



EXECUTIVE FOCUS

# Managing your social campaign strategy using Facebook, Twitter, Instagram, YouTube & Pinterest: An interview with Dana Howard, social media marketing manager



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In this Executive Focus we interview Dana Howard, social media marketing manager of Murray State University. Under Dana's direction, using the guidance of a strategic management system and plan, Murray State has successfully incorporated social media into the university's marketing and communication efforts. Dana supports the university's strategic goals by furthering public awareness and recognition of Murray State as one of the nation's best public universities via messages that are consistent with the university's overall strategy and tailored to the university's specific target audiences. Dana's job necessitates that she monitor communications occurring across multiple social media platforms, engage and interact with students and other constituents, create and encourage social media content, and analyze and report outcomes. In addition, she is responsible for using social media to respond on the university's behalf during crisis situations. Dana researches trends in social media, helps establish policies pertaining to the university's social media governance, and assists in managing its many social media outlets.

Dana is an alumna of Murray State University with a B.S. in Public Relations and an M.S. in Telecommunications Systems Management. Murray State University in Kentucky enrolls almost 11,000 students annually and is consistently rated one of the

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best regional public universities in the nation. Murray State is perhaps best known for its perennially competitive NCAA Division 1 basketball program. Follow Dana and Murray State (@murraystateuniv) on Twitter.

*W. Glynn Mangold and Tim Johnston for Business Horizons: Welcome Dana, and thank you for sharing your insights with our readers. To begin, could you please explain your role as social media marketing manager at Murray State University?*

Dana Howard: Thank you for inviting me. Murray State University has four managers in its Communications Department: manager of publications and printing; web manager (who coordinates the university website); manager of digital services (who coordinates the creation of video content); and social media marketing manager. These managers report to the head of the Communications Department. The structure of the organization is important because the managers make sure that each area is represented in marketing and public relations decisions. All areas have a piece of the pie in terms of Murray State's communications activities.

*One conception of social media is that it is free and user generated. If so, then why does an organization need a social media marketing manager?*

I can think of several reasons based on my experience: among other things, to focus social media efforts toward supporting the organization's strategic goals; to respond when positive—and negative—content appears; to support people who represent the organization via social media platforms and, to an extent, manage what they say; and to encourage successes and mitigate potential disasters.

*Do you as social media marketing manager have a strategy, or do you primarily support the university's strategy?*

I am part of the university communications team, which supports the goal of the Institutional Advancement office: to further public awareness and recognition of Murray State as one of the nation's best public universities. That goal supports a lot of activities, such as developing financial, political, and community support and recruiting students.

We have also developed a purpose statement to serve as a guide to our specific activities.

*Who are the constituents with an interest in Murray State that you reach through social media?*

MSU has many constituents. They include prospective students, parents, current students, alumni, donors, faculty and staff, community members, Kentucky state legislators, MSU sports fans. . .the list goes on and on.

*Does Murray State have a particular target market?*

If I had to pick one primary target market, it would be college-bound high school students in the south-central region who seek a 4-year college degree. The region includes western Kentucky and parts of neighboring states: Illinois, Tennessee, Missouri, and Indiana. But there are many other important markets, including non-traditional students, transfer students, prospective graduate students, international students, and the constituents that I mentioned earlier.

*How does your role in social media marketing compare to your previous experience in traditional marketing?*

One big difference is that traditional marketing involves creating a one-way message, crafted by the marketer. You should look at social media as having a two-way conversation with your constituents. Engagement is the key to social media. This is why strategy is so important. In addition to providing information, effective social media entails building a platform for your target markets to communicate with you and maintaining those relationships. Another huge difference between social media and traditional marketing is that you are able to see the effects of your message—in most cases, by looking at analytics. In traditional marketing, tactics are usually not as measurable.

*Are people curious about your role, social media marketing manager, within that bigger picture?*

Definitely. I speak to many groups and organizations and talk with local business people who are curious

about marketing plans and social media. Everybody has questions about social media: Why is it important? Why should it be used for marketing? Is it effective and does it take a lot of time? Even though social media in general is not that new, there are still a lot of questions out there about how it can be used in marketing and public relations.

*Can you tell us about your life as a social media marketing manager; namely, what you do and what you plan for?*

Much of what I do involves working directly on our active social media platforms, so I will start there. The Murray State Facebook page is one of the most engaging social media platforms we maintain. With over 23,000 followers, I have a lot of people to talk to and engage with. The followers include a diverse set of audiences encompassing alumni, current students, prospective students, prospective families, community members, and supporters of the Racers. So, I have multiple areas to cover, think through, and respond to.

*What other platforms are important to Murray State for communicating with constituents?*

Twitter is one of our most engaging platforms and commands about 90% of my time. It is something I must monitor consistently because I have to respond quickly; people expect quick responses and immediate information on most social media, but this is even more true with Twitter than anything else. I watch our analytics to look at response rates, or how fast I am responding to people. The results are sometimes good, sometimes not as good; it just depends on the activity in any week and month.

I try to plan our social media activities a semester at a time. In a university setting, there are several key events or themes that I already know I will be building strategies around every year. For example, among other things, the fall semester always includes move-in weekend, homecoming, and December commencement. I start my calendar with those and work in various promotions and important information as I feel necessary. I have done this long enough now that I have learned when certain types of promotions, contests, or other fillers work in between larger social media plans like homecoming. I also have a fairly concrete format for each of the bigger social media strategy plans. My written-out plan would include a section for pre-event promos one month out and the

week of. The next section would include the day-of promos and content. Then, a third section would include post- and wrap-up content.

Some examples of this might include starting a hashtag tracking program by creating a hashtag and then developing pre-event promotions to familiarize people with the hashtag. Any promotion pieces I could go ahead and develop that might be used throughout the social media plan would also be created at this time: images, print, signs, et cetera.

I schedule our posts ahead of time when I can, but also do a lot of daily posting to keep the message fresh. When I am not planning or creating content, the rest of my time is spent monitoring platforms and responding to people across them.

*I understand that you use a lot of pictures to relay your message. Can you tell us about that?*

Flickr is another platform we use at Murray State. We use Flickr to market not only externally, but also internally. Flickr serves as a landing page for our multiple photographers to post photos of campus events, portfolio shots, and other on-campus requests. We provide this resource for people across the university to use these photos for their own marketing. They are encouraged to incorporate them into their own unit's social media platforms.

Instagram is a tool that we started using 2 years ago. Our audience has grown tremendously, with well over 3,000 followers. Even though Instagram is not Murray State's most engaging platform, it takes time and planning to manage. The user base of Instagram continues to grow, and with its integration into platforms like Facebook and Twitter, Instagram has become a large part of our overall strategy.

Just recently, I used a 30-day countdown on Instagram as a promotion to capitalize on the excitement our incoming freshmen were already expressing online regarding move-in weekend. I pushed daily pictures of the Murray State campus from Instagram to all our social media platforms in order to heighten that excitement and engage our audiences in anticipation of a new academic year.

We also added Pinterest about 2 years ago. I went back and forth regarding Pinterest, trying to decide if it was worth our time or not. I saw a lot of my peers at other universities doing some interesting work with it, so I decided to move in that direction. The challenge with Pinterest is that there is little to no analytics to tell you who your active users are. So, it's kind of a guessing game with the overall strategy.

To begin the Pinterest initiative, I observed a lot of other universities' accounts, mostly the ones at

which I have peers. I made a list of all the audiences I wanted to reach via this platform. Obviously, Murray State has alumni. They love memories; they love talking about their days at Murray State. And then there are the current students, who want to see things like our All Campus Sing musical production and traditions like the shoe tree—where couples who meet and become engaged at Murray State place their shoes on the tree. Unique campus traditions are an easy visual that is usually popular among all of our different constituent groups.

Then, I made a big list of everyone to whom we were talking, since I wasn't sure which audience would be the most prevalent on this platform. From that list I created Pinterest boards for each of the constituent groups. So, we have a mix of boards that span a very broad group of people. And it's still a guessing game in many ways; it's still about learning what people are looking for, what they get attached to, and what catches their eyes and creates a desire to make an action—a view, a click, or a share. This is no different from any other form of marketing: We are creating a call to action.

#### *What about blogs?*

We do use some blogging. If you could see the back end of the murraystate.edu website, you would find that some of the pages are actually WordPress templates. You won't necessarily notice it as a user because the templates are branded to look like the rest of the website, but they are blog pages. It's an easy platform to use and it's pretty cheap for us—and it's free to individual users.

Murray State uses blogging for different reasons than you might expect. A special promotion like the Where Do You Blue And Gold? photo contest, which we have held for 5 years now, is hosted on a blogging platform. People take pictures of themselves wearing their Murray State colors as they travel throughout the country and around the world. The blogging platform makes it really easy from an administrative standpoint because each week's winner is announced as a new blog post that I can then push out through all social channels with a click. In addition, it archives itself every year and users can easily search or share content to their own social channels.

#### *Is YouTube an important platform?*

We feature a variety of material on YouTube, ranging from the university president's messages

to informational pieces about specific programs on campus and important announcements like our recent capital campaign total. We wanted Rainey T. Wells, Murray State's first president, to announce the campaign total, so we brought him back from 1922 with the help of actor and faculty member Bob Valentine.

Other types of YouTube content include Murray State holiday greetings and viral video campaigns. For example, we published a dance we call the Murray State Racer Shuffle, which was built around a rap song—the Racer Anthem—written by students as a tribute to our basketball team. The video went viral nationally.

#### *Are there any new additions to the group of social media platforms that you use?*

Storify is a relatively new platform that was interesting to me for a couple of reasons. First, Storify brings together content from multiple social media platforms. When we manage a promotional campaign, such as for homecoming, we use all of our platforms to share content. Second, from weeks before homecoming to weeks afterward, people are talking about the events: they're chattering, sending pictures, sending videos, and creating a lot of great content. Somehow, we have to capture that.

Storify is a platform with which you create a story, and in that story you can collect all the chatter from every platform: Instagram, Facebook, Twitter, YouTube, everything. It lets you literally click and drag things into your story, so it's a great way for us to showcase what's going on at the university. We've done a lot of these lately. For instance, when Spike Lee was here, we collected a lot of chatter related to his appearance. We also post pictures from Great Beginnings at the beginning of the school year, Parents' Weekend—all of the bigger picture events at Murray State.

#### *It sounds like Storify plays an important role at Murray State.*

Yes, Storify is one of the platforms that has been really important to me lately. One thing that is very useful about Storify is that we have archives of everything that's happened at the university. About 5 years ago someone on campus asked me: "How am I supposed to collect all the stuff that goes on online? With social media there are all these pictures, all these things we're not collecting. We don't

do yearbooks anymore. So, how do you find all the stuff, and put it together, in the Murray State archives?”

When Storify came along, I knew it was the answer! Now for every story that I make through Storify, I send a .pdf to the archivist in Pogue library; there, they are available in digital and print formats. Consequently, via social media, people may have content that is a part of recorded history and not even know it: something they tweeted, a picture they sent, or a video—whatever it may be.

*What are your goals in using the platforms we've discussed? What do you accomplish?*

I would identify my responsibilities in seven main categories: monitoring all platforms, engaging and interacting, creating and gathering content, analyzing and reporting outcomes, governance, research, and crisis management.

Let's start with monitoring. I monitor all the platforms that we just talked about. I have to be watching; I have to be listening; I have to know what's being talked about. I also have to know what's not being talked about that we want out there. If homecoming is 3 days away and nobody online is talking about it, we've failed as marketers because we haven't helped to put that message out there and create a buzz around it—foster the spirit—and that's what Murray State's homecoming is all about. I have to listen a lot and watch the conversations, and I have to notice the tone that people are using.

There have been times that we didn't realize a bit of a public relations storm was brewing—not necessarily in the media, but just among people talking about the university. And sometimes I have the responsibility of saying: “Hey, a lot of folks are really mad about this. Can we do something about it?” So I monitor social media, I make sure we're consistent with our branding, and I make sure that I know what's being talked about—good and bad—on all of our networks.

In addition to monitoring the platforms, I have to engage and interact. To engage, I must be involved in the conversation. I have to know what people are saying about Murray State before I can respond, which I try to do in almost every case—whether the original comment is positive or negative.

I try to answer questions that people ask about Murray State. Or if someone posts, “Hey, I got accepted into Murray State today,” I give them a “woot, woot!” and “Welcome to the family!” I love when a prospective student responds back to tell me

how that tweet from Murray State made their day! I just interact with the people out there, with all the different audiences we have across our social media platforms.

The next responsibility is to create and gather content. We must have a plan and a strategy to create content. Sometimes crowdsourcing is an option for gathering content. Campaigns like #Racer-Homecoming generated a lot of content through crowdsourcing—as I talked about with Storify—because people were at the game, or were gathered at Tent City before the game, and they took photos and videos. The crowd was already doing the content work for me, which is always helpful and engaging.

A lot of times, though, I have to create that content myself. I have to decide what's going to be engaging and what's going to work with the specific audience: what's going to catch their eye, what doesn't matter to them, and what does matter. So, it's really important that I plan and strategize about the content we create.

And then, of course, I have to analyze and report outcomes. It is a misconception that social media marketers do things on the fly and don't have goals. I actually have measurable goals for everything I do, so I work with a lot of numbers. I was never a numbers person in school—I hated math, I hated accounting; I didn't want anything to do with it. Now that I've gotten into the social media world, I enjoy looking at the numbers. It takes a lot of time every month to sit down and go over the analytics for each platform, but it is time well spent. I use a company called SproutSocial to help me build reports; it generates all the charts and graphs and everything for me, which is amazing. Before SproutSocial, it was 100 times more work because I performed all the functions manually.

I compare current results with those of previous months and previous years. Then, I report to my superiors and fellow managers where we are from a month ago, a year ago. Each report shows the analytics and my take on the good and the bad for that period of time, which goals we reached, which we didn't, and why.

Once we had a huge snowstorm and the university did not cancel classes. There were crazy comments on Facebook; it was out of control because students and parents were mad. Our social media blew up. Looking at the numbers, though, it was great for our engagement. I had to report: “Our engagement went up a lot, but it was primarily negative feedback.” And I have to ask myself: Did we respond to that well? Did we take the time to understand what was really going on?

Or, I may report: “It was homecoming and our social media engagement was high, and this is why.”

So, I compare the numbers a lot to know how we can continue to grow the campaign. For example, in a recent month, there were 337,000 impressions on our Facebook page. Therefore, I have to keep up with those numbers and make sure that next month we're getting 400,000 impressions. Those are some big numbers to play with for a university of our size and I enjoy the challenge of creating growth over time.

*In listing your core responsibilities, you mentioned governance. Could you explain that?*

Governance is a big part of my job—a part I wasn't aware of when I took this position. This is not the fun aspect of social media. It's enjoyable in a certain way for me to bring it all together, but it's not the side of social media management that most people are interested in. Governance has a lot to do with how we are administering the rest of the social media on campus; specifically, the pages I don't directly manage.

I am the only person in social media in the University Communications department, so I manage the Murray State accounts, the Roundabout U accounts for our TV show, and the Alumni Affairs accounts. The colleges and departments, and clubs and organizations have separate social media accounts, so I don't maintain those; that responsibility is assigned to people in those areas. I help, but I don't maintain them.

At one point in time, some Twitter accounts that were using the Murray State name but were not sanctioned by the university were giving out false information or representing the university in a way we didn't want to be represented. For that reason, I helped develop a social media policy to deal with those issues.

We now have a policy in place so that every administrator on campus knows how to maintain his or her account without a centralized person telling him/her what to do, as well as understand the regulations he/she falls under. The policy helps Murray State ensure messages are consistent across all channels, people are using the same branding, people are employing the same kind of voice, and accurate information about the university is being presented. The social media policy encompasses all of us: everyone who works on the campus and uses the Murray State name on a public Facebook, Twitter, Instagram, YouTube, or other social media account.

Implementing our social media policy led to considerably more work for me. I had to ask every

person on campus who is an administrator of any public Murray State account on any platform to register through our office using an online form. We're up to about 200 accounts now; in other words, there are 200 social media accounts on campus in addition to those I administer. With this, we now know what accounts are publicly representing the university, who the administrators are for each account, and the kind of information the accounts are supposed to have on them. We can identify the authors of old information, for example, and get it updated. It's a lot of work. It takes a lot of time to figure out who's doing what.

*Does the social media policy specify what happens when someone misuses a university account?*

The social media policy works alongside other policies. For example, there is a Board of Regents conduct policy that applies to students, faculty, and staff. There are human resources policies that apply to employees. Depending on which policy applies, if there is misconduct, we can say what happens from that point.

*What if an unofficial social media account is putting Murray State University in a negative light?*

There have been Twitter accounts and Facebook pages that represented Murray State in ways that did not reflect well on the university. One day, a mother called my office; she did not understand that the university did not administer an account on which her son was being disparaged. Unfortunately, the message had Murray State in the title. I had a 45-minute conversation with her, trying to explain: "Ma'am that is not an official Murray State account." "But, it says Murray State in it." "Right, but it is not a Murray State account. So, we are unable to take the inappropriate comments down today." Those are the kinds of problems that we deal with.

Any account that's not registered, anything that is not an official Murray State account, we try to shut down. If an account has Murray State in the name, if it has Racers in the name. . . anything that seems to represent us or use our trademarks, we now report it. Also, if an account has been inactive and the login information is unknown, we will report it as well. At this point we have successfully shut down two Facebook pages, six Twitter accounts, and an Instagram account. It's a start, and we'll continue to do that as

time goes on. We need to know who is officially representing us and how they are representing the university.

*You mentioned that research is part of the social media marketing manager's job. . .*

Yes, research is a big part. I have to know what's on the cutting edge and what's coming next, so I have to look at blogs, I have to read articles, and I have to know what tools people are using and what they're not using. I must be attuned to the latest technology and the newest media out there. I can't assume that everything I hear about social media platforms is correct, such as the rumor that started a few years ago about teens leaving Facebook. I have to research those things and have the facts to back it up before I change my focus. You should never jump on new tools just because they are out there; rather, you should research, benchmark other organizations that are using the tools, and stay in touch with the news about those platforms. It's all a part of staying informed through research.

*How important is crisis management in social media?*

Crisis management is a responsibility that you probably wouldn't think of as part of a social media manager's job; I didn't think of it when I took this job. I didn't realize crisis management was a critical component until after we'd had a crisis.

I'll give you a very short but very sad story about how we learned—the hard way—the necessity of crisis management. At a time when the Murray State basketball team was about to play in the NCAA tournament, there was a very public suicide on campus. Most of us who had anything to do with crisis response at the university were attending the game 225 miles away in Louisville, Kentucky. We were all in an arena with very little cell service and no Wi-Fi when I suddenly started seeing tweets going across my phone that seemed odd, such as "Prayers for Murray State" and similar vague comments. The first thought that ran through my head was: Is there a shooter on campus?

I realized that if I didn't get some information quickly, I wouldn't know how to respond. Parents were saying: "What's going on? Where's my kid? What's happened? I hear someone's dead on campus." All this was happening but nobody in the arena had any real information. In a crisis, we—the

university officials—need to be responsive and to inform people. But I hadn't been told what happened, so I couldn't confirm or deny an isolated crisis.

That was when I felt this huge burden of responsibility on my shoulders for the first time. This was 1 year after I had accepted the job. We hadn't even thought about crisis management. Nobody knew it was going to be part of the job. That's when we realized how important social media is to crisis management because people try to fill in information about what's going on as things unfold. This is true no matter what the subject. Whether it's a tornado or a snow day, whatever the case may be, it could represent a public relations crisis. We can't know in advance, so we had to come up with a plan for any situation. I had to know how to respond, and respond quickly. That required a crisis management plan.

*What else have you learned while on the job?*

Strategy! When social media started becoming a part of day-to-day communications, marketers said: "You know, we've got to get in on this game, too. First of all, it's free. It takes a small budget. It's easy to perform. How do we reach people through social media networks?" I think a lot of people took for granted that you have to plan and form strategies in social media just like in any other kind of marketing; as a result, they were simply throwing stuff out there, doing things just to do them. For example, they wanted to get on Facebook because everybody's there. That's the kind of planning we often saw.

With social media, you must have a plan, goals, initiatives, and a mission. If you don't know what your mission is, there's no reason to use social media tools. Most of my focus is based on a 1-month time horizon, although there are a few things I can plan for in a macro sense, such as homecoming. Even though I try to plan out a semester at a time, I focus month by month.

I've also learned the importance of flexibility. A good example involves renowned sportscaster 'Dickie V,' Dick Vitale, who came to campus as a commentator for a basketball game. We weren't actually planning on that. It was a big deal to us; we definitely wanted him to visit. So when we got word that Dickie V was interested in coming to Murray State, we kicked things into high gear. We had to figure out how to get students in on this so they could encourage him to come. We also wondered how we could involve alumni. It wasn't just

about Dickie V; it was about bringing the whole ESPN network. It was about having the TV exposure that we cannot pay for because we do not have the budget for it at Murray State. We wanted to have him here and welcome him, along with ESPN, with open arms. As a result, working with athletics, we put together this really quick campaign, collaborated with students, and did a #BringDickieVtoMurray hashtag campaign on Twitter and Facebook. It obviously went well because he ended up coming here. So, sometimes, we have to be flexible and willing to move quickly.

*What else can you tell us about your approach to the job?*

Make campaigns, not posts. Campaigns work better than one-hit wonders. Occasionally, I'll post something important that will last only one day and may be on a single platform. But most of the time, my bigger stuff is in campaigns. By this, I mean that I have a written plan with a variety of posts and promotions surrounding that theme that will last a longer amount of time. For example, it may have elements like its own hashtag, a photo contest in which people send us content, or other marketing materials that align with the campaign.

An example of a bigger campaign is All Campus Sing. With that, we did signs and chatter for over a month. I put a lot of thought into this. We went around and we actually physically tagged people at All Campus Sing with stickers: "Here's our hashtag, share your pictures and tweets with us." It was all part of getting that chatter and keeping the spirit going. We stream All Campus Sing online, so we had a huge undertaking: doing the stream, putting the hashtag on the stream, and getting the widgets to work so people could talk about it on the website while they were watching the stream. There are a lot of little pieces that have to go together to make all that happen successfully.

When we did the Murray State Anthem rap, there was a whole lot to it besides just filming the video. Every scene had some kind of strategy to it: what was in the background, who was in the picture, what you can see, and things going on. You may not pick them out specifically, but in your mind there are still things happening that you are seeing and interacting with. We did a lot of different kinds of marketing around the Murray State Anthem. All the t-shirts and banners and everything from that whole semester centered on the Anthem theme.

*Are you able to get downtime in this job?*

I try to shut off by 6 p.m. every evening, even though I continue monitoring feeds periodically through the night. It's difficult. I constantly check my notifications to make sure nothing crazy is coming across the screen. If I come in the next day and somebody says, "Did you see so and so?" and I say "No," I feel like I haven't done my job. How did I not see that? I'm the social media marketing manager. I'm supposed to see everything. So, I really feel like I have to stay on top of things. My husband says I've got an iPad in one hand and an iPhone in the other, or I am in front of my laptop, because I feel the need to be connected. I've tried to pull back a little bit lately, but it's hard.

*On what social media platform do you spend most of your time?*

I'd say Twitter. I keep a running list of search keywords and key hashtags—all the stuff that Murray State people use: Murray State, Murray State University, Murray State Racers, #Racers, #MurrayState, #WeAreRacers, #RacerNation. I monitor those hashtags and then respond to the people who are talking about us. A big part of my job is simply taking part in the online conversations going on out there, whether people know Murray State is listening or not.

Recruitment is important for all of us who work at the university, and we use Twitter in the recruitment process. I'd say at least five times a day, I stop and respond to tweets that include pictures of people who have been accepted into Murray State, who have received their scholarship information, or who are at some point in the application process. That's a huge part of what I do now. I'm not in the recruitment office, but we all work together toward that end.

*Are you able to show that more students come to Murray State because of your tweets and other social media activities?*

It is hard to quantify that and say: "Because I tweet, we will have 50 more students in the fall." There are times I've been asked to prove what my return on investment is, and that's a hard thing to do, even if I meet my goals. Can I really say that we had a larger fall class because of what I do? It's impossible for me to connect the dots there. But, I can say: "Fifty percent of my time this year was spent on talking to prospective students." Or I can look at the analytics to see where traffic is coming from and going to on

the website. If traffic is going to undergraduate information or application information, then one can connect the dots to recruitment in that way.

*Is it hard to pursue a career in social media?*

It's not necessarily hard, but most universities do not offer a degree in social media marketing. The positive is that you can approach the career from a lot of different angles: you can have a marketing degree, you can have a PR degree, you can have a general business degree. Individuals from various backgrounds can get to that point. I know I did, and so did many of my peers at other universities.

Not all companies necessarily know what they want, either, and that makes it somewhat difficult for students who look for social media jobs. The

companies don't know what to ask for or what to put in the job description. They just know that young people know how to use social media, and they know they need to be involved in social media. So, for many companies it is a guessing game.

If I were trying to land a social media job with a company, I would bring a set of recommendations to the table: this is a strategy for you, here's an area where you can increase sales or increase your exposure, and here are some tactics to go along with that.

*Dana, thank you for your time and for sharing your experiences working in the emerging field of social media marketing. Thanks especially for discussing how organizations can manage their activities on social media platforms and the importance of focusing their efforts to achieve goals.*