific Latin name, genus and species, and common names. Some species are labeled with their hybridization names only. The garden is known to host a collection of different daylily species that Dr. Wesley Whiteside was known for cultivating and hybridizing.

An opportunity that would help reconcile the identity of the Whiteside Garden, and that of the foundation, would be to connect them through the mission. The history of Dr. Whiteside is prevalent in the garden, as the name is a tribute to his work and there is a memorial bench with his name engraved on it in remembrance of his life. This information is important to retain as the garden would not exist without Dr. Whiteside, but as a property of the foundation, these two histories of the founder and Dr. Whiteside need to intersect. The mission of the foundation provides a base for connecting this property to the organization.

Another opportunity for this location is to expand its current signage. Upon entering the garden there is a plaque with “Whiteside Garden” and the logo of the garden on it and there is a donation box that lines the circular driveway. This serves basic purposes for branding the location. In front of the visitor’s center, there is also a sign with the triad logo that says, “Everyone is welcome here.” When a permanent sign is integrated into the site, this should have the same phrase as the others “owned and maintained by the Douglas-Hart Foundation” to present the sites under the foundation in similar ways.

Friendship Garden

This property's identity is one of peacefulness and appreciation. This is reinforced by several stones and plaques that are in memory of loved ones. These memorial plaques and engravings give the garden a feeling of a place of remembrance and the seating encourages people to sit down, stop, and enjoy the area. The garden has a beautiful large Linden tree with sprawling branches as well as a variety of flowers, trees, bushes, and grasses. The garden also has pathways, benches, a gazebo, planters for more unique or annual flowers, a small water feature area, and a shed for supplies, which adds to its image of an English Tea Garden.

A visual strength is the matching theme of the central sign at this location when compared to the Douglas-Hart Nature Center. The entrance sign for the garden says, "Friendship Garden" and then "owned and maintained by Douglas-Hart Foundation." The sign looks like it is wood, and the letters are engraved into it, just like the sign at Douglas-Hart Nature Center. The only variation is the colors of the wood on the signs. Douglas-Hart Nature Center is a natural wood background with green lettering. Friendship Garden has a white painted wood background with green lettering for "Friendship Garden" and brown lettering below for "owned and maintained by Douglas-Hart Foundation."

A strength of this property is its location in Mattoon amongst other businesses and homes. Although this property is the smallest of the three, volunteers mentioned that this location is a nice plot that can be seen as an "urban escape" for those everyday employees to take their lunches and relax and that it seems more like an in-town experience than either of the other locations.

Another strength is the connection to history that this location has. This location has a plaque on a boulder that says, "Welcome to Helen's Garden" and another sign notes "Friendship Garden in memory of C.H. Douglas 1885-1959" who was Helen's late husband. A larger more

central informational sign displaying the title “Friendship Garden” is labeled with information about the founder Helen Douglas-Hart. The photo on this sign shows Helen and labels her as “Helen Douglas-Hart (1897-1991) a go-getter, an achiever, and a visionary” and goes on to give facts about her life, accomplishments, and why she was such an admired community member. This location is presented as the most connected to Helen because her photograph is on a central sign with information all about her life and, particularly, what this place meant to her and her vision. The main sign has text describing, “Sprouting from Helen Douglas-Hart’s imagination & generosity, Friendship Garden grows for you. Take a stroll, meet a friend, enjoy lunch, host a social event, take a photo, and make a memory!” This gives the purpose of the garden and lets people know it is meant to be a community place for gathering.

A weakness of this location is that it is presented as the closest to the Founder, but it does not seem to rank as the focus/priority of the organization. The garden is an enjoyable space, but unfortunately, this can be overshadowed by the garden being a bit overgrown and the trash from neighboring establishments that makes its way into the garden. Another weakness of the main sign is it includes the slogan “Rooted in History, Growing for Community,” which is not seen across any other organizational communications, and therefore seems out of place.

Foundation Documents

Nuthatch Newsletters

The Douglas-Hart Foundation sends out a printed newsletter, “Nuthatch News,” to its members three times per year keeping them abreast of what is happening with the foundation (*Member benefits, 2023*). This is a strategic move for the organization as it wants to retain important members and this document is a way of interacting with its members and continuing to

build relationships. According to the executive director of the organization, this is the organization's largest expenditure for marketing.

The newsletters' content varies but includes informing them of events, programs offered, and community opportunities, thanking all "loyal members" of the foundation, and giving general updates/information on what is happening with the foundation and across their three locations. The general design for the first page of these newsletters includes a graphic of a Nuthatch, a common native bird species to Illinois, and the font for the title consistently matches the font used on the website for some banner titles. Beneath the large title text is a description of the document, "A publication of the Douglas-Hart Foundation: Douglas-Hart Nature Center, Friendship Garden, and The Whiteside Garden" (*Nuthatch News*, 2022; *Nuthatch News*, 2023). This reinforces the branding recognizability for this document so members receiving this newsletter can easily identify it and understand its purpose.

The communication about the foundation expresses that the three locations define and comprise it. Across the newsletter, there is also a column on the first page of content for the issues that lists out the foundation's staff and board. This contributes to the identity of the organization as a group meant to serve the goals of the organization and work to create a better community. On this same page in both versions, there is a paragraph written by the executive director about what is going on with the foundation, which is good for interacting with and updating the community in a personal way.

There are several strengths of the newsletters including that they have much of the content dedicated to promoting the organization's programming ranging across all ages and focusing on volunteering and educational opportunities. The program offerings reinforce the purpose of the organization according to key parts of its mission: conservation, education, and

enjoyment of nature. The sheer number of programs offered with different titles and purposes demonstrates that programming is the main service the organization provides. Another strength is in both publications, there is a section labeled “Kid’s Korner,” which provides an educational activity for kids to do and a call to action to sign up for programming to learn more about that specific activity.

A weakness is that the three logos appear in a different formation than the triad logo on both versions of the Nuthatch News when giving general foundation-wide information. This should be altered to be the same visual representation as the triad logo repetitively shown.

- a. **Nuthatch News Winter 2022.** The Nuthatch News Winter 2022 issue displays the foundation as comprising the three locations it manages. This publication positions the sites as more distinct and separate from each other with their sections and information on the location’s history and their addresses, along with details of what is occurring at each location. The identity of the foundation is represented as a nonprofit connected with its heritage, devoted to providing educational programming for all ages, and thankful and appreciative of key stakeholders (members and volunteers).

There are several strengths demonstrated throughout the newsletter, the first of which is the opening page. The Earth Day celebration that was scheduled for spring, and its position as the opening page of the newsletter, signifies the importance of this event for the foundation. This reinforces their values of education and conservation as the organization is asking for a call to action to volunteer, participate in the day's event, and purchase native plants for sale during this event (*Nuthatch News*, 2022). Another strength

is the values of the program communicated through its programming. The programming sections for the winter issue include: “Specially Scheduled Homeschool Programs,” “Specially Scheduled Programs at the Nature Center,” and “Monthly Youth and Family Programs at the Nature Center” (*Nuthatch News*, 2022). This represents the organization’s values of education and enjoying nature.

The rest of the publication breaks down sections based on the locations. The layout of these subsections has the logo for each location at the top of the page and then has a description of the site, and program and volunteer opportunities listed below for each location (*Nuthatch News*, 2022). This shows representation and space for each of the three locations and positions them as having more equal footing, as they all have information about what is going on at each location.

A smart organizational move is to continue giving recognition to donors and members in the newsletter as they are receiving thanks and visibility as an integral part of the organization. One of the last pages shows a list of “Our Loyal Members” and shows the levels of donors with their names listed. Underneath this list is a section with a form to fill out for renewing memberships and mentions that all the fees will go into “education and conservation efforts across all three Douglas-Hart Foundation properties” (*Nuthatch News*, 2022, p. 10). The organization’s status as a nonprofit and the importance of its donors and important stakeholders are reaffirmed here and are recognized across the organization.

The first page of content provides information on a “Founder’s Day celebration” written by the executive director in first person, to learn more about the founder of the organization as well as celebrate the 60th anniversary of the organization. This shows the culture of the organization as involved and ready to interact with the community. It also shows the connection to the organization’s history and that it pertains to the entire organization. This shows that the organization is trying to project its “heritage” as a part of its identity.

A weakness is the three logos for each location appear in a line (unlike the triad logo normally used), and this should be reverted to the triad logo.

The next paragraph of the publication continues with a “wish list” of items the foundation needs, showing its nonprofit identity. There are several programs that the foundation offers, and these are listed out and detailed, which show the organization’s educational values.

A weakness shown is the volunteer section labeled “Volunteer’s Nest” which has an accompanying logo but underneath it states “welcoming, recognizing, honoring our DHNC family” (*Nuthatch News*, 2022). This is confusing as the text below is talking about the foundation’s volunteers and thanking them, but the logo represents the volunteers only as associated with the Nature Center. This should be altered to be representative of all volunteers and locations.

Although the logo for the volunteer section is not as representative of all foundation locations as it should be, this section is still helping craft the identity of the organization in positive ways. For example, this section also has a “volunteer spotlight” section which features one of the members and has an appreciative shoutout thanking this person. This represents the culture of the organization and how they communicate and foster relationships with its stakeholders.

Another weakness is the lack of a mission statement in this publication. This is what links the three locations together and should always be featured in the publication.

The last page of the newsletter has the triad logo with the address of only the Nature Center and the names of the three locations with their hours. This should also include the addresses and the same information provided for the Douglas-Hart Nature Center.

Another strategic move is the newsletter ends with a blurb to look out for in the summer camp schedule that would have been coming out soon, so members know to watch for what the foundation will be offering for the community in the coming months (*Nuthatch News*, 2022).

- ***The Whiteside Garden.*** Whiteside is the first location represented as a property underneath the foundation in the newsletter. The communication about this location helps strengthen the image and identity of the garden and mentions the purpose and goals of the garden.

The identity of this location is tied to Dr. Whiteside, this is accomplished by the information given about the garden and how Dr. Whiteside started and cultivated it. The image of the garden is strengthened by mentioning the most visible and well-known plants that the garden is known for.

The purpose is reinforced as the foundation mentions they acquired this property to be "... preserved and maintained as a local botanical resource for education, research, and outreach" (*Nuthatch News*, 2022, para. 1, p. 3). This aligns Whiteside with the goals of the foundation as a whole and provides reasoning for why the location is now a part of the organization.

The Whiteside Garden section has its logo pictured and its address, which is featured above the paragraphs about the garden. This makes sense as this section is dedicated solely to what is happening at this property. There are then general updates about what is happening in the garden. The section titled "Beetle Invasion" details the efforts to remove a harmful pest from the garden, showing the conservation efforts at the garden. The next paragraph is titled "Dwarf Conifer Garden" and mentions the organization's efforts to establish a "new visual garden display" which aligns with developing the garden as a property and keeping it up for enjoyment in the community.

The program opportunities are limited with a winter walk featured and requests for survey takers on Whiteside's program development and what the community would like there. This shows the organization's attempts to continually keep good relations with the community. The volunteer section for this location has "Whiteside Wednesdays" listed as an opportunity for conservation and educational activities in which volunteers can participate, aligning with organizational values.

- ***Friendship Garden.*** A strength of Friendship Garden is that it is most connected with the founder Helen Douglas-Hart. This site is seen as the location with the most heritage and history. The garden's identity is reinforced by mentioning how the garden was envisioned and developed by the founder. The communication about the garden also reflects that this is meant to be a peaceful place. Phrases such as "There are several benches and picnic tables for reading, enjoying your lunch, or simply relaxing" show that this is meant to be more of an adult's place (*Nuthatch News*, 2022, para. 1, p. 4). Its identity is represented as a place to go and enjoy nature, and the garden's image is communicated by mentioning the plant attractions it has and how it is modeled after an English tea garden. It is presented as more of a sedentary nature experience and as an ideal place to host events, such as weddings. It is also represented as a more peaceful and adult space, because of the programming at this location. This reinforces the image that people have of the garden and what they can expect to see there.

The sections on “volunteer opportunities and program opportunities” target an older audience with the event “Planting and Pinot” where volunteers can enjoy wine after volunteering in the garden. The rest of the volunteer opportunities are designated Adult/Family as well as the food truck partnership that runs from May through October (*Nuthatch News*, 2022, p. 4). Although it is evident that this is a community place, the audience is more likely people looking for a quiet relaxing afternoon or a break during work, not so much a family place as the nature center.

The logo of the garden is pictured with the address below it, like Whiteside’s which fits as this section is giving an update on the garden.

A weakness of this location is the general updates section for Friendship Garden are mostly just informational tips on “Winterizing Your Garden,” which communicates there is not a lot going on in terms of programming or projects during this time.

- ***Douglas-Hart Nature Center.*** Douglas-Hart Nature Center is branded as the largest site that provides the most to the community, while still expanding and maintaining conservation. The space on this location also takes up an entire page, instead of the half pages used for both the Whiteside Garden and Friendship Garden.

The logo is present with the address below, which again fits the circumstances to display information solely on this location. The description of the location refers to the work that the Nature Center has done since its establishment: "...the Douglas-Hart Nature Center has grown to roughly 70 acres of restored natural habitats (woodlands, wetlands, and prairie)" (*Nuthatch News*, 2022, para. 1, p. 5). This shows the conservation values the organization holds and the work they have done to accomplish this.

This section also elaborates on the programming stating "The nature center is a great community resource, hosting five festivals, 70+ summer camps, numerous programs, and volunteer opportunities, as well as a visitor center, play area, library, classrooms, gazebo, and much more!" (*Nuthatch News*, 2022, para. 1, p. 5).

There is then a list of "volunteer opportunities," which includes the most programs or opportunities for volunteers. These opportunities consist of planting, removing invasive species, helping decorate items for the center, and a variety of conservation activities. There is a large section on "Monthly and Youth Programs at the Nature Center" which focuses on education for all ages and enjoyment of nature through activities like "Bird Club" and "Nature in the Arts" (*Nuthatch News*, 2022, p. 6). This demonstrates the main strengths of the organization are offering a wide variety of educational and enjoyable nature programs.

A weakness of the section on the Nature Center is that there is not a general update with information on what is happening at the location like there is for Whiteside Garden and Friendship Garden. This layout should be consistent across the sections at each location because it seems unbalanced without it.

b. Nuthatch News Spring 2023

The most recent edition of Nuthatch News has worked to combine the three properties more under the idea of the “Foundation,” picturing them as working towards the same goals. The identity represented in this issue shows that the foundation and three locations are accomplishing the organization's mission. This is demonstrated through the new section “foundation newsfeed” and having the mission stated in this version (*Nuthatch News*, 2023, p.2). The Spring 2023 Nuthatch Newsletter has the same cover as the last edition, with the text stating “Nuthatch News” and the graphic of the bird. It also mentions saving the date for Earth Day which will have a native plant sale and lists the available varieties. This reinforces the values of conservation and nature appreciation.

A strength of this newsletter is the first column written by the executive director titled “Water Woes.” This section delves into the damage the Nature Center suffered recently, thanks everyone for their support, and asks for donations below. This is a well-placed paragraph and appeals for donations as many people will see this and understand that a nonprofit needing to repair extensive damage will need funds. This column also has the three logos present above the written piece, but not in the triad typically seen on

promotional documents. This should be changed to the triad logo. There is also a photo of part of the destroyed Nature Center.

This newsletter introduces a new section labeled with the logo “The Foundation Newsfeed” with a tulip and underneath it says “stay up to date as we continue to grow” with the foundation’s mission next to the logo (*Nuthatch News*, 2023, p. 2). Placing the mission next to the foundation newsfeed communicates the purpose of the foundation for the reader before launching into the three locations that are working towards this mission. The tulip is a conflicting choice as that is part of the logo of Friendship Garden. This should be altered to represent the three sites equally. This layout was not present in the previous issue and is replacing separate sections with information on all three locations.

A weakness in this issue is only Douglas-Hart Nature Center and the Whiteside Garden are featured with updates, which omits Friendship Garden from having any space and representation in the newsletter.

- ***Douglas-Hart Nature Center.*** Douglas-Hart Nature Center is shown under the foundation in this newsletter as it falls under the “Foundation Newsfeed.” The update on the Nature Center shows that this location has been working towards community enjoyment.

This location’s section does not include their logo but does include a photo of the pavilion, picnic tables, and bike racks along the new bike path project the organization just completed. This paragraph gives thanks to several other

organizations that helped fund the project. The description also mentions the native species that can be viewed along the way. The development of a new community bike path and the opportunity to see some native flowering plants shows the values of the organization. This shows the culture of the organization by thanking integral donors and showing values of conservation by mentioning the native plants.

- ***Whiteside Garden.*** A weakness of the Whiteside Garden updates is that they are the same as the fall version with the “Beetle Invasion,” “Dwarf Conifer Garden,” and “Whiteside Program Survey.” The two informational paragraphs are word-for-word copied from the last issue. If the site is still working towards these objectives, there should be an update on what progress or lack thereof has been made on completing these goals.

A strength of this newsletter is the new “Home Sweet Home” section with a logo of Illinois over distinguished cursive and large text. Underneath the logo is a box stating: “Enjoy informative tidbits about The Prairie State” and a photo of bison statues at Douglas-Hart Nature Center is featured (*Nuthatch News*, 2023, p.3). This section, with the logo, establishes itself as a part of the newsletter that will focus more on educational information within the state of Illinois. This section focuses, specifically on the American Bison. It provides a crossword puzzle with clues about the American Bison and furthers the goals of the organization regarding conservation and education by providing an engaging activity for the reader.

The “Volunteer’s Nest” section follows, with an updated bird’s nest logo representing the section. The hiring of the new community engagement coordinator is talked about here, then a “volunteer spotlight,” and the “volunteer trainings” the organization has available (*Nuthatch News*, 2023, p.4). This is an improvement on the last logo for this section and the information given on the new addition to the Douglas-Hart team shows the fostering of community relations.

This publication adopts a new layout for program opportunities. There is a section titled “Volunteer Programs,” which then divides opportunities up by program offered, with location, audience, dates, and times for each listed beneath them (*Nuthatch News*, 2023, p. 5). The format for the section “Education Programs,” does not divide programs up by site, instead, the locations are listed in the specific descriptions for programs offered along with the audience targeted, dates, and times listed below. The “Specially Scheduled Programs” section is organized in the same format as the education program too. A weakness of this new format is that it is not applied to the volunteer programs section. This is confusing because different organizational patterns are used. This needs to be consistent. There is a section beneath this stating “Programs Announcement” which describes the new format for programming in the newsletter, stating the exact way information will be provided for every program, including abbreviations for each location, so this really should be adopted for all programming listed, including volunteer programs (*Nuthatch News*, 2023, p. 6).

A strength of this issue is the impressive amount of programming offered for the summer. The section titled “Summer Camps at the Douglas-Hart Nature Center” includes about four pages of programming offered at this location.

A strength of the spring newsletter is the relationship management it is doing through recognition and thanks to important members. This issue dedicates two pages to donations and a listing of key stakeholders. The first page displays “Our Loyal Members” in the same format as the fall newsletter. Beneath this list is a text box stating, “Members and Donors are the lifelines of our organization because they sustain our mission by supporting our conservation efforts and education programs” (*Nuthatch News*, 2023, p. 8). The second page lists the 2022 and 2023 donors with their names. This page includes the same form to fill out for renewing membership and there is a section offering “memorial tributes for loved ones” (*Nuthatch News*, 2023).

The last page of this document looks very similar to the 2022 newsletter. An improvement has been made and on the last page of the newsletter, the triad logo is shown above the names, addresses, and hours of each location.

The newsletter ends with a blurb to save the date for a “Garden Walk of Coles County.” This event includes visiting “...various private gardens in Coles County with unique plantings, designs, and features that are sure to grow your love of gardening” (*Nuthatch News*, 2022, p.11). This is a weakness as the text suggests that the gardens are “private” but there are two photos to the side of the text featuring the waterfall at Friendship Garden, and the other appears to be the Whiteside Garden. This portrays these gardens as closed to the public, but they are open to the community.

Brochures

The identity of the foundation on its brochures is depicted as three nature locations fulfilling organizational goals. The triad logo stamps every brochure as well as the locations of each of the sites, which is a strength of the brochures. The designs and representation of the foundation vary in depth.

A weakness of the brochures is that they give varying degrees of information on the foundation, instead of communicating the same key facts across all brochures. Some mention it is a nonprofit and that it relies on memberships, donations, etc., and other descriptions just mention that the foundation runs three properties. The locations are listed in a different order on the foundation brochures, and with and without photos of each of the three sites.

Another weakness of the brochures is that the mission statement is randomly included or excluded. Also, every brochure has variations of colors, themes, and fonts which make them all look quite different from one another.

a. Whiteside Garden Brochure

Unlike the other two sites, the Whiteside Garden has two brochures featured just for its location. These brochures position the Whiteside Garden as under the foundation and the logos represent this with the triad logo on both brochures. The brochures also reinforce the identity and heritage of the Whiteside Garden, while simultaneously representing the foundation, which is exactly what they should be doing. These brochures highlight plants such as magnolias and daylilies which are the main attractions for this location and strengthen its overall image.

Both the Whiteside Garden volunteer brochure and the Whiteside Garden trail map brochure include information about the organization being a nonprofit. On both brochures, the Whiteside Garden logo is the largest and on the front page, but a weakness is that they have different versions of the logo for Whiteside shown (one with the extra text and one without (*Volunteer at Whiteside Garden* [Brochure] n.d.; *The Whiteside Garden Trail Map* [Brochure], n.d.)). The logo featured in the triad should be the one used.

A strong point is that the volunteer brochure features photos on the front page of both magnolias and daylilies, which are the two main attractions of the garden. It also includes a small description, photos, and addresses of all three locations with descriptions. The Whiteside Garden is labeled as “A five-acre botanical garden full of daylilies, magnolias, and rare/exotic plants in Charleston, IL.” The Friendship Garden is described as “A small urban garden in downtown Mattoon, IL themed after English Tea Gardens.” The nature center’s description is “70 acres of native habitat with two miles of trails and a visitor center on the East side of Mattoon, IL.” (*Volunteer at Whiteside Garden* [Brochure], n.d.). These are succinct, but descriptive image-building paragraphs, which are useful for someone to understand the different types of properties.

The brochure also specifies benefits and ways to become a volunteer as well as the main attractions of this garden, including: “hostas, magnolias, daylilies, and rare or threatened plants.” Dr. Whiteside’s photo is also featured with a short background mentioning his

connection to Eastern Illinois University and displaying this location's unique history (*Volunteer at Whiteside Garden* [Brochure], n.d.).

The trail map communicates the foundation is the organization running the garden and that the foundation identifies as a nonprofit that relies upon donations, memberships, etc. to work towards its goals. The identity of the garden is strengthened with the mention of Whiteside Garden as a large and diverse property with a lot to see. The photo on the front of the brochure is a blooming pink magnolia, showing one of the key species at this location.

The foundation is shown with all the addresses of the three locations listed. The Whiteside Garden trail map is a bit more direct and informative with rules and regulations for the area, and the status of Whiteside Garden as a foundation property. There is then a detailed map of the grounds with its trails and a key identifying notable attractions on the property (*The Whiteside Garden Trail Map* [Brochure], n.d.).

On both brochures, the main weakness is that the mission is not featured anywhere. This is a necessary component to connect the Whiteside Garden to the foundation and its work and this should be included in both brochures.

b. Memberships Brochure

As a nonprofit, the Douglas-Hart Foundation depends upon donations and membership fees to run its organization. Therefore, an important document to further their goals is the

membership brochure that is targeted towards continual and new members. The identity communicated on the membership brochure shows the organization as united between the three locations and working towards the mission of the foundation. It presents the organization's values as community-focused and appreciative of nature. The brochure also gives information about the foundation and the three locations they run, to enhance understanding of the organization's purpose and overall mission.

The first page features a majestic turkey with iridescent feathers glowing in the sunlight and underneath is titled "Memberships" with the triad logo beneath. This represents both the unity of the foundation and the appreciation for nature the organization has and visually is appealing.

A strength is the history that detailed the founder's attributes and how she began the foundation and transformed it into both Friendship Garden and Douglas-Hart Nature Center. There is also a sentence about the foundation adding the Whiteside Garden to its ranks and how Dr. Whiteside created the property. This shows the elaboration on the foundation's history and how it came to run these three locations. The paragraph ends with the mission of the foundation and specifies that all membership fees go entirely into programming and conservation at these three locations, presenting unity and serving the community as main goals and part of the identity of the organization. This is a more cohesive representation of the three locations and the inclusion of the Whiteside Garden into the organization's history is important to establish its place among the other locations, along with the mission of the foundation.

The brochure then lays out the different membership packages and the benefits of each and has a large section to fill out to join or renew memberships. The back of the brochure shows each of the three locations with aesthetic photos, addresses, contact information of the foundation, and social media icons. This shows the connection of the locations under the foundation, and that each of these properties is being continually developed to help strive towards the foundation's mission.

A weakness is that the second page titled across the top has the slogan, "Experience. Understand. Appreciate." This slogan seldom appears on organizational materials even though it was meant to represent the foundation, so its appearance here seems disconnected from the foundation. None of the three locations display this slogan either, so it does not seem to have a place here. If the slogan is integrated across other organizational documents and sites, this would work well, but not without consistency (*Memberships* [Brochure], n.d.).

c. Donations and Memorials Brochure

The two-page donations and memorials brochure are meant to encourage community members to donate or honor a loved one with the memorial options that the foundation offers at their locations. The information about the organization in this document is limited, but it is clear that the three locations are connected. This is demonstrated using the triad logo and the mission statement of the organization. The branding also represents the Foundation as the Nature Center. The phone number, address, and main photograph

on the brochure are all for the Douglas-Hart Nature Center, and the brochure's language is only referring to the foundation on this document, so the Nature Center is seen as synonymous with the foundation in this way.

The brochure starts with the title "Make a Donation, Make a Difference" over an outlined green leaf, with the triad logo beneath the text, encouraging people to donate. Next to this, there is text explaining the foundation, its status as a nonprofit, the mission of the organization, and that all donations go to upkeeping the three properties. This shows that the foundation is intending to present itself as invested in developing all its locations further.

A strength of the foundation is the opportunity for community members to leave their mark on the properties. This reinforces that these are community spaces meant to serve the public. The second page has three different categories as "donations," "commemorative tributes," and "donors." The first section, donations, lists out how donations help the organization, and offers both "memorial" and "honorary" donations. The next section specifies that tributes can either be a "tree & plaque," "amenity plaque," or a "pave the path" commemorative piece. This shows the options to contribute and leave an impact on the foundation. It then provides a donor section requesting additional information to be filled out. There are several plaques and tributes at the sites of the foundation dedicated to loved ones, showing that this is part of the relationship the community has with the organization and how they decide to interact with it.

A weakness is that this brochure does not include photos of the three locations together and does not include the addresses of all the sites either, only the Nature Center's information is listed. Each of the locations should have information on them including photos, addresses, etc.

A weakness is that the only photo shown of a location is a large photo of the Nature Center at sunset. This picture goes across two pages and the use of this photo is not purposeful. The donation and memorials brochure is a document meant to represent the foundation and these services are offered at all locations, so they should all be visually represented (*Donations and Memorials* [Brochure], n.d.).

d. Volunteer Summer Internships 2023 Brochure

The front of this brochure has photos of kids outdoors interacting with animals and below the title "2023 Volunteer Summer Internships." This also shows a graphic of the sun and states "great for middle and high school students" with the triad logo below.

The mission is listed in a whimsical font with flowers below each of the nature sites, which is not seen on any other materials. There is also a benefits section that provides information on what volunteers can gain from joining organizational activities and the other opportunities it opens for them. There is an "apply today" section with a QR code and a link to apply along with the contact information for the volunteer coordinator.

A weakness of this brochure is the overcrowded images and text on the first page of the brochure. This brochure also has many variations of fonts and colors which make it a bit overwhelming to look at visually.

A strength of this brochure is the “About Us” section that lists the three sites: DHNC, FG, and then WG with the addresses of each location under the names and a photo and description of each site. This is the most descriptive representation shown on any of the organizational brochures, and it helps a reader understand the images of the sites and how they differ. The mission is also listed, which is a strength, as it shows the organization’s purpose.

An additional strength is the clear organization of specific internships offered. The second page has four columns that delve into specific internship titles: “Junior Counselor Internship,” “Conservation Crew Internship,” “Gardening Cultivation Internship,” and “Leadership Junior Counselor Internship Clerical Internship.” In the text for each position, there are sections for “Duties” and “Shifts” giving these details. Each internship column has the same photo frame of a textbook with a corresponding photo and graphic to the job. The theme looks consistent across the second page (*Volunteer Summer Internships 2023*, [Brochure], n.d.).

Main Strengths, Weaknesses, Opportunities, Threats

Strengths

- 1. The Identity and Mission of the Organization are Reflected in Its Work.*

The website demonstrates the organization's commitment to education and environmental learning as it contains a large selection of free educational materials and offers workshops and opportunities to learn more for people of all ages. The options available on the website for community outreach and opportunities are plentiful. There are details on educational opportunities such as "eco-meets," educational outreach opportunities, programming at its facilities, field trips, volunteering, and more. The commitment to community learning is evident through the services the organization is offering.

The physical locations of each site also show the values of the organization. The Nature Center allows for programming and educational facilities, as well as conservation work and sustainable projects like recycling services and the usage of solar panels. The Whiteside Garden allows for research and conservation practices and a plethora of exotic plant species. Friendship Garden is a developed area with both native and non-native species that allows for enjoying nature peacefully. All three of the sites also offer volunteering positions in line with conservation values and enjoyment of nature.

The social media of the organization is also primarily used to promote programming at all three sites and for a variety of audiences, showing that this is what the organization is providing for the community, as its mission statement suggests "...providing quality programming for all ages." The Nuthatch News publications also highlight the work the organization has done to help sustain its mission and to work towards its central goals.

2. *The Organizational Sites are Defined by Unique Attributes.*

The website layout facilitates this by splitting up the three sites with separate tabs and sections that help display the uniqueness and notable attributes of each site to encourage potential visitors to check out the different attractions each of the sites has.

The various site-specific attractions also distinguish each location. Each of the sites has different varieties of plants and amenities that make them valuable to the organization. For example, the Douglas-Hart Nature Center is known as a native area with spacious facilities for education. Friendship Garden is known as an English Tea Garden that is rented out for events, such as weddings. The Whiteside Garden is known for exotic plants and has many educational and identifying signs that make it more of an academic or educational experience when walking the grounds.

3. *The Organizational Culture of the Organization is Firmly Community-Based.*

The website has several photos and visual representations of volunteers and community members participating in its activities. The website also gives credit and thanks to the volunteers and other organizations or groups it works with, giving them recognition and thanking them for their help. This represents the culture of the organization as a good collaborator and as courteous and grateful for the help it receives, which strengthens the community relationships the organization has.

The organization also uses social media to feature volunteer awards for the consistent volunteers reaching large amounts of volunteer hours. The organization also posts shout-

outs to volunteer groups that work on the various properties and mentions community events and collaborations that it is a part of.

An important and influential document for retaining members is the Nuthatch News. This document provides an opportunity for the organization to connect with its stakeholders and members. The newsletter also has a distinguishable and consistent front page, so members can recognize the publication when they receive it. It gives details on everything the organization is offering to the community and gives recognition through the list of “loyal members” and “donors” pages to show who has helped the organization continue to reach its goals.

Weaknesses

1. The Foundation’s Triad Logo is Missing from Communication Channels

A recurring weakness across all communication channels is the lack of the triad logo on materials, which would help give visibility and recognition to the foundation. This can be said for website pages, social media posts, and hard-copy documents. There is also the use of specific site logos at random times and the triad logo at other times. There needs to be consistent, strategic, and purposeful use of all logos to ensure branding is communicated in the way that the organization wants.

On the website, there are randomly placed triad logo symbols across pages, but the logo is not placed strategically for consistent representation on pages. Instead, it would be better to place the logo on the header of the website, so it will appear on every webpage in each part of the website.

Social media is also failing to consistently display the triad logo, which should be included in all designs. Some of the largest events the organization puts on are festivals and these designs do not include the triad logo, only the DHNC logo. These events are very large-scale and could provide opportunities to promote the other two sites more and bring them together under the foundation, so the triad logo should be used here.

The Nuthatch News document serves a lot of important purposes for the organization, but some design aspects could be improved. The first weakness is that there is a representation of the three sites on both Nuthatch News publications that shows the three sites' logos in a different form than the often-used triad logo. This is confusing for branding purposes and the triad logo should be used in place of this other formation.

2. Lack of Common Themes and Formats

A main weakness of the website is the lack of consistent use of elements such as banners and titles in the banners, making it confusing to navigate the several different linked pages on the website. This also applies to the lack of consistent layouts and text within the organizational pages. If these design elements and formats were standardized across the website, navigation and readability would improve considerably. Elements such as banners, titles, logos, and strategic use of fonts and themes should be used across web pages.

On social media, there are no common themes or formats for posts. The organization provides so many different program opportunities that unifying elements of these graphics are virtually absent. This makes it difficult to identify that the posts are related to the organization.

Several of the program graphics include what audience is being targeted, but some do not include this information. If the audience is included in designs, it is often difficult to see. Consistency of where this information is located could help interested participants easily see what events are open to them. This should be included in all programming materials, as so many age ranges are targeted, and clearer visuals may help increase turnout to events and programs.

3. Inconsistent Descriptions and Representations of the Foundation

On the website, when the foundation is mentioned, the three sites that comprise it are not consistently mentioned. In the history section of the website, there is no description of the Whiteside Garden. Although the founder did not acquire this property, it serves the same mission and goals of the organization and should be included in its history as the organization is expanding.

Another issue is that the Facebook pages for the sites are labeled with different descriptions and do not mention that each is under the foundation. The foundation, which consists of three sites, should be added to every location's Facebook page.

Materials across the organization represent the foundation and its three sites in slightly different ways. This should be eliminated with consistent branding and representation of the foundation and its three sites on all brochures and other organizational documents. There should be a comprehensive description of the organization that appears in all the organizational documents. The same information should be provided for each site on all materials such as address, photo, and description of the property. The mission should also be included in all these materials reinforcing the identity and purpose of the organization.

In the most recent publication of Nuthatch News a new format is incorporated for programming opportunities, but this is not fully applied to the volunteer section. The sites are still separated in this section, unlike the rest of the programming, so this needs to be altered. The readers should have a consistent way to identify where, when, and what the opportunities are. The new section for the foundation newsfeed on the spring issue does not include Friendship Garden. This site should have some representation under this heading as it is a part of the foundation, and this is an effective way to promote and increase visibility among all three sites.

4. Use of Slogans

Another weakness is the inconsistent use of slogans across the foundation. Friendship Garden has a slogan on its main sign stating, “Rooted in History, Growing for Community,” but this appears nowhere else. The Douglas-Hart Foundation logo, which is not typically used on organizational materials, includes the slogan “Experience. Understand. Appreciate.” This appears on the membership brochure and the LinkedIn

account as well but on no other organizational documents. If there is a slogan used, there should be one representing the organization to promote unity, not several slogans.

5. The Lack of Foundation Representation at Each of the Locations

For the presence of each site, one of the main missing components that could help unite the sites under the foundation would be including the mission statement on signage at each of the three sites. This would help visitors understand the connection between the three sites better and why they are sub-brands under the foundation. The Douglas-Hart Nature Center does have a sign dedicated to the founder Helen, but the mission is not included. Friendship Garden also has a detailed sign with information about Helen, but again the mission is not shown on any signage of the site. The Whiteside Garden is still establishing signage, so the mission is not present at that location either.

Opportunities

1. Aligning Mission More Closely to Organizational Goals

There are some key opportunities that the organization can take advantage of to strengthen its branding. One of the most central opportunities the organization could take advantage of is altering its mission statement slightly. Several staff members and volunteers have mentioned that education is a primary goal of the organization, but this is not listed explicitly in their mission. Incorporating this into the statement would more clearly connect what the organization is working on and what they claim its goals are. This would strengthen the identity of the foundation as well.

2. Establishing Individual Site Identities

On social media, the organization could represent the identity of each site with individual logos for the properties to represent the separate identities of each site.

The presence of each site could use branding with their respective logos for most of the signs. This will help raise awareness of the organization and what the visitors think of when they visit each site. The two sites, DHNC and FG, have similar welcome signs that mention ownership by the foundation. This makes it clear that these sites are connected to a larger organization. Once the WG establishes a permanent welcome sign, it should follow this format.

3. Continue to Develop the Foundation's Identity with Its Respective Locations

The organization has begun to include the triad logo across all programming at the three locations. It should continue to do so, as programming is a part of the foundation's mission and a connecting factor of the three sites. The triad logo also appears on organization-wide events such as scavenger hunts and nature challenges. This incorporates foundation-wide values, as well.

The organization has the triad logo across brochures and printed material. This again represents the foundation as it continues its goal. The brochures are not consistent with the information it provides about the foundation across organizational brochures, and it should work to include the same key information about the foundation in all organizational materials.

4. Continue Developing Established Program's Logos

Another opportunity on social media is to use visuals and fonts that represent recurring programs. An example of this would be the Live to Learn, C.A.R.E Club, and Nature in the Arts programs. These each have a specific logo that appears on graphics for these programs, and this could also be displayed on the website when these programs are represented. Reusing these logos and recognizable visual elements will help establish these in stakeholders' minds and will create more trackable branding for programming.

The Nuthatch Newsletter has a new "foundation newsfeed" section that represents all the site's updates, but the graphic for this has the same flower (a tulip) that is used in the FG logo. There should be a logo for this that does not have the same visual element as seen in only one of the three site's logos. This could be changed to something that does not already have another meaning attached to the foundation.

Threats

1. Limited Funding for Branding

There are few large-scale threats that the foundation is facing, but there are a few environmental factors that limit the impact of the foundation. One of these factors is the lack of marketing funds as an organization. The organization does not have extensive funds as a nonprofit, so its marketing capabilities are limited. This makes the representation of the foundation's online communication and its print materials especially important because these are the main channels through which the organization's identity,

goals, mission, and image are presented. Therefore, the organization needs to have well-executed marketing and branding, because they depend on membership fees and donations as a nonprofit. The branding and recognition of the foundation in the community will influence people's intentions to donate and become affiliated with the organization. This means that efforts should be geared toward the clearest and most unified branding possible for the sake of the organization's mission and goals.

2. Perception of Sites as Costing Money

Another threat is the presentation of the sites on social media as costing any money. There is one \$ listed for price online, and all the sites are free. This needs to be communicated more clearly, otherwise, fewer people will engage with the sites because of the perceived cost. The organization can also make sure that the sites are marketed as public and open to visitors as some ambiguity surrounds this.

Key Strategic Branding Suggestions

Moving forward with branding efforts, certain strategies and tactics will help the organization reach its goals. One of these strategies is based on the brand relationship spectrum with the strategy aligning most closely with the "branded house" model which displays the "master driving brand" and "sub brands" that fall under it (Aaker and Joachimsthaler, 2000).

The foundation is in a unique situation because the Douglas-Hart Nature Center and the Douglas-Hart Foundation are presented as synonymous across multiple channels. For example, social media accounts and handles do not separate the Nature Center from the foundation, they serve as one account. On Facebook, the most established social media, there are three separate

pages for the locations, but the foundation does not have a separate page, and information about the foundation is disseminated across the three pages. On primary signage at both DHNC and FG, “owned and maintained by Douglas-Hart Foundation” appears below the names of each location. On the website, the foundation is mentioned in conjunction with the Nature Center, but the foundation is positioned above the Nature Center and the other two locations. The executive director has also mentioned that when speaking to community members, they do not differentiate between the foundation and the Nature Center and think they are the same. Therefore, disentangling the foundation from the Nature Center would be exceedingly difficult.

The most logical and fitting course of action for the organization is to establish the Douglas-Hart Nature Center as the main driver visually and to have the foundation share this role with the Nature Center as a driver via communication. The Nature Center is already representing the main driver role visually on the triad logo, but information about the foundation can also be included when talking about the organization. This strategy should be implemented across documents and communication that refers to the organization.

In conversations with the executive director of the Douglas-Hart Foundation on what the core of the brand should be, the director addressed that she would like the triad property logo to represent the organization. Expressing that while she would like the foundation to have visibility, most people know of the Douglas-Hart Nature Center, so it makes the most sense for this location to be at the forefront of the organization, which is what the triad logo currently communicates.

This logo also shows the three location’s individual logos combined, which shows them together under the Nature Center umbrella, but also separate from each other. This brings up another important aspect to address which is individual representations of the locations. The triad

logo is meant to increase the visibility and unity of the three sites, but there are a few circumstances under which the individual identities of the sites should be expressed. Individual logos should be used on signage at physical locations. This will help show each site's identity and visitors can differentiate what they may like at each site, considering the different offerings and attractions. Another instance that would be appropriate for individual logos would be to communicate one site's identity when it does not need to be in connection with the others. An example of this would be the profile photos for the sites on their separate social media pages. In this case, the logo represents the identity of that one site and can be used to display that. Only the logo versions that are represented in the triad should be used, as various versions of logos do not represent a consistent identity. These are unique situations where it is important to highlight the individual identities of the organization, otherwise, organizational documents that are promoting common goals across the foundation's locations should always include the triad logo and communication about the foundation. This strategy should be implemented across documents and communication that refers to the organization.

Implementation - To Dos

1. Consistency

- a. The triad logo should appear on all organizational documents, it is currently missing across the website, many social media graphics, and photos.
- b. Address different descriptions of the foundation on social media, specifically Facebook, and the information on the three separate pages for the nature sites.
 - i. On Facebook the three location's pages, under the "About" section they should all have the same description for the page, such as "Environmental Conservation Organization." After stating this, if the organization would

like to specify FG as “park” or WG as “botanical garden and arboretum” this can be included.

- ii. On Facebook, the three location’s pages overview should have the same categories filled out.
 1. For example, the Nature Center’s page has information on the address, website link, phone number, email, hours, price, Wi-Fi availability, and a rating section. Friendship Garden and the Whiteside Garden should have these same categories filled out on their pages too.
 - iii. The foundation should have a description of the work it does and its status as a nonprofit that should be used for all three pages.
 - iv. The foundation could include a similar sign to the other two locations with the same text beneath it when it establishes a permanent sign. This will help create consistency, visually, with the main signage at each location.
- c. Use the mission statement on social media (specifically Facebook), on the website, and at each of the site’s physical locations. This is what ties them together and draws similarities between the sites.
- i. On Facebook, there should be a description of the organization with its mission below on the “About” section of the page. This needs to be done for all three of the locations’ pages.
 - ii. On the website, for the tabs “Nature Center,” “Friendship Garden,” and “Whiteside Garden” the foundation’s mission should be restated showing each location’s connection to the foundation’s goals.

- iii. Signage at the Nature Center, Friendship Garden, and the Whiteside Garden should incorporate the mission in some way. Since there are limited funds to create signage for the organization, this may have to be incorporated creatively.
- d. Represent the foundation with the same language and communication across all organizational documents. The same information such as addresses and hours should be used as well as photos, and descriptions of the sites.
- e. Decide on whether to use a slogan or to omit it. Regardless, if a slogan is used, it should represent the three sites together, not just one of them and it should be used consistently in marketing and foundation-related documents.
 - i. The slogan “Experience. Understand. Appreciate,” could apply to each of the locations and could be a unifying element for the three locations if the organization chooses to use it.
- f. Address inconsistencies across organizational website pages, including varying formats and communication about the foundation and its locations.
 - i. Include banners, with titles within them, across all web pages. This directs people clearly to what topic/page they are looking at.
 - ii. The “About Us” page needs to have all three properties’ locations and hours of operation listed.
 - iii. The “History” page needs added information on the Whiteside Garden.
 - iv. The “Foundation and Staff” page needs to have the Whiteside Garden added to the text that mentions DHNC and FG as “owned and maintained by the Douglas-Hart Foundation.”

- v. The “Get Involved” page references the foundation as the Douglas-Hart Nature Center, with no mention of Friendship Garden and the Whiteside Garden. Also, the only photo shown is of the Nature Center. The other sites' photos and descriptions need to be added to this page.
- vi. All graphics posted on the website should have the triad logo on it.
- vii. Replace the sunflower banner that reappears on several pages with relevant photos for each of these pages.
 - 1. Example: The Nature Center's main page should have a photo of the property as the banner instead of this sunflower graphic.
- viii. Decide on a signature organizational font and one to two corresponding secondary fonts. Proceed to format all webpages with these fonts, and the same size font for various levels of text across pages. So, all pages should have the same font and the same size font for titles and have the same font(s) and same size font for paragraphs and website text. The font should be the same color across pages as well. The most common font across the website is Arial with Georgia used for titles, so this could be used as a basis to incorporate a common font.
- ix. Along with these same design aspects, several varying colors are used across the website. A specific shade of green meant to represent the organization should be chosen to represent the organization, this would help establish a recognizable visual element for the foundation. One or two additional signature colors could be used to accompany this green.

The color green that is used on the Douglas-Hart Nature Center logo could be considered for this.

2. *Establish DHNC and Foundation as the Co-Drivers of the Branded House*

- a. To establish the DHNC and the foundation as co-drivers, the foundation could consider subsuming the names of the Nature Center and the Foundation to appear as: The Douglas-Hart Nature Center and Foundation.
- b. Continue to use the triad logo on all three sites' promotional materials raising awareness for events at all three and connecting FG and the WG to the main driver, DHNC.
- c. The website currently features the three sites underneath the foundation umbrella, but to share the co-master driver role visually with the Douglas-Hart Nature Center, the triad logo should appear next to the title “Douglas-Hart Foundation.”
- d. The header of the website should have the triad logo so that when clicking different pages, the triad logo is continually visible.
- e. Continue to use the triad logo on all social media graphics and photos to help with brand visibility and establishment of the branded house strategy.
- f. Only use location-specific logos when representing something unique to that specific site, such as the profile picture for a location, or signage at that specific location.

3. *Update the Mission Statement: Reflect Values and Promote the DHNC and Foundation as Co-Drivers of the Three Locations*

- a. Feedback from both staff and volunteers suggests that education is a primary goal of the organization, but this is not clearly stated. Social media and website pages

have educational programming opportunities as well, showing that this is a major focus of the organization. The mission could be slightly altered to highlight this point. For example, “*Through the responsible stewardship of Helen Douglas-Hart's gifts, the Douglas-Hart **Nature Center and Foundation** will be a leader in promoting the appreciation, enjoyment, and conservation of our natural resources by providing quality **and educational** programs for all ages*” (changes are bolded).

- b. The mission statement currently does not mention the three sites that it runs to accomplish its goals. It could be revised to reflect this and show the individual locations.

4. More Clearly Relate Content to Intended Audiences

- a. On social media programming graphics, which make up most social media posts, the audience being addressed needs to be clearly displayed.
- b. When applicable, use specific program logos to represent recurring programs and increase visibility.

Examples of How to Implement These Suggestions

The Appendix includes several documents that I edited and revised to illustrate how some of the suggestions above may be implemented with minimal resources. The following section discusses these suggestions and illustrations with examples of edited brochures, an example social media post, and watermarked logos displayed on photos.

Revised Brochures (See Appendix H, I, J & K).

Across organizational documents, there are varying representations of the foundation and its three sites. To help address this and create more consistent branding, I have edited four of the foundation's brochures to represent the foundation in the same way, with the most essential information about the foundation listed.

The information chosen for the "About Us" section details more about the foundation's status as a nonprofit and its work. The three photos for each of the sites are often shown in variable formats, but the current revisions include the same layout for each site, as well as a description of each site. Under the three sites is the mission of the foundation, which links them all together under common goals. Lastly, is the contact information for the foundation. Across organizational documents, these elements should be consistently displayed because they are identity-building components that help an interested viewer in understanding the foundation and why it has three sites that it runs. One color has been chosen as the organization's color, which is the shade that auto-generates in Canva to match the DHNC logo, shade #63885d. The font chosen for the brochures is the most often used font on the organization's website, which is Arial.

Social Media Post (See Appendix L).

The next document I have created is a social media post to serve as an example of programming. This post includes a visible and centered element at the top of the post, to address the audience before launching into the content. The post has been created for Facebook as this is the most widely used social media account of the foundation, so the formatting and layout should easily transfer to this channel. Two logos were included in this document as well. One was the C.A.R.E. club logo and the other was the triad logo. The C.A.R.E. club logo was included because this is a recurring program offered with a specific logo already created to represent it.

The triad logo was used to represent the organization on a larger scale, and this is one of the ways the foundation is fulfilling its mission. The post created was for an upcoming Earth Day C.A.R.E. club meeting which was promoted on the website for this program.

Watermarked Logo (see Appendix M).

The last document created was a watermarked version of the triad logo. One of the most common posts on social media, second to promotional graphics are photos. These photos are often of volunteers or nature scenes. One way to increase branding visibility is to include the organization's logo on its photos. To ensure the logo does not detract from the photos, a small triad logo can be used in the bottom right-hand corner of photos. The image of the triad logo can be custom adjusted via Canva under the transparency feature. This allows for the altering of the image to be less drastic and match the elements of photos depending on each photo's brightness, colors, and background.

There are several examples of watermarked logos created for individual photos of different shades and visual elements to demonstrate how the watermark logo can function for the foundation. The photos were chosen from the Douglas-Hart Nature Center Facebook account to demonstrate how nature photos and photos of volunteers and community members can be branded with a stronger visual tie to the organization.

Conclusion

The purpose of this thesis was to help identify keyways the Douglas-Hart Foundation can maximize its branding to reach its goals of displaying a cohesive organizational image while also distinguishing the three unique sites it has. Comprehensive research was done to learn how branding organizations and nonprofits differ from traditional branding and to employ techniques

that would be most fitting and useful for representing the organization. Research suggested that unlike branding of products, branding of organizations includes addressing symbolic ideas such as identity and image (Balmer and Gray, 2003). Literature that was most relevant to the organization was used to guide the project, as well as the methods of focus groups, brand auditing, and SWOT analyses.

The results of these processes lead to the essential emerging suggestions for how the organization can strategically reposition itself to get the most out of its brand with the limited resources it has as a nonprofit organization. The overarching strategy suggested for branding the foundation was to use a “branded house” strategy with the Douglas-Hart Nature Center and Douglas-Hart Foundation functioning as co-drivers with Friendship Garden and the Whiteside Garden as “sub brands.” There are then specific tactics listed under key aspects of branding to help address consistency, establishing the DHNC and foundation as co-drivers of the branded house, updating the mission statement to reflect values and the DHNC and foundation as co-drivers over the other two sites. This project has laid out how the Douglas-Hart foundation can elevate its branding and align it more closely to the image and identity it would like to communicate with its stakeholders.

This process has primarily used the method of the “inside-out perspective” (Burmam et al., 2009, pp.113-114) to address the organization’s branding internally. In the future, the organization could also focus on the “outside-in perspective,” to look at its branding more externally. This perspective would have the potential to address some of the concerns of both staff and volunteers that mentioned they are “shocked” or “surprised” to hear about people in the community not being aware of the Douglas-Hart Nature Center and the other properties in the area. The “outside-in perspective” is used to look at and analyze and understand an

organization's branding regarding the effects it has on community members and other important shareholders that are outside the company.

Over the course of this thesis project, I have immersed myself in the world of organizational branding and nonprofit branding. I have learned how important communication about a brand is for influencing the image stakeholders have of an organization. Additionally, I have learned how several small elements add up to create an overall image for an organization, and how these images can be altered through use of different strategies and tactics to be more beneficial. This thesis has allowed me to complete an extensive amount of work for an organization that is dedicated to doing good work for not only the community, but for the environment as well. I have had the chance to understand how branding can be a real asset to organizations, and I have worked to increase the value of this for the Douglas-Hart Foundation.

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Appendix A

Focus Group Questions

Staff Questions

1. Please briefly share who you are, your job title, and general responsibilities.
2. What are the organization's key values in your eyes? What are the most important current goals of the Douglas-Hart Foundation?
3. The foundation consists of three locations. The Douglas-Hart Nature Center, The Whiteside Garden, and Friendship Garden.
 1. What three things would you say that the Douglas-Hart Nature Center is known for?
 2. What three things would you say the Whiteside Garden is known for?
 3. What three things would you say Friendship Garden is known for?
 4. Is there anything that any of these sites is not known for, but that should be known about it?
4. What do they stand for separately?
5. What are they known for together?
6. Is there anything else that you think is important to consider from your perspective when thinking about the branding of the foundation and its nature sites?

Volunteers Questions

1. Please briefly share how long you have been a volunteer and any projects you have been a part of.
2. What are the organization's key values in your eyes? What are the most important current goals of the Douglas-Hart Foundation?

3. The foundation consists of three locations. The Douglas-Hart Nature Center, The Whiteside Garden, and Friendship Garden.

1. What three things would you say that the Douglas-Hart Nature Center is known for?
 2. What three things would you say the Whiteside Garden is known for?
 3. What three things would you say Friendship Garden is known for?
 4. Is there anything that any of these sites is not known for, but that should be known about it?
4. What do they stand for separately?
5. What are they known for together?
6. Is there anything else that you think is important to consider from your perspective when thinking about the branding of the foundation and its nature sites?

Appendix B

Triad Logo



Appendix C

Douglas- Hart Logos



Appendix D

The Whiteside Garden Logos



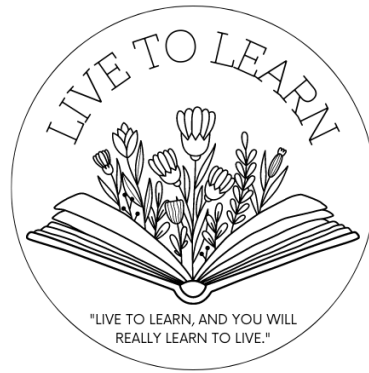
Appendix E

Friendship Garden Logos



Appendix F

Program Logos



Appendix G

Bell's Floral Arrangement Class- Advertisement Examples



Appendix H

Membership Brochure

Original Copy: Membership Brochure



- Check here if this is a membership renewal.
Current membership Number: _____
- Check here if this membership is a gift.
Please list recipient information on other side.
- Check here to learn more about legacy giving.
A legacy gift may include a bequest, trusts, securities, property, or similar.

TO JOIN/RENEW MEMBERSHIP:

PLEASE MAIL THIS SECTION AND PAYMENT TO:
DOUGLAS-HART FOUNDATION
2204 DEWITT AVENUE EAST
MATTOON, IL 61938

OR COMPLETE ONLINE AT:
WWW.DHNATURE.ORG/MEMBERSHIP

If renewing online, enter your membership number on the left-hand side of the screen to retrieve your membership information, otherwise, select join if you are a new member.
Your membership fee is tax-deductible to the full extent allowed by the law. The Douglas-Hart Foundation does not sell or distribute donor or membership information.

EIN for tax purposes: 37-0840618

100% of membership fees support our educational programs and conservation projects at all three of our properties.



Friendship Garden
1698 Lafayette Avenue
Mattoon, IL 61938



The Whiteside Garden
8422 NCR 1820 E
Charleston, IL 61920



Douglas-Hart Nature Center
2204 DeWitt Avenue East
Mattoon, IL 61938



www.dhnature.org
217-235-4644
dhfoundation@dhnature.org

Follow us @douglasshartnc on:



Revised Version: Membership Brochure

BECOME A MEMBER

DOUGLAS-HART FOUNDATION MEMBERSHIPS HELP SUPPORT OUR EDUCATIONAL PROGRAMS AND CONSERVATION EFFORTS AT ALL THREE OF OUR PROPERTIES.

- Check here if this is a membership renewal. Current membership Number: _____
- Check here if this membership is a gift. Please list recipient information on other side.
- Check here to learn more about legacy giving. A legacy gift may include a bequest, trusts, securities, property, or similar.

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100% of membership fees support our educational programs and conservation projects at all three of our properties.

Follow us @douglashartnc on:



About Us

The Douglas-Hart Foundation manages three unique properties in east-central Illinois. The Foundation is a 501c3, non-profit organization and relies on donations, memberships, grants, and programs to further its mission.

Douglas-Hart Nature Center

2204 Dewitt Avenue East Mattoon, IL 61938



A nature center with two miles of trails through three native habitats.

Friendship Garden

1698 Lafayette Avenue Mattoon, IL 61938



A small, shaded urban garden with picnic tables and benches to relax.

The Whiteside Garden

8422 N County Rd 1820e Charleston, IL 61920



A five acre botanical garden full of daylilies, magnolias, and rare/exotic plants

"Through the responsible stewardship of Helen Douglas-Hart's gifts, the Douglas-Hart Foundation will be a leader in promoting the appreciation, enjoyment, and conservation of our natural resources by providing quality programs for all ages."

Visit: <https://www.dhnature.org/>
Email: dhfoundation@dhnature.org
Call: 217-235-4644
Address: 2204 Dewitt Avenue East Mattoon, IL 61938



Appendix I

Volunteer Summer Internship 2023 Brochure



APPLY TODAY

Scan the QR code with your phone camera to be directed to our website to apply, or visit our website:



www.dhnature.org/teenvolunteers

For more information or questions, please contact the Community Engagement Coordinator
volunteer@dhnature.org
 217-235-4644

2023
**VOLUNTEER
 SUMMER
 INTERNSHIPS**

GREAT FOR MIDDLE SCHOOL AND HIGH SCHOOL STUDENTS



ABOUT US

The Douglas-Hart Foundation is a non-profit organization that manages three properties in Coles County.

DOUGLAS-HART NATURE CENTER

2204 Dewitt Avenue East Mattoon, IL 61938



A nature center with two miles of trails through three native habitats.

FRIENDSHIP GARDEN

1698 Lafayette Avenue Mattoon, IL 61938



A small, shaded urban garden with picnic tables and benches to relax.

THE WHITESIDE GARDEN

8422 N County Rd 1820e Charleston, IL 61920



A five acre botanical garden full of daylilies, magnolias, and rare/exotic plants



"THROUGH THE RESPONSIBLE STEWARDSHIP OF HELEN DOUGLAS-HART'S GIFTS, THE DOUGLAS-HART FOUNDATION WILL BE A LEADER IN PROMOTING THE APPRECIATION, ENJOYMENT, AND CONSERVATION OF OUR NATURAL RESOURCES BY PROVIDING QUALITY PROGRAMS FOR ALL AGES."

BENEFITS

- Certified volunteer hours
- T-Shirt
- Fun social outings
- Resume builder
- Letter of recommendation (by request)
- Learn diverse skills
- Build confidence
- Networking opportunities
- Professional development
- Presidential Volunteer Service Award (starting at 50+hours)



AS YOU GROW WITH US...

- Paid opportunities
- Advanced trainings
- And more!

Original Copy: Volunteer Summer Internships 2023, Page 2

<p>JCI</p> <p>JUNIOR COUNSELOR INTERNSHIP</p>	<p>CCI</p> <p>CONSERVATION CREW INTERNSHIP</p>	<p>GCI</p> <p>GARDENING CULTIVATION INTERNSHIP</p>	<p>LCI</p> <p>LEADERSHIP CLERICAL INTERNSHIP</p>
 <p>JCI's assist camp instructors in leading summer day camps for ages 3-11 at the Douglas-Hart Nature Center.</p> <p>Duties: supervising children, assisting educators, engaging with campers, light housekeeping, and more.</p> <p>Shifts: Monday - Friday 8:45am-12:30pm and/or 12:30pm-4:15pm. <i>Training is required and shifts will be selected during training. JCI's must be able to commit to at least one week of camp.</i></p> <p>Additional details about the program will be provided after applying and at training.</p>	<p>CCI's work to continue improving the Douglas-Hart Nature Center property through active conservation management practices.</p> <p>Duties: pulling invasive plants, planting, trail maintenance, watering, weeding, chipping, and more.</p> <p>Shifts: Monday - Thursday, 9am-3pm <i>CCI is canceled in the event of inclement weather. CCI's must be able to commit to one shift a week. Shifts will be selected during training with flexibility to change throughout the summer.</i></p> <p>Additional details about the program will be provided after applying and at training.</p> 	 <p>GCI's will help maintain garden beds at The Whiteside Garden, a beautiful botanical garden.</p> <p>Duties: weeding, planting, plant labeling, watering, and more.</p> <p>Shifts: Monday - Thursday, 9am-3pm (Sign up for one day a week or several) <i>GCI is canceled in the event of inclement weather. GCI's must be able to commit to one shift a week. Shifts will be selected during training with flexibility to change throughout the summer.</i></p> <p>Additional details about the program will be provided after applying and at training.</p>	<p>LCI's gain valuable leadership and soft skills experience in customer service, communications, problem-solving, project management, and organization at the Douglas-Hart Nature Center and The Whiteside Garden.</p> <p>Duties: manage front desk, assist staff in various projects, and more.</p> <p>Shifts: Monday - Friday 8:45am-12:30pm and/or 12:30-4:15 pm. (Sign up for any days that work with your schedule). <i>No minimum shift schedule requirements. Shifts will be selected during training with flexibility to change throughout the summer.</i></p> <p>Additional details about the program will be provided after applying and at training.</p> 

Revised Version: Volunteer Summer Internships, Page 1



Apply Today

Scan the QR code with your phone camera to be directed to our website to apply, or visit our website:



www.dhnature.org/teenvolunteers

For more information or questions, please contact the Community Engagement Coordinator
volunteer@dhnature.org
 217-235-4644

Follow us @douglashartnc on:



2023
**Volunteer
 SUMMER
 Internships**

Great For Middle School and High School Students



About us

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A nature center with two miles of trails through three native habitats.

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A small, shaded urban garden with picnic tables and benches to relax.

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A five acre botanical garden full of daylilies, magnolias, and rare/exotic plants

"Through the responsible stewardship of Helen Douglas-Hart's gifts, the Douglas-Hart Foundation will be a leader in promoting the appreciation, enjoyment, and conservation of our natural resources by providing quality programs for all ages."

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 Call: 217-235-4644
 Address: 2204 Dewitt Avenue East Mattoon, IL 61938

Benefits

- Certified volunteer hours
- T-Shirt
- Fun social outings
- Resume builder
- Letter of recommendation (by request)
- Learn diverse skills
- Build confidence
- Networking opportunities
- Professional development
- Presidential Volunteer Service Award (starting at 50+hours)



As you grow with us...
 Paid opportunities
 Advanced trainings
 And more!

Revised Version Volunteer Summer Internships, Page 2

Junior Counselor Internship Conservation Crew Internship Gardening Cultivation Internship Leadership Clerical Internship



JCI's assist camp instructors in leading summer day camps for ages 3-11 at the Douglas-Hart Nature Center.

Duties: supervising children, assisting educators, engaging with campers, light housekeeping, and more

Shifts: Monday - Friday 8:45am-12:30pm and/or 12:30pm-4:15pm.
 Training is required and shifts will be selected during training. JCI's must be able to commit to at least one week of camp.

Additional details about the program will be provided after applying and at training.

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Duties: pulling invasive plants, planting, trail maintenance, watering, weeding, chipping, and more

Shifts: Monday - Thursday, 9am-3pm
 CCI is canceled in the event of inclement weather. CCI's must be able to commit to one shift a week. Shifts will be selected during training with flexibility to change throughout the summer.

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Duties: weeding, planting, plant labeling, watering, and more

Shifts: Monday - Thursday, 9am-3pm (Sign up for one day a week or several)
 GCI is canceled in the event of inclement weather. GCI's must be able to commit to one shift a week. Shifts will be selected during training with flexibility to change throughout the summer.

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LCI's gain valuable leadership and soft skills experience in customer service, communications, problem-solving, project management, and organization at the Douglas-Hart Nature Center and The Whiteside Garden.

Duties: manage front desk, assist staff in various projects, and more

Shifts: Monday - Friday 8:45am-12:30pm and/or 12:30-4:15 pm. (Sign up for any days that work with your schedule).
 No minimum shift schedule requirements. Shifts will be selected during training with flexibility to change throughout the summer.

Additional details about the program will be provided after applying and at training.



Appendix J

Donations and Memorials Brochure

Original Copy: Donations and Memorials Brochure, page 1

DONATIONS
DOUGLAS-HART FOUNDATION MEMBERSHIPS AND DONATIONS HELP SUPPORT OUR EDUCATIONAL PROGRAMS AND CONSERVATION EFFORTS AT ALL THREE OF OUR PROPERTIES.

PLEASE ENTER CUSTOM MESSAGE FOR COMMEMORATIVE TRIBUTE PLAQUES:

Line 1

Line 2

Line 3

Line 4

Line 5

The Douglas-Hart Foundation manages three unique properties in east-central Illinois. The Foundation is a 501c3, non-profit organization and relies on donations, memberships, grants, and programs to further its mission.

"Through the responsible stewardship of Helen Douglas-Hart's gifts, the Douglas-Hart Foundation will be a leader in promoting the appreciation, enjoyment, and conservation of our natural resources by providing quality programs for all ages."

For more information:
Visit: www.dhnature.org/memorials
Email: dhfoundation@dhnature.org
Call: 217-235-4644
Address: 2204 Dewitt Avenue East
Mattoon, IL 61938

**MAKE A DONATION
MAKE A DIFFERENCE**

Douglas-Hart Nature Center
Friendship Garden
The Whiteside Garden

Please return this section along with your payment to the Douglas-Hart Nature Center. All donors will receive a receipt letter, with all further instructions, including setting up a meeting time for tree selection (if applicable), receiving proof of plaque prior to final ordering, and more. Please allow up to four weeks for processing. Plaques are installed at various, seasonable times of the year and are guaranteed for ten years. Donations are tax-deductible to the full extent allowed by the law. The Douglas-Hart Foundation does not sell or distribute patron information.
EIN for tax purposes: 37-0840618

Original Copy: Donations and Memorials Brochure, page 2

DONATIONS

Donations help support our education programs, conservation efforts, and general operating costs at all three of our properties: Friendship Garden, Douglas-Hart Nature Center, and The Whiteside Garden. All memorials, honorary donations, and commemorative tributes are listed in our annual newsletter.

In lieu of flowers, **memorial donations** acknowledge loved ones that have passed on. The Douglas-Hart Foundation will notify a family member of all memorial gifts received.

The Douglas-Hart Foundation also celebrates **honorary donations**. This is a great option to honor someone for their birthday, anniversary, momentous occasion, or just because!



COMMEMORATIVE TRIBUTES

Commemorative Tributes include a custom plaque placed on an amenity at a Douglas-Hart Foundation property.



Tree & Plaque

Donors may select a tree and receive a 6x8" laser engraved cast aluminum plaque with a stake with a custom message of up to five lines. This option is available at all three of our properties. Custom message and trees are subject to approval.



Amenity Plaque

Donors may select an amenity below and receive a 2x4" black aluminum plaque with a custom message of up to three lines to be installed on the amenity. This option is only available at the Douglas-Hart Nature Center.

- Bench
- Picnic table
- Nesting box



Pave The Path

Help pave the way for the future of The Whiteside Garden by purchasing a 12x12" paver that can be engraved with a custom message of up to four lines. This option is only available at The Whiteside Garden. Custom message and location of paver subject to approval.

DONORS

OUR MOST LOYAL SUPPORTERS

FIRST AND LAST NAME

PHONE

EMAIL

MAILING ADDRESS

HOUSEHOLD SALUTATION

IF MEMORY OR IN HONOR OF:
(PLEASE LIST THEIR NAME AND CONTACT
INFORMATION IF APPLICABLE)

PLEASE SELECT DONATION TYPE (THESE CAN BE IN ANY AMOUNT):

- General Donation
- In Memory Donation (Those that have passed)
- Honorary Donation (Celebrations and more)

DOES THIS DONATION INCLUDE A COMMEMORATIVE TRIBUTE:

- Tree Plaque \$500
- Amenity Plaque for Nesting Box \$300
- Amenity Plaque for Bench \$700
- Amenity Plaque for Picnic Table \$2000
- Pave the Path \$200

DONATIONS

DOUGLAS-HART FOUNDATION MEMBERSHIPS AND DONATIONS HELP SUPPORT OUR EDUCATIONAL PROGRAMS AND CONSERVATION EFFORTS AT ALL THREE OF OUR PROPERTIES.

PLEASE ENTER CUSTOM MESSAGE FOR COMMEMORATIVE TRIBUTE PLAQUES:

Line 1

Line 2

Line 3

Line 4

Line 5

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Douglas-Hart Nature Center


2204 Dewitt Avenue East Mattoon, IL 61938



A nature center with two miles of trails through three native habitats.

Friendship Garden


1698 Lafayette Avenue Mattoon, IL 61938



A small, shaded urban garden with picnic tables and benches to relax.

The Whiteside Garden


8422 N County Rd 1820e Charleston, IL 61920






A five acre botanical garden full of daylilies, magnolias, and rare/exotic plants.

"Through the responsible stewardship of Helen Douglas-Hart's gifts, the Douglas-Hart Foundation will be a leader in promoting the appreciation, enjoyment, and conservation of our natural resources by providing quality programs for all ages."

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Appendix K

White Side Garden Volunteer Brochure

Original Copy: Whiteside Garden Volunteer Brochure

About Us

The Douglas-Hart Foundation is a 501 (c) 3 non-profit organization and receives no tax support. The Foundation manages three properties: Douglas-Hart Nature Center, Friendship Garden, and The Whiteside Garden.

Our Properties:

The Whiteside Garden



A five acre botanical garden full of daylilies, magnolias, and rare/exotic plants in Charleston, IL

Friendship Garden



A small urban garden in downtown Mattoon, IL themed after English Tea Gardens

Douglas-Hart Nature Center



70 acres of native habitat with two miles of trails and a visitor center on the East side of Mattoon, IL

QUESTIONS? 217-235-4644
CONTACT US! volunteer@dhnature.org
 www.dhnature.org



VOLUNTEER AT



About the Garden

The Whiteside Garden was originally the former residence of the late Dr. Wesley Whiteside, a botany professor at Eastern Illinois University. Starting in 1963, Dr. Whiteside transformed a portion of his farmland on the east side of Charleston into the botanical oasis we know it as today.



The Whiteside Garden contains a diverse botanical collection featuring an extensive assortment of daylilies, hostas, magnolias, and many rare, threatened, or unique plants to this area! The Douglas-Hart Foundation acquired The Whiteside Garden in 2018 and manages the property in cooperation with Eastern Illinois University (EIU).

Address: 8422 N County Rd 1820e, Charleston, IL 61920

Hours of Operation: March 1 - October 1
 Sunrise to Sunset

Welcome Center Hours: Monday - Saturday, 9am-3pm

Tours: First Saturday of the month, 10am

Admission: Free, donations appreciated

Incentives

Benefits:

- Cultivate skills and knowledge
- Build professional and social relationships
- Gain volunteer hours for your resume
- Make a difference in your community

Awards:

- **Any hours:** Refreshments and volunteer appreciation gifts
- **25+ hours:** Volunteer dinner invite
- **50+ hours:** Douglas-Hart hat
- **100 + hours:** Volunteer t-shirt
- **150+ hours:** Free membership
- **200+ hours:** Free program registration
- **300+ Hours:** Free room rental
- Presidential Volunteer Service Award (set criteria determined by age)
- Certain volunteers are also submitted for other state/national awards



How can I apply?

All volunteers need to be at least 13 years old or accompanied by an adult. To learn more or to volunteer, contact us: 217-235-4644
 volunteer@dhnature.org
 www.dhnature.org/wgvolunteer



Use the QR code to find us online

Revised Copy: Whiteside Garden Volunteer Brochure

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Follow us @douglashartnc on:



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- Certain volunteers are also submitted for other state/national awards



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 volunteer@dhnature.org
 www.dhnature.org/wgvolunteer



Use the QR code to find us online

Appendix L

Social Media Post Example



Appendix M

Watermarked Logo Photos



