UNIVERSITY OF CALGARY | University Relations

STANDARDS FOR OFFICIAL UCALGARY SOCIAL MEDIA CHANNELS FINAL

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SOCIAL MEDIA: WHAT IS IT AND WHY DO WE NEED STANDARDS?

Much like face-to-face conversation, social media is a human-to-human interaction or exchange. The only difference is that the interaction takes place through digital channels instead of happening in person. But just because it's online doesn't make it any less emotional, personal or meaningful. It's a conversational relationship that can build over time into a place of trust, sharing and mutual consideration.

Social media is not a one-way broadcast, a publication, or a channel to distribute self-serving propaganda. It's a meaningful two-way conversation between individuals or amongst groups of individuals. Social media conversations are no different than the chats that you have with your co-workers or friends, where there's always give and take. They're just accomplished through online channels.

Social media channels – and the conversations they inspire, support and grow – represent people, organizations and brands. A channel may officially represent a brand like the University of Calgary, or enable social community participation by an individual in a personal or professional capacity.

Social media is important to the University of Calgary and members of the university community are encouraged to share knowledge, express creativity and connect with colleagues through these channels in an informed, safe and productive way.

This document provides operating standards for those using social media in the context of the University of Calgary.

As an individual using social media, you instinctually know that it's important to be honest about who you are and what you represent, to use common sense before posting or commenting, and to respect the values and etiquette of the communities you join. After all, your conversations in social media reflect on the person you are and the values you hold dear…and they live on for a very long time in the digital space.

Social Media and Existing Policies and Procedures

All of the existing University of Calgary policies and procedures also apply to activity in the social media space, including the following:

- **Privacy:** http://www.ucalgary.ca/policies/files/policies/privacy-policy.pdf

- **Freedom of Information and Protection of Privacy (FOIP):**
  http://www.ucalgary.ca/hr/freedom_of_information_and_protection_of_privacy

- **Electronic Communications:**
  http://www.ucalgary.ca/policies/files/policies/Electronic%20Communications%20Policy.pdf

- **Code of Conduct:** http://www.ucalgary.ca/policies/files/policies/code-of-conduct.pdf
  This policy includes statements and protections regarding academic freedom.

- **Gifts, donations and sponsorship:**
  https://www.ucalgary.ca/policies/files/policies/Gifts%20Donations%20and%20Sponsorship%20Policy.pdf

- **Harassment:** http://www.ucalgary.ca/policies/files/policies/harassment-policy_0.pdf

- **Copyright:** https://library.ucalgary.ca/copyright

- **Social Media Crisis Procedures:** The institutional social media crisis plan is owned and managed by the Strategic Communications team within University Relations. Please contact this team for the most recent version of the procedure as it is updated regularly.

Individual vs. Institutional Representation on Social Media

The University of Calgary welcomes and encourages participation on social media by individuals employed by the organization. However, only individuals authorized by Media Relations (University Relations) may make official statements on behalf of the entire University of Calgary on social media channels. Please contact Media Relations with any questions about official statements. For this reason it is very important to clarify the difference between official and unofficial statements on social media.

When engaging on social media from a personal account and referencing university-related topics, the organization asks that you make your individual identity transparent to your audience in your post and distinguish your opinions and positions as your own, not as official statements by the University of Calgary. We ask that individuals adhere to the following personal guidelines to make the official vs. unofficial distinction clear to social media audiences:

Personal integrity: Be honest and transparent about your affiliation with the university in social interactions where you are talking about the university and reinforce that that the opinions are those of you as an individual. Do not attempt to hide a connection to the university when discussing university-related matters in posts or in replies – this behavior can be construed as lacking integrity. Personal integrity also includes fact-checking all information to the best of your ability before posting and correcting any incorrect statements quickly. Integrity implies a commitment to confidentiality regarding your interactions with the university, students, alumni or colleagues, because social media is a public space.

Use of university branding: Individuals are not permitted to make use of official logos, trademarks, wordmarks or university-branded identifiers on personal accounts. This helps your audience better distinguish between official and individual voices on social media. The university brand is suitable for use on official University of Calgary social media channels representing the institution, faculties, departments, groups and administrative entities only. (Note that this does not include student groups or clubs as they are generally arms-length entities.) Please consult University Relations – Marketing if you are unsure of which avatar (square or round profile photo or graphical representation that visually signifies the identity of the account posting content on social media) to employ.

Disclaimer: If you occasionally post content referencing the University of Calgary or your work at the institution on a personal account, we welcome you to include a statement on your profile such as "personal account," "posts are my own and do not represent the opinions of my employer" or "individual positions do not represent those of the University of Calgary."

Additional legal compliances

Federal and provincial laws also apply to activity conducted on social media. All social media accounts – whether personal or institutional – are also bound by the terms and conditions of the social media channel provider. It is the responsibility of each social media user to ensure compliance.

The University of Calgary reserves the right to alter, suspend, cancel or delete any non-compliant institutionally branded account without notice in order to manage our online reputation.

STRATEGIC PRINCIPLES

At the University of Calgary, our overall approach to social media is guided by the following three principles:

1. We are audience-focused.
   a) We are eager to listen.
   b) We are eager to respond.
   c) We continually research where our audience is online and integrate as appropriate into their online journeys.

2. We give more than we take.
   a) We continually create interesting and compelling content focused on our target audience.
   b) We know it's not just about us – we are good citizens of the online world.
   c) We actively look for ways to help and engage online.

3. We are measurable and accountable.
   a) We prove success through analytics.
   b) We act as one brand and one family with unique members.
   c) We never take the online communities we are privileged to be part of for granted.

In applying these principles, it's important to understand how social media works when it comes to listening and responding:

Be real

In social media, the 'how' is just as important as the 'what'. The content we share is important but the tone embraced by the individuals running our social media accounts is what makes the conversation come alive in an authentic way. People want to interact personally with real human beings on social media, not robots. Successful social media conversation at the University of Calgary is conducted in a voice that is:

- Personable
- Authentic
- Kind, helpful and timely
- Appreciative
- Written in the same way real people speak
- Astute and accurate
- Occasionally funny or light-hearted
- Expected (a regular cadence)

Listen – it's crucial

It's perfectly okay to listen to others on social media; it is actually very considerate. Listen and understand conversations before you consider posting a single word. 'Social listening' is a kind, non-intrusive and research-focused act. It is not to be equated with the more negative practices of 'lurking' or 'creeping', which direct an excessive amount of attention towards someone on social media.

As with person-to-person interactions, listening in the social media space is a critical first step in understanding the conversation landscape and knowing where it's appropriate to join in. Start by following conversations via hashtags or listening to groups or individuals who post both frequently and/or authoritatively on the topic you are interested in sharing.

Be responsive

Social media is a two-way interaction. Using social media as your personal broadcast mechanism is self-serving and ultimately ineffective, and can damage your reputation. Be responsive and think of the community aspect of social media. Here are some tips for how to be "responsibly responsive" and authentic on social media.

Do:

- *Make friends.* Social media is a powerful way to build relationships with people. Establishing and sustaining conversation with an interested and invested social community is the most compelling reason to use social media.

- *Post like a human, not a robot.* Sometimes news headlines make great posts, but more often than not a post written in a conversational tone is most compelling and effective. People like to have conversations with people who sound like…people. Social media must also be regular, consistent, conversational and responsive to be effective – rather than always pre-programmed and mechanical.

- *Spark two-way conversation*. Social media is a two-way channel. Re-tweets, likes and shares are important, but you will be most effective in social media when you get people mentioning you and conversing with you. How can you do that? Ask a question or make a comment to an individual who posts on a relevant topic. Respond to individuals who ask questions or mention you.

- *Adhere to our strategic communications processes during an emergency situation.* If/when a crisis on campus happens, the Strategic Communications team in University Relations possesses expertise on how to best centralize communications for those who speak on behalf of the university. Please adhere to the standards they lay out regarding the use of social media to communicate during a crisis.

Don't:

- *Be a gopher* (pop up when you have news and disappear the rest of the time). If you cannot maintain a regular (weekday), anticipated cadence on social media, perhaps question your ability to manage a social media account. A few social media posts alone cannot generate interest and attention for your content, event or news. An audience that doesn't receive timely responses when they mention you or ask a question will not stick around to consume the content you want them to consume. It's a give and take relationship – always give more than you ask from your audience.

- *Forget that a social channel is a community.* A social channel is a digital community that must be cultivated, nurtured and sustained with a personal touch, kindness and a regular content strategy in order to be effective and rewarding.

- *Disrespect or get passive-aggressive.* Passion is a great asset on social media because it's real. However, disagreements on subjects are inevitable. In these cases, it's good to remember that social media is the virtual equivalent of a face-to-face conversation. Would you talk to the person the same way that you are thinking of posting to them? When in doubt of how best to respond, step away from your computer or device and think about how to respond thoughtfully when challenged. Perhaps consult a colleague to review a proposed reply to double-check your tone. And if you happen to be incorrect in your published statement during a conversation, correct the omission.

Give more than you take

What compels a person to post a picture of their cat to a social channel like Instagram? A person may spend hundreds of dollars on a mobile device, pay for network connectivity and take literally dozens of pics over the course of hours to get to ONE cat pic they share. And for what? Heart-shaped virtual likes, gamified "internet points" and comments from people they may or may not know.

Breaking it down, the person is receiving something that is of greater value than they are giving. They feel and believe the likes/comments they are receiving are more valuable than the expense and time they spent in taking and posting the picture. People need to feel, at whatever level means something to them, that they are receiving more than they are giving. Wikipedia (a free online encyclopaedia, written collaboratively by the people who use it) was built on the same concept: people invest hundreds of thousands of hours of time editing its content for a non-monetary return.

The principle that motivates such sharing is called **value exchange** and it is at the core of the University of Calgary approach to social media. People who interact with us on social media should feel like they are receiving more than they are giving – whether they are giving time, information or presence on their channels in order to amplify our message. This requires us to understand our audience, continually check in to ensure value is being received and regularly thank our audience.

Look before you leap

Guiding principle: Look for an **existing channel** for your content before attempting to create a new one.

Determine if you need a general, focused or private social space. You've already thought about your

audience on social media, but let's dig deeper into what kind of community you need to build and meet your goals. If your audience is more general, consider approaching those who manage the university's existing institutional accounts to share your content rather than creating a new channel. Institutional accounts for Twitter, Facebook, LinkedIn, Instagram and YouTube may be more suitable for sharing some of your content – and they have large, established followings. Established audiences can often consume, engage with, and amplify your messages and content more effectively using existing, well subscribed channels.

If you have a very focused community and can contribute actively and regularly to a public social conversation, there may be a case for a new public-facing social media account. If you represent an internal group that wants to have a conversation amongst yourselves only, consider creating a private social space just for your own community.

STARTING, MAINTAINING AND/OR RETIRING AN OFFICIAL SOCIAL MEDIA CHANNEL

If you want to create an institutional University of Calgary channel on a new social media network, **stop first and contact the social media strategist on the Digital Experience team in University Relations**. It is important that new channels are tested and launched strategically, with appropriate branding and profile information, and that account information and passwords are managed for continuity over time. This is a function of the marketing department.

If you are interested in starting a focused, branded University of Calgary social channel (e.g. for a faculty, department, institute, program) on an existing social network, please follow the established process. Submit a written request to the social media marketing communications person in your associated faculty (if the position exists) to see if there is a suitable, existing channel where you can leverage for your content rather than create a new one. In the absence of a role like this in your area, contact the social media strategist on the Digital Experience team in University Relations directly. In some cases, your entity within the university does merit its own social identity to speak to a very specific group, but it's often more effective that we work together and unify our social identities at this stage for our foundational five social channels.

If you are creating a private social community that will not be accessible to anyone but your interest group (for example, a class or research team who only wants to share between members of a closed group), contact your faculty/unit social media marketing communications person or, if you need deeper guidance, the social media strategist on the Digital Experience team in University Relations. If you are creating an internally facing group, there is no need to officially brand the channel with University of Calgary identifiers.

Security and privacy

It is your responsibility to keep your social media channel secure and make sure you have a password strategy (in addition to logging it with the Marketing team, ensure that you know who on your team has the password, discuss how often is it updated and how strong is it) to ensure the branded channel is not vulnerable to hackers and that it is recoverable in an emergency. A record of passwords for all institutional accounts must be provided to the social media strategist on the Digital Experience team in University Relations.

Passwords are stored in a password-protected spreadsheet within the Digital Experience team of University-Relations – Marketing.

Institution account branding

The University of Calgary has a branding hierarchy for official channels to help audiences better understand our social media landscape. This hierarchy is represented in the form of different avatars that represent the University of Calgary identity. (As stated above, an avatar is a square or round profile photo or graphical representation that visually signifies the identity of the account posting content on social media). Institutional accounts feature the full-colour shield, faculty accounts employ a red version of the shield, and other accounts use the orange version. (Note: this treatment of our university logo is very specific to social media accounts, due to space constraints. It is not acceptable for use in *any* other situation.)

Institutional accounts	Faculty accounts	Other accounts

Cadence and calendaring

If you create an official social media channel representing the University of Calgary, it is your responsibility to take care of that digital life form. Check mentions daily and respond to your contacts appropriately. Maintain a calendar and sustain a regular (at least daily on work days) cadence. An editorial calendar is key to managing a sustainable social media channel. Create a rolling six-week calendar and plan for how you will source new content on a regular basis.

Ensure that you adhere to the standards provided in this entire document. University Relations is charged with proactively monitoring all social media activity connected to the university. If there are concerns about the stewardship of an account, you will be contacted to discuss. Accounts may be closed due to policy violation or prolonged inactivity.

Content and Conversation

Social content strategy goes beyond introducing website links or having photos and video to post. Varying the types of content and subject matter on a social media channel shows the depth, breadth and expertise of the university, helps target different audiences, and builds an editorial calendar full of interesting and sustainable opportunities for engagement. It is very challenging to sustain engagement and diversify an audience on a channel if the account is publishing the same type of content repetitiously. Repetition comes across as automated and not very human, while connecting to community is part of the university's brand.

Content must also be considered according to your goals. What do you want the audience to see, think, feel or do? Some content strategies (e.g. use of images) may be useful if the goal is clickthroughs to a website, while other content is useful to create conversation (e.g. use of gifs). Depending on the channel's target audience, a rich content calendar may include a mixed diet of news, events, links to UCalgary's website, engaging photos, brief video clips, graphics, infographics and gifs.

Another successful strategy is to feature a rich variety of content topics in an editorial calendar for the target audiences. Feature compelling research, snapshots of faculty, profiles of engaged students, highlights of campus life, a piece that relates to current events and even the occasional humour piece to entertain. A variety of targeted topics and content types will both engage and sustain a social media audience and always remember what action you want the audience to take when viewing the content.

Owned social content: Owned content is the content published by you on your social media channel (personal or organizational). It should be created by you or shared under copyright compliance.

Earned social content: Earned content may include mentions, media mentions or comments (both positive and negative).

Paid social content: Paying to sponsor or advertise on social media is a marketing function and is more cost-effectively coordinated and centralized by University Relations – Marketing. The university encourages you to coordinate with University Relations when undertaking social advertising and sponsored social media to maximize your investment and reduce the chance of internal groups unknowingly bidding against each other. Bidding against each other will drive up the price of paid social media for the university.

Good digital citizenship and engaging social content within posts can also be accomplished through personal, community-focused conversation. A social media monitoring tool is a valuable asset to help you monitor conversation streams, influencers and conversations. The university has institutional licenses for such tools.

Be highly responsive to questions. Be generous in mentioning other accounts in social conversation because this will garner more social goodwill (the willingness to collaborate and perhaps even share your content). Responses are an expectation for social media at the University of Calgary. If someone mentions your social media handle, leaving a reasonable comment or asking a question, he or she should receive a reply within two hours or less, Monday – Friday 8:30 a.m.-4:30 p.m.

Deleting/merging an account

Sometimes it is in your best interest (and the university's) to merge accounts and simplify how we speak to specific audiences. Sometimes a specific social media network is no longer appropriate for a target audience or staff turnover or resource reallocation results in orphaned channels with no one to steward them. When it is time to delete an account, please notify the social media strategist in University Relations. There will also be times that University Relations may reach out to you to discuss the business case for deleting a stagnant account or merging an account with another.

There are hundreds of social media platforms in the world, with new ones appearing on a regular basis. As a university, we are focused on building a solid foundation for our social media activity, rather than fragmenting our presence across dozens of platforms and taking on every new channel that comes along. It takes a substantial amount of resourcing to build and maintain a strong, consistent, authentic presence on a social media channel – it's better to do well in a small number of spaces rather than poorly across many.

Our foundation consists of key social media platforms that we have selected as institutional priorities. These select channels are the primary building blocks for the university official brand on social media and the ones that reach the broadest range of our target audience.

The "**Foundational Five**", official and institutional social media accounts are:

Twitter	Twitter is a social media service "to communicate and stay connected through the exchange of quick, frequent messages. People post Tweets, which may contain photos, videos, links and up to 140 characters of text. These messages are posted to your profile, sent to your followers, and are searchable on Twitter search." (Source: Twitter). It is a high-volume channel and the expectation is for an account to post multiple times per day.
Facebook	"Facebook's mission is to give people the power to share and make the world more open and connected. People use Facebook to stay connected with friends and family, to discover what's going on in the world, and to share and express what matters to them." (Source: Facebook).
LinkedIn	LinkedIn connects "the world's professionals to make them more productive and successful [and] get access to people, jobs, news, updates, and insights." (Source: LinkedIn). Microsoft owns this social media service.
YouTube	"YouTube allows billions of people to discover, watch and share originally-created videos. YouTube provides a forum for people to connect, inform, and inspire others across the globe and acts as a distribution platform for original content creators and advertisers large and small." (Source: YouTube). Google owns this video service.
Instagram	"Instagram is a fun and quirky way to share your life and friends through a series of pictures. … [Instagram will] allow you to experience moments in your friends' lives through pictures as they happen. We imagine a world more connected through photos." (Source: Instagram)

While expansion outside of these strategically selected channels is possible, it should only be done after consultation with University Relations.

Relationship of institutional accounts to other university accounts

While the five official institutional accounts take the lead maintaining and enhancing the University of Calgary's reputation on behalf of the organization, every faculty, department and unit with a branded

university presence on social media shares in this responsibility. These accounts are interconnected on social media and all represent the university to the audiences on social media.

For this reason, we hold all faculty, department and units to the same standards as our institutional accounts. These standards include the Rules of Engagement and Strategic Principles stated above as well as proper governance of all accounts according to the life cycle outlined in the Starting, Maintaining and/or Retiring a Social Media Channel section (also above). Channels that are insufficiently resourced for weekday monitoring, responding and publishing, improperly branded, improperly protected from a password/governance perspective or found to be noncompliant with any of the standards outlined in this document will be flagged for discussion with the stakeholders and may be deleted.

There is also great benefit in working together between institutional accounts and faculty, department or unit accounts to amplify reach and engagement. Departments, units and individuals should consider the power of existing social media accounts when you have news, research topics, events or other social media content. The university strongly encourages you to bring items forward to the marketing/communications person in your faculty for consideration on faculty accounts (faculty account managers are always looking for compelling content). Faculty social media managers, in turn, will post content on faculty accounts but also curate items to bring forward to the institutional accounts. Institutional accounts offer the most far-reaching amplification and engagement possible on the university's owned accounts, providing the content and target audiences match the criteria laid out in this document for those accounts. The institutional accounts will credit the faculty, department or unit by mentioning that account when they post to provide that account additional exposure as well.

Again, the university strongly encourages employees within faculties and units to work with the marketing communications resource responsible for social media to get the most exposure for content instead of creating additional social media accounts that dilute your efforts.

A list of faculty, department and unit social media accounts appears in the appendices of this standards document. There are also general best practices for the foundational five social media channels outlined below. All faculties, departments and units are advised to follow these best practices and model the practices of the institutional accounts.

Foundational Five Social Media Channels in Practice

@UCalgary on Twitter

The purpose of the University of Calgary's institutional Twitter account is to engage a broad audience frequently each day with information, news, activity and opportunities for conversation. It is a place where opinions can be shared and respected. Questions can be asked and answered quickly and to the user's satisfaction.

- Key administrator/accountable: University Relations
- Key contributors: University Relations, faculty/unit marketers and communicators
- Key @UCalgary audiences:
    - The primary audience for @UCalgary Twitter is the general community audience – within

Calgary and beyond.
- o Secondary audience is our internal audience: Faculty, staff, students and engaged alumni.
- o Tertiary audience is the media: Media also consume our Twitter content to keep up-to-date on university news.

- ▪ Measurement: Tracking the growth in numbers of Twitter followers month over month helps monitor one type of community health, but there's so much more to measure:
  - o Track which tweets garner the most impressions and which ones garner the most engagement (e.g. click-throughs, likes, retweets). Measure your volume of mentions against a baseline of mentions. (A baseline is an average or minimum starting point for comparison over time that will be different for different social media accounts. For example, an average of 100 mentions a day over a period of six months is a baseline for a social media account.)
  - o Track how many times influencers in your key conversations connect with or mention you.
  - o Track clickthroughs on URLs.
  - o Track your Share of Voice (percentage of mentions in a specific conversation using either Twitter's built-in analytics or our own social media management tool).
- ▪ Sample tweet: Happy #CanadaDay everyone! Have a great long weekend and we'll connect again on Monday. [insert gif]

- ▪ **General recommendations for Twitter**
  - • Post compelling stories, share research from the audience perspective and promote university connections to local or social events (e.g. #TBT, #Beakerhead, #WorldCancerDay. We will often sometimes surprise our audience with something fun and unexpected.
    - o When replying or referencing other Twitter users, use their username in the format of @username and, if appropriate, a hashtag that references the theme, content or conversation using a format of #hashtag.
    - o Include images and embedded video, as they garner greater impressions. To upload images or video, use built-in tools within Twitter or a university-provided social media management tool.
    - o Include a shortened URL (http://ow.ly is our preference) if you are directing the audience to a website as a follow-up action. This reduces the character count of your message.
    - o Employ one or two hashtags at most (more hashtags do not equal better engagement; more hashtags equal spam).
  - • Use common texting acronyms (e.g. ICYMI = in case you missed it)
  - • 4-1-1 recommendation: 4 content posts that do not relate directly to you or the university but include content of interest to the audience which can take the format of replies, expressions of gratitude, congratulations or additions to existing, positive-toned conversations.
    - o 1 retweet of someone else (and while it's tempting to just retweet something said about you or the university, vary this a little)
    - o Then you earn the right to make 1 post about your own activities/something related to you or the university.
  - • Composing tweets: Although Twitter makes accommodations for character limits from time to time, we still recommend aiming for 100 characters maximum per post and include images and URLs in 140 characters. Aim for action by inviting the other person to feel/think/do something.

University of Calgary on Facebook

The purpose of our institutional Facebook page is to build community and connection with the broadest demographic audience of any social media channel including students. Although this may evolve, Facebook has traditionally been one of a teenager's first social media accounts, as well as the channel used by parents and even grandparents. Where Twitter more easily blends personal and professional, Facebook is considered a more personal channel. Content posted by the university on Facebook must be more personally meaningful and not clinically promotional to our audience.

- Key administrator/accountable: University Relations
- Key contributors: Student Enrolment Services, University Relations, faculty/unit marketers and communicators
- Key @universityofcalgary audiences:
  - General community is our primary audience. Content is created with a general audience in mind. A large population of student-age individuals also engage with content on this channel.
  - Current students are our secondary audience. Facebook provides an opportunity to enrich the current student community experience with meaningful content that matches the student cycle and nurtures stronger connection to the university. We also aim to cultivate digital citizenship by championing individual students and surprising them with supportive gestures and kindness.
  - Alumni, future students and their parents make up our tertiary audience. It is also a channel to connect with future students through a virtual "campus life" experience and engaging Calgary-specific events.
- Measurement: Monitor the number of followers month over month for community health, but focus more on engagement.
  - Impressions, likes, reactions, shares and comments are important ways to gauge how an audience responds to the content and mode of conversation.
  - Track the volume of mentions against an average baseline (see definition of baseline above).
  - Track clickthroughs on URLs.
  - Log video views and determine what an average amount of views is for content on your account over a period of time (e.g. six months).
- Sample post: Have you ever wondered about the history of Bermuda Shorts Day? In honour of our 50th Anniversary, find out how BSD started and how it has changed over the years. [link]

General Recommendations for Facebook

- Remember to compose the post with a call to action – do you want the user to watch a video, go to a website, consume news, comment on a topic or attend an event? Be specific and purposeful.
- Facebook is also a place where more news articles are consumed than on Twitter. Take advantage of this natural use of the channel.
- Posts that include images and embedded (native) video generate greater impressions.
- A hashtag may be used on Facebook to connect to a theme but in a data-driven or amplification sense, hashtags are much less popular and less useful than they are on Twitter or Instagram.

- Groups and events: Attaching a group or an event to a Facebook page are both tactics to focus a conversation. Only create an event as a focal point if there is no landing page or event website page – otherwise it dilutes promotional activities and diverts people to multiple places unnecessarily. As for groups, the university recommends closed groups for special interests that would otherwise not interest the larger community (e.g. a subset of prospective students, a research discussion group).
    - Composing posts: Particularly with Facebook, this is an opportunity to really personalize communication because people are in a more personal headspace on this channel. That said, even though it is possible to use more characters for a Facebook post compared to Twitter, a few studies show shorter posts can perform better (some analytics even show 80 characters or less is ideal). Test the short and longer post lengths with audiences to see how they perform. Posts served up as questions also perform particularly well.

Myucalgary on Instagram

The purpose of this visual social channel is to generate community, awareness and engagement with current students, as well as creatively showcase the student experience and culture of campus for future students during recruitment. There is a regular content cadence on this channel to sustain an audience (using Instagram just for the occasional event is not how the university recommends leveraging this channel).

- Key administrator/accountable: University Relations
- Key contributors: Student Enrolment Services, University Relations, faculty/unit marketers and communicators
- Key @myucalgary audiences:
    - Current students are the primary audience: Students enjoy (and may contribute content to showcase) campus life. Their content is frequently "regrammed" (shared, reposted).
    - Future students and alumni are the secondary audience.
    - Campus community members are the tertiary audience. Campus members contribute content on the #myucalgary hashtag to showcase campus life and engage with content posted.
- Measurement. Instagram analytics are only now emerging for business accounts and the data is not as robust as the metrics available from Twitter and Facebook, but there are some key measurements to keep in mind.
    - Track the number of followers monthly to indicate growth
    - Establish a baseline (see definition above) for engagement (e.g. average number of hearts and comments) to determine what is an above-average post.
    - Track video views for video posts.
- Sample post. That time @myucalgary was part of a question on @jeopardy thanks to our amazing alumnus James Gosling. Who knows the answer? #yyc #ucalgary #myucalgary #jeopardy

General Recommendations for Instagram

- High-quality images accompanying compelling, community-centric posts in a friendly, welcoming voice.
- Instagram can sustain more hashtags than other channels but we still recommend no more than

three to maximize effectiveness and avoid appearing as spam.

- o Seek out those who mention the university on Instagram, comment and encourage feelings of connection. If the connection feels real, they will likely follow back.
- o Instagram followers prefer a regular cadence of content, as opposed to five posts in one day from a normally inactive account. Commit to a schedule where the audience can regularly anticipate content from you. E.g. every weekday morning or 3 times/week at regular intervals.
- o Composing posts. Use #myucalgary as your hashtag for every post. If you are referencing the University of Calgary on Instagram, refer to the organization as @myucalgary. Tell a story in the post that feels personal and positive. Invite conversation in the post. Familiarize yourself with Instagram image filters and seek out tips on how to take great photos with your mobile device (which is what we assume most people use at the university). Some occasions call for a better camera, especially if it is a planned activity.

Company Page on LinkedIn

The purpose of our LinkedIn presence is to connect with and cultivate relationships with the professional community and advocates – generating conversation and validating our efforts with industry, attracting prospective faculty/staff, establishing/sustaining connections to alumni.

- Key administrator/accountable: University Relations
- Key contributors: Alumni Relations, Human Resources, University Relations
- Company page audiences:
    - o General community (including industry) is the primary audience: LinkedIn provides a channel for ongoing engagement, community building and conversation with industry and general community in a professional space.
    - o Alumni is the secondary audience: LinkedIn is a viable alumni engagement platform to maintain connections and foster professional connections together.
    - o Prospective faculty and staff are the tertiary audience: Our LinkedIn company page also factors into the recruitment process for prospective faculty and staff through the promotion of job postings.
- Measurement. Monitor the number of company page followers month over month for community health, but focus on engagement.
    - o Impressions, likes, shares and comments are important ways to measure how your audience responds to the content and community interactions.
    - o Track clickthroughs on your URLs.
    - o Note the addition of influencers following the LinkedIn page (e.g. prominent alumni, business people).
    - o Keep an average of impressions and engagements over time (e.g. over a period of six months) as a baseline (see definition of baseline above).
- Sample post. Okay alumni and community, what's your favourite UCalgary memory? Share here. [link]

General recommendations for LinkedIn

- Whereas Facebook is often considered the more personal social channel, LinkedIn is regarded as the most professional. Topics that benefit businesses of all kinds are relevant here as are proof points that validate the university as beneficial to career success.
- Remember that the channel is more than just a place to post a CV, broadcast news and talk industry. Create opportunities to engage LinkedIn community members in conversation around topics of interest and bring together individuals with shared background/education.
- Composing posts. Posts should be accompanied by images and the link titles need to be fewer than 70 characters. A link description should be under 250 characters and include a link for more information. LinkedIn is also a good channel for video.

UCalgaryCA on YouTube

The purpose of our YouTube channel is to serve up a searchable database of public-facing video content and to curate and surface the best university content. YouTube is more than just the channel to upload videos; it is an opportunity to showcase areas of strength for the University of Calgary (e.g. our national awareness program content), host content to bring prospects into funnel, and target future students by showcasing the current student life/experience in compelling video.

- Key administrator/accountable: University Relations
- Key contributors: University Relations
- UCalgaryCA YouTube audiences:
    - General community is the primary audience of our YouTube channel.
    - Campus community and prospective students are the secondary audience.
- Measurement. Monitor the number of subscribers month over month for community health, but focus on views and engagement.
    - Views, likes, shares and especially comments are important ways to measure how your audience responds to the videos you serve up.
    - YouTube analytics can also tell you what percent of the video was viewed and if there were any points where the audience dropped off. Audience retention data can inform future video content creation or editing choices.

General Recommendations for YouTube:

- Treat it as a channel (not just place to upload videos), organize page with content headers.
- Monitor and interact with comments on videos.
- Carve out categories on the YouTube page for the highly professional videos as well as select raw footage recorded on devices that capture the authentic campus experience.
- Composing video posts. Showcase videos under two minutes, ensure all videos include a compelling title and a description where the first line fits under 157 characters so it doesn't get cut off. Further down, include a longer description and your URL. Also make your description SEO-rich and tag it with relevant keywords.

- **#AcademicTwitter:** A hashtag intended to be used by academics to tag content for consumption academics on Twitter. Sometimes it is used for stress-relief humour and other times to ask serious research questions.
- **Algorithm:** A set of rules established by a social media channel to curate and present the content that is seen by an individual based on what the channel knows about a person and determine what topics or hashtags are trending. Algorithms can limit how much of one's follower base organically sees content.
- **Avatar:** the square or round profile photo or graphical representation that visually signifies the identity of the account posting content on social media. The avatar appears on the social media account page, in timelines and in comments (depending on the channel). Brands tend to use logos as avatars. Individuals tend to use a photo or animation.
- **Block (Twitter):** A feature that prevents another user from following or tagging another user. Blocking is typically employed when an individual finds an account to be offensive or abusive. The blocked account does not appear in the user's mentions or notifications.
- **Clickbait:** Social media posts that motivate readers to click through to additional content in a way that seems to mislead or overhype the content. This is not an authentic way to promote content on social media.
- **Clickthrough:** The action of clicking on a piece of content included in a social media post. Examples of content clicked on include images, videos or website links. A clickthrough rate (CTR) is the calculation of the number of clicks divided by the number of impressions. The higher the percentage, the higher the post's CTR.
- **Content marketing:** The creation and distribution of content in an integrated marketing strategy, often including social media as a content channel. The goal of content marketing is to sustain engagement and cultivate community around an organization or brand.
- **Conversion:** An intended activity as the result of a social media post. Clickthrough to a website, event RSVP, registration, viewing a video can all be conversions depending on the social media activity undertaken.
- **Cover image:** The large banner-like image at the top of a social media account. This is usually the best real estate to brand or personalize a social media account.
- **CTA:** Call to action; invitations for the audience to select a desired action you present to them.
- **Curation:** Sharing digital content organized around a theme or topic using tools like Pinterest, Storify, layout apps etc. Also referred to as content aggregation.

- **Direct message (Twitter):** A private message sent to a follower. While in the past it was only possible to direct message between accounts that follow each other, advanced settings now make it possible to receive DMs from anyone if the user chooses.
- **Display ad:** Text, image, video or audio advertising shown on websites including social media channels. These ads may be used for retargeting (the ads follow you to different websites).
- **Emoji/Emoticon:** A small graphical icon used to express an emotion or idea in a social media post.
- **Engagement:** Actions related to content posted on social media, including likes, shares, replies, comments and video views.
- **Event (Facebook):** RSVP page usually connected to a physical event taking place on a specific day at a specific time. Invitees confirm attendance, express interest or decline the invitation. Facebook members who can access the page are free to comment about the event.
- **Filter:** An effect to enhance images on social media. This feature is built into social media apps such as Instagram and Snapchat.
- **#FridayFeeling:** A hashtag used by an account expressing enthusiasm for the weekend.
- **#FlashbackFriday:** A hashtag to feature content from the past on Fridays.
- **#FollowFriday #FF:** A hashtag that encourages people to follow connections and is shared on Fridays.
- **Follower:** A social media account that has opted in to receive posts from another account on his or her timeline.
- **Geofilter:** Filters only accessible within a restricted physical space in the real world e.g. a sports stadium.
- **Geolocation:** Social media content that is tagged with a specific location.
- **Geotargetting:** Targeted social media within a geographically-defined audience.
- **Gif:** Graphics Interchange Format (GIF) is a short, looping video clip without sound that expresses an emotion or thought.
- **Group (Facebook):** A page created around a unifying activity, whereas a Facebook page is more general and represents an organization more broadly. The page can be open to the public or closed to specific members. Users who join the group can post to the wall and interact with other members.
- **Handle:** The name of a social media account. E.g. an Instagram handle like @ucalgary.
- **Hashtag:** A word or phrase that begins with the # symbol. It is hyperlinked for search purposes and to unify a conversation about that topic. E.g. a conference hashtag.
- **Impression:** The number of times a piece of social content is displayed, including any paid avenues.
- **Influencer:** An expert or amplifier for a specific topic on social media.
- **Klout score:** A rating meant to signify social media influence (ranges between 1-100 with 40 considered average). Klout calculates the rating using a proprietary algorithm thought to include size of the individual's social network and the extent to which people interact with posts.
- **Like:** Support for a social media post. More recent variations of social media likes include emoji face reactions to provide additional context for the engagement.
- **Live tweet:** Posting comments during an event as it takes place, often accompanied by an event hashtag to focus conversation.
- **Meme:** An image, video, or graphic accompanied by text (often in white letters) shared across social

media channels in high volume. Often the meme is humour-based or intended to relay sarcasm.

- **Mention:** When a social media handle is tagged by another account in a social media post.
- **#MondayMotivation:** A hashtag intended to kick off the week with an inspirational piece of content.
- **Mute (Twitter):** A function where a Twitter follower can stop seeing posts from an account without unfollowing it. The muted account does not know and it is still possible to interact with the account which is not possible with the block feature.
- **Notification:** A message received by a social media account when new activity has occurred. E.g. Instagram like, Facebook or Twitter mentions.
- **Organic reach:** The number of people who see social media content without the social media account sponsoring a post or conducting social advertising.
- **Pinning:** A piece of content anchored to the top of a social media channel e.g. Twitter or LinkedIn. Pinning on Pinterest is the act of attaching content to one's page.
- **Private:** A social media account that is not public. A follower must be accepted by the account owner to access non-public content.
- **Reach:** A metric that estimates the maximum amount of followers and available audience saw a post.
- **Reaction (Facebook):** Emoji faces available through the Like engagement tool to provide additional emotional context for engagement with a post.
- **Regram:** The act of sharing another account's content on Instagram.
- **Report:** The act of identifying user misconduct on social media to the social media channel provider.
- **Reply:** A response to a social media account that uses the other account's handle so it is clear the post is directed at that individual.
- **Response rate:** The number of mentions an account has replied to during a period of time divided by the number of mentions received.
- **Retweet (Twitter):** When content from one account is shared to the followers and audience of another account.
- **Schedule:** The act of creating a post with a specific publication time.
- **#ScholarSunday:** A hashtag in academia that functions as a #FollowFriday but takes place on Sunday and is intended to share accounts of interest between academics.
- **Selfie:** A social media self portrait taken with a smartphone.
- **SEO:** Search engine optimization (SEO) seeks to optimize ranking of content in a search engine and improve how often it is clicked on.
- **Sentiment:** How an audience feels about content on social media. Social media management tools attempt to rank positive, negative and neutral sentiment of posts but this is not yet 100% reliable.
- **Share:** The reposting of content on a social channel that originally appeared on a different channel.
- **Share of Voice:** Analytics that calculate the percentage of mentions of a brand or organization vs. similar or competitive brands/organizations.
- **Social media (earned, owned and paid):** Earned media are the mentions an organization or person has earned through word of mouth, including interested members of the general community, partners and influencers. Owned media is the content put out on social media channels controlled by an organization or individual. Paid media includes social advertising and sponsored posts or other

digital content where money is applied to gaining greater exposure than is possible through organic means.

- **Social media marketing:** The use of social media to increase brand awareness, generate leads, complete a call-to-action/activity or build relationships with customers.
- **Spam:** Repetitive and unhelpful social media content that adds unnecessary volume to social media channels. It may be distributed through bots.
- **Sponsored post:** Paid social media where funds are applied to direct a post to a target audience using keywords and demographics.
- **Tag:** A keyword added to a social media post to help organize social media content. It can also refer to mentioning someone in a post by his or her handle.
- **Thread:** A conversation or series of comments on social media.
- **#ThrowbackThursday #TBT:** Nostalgia-based hashtag for content that references the past and is published on Thursdays.
- **Top tweet (Twitter):** Twitter organizes views on keywords and user handles by top tweet or latest tweet. Top tweets are the more popular posts as determined by algorithms. Latest tweet is organized in reverse chronological order.
- **#TravelTuesday:** A hashtag that focuses on the topic of travel, used on Tuesdays. Think of what travel-themed content is suitable for this hashtag.
- **Trending:** A hashtag or topic that is mentioned often during a specific period of time on social media.
- **Troll:** A person on social media who gains satisfaction from the argumentation and negativity generated by posting inflammatory content (often off-topic) to a community. Note not all negative posts are from trolls – some negativity is generated through misunderstanding or an unresolved negative experience with a company, person or organization.
- **Twitpic (Twitter):** A photo uploaded and posted to Twitter. It is hyperlinked as a piece of content.
- **#TuesdayMotivation:** A hashtag focused on content intended to motivate audiences, posted on Tuesday.
- **Unfollow/Unfriend:** The act of removing opt-in or connection to a social media channel. Once unfollowed, a social media account will no longer appear in an individual's timeline.
- **URL shortener: Bit.ly/Ow.ly:** A tool that shortens the amount of characters of a website link to make it more visually attractive and take up fewer characters in a social media post. Shorteners often include additional tracking data for analytics purposes as well.
- **UTM code:** A custom URL to track a source, medium, and campaign name. This enables Google Analytics to identify audience sources and traffic paths during campaigns.
- **Verified:** A checkmark of verification provided by a social media channel to authenticate the identity of a public figure or brand and distinguish real accounts from impersonators or parody accounts.
- **Views:** Social media users who have looked at a story, video or piece of social content.
- **#WednesdayWisdom:** A hashtag for content imparting some form of enlightened statement or commentary, published on Wednesdays.

APPENDICES – DIGITAL VERSION IS AN ONLINE DIRECTORY

Faculty-run social media accounts

Faculty	Twitter	Facebook	LinkedIn	YouTube	Instagram
Arts	@UCalgary_Arts	FacultyofArts			ucalgary_arts
Cumming School of Medicine	@UCalgaryMed	UCalgaryMedicine		UCalgaryMedicine	cummingschoolmedevents
Environmental Design	@UCalgaryEVDS	UCalgaryEVDS		UCalgary EVDS	
Graduate Studies	@UCalgaryFGS	UCalgaryFGS		UCalgaryGradStudies	
Haskayne School of Business	@haskayneschool	UofCHaskayne	Haskayne	Haskayne	Haskayneschool
Kinesiology	@uofcknes	UofCKinesiology			ucalgaryknes
Law	@UCalgaryLaw	UCalgaryLaw	Faculty of Law	UCalgary Law	Ucalgarylaw
Nursing	@UCalgaryNursing			UCalgaryNursing	ucalgarynursing
Qatar Nursing	@UCQNursing	Ucalgaryqatar		UCQNursing	
Schulich School of Engineering	@SchulichENGG	SchulichEngineering		Schulich ENGG WSE UofC	Schulichengineer
Science	@UofC_Science	UofCFacultyofScience	Faculty of Science		
Social Work	@Ucalgary_FSW				
Veterinary Medicine	@UCalgaryVetMed				Ucalgaryvetmed
Werklund School of Education	@UCalgaryEduc	Faculty-of-Education			

Additional accounts

Area	Twitter	Facebook	LinkedIn	YouTube	Instagram
Alumni and Development	@UCalgaryAlumni	UCalgaryAlumni		UCalgaryAlumni	UCalgaryAlumni
Ancillary Services	@UCalgaryResLife, @Ucoutdoorcentre @uofcbookstore @theolympicoval	HotelAlmaYYC UCalgaryRes UofCalgaryBookstore TheOlympicOval			UCalgaryRes
Arts Faculty Departments, Institutes and Programs	@PerformingArtUC, @UofCEnglish, @Ucalgary_LRC, @UofCPhilosophy, @CDWP_Ucalgary, @Ucalgary_AnArky, @UofCArtsCoop, @HumanitiesYYC, @CMSSCalgary, @UCalgaryCLARE, @econcalgary, @UofC_LLC, @UCalgaryLing, @CMFCalgary, @TIAHouseYYC, @ucalgaryhist, @LARCCalgary	UofCPerformingArts UofCEnglish Arky and Anth Ucalgaryecon CLARE CMSS Arts Coop CalgaryInstitute CommUndergradUCalgary CalgaryDistinguishedWriters Program University of Calgary Department of Art			
Athletics	@UCDinos @UCRex Team-run: @UCDInosRingette @DinosRowing @UCDInosbaseball @DinosWSOC @DinosSwimming @Ucalgaryfastballl @DinosWHKY @DinosGolf	GoDinos			Ucalgarydinos
Continuing Education	@UofCContEd	UofCContEd			
Cumming School of Medicine Departments	@UCalgaryFamMed				
Haskayne School of Business Programs	@UCalgaryMBA @HaskayneAlumni				
International Departments	@UCalgaryAbroad	UCalgaryAbroad			Ucalgaryabroad
Institutes	@ArcticSynthesis @Obrien_IPH	Arctic Institute			

	@HotchkissBrain @LARCCalgary @UofCTI @Hunter_Centre @UCPeacestudies	Latin American Research Centre			
Libraries	@UCalgaryLibrary @FoundersGallery @nicklegalleries @UCalgaryPress	UCalgaryLibraries Nickle Galleries UCalgaryPress			
Schulich School of Engineering Departments	@UofC_Geomatics				
Science Departments	@UofC_CPSC, @UC_Chem, @RAOastronomy, @uofc_geoscience				
Student and Enrolment Services	@UofC_CS @UCalgaryOrientation @ucalgaryOweek @Choose_uCalgary @UMedAdmissions @UofCWellness @ucalgaryssc @Peer HelperPro @ccelucalgary @UofCLeadership @UCWelcome	Future Students SU Wellness LSE Peer Helper Careers		UofCRegistration Career Services	Ccelucalgary
Werklund School of Education Programs	@UofCGPE @Werkland_PandL @StrengthsinADHD @ASERTuofc @kindlingconvo @prs_ucalgary @braingainlab				