Social Media Handbook

Insights for History and Philosophy of Science Organizations from the Embryo Project

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2- Introduction

This handbook collects information and best practices by which organizations, especially those history and philosophy of science (HPS), can use social media to further their missions. Social media includes platforms like Facebook, Twitter, Reddit, Pintrest, Tumblr, etc. Such platforms are easy to sign up for and to use, but they are deceptively *hard to use well* for specific aims.

When used well, social media connect and embed organizations within communities, be those communities local, national, or global; they help distribute content to people worldwide and extremely quickly; and they help organizations foster new and entrepreneurial projects otherwise unimagined or unpursuable. When used poorly, social media can destroy an organization's online reputation, they can alienate an organization from broader communities, and they can reveal an organization's limited potential for growth.

This handbook aims to help organizations employ social media so that they maximize the benefits of social media and minimize the costs. The authors of this handbook have tinkered with social media for several years, both in personal and organizational settings. They have used it well, and they have used it poorly. This handbook records their lessons so that they can better train their peers to use social media well, and so that they can share their tips with similar organizations.

In the rest of this chapter, we describe the intended audiences for this handbook, the aims of the handbook, its limitations, and the structure of the handbook.

Intended Audiences

This handbook aims to be useful for at least three audiences. It is for people in the Embryo Project, a large digital humanities project at Arizona State University in Tempe, Arizona. The Embryo Project partly aims to communicate about science with non-academic audiences, and it employs social media as one avenue by which to do so. The project relies on students, visiting scholars, and post-docs to lead much of the project. It faces regular turnover in its participants, and it has learned to create handbooks like this one to train new participants, to record best practices, and to evolve best practices.

Second, this handbook is for other and similar projects in the areas of HPS and the digital humanities. Those areas intersect in the [Digital History and Philosophy of Science (DHPS) Consortium](#), of which the Embryo Project is a member. As other projects begin to use social media, they will help connect history and philosophy of science to larger academic and non-academic communities and increase the broader impacts and public value for HPS projects. HPS projects that abley use social media will strengthen their applications for research funding.

Third, this handbook is for non-HPS projects or organizations looking to employ social media. Our examples and focus will be with DHPS projects, but our practices and tips should extrapolate to many different domains and disciplines. We encourage people and organizations from other areas, academic or not, to use this handbook and to build upon it.

Aims of the Handbook

We stated earlier that the handbook aims to help organizations employ social media so that they maximize the benefits of social media and minimize the costs. That statement is our general aim, but we have several more specific aims.

For the Embryo Project, the book is a training document. The book collects the institutional memory about social media as used by the Embryo Project. The Embryo Project designates one or several people to focus on social media, and this handbook should be their bible. Furthermore, they are responsible for revising the document in light of input from others in the DHPS community, from new experiences with social media, and in response to changes in platforms and regulations.

For all other organizations, this handbook provides a starting point on how to use social media. Social media are tools, and to use tools well, we have to construct clear aims for those tools. Scary indeed would be a chef who used her knives indiscriminately. Yet many people, as if they were such chefs, approach social media, which are novel and trendy, without having identified their recipes or their ingredients, and they shred their online reputations. This handbook aims to help people forestall that problem, and to approach social media wisely.

To that end, this handbook describes some more specific pros and cons of social media, some global strategies, and some specific strategies for specific platforms.

Limits of the Handbook

This handbook cannot be all things for all people. Before we get into further chapters, we list some limits of the book.

First, the book is for organizations and projects that use social media. It's *not* for personal use of social media. Most everyone has some social media accounts that they use for personal reasons, be they accounts with Facebook, Linked In, Academia, or Youtube. This handbook is not intended to help people employ their personal accounts well. Some organizations or projects are comprised with only one person, and those people can profitably use this handbook. But this handbook will mostly help those who use social media accounts named after some organization and dedicated to the missions of that organization.

Second, this handbook isn't an instruction manual for using social media platforms. Each platform has its own user guide, help section, and frequently asked questions sheets. We don't duplicate those products here. You also won't find here detailed instructions on how to sign up for social media platforms, or how to navigate from page to page within a specific platform, or how to search them or post to them. To learn those skills, we encourage you to read the

previously listed documents, and to tinker with the platforms. To learn other skills, like how to design strategies, how to phrase and structure posts, and how to interact with others via social media, use this handbook.

Third, there are dozens of social media platforms, and while we discuss several of them in detail, we don't discuss all of them in similar detail or often at all. Platforms like Tumblr we discuss in less detail than platforms like Facebook and Twitter. Other platforms, such as Google+, Flickr, and Vimeo we entirely ignore. Again, we focus on the platforms below because of our experience with them, and not because they are inherently more worthwhile. We hope that as HPS projects gain more experience with those platforms, they can add to this handbook chapters specific to those platforms.

Fourth, the best practices and general strategies described below are principles, and not rules. Thus, they don't form some theory of social media, and it's appropriate to ignore them in many situations, when you know that doing so will help you further reach your goal. In some ways, this handbook is like Wikipedia in that it is the first place to look for guidance, but by no means is it the final arbiter.

Furthermore, the principles described below aren't exhaustive. People could add to them, delete them, or revise them in many different ways. The principles merely represent our current set of best practices.

Finally, social media changes daily, and this handbook must evolve regularly as well. Not only *can* we change the principles described below, but we *should*. Social media platforms fall out of favor quickly, and new ones take their places almost as quickly. Furthermore, people constantly invent new ways to use social media. Such change can be invigorating and frustrating at the same time, but there is no stopping it. Without regular revisions, this handbook will be obsolete as quickly as it takes to write 140 characters (the maximum length of a Twitter post).

Structure for this Handbook

The first chapter is this introduction. The next chapter describes some general functions common to most social media platforms, and some pros and cons for using social media platforms. The third chapter describes some global strategies for using social media. The next few sections focus on specific platforms and provide best practices for those platforms. The final two sections of this handbook deserve special attention. The penultimate chapter describes platforms, called dashboards, that will help you streamline and manage multiple social media accounts. The second describes some best practices for crises or negative interactions, those situations in which others use social media as a way to subvert your social media goals. Finally, we append a bibliography that lists documents that provide further information about social media, practices, and strategies.

3- Functions, Pros, and Cons of Social Media

This chapter describes the general uses and functions of social media to ease new users into them. Additionally, we list some popular social media platforms, like Twitter and Reddit, and we describe some of their platform-specific functions. Finally, this chapter lists a few of the general pros and cons of using social media as communication tools.

Before we proceed further, let's discuss the concept of social media. What does the term 'social media' mean? Like most terms in the vernacular, it has several senses, and they evolve over time. Andreas Kaplan and Michael Haenlein define social media as "a group of Internet-based applications… that allow the creation and exchange of user-generated content" (Kaplan and Haenlein 2010). Such definitions help us construct lists of social media platforms, and they help us identify what we can do with social media platforms, but not what they are best suited for. We encourage readers not to worry too much about the definitions of 'social media', and instead to familiarize themselves with some popular platforms commonly labeled social media, with some general functions shared by many platforms, and with some functions specific to individual platforms.

In general, each platform requires an organization to create a page and an account specific to the organization, a process much like creating an email account specific to the organization. An organization creates a username and password, and then it can share content on its platform page, follow the content on other pages, and send and receive messages to other people and organizations that use the platform.

General Functions

For organizations, social media platforms share at least four functions: building communities; distributing content; being social; and fundraising.

We encourage people to treat the function of building communities as the primary function of social media. Given that primary function, we adopt the following maxim to guide social media behavior:

Primary Maxim: Everything an organization does on social media should help it build
communities that in turn help it further the organization's missions.

We further explain the the primary function and maxim in the next section. Then we discuss the other general functions.

Building Communities

When organizations use social media to build communities, what do they do? Building a community, at its most fundamental level, is building a network, and to build a network we identify nodes and connect them with relationships. To build a community with social media, it helps to have a clear mission for your organization or project. Then, on a specific platform, you can identify nodes by looking for the accounts or pages of other people or projects that have similar missions. You connect to those nodes by following those accounts or pages. You strengthen those connections by messaging, via the social media platform and via other means, the people or organizations who run those platforms. Beyond engaging with people and organizations who pursue missions similar to yours, you further build communities by engaging with people who only implicitly share your missions.

If organizations follow the primary maxim and everything they do on social media helps them build a community, they not only bolster the profile and reputation of the community, but they also structure their social media posts and content so as to better achieve the following functions.

Distributing Content

Social media platforms enable projects and scholars to share content, be it original to social media or links to outside webpages, with those in their social media communities. For a project like the Embryo Project, which publishes hundreds of articles and photographs and graphics in *The Embryo Project Encyclopedia*, social media provide means by which to share its original and fresh content with its social media communities. When a project executes a well-designed social media strategy, such sharing can exponentially boost web traffic to a site. If the Embryo Project shares an interesting article on Twitter, and if those in the community further share it with their own communities, not only does such sharing put the encyclopedia's content in front of the people outside of the Embryo Project's community, but it can also convince those people to connect with the Embryo Project's account, thus growing its community.

We encourage organizations not to pursue this goal myopically by only distributing their own content. Doing so violates the norms of most social media users, which align with the primary maxim above. If you share only your own content, others will mark you as a spammer, a project interested only in furthering its own aims, and not in furthering the aims of a more general community. With such a reputation, others won't connect with you, and you'll have no community with which to share content.

Being Social

Compared to traditional media outlets, social media are, not surprisingly, more social. At their cores, social media enable people to quickly and easily talk with one another, and for many people to easily join those conversations. Those who best use social media don't just push content or share the content of others, they also engage with others. To their whole communities

or to individuals with those communities, they ask questions, they check in, they complement recent work, they recruit, they gossip, they discuss recent events, they look for help, etc.

Remember that social media are not best used as megaphones with a one-way stream of information, but instead as open communities that encourages sharing, discussion, and debate. Don't just share content, reach out and talk to others. On the other hand, people will reach out to have discussions with you. Respond, respond, respond. Also, be nice, and if someone asks you a question to which you don't know the answer, tell them as much. Often, people who ask questions aren't academics, and when they see a problem to be solved or a question to be answered, they jump at the opportunity. They thrill at the attention when they share their findings and you share those findings with your community.

Don't just push and share content. Be social.

Fundraising

Organizations who operate social media well can also use it to raise funds for their organization. The [Biodiversity Heritage Library](#) (BHL) is a good example of an organization that uses social media well, and that uses social media to raise funds. For a period of about two weeks, they use social media to raise funds once a year, which is a good periodicity. They publish [blog posts](#) to ask their community to donate, and through their other social media platforms, they drive their community members to those blog posts. Most importantly, the BHL [has a page](#) ready to go that enables visitors to quickly and easily donate money, and then to get on with their days. At the end of the two week fundraising period, the BHL stops asking for money and returns to posting only their excellent content.

Few organizations use social media well enough to raise funds with it. For most organizations, before they can use social media to effectively raise funds, they must first use it to build a community and demonstrate their value to that community by sharing good content and by being social. Only then can organizations expect to use social media as part of a fund raising strategy. In terms of strategy, the BHL provides an excellent example for others to follow.

Building a Brand

Ultimately, organizations use social media to build their brands and reputations, often called social capital. Often in academia, people struggle to see the value of building brands and reputations, especially for research projects. They say that good research sells itself. That claim is often true when the focus is just the research and just for a relatively insulated discipline. For those cases, social media is a waste of time. But if organizations want their projects to have larger audiences, they must build their brands. If they pursue the above four aims well, they will succeed in building their brands and influence.

Individual platforms

There are scores of social media platforms, and while you can use each of them for the above four functions, each platform has specific functions compared to the others. Put differently, the different social media platforms are rarely redundant upon each other. Each social media platform serves a slightly different purpose and engages its audience in a unique way, and social media experts joke about how to post similar content on different platforms.

The more you understand the specific functions and audiences for each platform, the better you can use and tailor content to fit those platforms. Below, we list some of the major platforms, we describe their most important functions, and we describe the kinds of content best used on those platforms and the style of conversations that ensue. In later chapters we expand on some of that information and provide best practices for using several platforms. The demographic information below comes from a 2013 Pew Research study.

Facebook: https://www.Facebook.com/

Functions:	Sustained discussions about a few topics per week.
Post types:	Text, 63,206 characters limit, can include links, pictures, videos.
Content:	Can be breaking, but also good for evergreen content.
Conversation:	Often nonexistent or cursory, but can be involved and extend over several days or weeks, like on a blog.
Audiences:	75% of all internet users, trending towards more older people and fewer younger.
Notable:	Facebook uses algorithms to limit the percentage of your connections that see your posts. Because of that, young people increasingly ignore it.

Twitter: https://Twitter.com/

Functions:	Rapid and daily communication about new topics.
Post types:	140 character posts, can include photos, videos, links.
Content:	Breaking news or content, easily talking with others.
Conversation:	Informal, public ,any Twitter user can see it and contribute.
Audiences:	18% of internet users. Mostly younger than 30, few older than 50.
Notable:	Black Twitter.

Instagram: http://instagram.com/

Functions:	Sharing of photos and videos via mobile phone.
Post types:	A photo or video taken by the user, usually with a filter applied and short description and hashtags attached.
Content:	Content is generated in Instagram by users, with a focus on artistic qualities, for example using filters.

Conversation: Very limited, users can only comment on photos and "like" photos, cannot reshare photos.

Audiences: 17% of internet users. More women than men, more minorities than whites, Mostly younger than 30, hardly any older than 50.

Notable: Owned by Facebook, and integrates well with it.

Pintrest: https://www.pinterest.com/

Functions: A place to discover visual ideas for projects or interests, create and share collections of visual bookmarks.

Post types: Photos are organized by "pinning" them to collections called boards.

Content: Content not generated on Pinterest, but instead users collect it from all over the web.

Conversation: Limited to sharing of pins, comments on pins, and favoriting pins.

Audiences: 21% of internet users. Vastly more women than men, college educated, younger than 50.

Flickr: https://www.flickr.com/

Functions: A website that allows users to upload and embed videos and images.

Post types: Mainly images, with some videos.

Content: Images are uploaded by registered users and organized in albums.

Conversation: Registered users can favorite and comment on images and albums.

Audiences: Slightly more women than men, vast majority of users age 25-54.

Tumblr: https://www.tumblr.com/

Functions: A customizable, short-form blog that encourages creativity.

Post types: Blog posts. Mainly text with some images.

Content: Artsy and largely original work.

Conversation: Users can like or reblog posts

Audiences: 6% of internet users. Mostly younger than 30.

Notable: Steady growth in use.

Reddit: http://www.reddit.com/

Functions: Online community where people vote and comment on user generated posts.

Post types: Links and conversations.

Content: Users share links and start conversations on publicly viewable

message boards.

Conversation: Part of the Reddit conversation is up or down voting links. Redditers are active commenters on links as well.

Audiences: 6% of internet users, mostly men younger than 30.

Notable: Massive participation among users, many of whom are strongly interested in science.

Google+: https://plus.google.com/

Functions: A networking and "identity service."

Post types: A combination: links, news, photos, etc.

Content: Wide variety, lots of recent/current events.

Conversation: Share posts with circles you create, for example family, coworkers.

Audiences: Second largest social media behind Facebook. Slightly more men.

Linked In: https://www.linkedin.com/

Functions: Networking site for businesspeople, professionals.

Post types: User profiles.

Content: Job opportunities, other networking tools.

Conversation: Registered users can communicate via messaging.

Audiences: 22% of internet users. More men than women. Aged 30 to 64, college educated, earning more than $50k.

Academia: https://www.academia.edu/

Functions: A place for academics to network and share research papers.

Post types: Individual pages, as well as research paper posts and more.

Content: Generated and uploaded by users.

Conversation: Registered users can communicate via Academia.

Audiences: Professional academics and those training to be.

Wikipedia: http://www.wikipedia.org/

Functions: Encyclopedia project with free content, managed by users.

Post types: Short encyclopedia articles.

Content: Largely description, with some links and photos.

Conversation: Users can either edit content or direct message.

Audiences: 53% of internet users.

General Pros and Cons

Compared to traditional media platforms like journals, magazines, books, and television, social media platforms have many advantages, and many disadvantages. We list some of them below. Many people are at least somewhat aware of the benefits of social media, but many are unaware of the cons. We feel that the list of cons is more important to novice social media users, as it will help them plan how much time and resources to invest in social media.

Pros:

1) **Inexpensive.** Social media platforms are generally free to use, and you don't need to buy any software specific to the platforms, but you must register for them to use most of their functions.
2) **User friendly.** Most social media platforms are easy to navigate, with clear buttons to take you from page to page, and most make it easy to post content. Furthermore, they have well-developed help sections to guide new users, and they have large communities of users who help each other with questions.
3) **Storage.** You don't need to store any content on your hard drive to use social media. All social media platforms operate exclusively from the web, like Google mail.
4) **Large audiences.** A huge number of people are on social media, so social media enable you to connect with them in the forum they are already using, often daily.
5) **International audience**. Social media is used worldwide, and is an easy way to get your content spread further across the globe.
6) **Advocates.** Organizations that use social media will often convince some in their communities to become advocates for those organizations without being members of those organizations. Such advocates regularly share the organization's content, convince others to connect with the organization, and interact with the organization.
7) **Unrestricted outreach**. Many social media platforms enable you to reach users not necessarily in your community. Whether through Twitter hashtags or Reddit links, your content has the ability to travel further than your friends or followers, increasing your range and ultimately attracting new followers.
8) **Reputation**. Given large and international audiences and advocates, organizations that use social media well burnish their brands and reputations, online and off.
9) **Instant feedback.** Social media enable organizations to receive instant feedback on their content, on their missions, and on their interactions. For example, for the Embryo Project we've heard from professional historians that they like our biographies and want more of them. But we've heard from non-historians that they like our articles about experiments and concepts, and want more of them.
10) **Learn**. When you build communities, you have daily opportunities to learn new and interesting things, to see how your work connects to the work of others and to current events, and to reconceptualize your project.

11) **Brevity**. Using social media requires you to be brief (only 140 characters per post with Twitter!) and interesting. Learning to communicate well through social media will also increase your potential in other outreach situations.
12) **Search engine optimization**. Social media accounts can improve your projects rankings on search engines, thus increasing your visibility.
13) **Fun**. People use social media because they are fun.

Cons:

1) **You are the product.** While it's free to sign up for and use social media platforms, remember that the company who operates a platform still benefits. The company records large amounts of information about your social media account, about how you use it, and about the social networks you build online. At the very least, companies do so to target ads to your interests and to sell your information to other organizations. When you use social media, you are the product.

2) **Time consuming.** To use social media well, organizations must spend a lot of time with those media. **This con shouldn't be underestimated.** Organizations need to plan how much time they can devote to social media, but they also need to make sure that they don't devote too much time to social media. The next three issues listed below are aspects of this con.

3) **Requires long term commitment.** Social media takes time and patience. A short term investment into social media won't succeed. It takes time to build or integrate into a community. It also takes time to develop an authentic voice that is well received by the community.

4) **Monitoring and engagement.** Many of the pros of social media are tightly woven with the cons. While it is definitely a pro that conversations continue around the clock, to have a powerful social media presence, you need to engage in this conversations frequently. It is not enough to schedule posts and check in only once a week or so. You should be actively sharing other users' content in addition to your own, and responding their questions and comments on a regular basis.

5) **Finding valuable content.** You should share good content, besides your own, with your community. That content should be valuable to your readers and give them a reason to follow you, it should also align with your organization's missions. Such content can be hard to find.

6) **Changing platforms.** Social media platforms do change every few years, which can frustrate those who are just getting a handle on the sites. Once you get the hang for social media and establish your voice, however, the transition from one platform to another can be relatively easy.

7) **Community Growth**. Communities build slowly, especially at first. Researchers have shown that the best way to get new people to follow your social media accounts is to already have a lot of followers, an unhelpful fact if you lack followers.

8) **Pay for Content.** Some social media platforms, like Facebook, now enable you to pay for posts. Those companies ensure that paid posts distribute widely in social networks, and that unpaid posts comparatively languish.

9) **Social Experiments.** Some social media platforms, such as Facebook, manipulate the content that their users see so as to experiment on the behaviors of those users. Sometimes they report the results of those manipulations in scientific journals, but often they don't. Many people debate about such experiments, arguing that they are ethically wrong because the experiments do not seek informed consent.

4- Global Strategies

In this chapter, we identify ten strategies to use social media that apply globally, or to all or most social media platforms. In later chapters, we focus on practices specific to individual platforms. The strategies described in this chapter help organizations use social media to achieve the four primary functions of social media: build communities, distribute content, be social, and to a lesser extent, fundraise. The ten strategies discussed in this chapter are:

1. Align Organization's Mission with Social Media Functions
2. List Specific Audiences and Rank Them
3. Construct Communities
4. Start Small
5. Find Content to Share
6. Develop a Voice and Style
7. Use a Standard Brand and Name Across Platforms
8. Manage Your Time
9. Heed Super-organizational Policies
10. Create and Use Strategy Documents

1- Align Organization's Missions with Social Media Functions

Before organizations use social media, they should ensure that their missions align with the functions of social media. Often, organizations delve into social media for bad reasons, such as that social media are popular, they are easy to use, or because administrators pressure them to do so. Social media are tools to achieve ends, and no matter how popular they become, an organization that can't further its missions by using social media only wastes its time with them.

All organizations should answer the following question: What do we hope to accomplish with social media? We suggest that when discussing social media, people in organizations explicitly list their organization's missions on a document, and that they list the functions of social media on that document, and they think about how the can connect elements of the two lists. Many organizations may find that no connections exist, or that only tenuous ones do, or that only temporally expensive ones do. Given those findings, they may conclude not to use social media, a perfectly sound conclusion. We don't advocate that all organizations use social media. We advocate that organizations use social media only when social media further their missions.

The Embryo Project provides an example. It has three primary goals. It aims to use history to engage people in science, it aims to pursue digital scholarship, and it aims to develop novel techniques to teach history and philosophy of science to university students. As social media helps organizations build large public communities and distribute content, the Embryo

Project uses social media primarily to further its first goal, but not its second two goals. The Embryo Project decided to use social media as an extension of its *Embryo Project Encyclopedia* and its public outreach events. When it planned to use social media to further that mission, those plans helped the Embryo Project list, rank, and target its audiences.

2- List Specific Audiences and Rank Them

There are many potential audiences in social media that an organization could build communities with; too many audiences, in fact. An organization that doesn't target an audience flounders in any of the four main functions of social media. When an organization identifies a target audience, it constrains its daily social media activities, it determines the kind of content it shares, how to phrase posts, whom to follow, and more. When organizations clearly demarcate their intended audiences, they help avoid many of the cons of social media, and they maximize many of the pros.

It is fine to have more than one target audience, but then organizations may wish to rank their audiences in terms of which is most important to further primary goals. We encourage organizations first to list their possible audiences, then to rank them in terms of their importance to the missions of the organizations.

Here is an example list of potential audiences for the Embryo Project:

Professional researchers, including:
    Developmental Biologists
    Embryologists
    Historians of science
Academics
    High school students
    High school teachers
    Undergraduates
    Graduate students
    Postdocs
    Professors
Healthcare groups
    Disease awareness groups
    IVF and other fertility centers
    Government organizations

For the Embryo Project, we decided that we would use social media to reach out to the same audiences that we intend for the *Embryo Project Encyclopedia*. That audience includes those with between nine and sixteen years of education, primarily in the US. Less important to the Embryo Project's aims are professional biologists or historians. Also less important are nonprofit

organizations and healthcare groups, which use social media to pursue their own agendas. We often agree with those agendas, but the *Embryo Project Encyclopedia* aims to be an unbiased source of information about reproductive medicine, and we extended that aim to social media.

The Embryo Project ranked its potential audiences as follows:

1) Anyone with between 9 and 16 years of education. These folks tend to be high schoolers, undergraduates, and people with an undergraduate degree but no graduate degrees.
2) An individual with any interest in history of science, developmental biology, embryology, or reproductive biology.
3) Governmental organizations involved in developmental biology, embryology, or reproductive biology.
4) Professional academics.

Furthermore, the Embryo Project aims for audiences in some geographic regions more than others. As it is funded by the US National Science Foundation, it aims for a primarily US audience. By region, it aims for audiences in the following ranked regions.

1) United States
2) Canada, United Kingdom, Australia, New Zealand, South Africa, and other primarily English-speaking nations.
3) All other nations.

The Embryo Project's daily activities on social media reflect these rankings. It shares and develops content mostly for people in the first categories, those in the US with between 9 and 16 years of education. We do not share academic job opportunities or other academic related news. Additionally, we rarely share content, such as technical biology articles, not written for our primary audience. Often we see someone post on social media about a cool academic paper, or about jobs or meetings that interest us as academics. To avoid alienating our primary intended audience, we regularly remind ourselves about the goals of the Embryo Project, its intended audience, and the character of the communities we intend to build.

3- Construct Communities

Once an organization identifies its target audiences based on its missions, it can build communities of people and organizations that share the organization's goals. Across all social media platforms, there are about four things that organizations can do to build communities: post original content, follow other accounts, share content from others, and communicate with other accounts. We discuss each task

Post Original Content

Organizations should post content that they create. Such content includes links to content that they make on other websites, questions, news and information about the organization, events in which the organization will participate, etc. In one sense, a social media platform functions like a public relations outlet for an organization, and those who follow the organization's page do so because they want to see new content and insights from that organization. The more you post, the more you need to develop a consistent voice, which can be, depending on the organization and its aims, playful, authoritative, direct, inquisitive, or funny. We discuss voice further in a later section.

Follow Other Accounts

When an organization follows other accounts within a social media platform, it receives a newsfeed of the posts from the accounts it follows. There are tons of interesting people and organizations on social media, so where should you start?

To build a community, an organization should follow accounts that pursue similar aims, accounts that post about similar topics, accounts with similar audiences, and accounts that regularly contribute to social media. You should also follow accounts not of other organizations, but of influential people you take to be in your target audience.

For the Embryo Project, we follow accounts like *Popular Science, Science News,* and *National Geographic* because they also aim for the Embryo Project's intended audience, even though they don't focus on developmental or reproductive biology. We also follow accounts of academics in disciplines like developmental biology, history and philosophy of science, and social studies of reproductive medicine, even though they often aim for professional academic audiences. We follow accounts like *Science* even though it isn't open access. We follow outreach projects in the UK even though they don't aim for a primarily US audience. However, we follow few lobbying, industry, or non-profit organizations, as they have political aims from which the Embryo Project attempts to remain agnostic.

Anytime you follow an account, think about how that account contributes to a community that you are working to build, and describe that contribution explicitly. If the account doesn't contribute to the organization's community, don't follow it. Conversely, don't follow only those accounts that reflect exactly all of your organization's goals, audience, and culture, as you will follow hardly anyone.

Share Content from Others

For a given platform, there are generally at least two ways to share the content of others. First, you can repost or share posts that you find within your newsfeed. Second, you can post links to websites run by other organizations. Both of these techniques are among the strongest ways that you can build your communities, as they show others that you participate in social media for more than just getting pageviews on your own content.

There are a few best practices to follow when reposting content from your newsfeed. First, if you want to repost something, you need to investigate the account that posted the content and the website that hosts the content. Check the first to ensure that the account from which you are posting is a reputable account from a person or organization. You don't want unknowingly to repost content from disguised accounts of hate groups, satirists, etc. Check the second to ensure that the content itself comes from a reputable site and is accurate.

A second best practice is that when you repost the content of others, they receive a notification that you did so. Such feedback often encourages them to share your posts in return. Likewise, you should reciprocate for others when they repost your content. Finally, when another account reposts your content, it's ok to send them a message of thanks, but don't overdo it or become obsequious.

When you post links to sites from around the web, you introduce those in your network to information they might not otherwise have seen. [Pew Research reports](#) that people increasingly get their news from social media, a trend especially common among young adults. Post links to sites from around the web, but work to ensure that the content you share contributes to your organization's mission. Also, ensure that the content comes from reputable sources.

Depending on the social media platform, you should share more content that comes from others than original posts from your organization. For instance, on Twitter, for every post of original content, users should share one post from other accounts from around the web. On Reddit, for every post of original content, users should share ten posts of content from elsewhere on the web. We discuss best practice ratios in later chapters.

For the Embryo Project, we share content from many sources. Before we share it, we check that such content is accessible to our intended audience and is about developmental or reproductive biology, the Open Access movement, or to a lesser extent, about other fields of science. We follow scientists because, for every ten of their posts about calls for papers or recent technical publications or complaints about academic life, they will share content accessible to our intended audience, and we share as much of that content as we can. In that way, the Embryo Project provides a portal for our audience to scientific professionals.

Communicate with Others

In general, there are at least three ways to communicate with others on social media. First, you can send a direct message to them. Second, you can link to their social media pages in your posts, and finally you can comment on their posts. These techniques meet the function of being social on social media, and far too often organizations neglect them. Much of the fun of social media derives from the ability to easily communicate with those you otherwise wouldn't have.

When you communicate with others directly on a social media platform, you send them public or private messages. Public messages often inspire others to contribute to the conversation, but private messages are more appropriate for more sensitive issues. Ask

questions, compliment others on strong content or good work, have them review your content. Many times others will ignore these messages, but often they won't. From such messages, the Embryo Project has recruited some of its strongest participants, from writers and editors to artists, interns, and visiting scholars.

When you post content, you have the option of including others in your post. Twitter provides a good example. Look at the post below.

The post provides a link to new content on the *Embryo Project Encyclopedia*. It also communicates with others in two ways. With the '@NationalZoo', the post goes not only to the Embryo Project's network, but also directly to the account of the Smithsonian National Zoo, where David Wildt, the subject of the content, works. By sending the post to the Smithsonian, we ensure that they see the content, can share it with their networks, and communicate back with us if they find any errors. With the '#science', the post also goes to anyone following the topic of science, thus reaching more users than just those in the Embryo Project's network.

Finally, when you comment on the posts of others, you show that you received and read their content, and that you found it worth pursuing further, maybe to get more information, maybe to chime in your expertise, maybe to correct an error.

Again, far too few organizations actually communicate with others on social media. Organizations should strive to be social by communicating with others.

4- Start Small

Social media can overwhelm users because users are constantly bombarded with information. Additionally, to use a single social media platform well, a user must devote a lot of time to it. As a result, after an initial honeymoon period with a new account, users can become too overwhelmed and give up. To combat this issue, we encourage a few strategies to help ease organizations and new users into social media.

The first strategy, and maybe the most important, is to manage your time well. This strategy is so important that we discuss it in a section below. We introduce it here, however, to foreshadow that without effective time management, users can derail not only the organization's social media aims, but also their personal projects and schedules.

Second, we suggest that organizations new to social media start with one or two platforms, and as they get comfortable with them, expand to others. There are dozens of social media platforms, and they have their intricacies and idiosyncrasies. Strategies that work well on one platform fail on others. Furthermore, it can take a while to learn how to tailor strategies and content to a specific platform. For those reasons, we suggest that organizations start with one or two platforms, develop workflows for those platforms, and implement them for several months, at least, before they attempt to broaden their uses of social media.

As Twitter and Facebook are the most widespread social media platforms, we recommend that organizations new to social media start with one of those platforms. Most people are familiar with Facebook, and so it offers a nice first foray into social media for organizations.

For the Embryo Project, we started with Twitter, which floundered as we struggled to learn how to use it well. We largely abandoned it to pursue Facebook, which also floundered due to our ignorance about how to use it well. In the end, we concentrated our efforts on Twitter, and only once we learned how to use it well, a painful process that took more than a year, did we revisit Facebook with any kind of strategy.

Social media users must constantly find fresh content to share with their networks, an issue that causes many organizations to struggle to use social media well. We discuss that issue next.

5- Find Content to Share

There are at least two ways to share content on social media. The first is to repost content from your newsfeed, the second is to share links to sites from around the internet. In this section, we focus on the second method. There are at least three techniques that organizations can employ to find new content relevant to their missions that they can share via social media.

The first method requires the organization's social media manager to keep abreast of information, especially breaking information, relevant to the organization's missions. That person should be familiar with and peruse websites that post information or news related to the organization's missions. However, that person shouldn't spend too much time reading such sites, as the process can consume a lot of time. A social media manager can index those sites into a personal reader, such as [Netvibes](#), to collect stories via an RSS feed from those sites to peruse at more convenient times. A reader provides a single interface for a user to peruse many pages from many sites so that the user needn't navigate to all of those sites and click on all of the relevant stories. A user signs up for a reader, tells the reader which sites to monitor, and then scrolls through an interface that aggregates all of the stories from those sites.

A second method involves using aggregators. The standard agregator, before it was discontinued in 2015, was Yahoo Pipes. By the end of 2015, there were several [Pipes replacements](#), but we've yet to test them. Aggregators function like a reader, but with advanced functions. Whereas a reader collects for a user all the stories from many websites as they are published, aggregators enable users to filter the content from those sites based on keywords. For

instance, *Popular Science* publishes dozens of articles a day, but only a few relate to developmental biology. For the Embryo Project, we only want the articles related to developmental biology. Aggregators take all of the content from *Popular Science*, screen the articles for words like 'embryo', 'gene', 'fetus', which we put into the tool, and delivers only those articles with at least one of those words to our reader.

Compared to standard social media accounts, aggregators are advanced tools, but they can save social media managers quite a bit of time as they search for content from around the web. Users can either create their own pipes or browse and join other public pipes.

A third method involves [Google Alerts](#). Google Alerts emails links to websites straight to an email inbox. It is simple to set up, and you can pick a keyword that Google uses as a search term, for example 'embryo'. Google has bots that crawl the internet looking for new websites so that they can index them in Google's search results. From that daily information, Google compiles all the new or previously unfound webpages, articles, and blogs that discuss this topic, and it emails users a list of links. Users can determine how frequently they want these emails delivered, so that they're not receiving more emails than they want. Users can share the links to the webpages on their social media accounts straight from the email.

6- Develop a Voice and Style

Organizations should think about and develop a consistent voice for their social media posts. The voice adopted by an organization depends on the missions of that organization and on the community that organization wishes to build.

There are many kinds of voices. Some organizations prefer a [playful voice](#), while others prefer a more direct and [authoritative voice](#). Organizations should choose the voice that best fits their aims, and they can vary voices across platforms. The best practice, however, is to maintain a consistent voice on a specific platform. Overall, it may be helpful to think of your project as you would a sociable person. The person should be viewed as friendly, likeable, informed, and engaging.

For the Embryo Project, we try to avoid sounding stodgy about history, without cheerleading science or scientists.

7- Use a Standard Brand and Name Across Platforms

As a brand, your social media accounts should be easy to find and recognizable across all platforms. For example, your name should be consistent across all platforms. Also, it is helpful if your profile pictures (especially the icon--background photo is less important), are consistent, making your brand easy to recognize to people looking to connect with you on multiple platforms.

8- Manage Your Time

The main problem that faces social media users is that the platforms are designed to consume large amounts of time. The platforms reward users for constant interaction. For organizations, which have limited funds and time to devote to social media, the danger is that they can lose large amounts of time fiddling with social media. A second but related issue is that, even when organizations don't waste time with social media, they still must devote a significant chunk of time to social media to use it well.

Social media managers must manage their time on social media. The strategies discussed above help manage time. When organizations are clear about what they want to accomplish with social media, they can focus their efforts on those goals. When they focus on explicit audiences, they circumscribe the amount of content they might possibly find and share. When they start small, they limit the number of accounts that demand attention. When they use RSS feed aggregators or specific search services, they spend less time scouring the internet for fresh content. There are a few more methods to manage time on social media.

First we suggest that social media managers set timers while on social media. Managers should identify the tasks they do every day, assign time limits to those tasks, and move on to other projects when the time limits expire. The amount of time spent on different tasks can differ depending on the experience of the manager, the specific platform, the number of platforms, and the missions of the organization. For example, for a given day, only look for fresh content for a total of ten minutes. If you can't find much, don't worry, as tomorrow is close enough. Similarly, try to write your posts in a total of less than fifteen minutes a day. Interact with others for a total of ten minutes per day.

Second, and most importantly, social media managers should use social media management dashboards. Such dashboards include [Hootsuite](), [Tweetdeck](), and [Buffer](). They connect to social media accounts and enable users to plan and schedule their social media posts weeks in advance. That function enables social media managers to plan the time they spend on social media to specific blocks of the week. Most of the tools are free. Furthermore, users can often operate many different platforms from a single dashboard. In our experience, organizations cannot build and maintain robust social media strategies and presences without such dashboards. As soon as you feel comfortable with a social media platform, you should learn how to interact with that platform via one of the dashboards. We devote a later chapter to such tools.

9- Heed Super-organizational Policies

An organization often exists as a part of larger organizations. Often, those super organizations have their own social media policies. Sub-organizations, as they develop policies and strategies, should connect with those in the super organization to find the relevant policies and to be aware of them. Often such policies are poorly formed, as social media are relatively new and poorly understood within bureaucracies. Regardless, social media managers should familiarize themselves with such super-organizational policies.

For instance, the Embryo Project is, in some sense, a part of at least: Arizona State University, ASU's College of Liberal Arts and Sciences, CLAS's School of Life Science, the US National Science Foundation, and the Digital History and Philosophy of Science Consortium. Of those, only ASU has a social media policy, which is mostly a branding guide.

10- Create and Use Strategy Documents

Organizations should create explicit strategy documents. Each document should be specific to a single social media account, and an organization should have as many documents as it has accounts. For instance, the Embryo Project uses three social media accounts: one for Twitter, one for Facebook, and one for Reddit. It has three strategy documents, one for and specific to each account.

Strategy documents serve several purposes. First, they make social media strategy explicit. If an organization can't make their strategy explicit, they don't have one. Second, they provide references for social media managers, and they provide targets to revise when strategy should be evaluated and revised. Third, they enable organization to vary their strategies across platforms without muddling those strategies. Finally, they help organizations transition from old to new social media managers.

Strategy documents should describe at least several things. First is the problem that the organization faces. Good problem statements show how the organization is currently stalled when it aims to achieve its missions. Second, the document should list explicit goals that the organization plans to accomplish by using the social media platform. Those goals should in some way ameliorate the problem it faces. Next, the document should list and rank audiences and the communities it plans to build in the universe of that social media platform. Fourth, the document should list the regular deliverables expected for the account. Finally, it should provide regular tasks and a weekly calendar by which to complete them. If an organization becomes increasingly involved with an account, it will probably develop monthly and yearly calendars to help it use that account.

Each account should have its own strategy document. Every time social media managers use their organizations' social media accounts, they should work from the strategy document for that account. They should also revise those documents as the social media landscape evolves. If social media managers build good strategy documents, and if they record the output of their work, they will better be able to justify their jobs to their superiors, who in academia are often administrators flummoxed by social media.

Beginning with the next chapter, this handbooks begins to provide best practices for specific platforms. On the next few pages however, we provide an example strategy document. It is one that the Embryo Project used for its Twitter account. It provides an initial model from which others can create their own strategies.

Background for Twitter: Twitter is a microblogging site where users post short "Tweets" of no more than 140 characters. Twitter is focused on news and current events, what's happening right this moment. Because of that focus on the present, rapid, real time communication is emphasized on Twitter.

Issues for the EP: The *Embryo Project Encyclopedia* website has several issues that Twitter can help ameliorate. First, few people check the encyclopedia on a daily basis, so even those people interested in the EPE's content will often miss it. Twitter provides a way for people to daily check in and see what the EP has recently published and generally what we're up to. Second, the EPE website has few ways by which people can interact with the EPE to ask questions, suggest comments, and be social. Twitter provides a platform by which people can interact with the EP and champion it. Third, the EPE is an encyclopedia, and it's not always obvious how or that its content relates to current events. Twitter provides an avenue to connect EPE content to current events and to provide historical context for recent advances in reproductive and developmental biology.

Goals:

Twitter communities to contribute to:
1. Popular science and non specialists with 9-16 years of education
2. History of science buffs and scholars
3. Reproductive health proponents
4. Developmental biology academics
5. Reproductive rights groups

Monthly Deliverables:
1. Drive 250+ people from the EP Twitter account to the EPE webpage
2. 20 Conversations per month
3. 200 posts per month
4. Every new EPE article tweeted five times in its initial week of publication
5. 40 new followers per month

Strategy:

Content shared:
1. News and current events related to developmental biology and reproductive medicine
2. Interesting tweets from those we follow
3. New EPE articles
4. Old EPE articles related to current events or news
5. All news and press releases related to the EP.

Content NOT shared:
1. Information relevant only to academics: job openings, calls for papers, journal articles, etc.
2. Stuff from unreliable sources
3. Tweets for which we haven't verified the quality of the links and content
4. Items from political groups
5. Items from other interest groups
6. Items from non OA journals

Daily Actions:
1. Daily conversation
2. 3-5 posts a day, 2 that are EP original tweets, at least 1 with multimedia

Weekly Actions:
1. 35-40 total tweets
2. Each new article posted five times, on different days and at different times
3. 5 conversations per week

Schedule: (For tweets about new articles).

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
5-8 am				New Article 2	New Article 1		
9 am -12 pm	New Article 1	New Article 2	New Article 3			New Articles 1,3	New Articles 1,2
12 - 3 pm	New Article 2	New Article 3	New Article 1				
3 -7 pm	New Article 3	New Article 1	New Article 2				
7-10 pm				New Article 1	New Article 2		

Hashtags and Handles: Below are some of the standard hashtags and handles that the Embryo Project regularly uses in its tweets.

General	Reproductive Biology	Developmental Biology
#histSTM	#reprohealth	#devbio
#histbio	#pregnancy	#embryo
#histmed	#scotus	
#history	@cdc_gov	
#science	@who	
#biology		
#WomenInSTEM		
#scicomlit		
@NCBI		

5- Twitter

Definition: Twitter is a social networking and microblogging platform that enables users to send and read messages, called tweets, which are up to 140 characters in length. Twitter's content is largely based around real time or recent events. https://twitter.com/

Here is an example of the news feed, which appears on the Twitter homepage once logged in:

Important functions:

      Hashtags: #:   A hashtag is a word or an unspaced phrase prefixed with the symbol #, for example #science or #fossilfriday. Hashtags are essentially metadata tags, as they enable Twitter to group together tweets with that tag in a searchable format. For example, on Twitter you can search #science and see every tweet that contains that hashtag.

      Tweetats or Mentions: @:   Everyone on Twitter has a username, also called a handle. Those handles all begin with an @ symbol. Use handles in posts to tweet a message directly to another account.

      Retweet: Sharing someone else's tweet for your subscribers to see.

      DM: You can send a direct private message (DM) to other accounts on Twitter. Look for the envelope symbol somewhere in the Twitter toolbar menu on every of its pages.
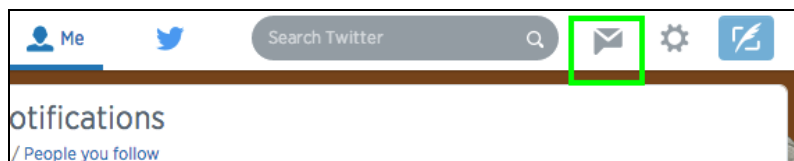
Other functions:

      Read and reach outside followers: Though the posts of the users you follow will aggregate in your news feed, on Twitter you can read the tweets of most people that you don't follow (and vice versa) by searching for them and clicking on their profiles. You can search hashtags to find all tweets using that hashtag.

      Trending: Twitter lists for you the hashtags that are being widely used at that moment. This list enables you to join those conversations. For example #science often trends, or an event such as #WorldCup.

Favorite: By clicking on the heart icon below a tweet, you can favorite another user's tweet to show them that you like it. This feature also enables you to archive that tweet for future reference. Additionally, your list of favorited tweets appears on your homepage, enabling your followers to view them.

Lists: Lists can be public or private, and they enable you to group accounts as you wish. Other users' lists, if public, can also be helpful tools to find accounts to follow or to see what people on a given list are tweeting about. For example, if a user has a list titled History and Philosophy of Science, you can click on that list to see what all the accounts compiled on that list have recently been tweeting. This practice is similar to scrolling through your own Twitter feed looking for content, but in a more focused manner.

For instance, Michael Barton ([@darwinsbulldog](#)) keeps a standard list of accounts related to history of science. If you subscribe to it, you receive all tweets from those accounts in your Twitter feed.
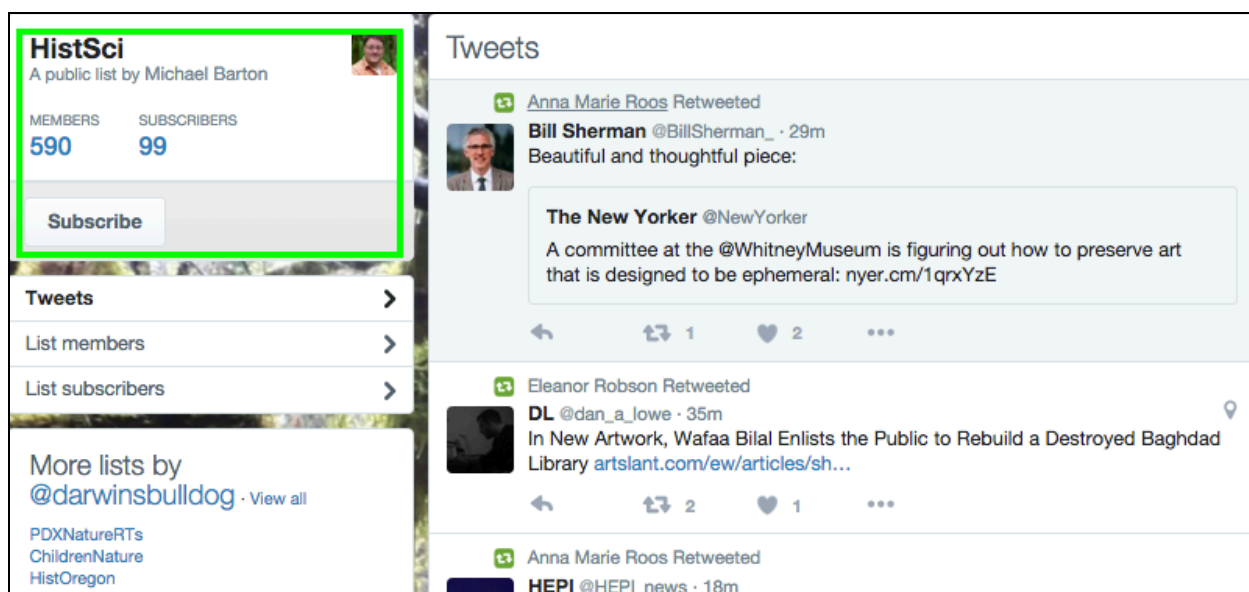
How To's:

Sign up: In order to [sign up for Twitter](#), you must supply an email, create a username, and create a password. The directions are on Twitter's website, so here we simply encourage new users to select short handles. As tweets are max 140 characters, the smaller your handle, the easier it is for people to tweet at you. Also, try to use an organizational email address, so that several people from the organization can access the account if they need to.

After signing up, you should begin by filling in your biography. This allows other users to glance at your project's aims and focus. Twitter biographies are limited to 160 characters, so it should be to the point. It may be useful to describe you or your project in this space, state a university or institution the project is associated with, or just list some of the project's main interests.

If you have a website associated with your project, be sure to list that site in the relevant spot for your biography.

Build your network: In order to start circulating your content and build your community, it may be helpful to think about following people in these categories: universities and institutions such as museums or libraries, professional organizations (history of science society), authors, other academics, journals.

We suggest that you begin by exploring lists like Barton's listed above. Scroll through the list members and follow accounts that fall into the communities you want to help build. Also, look for blogs and accounts like the history of science blog Whewell's Gazette (@WhewellsGhost), which aggregates the best history of science content from the previous week's social media output. Be sure also to search for and follow institutions and organizations in your communities, such as the History of Science Society (@hssonline), the Royal Society (@royalsociety) , or the Oxford Dictionary of National Biography (@odnb).

Twitter also employs a few techniques to help you build communities. They provide a "Who to follow" list in the upper right hand corner of your main page, which matches you to accounts with similar interests.

Post: Click on the blue button that looks like a quill. A post box appears, into which you can type your message. Be sure to use tweetats, hashtags, and to paste your hyperlinks into that message. For example, if you are posting about a Nobel Prize winner, tag the Nobel Prize organization (@Nobelprize), or if you post about disease, include an organization dedicated to that issue, like @CDC. Those organizations will definitely see your tweet, and if they like it, they may retweet it to their followers.

Share: For Twitter, the simplest way to share content is to retweet posts from users you are following. The act of retweeting helps integrate you into the community and illustrates that

you value their content. It strengthens your ties with the people in your community. Also, it is important to note that retweeting can be more strategic than simply sharing content. Various tools enable you to alter the text of the original tweet while sharing. That way, you can add your own comment to another user's tweet and make your retweet more interesting and more valuable for your followers.

Click on the 'Home' icon in the top left corner of your Twitter page. There you will find your newsfeed, and you can retweet posts from there. You can schedule and modify retweets in a dashboard program like tweetdeck.

We suggest you become familiar with a few users that are active in a field similar to your project. Focus on them much like you would a hashtag. These users likely share content relevant to your field which you can then reshare or begin a conversation about. Anchoring yourself to a few good hashtags and active users can help you get your bearings on social media platforms, and as you get more comfortable you can continue to build on that foundation.

Schedule Tweets: Scheduling your Tweets ahead of time is important for two reasons. First, Twitter moves quickly, so you should be tweeting multiple times a day, which can be difficult if you have other obligations. Second, there are times when more users are logged onto Twitter, and you should take advantage of those times in order to reach the largest potential audience. Tweets generally get more views on Monday afternoon than on Saturday afternoon. As we mention below, there are tools such as Tweroid to find those strategic times when your followers are on Twitter. Once you have those times established, it is helpful to create a scheduler to choose when to send each and every tweet.

An example of the blank template:

Time	Monday	Tuesday	Wednesday	Thursday	Friday
2-6 am					
9 am					
12 pm					
2 pm					
5-11 pm					

And an example of the template filled in with fictional titles of embryo project articles. The titles represent five new articles:

Time	Monday	Tuesday	Wednesday	Thursday	Friday
2-6 am	DNA	Dolly	DInosaurs	Embyos	Cells
9 am	Dolly	Dinosaurs	Embryos	DNA	Dinosaurs
12 pm	Embryos	DNA	Cells	Dolly	Embryos
2 pm	Dinosaurs	Embryos	Dolly	Cells	DNA
5-11 pm	Cells	Cells	DNA	Dinosaurs	Dolly

A couple of things to note:
1. It's ok to post the same content at different times of the week to reach different audiences around the world.
2. Avoid tweeting the same content on different days but at the same time.
3. Try not to share the same article both late at night (5-11 pm) and again early the next morning (2-6 am): it's too soon.
4. Tweet at times when most of your followers are on Twitter. The period between 11 am and 3 pm is the period when most of the EP's Twitter followers also use Twitter, so the EP aims to tweet twice in that period about new articles. Tweriod, discussed below, helps you find that information.
5. Weekends are different from weekdays, as fewer people are online on weekends in general, but more are on in the mornings than the afternoons. Therefore, our general rule is to tweet out our content by Noon or 1 pm on Saturdays and Sundays.
6. Certain times should be filled more than others. With the Embryo Project, if we only have 3 new things to post in a week, the 9:00 AM, 12:00 PM, and 2:00 PM slots should be filled first, because they are higher in traffic than the other slots.
7. Remember, you don't need to be posting 5 items of your own content a day. For example you could schedule 2 of these and aim for the other 3 posts that day to be retweets.
8. Keep in mind that even if you schedule 5 of your own pieces of content per day, you should still be retweeting others' content.

Best Practices: Do's
1. Fill in your biography, and provide a link to your webpage.
2. Use Twitter's "Who to follow" list in the upper right hand corner of your main page. This will help you to start building followers.
3. Focus on news and information. Twitter is all about what's happening live, or what's new and exciting.
4. Shorten links (using bit.ly, see below) to make room for your comments and hashtags.

5. Post every day, multiple times a day. Aim for at least five tweets a day, two for your own content and the rest to share content from elsewhere, be they links or retweets.
6. Post at strategic times. Timing matters on Twitter, there are times when more people are online, so tweeting strategically can often give your tweet a greater audience.
7. Use Tweroid to find those strategic times when your followers are using Twitter.
8. Include pictures and videos in your tweets! Pictures and videos are more interactive that just text, and more people will follow you, retweet your posts, and engage with you if you frequently post pictures and videos.
9. Use hashtags in most posts to connect to a broader network than just your followers.
10. Put thought into hashtags. Use the hashtags that your followers use.
11. Schedule posts ahead of time, using dashboards like Tweetdeck or Hootsuite.
12. For content original with your organization, repost the same content multiple times throughout the week. Be sure to change the text of the tweets, and use different hashtags and tweeetats in different posts.

13. Interact with your followers. Respond to their questions or tweets that they mention you in. Engage them in conversation by asking open ended questions.
14. Tweet to organizations and groups. If your tweet is directly related to an organization, and they have a Twitter account, tweet to them using their handle. Many organizations are interested and will retweet your content, therefore sharing it with their audience. For example if you write a post about a scientist who worked at Cold Spring Harbor Laboratory, include [@CSHLnews](#) in your tweet. The Twitter handles of these groups and organizations can often be found on their websites, with a Google search, or through the Twitter search feature.
15. Pay attention to your first few characters in a post. If a post starts with a tweetat, that tweet won't distribute to your followers' newsfeeds. When you want to mention another account with your first few character, but you want the tweet to distribute publically to newsfeeds, start the post with a period.

16. Check your notifications daily. See who's retweeting your content, following you, favoriting your tweets, and messaging you.
17. Always respond to direct questions and messages.
18. Pay attention to your audience. What's working, what isn't, what's being shared and favorited? Twitter provides you with instant feedback, take advantage of it and notice what engages your audience.
19. Have fun with it! Twitter is a fast paced social media site full of quirky information and fun facts, embrace it! There are numerous ways to be creative and have fun with Twitter, but just to get you started we can name a few. The Hashtag #OnThisDay has proven to be a useful way to have fun on Twitter for the EP. We use it to discuss notable discoveries or famous scientists' birthdays, which our followers often retweet. You could also bring historical figures or other objects to life.
20. Start conversations! Creative ways to start conversations on Twitter include asking

questions, posting quizzes, asking true or false questions or fill in the blank questions. These methods encourage users to engage in conversations about your content.
21. Thank people. Thank others when they share your content, or mention you in a positive light, and perhaps new followers. But don't become obsequious and don't thank people for every interaction.
22. Pick your favorites carefully. Tweets you favorite show up on your own page for all your followers to see.
23. Participate in Follow Friday #FF. It's a good way to recommend interesting people that you follow and possibly end up being recommended by someone else.

the Node @the_Node · Jan 15
This week's #devbioFF is the Zovein lab (@ZoveinLab) at @UCSF (USA). They work on cell fate transitions in hemogenic endothelium!
↩   ⇄ 1   ♥ 2   •••
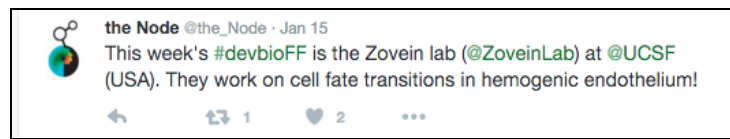
Best Practices: Don'ts
1. Don't post only your own content. Strive to share content from other accounts and from around the web.
2. Don't use the entire 140 characters, if possible.
3. Don't feel you have to reciprocate a follow.
4. Don't share content that is unrelated to your organization's mission.
5. Don't use too many hashtags. Analyses of tweets suggests that a tweet containing 3 or more hashtags doesn't receive as many retweets or favorites because it is seen as spamming.
6. Don't go on retweet binges. If you retweet more than three or four items from your newsfeed in a given sitting, you're doing it wrong.
7. Don't post all of your content at the same time. Spread your posts throughout the day.
8. Stay away from posting about holidays.

Helpful Tools:
Link shorteners: Bitly and Tiny URL.
Dashboards: Tweetdeck, Hootsuite, and Buffer.
Timing your tweets: Tweriod analyzes your Twitter network and tells you when most of your followers are online, therefore helping you chose when to post your tweets so that they will receive the maximum possible exposure.
Hashtag trends: Hashtagify is a hashtag search engine. It helps you to find the best hashtags to reach your audience.

Search old tweets: Find all of the tweets from an account without scrolling through hundreds of tweets. In the search bar, paste in the following text:

from:username since:yyyy-mm-dd until:yyyy-mm-dd

Fill in the relevant information to find the tweets that fit your criteria. For instance:

from:@embryoproject since:2014-01-01 until:2014-12-31

Returns all of the the Embryo Project's original tweets for the year 2014.

<u>Further Help</u>

Cordell, Ryan. "How to Start Tweeting (and Why You Might Want To)." *Chronicle of Higher Education.* August 11, 2010. http://chronicle.com/blogs/profhacker/how-to-start-tweeting-and-why-you-might-want-to/26065

Staff. "99 Serious Twitter Tips for Academics." Best Colleges Online. April 23, 2012. http://www.bestcollegesonline.com/blog/2012/04/23/100-serious-Twitter-tips-for-academics-2/

Saff. "Archive: Twitter Articles." *The Chronicle of Higher Education*. http://chronicle.com/blogs/profhacker/tag/Twitter

6- Facebook

Definition: Facebook enables users to create an extensive profile, post text, photos, and videos that distribute among their friends' newsfeeds, and post on the profiles or "timelines" of other accounts. Below is an example of the Embryo Project's profile page, also called its timeline. https://www.facebook.com/
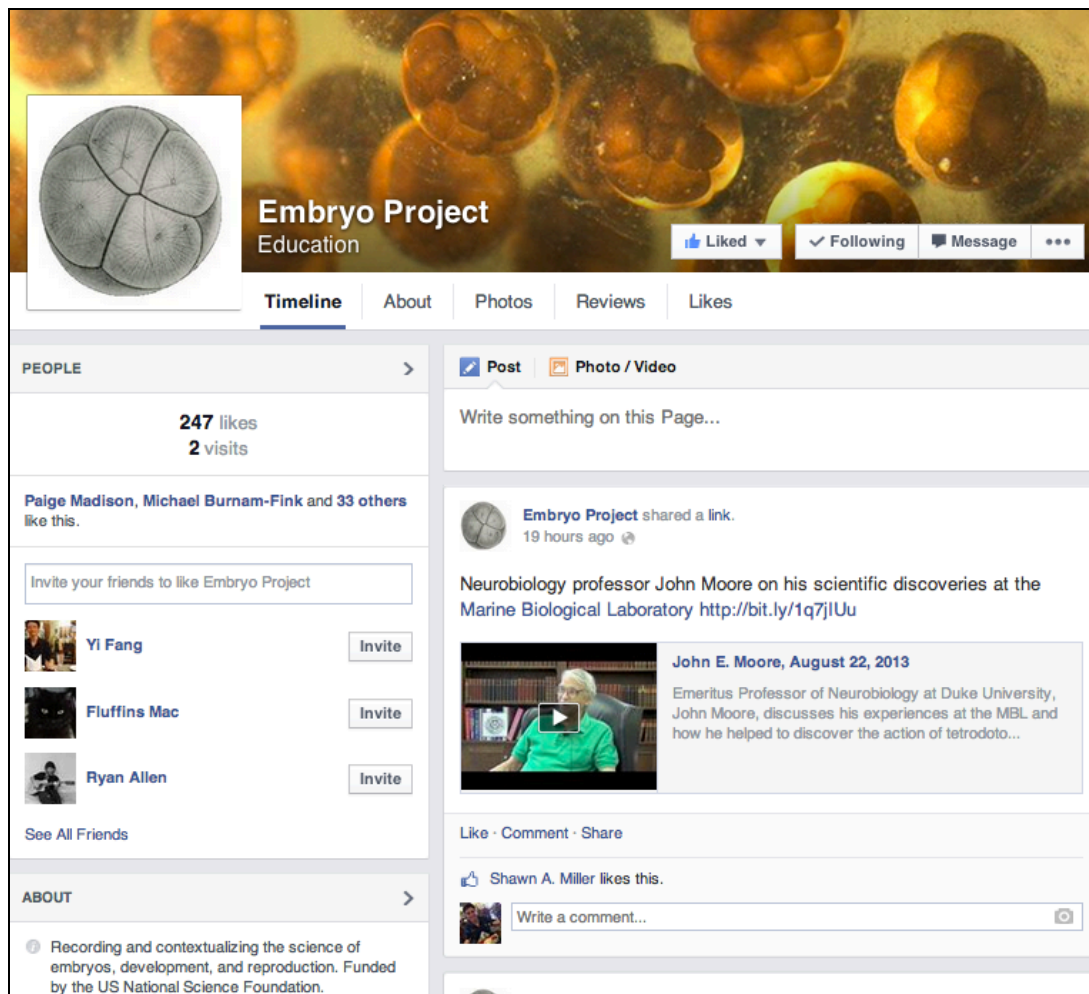
Facebook is a good first social media platform for an organization because it sees more activity than any other social media site, its user base is widespread, and most people are familiar with it. Additionally, Facebook has an extensive help center to help you with questions or troubleshooting.

Important Functions:

Timeline: Sometimes called the wall of an account, this page shows most of the activity by that account.

Tagging: When you write posts, you can tag other accounts in that post, which will ensure that the users of the other accounts see the post, as it will appear on their timelines.

Hashtags: Like Twitter, you can use hashtags # to mark some words as searchable topics. Hardly anyone uses the hashtag function in Facebook.

Boost Posts: Facebook enables you to pay to distribute your posts and your Facebook page to those users that it suspects will like your content. Paying for posts will substantially increase your number of followers.

Like: When scrolling through your newsfeed, you can like, comment, or share a post from another account. To like a post is the minimal amount of interaction you can do with it.

Comment: When you comment on another's post, you contribute to a discussion about that post.

Share: When you share another's post, you post it to your timeline, which enables your followers to see that post as well.

Schedule: Facebook enables you to schedule posts without using a third-party dashboard.

Locate: You can locate your post at a geographic region.

Edit or delete: You can edit or delete posts after they are scheduled or published.

How To's:

Sign up: To build a page for your project, you must first have a personal page. Your personal page will remain anonymous, but you do need it. To create a personal page, you must supply Facebook with a user name, password, email address, birthday, and gender. Once you have signed up for the personal account, you can create the community or institution page. Facebook will take you through a tool that helps you create the page. For the Embryo Project, which is an academic related project, we categorized the page within Facebook's list of options as a Company or Organization or Institution, and within that category, as an Education organization. You might choose a different category for different purposes. Be sure to complete the prompts that ask for your organization's mission, website, etc.

You can make many people managers or administrators on an organizational account. The steps to do so change, as Facebook often rearranges the layout of its pages. To make someone a new administrator, that person must first follow the account form her personal page. Then, a current account administrator must give that person administrator or manager responsibilities. To do so, the current admin must go to the organization's page, and on a toolbar near the top, select 'Settings'.
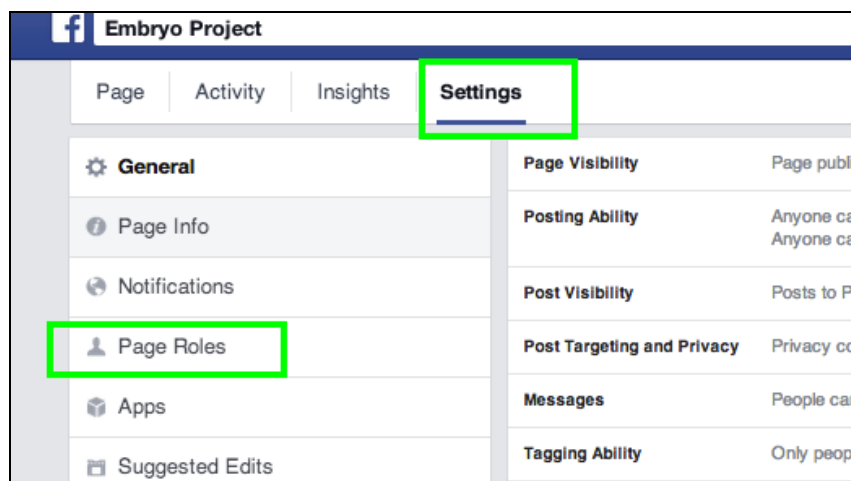
Once selected, the current admin must click on the 'Page Roles' tab on the left side of the screen. From the resultant page, the current admin follows a series of straightforward steps to assign a new person admin or manager responsibilities.

Build your network: Similar to how an individual sends friend requests to other individuals on Facebook, organizations can follow other organizations. Search for other organizations in the community you wish to build, and follow their pages. You cannot follow individuals, but they can follow you.

Post: When you post, Facebook gives you the option to schedule the post for a specific time (button in green box below), to locate the post as relevant to a specific location (pink box), or to add a picture (blue box). Click on each of those buttons to perform the relevant task.
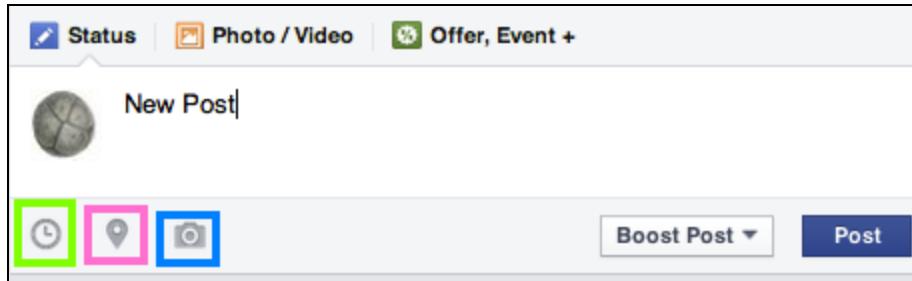
Tagging: To tag another account in your post, type the name of the account after an '@' symbol. Facebook offers you a menu of options from which to select the appropriate account. The more letters in the name you type, the more Facebook hones in on the appropriate account.
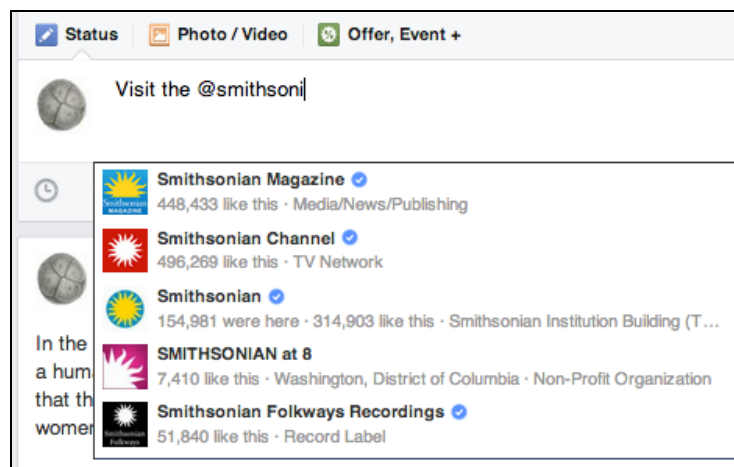
Edit or delete: You can edit or delete posts after you schedule or post them. For a published post, navigate to the account wall, find the relevant post, hover your mouse cursor over the top right corner of the post, and click on the drop down menu button that appears. In that menu are several options, delete and edit are among them. Choose the one you want and proceed with the task.

Best Practices: Do's

1. Fill in your profile. Facebook allows much more space than Twitter's 160 characters to tell the world about your project, so use it! Describe your project's aims and goals, its funding sources, and link to your organization's homepage.

2. Upload an appropriate profile picture and cover photo to make your project more visually interesting.

3. When you post, limit the main message to less than four lines of text. When Facebook displays your post on the newsfeeds of others, it will only show the first four lines.

4. If your post must be more than four lines, structure the post to start with a teaser, then a space line, and then the rest of your post.

5. When you post, try to tag other accounts in the text. If you tag other accounts, you increase the chances that those who follow the other accounts will see your post. You don't need to follow another account to tag it.

6. When you post, try to include pictures or videos. Such posts generate greater engagement from your followers.

7. When you post, try to assign a relevant geo-location to the posts. Such assignments increase the chances that people in those locations will see your post.

8. When you post, use hashtags, which increase the chances that people who follow those tags will see your post, but don't spend too much time developing hashtags, as they have little capital in Facebook.

9. Respond to everyone who comments on your posts, or who posts content on your wall.

10. Plan the number and timing of your posts. The more you post, the more Facebook tends to reduce the number of your followers who see individual posts. Facebook wants you to pay them to increase the number of people who see your posts. If you have a few well timed and engaging posts per week, you will reach more of your followers than if you posted many times but with less engaging content.

11. Use Facebook Insights to see what days of the weeks and what times of the day people tend to frequent your Facebook site or see your posts. Schedule your posts for peak times of peak days.
12. Develop posts designed to spark conversations. An ideal post has a long string of comments from followers in which they discuss or debate the content of the post.
13. Comment on the posts of others, like their posts, etc.
14. Consider paid advertising, this can increase the visibility and interest in your project.

Best Practices: Don'ts
1. Don't post as frequently on Facebook as you would on Twitter. Aim for about three times per week.
2. Don't share content from other accounts' posts without vetting the account, the organization it belongs to, the links, and the content of the pages linked to.
3. Don't bother publishing very long posts. No one will read them.
4. Don't publish all of your posts for a week on one day. Schedule them to appear throughout the week.
5. Don't patronize or argue with others in comments. If you disagree with something a follower says on your wall or post, try to move the conversation to private messages.

7- Reddit

Definition: Reddit is a social media site in which users share links to websites from around the web. Users can vote on links and comment on them. Reddit's slogan is "the front page of the internet," and it in fact draws massive webtraffic. https://www.reddit.com/
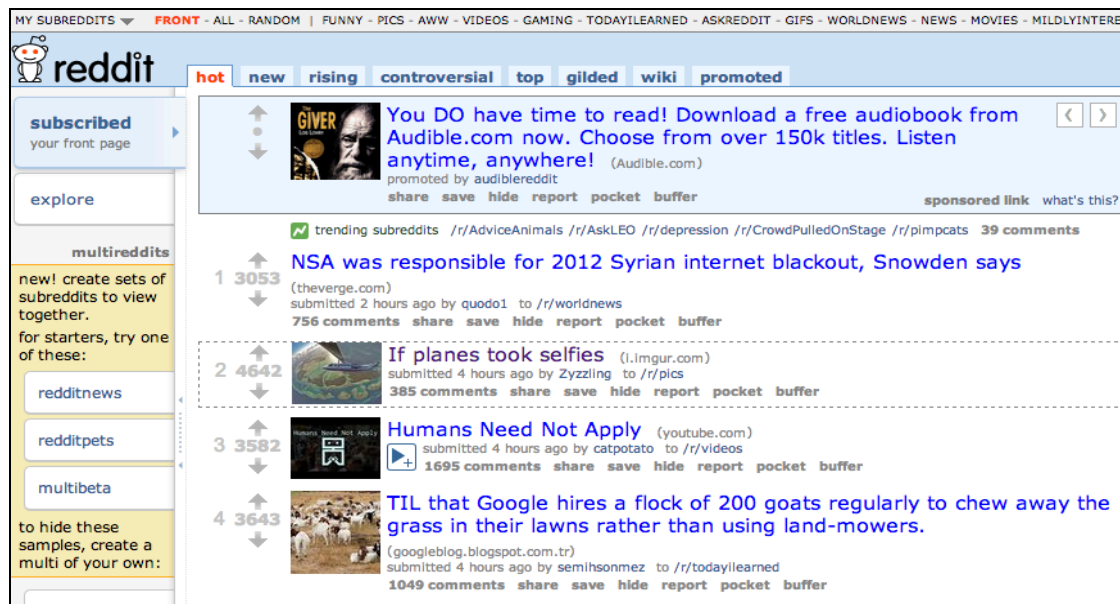
Above is the Reddit homepage. Displayed are a few of the links that have received thousands of upvotes, you can also see some of the subreddits listed along the top of the screen.
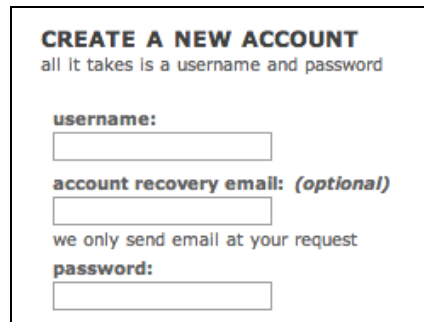
Unique functions:

     Voting: Probably the most important feature of Reddit is the voting aspect, for which users vote a post "up" or "down." A post's votes determines its position on the page (whether it appears higher or lower on the page) and link with numerous up votes promotes it to the "front page" where tens of thousands of people will see it. .

     Subreddits: Links submitted are organized into subreddits**.** Thousands of subreddits exist, ranging from "Jokes" to "Science" to "Movies," etc. The Embryo Project uses two subreddits frequently: "Science" and "TodayILearned." Below we discuss these subreddits, though we encourage you to explore other subreddits that may be useful to your organization.

     Rules: The Reddit community has many rules on how and what users are allowed to post, how a post must be titled, etc. More than any other social media site, Reddit users take these rules very seriously and will severely punish those who break them. The rules are outlined on the site, but here are a few general guidelines to help become familiar with the way Reddit is run.

How To's:

      Sign up: You don't need an account to view Reddit, but you will need one to post content. Create a username and password. You don't even need to provide an email address.
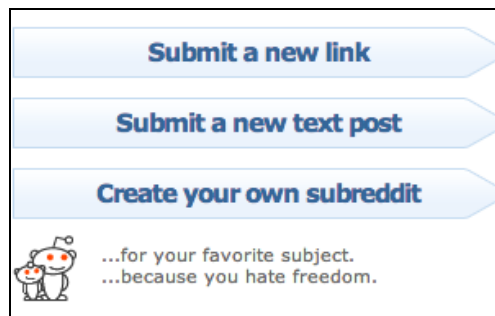
      Post: On the right hand column you will see the options (listed below) for submitting a new link.
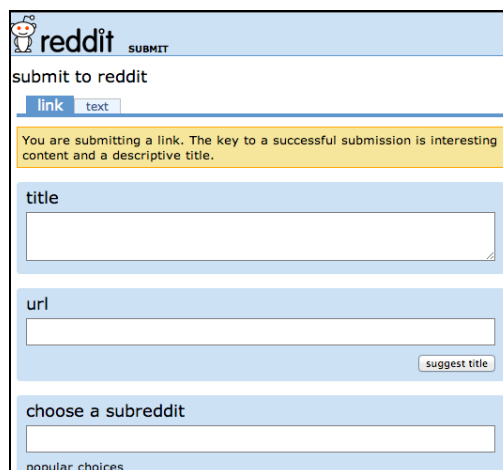
Once you click on 'Submit a new link' the screen below will load. Paste the URL to the page you wish to share, click 'suggest title' button if you would like Reddit to chose a title, then edit the title as you wish, and choose a subreddit.


Useful Subreddits:

Science subreddit is fairly straightforward. Much like Twitter, this subreddit emphasizes news and current events. When submitting a link, you can select for Reddit to help you formulate your title. With "Science" posts, we often use this feature and post whatever title is suggested. There are a few guidelines for posting on "Science", which should be read before posting. For example, the submissions must either be peer reviewed articles or summaries of peer reviewed articles. If the submission is a summary, that summary must include a link directly back to the original research article. If it is not peer reviewed, or does not link directly back to the peer reviewed research article, Reddit recommends posting in the less strict subreddit "EverythingScience".

Also, Reddit asks that after submitting your post to "Science", you "flair it," and it will delete your submission if you fail to do so. Once you submit the article, the summary of your post appears with a highlighted section that reads "Please Click This To Flair Your Post," see below.
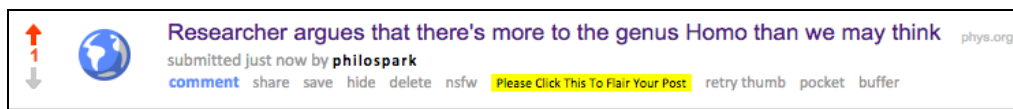
Click on the highlighted area and choose from one of their categories, then hit save.

Here is an example of a Science subreddit posts that Reddit users voted as interesting.

EverythingScience is similar to "Science" but less strict. Though it helps to flair posts, it is not necessary like it is in "Science". Also, submissions in this category do not necessarily need to be peer reviewed. For the Embryo Project, we use "EverythingScience" to post other interesting articles related to science, for example an opinion piece from *Nature News*.

Today I Learned (TIL) is another subreddit we frequently use for the Embryo Project. This subreddit has a few more rules than the Science subreddit, but the main rule is that the source must be reputable and the page published longer than two months ago. Here is an example of one of our TIL posts that was well received.
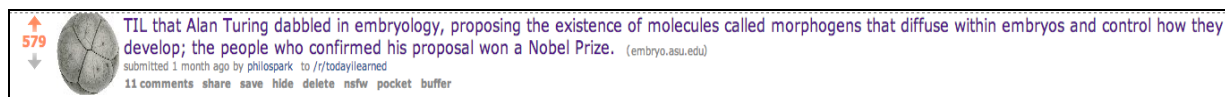
As you can see from the post, this subreddit requires that the title begins with 'TIL'. They also require that the fact not be too basic, not be a personal opinion, and that is can be verified by other sources. Additional submission guidelines for TIL can be found on the Reddit website. TIL is a valuable subreddit for Embryo Project because it allows us to share articles from our archives. This juxtaposes Twitter, for example, where we largely share newly published articles.

Best Practices, Do's:
1. Pay attention to the rules. This is crucial on Reddit.
2. Be conscious of timing. As with other social media sites, the timing of each post influences the number of people who will see it, so it is worth investigating when the best times to post on Reddit are, as well as noting the times you posted for items that ended up being successful. Look to the end of this chapter for sources to help with timing.
3. Put thought into the title of the post. Titling your links properly will determine whether people click on the link and decide to vote it up or down. Reddit has put into place certain rules about how to title posts. Different subreddits have different rules for titles, but overall Reddit asks that titles are not opinionated, are not too general, and are not misleading.

Above is an example of a faulty title. According to Reddit standards, this title is too general.

4. When crafting titles, use words that refer to concrete things, not abstract ideas.
5. Know your audience! With Reddit, even more than other social media sites, it is crucial to know your audience. This rule applies no matter what subreddit you use. Redditors, more than users of other sites, really appreciate evergreen content about history of science.

Conversely, audience likely played a role in an Embryo Project post that failed. Many Reddit communities are not fond of posts that mention religion in what can be construed as a positive light.
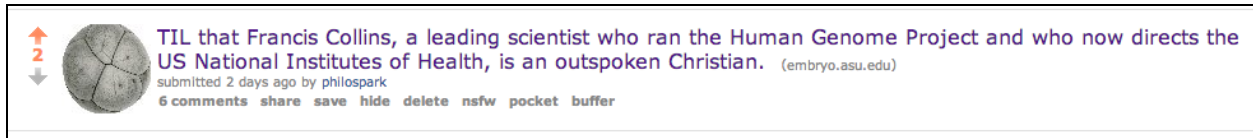
5. Use subreddits and post links on them. Fewer people follow a subreddit than any of the major threads, like TIL, so you may be discouraged to use them. But those who subscribe to and read subreddits are more likely to click on links that are relevant to the content of that subreddit. So while fewer people will see the post, more of them will click on the link. Spend some time to search Reddit for subreddits that are applicable to your organization. Remember not to spam those subreddits. The EP participates in the following subreddits: r/biology; r/history/; r/philosophyofscience
6. If your post goes viral on Reddit, many redditors will share that content on other social media platforms, especially Twitter. Reddit itself will do so on its social media platforms. If your post goes viral on Reddit, be sure on other platforms to share the posts on those platforms in support of your Reddit post.
7. Flair your post on "Science". Otherwise it will be deleted by the Reddit bots.

Best Practices, Don'ts:
1. Don't spam. Don't spam. Don't spam. Do not solely post material from your project. Your project's posts must be sprinkled in amongst other links you share on Reddit. For example, at the Embryo Project we try to post one Embryo Project link for every 10 pieces of other content we share. We collect this other content using aggregators and other content filters, and we often share the same links on Reddit that we turn into tweets. We also keep in mind our primary maxim, sharing primarily biology related content.
2. Don't ignore the Reddit's rules for posting on the general feed or on specific subreddits, such as "TIL", "Science", "Mildly Interesting", etc. Redditors vigorously enforce these rules, and if you abuse those rules or Reddit, they will destroy your Reddit reputation and profile. They've also been known to harass violators in other online venues. Be very cautious with Reddit.
3. Don't post outdated content to "Science" that has likely already been shared. For example, if there is a news story about a new fossil discovery, and you share a summary of it posted on through a website like ScienceNews two weeks later, the link you are posting may originally get through, but then will be deleted by the Reddit bots if the a similar story has been posted, for example the summary from *Nature*.

Further Help

DataStories Team. "We analyzed 4 million data points to see what makes it to the front page of
      Reddit. Here's what we learned." *DataStories* February 4, 2016.
      https://blog.datastories.com/blog/reddit-front-page
Silverman, Matt. "Reddit: A beginner's Guide." *Mashable* June 16, 2012.
      http://mashable.com/2012/06/06/reddit-for-beginners/
Warzel, Charlie. "The Best Times to Post on Reddit." *BuzzfeedNews* October 28, 2013.
      http://www.buzzfeed.com/charliewarzel/heres-the-best-time-to-post-a-link-on-reddit#1pl
   yqlp

8- Tumblr

Definition: Tumblr is short-form or micro blog service that enables users to post multimedia (photos and videos) and other content. It also enables users to have a feed of posts from other blogs that they follow on the platform. Compared to Facebook and Twitter, Tumblr posts are a bit longer and can include more than one piece of multimedia. Tumblr emphasises content that is creative and artistic. Certainly not the only blogging tool, it is however becoming the most popular. https://www.tumblr.com/

Important Functions
1. Hashtags
2. Notes

3. **Different post layouts**. There are at least seven different types of posts: text, image, quote, hyperlink, chat, audio, and video. Given the type of multimedia you want to share, select the appropriate post type.
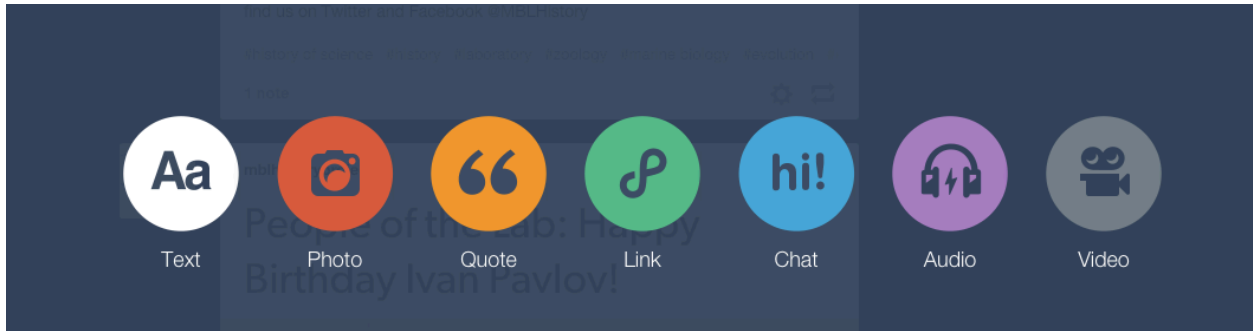
Best Practices: Do's

1. For a post, use a short title. Try to stick to eight words or lewer, and use words that refer to concrete things, not abstract ideas.
2. For posts that focus on a single piece of multimedia, aim for 100 words or fewer.
3. For posts that pull together multiple pieces of multimedia, aim for 250 words or fewer.
4. different types of posts, different lengths, just a simple throwback thursday with a couple of words can work
5. Keep your tone light.
6. When using multiple pieces of multimedia, focus on a theme and try to tell a story with them.
7. Aim for at least two posts per week One post should be a substantive original post, and the other can be a post shared from an account you follow that is relevant to your account's theme.
8. Use a lot of hashtags. Hashtags function on Tumblr similar to on Twitter, they are useful for people to find your post. However, unlike Twitter, there is no limit to the number of hashtags you can put on a post and you can use spaces in phrases (eg. #history of science not #historyofscience).
   a. examples from a single Tumblr post: #history of science #history #science #biology #embryology #marine biology #women in stem #women in science #silentspring #rachelcarson

Best Practices: Don'ts

1. Don't post anything without a bit piece of multimedia to go with it. If you want to share a quote, find a relevant image, overlay the quote on the image in a photo editing program, and post the edited image.
2. Don't share posts from other accounts without first clicking on the other accounts and on any links in the embedded posts. While you should do so to verify content on all social

media platforms, you should be especially vigilant on Tumblr. Unlike many other platforms, Tumblr allows users to post links to pornography, and compared to other platforms, it has a much larger community of users who do so.

9- Dashboards

Social media dashboards are tools that help you manage multiple social media accounts from a single interface. Although dashboards vary in their features, they generally help you to schedule posts ahead of time, see and respond to others' comments on your activity, and more. Social media managers use dashboards to manage their time on social media accounts and to keep from losing their minds. This chapter focuses on two dashboards: Tweetdeck and Hootsuite.

Tweetdeck is a free dashboard that allows you to organize and manage your Twitter account. It is the most popular Twitter application.
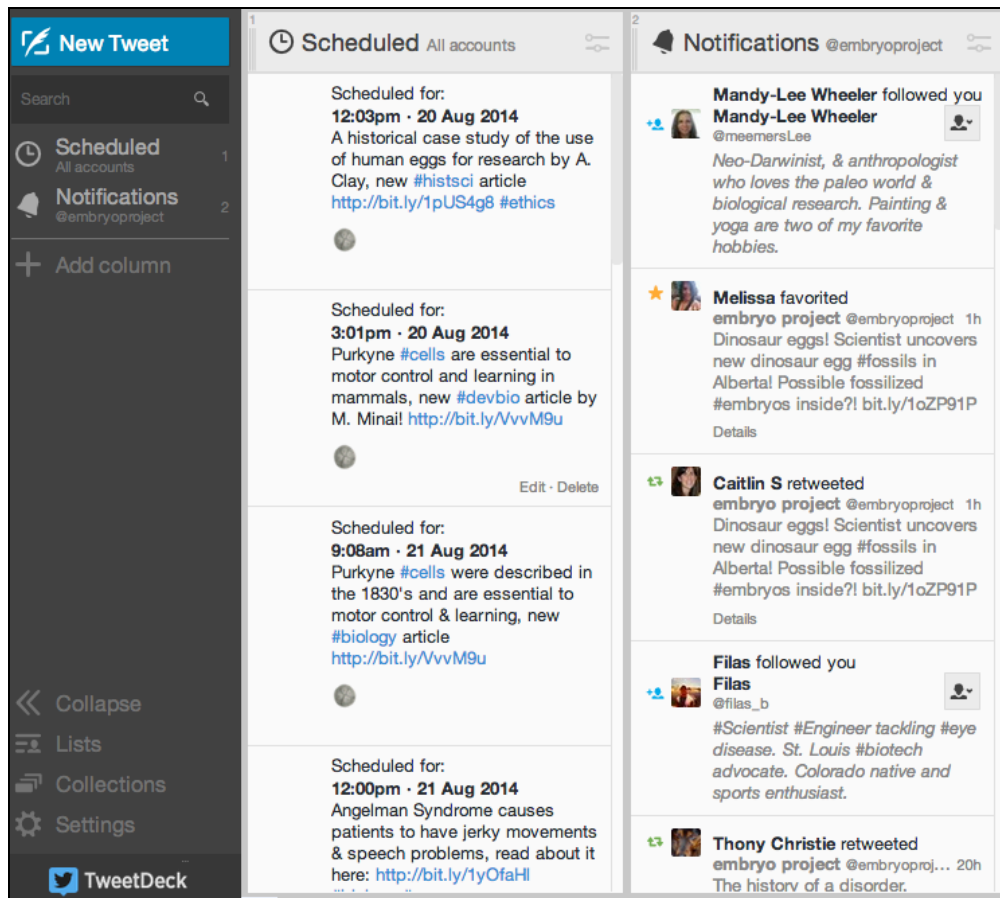
Tweetdeck consists of columns that display different aspects of your account, and these columns are customizable.

Examples of columns are:

Schedule: This column represents the main purpose for Tweetdeck. Here is where you can schedule future tweets, up to months in advance. Simply write the tweet, including a picture if you desire, and chose the date and time you want it published.

Notifications: Much like your notifications tab on your Twitter account, this column lets you know every time someone retweets your content, mentions you in a post, favorites one of your posts, or follows you. The difference with feature on Tweetdeck is that you can choose what you would like to include. For example, if you do not wish to be notified in this column about new followers, you can deselect that option.

Trending: This column will show you the hashtags currently trending on Twitter and allow you to select one to see a live feed of all users using that hashtag. For example, if #science is trending, you can set up a column that shows you moment by moment what people are tweeting that includes the #science.

Activity: This column allows you to keep track of what others are doing. Within this column you can choose to track the activity of your followers' other favorites, new followers, or lists.

Additional columns include (but are not limited to) Lists, Messages, Mentions, Collections, Users. Tweetdeck allows you to remove and add columns as you wish. Additionally, each column is somewhat customizable in that it has a dropdown list and you can check to include what you'd like displayed in each section. Playing around with Tweetdeck will show you that it is possible to track certain hashtags or tweets by a single user, as well as a variety of other options. An additional benefit of Tweetdeck is that it is possible to link multiple Twitter accounts on one dashboard.
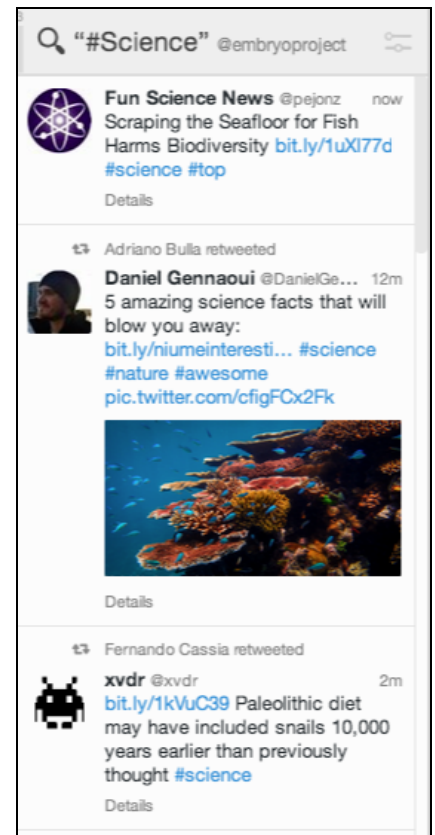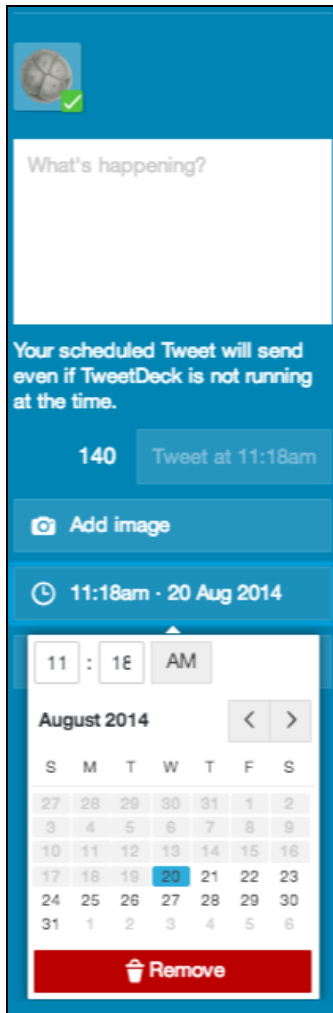
Hootsuite is also a free social dashboard, but it differs from Tweetdeck in that it enables you to connect social media accounts from many different platforms, including Twitter, Facebook, Google+ and more.
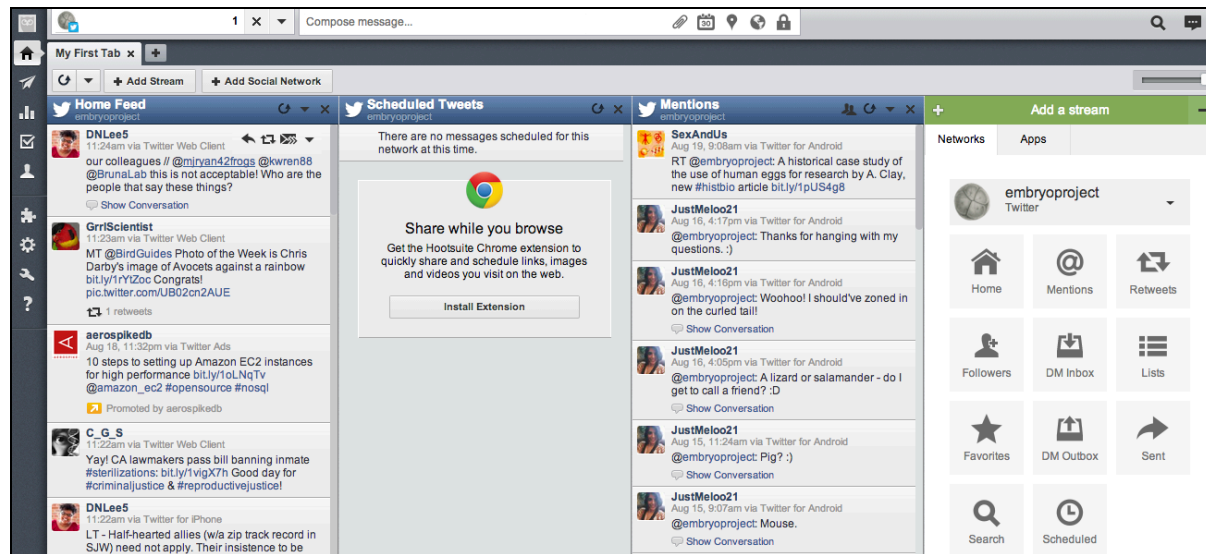
Like Tweetdeck, Hootsuite has a series of columns, called streams, that function similarly to Tweetdeck's streams. Examples of the streams include: Home Feed, New Followers, Mentions, etc.

Buffer is another social media dashboard. While the EP hasn't used it, social media professionals often prefer it, and it may be worth trying.

We encourage you to use social dashboards like these to schedule your posts. For the Embryo Project social media, we aim to schedule posts one week at a time. This saves time and energy. As you get more comfortable with them, you can play around with some of their other features.

Best Practices: Do's
1. USE DASHBOARDS. The job of managing social media accounts for organizations can quickly become overwhelming. The best way to manage accounts and not let them consume your life is to manage your time with them, and you do so with dashboards.
2. Plan specific times of the week to use dash boards. Write and schedule all of your posts for the upcoming week, month, etc.
3. Make use of tools that tell you the best time to post on each social media account. (mentioned elsewhere in this handbook). Then schedule your posts accordingly.
4. Find a dashboard that you like and stick with it. If you change dashboards often, you lose the benefits of dashboards.

Best Practices: Don'ts

1. Don't underestimate the value of dashboards. Social media is designed to consume time. If your role is to manage social media accounts, social media can quickly monopolize your life. Use dashboards to prevent that.

2. Don't become overwhelmed. The seemingly endless number of columns and streams and their constant flow of information can quickly become overwhelming. We suggest you begin just with scheduling, and add columns one by one as you become comfortable with the dashboard and only if you need them.

3. Don't set your weekly posts and forget about them. As we discussed, success in social media requires conversation and interaction. While these dashboards are helpful to set up the bulk of your original content posts, you cannot rely on those posts alone.

10- Negative Interactions

Not all interactions that you have with other on social media accounts will be pleasant. Every so often, someone will tag your organization in a post and say something negative about the organization, or will do so on your page. Rarely, and maybe never for you, many people will do so in a short amount of time, sometimes in reaction to your content, sometimes in reaction to media attention about your organization.

The internet is full of examples of organizations, in such situations, using social media to their own detriment and wrecking their reputations. The best social media managers have the savviness to address negative interactions and to not damage the online reputations of their organizations. Below are some tips on how to handle such situations.

For a single negative interaction:

Do's:
1. If appropriate, try to ignore the post. The simplest way to diffuse negative interactions is to ignore them.
2. If you cannot ignore it, then publicly respond to the negative post.
3. If the post claims some impropriety on your organization's part, apologize for miscommunication, but stay silent about the alleged impropriety.
4. Move the discussion to private communications within the social media platform, and from there to email, if necessary. Address the impropriety privately.
5. If you have the ability to delete the comment, do so only if it has profanity, if you maintain a policy against profanity, and if you publicly acknowledge that you deleted the post due to that policy. Transparency is valued in social media communities.
6. If the negative post is an instance of trolling, ignore the post and post a lot of new content in a short amount of time. Doing so will push the negative post further down in social media feeds and will lessen the number of people who see it.

Don'ts:
1. Don't respond to the post by arguing. Doing so will likely escalate the situation into a dispute, which can snowball to include many people.
2. If you have the power to delete the post, don't do so. Doing so increases the chances that the poster will repost the original comment and more posts that you deleted the old comment, thus escalating the problem.
3. Don't create original posts that attack the account that was negative to you.

For a deluge of negative interactions:
Do's:
1. Stay silent until you meet with organizational leaders to plan a course of action.
2. Decide with organizational leaders if you need to involve a legal team, if only for advice.
3. Your overall aim should be to stop the deluge. People on social media swarm, and as soon as they see that there is little interaction to be had by posting on your account, they'll swarm elsewhere.
4. Steer people to another medium for complaints, such as a link to digital complaint box or feedback form.
5. Craft a message that responds to the bulk of the negative posts. Post it regularly for as long as the negative interactions last.

Don'ts:
1. Don't delete posts or argue with the accounts that posted them.
2. Don't attack accounts who post negative things about you.
3. If posts are criticising some action of your organization, don't try to justify the action. Let people vent.
4. Don't post your normal content until the affair begins to blow over. Doing so makes it look like your organization is whitewashing the deluge of criticism, which invites more criticism.

11- Further Reading and Sources

Demographic Information:

Pew Research Internet Project: Social Media.

http://www.pewinternet.org/topics/social-networking

> This source is unquestionably the best source for information about social media, covering everything from how people use different platforms, to the business models of different platforms, to mapping online conversations. Every social media manager should subscribe to Pew's social media research feed, and they should read as many of the posts as they can. Pew doesn't much discuss best practices for using social media, but readers can infer a lot about such practices from Pew's data.

Books:

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