

University of Michigan Nonprofit & Public Management Center

User Experience Research Report on Current Website and Recommendations for Future Website

UNIVERSITY OF MICHIGAN SCHOOL OF INFORMATION
COMMUNITY INFORMATION CORPS

April 30, 2013

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EXECUTIVE SUMMARY

This report presents the results of a two-month-long research project conducted by seven students and alumni from the University of Michigan School of Information for the University of Michigan Nonprofit and Public Management Center (NPM). The major goals of the project were to evaluate NPM's current website and provide recommendations to inform an upcoming website redesign and improve the future website's information architecture to best address all major target audiences for NPM's site, highlight core NPM programs, as well as present NPM to the public as a campus resource for nonprofit sector activity that is accessible to members of the university community beyond its partner schools. The findings in this report come from user experience research conducted by the team using the following methods: user interviews, persona and scenario creation, a competitive analysis of websites alongside NPM's site, and heuristic evaluations of NPM's site. Additionally, an analysis of communication tools on the market was performed by two team members after gathering requirements about the needs of the Center, and was sent under separate cover. Out of this research, the team identified six major findings, and recommendations that would address the issues in the findings. In summary, they are:

FINDING 1: It is difficult for users to determine where they are within the website's structure, making it hard to navigate.

RECOMMENDATION 1: Making changes in the website's navigational structure and adding several important audience segments to the high-level site and navigation structure will greatly improve the ease with which users can find relevant content on the site.

FINDING 2: The content on the website is not consistently kept up-to-date, which is illustrated by the presence of broken links and outdated information on some pages.

RECOMMENDATION 2: Conduct an inventory of the organizations/resources that NPM's site links to, and identify and repair broken links. Keep the content throughout the site up-to-date.

FINDING 3: There is important information about NPM programs and partners that can only be found in the "Additional Links" sections at the bottom of pages. Valuable screen real estate such as the left side bar is not being used as effectively as it could.

RECOMMENDATION 3: Make "Additional Links" more consistent by streamlining vocabulary and availability. Move links that contain important information to secondary navigation in sidebar.

FINDING 4: There is no general list of alumni who were involved with NPM as students or work in the nonprofit sector available on NPM's site.

RECOMMENDATION 4: Make access to biographical and contact information for alumni easily accessible from a central location on the NPM website.

FINDING 5: There is no central location on the NPM website where important documents can be accessed.

RECOMMENDATION 5: Create a page within the Resources section of the website that contains links to all important documents.

FINDING 6: NPM's public identity as an organization within the university community is not as well-developed as it could be.

RECOMMENDATION 6: NPM should focus on establishing its identity and presenting it through its website, newsletter and social media outlets.

INTRODUCTION

This project engaged a group of seven University of Michigan School of Information graduate students and alumni with the University of Michigan Nonprofit and Public Management Center (NPM). The major goals that the team sought to accomplish during this project were to evaluate the current NPM website¹ and provide recommendations for an upcoming website redesign that will improve the future website's information architecture by structuring the website content in a way that best addresses all of NPM's target audiences, clarifies and highlights NPM's core programs, and presents NPM as a campus resource for nonprofit sector activity that is accessible to members of the university community beyond its three partner schools. Additionally, the team was asked to research a variety of email list management products available on the market and offer recommendations for the best options to fit NPM's needs and use cases. The communication tools report is being transmitted under separate cover.

In order to identify issues and develop recommendations for NPM's website, the team conducted user experience research and evaluations. These processes provided the team with a solid understanding of who the major audience segments for the website are, their reasons for visiting the site and their information needs, both those that are currently being filled by the NPM website and those that are not, but would be desired features that would enhance their experiences. The Methods section of this report describes each stage of the team's research, and the Findings and Recommendations section details the results of that research.

METHODS

USER INTERVIEWS

To kick off the project, the team conducted interviews with stakeholders at NPM to determine the project scope, and members of the major user groups of the NPM website in order to develop an understanding of their goals, expectations and needs when visiting the site. User and stakeholder interviews provide an essential foundation for user experience research projects, informing all subsequent activities. The team conducted interviews with six users from key audience segments, and collected data from six additional users via online survey. The criteria for interview participants were: students or faculty associated with Ford School of Public Policy, School of Social Work and/or Ross School of Business, or community members who are engaged with NPM as members of nonprofit partner organizations.

The team recruited interview participants via email, reaching out to a member of NPM's Student Advisory Board (SAB) as well as contacting people from a list provided by NPM's Managing Director of members that have worked with NPM and/or its programs. Before confirming interview times with participants, they were asked to fill out a brief survey indicating their availability within the team's planned interview period. In an effort to reach a diverse sample of users for interviews, the team selected users from a variety of backgrounds, with an even mix of male and female users who identified as students, faculty and alumni associated with all three partner schools, as well as community and

¹ <http://nonprofit.umich.edu>

nonprofit partner organization members. The ages of the users interviewed ranged from early twenties to middle-aged.

Interviews were conducted in pairs with one person interviewing, and the other acting as note-taker. All interviews were approximately 30 to 40 minutes in length and were conducted using online or telecommunication tools such as Skype, Google Hangout, and three-way telephone calls. A copy of the interview protocol used is attached as [Appendix A](#).

The team interviewed the following participants:

- User A (Female) is an administrator at NPM. She wants a more streamlined way to reach out to students, and to keep track of who has access to contact information for different groups/subgroups. She also wants to find a way to determine who is reading their announcements and newsletters.
- User B (Male) is a professor at Ross School of Business. He wants to keep up with faculty news, academic information, upcoming event details, and to connect with other professionals.
- User C (Male) is a second-year MBA student at Ross School of Business. He wants to check out internship programs that are available to him, locate information about upcoming events and sessions, and connect with professors and alumni.
- User D (Female) is a second-year MSW student at the School of Social Work. She wants to check out nonprofit related news and events, as well as develop her nonprofit management skills.
- User E (Male) is a first-year MBA student at Ross School of Business. He wants to develop knowledge/skills surrounding nonprofit management, find connections for networking at nonprofit groups and information about active nonprofit career/internship application opportunities.
- User F (Female) is a project coordinator at Ford School of Public Policy. She wants to coordinate with NPM on some events and provide students opportunities to meet with other professionals.

Due to the busy schedules of the project team members and potential interview subjects, and the tight project timeline, the team was unable to schedule as many interviews as they would have liked. In an attempt to gather information from as many users as possible, the team created an online survey containing questions that covered the same topics as the interviews. The survey was sent out to those who had expressed interest in being interviewed, but had not been successfully scheduled for an interview. The team received responses from six additional users as a result of this initiative, which greatly added to the knowledge base being assembled about the users of NPM's website.

The team analyzed the interview data by sharing and discussing interview notes, and pinpointing each user's key needs, values and goals. From there, the team identified behavioral patterns among audience segments and mapped those to specific human characteristics and goals. This process fed directly into the creation of user personas and scenarios.

PERSONAS AND SCENARIOS

Personas are “a summary representation of [a] system’s intended users”², while scenarios “set the stage for an interaction between a web site and a user”³. Together, these documents facilitate conversations about the site’s target users, their goals in using the site, as well as the context of their use and motivations by literally putting a face and name to the system’s users and their interactions with the system.

For this project, four personas were created based on the user interviews and survey data from key audience segments who will use the redesigned website. These personas represent students from the Ross School of Business and School of Social Work, prospective students and community members⁴. Each persona contains representative motivations, goals, and “pain points” for the underlying demographic based on the current NPM site. Accompanying scenarios provide additional depth to the personas and insights into how the site will meet target users’ needs. A sliding scale of likely behaviors is also provided for each persona to reflect users’ work experience, familiarity with the Internet and social media, and interest in social sector news and career opportunities. The personas and scenarios created for the NPM website are attached as **Appendix B**.

COMPETITIVE ANALYSIS

A competitive analysis exposes the strengths, weaknesses, similarities and differences among the websites evaluated. Typically, the websites selected for a competitive analysis fall within one of the following categories: direct competitors (targeting the same audiences and offering the same services as the target website⁵), partial competitors (targeting a similar audience, but does not provide all of the same), indirect competitors (offering the same functions or services in a different way than the target website), or analogous competitors (targeting a different audience, but offering interesting functions that the target website could benefit from). For this project, the websites analyzed were mostly partial or indirect competitors to NPM. NPM’s current website was analyzed against six similar sites listed below:

- Hauser Center for Nonprofit Organizations at Harvard⁶
- Social Enterprise Initiative at Harvard Business School⁷
- Center for Social Innovation at Stanford⁸
- Tuck Center for Business & Society at Dartmouth⁹
- Social Enterprise at Kellogg (Northwestern)¹⁰
- Center for the Advancement of Social Entrepreneurship at Duke University¹¹

² Brown, D. (2007) *Communicating Design: Developing Web Site Documentation*, Berkeley: New Riders, 15.

³ *Ibid.*, 21.

⁴ Despite the team’s recruiting efforts, there were no interview subjects or survey respondents who identified as students at Ford School of Public Policy, so a persona was not created for that group, although it is an important target audience for NPM’s programs and website.

⁵ Kuniavsky, M. (2003) *Observing the User Experience: A Practitioner’s Guide to User Research*. San Francisco: Morgan Kaufmann Publishers.

⁶ <http://www.hks.harvard.edu/hauser/>

⁷ <http://www.hbs.edu/socialenterprise/>

⁸ <http://csi.gsb.stanford.edu/>

⁹ <http://businessandsociety.tuck.dartmouth.edu/>

¹⁰ <http://www.kellogg.northwestern.edu/Departments/seek.aspx>

¹¹ <http://www.caseatduke.org/>

The following dimensions were captured by the analysis:

CONTENT AND CONTENT ORGANIZATION including featured homepage content, top-level navigation and audience segmentation as well as the inclusion of relevant courses and professors

COMMUNICATION TOOLS INTEGRATION including the availability and prominence of links to social media channels as well as newsletter sign-up

The resulting competitive grid reflects the information captured from each of these sites across these dimensions, as well as strengths and weaknesses identified in the evaluation. The competitive analysis grid is attached as **Appendix C**.

HEURISTIC EVALUATION

The heuristic evaluation is classified as a “discount usability method” because it does not involve recruiting users or any special equipment, and can be done quickly with extremely effective results. During a heuristic evaluation, a system or website is examined by a small set of evaluators to identify usability problems in the user interface design. To accomplish this, the evaluators individually look at how well the system or site complies with a pre-determined set of established usability principles, or heuristics, by combing through the site, oftentimes while trying to complete specific tasks that have been identified as aligning with the major goals of the target system or site.¹² After conducting individual evaluations, the evaluators gather together to aggregate their findings and discuss the severity of the issues found. Issues are typically assigned a severity rating on a four to five-point scale, based upon how much the issue violates one or more heuristic, as well as the degree to which it slows down or impedes a task from being completed on the site.

For this project, the team used Jakob Nielsen’s 10 usability heuristics for user interface design¹³, one of the most commonly-used sets of heuristics in the usability field due to their applicability across all different types of user interfaces. Nielsen’s heuristics consist of the following:

Visibility of System Status: *The system should always keep users informed about what is going on, through appropriate feedback within reasonable time.*

Match between System and the Real World: *The system should speak the users’ language, with words, phrases and concepts familiar to the user, rather than system-oriented terms. Follow real-world conventions, making information appear in a natural and logical order.*

User Control and Freedom: *Users often choose system functions by mistake and will need a clearly marked ‘emergency exit’ to leave the unwanted state without having to go through an extended dialogue. Support undo and redo.*

Consistency and Standards: *Users should not have to wonder whether different words, situations, or actions mean the same thing. Follow platform conventions.*

¹² Nielsen, J. (1994) Heuristic Evaluation. In J. Nielsen and R. Mack (Eds.), *Usability Inspection Methods*. New York: John Wiley & Sons.

¹³ <http://www.nngroup.com/articles/ten-usability-heuristics/>

Error Prevention: *Even better than good error messages is careful design which prevents a problem from occurring in the first place. Either eliminate error-prone conditions or check for them and present users with a confirmation option before they commit to the action.*

Recognition Rather than Recall: *Minimize the user's memory load by making objects, actions and options visible. The user should not have to remember information from one part of the dialogue to another. Instructions for use of the system should be visible or easily retrievable whenever appropriate.*

Flexibility and Efficiency of Use: *Accelerators – unseen by the novice user – may often speed up the interaction for the expert user such that the system can cater to both inexperienced and experienced users. Allow users to tailor frequent actions.*

Aesthetic and Minimalist Design: *Dialogues should not contain information which is irrelevant or rarely needed. Every extra unit of information in a dialogue competes with the relevant units of information and diminishes their relative visibility.*

Help Users Recognize, Diagnose and Recover from Errors: *Error messages should be expressed in plain language (no codes), precisely indicate the problem, and constructively suggest a solution.*

Help and Documentation: *Even though it is better if the system can be used without documentation, it may be necessary to provide help and documentation. Any such information should be easy to search, focused on the user's task, list concrete steps to be carried out, and not be too large.*

Two rounds of heuristic evaluations occurred during this project. During the first round, three team members analyzed NPM's website individually using Nielsen's heuristics but no other formal structure as a first pass to identify any glaring violations of the heuristic principles. During the individual evaluations, team members documented all of the issues that they found in spreadsheets. Afterwards, the team members who conducted the evaluations came together and compared the issues that they found and their severity levels¹⁴.

The team conducted a second round of heuristic evaluations using the personas as additional guides (See **Appendix B**) Each team member evaluated the NPM website from the perspective of one or two personas. Additionally, each persona had two to three specific tasks written for it that were tied to tasks that came directly out of the user interviews for that audience segment. Examples include finding out how to apply for one of NPM's core programs or learning more about internship opportunities. Like the first round of heuristics, team members documented the instances where one or more heuristic principle was violated in spreadsheets. After the individual evaluations were complete, the team came together and reviewed the issues that they had discovered. Team members created an exhaustive list that comprised all of the issues found (See **Appendix D**), and as a group reviewed the list, identifying the most prominent or severe issues and separating them out to be highlighted in the Findings and Recommendations section of the Final Report.

¹⁴ A 5-point severity scale was used for heuristic evaluations in this project, from 0 to 4, where 0 means "I don't feel that this is a usability problem", and 4 means "Major issue, likely preventing users from completing important tasks, and should be addressed as soon as possible."

FINDINGS AND RECOMMENDATIONS

The major area addressed by these findings and recommendations is site navigation – three of the six highlighted issues deal with site navigation on some level. Other findings discuss website content and the Center’s identity.

FINDING 1: IT IS DIFFICULT FOR USERS TO DETERMINE WHERE THEY ARE WITHIN THE WEBSITE’S STRUCTURE, MAKING IT HARD TO NAVIGATE.

Based on the data collected from interviews, the competitive analysis and heuristic evaluations, the team found that one of the biggest usability issues present on NPM’s current site is the failure to provide efficient navigational hints to inform users about their location within the site, which prevents users from exploring the site freely. This larger general finding can be broken out into four sub-findings:

1.1 THE CURRENTLY SELECTED NAVIGATION CATEGORY IS NOT HIGHLIGHTED OR DIFFERENTIATED IN THE SITE’S MAIN NAVIGATION BAR, NOR ARE WAY-FINDING BREADCRUMBS PROVIDED, SO IT IS HARD FOR USERS TO TELL WHAT SECTION AND/OR PAGE OF THE SITE THEY ARE ON, OR THE PATH THAT LED THEM TO THE PAGE.

Figure 1 provides an illustration of the issue. The screenshot of the main navigation section is from the **FACULTY COMMITTEE** page within the **ABOUT NPM** section of the site. This page is two levels deep in the site’s navigational hierarchy, but it is impossible for the user to tell that. The only way the user could tell that he is in the **ABOUT NPM** section is from the beige section heading box on the left of the screen, which changes when the user goes to a different section of the website. This method of providing navigational information to the user strays from best practices, and violates the Visibility of System Status and User Control and Freedom heuristic principles.



Figure 1 - NPM website's main navigation, with problem areas highlighted.

1.2 LINKS POINTING USERS “BACK TO” PARENT SECTIONS ARE STATIC AND DO NOT ACCOUNT FOR ALL POSSIBLE PATHS THAT COULD BRING THE USER TO THAT PAGE.

The links “Back to...” parent sections or referring pages located at the bottom of a number of pages on the NPM website sometimes refer to pages and/or parent sections that users have not visited before. For example, **Figure 3** shows Summer Internship Funding Support information on the **CURRENT NEWS AND EVENTS** page. Clicking on the link for more details and the application takes users out of the **CURRENT NEWS AND EVENTS** section, and into the **STUDENTS** section of the website. At the bottom of the **2013 SUMMER INTERNSHIP FUNDING SUPPORT** page, users are presented with only one “Back to...” link, directing them to **INTERNSHIP FUNDING**, the parent page to the application page, also located in the **STUDENT** section. (See **Figure 2**) There is no link to return users to the **CURRENT NEWS AND EVENTS**

NEWS AND EVENTS page, which could lead to confusion, and circles back to Issue 1.1 addressing users getting “lost” within the NPM site’s structure.

1.3 THE CURRENT AUDIENCE SEGMENTATION ON THE NAVIGATION BAR DOES NOT ADDRESS ALL OF MAJOR USER GROUPS OF NPM’S WEBSITE.

During the user interviews, three student users with varied school associations mentioned that the NPM website was useful to them as prospective students making decisions about what schools to apply to and attend. User E stated that he thought the NPM site “did a good job for prospective students at the beginning of the year”. Having previous working experience with nonprofit groups, User E desired to apply only to MBA programs that had a strong nonprofit component.



Figure 3 - Current New and Events Page, featuring a link to the application for summer internship funding support.



Figure 2 - Student Internship Funding Support page, linked to from the News and Events page. *Inset:* the “Back to” link keeping users within the Students section of the website.

Checking out the core programs offered on NPM’s website helped him to decide whether he should apply to the Ross School of Business. He said that although NPM was not the ultimate deciding factor for his decision to attend Ross, it was a definite plus. “I probably wouldn’t have applied if the school didn’t have a non-profit component.”

User C stated that he initially heard about the Domestic Corps program, and by extension, NPM, from other students when visiting as a prospective student. The project team felt that there was enough evidence of use of NPM’s website by prospective students looking for information about nonprofit-related programs and groups to warrant the creation of a Prospective Student persona to represent this prominent audience segment. (See **Appendix C**) This is an audience that is not being addressed directly by the current navigational and informational structure on the website.

Another user that was interviewed mentioned that she would like to see more general nonprofit-related news and resources and information about the three partner schools’ academic and extracurricular tracks and skills that would best prepare students for careers in nonprofit management. Information of this nature would not only be helpful for students using the site, but also of interest to prospective students making decisions about school applications.

RECOMMENDATIONS FOR FINDING I

I.1 NAVIGATIONAL IMPROVEMENTS SUCH AS HIGHLIGHTING THE ACTIVE WEBSITE SECTION ON THE MAIN NAVIGATION BAR AND MOVING SUB-LINKS TO A SIDEBAR NAVIGATION, PROVIDING BREADCRUMBS AT THE TOP OF EACH PAGE, AND CREATING A SITEMAP WOULD GREATLY IMPROVE THE SITE’S NAVIGABILITY FOR USERS.

The competitive analysis (See **Appendix C**) showed that three of the six websites analyzed feature breadcrumbs to help users keep track of their place within the website, (See **Figures 4** and **5** for examples) and that four of six offer a secondary or alternative navigation section in a sidebar, along with highlighting the active website section. (See **Figures 6** and **7**)

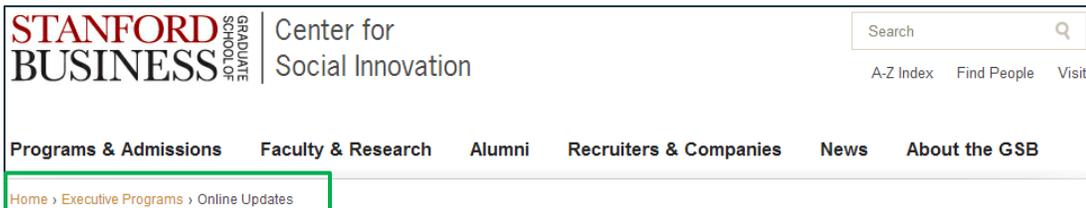


Figure 4 - Stanford Center for Social Innovation main navigation, with breadcrumb structure.



Figure 5 - Kellogg Social Enterprise main navigation, featuring breadcrumb structure.

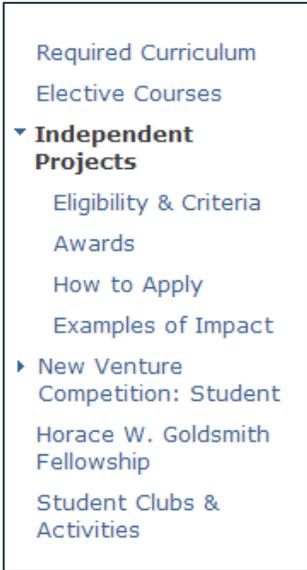


Figure 7 - Sidebar navigation structure on Harvard Social Enterprise site.

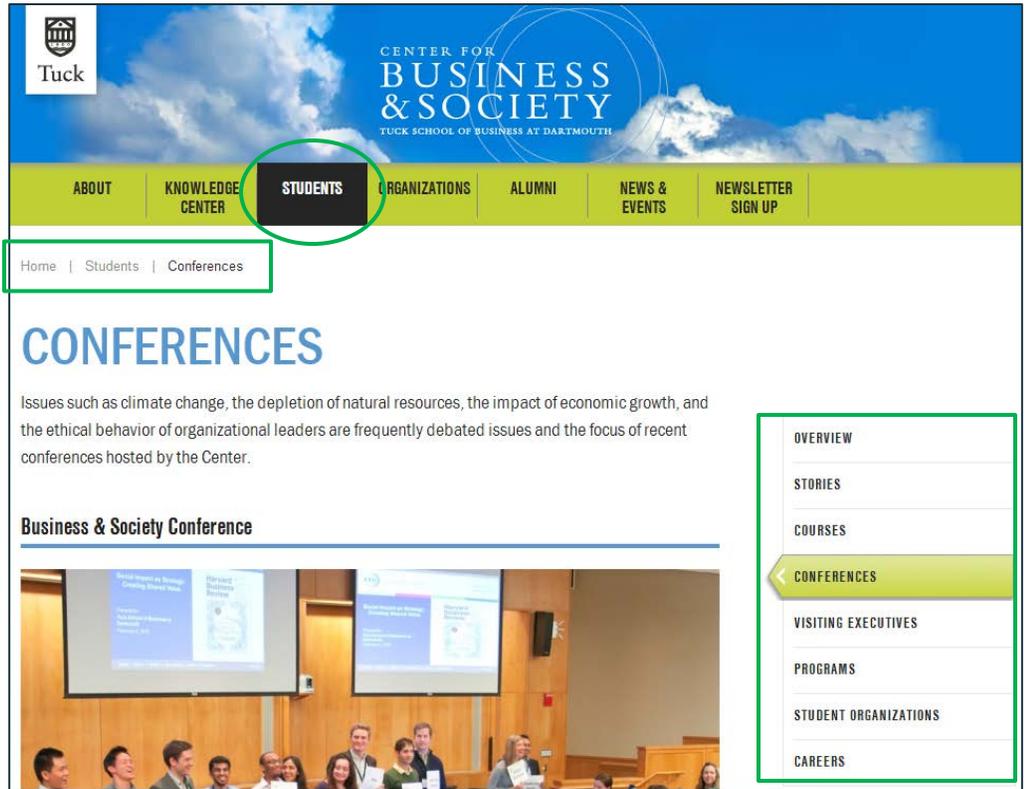


Figure 6 - Tuck Center for Business and Society site page, featuring highlighting on the top navigation, a secondary navigation section in the sidebar, and a breadcrumb structure.

1.2 CONVERT THE “BACK TO” STATIC LINKS TO DYNAMICALLY GENERATED LINKS THAT WILL DIRECT USERS TO THE CORRECT SECTION PARENT, OR SWITCH TO A BREADCRUMB STRUCTURE.

NPM’s current website is built using PHP code, which allows for the generation of dynamic links and content. As mentioned above, users should be able to easily return to the directing page or parent section without having to rely on the back button of their browser. Adding a breadcrumb structure to the website would be the ideal solution for this aspect of navigation, but if the preference is to retain navigation links at the bottom of each page, have them be generated using PHP code that will create a link to the page that the user actually came from.

I.3 RETAIN AND EXPAND AUDIENCE SEGMENTATION IN THE TOP-LEVEL NAVIGATION.

The site should continue to direct key audience segments to content specific to their needs and interests, such as is currently being done in the Students and Nonprofit Organizations sections. Additionally, adding specific sections in the main navigation for Alumni and Prospective Students will engage those target audiences more directly, and help them navigate the site more meaningfully. **Figure 8** shows an example from competitor site Harvard Social Enterprise, which does a particularly good job with audience segmentation.

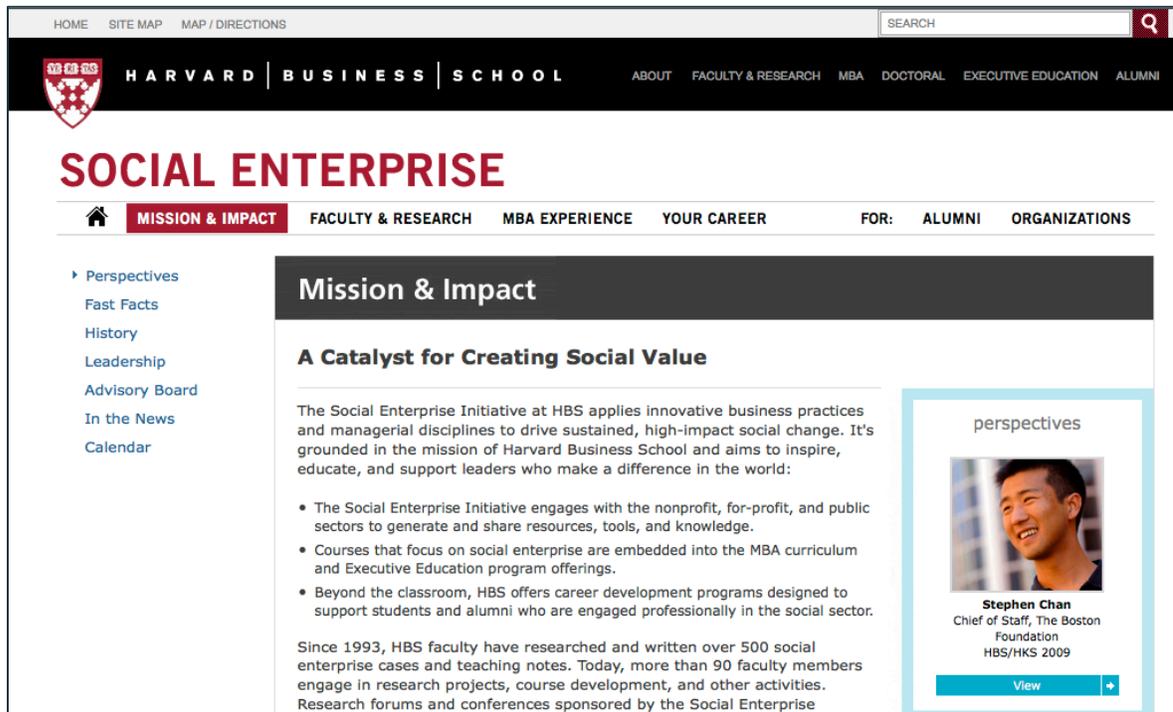


Figure 8 - Harvard Social Enterprise website, with content segmented into audiences and user needs. A preview for a video testimonial is in the right sidebar.

FINDING 2: THE CONTENT ON THE WEBSITE IS NOT CONSISTENTLY KEPT UP-TO-DATE, WHICH IS DEMONSTRATED BY THE PRESENCE OF LINKS AND OUTDATED INFORMATION ON SOME PAGES.

The heuristic evaluations (See **Appendix D**) revealed the presence of broken external links, most notably on the **CAREER RESOURCES** page. It is recommended that NPM review the lists of resources and nonprofit groups on its website and ensure that all links to external resources are working links **and** that they open the target link in a new tab or window, so that users do not lose their place on NPM's site when leaving the domain. Additionally, in places where nonprofit partners are listed, the lists do not always link to the programs (See **Figure 9** for an example). This is a great opportunity for NPM to provide exposure to the organizations that participate in its programs, and would ease the burden on a user who wants to find out more about these organizations.

Of greater concern, however, is the presence of broken links that point to internal pages about NPM programs. Although the heuristic evaluations only located one instance of a broken internal link (pointing to information about the **NPM Peer Career Counselors** program on the sidebar of the **CAREER RESOURCES** page, it is still a critical issue that can affect users' perceptions of a website's, and by extension, organization's credibility, particularly with users in their twenties¹⁵. There appeared to be no other mention of the Peer Career Counselors on the NPM website, so it is unclear whether this program is still in existence.

Finally, some important content on the website appeared to be outdated, which could again affect credibility judgments or confuse users. An example of this can be found on the **DOMESTIC CORPS - NONPROFITS** page, in the "Additional Links" section, (See **Figure 11**) where two different links, one pointing to **2012 Domestic Corps projects** and the other to **Past Domestic Corps projects**, link to the same page.



Figure 9 - List of participating organizations in the Board Fellowship Program, which does not link to the websites of the organizations.

RECOMMENDATION 2: CONDUCT AN INVENTORY OF THE ORGANIZATIONS/RESOURCES THAT THE SITE LINKS TO AND IDENTIFY AND REPAIR BROKEN LINKS. KEEP CONTENT THROUGHOUT THE SITE UP-TO DATE.

As NPM approaches a website redesign, it would be a good exercise to conduct a content inventory to identify out-of-date content (such as the Peer Career Counselors program, if it is no longer active) and broken links. For all links to relevant information and organizations, correct the links to point to active websites and pages. Eliminate or rewrite any content that refers to nonexistent programs or in general isn't "fresh", and going forward, develop a schedule to review website content that tends to get updated less frequently and update as necessary.

2.1 RETAIN AND EXPAND FEATURED COURSES AND FACULTY CONTENT. CONSIDER SUPPLEMENTING STATIC CONTENT WITH VIDEOS THAT HIGHLIGHT STUDENT EXPERIENCES OR FACULTY WORK IN THE NONPROFIT SECTOR.

It is imperative that some content in particular be kept up-to-date, including date-sensitive sections such as faculty and course information. Whenever possible, provide course information and access to the syllabus for the most recent semester in which the course was offered. Core program information is another area that should be targeted for frequent updates: in the case of the Domestic Corp Projects link issue, replacing the **2012 Domestic Corps projects** link with a link to the **2013 DOMESTIC**

¹⁵ Fogg, B. J., Marshall, J., Kameda, T., Solomon, J. Ragnekar, A., and Boyd, A. Web credibility research: a method for online experiments and early study results. In: Proceedings of CHI 2001 extended abstracts on human factors in computing systems, 2001:61-68

CORPS PROJECTS page, which is accessible from the **DOMESTIC CORPS – STUDENTS** page would allow users from nonprofit groups to easily view upcoming and current projects.

Another suggestion for content that would keep pages containing static content feeling fresh (such as general program information pages) is to add videos highlighting featured alumni, student experiences or exciting faculty research coming from NPM. Several websites examined in the competitive analysis (See

Appendix C) had a video component featuring similar content. **Figure 10** shows the Tuck Center for Business & Society at Dartmouth’s use of video content to feature students telling stories about their experiences with the Center. Additionally, **Figure 8** shows a preview in the right sidebar area for an alumnus testimonial in the “Perspectives” section of the Harvard Social Enterprise website.

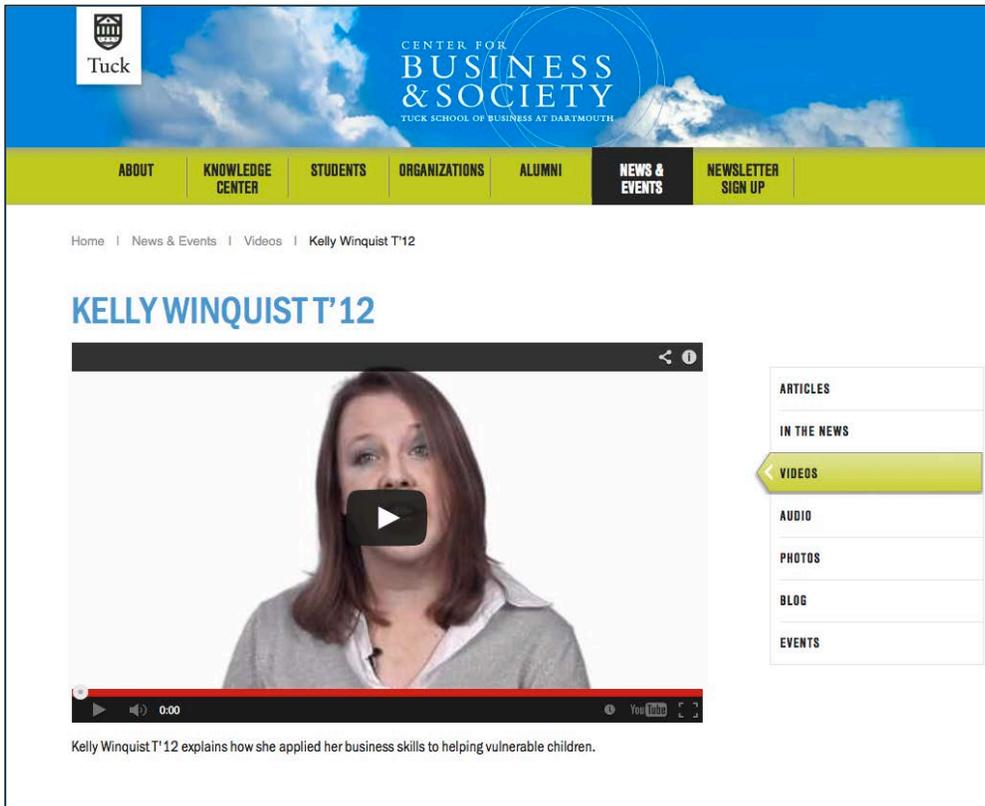


Figure 10 - Tuck Center for Business & Society at Dartmouth page featuring a student testimonial video.

FINDING 3: THERE IS IMPORTANT INFORMATION ABOUT NPM PROGRAMS AND PARTNERS THAT CAN ONLY BE FOUND IN THE “ADDITIONAL LINKS” SECTIONS AT THE BOTTOM OF PROGRAM PAGES. VALUABLE SCREEN REAL ESTATE SUCH AS THE LEFT SIDE BAR IS NOT BEING USED AS EFFECTIVELY AS IT COULD.

3.1 THE “ADDITIONAL LINKS” PROVIDED AT THE BOTTOM OF SEVERAL DIFFERENT PAGES ARE NOT LOGICAL AND LACK CONSISTENCY.

For example, the **DOMESTIC CORPS – STUDENTS** and **DOMESTIC CORPS – NONPROFIT** pages (See **Figures 11** and **12**) have similar “Additional Links”, such as **FAQ** and **Past Projects**, but are displayed in different orders. On the **DOMESTIC CORPS - STUDENTS** page, there is a link taking users to the **DOMESTIC CORPS – NONPROFIT** page, but on the there is no link to the **DOMESTIC CORPS – STUDENT** page from the Nonprofit page, which lacks logic and consistency.



Figure 11 - The Additional Links section on the Domestic Corps - Students page, featuring a link to the Nonprofit page.



Figure 12 - The Additional Links section on the Domestic Corps - Nonprofit page

Additionally, the link names within the “Additional Links” sections do not always match the title of the pages they point to. On the **DOMESTIC CORPS - NONPROFIT** page in **Figure 11**, the link **Complete nonprofit partners list** directs users to a page titled **DOMESTIC CORPS ORGANIZATION SITES** (See **Figure 13**), which could confuse users. This is a violation of the Consistency and Standards heuristic principle.

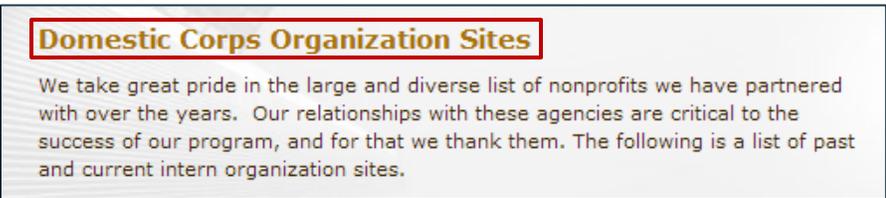


Figure 13 - The Domestic Corps Organization Sites page, which is accessed from a link with the mismatched title "Complete nonprofit partners list".

3.2 PAGES THAT OFFER ADDITIONAL DETAILS ABOUT CORE PROGRAMS AND EVENTS ARE ONLY ACCESSIBLE THROUGH LINKS AT THE BOTTOM OF THE PAGE.

The heuristic evaluations (See **Appendix D**) showed that important information such as FAQs and lists of partner organizations for core programs and upcoming NPM events are located at the bottom of the page in the “Additional Links” section. (See **Figure 14** for an example) It is hard for users to find this information since it is not available in the main navigation bar. Since the “Additional Links” section is presented after the page content, there is a good chance that users might not know that this information exists unless they happen to scroll to the bottom of the page.



Figure 14 - Additional Links section from the bottom of the Board Fellowship Program page in the Student section of the current NPM website.

3.3 THE CURRENT USE OF THE SIDEBAR SECTION OF THE NPM WEBSITE IS STATIC AND DOES NOT TAKE ADVANTAGE OF THE VALUABLE SCREEN REAL ESTATE.

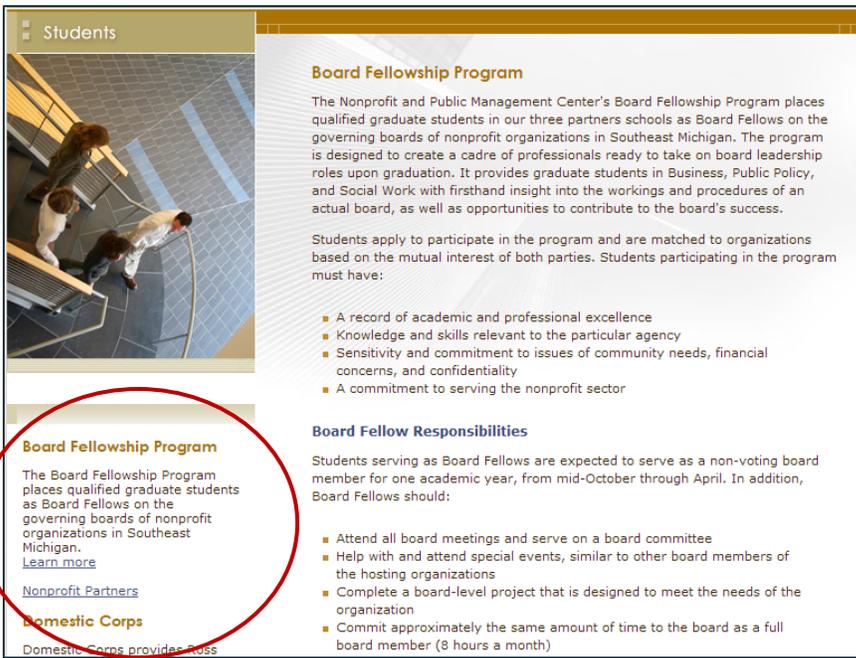


Figure 15 - NPM Board Fellowship Program page with sidebar showing redundant links.

On most pages of the NPM website, the left sidebar area offers brief summaries and links for additional information about the Board Fellowship Program and Domestic Corps, and a link to NPM's monthly newsletter. (See **Figure 15**) Even if the user navigates to a page using a link in the sidebar, such as the **BOARD FELLOWSHIP PROGRAM** page, the sidebar content remains the same, providing redundant links to the user. This is not an efficient use of the sidebar section of the page, which is "above the fold"¹⁶, making it a section users are more likely to explore visually.

RECOMMENDATION 3: MAKE "ADDITIONAL LINKS" MORE CONSISTENT BY STREAMLINING VOCABULARY AND AVAILABILITY. MOVE LINKS THAT CONTAIN IMPORTANT INFORMATION TO SECONDARY NAVIGATION IN SIDEBAR.

Language and vocabulary should be consistent across the entire NPM website, which will give the website a more polished feel, as well as comply with Nielsen's heuristic principles about Consistency and Standards and Error Prevention. Avoid the use of links that invite the user to "click here" to access something specific. Link titles should match the page titles that are being linked to whenever possible.

As part of the content inventory discussed in Recommendation 2, someone with knowledge of NPM's structure, core programs and mission should evaluate all existing "Additional Links" to identify any that are unnecessary or redundant, as well as those that provide important information that should be presented in a more prominent section of the page, or even moved to the main navigation area.

Converting to a navigational structure featuring a main navigation bar and dynamic secondary navigation in the left sidebar (**Figures 6, 7 and 10** show examples of sidebar navigation structures on competitors' websites) would clarify the site's structure and available content a great deal. A navigation structure would be a much more efficient use of the valuable sidebar space on the NPM site than the current content.

The main navigation bar's current pop-down menus presenting sub-pages are helpful for users who may be quickly trying to get to a specific page, but adding links to those same sub-pages as well as the important links from the "Additional Links" inventory for that site section to a secondary sidebar

¹⁶ Refers to the sections of a webpage that are visible to the user without scrolling. More information on this design principle can be found at <http://www.nngroup.com/articles/scrolling-and-attention/>

navigation will increase navigation flexibility for users. The link to the **NPM newsletter** is an important link in the current static sidebar structure that should continue to reside there.

FINDING 4: THERE IS NO GENERAL LIST OF ALUMNI WHO WERE INVOLVED WITH NPM OR WORK IN THE NONPROFIT SECTOR AVAILABLE ON NPM'S SITE.

During several user interviews with students, they expressed interest in having access to a list of alumni who they reach out to for networking or learn more about their career paths after being involved with NPM as students. The team's heuristic evaluations (See **Appendix D**) found that although the **ALUMNI RESOURCES** page contains a form for alumni to complete providing information about their current positions, there is nowhere on the NPM site that presents a general list of alumni information. It is unclear where the information from the form goes.

A point of note is that while the **ALUMNI RESOURCES** page contains links to social media groups associated with NPM such as its Facebook page, Twitter account and LinkedIn group for students and alumni, there are no other references to NPM's social media presence besides a small LinkedIn icon on the homepage. The use of social media tools by NPM is addressed more specifically later in this report.

RECOMMENDATION 4: MAKE ACCESS TO BIOGRAPHICAL AND CONTACT INFORMATION FOR ALUMNI EASILY ACCESSIBLE FROM A CENTRAL LOCATION ON THE NPM WEBSITE.

In order to provide current students with the networking opportunities they are looking for, as well as inform other user groups such as prospective students about potential career paths after involvement with NPM, a general list of alumni biographical and contact information should be made available on the NPM website. Alumni should have the choice to opt in to the list, as well as how much information about them is included. For purposes of privacy, this is an instance where requiring users to sign in with their username and password would be appropriate.

General information about alumni activities and careers to non-university affiliated user groups unable to log in to the site, such as prospective students, could be presented as spotlight articles and videos on alumni of note (as discussed in Recommendation 2.1). If, as recommended earlier, a website section devoted entirely to the alumni audience is created, alumni could have the opportunity to access the general alumni list from there, as well as contribute a story or nominate a fellow alumnus to be spotlighted. Interaction with NPM as an alumnus would be incentivized, and compelling stories would encourage repeat visits to the site. Stanford's Center for Social Innovation website has a section called "GSB Social Innovators", (See **Figure 16**) which illustrates how alumni can be featured in varying degrees of detail, as well as offering the opportunity for alumni to share their stories or the stories of other alumni doing great things.

GSB Social Innovators

They are inventing the future

Our community of students, alumni, faculty, and program participants is actively engaged in creating a more just, sustainable, and prosperous world.



[Penny Pritzker's Latest Challenge: Helping Fix Public Schools](#)

Public education that prepares a workforce for tomorrow's needs is the cause that most challenges her, said Penny Pritzker, JD/MBA '84, the 2011 recipient of the business school's Arbuckle Award.



[Stanford Biodesign Program](#)

Founded 10 years ago, the Stanford Biodesign Program is a training incubator in medical technology that brings together multidisciplinary teams of medical, engineering, law and business school students to address unmet medical needs with innovative approaches.



[Jacqueline Novogratz \(MBA '91\)](#)

Jacqueline Novogratz is founder and CEO of Acumen Fund, which builds financially sustainable and scalable enterprises delivering affordable clean water, health care, and housing to the poor so that they can make their own decisions and solve their own problems.



[Deepa Gangwani \(MBA '04\)](#)

Echoing Green Fellow and GSB alumna, Deepa Gangwani, created Together as One (TaO), a social enterprise that generates income opportunities for marginalized communities in India while providing communities with incentives to sort and segregate waste.



[Greg McKeown \(MBA '08\)](#)

meet the fellows

- **Zachary Levine:**
ElevatED
- **Reid Saaris:**
Equal Opportunity Schools
- **Federico Lozano:**
Puentes Global
AUDIO: Progress Report
- **Chari Ratwatte:**
Rural Returns
- **Kwabena Amporful:**
Institute of Teacher
Education and Development
(INTED)
- **Brenden Millstein:**
Carbon Lighthouse
Association

share your story

- Share with your peers the causes you care about, how you are contributing to them, and the lessons you learn in the process, or
- Let us know of one of your peers who is too modest or busy to let us know about the great work s/he is doing.

[\[Share now\]](#)

Figure 16 - Stanford Center for Social Innovation's Social Innovators page, providing information about alumni of note.

FINDING 5: THERE IS NO CENTRAL LOCATION ON THE NPM WEBSITE WHERE IMPORTANT DOCUMENTS CAN BE ACCESSED.

NPM's website provides links to applications and forms that students use to apply to for core programs and internship funding. However, these documents are dispersed throughout the website, usually within the program information page. If users are returning to the website to quickly access and download an application or other document, they currently have to find the program of interest and sift through the page to find the links for these documents. For example, as shown in **Figure 17** students looking for the application for summer internship funding have to go over three-quarters down the **2013 SUMMER INTERNSHIP FUNDING SUPPORT** page to find the link. For other programs, the link to the application, if there is even one present, is located in similarly easy-to-overlook locations.

2013 Summer Internship Funding Support

NPM will award competitive grants for nonprofit and public management internships to students pursuing graduate degrees in the Ford School of Public Policy and the School of Social Work. Grants are also available for both MBA and BBA students in the Ross School of Business. Only internships served prior to graduation from U-M are eligible (i.e. students must graduate no earlier than December 2013).

How the Program Works

NPM solicits applications in the winter semester. Selected students must have:

- A record of academic and professional excellence
- Knowledge and skills relevant to their selected organization
- A desire to extend themselves beyond their previous experiences
- A commitment to the nonprofit or public management sector

Currently, NPM only supports funding for internships with nonprofit organizations and government agencies. Graduate internships must be at least 10 weeks in length and total available funding (including any NPM support) must not exceed \$10,000. Total available funding (including any NPM support) for BBAs must not exceed \$6,000 for 10 weeks.

Accepted students are awarded up to a maximum of \$2,000 each to defray costs associated with their internships, including those with a limited stipend and with organizations anywhere in the U.S. or abroad.

Please note that the 2013 fund does not support field placements or projects that are undertaken for course credit. Only internships that fit our remaining criteria are eligible.

Regardless of the applicant's current school, NPM follows the Ross School of Business' policy regarding student international travel. NPM does NOT support internships in countries on the [U.S. Dept. of State Travel Warning List](#).

Award recipients are required to submit the following deliverables to NPM throughout the summer:

- Project plan confirmation
- Mid-term feedback
- Final project deliverable or report

NPM will provide a full description of these deliverables prior to the start of your internship.

How to Apply

Applications are due via email to nonprofit@umich.edu by either **March 15 or April 15, 2013**. There are two deadlines; funds will be available for each round, but students are encouraged to apply early. Please review [application instructions](#) prior to applying. The application package includes:

- [Application form](#)
- Current resume
- Offer letter from host organization

Figure 17 - NPM 2013 Summer Internship Funding Support page, with the application link buried within the content.

RECOMMENDATION 5: CREATE A PAGE WITHIN THE RESOURCES SECTION OF THE WEBSITE THAT CONTAINS LINKS TO ALL IMPORTANT DOCUMENTS.

Users would benefit from having one central location where important documents and applications can be accessed. Given the current structure of the NPM site, the proposed **IMPORTANT DOCUMENTS AND APPLICATIONS** page could be a sub-page under the **RESOURCES** section. This would comply with Nielsen's Flexibility and Efficiency of Use heuristic principle, allowing returning or expert users to quickly locate important documents without having to search through the website. The new page is not intended to replace the document links on the information pages about the corresponding programs, but the links on those pages would benefit from being added to a secondary navigation on the sidebar, or at least being identified more prominently to avoid getting lost in a sea of text.

FINDING 6: NPM'S PUBLIC IDENTITY AS AN ORGANIZATION WITHIN THE UNIVERSITY COMMUNITY IS NOT AS WELL-DEVELOPED AS IT COULD BE.

According to several user interviews, the connection between NPM and its three partner schools is not well-defined. It is unclear to some users whether NPM is directly affiliated or operated under one partner school, with connections to the others, or if the Center is its own entity.

Relatedly, the "About NPM" section on the homepage is not prominently placed. On some screens it is "below the fold", or visible only if the user scrolls down. Additionally, as mentioned in Finding 4, while there is a link to NPM's LinkedIn group on the homepage, there is no mention of its Facebook page or Twitter account. NPM's Twitter account currently appears inactive, which is a missed opportunity to broadcast NPM's mission and its activities within the community that support that mission.

RECOMMENDATION 6: NPM SHOULD FOCUS ON ESTABLISHING ITS IDENTITY AND PRESENTING IT THROUGH ITS WEBSITE, NEWSLETTER AND SOCIAL MEDIA OUTLETS.

NPM should work on clarifying the nature and strength of its relationships with its partner schools in descriptions of the organization. This will provide prospective students, current students and other user groups with a better understanding of NPM’s mission and the role that the partner schools play in achieving it. One way that identity can be emphasized is through design. Since NPM is its own entity, it has the freedom to break from the mold of cookie-cutter professional organization websites and go with a bold design that is pervasive through the site and provides for the clear communication of its mission and structure to its audience. Users should be able to instantly recognize they are on the NPM site, and not, for example, the Ross School of Business site. Thus, the team recommends that, when considering the design of the new website, there should be a focus on establishing and emphasizing NPM’s unique identity.

Although the design of the overall site leaves something to be desired, an example of a competitor that has developed a strong individual identity through site design is the Tuck Center for Business & Society at Dartmouth, shown in **Figure 18**.



Figure 18 - The Tuck Center for Business & Design at Dartmouth has created a strong identity, independent of the Tuck or Dartmouth site's designs.

The “About NPM” summary on the current homepage should be more prominently featured. Whether in the homepage’s main content area or in a sidebar, the “About NPM” summary should be featured “above the fold” so that new visitors will be able to get a quick overview of NPM’s mission and identity within the university. The homepage summary should also link to the **ABOUT NPM** page, so users can learn more about the Center if they desire.

Finally, NPM should retain and expand links to communication tools and channels. The site should continue to provide a pathway to sign up for its monthly newsletter on the homepage and include links to all active social media channels in the header, footer, or sidebar of each page of the site. A number of the sites examined in the competitive analysis (See **Appendix C**) place their Twitter streams on the homepage. If NPM decides to become more active on Twitter, adding its Twitter stream to the homepage would demonstrate that it is active in the community and encourage users to follow NPM on Twitter, increasing engagement and interactions with its audience. Harvard Social Enterprise is one example of an organization that prominently features its Twitter stream. (See **Figure 19**)

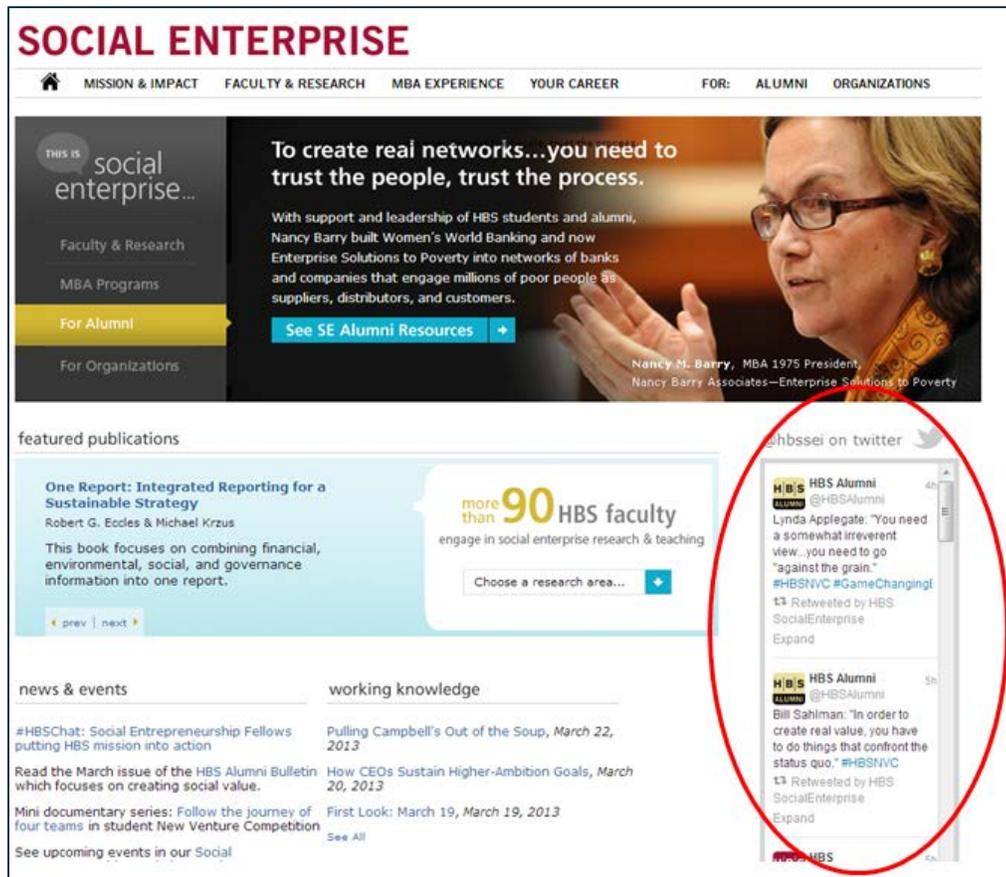


Figure 19 - Harvard's Social Enterprise site prominently displays their social media presence, showing visitors that they are active in the field.

DISCUSSION

This report highlights the main findings and recommendations that the team feels could most improve the user experience on NPM's website. Some of the recommendations can be implemented fairly easily on the current NPM website, but it is the team's hope that all of its recommendations will be taken into consideration when the redesign of the website occurs.

There were several limitations to this project. First, the timeline for the project was abbreviated due to the short semester length at the University of Michigan, as well as time lost during the process of project team formation, which did not happen until the end of February. Although the team

accomplished almost everything that it set out to, having more time would certainly have allowed for more analysis or additional activities.

A second limitation was the lack of response from any students at the Ford School of Public Policy to requests for user interviews. As a result, any unique needs or motivations of public policy students for being involved with NPM and going to the website were unable to be taken into account for this project. The team decided that it was better to leave the entire audience segment out when creating personas, because creating a representative user for a group that there was no user interview data from could lead to false generalizations and conclusions, and would not be in the spirit of user experience research and design.

If there were more time to complete the study, it would be useful to conduct some benchmark usability testing with users from NPM's major audience segments, in order to get a sense of how severely this report's major findings impact their experiences, and to then repeat testing throughout the website redesign process to inform design decisions and gauge effectiveness of changes to structure and content. Additionally, digging into the website's analytics to identify the sources of traffic, how long users spent on the site, and what pages they visited would provide another layer of insight into how NPM could improve the experience of using their website when it undergoes a redesign.

CONCLUSION

This project aimed to evaluate the University of Michigan Nonprofit and Public Management Center's current website and provide recommendations to inform an upcoming website redesign that will better address all of NPM's major target audiences, highlight its core programs, and clearly communicate NPM's mission to serve as a campus resource for nonprofit sector activity that is accessible to members of the university community beyond its partner schools. The six major findings related to navigational structure, the age of site content, providing users with easy access to content they are looking such as detailed program information, alumni information and important documents, and NPM's identity as an organization. NPM is an organization that can provide value to a large number of the university's academic programs and student groups, regardless of whether they come from one of its partner schools, and improvements to the website made during the upcoming redesign will allow the Center to engage with this wider audience while still continuing with its core mission and programs.

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APPENDIX A – USER INTERVIEW PROTOCOL

Background

What school(s) do you go to?

Programs/Services Awareness

How did you learn about the Nonprofit and Public Management Center?

Are you aware of the Center's student programs?

Have you participated in any of the Center's student programs?

Do you receive emails about or from the Center? If so, what are the associated listservs?

Non-Profit/Social Sector Interests and Information Gathering

Do you keep up with non-profit/social sector news through any sources such as websites or blogs? If so, which ones?

Are you involved in any civic or student groups focused on non-profit work? If so, which ones?

Have you taken any courses related to non-profit or social sector work? If so, which?

Visiting NPM

Have you ever visited the NPM website?

Where do you access the NPM website? (i.e., from home, from school, mobile phone, etc.)

How often do you visit their website?

How often do you contact the Center?

How often do you visit the Center in person?

Think of your last call/email/online/ or in-person visit to the Center. Why did you contact them?

What is the best website you have used within the University of Michigan? What did you like about it?

What is the best website you have used outside the University of Michigan? What did you like about it?

APPENDIX B – NPM SITE USER PERSONAS AND SCENARIOS

Carol Smith



"I want to focus my coursework and co-curricular activities on the nonprofit sector to help prepare for a job in the field "

Carol is planning out the rest of her time at the School of Social Work including coursework and activities. She is a member of the Student Advisory Board and wants to connect with any School of Social Work graduates who have found management jobs in Health Advocacy non-profits.

Name Carol Smith
Type School of Social Work
Role Student

Motivations

- Member of the Student Advisory Board
- Interested in career development opportunities for non-profit professionals

Goals

- Take required and elective nonprofit management coursework
- Network with other students and alumni interested in the field
- Keep up with Center events and programs

Pain points

- The information about courses is not up-to-date
- Alumni networking and career pathways are not featured enough on the website

Behaviours

Interest in pursuing FT non-profit work
None Major Interest

Work Experience
None 20+ years

Method of Accessing the Internet
Desktop/Laptop Smartphone/mobile

Frequency of Visits to NPM Website
Less than once a month Several times a week

Follows non-profit sector news
Not at all Stays on top of the news

Uses Social Media
Not at all Frequently

Alexi Devers



“I want to keep track of the latest trends in the nonprofit field.”

He knows the people in NPM, and get information from them in person, so he doesn't visit NPM website often. But he found the newsletters are useful to check out all the new events going on in NPM. He would read the newsletter carefully and click into the NPM website to get more details about the event date, location, speaker, contact and so on. He also use the website to catch up for the events he missed.

Name Alexi Devers
Type Community Member
Role Professor

Motivations

- Check the NPM newsletter carefully for new events.
- Get information for the events that he missed.
- Get specific information about events from the website.

Goals

- Want to know more about the academic trend in faculty news.
- Want to attend meaningful speech, panels and events
- Want information about research, working and teaching.

Pain points

- Cannot find international news on NPM website.
- Cannot get video feed for the events he missed.

Behaviours

Frequency of visits to NPM website



Uses social media



Follows nonprofit sector news



Experience in Nonprofit Field



Familiarity with Web/Similar Sites



Involvement with NPM



Ryan Williams



"I want to attend a university that engages students with the community."

Ryan visited the NPM's website after he discovered the organization while applying to the Ford School. He worked with a nonprofit as a college student at the University of San Diego, and he wants to find a graduate program that supports student engagement with the community. Ryan wants to find out which groups are popular with Ford students, and he wants to read student testimonials about working with nonprofits in Ann Arbor.

Name Ryan Williams
Type Prospective Student
Role Prospective Student

Motivations

- Volunteered for a nonprofit for several years working with immigrant students
- Participated in a similar organization at the University of San Diego
- Learned about the NPM during the application process to the Ford School

Goals

- Wants to find a public policy graduate program that values community engagement
- To find a graduate school with a diversity of active student groups
- To work as a Foreign Service Officer after graduation

Pain points

- He can't find any student testimonials about their experiences with the Board Fellowship Program
- He was hoping to find resources for prospective students but couldn't find any. He wanted to contact current students to hear about their experiences.

Behaviours

Interest in pursuing FT nonprofit work


Work experience


Method of accessing the Internet


Frequency of visits to NPM website


Follows nonprofit sector news


Uses social media


Geoff Kruger



"I'd like to serve on a nonprofit board in my spare time once I start my career."

Geoff visited NPM's website to find out more information about becoming a Board Fellow after meeting a student during orientation who was involved with the program. He receives the email newsletter monthly, which is where he finds out about upcoming events. He doesn't have as much time as he'd like to follow news related to nonprofit management and fundraising, and finds himself just heading to Google News for more general business news if he has a spare moment.

Name Geoff Kruger
Type Ross MBA Student
Role 1st Year Student

Motivations

- Worked as the Annual Fund Manager for the Atlanta Opera prior to returning for his MBA
- Was impressed by NPM's programs when he heard about them during Go Blue Rendez-vous as a prospective student
- Wants to know how NPM can add value to his MBA studies

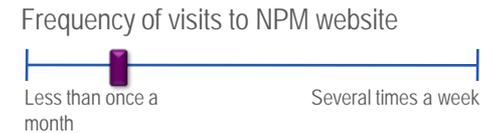
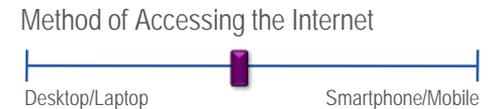
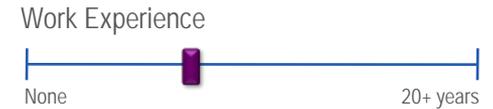
Goals

- Wants to return to Atlanta after school and pursue a career in finance, but work with local nonprofits at a higher level than before during his free time
- Hopes to secure a summer internship with a financial group or bank

Pain points

- He doesn't feel like NPM's website has information relevant to him or other students, like non-profit news, alumni contacts or job postings
- Wasn't accepted into the Board Fellowship program, so he is trying to seek out other opportunities to get involved with management
- Is unclear about how exactly NPM is related to its partner schools / U of M

Behaviours



APPENDIX C – COMPETITIVE ANALYSIS GRID

School	Michigan	Harvard	Harvard	Stanford	Dartmouth	Kellogg @ Northwestern	Duke
Center	Non Profit and Public Management Center	The Hauser Center for Nonprofit Organizations	Social Enterprise	Center for Social Innovation	Center for Business & Society	Social Enterprise at Kellogg	Center for the Advancement of Social Entrepreneurship
URL	http://nonprofit.umich.edu/	http://www.hks.harvard.edu/hauser/	http://www.hbs.edu/socialenterprise/	http://csi.gsb.stanford.edu/	http://businessandsociety.tuck.dartmouth.edu/	http://www.kellogg.northwestern.edu/Departments/seek.aspx	http://www.caseatduke.org/

Content & Content Organization

Featured Homepage Content	News and Events, Newsletter Sign-Up, About NPM, Student Advisory Board	Peter Dobkin Hall's Nonprofit News and Comments by Industry or Sectoral Issue	Featured Publications, News & Events, Working Knowledge, Twitter Feed, Student Perspectives, Faculty & Research, MBA Programs, For Alumni, For Organizations	Newsletter Sign-Up, Links to Research, Twitter feed	News, Calendar, Blog, Featured Faculty, Featured Student, Interactive Content	Program Affiliates, SEEK in the media, Featured News, Truncated program description	10 year Celebration Video, Featured CASE Knowledge, Blog, Quick Links, Featured CASE Events and News, Video Archive, and Twitter Feed
Top-Level Navigation	Home, Students, Resources, Nonprofits, News & Events, About NPM, Contact Us	Home, News, People Events, About Us, Search, Contact, Subscribe; Philanthropy, Nonprofits in China, Justice & Human Rights, Humanitarian & Development NGOs; Arts, Culture and Media	Mission & Impact, Faculty & Research, MBA Experience, Your Career; For Alumni, For Organizations	Programs & Admission; Faculty & Research; Alumni; Recruiters & Companies; News; About the GSB	About; Knowledge Center; Students; Organizations; Alumni; News & Events; Newsletter Sign Up	About, Curriculum, Faculty & Research, Extra Curricular Activities, Alumni, Careers, Contact	About CASE, Knowledge & Resources, MBA Program, News, Events
Audience Segmentation	Students, Nonprofits	None	Alumni, Organizations, Prospective and Current Students	Alumni, Recruiters/Companies	Students, Organizations, Alumni	Alumni, Current and Prospective Students	Prospective Students, Alumni, Community Organizations, Media, Donors
Lists Courses	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lists Professors				Yes			

Communication Tools

Social Media Channels	Facebook, Twitter, LinkedIn	Facebook, Twitter	Facebook, Twitter, LinkedIn, YouTube	Facebook, Twitter	None	Facebook, Twitter, Linked In	Facebook, Twitter, LinkedIn
Social Media Location	Listed under Alumni Resources	Footer, Contact Page	Footer	Under left sidebar	NA	Right Side of the Footer, Blog Pages	Homepage and News Page

School	Michigan	Harvard	Harvard	Stanford	Dartmouth	Kellogg @ Northwestern	Duke
Center	Non Profit and Public Management Center	The Hauser Center for Nonprofit Organizations	Social Enterprise	Center for Social Innovation	Center for Business & Society	Social Enterprise at Kellogg	Center for the Advancement of Social Entrepreneurship
Other Interactive Content (Blogs, RSS, iTunes, etc.)	NA	NA	RSS, iTunes	Blog, Podcasts	Blog	Blog	Blog
Newsletter Sign-Up	Homepage	Top-level navigation	NA	top of right side column, can sign up directly from the front page	Top-level navigation	NA	NA

Strengths

	Events are featured on the homepage	Highlights pathways to research content	Audience segmentation in global navigation	Information rich	Clean design	Social Media links are easy to find	Social media links are easy to find
	Audience segmentation in global navigation	Prominent newsletter sign-up	Twitter feed integrated on homepage	Strong presence of work and research	Pages well organized; easy to find information quickly	Audience segmentation in global navigation	Quick Links for audience segments
	Nesletter sign-up	Social media links are easy to find	MBA Experience section	Newsleter signup is on front page	Highlights courses, case studies, conference papers, and professors that specialize in certain areas		
				Podcasts			
				Highlighted courses have video features			

Weaknesses

	Lacks prominent pathway for alumni	Overemphasis on research versus other aspects of the center	Shares top-level navigation with business school site which might confuse visitors	Shares top-level navigation with business school site which might confuse visitors	Homepage interactive feature is confusing and likely to be ignored	Newsletter sign-up difficult to find	Difficult to find course and professor information
	Social media could be more prominent	Navigation changes in appearance deeper within the site	Large areas of white space on the homepage	Information is too densely packed	Course information is available in two locations, but neither offers in depth information	Homepage could be more visually engaging (i.e. video or social media channels)	Too much dense text
				Courses are buried within the site			

APPENDIX D - ISSUES AND SEVERITY RATINGS FROM HEURISTIC EVALUATIONS

KEY TO SEVERITY RATINGS:

- 0 = don't agree that this is a usability problem
- 1 = cosmetic problem
- 2 = minor usability problem
- 3 = major usability problem; important to fix
- 4 = usability catastrophe; imperative to fix

Issue	Severity Rating (when assigned)
No general search engine box on the website or its webpages	3
No breadcrumbs or navigational hints on the top of the page - None of the page gave me any breadcrumbs or navigational hints to indicate my position. After I click the "Resources" -- "Alumni Resources" and read through the page, I forgot how I got here. The same problem happened when I clicked in the "career resources" page. Users get lost very easily.	3
No splitting lines between news titles - In "NPM News and Events" page, would like to see splitting lines between news. Would like to see the news titles to be more distinctive.	3
Navigation menu - Confused why the Domestic Corps will under the "Student" section. There is also a "Domestic Corps Nonprofit Partner" menu.	2
"2012 Domestic Corp Projects" and "Past Domestic Corps Projects" - In the page "Domestic Corps Nonprofit Partner", confused why there is a link "2012 Domestic Corp Projects" and "Past Domestic Corps Projects". Because the former belong to the latter.	2
The navigation name and the page title don't match - On the page "Domestic Crops Nonprofit Partner" page, there is a link named "Complete nonprofit partners list" at the bottom. But when clicked in, that page's title is "Domestic Corps Organization Sites", which is very confusing.	3
Different pages have the same page title - The page "2012 Domestic Corps Projects" which is clicked through the page "Domestic Corps Organization Sites", is different from the page "2012 Domestic Corps Projects" which is clicked through the general "Past Domestic Corps Projects" in student or nonprofit partner page. This is really confusing.	3
"Back to" link - When I was exploring the Domestic Corps past projects, it took me some time to find how to go back. The "Back to" link is too small and unnoticeable at the bottom of the page	3
Students' names are not clickable - In the Domestic Corps past projects page, students' name is shown in link format but they are not clickable.	2
Cannot link from "Domestic Corps" student page to "Domestic Corps Nonprofit Partner" page	3
The navigational hint is not consistent. - When students want to link to "Domestic Corps Nonprofit Partner" page, it shows you some sentences with a "click here" instead of in the additional link list, which is not consistent with other pages.	3
Need to remember how I get into a page - After I click the "Resources" -- "Alumni Resources" and read through the page, I forgot how I got here. The same problem happened when I clicked in the "career resources" page	3
No general information or a list about the alumni - To check out the alumni's information, I could only check some of them one by one on LinkedIn. I would	2

like the site to give a general statistic fact of alumni's information (how many people, how many from each school and so on), and a list of alumni's name, and their affiliation with NPM. So in the LinkedIn group I could easily find the person I want to connect with.	
No overall structure of the Domestic Corps - Instead of being given different additional links in each page, I would like to see the overall structure of all the possible pages so I can explore the information more efficiently.	3
Links are unavailable - Many links to career resources are not found or not available	3
Outdated information about courses in Fall2012. - On course lists, the link of "Fall2012" is provided, which make people think the information is outdated.	
There is no indication of where the user is within the website. Breadcrumbs would be valuable in providing visibility.	3
The section titles that appear in a beige box above the image on the left do not clearly alert the user to their location. Changing the color of the section title in the navigation bar itself would be a better solution.	2
The website is not following convention by placing Volunteer Opportunities under Resources. The volunteer page does not fit with any of the resources in the same section. The information is not displayed in a natural or logical way.	3
To improve the experience for more frequent users - such as those who are applying to a program - include a section for important documents (applications etc.) under the resources section.	1
The title that appears above the image on the left side of the page indicating what section the user is viewing is not consistent for the Resources section. Instead of saying Resources in the title above the image, it says Faculty & Research. This is the only heading that doesn't match the sections in the navigation bar.	2
Under the course lists section, Fall 2012 is listed instead of 2013.	3
Consider putting contact phone number or email in the footer of the page, so users don't have to go directly to the contact page to find this information.	1
Users can forget where they are within a page, and they have to backtrack.	2
The News & Events and the Stay Informed box on the left side of the homepage are blocky, beige, and simply ugly. Also, the Board Fellowship Program and the Domestic Corps links in this box don't need to be written in all caps.	2
The golden brown bar below the navigation is not needed and is ugly.	2
Consider adding a site map.	1
Link to Alliance for Nonprofit Management leads to a page that does not exist (http://www.allianceonline.org/careers/cbank.html)	3
Link to APPAM Job Bank leads to a page that does not exist (https://www.appam.org/careers/jobseekers.asp). But, after a few seconds, users are redirected to APPAM homepage	3
Link Business to Nonprofits is a website that no longer exists (http://2nonprofits.org/)	3
Link to Echoing Green leads to a page that does not exist (http://www.echoinggreen.org/index.cfm)	3
Link to Emerging Practitioners in Philanthropy leads to a page that does not exist (http://www.epip.org/index.htm)	3
Eligibility for the Domestic Corps Program is couched within "Student FAQ." Eligibility for the program should be listed on the first/homepage of Domestic Corps.	2
Programs at NPM are located under "students." It might be more helpful to have a specific section titled "programs."	1
Details concerning the application process to the Board Fellows Program are unclear. Where can students access the application? What is required with	2

the application process? (resume, letters of recommendation, personal statement...etc.)	
The "Career Resources" section of the website has general information on where to find career information on campus. There is no "latest" news about career fairs or how to pursue careers within specific non profit sector.	2
Main navigation bar does not show what section of the website user is in	2
No breadcrumbs to show user where she is on the website; can jump to different sections by clicking a link (e.g. clicking link for application/info about 2013 Summer Internship Funding Support in News + Events takes user to Students section, and at bottom of screen there is a link to "Back to Internship Funding", which isn't where user came from)	3
On SAB page, there is no link to information about applying to be on the Board	3
Left side bar content is static - if user is on one of those pages, the links to that same page are still present in sidebar, rather than updating with different content	2.5
"Back to" links are on bottom of page as simple links and not easy for users to find	3
Alumni update form/survey doesn't identify NPM branding at the top	1
"The program is designed to create a cadre of professionals ..." from Board Fellowship Program page - <i>cadre</i> might be an unfamiliar word to students, particularly if English is not their first language	2
Language used in Application Process section of Board Fellows page looks like it was copy/pasted from an email	1
What is the difference between faculty committee and faculty affiliates? Faculty committee page offers a link to faculty affiliates page for "full bio information"	2
"Back to" links are on bottom of page as simple links and not easy for users to find	3
Names of Nonprofit partners do not always link out to the organizations' websites - Board Fellowship Program Partners page is an example; Facebook page mentions are not always links	2
NPM Email address is not always a link (Board Fellows FAQ page example of non-link)	3
Links to external sources do not always open in new tab/window, and some links are broken (examples on Career Opportunities page)	3.5
Web Resources page does not provide a jump menu between sections of links; would be helpful	2
No breadcrumbs to show user where she is on the website; can jump to different sections by clicking a link (e.g. clicking link for application/info about 2013 Summer Internship Funding in News + Events takes user to Students section, and at bottom of screen there is a link to "Back to Internship Funding", which isn't where user came from)	2
Email links to nonprofit@umich.edu do not fill in subject lines according to what the email is about for the user	2
No search function internally	3
No sitemap	3
Heading text is smaller than text on sliders	1
No SAB FAQ	3.5
Board Fellows FAQ is located at bottom of page, rather than at the top as a separate section students could jump to	2
Domestic Corps Additional Links provide extra information/FAQs, and should be at the top of the page, rather than bottom	2
Alumni update form/survey doesn't have any help documentation	2.5