

Social Marketing: A Look at the Effectiveness of Promoting a Government Project Using Social Media CGT 411 Group 26, Asobi Studios, Fall 2011

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ABSTRACT

Web 2.0 technologies have been heavily endorsed by the current United States administration in order to connect government agencies with their local communities. The Indiana Dunes National Lakeshore would benefit from having more people volunteer and support the restoration of Cowles Bog. The following research was conducted in an effort to address this issue and to answer the question: how effective is online social media alone in raising awareness about Cowles Bog among college-aged adults? Using Purdue University as a case study, a campaign was launched to promote the Cowles Bog Restoration Project. A pre-survey was sent out to collect data on current knowledge of the restoration, use of social media sites, and general sentiments towards the environment and volunteering behavior. The campaign was then launched in an effort to improve knowledge of the bog and raise levels of awareness, which were measured in a post-survey. It is intended that the results of this study will be beneficial for future small government agencies to reach their target audience and connect with communities in a cost effective manner.

INTRODUCTION

Since 2007, the use of social media by U. S. citizens has increased to hundreds of millions of users in a staggeringly short amount of time (Paul, 2010). Businesses have begun extending their marketing tools to include social media sites; 79% of the largest Fortune 500 firms use social media to communicate with customers and stockholders, recognizing Facebook, YouTube, Twitter, and corporate blogs as the top most utilized resources (Socialware, 2010). Many studies have shown that this online loyalty results in increased profit and awareness for companies and brands (Socialware).

If utilized correctly, online social media resources can be just as beneficial to nonprofit organizations, and become an indispensable tool for connecting and engaging with the community (Miller, 2010). Nonprofit organizations actually exceed businesses in social media use, with a surprising 97% making use of these resources (West, 2011). The

problem, however, is using these resources effectively. Many organizations fall short of implementing online social media technologies correctly, and as a result, do not benefit from their use (Miller).

It takes commitment and genuine effort to see beneficial results of social media marketing. This is illustrated in the campaign efforts of Barack Obama in 2008. The Obama campaign was able to maximally harness the power of social media usage, and its application in the campaign has been directly correlated to Obama's landslide victory in 2008 (Edelman, 2009).

As just illustrated, the United States government is a third organizational area where online social media use can provide significant returns. When Barack Obama became president of the United States, he set forth a series of directives targeted at increasing engagement between U.S. citizens and their government. Such policies centered on the principles of transparency, participation, and collaboration (Bertot, 2011). Under these directives, the

General Services Administration (GSA) has created agreements between social media providers and the federal government to facilitate the growth of an online government community (Bertot). With the current president acting as the enabler, agencies from all three branches of government have begun to establish a social media presence. Trends are indicating that smaller governmental agencies are not embracing this new technology as enthusiastically.

The Indiana Dunes National Lakeshore (IDNL), a government agency that manages the national park in the Great Lakes region, has made no official use of online social media resources. This pattern can be seen across many U.S. national park websites. While the National Park Service hosts social media sites, some individual regional parks do not. Given the benefits that social media use can have on establishing a relationship between organizations and their communities, it would be reasonable to implement an online social media community for each national park. For this study, the Indiana Dunes was chosen as a model for building such a community.

Major limiting factors for the Indiana Dunes, and smaller nonprofits in general, are often the size of the budget, target audience, and whether the subject is of high or low interest (Newmark, 2011). The Cowles Bog Restoration Project at the Indiana Dunes National Lakeshore was chosen as the main subject around which to build an online social community. This project has a limited budget, a small audience, and is a low-interest topic. The study attempts to discover whether social media campaigns alone, with the above-mentioned constraints, can effectively increase awareness in the local community.

Raising awareness of the project could potentially increase interest in volunteering and raise support. Working with marketing experts and utilizing themes commonly found in successful nonprofit campaigns, an online campaign was launched at Purdue University to raise awareness for the Cowles Bog Restoration Project. Surveys were used to measure the effectiveness of this campaign. Metrics for the study are found in the results section, followed

by a discussion of findings and concluding remarks.

KEY TERMINOLOGY

Social Media: media designed to create a social environment by using easily accessible publishing techniques.

Web 2.0: a term coined from the idea that the Internet is a medium in which interactive experience, in the form of blogs, wikis, social media, etc., is now more important than merely accessing static information online.

Viral Marketing: marketing techniques that utilize social media sites to raise awareness or achieve other marketing objectives through a self-replicating viral process

Blog: a web log usually used as a commentary, description of event, or other information and materials the user wishes to share

Facebook: the largest social media website that connects people to friends and others

Twitter: social media platform that allows users to share messages publicly. It has a limit of 140 characters per message (aka a “tweet”)

YouTube: a video-sharing website that people can use to upload, share, and view videos

Hashtag: a tag used on Twitter typically as a way to show relevance to a conversation

“Like”: an action that a Facebook user can do. Users can “like” comments or pages to show their affiliation or approval (Bodnar, 2010).

QR Code: a matrix barcode readable by QR scanners, mobile phones with a camera, and smartphones (Whalen, 2011).

Spear phishing: an e-mail or social network spoofing fraud that attempts to target a specific organization, seeking unauthorized access to confidential data (Spear Phishing, 2005).

SOCIAL MEDIA

Social media use has become an integral part of the lives of U.S. citizens. Even since the successful Obama campaign, Facebook users have increased in number from 100 million to 800 million, with about 150 million of those users from the U.S. (Comart, 2011). Eighty-six percent of those users are 18-29 year olds, making social media a prime platform for reaching a “notoriously unpredictable” age

demographic (Noble, 2009). More than 25 billion pieces of content (web links, news stories, blog posts, notes, photo albums, etc.) are shared each month on Facebook alone (GSA 2011). Twitter, which had a grand total of eight staff members in 2008, now boasts over 400 employees, and new Twitter users sign up at a rate of 300,000 per day (GSA).

With the prevalence of these new web 2.0 technologies, social media is quickly becoming a platform where communications can be in the places where U.S. citizens, customers, and employees regularly interact. Web 2.0 technologies will increasingly need to become more prominent as users begin to expect the use of social media as a method for interacting with the government (Bertot, 2011).

PROBLEMS WITH SOCIAL MEDIA FACING GOVERNMENT ENTITIES

Despite the observable success that online social media efforts can have, there is still much bewilderment, mistrust, and doubt felt by many decision makers in nonprofits and small government agencies (Miller, 2010). Much of this sentiment is due to misconceptions about social media and this leads to an overly conservative marketing approach that can be detrimental to an organization (Miller).

In addition to the issues with which general nonprofits struggle, government agencies have to grapple with another impediment- the overwhelming number of policies and procedures that an agency must follow in order to incorporate social media websites into its work plan. The Chief Information Officers Council (CIO) emphasizes that implementing social media is a “risk-based decision” and outlines processes that must be followed for risk mitigation (CIO 2009). These include issues related to spear phishing, social engineering, and web application attacks. The GSA also has a list of procedures that an agency must follow for using social media. Some of these many considerations include:

- Enforcing Section 508 standards (accessibility)
- Privacy considerations
- Proper records management

- Meeting information quality standards
- Ensuring meaningful access by people with limited English proficiency
- Adhering to lobbying rules
- Knowing when the Federal Advisory Committee Act applies

The myriad of considerations put forth by separate government agencies, along with multiple memorandums regarding social media use since released by President Obama, are scattered throughout different documents. In many cases, smaller branch agencies are not fully aware of the complete spectrum of policies and guidelines for social media use. There is no cross-agency social media guide with collective policies and their implications (Bertot, 2011). This lack of coordination and amount of information involved in social media implementation may impede social media adoption at smaller agencies.

BENEFITS OF SOCIAL MEDIA FOR GOVERNMENT ENTITIES

Although the federal government must be aware of many issues before using online social media, the benefits that can result from its use are extensive. As stated previously, President Obama highly encourages the employment of social media within agencies’ work infrastructure in order to encourage transparency, participation, and coordination between the public and government entities.

Web 2.0 technologies offer many new opportunities for the government. The Indiana Dunes must often struggle with two-way communication to the public about the purpose of its projects and why they are important. The concept that this relates to is that of government transparency, a big issue with which the federal government has often struggled. The emphasis on information availability, open discussions and dialogue through online social media platforms allows for the federal government to increase its accountability and level of openness. This fosters trust and understanding between the public and the government (Bertot, 2011).

Many long-established core principles of democracy can be harmonized with social media (Bertot, 2011). In addition to increasing transparency and openness, other concepts that social media can help promote include:

- Fostering an informed and engaged public
- Putting government closer to people and communities
- Public participation- such as online discussions, responses to policy changes, interacting with officials, etc.
- Co-production and innovation of government services with the public

The Indiana Dunes could build a stronger relationship with the Porter County community by incorporating many of these principles into an open government plan that integrates social media technology.

PROBLEM AND HYPOTHESIS

The problem at the Indiana Dunes National Lakeshore is the lack of online social media, which could facilitate interaction with the public. One particular project at the park that benefits from public donations and volunteers is the Cowles Bog Restoration Project. The purpose of this study was to determine if promotion of this government project solely through social media could build a community of young supporters and ultimately raise awareness about the Cowles Bog restoration; the idea being that over time, community support for the project would eventually result in increased volunteerism and monetary donations. The question that arose from the immediate problem is: How effective is social media in raising awareness about the Cowles Bog Restoration project?

The researchers hypothesize that through the use of social media such as Facebook, Twitter, and blogging, there will be a significant increase in awareness about the Cowles Bog Restoration Project. In the following section, this paper will address the methodology used to test this hypothesis and answer the research question.

METHODOLOGY

Survey Design

The research method used for this study was a pretest-posttest quasi-experimental design. This method is commonly used in social psychology when it is not possible to establish a controlled laboratory environment. A baseline survey was distributed prior to the launch of the campaign. The subjects for the survey were randomly selected from the Purdue University student body. The target age group was 18 to 24-year-olds.

The survey was distributed through the Internet in a digital format. The survey was hosted on the survey software Questionpro. Questions were designed in an ordinal fashion and randomized to lessen subject bias while taking the survey. The questions aimed at obtaining a baseline level of awareness and knowledge about the Indiana Dunes and the Cowles Bog Restoration project, along with gathering generalized views towards the environment and volunteering. Basic demographic information such as age and gender was also collected. Sixty-six participants were included in the survey results.

A post survey was distributed two weeks following the campaign to a random selection of Purdue University 18- to 24-year-olds. Participants in the post survey were screened to reveal if they had taken the baseline survey. Only those who had not taken the baseline survey were included in the post survey results. The survey asked similar questions to the baseline survey including familiarity with the Cowles Bog restoration, along with additional questions to determine the participants' knowledge of the actual campaign. Fifty-four participants were included in the survey results.

Campaign Design

The three online platforms chosen for use in this campaign were Facebook, Twitter, and Blogger.

Each aspect of this campaign attempted to incorporate key principles of online social

marketing used by successful nonprofit organizations. These investigated nonprofits had attained solid community support and awareness through the use of their marketing techniques. Detailed literature reviews on the topics of advertising principles, social and consumer psychology, and social marketing ideals communicated in expert publications, were among a few of the subjects investigated prior to and during the campaign efforts. Experts on Cowles Bog along with multiple online marketing professionals provided additional support and guidance to this study.

Keeping in mind the campaign's target audience, the overall tone of all three platforms was meant to be conveyed as light-hearted and fun, along with being informational.

Facebook:

See Fig. 1 for the logo used on this platform. The Facebook was created as a page under the title "Bring Back the Bog (BBB)." The Facebook page contained basic information about the restoration project, and linked to the Twitter and blog pages. Searches were done on Facebook to find pages with similar causes to that of the Cowles Bog restoration and related causes. Likes were made on these pages, and friendly comments were posted on the walls of some of these pages by BBB. Posts on the BBB Facebook wall included pictures, links to other websites, and questions meant to stimulate dialogue with fans of the page.



Fig. 1

Twitter:

The Twitter page was designed to represent a reincarnated persona of Henry Cowles, the botanist after whom the Cowles Bog is named. The Twitter character, a bullfrog native to the Cowles Bog (Fig. 2), was defined

as an angry frog concerned about the destruction of his home and in need of community support. The persona would release tweets and other Twitter material five to six times a week. The tone of this Twitter page was meant to be conveyed as witty and fun.



Fig. 2

Blog:

The name of the blog was "Bog Blog" and was hosted on Blogger. Both the Twitter and Facebook pages referred back to this site as the home base resource for the campaign. The blog contained the bulk of the information related to Cowles Bog. Working with a Cowles Bog expert from Indiana Dunes, a foundation of posts was created prior to the campaign in order to attract blog readers and followers. Effort was made to reach out to other blogs and initiate dialogue with other individuals who blog about environmental restoration. The posts were designed to be entertaining to read while teaching about the Cowles Bog.

Links were posted on personal Facebook accounts linking to all three resources. Dialogue was attempted with other social media sites with related environmental subject matter.

Information regarding a Cowles Bog sticker creation contest was sponsored and posted on the Facebook page, the blog, and messaged out in a mass email to the Computer Graphics Technology department at Purdue University in order to indirectly drive people to the information contained on those sites. Finally, paper flyers were posted for a week around the Purdue campus to drive offline viewers to the online material. The flyers contained the same imagery as shown in figures 1 and 2. Two Quick Response (QR) codes (Fig. 3) were posted on the flyers: one linked to the Twitter page, the other linked to the Facebook page. The flyers contained an incentive for individuals to

“follow” the Twitter page or “like” the Facebook page. For every 50 followers, or every 100 likes, there would be a raffle for a ten-dollar gift card.

Fig. 3



On November 13th 2011, the campaign officially ended and flyers were removed prior to distributing the post survey.

Analytic Approach

Following the campaign, the post survey was distributed. After one week, the results were collected.

The research question of interest was: “Have you heard about the restoration occurring at Cowles Bog?” Each question provided five possible responses each correlating to a higher level of awareness in an ordinal fashion (Appendix A). The research question was embedded in both the baseline and post survey.

A one-tailed Mann-Whitney U-test was used to determine if any significant statistical difference in awareness could be found between the baseline survey (Median₁) and the post survey (Median₂), with an α value of 0.5. This method of statistical analysis was chosen because the data in the surveys testing the dependent variable (change in awareness) were ordinal, and the sample data was not normally distributed.

$$H_0: \text{Median}_1 = \text{Median}_2$$

$$H_1: \text{Median}_1 < \text{Median}_2$$

RESULTS

The results from this study showed no significant statistical difference in awareness between the baseline survey and the follow up survey. The resulting p values were greater than .05. These results indicate failure to reject the null hypothesis.

Baseline Survey

Of the 66 respondents who took part in the pre-survey, 21 had never heard of the IDNL. Fifteen had heard the name before; 11 had heard of and knew what the IDNL was; 15 heard, knew, and had actually visited the park; and 2 subjects responded that they were actively involved with the park. The average for this question was 2.42, which indicates most subjects had only heard of the IDNL name.

Regarding the knowledge of the Cowles Bog restoration, 48 had never heard of it; 13 were somewhat aware of the project; 3 were aware of the project and knew the purpose of the restoration; and 2 were actively involved in the restoration project. The average for this question was 1.41, indicating most subjects had never heard of the restoration project.

Post Survey

Of the 54 respondents who participated in the post survey; 10 had never heard of the IDNL; 18 had heard the name; 10 had heard of and knew about the park; and 15 responded that they had heard of, knew, and had actually visited the park. No respondents indicated that they were actively involved with the park. The average for this question was 2.59, not significantly higher than in the baseline survey, indicating that most people had only heard the name.

For awareness about the Cowles Bog restoration, 35 had never heard of it; 13 were somewhat aware of the project; and 5 were aware of the project and knew the purpose of the restoration. No respondents indicated that they thoroughly knew all about the project or that they were actively involved. The average for this question was 1.43, not significantly higher than

in the baseline survey, indicating most subjects had never heard of the restoration project before.

The results of the Mann-Whitney U-test confirm that there was no increase in awareness. For awareness of the dunes, the p value was 0.175 (Appendix B). For awareness of the restoration project, the main question of interest, the p value was 0.250. These values are significantly greater than 0.05, confirming the null hypothesis to be correct, and refuting the stated hypothesis in this study (Appendix C).

CONCLUSIONS

After only one month of campaigning online for the Cowles Bog Restoration Project, there was little to no tangible awareness raised about the project in the Purdue University community. This is very likely due to many limitations with which this study had to contend.

One of the most significant limitations to this study was time. In order for an online community to begin building momentum, there must be a minimum of six months to one year allotted to get a solid foundational online presence (Platt, 2011). Only then can awareness and knowledge begin to take hold in the community. This study firmly advocated for the campaign for only about one month. Due to this overarching limitation, it is difficult to draw any significant conclusions from the data collected.

Other limitations included the sample size and general availability of resources. There was a large disparity between male and female subjects who participated in the post survey, with only 10 of the 54 subjects identifying themselves as female. This alone may have been a confounding variable that could have altered the results. This campaign did not have allocated funds and relied heavily on mentorship from multiple individuals in various fields. Ideally, for an online social media campaign to be successful the social media assets would be managed and operated within the organization itself; such a job should not be outsourced (Miller, 2010).

By itself, social media is unlikely to be substantial enough for interacting strongly with the community. It must be used in tandem with other collaboration tools and websites, and most importantly, incorporate offline activities and

events. Social media use would be most appropriate when other traditional media fail to reach a certain sector of the audience (such as the younger target audience in this study).

Recommendations

Before initiating the implementation of an online social media environment for a small government agency, it is recommended that there be a solid, documented plan that follows the guidelines outlined by the GSA and CIO. Planning ahead is critical- this includes developing goals, segmenting target audiences, deciding on content tone, and allocating resources. Developing social media assets should only be a part of a broader open government plan. This process will involve multiple departments, such as management, IT, public relations and interpretation. Many principles of how a social media presence should be managed can be borrowed from uses in nonprofit organizations. There is a substantial collection of resources related to knowledge about web 2.0 technologies, and conferences that guide governments' use of social media. Smaller agencies are able to consult with larger departments, such as the GSA, to obtain a better understanding of open government plans.

More research has yet to be conducted on the subject of social media and government use. Bertot (2011) provided a table detailing many research questions that still must be answered in order to maximize social media use in a government environment (Appendix D).

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Appendix A: Surveys

Baseline Survey:

Hello: We are Asobi Studios, a research group founded in the Fall of 2011 at Purdue University. You are invited to participate in our survey research. Our project involves examining the implications of using social media to promote non-profit environmental projects. This is a relatively new research area, and your participation will help reveal novel and exciting uses for social media. The first survey asks questions about social media use and national park projects. We will then release a follow-up survey roughly a month later containing similar content. Each survey will take approximately five minutes or less to complete. Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. We will not collect or retain any personally identifying information about you. Your responses will be coded and will remain confidential. If you have questions at any time about the survey or the procedures, you may contact Jacqueline Mason at (219)477-0073 or by email at the following email address: jkmason@purdue.edu. Participants must be 18 years of age or older to take part in this research study. Thank you very much for your time and support. By clicking on the continue button, you indicate that you have read the above information and consent to participate in our study. Please start with the survey now by clicking on the Continue button below.

Have you heard of the Indiana Dunes National Lakeshore (IDNL)?

1. Never heard of it
2. Heard the name before
3. Heard and know what the IDNL is
4. Heard and know what the IDNL is, and have been there
5. Heard, know, and actively involved with the IDNL

Have you heard of the Cowles Bog?

1. Never heard of it
2. Heard the name before
3. Heard and know what Cowles Bog is
4. Heard and know what the Cowles Bog is, and have been there
5. Heard, know, and actively involved with the Cowles Bog Restoration Project

Have you heard about the restoration project occurring at Cowles Bog?

1. Never heard about it
2. Somewhat aware of the project
3. Aware of the project and know what the restoration is for
4. Thoroughly know all about the Cowles Bog Restoration
5. Thoroughly know all about the Cowles Bog Restoration, and actively involved with the Cowles Bog Restoration Project

I believe environmental issues are important to be involved in.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

In the past year, I have seen material related to environmental restoration on Facebook, Twitter, YouTube, and/or blog sites

1. Never
2. Almost Never
3. Sometimes
4. Often
5. Very Often

As a college student, how often do you perform volunteer work?

1. Never volunteered
2. 1-2 times in college
3. 1-3 times a year
4. Every month
5. Actively involved in weekly volunteer work

I would volunteer my time for an environmental issue.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly Disagree

Age (in years):

(Drop-down box- subjects could have selected 18-99)

Gender:

1. Male
2. Female
3. Other/Unspecified

What is your zipcode (US and Canadian residents only):

Post Survey:

Hello: We are Asobi Studios, a research group founded in the Fall of 2011 at Purdue University. You are invited to participate in our survey research. Our project involves examining the implications of using social media to promote non-profit environmental projects. This is a relatively new research area, and your participation will help reveal novel and exciting uses for social media. The survey asks questions about volunteerism and national park projects. The survey will take approximately five minutes or less to complete. Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. We will not collect or retain any personally identifying information about you. Your responses will be coded and will remain confidential. If you have questions at any time about the survey or the procedures, you may contact Jacqueline Mason at (219)477-0073 or by email at the following email address: jkmason@purdue.edu. Participants must be 18 years of age or older to take part in this research study. Thank you very much for your time and support. By clicking on the continue button, you indicate that you have read the above information and consent to participate in our study. Please start with the survey now by clicking on the Continue button below.

Have you taken a survey by Asobi Studios in the past two months?

1. Yes
2. No
3. Not Sure

Are you familiar with the Indiana Dunes National Lakeshore (IDNL) in Northwest Indiana?

1. Never heard of it
2. Heard the name before
3. Heard and know what the IDNL is
4. Heard and know what the IDNL is, and have been there
5. Heard, know, and actively involved with the IDNL

In the past two months, I have seen content related to environmental restoration on Facebook, Twitter, Youtube, and/or blog sites

1. Never
2. Almost Never
3. Sometimes
4. Often
5. Very Often

I believe environmental issues are important to be involved in.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Where have you seen material related to Cowles Bog (may select more than one)?

1. Have not seen material
2. Facebook
3. Twitter
4. YouTube
5. Blog Site
6. Other

Have you heard about the restoration project occurring at Cowles Bog?

1. Never heard about it
2. Somewhat aware of the project
3. Aware of the project and know what the restoration is for
4. Thoroughly know all about the Cowles Bog Restoration
5. Thoroughly know all about the Cowles Bog Restoration, and actively involved with the Cowles Bog Restoration Project

Are you aware of the "Bog Blog" website?

1. Unaware
2. Aware but never visited
3. Few visits
4. Visit often
5. Avid follower

To what extent (on a scale of 1-7) has the "Bog Blog" and associated social media sites created interest in Cowles Bog?

1. Never heard of it
2. 1 Created no interest at all
3. 2
4. 3
5. 4 Created some interest
6. 5
7. 6
8. 7 Convinced me to visit Cowles Bog

I would volunteer my time for an environmental issue.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

Age (in years):

(Drop-down box- subjects could have selected 18 to 99)

Gender:

(Drop-down box)

1. Male
2. Female
3. Other/Unspecified

Zipcode (US and Canadian residents only):

Appendix B: Tabular Results

GR1 = Baseline Survey

GR2 = Post Survey

Mann-Whitney U Test:

Test Statistics^a

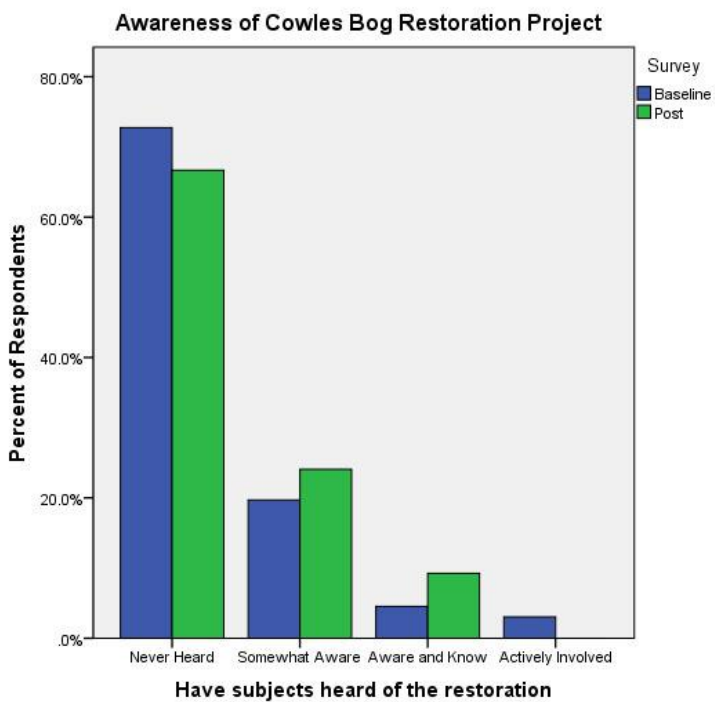
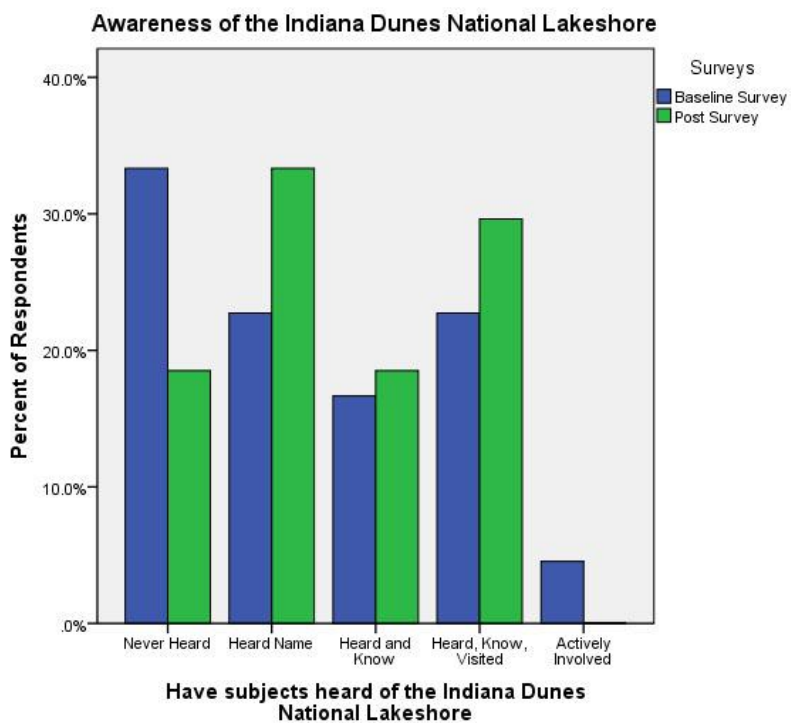
	Heard_Dunes	Heard_Restoration
Mann-Whitney U	1610.000	1679.000
Wilcoxon W	3821.000	3890.000
Z	-.937	-.676
Asymp. Sig. (2-tailed)	.349	.499

a. Grouping Variable: GR1_GR2

Means:

GR1_GR2		HEARD_DU	HEARD_RE	VOLUNTEE
1 Baseline	Mean	2.42	1.41	2.64
	N	66	66	66
	Std. Deviation	1.29	.84	1.13
	Sum	160	93	174
2 Post	Mean	2.59	1.43	2.74
	N	54	54	54
	Std. Deviation	1.11	.66	.97
	Sum	140	77	148
Total	Mean	2.50	1.42	2.68
	N	120	120	120
	Std. Deviation	1.21	.76	1.06
	Sum	300	170	322

Appendix C: Graphical Results



Appendix D: Suggested Research Questions

Policy objectives related to social media	Key policy and research questions
Social Media Use	• What tools and approaches best promote exchange between governments and users? • What mix of technologies, data, and information promote, support, and foster user engagement? • What technologies provide the best ways to display content to users for informed participation? • How can designers promote exposure to diverse viewpoints? What are individual preferences for opinion diversity in information access? • How can agencies best incorporate social media-produced feedback into policy and decision-making? • How can governments create sustainable social media technology strategies and efforts?
Access and social inclusion	• What tools and approaches best promote universal access to social media technologies? • How do we ensure that social media technologies are inclusive, rather than exclusive? • Are there social media technologies that can facilitate access to persons with disabilities? • What mechanisms (e.g., partnerships, collaborations) can promote access to and participation in social media technologies to all members of society? • How can agencies leverage partnerships to extend social media applications and use within communities across the country? • What types of partnerships best promote use of and interaction with government through social media technologies? • How can agencies and organizations develop mutually beneficial partnerships?
Privacy, security, accuracy, and archiving	• What organizational, management, and operational structures are necessary to create successful partnerships? • How will agencies ensure the privacy of individuals, particularly when data may not be owned by government agencies? • What data and information search tools are necessary to facilitate access to and location of government data? • What review processes are required prior to government data dissemination through open government initiatives such as data.gov to ensure privacy, security, and accuracy? • What data validity, reliability, and quality check processes could be adopted in order to ensure appropriate uses, combinations, and extrapolations of combined government (and other) datasets? • What cybersecurity measures, tools, and approaches are necessary to ensure national, agency, and individual security? • What tools and applications do agencies need to archive and preserve their social media-based activities? • What is the "document" that agencies preserve based on their social media activities? • What policies and procedures are necessary to govern the scheduling and archiving of government social media activities? • What is the role of GPO and the FDLP, if any, in the social media technology environment of the federal government? • How do we build social and political trust?
Governing and governance	• Who/what makes decisions on what authority? • What collaborative governance processes and structures do social media technologies enable? • What policy structures and frameworks are necessary to govern government use of and interaction with social media technologies? • In what ways can the federal government harmonize across a range of policy instruments to comprehensively account for the evolving policy context of social media technologies? • How will social media technology change how policy is developed? • Will social media technology privilege certain types of policy substance over others? • Will social media technology result in new policies that rely on the existence of social media to be viable? • What policy barriers to using social media technologies exist, and how do we resolve those policy impediments? • How do we create policies that encourage the use of social media technologies? • How can agencies and governments incorporate the results of social media technology use into agency strategies, goals, objectives, services, and resources? • What review and analysis processes should agencies develop to assess social media-based participatory feedback and solicitations into agency workflows?
New Democratic Models	• What do we mean by the term transforming democracy? • What possible scenarios both positive and negative can be envisaged? • What are the opportunities and limits on transformations that are compatible with the U.S. constitution, the precedents in the field of administrative law, political norms and traditions? • What are the limits or parts of our system that should be prioritized? • What transformations could solve problems with our existing structures, and where are the biggest benefits to be had?