Summer 8-2013

Lifespan Communication, Social Media Policy, and Societal Institutions: A Content Analysis

Jessica LaRae Bedenbaugh
Old Dominion University

LIFESPAN COMMUNICATION, SOCIAL MEDIA POLICY, AND SOCIETAL INSTITUTIONS: A CONTENT ANALYSIS

by

Jessica LaRae Bedenbaugh
B.S. May 2011, Old Dominion University

A Thesis Submitted to the Faculty of
Old Dominion University in Partial Fulfillment of the
Requirements for the Degree of

MASTER OF ARTS

LIFESPAN AND DIGITAL COMMUNICATION

OLD DOMINION UNIVERSITY
August 2013

Approved by:

_____
Tim J. Anderson (Director)

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Thomas J. Socha (Member)

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Gary A. Beck (Member)

ABSTRACT

LIFESPAN COMMUNICATION, SOCIAL MEDIA POLICY, AND SOCIETAL INSTITUTIONS: A CONTENT ANALYSIS

Jessica LaRae Bedenbaugh
Old Dominion University, 2013
Director: Dr. Tim J. Anderson

This thesis is a qualitative study of the major societal institutions' social media policies. Three features are compared—length, readability, and legal orientation and punitive degree—in order to determine the homogeneity of the policies across the institutional categories. The top ten words featured in the policies, from highest weighted percentage to lowest, are the following: social, use, media, post, sites, content, personal, policy, communication, and web. The shortest policy length was 274 words. The longest policy was 36,036 words and the collective average word count was 2,571. The lowest reading level, based on the Gunning Fog Readability Index was 8.21, the highest was 21.97, and the collective average was 12.31. Finally, there was a high reference rate to the word "law" and its synonyms and the policies used "prohibit" more than "discourage."

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CHAPTER 1

INTRODUCTION AND REVIEW OF LITERATURE

Study Background

Social media policy is an extremely sensitive subject. The road to this particular thesis project proves that. My original project was going to be a case study of the Old Dominion University (ODU) Football team's Social Media Policy, specifically their Twitter policy. The ODU Football players are prohibited from having a Twitter account and tweeting, but may have a Facebook account as long as they "friend" the monitoring Coach.

This athletic social media policy is currently one of the harshest in the NCAA making it an ideal case study. I intended to survey and interview the players about their social media habits, their feelings about the policy, and how they felt it affected them. I was unfortunately denied access to the team. As previously stated, this is an area of great sensitivity. This is especially true for the ODU Football team as some of the ODU community has expressed worries of the legality of the social media policy.

Although I was unable to complete the original study, it was enlightening that I could not even access a written policy for the team—if one exists. I, supported by my thesis committee, refocused on social media policies for societal institutions to begin an academic dialogue about the tension and anxiety that social media's shifting norms have created. This study was not meant to be wholly comprehensive or thoroughly representative. Rather, the aim of this new study was to open a door to the field and provide a foundational knowledge to ask more in-depth questions.

Introduction

Social media networks have introduced a new sphere of interaction for individuals in their personal lives. These online interactions have seeped into the professional world, introducing new ways to reach customers, to contact employees and colleagues and to maintain business relationships after switching companies or leaving conferences. While social media can play a very positive role in professional and organizational life and success, these informal platforms have also created new concerns for businesses and organizations. Bob Kelleher (2013) summarized in an employee engagement post, "Social media is a huge engagement, staffing, retention, and increasingly, branding tool" (section 1). This means that social media platforms have extended their use and reach and it is now important for organizations and businesses to study and consider when forming standards of interaction and guidelines of use.

In little more than a decade, digital social media have become powerful platforms to share information and disseminate thoughts and events. These media have become common go-to platforms for general news, commentary and resources. Social media sites have an air of convenience and efficiency since the user can check updates from both personal acquaintances, professional contacts, news and business sources throughout the world in a matter of seconds on the same platform. Jansen, Zhang, Sobel and Chowdury (2009) tested the impact of electronic word-of-mouth and the capability of the relationship in distinguishing one company from another, specifically on Twitter. The team found that "Twitter relations" make a difference in perceptions of those involved and they were capable of distinguishing one company from another. The study described

the use of social networking as practical for competitive intelligence. Professional updates are often integrated into this framework of blurred personal lines and boundaries.

As this blurring continues, companies and professionals are having a considerably harder time deciding what is and what is not appropriate of what is appropriate online behavior. There are now questions of whether or not an employee represents his/her company in a virtual setting and at what point their postings become part of the company's property and/or image. A segment of this concern is the introduction of numerous voices into the corporate and organizational brand conversation. Huang, Baptista, and Galliers (2012) argue that social media trends are actually enriching the established organizational rhetorical practices—in this case defined as "...embodied, materially mediated arrays of human activity" (p.113). Their study revealed the shift of organizational communication away from what they classified as traditional channels—printed media, email, face-to-face interactions, etc.—to company wide web- or internet-based avenues, such as social media.

This shift of traditional to web-based organizational communication platforms has opened the door for two main issues to emerge, according the Huang, Baptista, and Galliers (2012). The first emergent issue is that when an organization begins incorporating social media into its communication or rhetorical practices, there needs to be adjustments of usage to satisfy the organization's needs and to be compatible with the governing rules of the organization (Huang, Baptista, & Galliers, 2012). Incorporating an adjustment of this sort introduces a moment of tension for the organization that leads to the development of governing bodies and documents such as policies and guidelines that will be furthered examined later in this and the following chapters. The second issue that

the researchers found was increased stimulation, engagement, and general activity including the exchange of more information; an increase of this sort tests the established control on internal communication (Huang, Baptista, & Galliers, 2012):

> This challenge to a central controlling power can come in the form of multiple voices speaking on a platform on behalf of the organization.
> Findings show that the use of social media in organizations has the potential to increase the number of rhetors and feedback mechanisms. As a result, more voices and messages can be generated and there is no longer a clear distinction between rhetor and audience: indeed, any organizational actor has access to the same set of rhetorical resources and has the ability to act as a rhetor (p.120).

The increased ability to become an impromptu organizational spokesperson does not mean that each individual has the skills and knowledge necessary to do so properly, however. This multivocality, or introduction of numerous voices, goes against the historical practice of univocality that has been supported by top-down communication hierarchies and the creation and strict control of one organizational voice.

The Pew Internet and American Life Project reported that, "15% of [US] online adults use Twitter as of February 2012, and 8% do so on a typical day" (Smith & Brenner, 2012, p.1). Unfortunately, basic knowledge and use of social media platforms does not necessarily translate to comprehension of proper online etiquette. The concept of proper online behavior, however, is also a constantly shifting definition. This creates tension and anxiety as companies attempt to formulate a set of best practices from a baseline of policy trends that they are likely unaware of. With so many individuals on social media so frequently, there have been numerous instances of organizational, and thus relational, dilemmas or situations that have arisen. Individuals often carelessly post content to platforms without a thorough understanding of where the content will end up, who will see it, and how it will be received. They do not understand the repercussions of

poor choices or how their online actions reflect on their company or organization. This can be interpreted as a simple misunderstanding of protocol or as an intentional sharing of inappropriate information or behavior. The organization's assumption may be that the individual should already know better via experience or common sense, but this assumption supports the need for best practices to be detailed. A flippant comment about an organization or an unedited photo can prove to be very detrimental to both the individual's reputation and the company's overall standing.

These missteps are not restricted to those already employed or associated with a company, they may occur before someone officially joins an organization. For example, Connor Riley made an infamous Twitter mistake; Riley, at the time a recent college graduate, was offered a job with Cisco. She tweeted about the job offer: "Now I have to weigh the utility of a fatty paycheck against the daily commute to San Jose and hating the work." Cisco responded to her by tweeting, "Who is the hiring manager. I'm sure they would love to know that you will hate the work. We here at Cisco are versed in the web" (Thomas, 2010, example 6). With this tweet Riley had inadvertently canceled her opportunity of employment with Cisco by making this public remark that was most likely intended to be humorous.

Another concern with this type of unendorsed or unsanctioned behavior is an observer's potential to interpret misbehavior or inappropriate actions as a lack of protocol or governance of best practices on the organization's behalf that can ultimately resulting in loss of organizational face or brand integrity. Revisiting the Riley and Cisco example, if Cisco had not responded and had continued in hiring her, there may have been a decrease in their brand image. If they were willing to hire someone who is publicly not

invested in their company there could be assumptions made about their values and how invested they are to their work.

It should be acknowledged that there is no established standard of online behavior. Worse, the nature of social media networking and its relationship with institutions and organizations is constantly changing. The stakes are high and public communication can produce pronounced effects that are often difficult to manage. An added struggle in the integration of social media into a company's corporate culture is the assumption that individuals have become more discerning information consumers. For example, Henry Jenkins (2009) believes that "people who spend more time playing within...new media environments will...have greater fluidity in navigating information landscapes...and make rapid decisions about the quality of information they are receiving, and will be able to collaborate better with people from diverse cultural backgrounds" (p. 13).

Social media has become a larger part of the professional landscape in recent years and, as such, has introduced a new set of tensions that have resulted in experimentation in the workforce. Further integration of social media has not been solely negative. However, it has created negative outcomes that can overshadow the positive results. Companies are dealing with the paradigm shift by creating and altering what they currently define as best practices for employees and altering these as experiments of policies and observations fail or succeed.

Review of Literature

A typical first step in the orientation of a new employee is an introduction to the company's culture. A corporate culture can include anything from the company's dress

code to the hierarchy of staff. The existence of a corporate culture, however, depends on the buy-in of those it controls and governs. This means that the employees subject to an organization's policies are also the ones corroborating it by supplying the organization the power.

Michel Foucault (1978) can be helpful in understanding the idea of powered and empowered employees. The organizational structure will automatically create various levels of 'power,' with an associate having little power compared to an executive officer. By completing the onboarding process[1] at a new organization with full knowledge of a social media policy, employees are substantiating both the policy and the power and culture structure that has put the policy in place. For example, Best Buy's social media guidelines include the best practice of "Protect the company, protect yourself." This signifies the corporate needs are paramount; buying in to the corporate culture is expressed by accepting the impetus to protect the brand. This support of the power structure assists in the introduction of a new set of experiments in best practices; who is controlling web-based interactions and the broadcast of individual thoughts and opinions becomes a new question. When individuals have the autonomy and authority to micro-broadcast and niche broadcast via social networking channels, this creates the need for a new monitoring system, though as Foucault (1995) puts it, "Visibility is a trap" (p. 197). By posting visibly and publicly, employees are assisting in the formation of a new system of governance. An aspect of finding that new monitoring system is questioning the goal and intended reach of the interactions.

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[1]Onboarding is part of the hiring process that typically includes an introduction of corporate culture including various policy, hierarchy, protocol, expectations, etc.

John Durham Peters (1999) creates a background for the above type of contextualization of online communication. *Speaking into the air: A history of the idea of communication* sets up critical questions of how individuals aim to communicate within a specific context and how a message can be received and interpreted when separated from that intended context. Questioning the existence of posts within a context illustrates the basic need for the creation and implication of social media policy as posts often have no context and are isolated, publicized thoughts. An emergent concept with social media use plays into Durham Peters's (1999) work—the ability to preserve all communication does not indicate a need to.

Thomas Kuhn's (1962) discussion of paradigm shift interpreted to apply to the integration of social media into an organizational communication structure questions the new set of best practices in place:

> Paradigms gain their status because they are more successful than their competitors in solving a few problems that the group of practitioners has come to recognize as acute. To be more successful is not, however, to be either completely successful with a single problem or notably successful with any large number (p. 23).

The basic idea behind a paradigm shift is that with a new situation there must be a new phase of experimentation to attempt to quell the anxiety created. The concept of experimental protocols is a difficult scenario for those dealing with social media use and policy. When every individual is empowered by micro media, practices must be altered to help guide open sources and navigate the lack of central authority. This can complicate Foucault's thoughts that employees help to empower the system. Lower-level employees become gate-watchers to stand guard of the gatekeepers for their particular organization.

To further the argument that employees must buy-in to the corporate culture, an organization aims to further integrate each employee into the brand. Internal branding is one that "...aims to align 'an organization around a brand' according to a cluster of values and thus facilitate delivery of the external brand experience" (Vallaster & Lindgreen, 2012, sect.1). By converting the individual employee to a brand ambassador, the organization has put more at stake for themselves. Now they have to consider training hours, promotions, bonuses, etc. In order to fully become a part of the brand, employees must act in alignment with the corporate culture and values in order to meet the organizational goals regarding customer interactions, impression management and public perception of the state of that organization and the synchronicity of its values and actions. Employees must submit to this internal branding, which may create other anxiety for the organization.

During these times of anxiety and tension, dominant modes change to adapt to the new circumstances and the new rules or perceived best practices that are being tested. The initial policies may infringe on inherent or supposed rights at the onset due to the misunderstanding of needs, qualities, complications, reality, etc. by companies. This is a typical part of an organization coming to terms with a shift in culture and ultimately a shift in value placement. In this paradigm shift, organizations can no longer rely solely on the traditional forms of office communication and must work to accept that there are new options being integrated.

Nancy Baym (2010) thoroughly detailed the shifting nature and state of personal connections and relations in this increasingly digital age. She posited that face-to-face interactions are no longer the only way to maintain connections and the anxiety that

newly mediated relationships, such as supervisor-to-subordinate, are creating altered boundaries of the relationship and the media used. The new media can be misconstrued as a platform to air what had been previously been considered private matters. The use of social media is often thought of as unnecessarily shared private matters since many postings do not need to be public knowledge, i.e. many thoughts shared via Twitter may be better suited as text messages or other private messages—perhaps not shared at all.

Social networking platforms allow for the negotiation and branding of personal identities while connecting with other individuals that may be useful in current or future endeavors. A professional may use Facebook as a means of staying in touch with family and old friends, and use LinkedIn as a platform for professional networking. Accordingly, it can be assumed that professionals use different rules of engagement for each platform.

Professional life and personal life are increasingly overlapping on and offline. Digital technologies have linked professionals to their work contacts and social media platforms have synced professional and personal relationships. As there is potentially always a colleague watching online activity, there are new codes of online conduct, but that potential constant monitoring is not always occurring or a deterrent to inappropriate behavior. It is possible that with this illusion of constant surveillance a professional may feel more apt to keep things private and not disclose them publicly online. Foucault (1995) explains the pertinence of the panopticon in relation to the need of surveillance and the use of deterrent set-ups:

> Hence the major effect of the Panopticon: to induce in the [user] a state of conscious and permanent visibility that assures the automatic functioning of power. So to arrange things that the surveillance is permanent in its effects, even if it is discontinuous in its action; that the perfection of power should tend to

> render its actual exercise unnecessary; that this architectural apparatus should be a machine for creating and sustaining a power relation independent of the person who exercises it; in short, that the [users] should be caught up in a power situation of which they are themselves the bearers (p. 197).

Katz and Rice (2002) position the internet in this definition of a panopticon. They view the premise of the panopticon as a "constant view of individuals through parasocietal mechanisms that influence behavior simply because of the possibility of being observed" (Katz & Rice, 2002, p. 272). They posit that new participants and "those engaged exclusively in recreational domains," most likely feel the illusion of constant observation the most strongly (Katz & Rice, 2002, p. 270). Oscar Gandy follows this line of reasoning when discussing contemporary culture. He states, "that the panoptic sort is an antidemocratic system of control that cannot be transformed because it can serve no purpose other than that which it was designed—the rationalization and control of human existence" (Gandy, 1993, p. 227).

While Gandy discussed more of a surveillance of physical day-to-day culture, this concept translates to the rationalization and control of interaction via social media. A social media policy is, for most corporate purposes, the extension of a controlling presence—or at least the illusion of such—onto the professionals that it is constantly addressing. This can help to imply the assumption that those individuals under the umbrella of a social media policy will maintain 'better' with more 'appropriate' behavior because they feel the presence of constant surveillance.

Susan Barnes (2006) discussed questions that oppose the idle submission to a surveillance policy by interrogating the assumption that privacy has essentially been written off, or as she terms it "the privacy paradox". This paradox is defined as the tendency for users to state how they feel about maintaining privacy online as different

from reacting to a perceived breach of privacy or an enactment of open information sharing (Barnes, 2006). Barnes agrees with Katz and Rice that the internet and specific types of software can aid in the observation of interactions online, these types of software are what all scholars involved define as parasocietal mechanisms. This is only possible, however, because social media networks allow for the possibility of high quantities of observation and surveillance. Barnes (2006) argues that "in addition to marketers...officials and [supervisors] can access social networking sites. [Users] may think that their Facebook or MySpace journal entries are private but they are actually public diaries" (para. 11).

By illustrating this privacy tension of the user, it can be discerned that social media use is viewed as private interaction while at the same time proving to be a surveyed act in a public space. Users are simply unsure of how to feel about its effect on their life. The freedom to broadcast one's thoughts through online posting can prove to be detrimental in the case of inappropriate publication, but also allows for positive growth and networking of the individual and the company creating yet another tension for professionals ad corporations. Clark (2010) summarizes this conundrum:

> First are the issues facing employers—from the failure of policy and appropriate [education] for employees to keep pace with the rapid growth of social networking media. Second are the issues of [employees] recognizing and understanding their heightened [responsibilities] in our digitally driven world (p. 104).

This sort of added responsibility to properly represent the brand adds to the tension of privacy, as there are few posts that are truly private and all actions may ultimately reflect back on the brand.

By learning the perils of social media privacy lapses, users are slowly becoming more discerning of what is posted and kept online. This comes from a standpoint where more users understand the necessity to maintain their personal brand as well maintaining corporate brand standards. A Pew Research Center study conducted by Madden in 2012 found a significant upswing of privacy and image management on social media sites. This sort of personal image management included an increase of untagging photos, deleting comments, and unfriending individuals (Madden, 2012). Online image management is likely related to the need to keep a cleaner personal image online with the likelihood of constant surveillance by management. Maintaining a bare bones account, however, does not necessarily meet the design, or needs of social networking.

Social networking platforms are ostensibly designed in order to promote a dialogue-based interaction rather than continue a one-to-many broadcast strategy (Greer & Ferguson, 2011). By bolstering one-to-one relationships, both personal and professional, these social channels indirectly require interaction between the poster of the information and audience that further contribute to that post. This means that users are accustomed to receiving responses to the comments and/or contributions; a public figure or entity, such as a CEO/brand representative or large company, who does not respond in what is perceived as a timely manner may experience backlash from not properly utilizing the platforms' interactive nature (Jansen, Zhang, Sobel, & Chowdury, 2009).

Meraz (2009) furthered the concept of social media platforms as interactive in nature by describing them as "...architected by design to readily support participation, peer-to-peer conversation, collaboration and community" (p.682). Social media sites are continually rethought, restructured and repurposed to adjust for the individual user's

experience and requirements, as well as constantly adjusting to the variations of operating systems and platforms that the networking channels exist on. The general protocol for use of the social media and social networking platforms should also continually be adjusted in order to maintain efficiency of interaction and to decrease the threat of improper use.

A professional that openly posts about an affiliation with a company inadvertently assumes the role of an impromptu spokesperson for that company and for that company's brand and organizational values (Hang, Baptista, & Galliers, 2012). Because of this, professionals have an additional charge of proper social media use and responsible interactions. In the case of Twitter, a tweet can easily be isolated from its original and intended context and ultimately have its meaning misconstrued if placed within a separate context. Misconstrued text is a threat for the organization. The user is associated with it and a legitimate concern for the institutional staff and branding team. As easily as tweets of a positive or ambivalent nature, they can be taken out of context and misinterpreted. Negative tweets can be broadcasted quickly and widely. This translates to the assumption that all social media postings have the potential to reflect poorly upon the institution; this is not to ignore the potential threat to the professional's career and future prospects, which also present a significant concern.

The need to navigate the previously mentioned tension sources has many human resource administrators suggesting that policies and guidelines should be clearly outlined for employees (Farley, 2011). For example, there has been a recent trend of employees wanting to monitor social networking sites from within the pages, leading them to ask for social media passwords (Social media passwords, 2012). As many states have not

developed judicial precedent for this sort of action, human resource professionals are at the front of the debate. Many human resource firms encourage companies to only request passwords if it truly has a bearing on the job being applied for; they discourage the use of passwords or social media monitoring if it is solely to test the agreeableness and emotional stability of the applicant or worker (Social media passwords, 2012).

Nicholas Hookway (2008) raised a number of concerns as individuals enter the blogosphere, including the use of blogs within social research and the ethical and practical issues that sometimes arise. This overview also includes the suggestion that blogs are akin to diaries, which can be problematic as blogs are generally considered public platforms that are not private in nature. They can, however, be set up with the intention of remaining anonymous or filtered through a digital façade. As Hookway (2008) posits, "...this online mask enables bloggers to write more honestly and candidly, mitigating potential impression management" (p. 96). Borrowing from Goffman's ideas of face-work, Hookway (2008) argues that there is a paradox built into blogging as blogs are written for specific audiences but can be written in a relatively unidentifiable manner. This translates to the need for social media policies as many professionals may assume that they are generally anonymous or unrecognizable and, thus, do not venture into the world of personal impression management or impression management for their company by proxy. A policy detailing concerns and developing best practices of social networking use assists professionals in understanding the traceable nature of seemingly random or arbitrary postings and how they affect their personal and professional future (Farley, 2011).

Some companies are developing best practices and guidelines for their employees rather than passing down hard fast policies (Golden, 2009). This is in response to a greater understanding of the networking and branding opportunities that exist for professionals and organizations in a digital world. Gil Rudawsky (2012), for example, examined Gap, Inc.'s social media policy and claimed that it should be a guiding example for other companies in the quest to find a balance of social media networking, policy, privacy, and use. Instead of offering their 134,000 employees a strict policy full of legal language, Gap provides a conversational policy based on common sense and general guidelines (Rudawsky, 2012). The general guidelines of use are broken down into sections that are likely to come up in daily conversations of protocol:

Keep in mind…

- There's really no such thing as "delete" on the Internet, so please—think before you post.
- Some subjects can invite a flame war. Be careful discussing things where emotions run high (e.g. politics and religion) and show respect for others' opinions.
- It's a small world and we're a global company. Remember that customers and employees all over the world can see what you say and something you say in one country might be inaccurate or offensive in another.
- Respect other people's stuff. Just because something's online doesn't mean it's OK to copy it.
- Your job comes first. Unless you are an authorized Social Media Manager, don't let social media affect your job performance.

How to be the best …

- Play nice. Be respectful and considerate, no trolling, troll baiting, or flaming anybody, even our competitors.
- Be yourself. Be the first to out that you are a Gap Inc. employee—and make it clear that you are not a company spokesperson.
- If you #!%#@# up? Correct it immediately and be clear about what you've done to fix it. Contact the social media team if it's a real doozy.
- Add value. Make sure your posts really add to the conversation. If it promotes Gap Inc.'s goals and values, supports our customers, improves or helps us sell products, or helps us do our jobs better, then you are adding value.

Don't even think about it…

- Talking about financial information, sales trends, strategies, forecasts,

legal issues, future promotional activities.
- Giving out personal information about customers or employees.
- Posting confidential or non-public information.
- Responding to an offensive or negative post by a customer. There's no winner in that game (Rudawsky, 2012).

Part of Gap's guidelines can be generalized with the help of social media policy construction resources. Farley (2011) researched the integration of social media into banking corporate culture and has implored banks to start being more proactive rather than reactive to social media issues. Proactivity can be translated to most industries in that it is based on the suggestion to carefully draft a social media policy and add addendums to other relevant company paperwork and handbook sections. Farley (2011) includes ten main guidelines for social media policy drafting: purpose, management details, employee relations, proprietary and confidential information, employee disclaimers, privacy expectations, violation consequences, respect (part of best practices), date/employee signature, and addendums (p. 19). He also includes the disclaimer that "...a policy won't eliminate negative comments on social media from occurring, it can minimize the risks by providing employees with clear guidelines to follow when dealing with...situations" (Farley, 2011, p. 19). A main component of tension and anxiety involves fear of the unknown; companies that are integrating social media and web-based interaction or simply trying to manage their employees' use may not be fully on board with the technologies yet.

There are many concerns and discomforts that come with the integration of any new technology. These can include fears surrounding productivity, professionalism, and general perception of individuals and the company. In a policy development experiment, Michelle Golden (2009) formed a focus group experiment to ask firm partners what they

knew about various technologies and how they felt those technologies could be useful. She also asked why the firms were not comfortable overall with full integration and use of the technologies available. The study found five main contributing factors of discomfort: fear of the unknown, affect on professionalism, perceptions of waste, people skills, and legal concerns (Golden, 2009). Golden (2009) presented the advice to have the users and advocates of the technologies educate non-users about the proper use and potential benefits, personally and professionally. This links back to Foucault's thoughts on power structure and cultural buy-in; by having advocates educate others about proper use they become the governing bodies of the usage. When users are involved in the governance development it means they have more at stake in proper social media use, both on their own and the use of their colleagues that they mentor.

By encouraging active participation in organization education about social media platforms, a company is reaffirming the internal brand and teamwork values. Golden (2009) encouraged companies to make sure they hire reliable and trustworthy employees that fit into the organization's goals and values. Steve Cocheo (2010) took this suggestion a step further by suggesting that organizations hold their employees accountable to the social media policy by employing social media monitors. These are employers that troll, or search, the internet looking for external communications about the organization on social platforms; they also monitor employees' behavior based on the social media guidelines set forth. In a setting such as a bank or hospital, certain postings must be limited due to numerous regulations; there are risks to formal and hard fast social media policies, though.

David Burton's (2012) study of social media policies found many underlying risks that employers are bound to face when creating a social media policy. He reminded employers that the National Labor Relations Board's (NLRB) authority "...applies to almost all private employers, not just those with a union or whose employees are seeking to form a union" (Burton, 2012, para. 2). The NLRB is also committed to protecting certain aspects of concerted speech including discussions on social media. The NLRB creates the advice of being able to justify and thoroughly detail the reasoning for each suggestion made in a social media policy (Burton, 2012).

Rubin (2013) furthered the argument that social media policies may actually increase organizational risk. He posits that with the NLRB monitoring social media policies and practice, it might be more beneficial and efficient for companies to avoid having a set social media policy in place. He goes on to argue that while a policy can be used to attempt to control postings and use of the platforms by employees, they will not necessarily solve all issues. This serves as a reminder that if there were already a proven set of best practices and standards that fixed the anxieties caused by the integration of social media into organizations there would be an existing paradigm rather than an emerging one. Rubin claims that well developed confidentiality, nondisclosure, and harassment policies are often better suited for general online behavior standards that skirt the specific social media rules set forth by the NLRB. He disagrees with NLRB General Counsel Solomon's opinion that social media is essentially a 21st century water cooler, but advises caution rather than proactivity (Rubin, 2013).

As the variety of research indicates, there is no one set solution for organizations adapting to the integration of social media into the workplace and into professional lives.

Rather there is a constant need to experiment and adjust best practices in order to meet the individual's and the organization's needs and goals. By continually incorporating feedback and results, a company will be better able to develop and maintain a balance for their company and their employees. Part of that balance, however, includes the understanding that a policy type or a set of best practices for one company may not solve another company's issues or tensions. While general guidelines of policy and best use can be garnered, each organization must develop a governance system that works with their particular corporate culture.

CHAPTER 2

RESEARCH QUESTIONS, HYPOTHESIS, AND METHOD

Hypothesis and Research Questions

Every industry has different styles of internal communication based on the organizational needs and the internal branding structure. Because there are different organizational needs, it would be illogical for different companies to handle the governance of their employees' social media use in the same manner. While there may be overlapping ideals and basic guidelines that transcend institutions, it may be assumed that the type of language and tone used to convey expectations would be different. For example, a law-consulting firm is likely to use different language and a different tone in its policy and best practices than a religious group to communicate. It may be possible that employee type and employee fit within the organization can be more influential in governing social media use. However, that would be better explored in a future study.

While the tone of a policy can contribute to the overall theme, word choice and linguistic trends are more suitable to this particular study. The research questions, as such, are indicative of the focus on keywords and their implications on readability and ultimately comprehension. These keywords can emerge as proverbial "red flags" that indicate tensions and anxieties within organizations. They also convey that these companies are involved in some kind of the risk management.

This study is designed in order to gain a base level understanding of the linguistic patterns of social media policies across societal institutions in order to have a foundation for future research into the subject. The continual integration of social media into

organizational interactions has created a need for experimentation with management and control and ultimately social media policies. These experiments with policy and management can shed light onto current trends and help to establish baseline knowledge for future comparison. This study aims at providing that baseline knowledge in order to provide a linguistic foundation to future studies, the hypothesis (H1) and research questions (RQ1, RQ2, and RQ3) are developed in order to identify some of the groundwork that is currently available within social media policies. The hypothesis and research questions emphasis the use of societal institutions as comparative categories as each societal institution has different primary values. These societal institutions are all constantly encountered throughout the human lifespan and are positioned to influence daily habits.

H1: Organizations with different societal institutions display different linguistic frequency patterns.

RQ1: What are the social media policy descriptors of society's six major institutions?

RQ2: Among the six major societal institutions, what are the similarities and differences of their social media policies?

RQ3: Are there differences in social media policies that specifically refer to Facebook across societal institutions?

Method

In order to assess how organizations utilize social media policies and what type of language is used, this study uses a semantical content analysis. The focus on linguistics was chosen as the most appropriate way to determine what language choices various

categories of institutions are currently using in order to formulate a baseline image of trends in policies. In 1965, Irving Janis offered a categorization of content analysis styles that Klaus Krippendorf (1980) later summarizes semantical content analyses and its subparts as "procedures, which classify signs according to their meanings (e.g. counting the number of times that Germany is referred to, irrespective of the particular words that may be used to make the reference)" (p. 33). Krippendorf (1980) goes on to define three aspects of this type of analysis:

(a) Designations analysis—provides the frequency with which certain objects (persons, things, groups or concepts) are referred to, that is, roughly speaking subject-matter analysis (e.g., references to German foreign policy).

(b) Attribution analysis—provides the frequency with which certain characterizations are referred to (e.g., references to dishonesty).

(c) Assertions analysis—provides the frequency with which certain objects are characterized in a particular way, that is, roughly speaking, thematic analysis (e.g., references to German foreign policy as dishonest) (p. 33).

A semantical content analysis with a focus on attribution is the most suitable framework for the present study because the linguistic patterns of the policies become the descriptors of the overall style. By linguistically analyzing a limited, representative sample of social media communication policies, this study identifies and evaluates word choices present in the different major societal institutions. The word choices analyzed come from policies communicated in documents that vary in degree of control from "guidelines" for online conversations to "hard and fast rules." The range of policy types reflects that both participants and members are involved in a pre-paradigmatic search for social networking

rules and guidelines for participants and members. At the same time, it also reflects how an organization's relationship with their employees has adapted to a new communication environment where centralized interaction environments have ceded substantial control over messaging and branding. Thus, organizations within societal institutions must pay close attention to the language choices as they attempt to guide employees along what they have deemed to be an appropriate pathway of social media use.

To identify these semantic commonalities, first, a corpus of policies was gathered pulling largely from a previously developed database of institutional policies and locating available supplemental examples. Policies were acquired from an existing database that had been gathered for professional research and use by a social media governance strategist (Boudreaux, 2013). The database of social media policies used as the base for analysis in this study was one originally collected by Chris Boudreaux, a social media and brand management researcher and consultant, in connection with his social media governance work. The policies come from a number of industries, divided into six different classifications as previously explained, and originate in various ways, either from a human resource department or presented from the company as a whole. While some of the policies seem to be shared directly from the companies, other sources—as mentioned above—have been used to round out the study. The other policies that were gathered in order to provide a fuller impression of each classification were those readily available on the internet. These policies were found through using a search within each classification type and were generally pulled from other researchers' databases for various studies or projects. The list of over 200 policies were examined and then reduced to 151 usable policies, and divided into societal institutional categories.

Policies were removed due to being duplicated within an organization or inaccessible due to restricted permission to access the written policy or a change of location that could not be efficiently traced. An additional sixteen policies were included after searching by specific category to achieve an adequate level of representation for each category.

The policies were categorized into the seven major societal institutions. Rudolph Alexander, Jr. (2009) summarizes that "Stolley (2005) identified these seven major social institutions as: family, medical system, military, religious system, political system, economy, and educational system (Stolley, 2005)" (p. 110). This division of societal institutions, or the groups that hold major influence over decisions and activities across the lifespan, is helpful in examining social media policies because each institution (to varying degrees) holds power over an individual's behavioral training and decisions (Alexander, Jr., 2009). Stephen Palmer (2009) presented different categories when discussing the societal institutions, "the seven major societal institutions are family, community, religion, academia, business, media and government" (para. 1). The slightly altered categories are more useful for this particular study as they give a more rounded and mutually exclusive nature to each grouping. For example, Stolley's categories leave little room for distinguishing the differences among types of economic companies, such as a media outlet versus a consulting firm. Palmer's societal institution list gives more distinct categories to allow for a better analysis of linguistic differences.

A computer-based content analysis program, NVivo 10, was used to conduct the analysis. NVivo is proprietary software "that supports qualitative research" (QSR International, 2012, paragraph 1) and is designed to handle a number of datum types. It was chosen for the analysis due to the ease in which it handles basic text and PDF

documents—the two types of files that were used in collecting the various policies (it can also manage photographs and moving images). Once the individual policy files were uploaded into the program, they were edited in order to clean up unnecessary information. This process included removing website coding and internal link codes that have no significance on the files' content but existed for website format and layout. Indeed, an initial word frequency query discovered many of these nonessential items in the text files were skewing the results, thereby making it necessary to filter out coding sections and various links that were included on the original web sites. For example, the letter groupings "html" and "http" were listed among the most common words. These basic web site indicators do not have an affect on the content of the policies and were justifiably removed to allow for a more illustrative word frequency query to be run.

After the individual policy files were purged of unnecessary coding, they were then sorted into their classifications. These are the groupings of societal institutions that were previously decided upon. NVivo 10 uses the word classification for overall groupings. Using the classification function of the program allowed for segmented word frequency queries. This means that an overall word frequency could be run, as well as queries of the individual classifications. The family societal agency was not included in the analysis as families are considered to be private institutions and best practices of such private institutions generally exist without formal, written policies. Although there may be social media policies at work within family units, they are not publically available. As such, the focus of this analysis remains with the remaining six societal institutions: community, religion, academia, business, media, and government. Word frequency queries were run for the social media policies of all six categories combined and then run individually

within each societal institution classification in order to provide data for the first two research questions. These word frequencies resulted in lists of most common keywords from each classification sorted based on weighted percentage as calculated by the software.

Three main descriptors upon which to compare the policies within the various classifications were chosen: policy length, policy readability, and legal orientation of the policy. The policy length comparison was chosen in order to help determine the likelihood of participants (e.g., employees, officials) fully reading any given policy. A short 500-word policy has a better chance of being thoroughly read than a 5,000-word policy. Also in conjunction with length as a significant factor of comprehension is the readability of a policy (Stone, 2011). In this study, the Gunning Fog Index of Readability (Bond) was used in order to assess the basic level of readability of each policy individually (i.e., the number of years of school needed to be able to read the document). Averages were calculated for both policy length and policy readability for all policies combined, as well as individual classification group averages in order to deduce a proper comparison factor. The final policy comparison criterion was each policy's orientation to the "law." This comparison was achieved by looking at synonyms of significant and frequent words through a focused word search. References to the words "law" and its synonyms were searched, as well as guidance words such as the use of the word "discouraged," or "prohibited." These words were focused on in order to discern each policy's and each classification group's attitude toward communication and to find significant references to legal matters as well was the use of harder, stricter terms like prohibited in comparison to softer and looser guidelines.

A fourth descriptor, "Facebook," was added in order to collect data to assess the final research question. This was chosen in order to ascertain if there were differences among societal institutions in the extent to which "Facebook" was prevalent in their policies, which may also be a potential indicator of what might be motivating the development of the policy. "Facebook" was chosen to look at specifically due to its reputation of being the most widely used and most popular social media platform (Clark, 2010). While Twitter inarguably plays a role in professional social media use, it was not determined to be as large of a driving factor as Facebook (Madden, 2012). The frequency search for "Facebook" was included with the intention of opening a new line of research surrounding the focus on it.

Reliability

The use of the NVivo 10 software eliminated concerns of coding reliability as the software acted as an individual expert coder. The linguistic frequencies were based on the software's preset dictionary and thesaurus and the individual word frequencies included the search of every item within the dataset. By using the computer software to search every minute detail of each policy, the study was less likely to run into missed references or unreliable coding.

CHAPTER 3

RESULTS

Linguistic Frequencies of Categorized Policies

As mentioned in chapter two, keywords that are frequently used within a policy become the overall descriptors for that individual policy. This chapter will look at what key descriptors occur and how often they occur in each of the previously defined categories.[2] Each word was found based on a grouping on synonyms in order to provide a more revealing list of frequencies. The lists provided for discussion exclude any arbitrary results, such as page numbers. While the top ten most frequent words of each category allow for insight into the types of language choices that each institution makes, the top 25 most frequent words allow for more insight into larger shifts in word choices and frequencies. Each section includes a list of the top 25 words for that category and a full list of the top 25 most frequent words and their respective synonyms for each category may be found in Appendix A.

Academia

The top ten most common words for the academia classification, listed from highest weighted percentage to lowest, are the following: use, university, social, media, post, communication, sites, content, policy, and make. These top used words are likely indicative of academia's concern with open communication and a thorough transmission of information as there are numerous results for "communication," "content," and "make." There is a focus on the individual aspects of the policy, as seen by the frequency

[2] It should be kept in mind that each list of most frequent words was run through NVivo 10 against the software's dictionary and thesaurus.

of posts and sites, but there are also a number of nods to the nature of the institution with "employees" falling below the number eighteen most popular "students" and the number eight most frequent "content." The tag cloud (see Figure 1) for this classification shows that the emphasis is more on the intricacies of the sites and whom those sites affect rather than the standards and guidelines within the policies.

Table 1, Academia – Top 25 Words By Weighted Percentage

1	Use	1.95	11	Account	0.71	21	Public	0.49
2	University	1.66	12	Name	0.70	22	School	0.48
3	Social	1.59	13	Web	0.70	23	Following	0.43
4	Media	1.42	14	Information	0.67	24	Facebook	0.42
5	Post	1.11	15	See	0.61	25	Standards	0.41
6	Communication	0.92	16	Personal	0.60			
7	Sites	0.87	17	Students	0.53			
8	Content	0.80	18	Department	0.52			
9	Policy	0.76	19	Marks	0.50			
10	Make	0.71	20	Page	0.49			

Figure 1, Academia – Tag Cloud

Business

The business societal institution classification has a more straightforward approach to the wording of their policies. The top ten words used within this category, listed from highest weighted percentage to lowest, are the following: social, media, use, information, post, personal, work, company, policy, and sites. Like academia, business includes the linguistic focus on "posts" and "use" indicating that this category is concerned with what members or representatives are putting out on the various platforms and how it reflects on the companies they are representing. There is also an overall weighted concern within the business policies for the employees' role on social media

and the comments made on the sites ("employees" being the 21st most used word within the business category and "comments" being the 23rd most used). Without a frame of reference, the keywords suggest a reputation- and brand-oriented approach to social media use. An impression management method of social media control is logical for businesses as the public controls their success or failure. The business category tag cloud, Figure 2, shows that the weight of frequency is distributed a bit more than in the academia category as discerned from the size of the words.

Table 2, Business – Top 25 Words by Weighted Percentage

1	Social	1.96	10	Sites	0.90	19	Communication	0.73
2	Media	1.72	11	Make	0.90	20	Related	0.63
3	Use	1.58	12	Take	0.85	21	Employees	0.60
4	Information	1.44	13	Content	0.84	22	Manager	0.57
5	Post	1.29	14	Blog	0.79	23	Comments	0.56
6	Personal	1.17	15	May	0.79	24	Including	0.55
7	Work	1.05	16	Web	0.77	25	Activities	0.52
8	Company	0.95	17	Public	0.77			
9	Policy	0.95	18	Business	0.73			

Figure 2, Business – Tag Cloud

Community

The community category introduced "responsibility," the 17th most recurrent category word, into the most frequent words and placed a high level of importance, based on occurrence, on "content," "information," and "communication". The top ten words for community, listed from highest weighted percentage to lowest, are the following: use, social, museum, sites, media, staff, web, post, content, and personal. (See Figure 3 for the

tag cloud depiction.) The community category is more concerned with "blogs" compared to the academia and business societal institutions. "Blogs" is not in the top 25 words

Table 3, Community – Top 25 Words by Weighted Percentage

1	Use	2.13	10	Personal	0.94	19	Blogs	0.64
2	Social	1.98	11	Work	0.91	20	See	0.63
3	Museum	1.61	12	Communication	0.89	21	Set	0.62
4	Sites	1.59	13	Manager	0.89	22	Access	0.61
5	Media	1.58	14	Information	0.87	23	Online	0.59
6	Staff	1.33	15	Policy	0.78	24	Related	0.59
7	Web	1.21	16	Make	0.71	25	Internet	0.58
8	Post	1.09	17	Responsible	0.70			
9	Content	1.08	18	Take	0.68			

Figure 3, Community – Tag Cloud

words found in the academia category, but is the 19th most occurring word in the community classification. The business category, however, has a higher usage with "blog" ranked as the 14th most used word. This likely illustrates the more common nature of blogs acting as community and network building devices in the business world and in community organizations than in the academic world. Like the previous two categories, community includes a focus on the sharing of content and information and also includes the distinguishing characteristics of public and private, ranked 17th and 50th respectively.

Government

The government category displays a number of top words that could be assumed as logical for a public service societal institution. The top ten words for the government category, listed from highest weighted percentage to lowest, are the following: use, social, web, information, media, government, public, content, sites, and department. The focus on "information" in the government classification matches the business category, with both having the word ranked the 4th most recurrent. However, government

Table 4, Government – Top 25 Words by Weighted Percentage

1	Use	1.86	10	Department	0.90	19	Account	0.58
2	Social	1.63	11	Agency	0.80	20	Management	0.58
3	Web	1.55	12	Policy	0.78	21	Official	0.54
4	Information	1.47	13	Service	0.78	22	Security	0.54
5	Media	1.27	14	Comments	0.69	23	Make	0.53
6	Government	1.17	15	Personal	0.67	24	Endorsement	0.52
7	Public	1.11	16	Communication	0.63	25	Appropriate	0.51
8	Content	0.97	17	Requirements	0.61			
9	Sites	0.93	18	Work	0.60			

introduces a "requirements" concern ranked at 17th, that previous three categories do not have listed in their respective top 25 words. This along with government's 24th tiered "endorsement" shows that government institutional policies have a greater focus on the needs of the organization, necessitating that employees meet the requirements of the organization and that pages are managed in a way that does not indicate an "official"

endorsement. Even more so than the community classification, the government's tag cloud (see Figure 4) indicates an even more equal emphasis on key words demonstrated by a wider spread cloud.

Figure 4, Government – Tag Cloud

Media

Understandably, the media category introduces a focus on key words not mentioned in the previous classifications, such as "news" and "reporting." The top ten words for the media, listed from highest weighted percentage to lowest, are the following: social, media, personal, use, post, information, reporting, blog, make, and content. As "blog" makes the top ten words of the media category, it shares the business and community classifications' concern for the maintenance of public image through blogging. Media, however, does place it a bit higher priority than the other two making it seem more relevant to their social media policy's strategy. "Work" is also highly recurrent with a 11th place ranking and "issues" also makes the top 25 in 23rd place

Table 5, Media – Top 25 Words by Weighted Percentage

1	Social	2.13	10	Content	0.95	19	Networks	0.69
2	Media	1.56	11	Work	0.95	20	Business	0.67
3	Personal	1.37	12	Public	0.93	21	Company	0.66
4	Use	1.35	13	News	0.89	22	May	0.65
5	Post	1.33	14	Take	0.86	23	Issues	0.62
6	Information	1.27	15	Link	0.75	24	Help	0.60
7	Reporting	1.14	16	Sites	0.73	25	Materials	0.58
8	Blog	1.07	17	Part	0.71			
9	Make	1.07	18	See	0.70			

indicating that the media have had to put into place a wider spread discussion of issues or events that may occur via social media. Unlike the policies of the community category,

the media places the "personal" above the "public," ranked 3rd and 12th respectively. This could indicate either a concern of maintaining private, information despite public identities or the concern the personal decisions and postings could harm the image of the media outlet. Regardless, the tag cloud (see Figure 5) illustrates how personal, social, information, and media make big jumps out.

Figure 5, Media – Tag Cloud

Religion

The religion category revealed an interesting tag cloud (see Figure 6) that has an overall focus on the particular institution it involves, churches and dioceses. The top ten words for the religion institutional category, from highest weighted percentage to lowest, are the following: communication, site, social, media, church, use, post, personal, content, and information. There are ten words shown in the tag cloud having to do solely with the church, including congregation, parish, diocese, holy, etc. While the top ten words of the religion category only includes one of these, the overall picture that is painted by these frequencies is one that values thorough communication to the masses of

Table 6, Religion – Top 25 Words by Weighted Percentage

1	Communication	2.30	10	Information	0.99	19	Staff	0.62
2	Site	2.17	11	Take	0.96	20	World	0.61
3	Social	2.11	12	Policy	0.87	21	Include	0.61
4	Media	1.95	13	Members	0.86	22	Views	0.60
5	Church	1.56	14	Networking	0.79	23	Name	0.59
6	Use	1.53	15	Blog	0.77	24	Parish	0.58
7	Post	1.23	16	May	0.71	25	Page	0.56
8	Personal	1.08	17	Make	0.66			
9	Content	0.99	18	Good	0.65			

church followers and leaders. The religion policies also use the term "networking" more than any other category having it ranked at 14th. The only other classification with networking in the top 25 key words is in the media category with it placed at 19th most

occurring. This is likely due to the communal nature of religious groups and has less to do with professional networking or the industry network to which media likely alludes. There is also an evangelical nature to the focus on networking within the religious group. Supporters and participants of churches may be implored to spread the news about their particular church or religious organization as a sort of word-of-mouth marketing.

Figure 6, Religion – Tag Cloud

Collective

While each category's most frequently used words are indicative of the individual priorities that each group holds, the most interesting results are when each "top ten" is positioned in comparison to the collective top ten (See Table 8). The term "personal" makes more appearances than "public," leading to the assumption that personal information and personal use are at the foundational levels of social media policies across

Table 7, Collective - Top 25 Words by Weighted Percentage

1	Social	1.77	10	Web	0.77	19	Department	0.51
2	Use	1.76	11	Make	0.71	20	Related	0.49
3	Media	1.49	12	Information	0.68	21	Set	0.49
4	Post	1.05	13	Government	0.68	22	Blog	0.49
5	Sites	0.98	14	Account	0.55	23	Employees	0.48
6	Content	0.90	15	Comments	0.55	24	Public	0.48
7	Personal	0.85	16	Service	0.54	25	Activities	0.47
8	Policy	0.81	17	May	0.52			
9	Communication	0.80	18	Take	0.52			

all categories. This means that while a policy may caution that anything posted online is public content, the emphasis is on the personal side and that employees should be wary of this in their use of the platforms. "Information," "content," and "communication" are also significant aspects of all categories of policies. This translates to the idea that institutional information and discourse are proprietary—it may not be meant to be shared. Much like the secondary sources explained in chapter two, the information referred to in

these policies may be sensitive in the regard that it is not intended for external consumption and is only designed for internal distribution.

The alphabetical structure of the tag cloud for the collective word frequency run makes "personal" and "policy" appear to one a unified phrase (see Figure 7). This personal policy will be discussed in chapter five under suggestions.

Table 8, Top Ten Most Frequent Words in Each Category

Collective	*Academia*	*Business*	*Community*	*Government*	*Media*	*Religion*
Social	Use	Social	Use	Use	Social	Comm
Use	Univ	Media	Social	Social	Media	Site
Media	Social	Use	Museum	Web	Personal	Social
Post	Media	Info	Sites	Info	Use	Media
Sites	Post	Post	Media	Media	Post	Church
Content	Comm	Personal	Staff	Gov	Info	Use
Personal	Sites	Work	Web	Public	Report	Post
Policy	Content	Company	Post	Content	Blog	Personal
Comm	Policy	Policy	Content	Sites	Make	Content
Web	Make	Sites	Personal	Dept	Content	Info

Note: Comm=Communication, Univ=University, Info=Information, Gov=Government, and Dept=Department.

Figure 7, Collective – Tag Cloud

Comparison of Characteristics

Although the linguistic frequencies discussed above are illustrative of the various policy types within the societal institutions earlier defined, this study is designed to compare another three aspects of the policies. In this section, results will be compared based on the three dimensions defined in chapter two: length of policy, readability of policy, and legal orientation and harshness of policy.

Length

While a longer policy may hold more necessary information and examples, it is an easy assumption that the longer a policy is, the less likely it will be thoroughly read and that, as such, longer policies are less likely to be fully comprehended (Spinks & Wells, 1993). A shorter policy length may not be the best or total solution, though. A policy should be long enough that it covers the large amounts of information that should be imparted to its readers without entering into the too long category. The average length for all policies in this study was a total of 2,571 words (see Table 9). This means that the longest policies, 36,036 from Academia and 24,144 from Government, are much higher than the collective average word length. This leads to a new question of who is the intended audience for these longer, more exhaustive policies?

As previously mentioned, employees are often introduced to policies within the first few days at a company in the onboarding process. If each policy they are required to read averages around 20,000 words, then they are encountering catalogues of information. It also suggests that companies are writing for the higher educated audience that is able to maintain comprehension through a lengthy policy—that assumption will be further explored in the readability analysis.

The average length of policy by word count suggests that companies should aim to develop policies between eight and fifteen pages long (approximately 2,000-4,000 words), dependent upon any graphics and extra formatting. Anything over double the collective average word count of all policies may not be well received. A shorter policy is more likely to read at all and much more likely to be read in its entirety.

Table 9, Length of Policy by Word Count

Classification	Shortest	Longest	Average
Academia	404	36036	3239
Business	274	10109	2009
Community	607	6311	1894
Government	463	24144	4351
Media	612	4601	2279
Religion	630	3367	1654
Collective	274 *(Business)*	36036 *(Academia)*	2571

The comparison of the community and the religion average word counts lends an interesting perspective of similarities as alluded to by the word frequency comparisons. These two classifications have the most similar range of word counts with averages significantly lower than the collective mean. Because both of these institution types are oriented around community growth and progress, each exert a substantial focus on communal values and may be more prone to have more easily comprehensible policies and guidelines for their staff, participants, and followers.

The government classification had the highest group word count average, which is an interesting result. It is over 1,000 words higher than the average of the next highest category, academia, and almost double the average word count of religion. This higher word count may be the result of government agencies and departments needing to detail a large amount of information, restrictions, requirements, potential conflicts, etc. As a government agency has the potential to be more restrictive than academia organizations,

it is logical that the group has longer and more detailed policies with more information (Burton, 2012).

Readability

After the policies were inputted into the Gunning Fog Index of Readability, averages for each category and for the collective policy database were calculated (see Table 10, for the full list of individual policy readability see Appendix B). The collective average of readability revealed a slightly higher than high school education, a 12.31 years of schooling average, was needed to comprehend the policies. This would mean that a reader needs at least some college education to fully understand these policies. Interestingly, the media classification has the lowest average, 11.37. This is likely the result of these organizations basing their broadcast writing for 11th grade average comprehension level for external communications ("Know Your Readers", 2013). The habit of writing to that range of reading levels for broadcast likely affects the pattern of how the companies write internal communication and internal policies.

As the business category includes financial and legal firms, it is reasonable that the highest overall level is in that category at 21.97. This helps to support the assumption that employees in the business field are expected to be highly educated. It does not, however, account for the support staff of the involved companies that may not necessarily have a high level of education, but are still active on social media. The lowest policy (easiest to read) in the business category, 8.21, is much friendlier to the support staff such as administrative assistants or janitorial staff that do not have post-graduate educations. A high average in that group indicates that these policies are written for the more educated and potentially more visible employees that are more likely to represent the

organization in the public eye. The writing of policies to the most educated employees within a business may not be the most logical strategy as those highly educated employees may not be as likely to make unfortunate missteps online. Academia is also a part of the higher average readability, with a 13.44 level. This would make sense for teachers and professors who hold degrees, often the result of post-graduate work. On the contrary, a custodian at a university is unlikely to have the same reading proficiency as a tenured professor, once again leading to the question of for whom is the policy written. Searches for policies did not reveal multiple levels of policies for the same organizations, so a policy that is distributed to an organization should assumedly be applicable and comprehendible to every employee that falls under its power.

Table 10, Readability of Policy

Classification	**Lowest**	**Highest**	**Average**
Academia	8.68	19.51	13.44
Business	8.21	21.97	12.34
Community	9.22	14.14	11.58
Government	8.77	19.34	13.48
Media	9.97	12.90	11.37
Religion	9.68	15.42	11.62
Collective	8.21 *(Business)*	21.97 *(Business)*	12.31

In order for a policy to be the most applicable and the most efficient in an organization, it should be treated as the external communications of the media category and created at the average comprehension level. If it is not, there should be practices in

place to ensure the comprehension of the policy by all employees subject to it. Misunderstanding of the policy in place at a company is not a likely defense if there are missteps or unfortunate issues that occur. Put simply, if employees are accountable for understanding and following the policy, it should be readily comprehended.

Legal Orientation

A simple measure was chosen to compare the different classifications orientation to the law and legal integration. A basic word search query was run based on the word "law" and the list of synonyms[3] associated with it in the NVivo software. Next a similar search was run for the terms "discourage"[4] and "prohibit"[5] and their respective synonyms in order to gather evidence on the strictness of the policies being analyzed.

To begin, the top 50 references to "law" and its synonyms were found within the collective database, full results for these queries could be found in Appendix C. Vodafone used the word "law" and its synonyms the most of all policies with 90 references counted. Vodafone was followed in references to "law" by the Thames Valley Police and the Chartered Institute of Public Relations with 45 and 56 references, respectively. The University of Oregon was the top representative from the academia category in 5th overall ranking with 40 references.

Remaining in the collective searches, the query for "discourage" and its synonyms resulted in a list of 32 policies with references. Flickr has the top usage with six references, the FTC is the 2nd highest with five references, University of Oregon has four

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[3] Synonyms for "law" include the following: act, bidding, bylaw, canon, case, caveat, code, command, decree, instruction, notice, precedent, regulation, requirement, warrant, writ, etc.
[4] Synonyms for "discourage" include the following: abash, afflict, bother, chill, disparage, intimidate, irk, repress, try, etc.
[5] Synonyms for "prohibit" include the following: ban, block, constrain, cork, disallow, forbid, halt, hamper, impede, obstruct, preclude, prevent, restrain, restrict, veto, etc.

references, and there are multiple single references from all categories. This is contrasted by the use of "prohibit" and its synonyms in the collective database with Pfizer and Powerhouse Museum both having top usage with eight references each. Sutter Health places second ranked seven references used, and YMCA, Vodafone, and the University of Oregon all employ five references. Over 50 different policies have one to three references.

Academia

Academia had a wide spread use of the word "law" and its synonyms with 23 of the 27 policies including at least one reference. University of Oregon has the highest usage with 40 references, followed by the Center for Technology at the University of Albany- SUNY with 31 references, and the University of Houston ranked 3rd with nineteen references to "law." Harvard Law School (17 references) and Sam Houston State University (15 references) complete the top five users of "law" and its synonyms.

The comparison of "discourage" to "prohibit" is a more interesting result. Academia only had five policies refer to "discourage" and its synonyms, including: University of Oregon- four references, Vanderbilt University- three references, Oxford Public Schools- two references, St. Anne's School- two references, and DePaul University- one reference. This list is shorter than the 11 policies that returned with "prohibit" and its synonyms references, including the following: University of Oregon- five references, Vanderbilt University- three references, and UNC Chapel Hill Athletics- three references. University of Houston, Harvard Law School, Bishop Lynch High School, and University of Michigan all had two references each and St. Anne's School, the Center for Technology at University of Albany-SUNY, University of Colorado, and

Kansas State University all had one reference to "prohibit" and its synonyms to complete the eleven.

Business

The business category's list of "law" and synonyms includes many of the collective's top list, including Vodafone (90 references), Chartered Institute of Public Relations (56 references), Marks & Spencer (30 references), Pfizer (23 references), and the Electronic Frontier Foundation (17 references).

Business, like academia, had a higher rate of referencing "prohibit" versus "discourage." Only 16 of the 72 policies included in this category had references to "discourage" and its synonyms while the search for "prohibit" and synonyms returned with 24 policies. The top users of "discourage" were: Flickr (six references), Hospital of St. Joan (three references), Kodak (two references), Pfizer (two references) and Astonish Results, Chartered Institute of Public Relations, Electronic Frontier Foundation, British Medical Association, Baker & Daniels Consulting, Translink, Sutter Health, The Well, Wolver Hampton Homes, Nordstrom, and the National Ice Skating Association (one reference each). The results of the usage of "prohibit" and synonyms returned with Pfizer being the top user with eight references, followed by Sutter Health with seven references, and Vodafone with five references.

Community

The Community category had a high overall usage of "law" and its synonyms with seven of the category's nine policies returning references. Powerhouse Museum had the most references with 12 total, followed by Paradigm Initiative with five references, International Federation of the Red Cross and Red Crescent with four references, BBYO

and YMCA both with two references, and Bread for the World and The Walker Art Center both with one reference.

Results for the "discourage" and "prohibit" searches ended with interesting results for the community classification, with three policies returning references for each term and its respective synonyms. "Discourage" and its synonyms top users were the Mayo Clinic with two references, followed by BBYO and Powerhouse Museum both with one reference each. Powerhouse Museum, however, was the top user of "prohibit" and synonyms with eight references, followed by YMCA with five references and BBYO with three references. "Prohibit" was referenced 16 times versus "discourage" being referenced only four times.

Government

The policies in the government classification also had a high amount of "law" and synonym references with 24 of its 31 policies returning results. The top usage was the Thames Valley Police with 45 references, followed by the Treasury Board of the Canada Secretariat with 40 references, the New York City Department of Education had 32 references, the Department of Veteran Affairs had 31 references, and the FTC referred to "law" and its synonyms 28 times.

Following the trend of the other classifications, Government's use of "discourage" and synonyms fell behind the use of "prohibit" and synonyms. "Discourage" was only used in seven policies, with five of the 11 total references taking place in the FTC's policy and the remaining six belonging in the State Government of Victoria, the New York City Department of Education, the Baswue Government, the Thames Valley Police, the Department of Veteran Affairs, and the State of Delaware.

"Prohibit" and its synonyms was used in nine different policies a total of 21 times. The States of Oklahoma and the FTC both used references four times, the UK Ministry of Defense, the New York City Department o Education, and the City of Hampton all resulted in three references and the GSA, the Treasury Board of the Canada Secretariat, the US Securities and Exchange Commission and the Thames Valley Police all had one reference to "prohibit" and its synonyms.

Media

The policies in the media category followed the trend of high use of "law" and its synonyms with nine of its ten policies showing references. NPR had the highest use with 12 references, followed by E.W. Scripps Company with nine references, Thomas Nelson with seven, BT with four references, the Associated Press with three, the LA Times with two references, and Rhetorica, Channel 9, and the Washington Post all returning one reference to "law" and its synonyms each.

"Discourage" and its synonyms were only referenced once in the media category, with BBC returning one result. In line with the tendency of previous categories, "prohibit" and synonyms had a higher reference rate being used four times total; one reference per each of the following policies was returned: LA Times, Washington Post, Associated Press, and E.W. Scripps Company.

Religion

The religion category had a slightly lower use of the word "law" and its synonyms, but not by much. Ten of the 12 policies showed references, with the Roman Catholic Diocese of Dallas returning with the highest usage with eight references. The Holy Trinity Catholic Church had the second highest use with seven references, followed

by the Episcopal Diocese of Connecticut with five references, and the US Conference of Catholic Bishops with four references.

Religion was the only category where the search for "discourage" and its synonyms resulted in no references found. The search for "prohibit" and its synonyms, however, found seven total references in three different policies: four references in the Roman Catholic Diocese of Dallas, two references in St. Thomas Parish, and one reference in the Holy Trinity Catholic Church.

Collective

Overall, the use of the stricter word "prohibit" and its direct synonyms were referenced more than the slightly more flexible, softer term "discourage" and its synonyms. "Prohibit" resulted in a collective total of 123 references from all six categories while "discourage" only yielded a total of 52 collective references. Each category had more individual references to "prohibit" than to "discourage." This is an indication that companies and organizations are producing stricter rules for social media use and firmer expectations of use. While each classification varied slightly in their percentage of reference to these key words, each category consistently presented more references to "prohibit." Each category also presented results that showed the reference to "law" as a significant tone of the policies included. Although each policy classification had slightly different results of word frequencies as noted previously, when aligned by the three comparative measures set forth in this section, the policy groups are more homogeneous than heterogeneous. It seems that different societal institutions are borrowing from one another and make slight adaptations to the independent nuances of policy in order to fully meet their organizational needs, such as religion and community's

focus on communal networking and media's focus on lower readability for comprehension of the masses. This is a possible avenue for future study.

Facebook References

After the other three comparative tests were completed, a word search for "Facebook" was run in order to determine the amount of references to the social media platform within the policies. Similar to the other searches the query was done within each of the six societal institutions and then collectively. Result graphs for each category's use of "Facebook" may be found in Appendix D.

Academia

The academia category has the highest "Facebook" reference amount, with DePaul University having a total of 83 references. The next highest usage is from the Vanderbilt University policy with 29 references followed closely by Lake Forest College with 28 references. Sam Houston State University has a total of 25 references, Oxford Public Schools has 18 references, the University of Houston has 13 references, Eastern University has 11 references, and the Center for Technology at the University of Albany-SUNY has six references. The category has a total of 239 references to "Facebook."

Business

The Kodak social media policy leads the business category in references to "Facebook" with 31 total. The British Medical Association has fourteen references, Wal-Mart has 12 references, the Chartered Institute of Public Relations has seven references, and Pfizer and Wolver Hampton Homes both have six references. Nordstrom, E.On, Vanderbilt Medical Center, and Translink all have five references. The business category collectively returned 148 results for "Facebook" references.

Community

The community group has a smaller range of references; YMCA has the top result with twelve total "Facebook" references. The International Federation of the Red Cross and Red Crescent has seven references, Paradigm Initiative has five references, Powerhouse Museum has four references, DePaul UK has three references, and BBYO has two references. Bread for the World and the Mayo Clinic both have one "Facebook" reference each.

Government

The government category included some of the top "Facebook" references. The Government of Catalonia has 60 references closely followed by the Baswue Government with 59 references. The Australian Government Department of Finance has 27 references, the NYC Department of Education and Wake County both have ten references, Avon Indiana and Rotherham Doncaster both have seven references, and the City of Seattle has five references. The Government category has a total of 210 references to "Facebook."

Media

The media institution's policies have relatively low numbers for "Facebook" references. The highest was NPR with six references, followed by the Associated Press with five references, and E.W. Scripps with three references. BBC and the Washington Post both have two references each and the LA Times and BT both have one reference each. The media category had a total of 20 "Facebook" references.

Religion

The religion category's "Facebook" references were gathered mostly in the Evangelical Lutheran Church of America that has eighteen total. The St. Thomas Parish and the US Conference of Catholic Bishops both have five references each and LifeChurch.Tv and the Roman Catholic Diocese of Dallas both have three references each. The Religion category returned 34 total responses for "Facebook" references.

Collective

Overall, academia was the leading category for "Facebook" references (239 references). Government had the second highest usage (210 references) with business coming in a distant third (146 references). Community (35 references), religion (34 references), and media (20 references) had much lower results. The top ten overall users of "Facebook" were: DePaul University, the Government of Catalonia, the Baswue Government, Kodak, Vanderbilt University, Lake Forest College, the Australian Government Department of Finance, Sam Houston State University, Oxford Public Schools, and the Evangelical Lutheran Church of America.

CHAPTER 4

DISCUSSION, LIMITATIONS, FUTURE RESEARCH, AND CONCLUSION

Discussion

Social media interactions are being further integrated into organizational communication practices. This new, dynamic form of communication has shifted the previously acknowledged boundaries of appropriate interaction in the workplace (Huang, Baptista, & Galliers, 2012). As such, societal institutions have had to adapt to these shifting needs and modify their policy structure in order to adjust to this new tension. There is a landscape of change within this field of research. Without an established paradigm, there is a need for a descriptive form of baseline knowledge in order to build further understanding of the best practices proposed and the true implications of social media interaction in the professional sense.

As previously detailed, it can be assumed that different societal institutions approach social media management, policy, and control differently in order to meet their particular and individual needs. This means that they would be prone to using different sets of key words, different policy lengths and readability levels, and frame their stance of strict or soft in varying manners in order to adjust to their unique employee profile and their corporate culture.

The purpose of this qualitative study is to extend the body of research on social media policy content and the intricacies that exist within them, collectively and by societal institution. This includes the examination of word frequencies for key word descriptors and an analysis along the three comparative measures previously stated.

It is important to remember the lifespan aspect of both companies and policies. The societal institutions chosen were done so in order to represent the communicative organizations tat individuals are likely to encounter as they progress throughout life. There are other interpretations of lifespan in this study, though. The lifespan of each organization and their respective history with social media should be considered. The lifespan of each policy should also be considered as policies are notably developed as needs change and protocols shift. A future study in this vein would yield interesting results to compare to the collective.

Linguistic Frequencies

As detailed in the beginning of chapter three, there were quite a few differences among the societal institution categories when examining linguistic frequencies. The business and media categories both had the most frequent word "social," which matches with the collective results. Academia, community, and government all had the most frequent word "use." Religion was the sole outlier with "communication" as the most used word. This may indicate the importance placed on outward communication through the religion category members, and the lower importance placed on thorough communication by other institutions.

An interesting finding of the linguistic frequency queries was that many of the policies had the word "personal" as more occurring than the word "public." This could be the result of many different factors, such as the focus on keeping personal information private. The policies may have been focusing on the word "personal" in order to fully convey the need for a separation of the public and private spheres or on the need to disassociate personal information, tendencies, etc. from what is put into the public eye in

relationship with the organizational identity. This focus on "personal" may also be the result of organizations encouraging personal use of social media platforms for private growth and, by proxy, organizational growth. Certain companies, such as Intel, have encouraged their employees to fully engage on social media platforms by blogging and posting about their individual and professional interests. While this may seem to be benefiting the participant or employee the most, it is a mutually beneficial model of social media control. By openly encouraging and ultimately bolstering social media use by their employees, Intel is creating a framework for supervision and a more in-depth digital footprint for their brand. Employees that voluntarily associate their names with Intel online make it easier for Intel to find their profiles and sites and track their usage and postings. This, simultaneously, creates digital interactions regarding Intel that are not prompted by the company, but are increasing their brand image online, regardless.

While considering the top ten most frequent words in all categories, there is a definite trend across all six of the societal institutions examined. Words such as "use," "content," "sites," "information," and "post" stand out. This is an interesting occurrence because despite the slight differences, each category has the same basic linguistic frequencies on the surface level. Each classification examined separately is in tune with the collective frequencies, even with slight differences. This means that while these societal institutions are approaching the tension of social media interactions within their organization in different manners, they are all still following the same basic guidelines and may very well be communicating a homogeneous set of core values and best practices. While the top ten words collectively and in each category are significant indicators of overall trends and generalized thoughts, the comparison becomes more

interesting when noticing the greater shift and variety in words of the top 25 word results. This would support the hypothesis that even though policies do use different language to cater to their institutional needs they are also aligning themselves with the generally accepted terms. Without a close read of each and every policy analyzed it is difficult to assess the actual messages being conveyed. The linguistic structure of these policies, however, shows little surface level variance among the societal institutions and indicates that each societal institution follows the same basic pattern while adopting specific changes for their needs. This is logical when reconsidering the shifting nature of this field. Institutions are attempting to come to terms with the growing integration of social media into the professional life. Companies and organizations are likely looking to similar sources for guidance of how to manage this shift and are consequently conducting experiments of policy and supervision similar to other companies.

Length and Readability

The word count of the policies was a much wider range than expected, with the shortest being 274 words (from the business category) and the longest being 36,036 words (from the academia category). The range of averages was an interesting one, as well, with religion having the lowest word count average (1,654) and government having the highest average (4,351). The collective average of 2,571 words seems to be a reasonable expectation. With the numerous intricacies of social media policies, such as full-disclosure of expectations and boundaries, a policy of less than 1,000 words is likely to miss relevant information that the employees would still be subject to knowing. There is no evidence that these policies are distributed in conjunction with a training seminar that would be able to cover more information and allow for a shorter less dense policy. A

logical range, however, would be from 1,000-5,000 words dependent upon the company and the previously established norms within the respective societal institutions. The policy length is certainly an area of experimentation as companies and organizations go through a trial and error period to discern what methods and approaches will work best. There may, in fact, be companies that shy away from formal policies and rely more on self-monitoring and self-policing within the organization. This could be a system of surveillance by having co-workers as "friends" online or having one person designated to monitor the office's use of social media platforms. It is not likely that there is one solution or one option for policy length; organizations' must go through the various experiments in order to appropriately adjust to this shift in communication and interaction.

As mentioned in the discussion of results in chapter three, it may be logical for policies from the government classification to have a higher average due to the strict nature of governmental organizations. Many of these agencies and departments have firm expectations and requirements of their employees and they must illustrate a greater depth of rules and broader examples of opportunities or potential missteps. This may be a similar justification for academia having the second highest word count average—3,239 words. While many academic organizations in the higher education structure may be more liberal with their expectations of staff and faculty, the requirements of privacy and regulatory standards are likely harsher for the primary education system. Policies from the academia category, like those from the government grouping, are likely more prone to detailing items and information the business can skim or summarize in a more topical manner. It is possible that policies in the academia category are modeled after the

policies of the government category. As many academic organizations are a part of the government structure or are under the government's influence, it would be logical to assume that the policies would be similar. A possible future study of value could examine who writes the policies and where they look for guidance or for models. The length of policy across all societal institutions can have a major affect on how thoroughly and completely the policy is read by all employees that are subject to it (Stone, 2011). A policy longer than 5,000 words is a substantial investment of time that not all participants may be able to devote.

Along the lines of a shorter policy being more readable, every policy in the analysis was put through the Gunning Fog Index of Readability (Bond) to determine the average comprehension level (that is, the average years of school needed in order to understand the policy). Part of the concern with readability is determining whom the policies are written for. While the lowest levels of each category (ranging from 8.21 to 9.97) are all likely to be understood by everyone at a company, the highest levels present in these policies (ranging from 12.90 to 21.97) are very likely to leave some employees in the dark. Most policies are created under the assumption that they will be distributed to all employees of a company (Ruck & Welch, 2011), meaning that the CEO of the company and the office custodial staff will all be subject to the same standards presented in the policy. This hypothetical CEO likely has multiple degrees including post-graduate work; the custodial staff may not have completed a high school degree. It is not an efficient policy if all involved cannot understand it. As briefly mentioned in chapter three, the media category may have the best understanding of this need to reach the masses at a lower comprehension level. Media showed a result of a 9.97 to 12.90 range

of policy readability, with an average of 11.37. This was the smallest range of all societal institutions groups with the lowest overall average. As companies within the media industry must write to reach the masses, they have experience drafting communications at the average level, approximately an 11th grade level ("Know You Readers", 2013).

It would be a more ideal approach for companies to utilize a readability tool such as the Gunning Fog index, in order to ensure that their employees are able to comprehend the policy. It seems that most of the involved policies are in accordance with this idea, but not all are. This could prove to be a vital step in adjusting to the new tension of social media interaction and creating groundwork for more appropriate online behavior by employees and staff.

Legal Orientation and Harshness

After initially believing that most policies would focus more on softer terms and stray away from "law" references it was found that more policies used harsher language in guiding employees than the softer alternative and that most policies had multiple references to "law." To recap, "discourage" was found to have a total of 52 collective references. It was not present at all in the religion category with that search returning no found references. "Prohibit," on the other hand, had 123 collective references found and was present in every single societal institution. "Prohibit" had a more consistent usage than "discourage" among all categories, making it a trend that the policies used harsher language in order to convey their requirements and expectations.

The three word searches showed the most consistent results across all societal institutions. The linguistic frequencies had more obvious variations based on the specific categories, and the word count and readability results showed blatant differences, as well.

The search for harshness, however, showed that most policies use stricter terminology. This is interesting, as many of the policies appear to have a conversational, softly guiding tone when read, such as Gap's policy that was previously referenced. Policies such as Gap's contrast the findings that the softer terms are not used as often as the distinct ruling words. The shifting nature of communicative control could be contributing to this trend as companies are slowly learning how to control and monitor their employees on social media platforms. It could also be indicative of the various corporate culture's involved with these policies. It would be logical for policies from the government category, for example, to have stricter wordings as the rules of those agencies and departments can be assumed to be more set and severer in nature with more definite consequences. Thus, it would be a logical conclusion for the policies in that category to reflect the harsher corporate culture that exists. On the other hand, it is interesting to note that academia followed the collective pattern in regards to use of stricter words. As previously mentioned, academia is often seen as a more liberal societal institution that allows more freedom for its employees. The results of this study show that the assumption of academia's liberalism may not be true. Academia is just as susceptible to employing harsher guidance within their social media policies, but this could be due to the policies being modeled from the government's work as noted above.

Facebook Reference

The "Facebook" reference results were significant in that they indicated how much of a driving force Facebook, specifically, was. Policies that had higher reference totals were likely more influenced by Facebook as a main social media platform than the ones that had lower reference numbers or did not reference "Facebook" at all. It was an

interesting comparison of the high academia references versus the significantly lower business results (239 and 146, respectively). Academia may have had more of a "Facebook" focus due to the potentially high-level of interaction that professors have with students on the platform. It could also be the result of constantly referencing examples based within the Facebook experience.

The media may have had a lower reference rate as social media has become more integrated within that societal institution (Koo, Wati, Jung, 2011). The community and religion groups may have lower reference rates partially due to lower amounts of policies or because they rely of the communal aspect of the organizations and do not feel the need to constantly link to "Facebook" as an example or a singular concern.

While not necessarily connected to the other comparative queries run in this study, the results of the "Facebook" search are telling of which policies rely more on the specific social media platform and which are less focused. This could be another indicator of policies being written based upon employee fit within the organization allowing some companies to feel that specific network examples and concerns are less useful than broader, more general guidance.

Limitations

Looking at literature surrounding social media policy justification and implementation and doing a thorough linguistic frequency analysis of corporate social media policies is an enlightening study. However, there are limitations to both the study and its reach. Many of these policies are meant to be internal communications that are for inside eyes only and never intended for consumption by external audiences. While corporate policies are used as primary sources as often as possible, the study has also

drawn from secondary sources such as blogs or articles to access leaked information. As corporate social media use, restriction, and surveillance are sensitive subjects and difficult to access, the use of leaked or secondary information is necessary in order to find a more rounded illustration of the topic. These leaks may reveal hidden truths about a corporation and its culture or venture into firmer truths in that they reveal less diluted institutional communication. The tensions involving social media policies and their users are often discussed on platforms not necessarily connected to the company itself. As a result, this means that much of the dialogue about "impression making" occurs on blogs and forums, the very forums these companies wish to address. Some companies do, however, support avenues for discussion of policies, products and work life on institutionally supported forums, blogs, and chats. These are typically monitored in some way that may encourage a certain perspective to be gathered. Secondary sources or leaked information, that is, information not directly from the company it applies to, can be less than totally inclusive and may not portray the entirety of a company's stance. In the hierarchy of organizational information, these secondary sources may allow for more revealing insight into the companies as the true nature of the internal communication can be leaked. Though there are informational risks with using such sources, such as a false document or an edited report, it was decided that they are valuable to the study. This study is been based upon the best sources available for each company and industry selected to best represent the shifting nature of social media policy integration.

Due to restraints of access and availability, the comparative results of this study are based upon uneven categories. This is a limitation of the study that would ideally be improved in future projects with a larger number of policies more evenly distributed

included. By having more balanced categories, the study would have been more telling and a truer comparison of the trends among the different categories.

As previously mentioned, it was not possible to create a comprehensive list of social media policies for this analysis. Rather, the goal of this study was to ascertain the linguistic trends within a small representation of the major societal institutions. A future comprehensive study of all available policies would more fully illustrate these trends; suggestions for future studies, however, may be found in the following section.

Future Research

This study aims to open a new line of questioning surrounding the tension and anxiety that has come into existence with the integration of social media interaction into organizational communication and corporate culture. As such, there are many possible avenues that can and ultimately should be taken to further this baseline study. A more comprehensive content analysis would be helpful in the research of social media policies in regards to societal institutions. This study is not meant to be a fully comprehensive analysis of all policies, but rather to introduce the possibilities of policy analysis. A more complete database of policies across all institutions would lead to more illustrative results that could better show trends within the subject. To further that concept, a new study could be formed solely around the comparison of harsh to soft words. While the comparison of "discourage" to "prohibit" was enlightening for this particular study, including a wider range of linguistic comparisons and introducing thematic analysis within a broad qualitative study could further the idea. The examination of employee type and employee fit within organizational culture and the relationship with types of social media policies would also aid in this line of research. It could be that certain

societal institution groups do not need long or in depth policies as their employees fit so well into the corporate culture that they do not need to worry about internal branding as the employees are already personally invested. Another potential avenue of study surrounding specific word choice would be a series of interviews questioning feelings about certain words. A more in-depth analysis of how these word choices directly affect employees feelings, attitudes, and behaviors would be helpful in furthering the knowledge base in this area and ultimately be helpful for companies and organizations drafting new policies. Another way to dig a bit deeper into this particular study design would be to add in an analysis of variance or an ANOVA test. This would shed a bit more light on the differences among the categories' means for statistically significant differences (Gelman, 2005). It is suggested that future studies of this nature include a greater use of statistical testing to further the understanding of categorical differences.

A study of how effective social media policies are with and without additional training seminars would also be valuable and add important evidence to the area's body of knowledge. There are multiple areas that could potentially benefit from an in-person training seminar, such as policy length or readability, and that type of study would yield interesting results that could affect that avenue of decision-making.

This is a growing field of research that has implications for affecting all societal institutions and assisting in the management of the tensions that this paradigmatic shift has introduced. As this is perpetually shifting topic, there are many opportunities to follow the growth of the subject and to determine long-term trends in multiple studies.

Conclusion

A focus on social media policy is increasingly important as digital interaction within the workplace steadily rises. As the rules managing professional interaction online are still being discovered and adapted, it is important to remember that companies are learning alongside employees and experimenting with new practices and new concepts of control. With that said, there are some key conclusions that can be drawn from this linguistic analysis. The first is that companies should be wary of word count when drafting social media policies. The second conclusion is that companies across societal institutions should renew focus on the readability and thus comprehension of their policies. Finally, the third conclusion that can be taken from this study is that although linguistic trends may transverse all categories on a high level, there should be investigation into what is most effective within each company.

The first conclusion is that organizations should be aware of the length of their policy. A policy should be long enough to impart the necessary knowledge and convey relevant lessons without taking too much time away from other training or tasks. A policy that is too long to read quickly will likely be skipped making it less useful to the employee and ultimately the company. If a department doubts the efficiency of their policy, it may be worth investing in a training module or program that offers a short seminar instead of a lengthy policy. This would introduce an opportunity for questions, comments, concerns, or addressing company specific needs that may have previously been gray areas of coverage. While the average length found may be helpful for the general construction of a social media policy, as the issue currently exists, this average may not be applicable in the future or after the introduction of newer technologies and

thus newer tensions. To reiterate, this is a continually shifting area that does not have set rules and guidelines yet. As the topic is constantly shifting, the strategy for management and control must shift, as well.

The second conclusion of this study is that among all societal institution categories, all organizations should maintain a focus on policy readability and the development of policies to be more comprehendible. If it is found that one policy cannot cater to all levels within the corporate culture, then versions of the policy should be considered in order to adequately educate the entire team. While there may be a hierarchy within a corporate culture, it should not divide employees' capability to understand and ultimately adhere to company policies. This would be another possible use of a training seminar within various divisions of the company to ensure that there is a thorough understanding of what is considered appropriate, what is expected and what the potential consequences are for missteps.

The third conclusion that can be taken from this study is that even though linguistic trends may be present in all societal institutions, there should be effort to find what is most effective within each company. This includes, but is not limited to, the trend of using the harsher word "prohibit" more often than a softer one, "discourage." While this study has revealed that the societal institutions have more likenesses than differences in social media policies, that does not support the premise that one solution works for all companies and problems nor does it offer the argument that one solution will always be best. As the social media landscape and the relationship to corporate culture continually shifts and adjusts, social media policies must adapt along the way in order to stay relevant and efficient. Social media platforms are consistently changing in

order to meet the demands of users, institutions' social media policies must adapt along with the platforms.

Each social media policy written is a result of the corporate culture and the institutional values that support it. As the integration of social media into the workplace increases, there are constantly new periods of trial and error. There is constant experimentation to figure out an appropriate fit for the organizational culture and values alongside the shifting nature of organizational communication. In order to fully adapt to new technologies being integrated into corporate culture and being utilized for organizational communication, companies must figure out how this paradigm shift applies to them. By acknowledging each new shift, organizations will be better able to determine what best practices work best for their organizational and employee needs and lifestyles. There is no "one size fits all," and a probable solution that works in the current landscape may not work in conjunction with future changes. There will always be new developments that keep societal institutions from being stable in their social media management and monitoring style. Each new paradigm will demand alteration of the exiting standards and protocols in order to adequately manage and monitor social media use. This constant adaptation, however, will be more efficient if companies become more aware of their content.

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APPENDIX A

TOP 25 WORDS & 10 SYNONYMS BY WEIGHTED PERCENTAGE

Collective Results

Word	Count	Wt. %	Synonyms
Social	4017	1.77	Mixer, sociable, social, socials, socialize, socialization, socializes, socially, socials, societal
Use	5025	1.76	Applied, applies, apply, applying, consumption, employ, employed, employer, employing, employment
Media	3374	1.49	Media, medias
Post	3540	1.05	Bill, billing, brand, branded, branding, card, cards, carry, carrying, mail
Sites	2542	0.98	Locate, location, place, site, situated, situation, website
Content	2284	0.90	Argue, argument, capacities, competition, content, contest, controversy, dispute, message, subject
Personal	2244	0.85	Characterizations, impersonal, individual, person, personalize, person, portray, pose, somebody, someone
Policy	1843	0.81	Insurance, insure, policies, policy
Communication	1993	0.80	Communicate, community, convey, conveyance, nation, national, nationality, pass, passing, transmit
Web	2419	0.77	Net, network, networking, web
Make	4081	0.71	Attain, brand, build, cause, clear, constitute, construct, cook, creates, devise
Information	3015	0.68	Conversation, converse, cozy, data, ease, enlighten, inform, instruct, intimate, loose
Government	2960	0.68	Administrate, author, authority, controls, establish, govern, order, organizing, politic, regulation
Account	1759	0.55	Account, accountability, answer, bill, control, describe, explanation, history, invoice, report
Comments	1560	0.55	Annotate, comment, commentary, input, notice, observable, remark, review, remarkably, reviewing
Service	1591	0.54	Availability, help, helpful, serve, service, services, serving, usability, usable
May	1189	0.52	May
Take	4185	0.52	Accept, acceptance, acquire, admitting, adopt, aim, assumed, bring, carried, chartered
Department	1813	0.51	Deceased, depart, deviate, divergence, going, leave, part, quite, section, start
Related	2371	0.49	Associate, comparably, concern, congress, connect, deal, link, pertain, proportion, refer
Set	2551	0.49	Adjust, arrangement, background, circle, circumstance, corrective, cure, define, dress, fit
Blog	1101	0.49	Blog, blogging
Employees	1084	0.48	Employee, employees
Public	2825	0.48	Advertise, advertisement, air, bare, issue, package, promote, public, promoting, world
Activities	1685	0.47	Doing, actions, happenings, activities

Academia

Word	*Count*	*Synonyms*
Use	1285	Apply, employ, employment, enjoy, exercise, function, habitual, manipulate, practical, purpose
University	1039	Creation, exist, general, populated, population, universe, universities, world, worldwide
Social	897	Sociable, social
Media	801	Media
Post	860	Brand, branding, card, carry, mail, notice, offers, place, position, poster
Communication	560	Communicate, communication, communities, convey, nation, national, pass, passed, transmitted, nationally
Sites	561	Locate, located, place, places, site, sites, situation, website
Content	501	Argue, arguments, capacities, competitive, content, contest, controversies, message, subject, substances
Policy	433	Insurance, insure, policies, policy
Make	925	Attain, brand, build, cause, clear, clearly, creates, devising, draw, earn
Account	546	Account, accountability, answer, bills, control, controls, describe, explanation, history, scored
Name	784	Appoint, assign, call, cite, constitute, describe, explanation, history, report, scored
Web	402	Net, network, web
Information	431	Conversation, data, ease, information, informative, instruct, instruction, source, sources, instructional
See	785	Ascertaining, assure, attend, beholder, check, consider, construe, control, date, determine
Personal	404	Characterized, impersonal, impersonate, individual, person, personalize, personally, portray, pose, someone
Students	302	Scholar, scholarly, student, students
Department	476	Depart, department, go, going, gone, leave, part, section, start, varied
Marks	558	Brand, check, cross, differentiated, distinguishes, grade, label, mark, mug, note
Page	275	Page, pages
Public	432	Advertisement, air, barely, issue, issued, package, promote, public, publish, world
School	307	Civil, educate, education, educational, educator, school, train, training
Following	283	Accompany, adopt, adopted, chased, comes, comply, follow, next, observe, pursue
Facebook	239	Facebook, Facebooking
Standards	226	Values, ideals, protocols

Business

Word	*Count*	*Wt. %*	*Synonyms*
Social	1246	1.96	Mixer, social, socialize, socialize, socializes, socially, socials, societal
Media	1092	1.72	Media, medium
Use	1309	1.58	Apply, consumption, employ, enjoy, exercise, exploitation, function, habits, manipulate, practice, purpose
Information	1016	1.44	Conversation, converse, data, ease, enlightened, inform, instructions, intimate, source, loose
Post	1150	1.29	Brand, card, carry, mail, notice, office, place, position, posting, send
Personal	851	1.17	Characterizations, impersonate, individual, person, personality, portray, pose, posting, somebody, someone
Work	1220	1.05	Act, acting, bring, employ, exercise, form, function, going, influence, make
Company	613	0.95	Accompany, companies, company, party, society
Policy	604	0.95	Insurance, policies, policy
Sites	664	0.90	Locate, location, place, placed, site, situation, website
Make	1338	0.90	Attained, brand, build, cause, clear, constitute, constructive, create, earn, fix
Take	1660	0.85	Accept, acquire, admit, adopt, aim, ask, assume, bring, charter, consider
Content	617	0.84	Argue, argument, capacities, competition, content, contest, controversial, dispute, message
Blog	504	0.79	Blog, blogging, blogs
May	500	0.79	May
Web	496	0.77	Net, network, web
Public	756	0.77	Advertise, advertisement, air, issue, promote, promotion, publicity, publish, world
Business	770	0.73	Business, busy, concern, engage, job, jobs, line, occupy, official, officially
Communication	509	0.73	Communication, communication, convey, national, pass, transmit, transmitted
Related	791	0.63	Associate, comparable, concern, connect, deal, link, deal, pertain, proportion, refer
Employees	380	0.60	Employee, employers
Manager	561	0.57	Accomplish, achieve, care, careful, coach, deal, direct, handle, manage, supervise
Comments	453	0.56	Connect, commentary, commented, input, notice, observations, remarks, review, reviewing, noticing
Including	352	0.55	Admit, admitting, include, including
Activities	347	0.52	Doings, actions, events, happenings

Community

Word	*Count*	*Wt. %*	*Synonyms*
Use	255	2.13	Applied, apply, employ, exercise, exploit, function, manipulate, practice, purpose, role
Social	183	1.98	Social
Museum	149	1.61	Museum, museums
Sites	163	1.59	Location, place, site, situation, website, websites
Media	146	1.58	Media, mediums
Staff	123	1.33	Staffs, staff
Web	113	1.21	Net, network, networks, web
Post	135	1.09	Brand, carried, carry, mail, notice, office, place, positions, postings, send
Content	106	1.08	Arguments, capacity, content, controversial, message, subject
Personal	100	0.94	Individual, person, personally, persons, portrayed, someone
Work	147	0.91	Act, acting, bring, employed, exercise, exploit, form, functions, going, influence
Communication	88	0.89	Communicate, communication, communities, convey, national, transmitted
Manager	106	0.89	Care, careful, caring, deal, direct, direction, handle, manage, management, oversee
Information	92	0.87	Conversation, conversational, data, information, informal, informed, source, sourced, sources
Policy	72	0.78	Policies, policy
Make	150	0.71	Brand, brands, building, caused, clear, clearly, constitutes, cook, create, earn
Responsible	69	0.70	Answering, duties, obligation, reply, response, responsibilities, responsibly
Take	189	0.68	Accept, acceptance, admit, adopt, aim, ask, bring, carried, carry, choose, claim
Blog	59	0.64	Blog, blogging, blogs
See	151	0.63	Check, consider, construed, date, determine, determining, discover, examine, image, look
Set	114	0.62	Adjust, background, circumstances, context, correct, define, determine, fit, laid, lot
Access	63	0.61	Access, accessibility, accessing, addition, additionally, available
Online	55	0.59	Online
Related	107	0.59	Associate, association, concerned, connect, deal, link, refer, reference, refer, related
Internet	85	0.58	

Government

Word	*Count*	*Wt. %*	*Synonyms*
Use	1794	1.86	Applied, employ, employing, enjoy, exercise, exploit, function, habits, manipulate, purpose
Social	1254	1.63	Social, socials
Web	1209	1.55	Net, network, web, webs
Information	1197	1.47	Conversation, converse, data, ease, enlighten, information, instruct, source, witness
Media	975	1.27	Media
Government	1542	1.17	Administrate, author, authority, control, establish, govern, order, organize, polite, regulate
Public	1278	1.11	Advertise, air, issue, package, promote, public, publication, publish, world, publicly
Content	849	0.97	Argue, arguing, capacities, competition, content, controversial, dispute, message, subject, subjection
Sites	821	0.93	Located, locations, place, site, situation, website, websites
Department	925	0.90	Department, deviate, go, going, leave, part, partly, section, authors, office
Agency	980	0.80	Agencies, author, authority, authors, bureau, mean, office, officer, representation, way
Policy	604	0.78	Insurance, policies, policy
Service	704	0.78	Availabilities, available, help, serve, service, usability
Comments	657	0.69	Annotate, comment, commentary, input, notice, observations, remarkable, review, reviewers, remarks
Personal	614	0.67	Characterized, impersonation, individual, person, personal, portray, pose, somebody, someone's, personally
Communication	547	0.63	Communicate, communicating, communities, convey, conveying, national, passed, transmit, transmit, transmitted
Requirements	782	0.61	Ask, command, demand, essential, expect, involve, mandatory, need, require, take
Work	1033	0.60	Act, bring, employ, exercise, exploit, form, function, going, make, operate
Account	599	0.58	Account, accountabilities, accountant, answer, bill, control, describe, explanation, history, manage
Management	675	0.58	Accomplish, achieve, care, carefully, contend, deal, direct, directive, handle, manage
Official	514	0.54	Business, formal, function, interfering, intrusive, official, prescribe, prescribed
Security	679	0.54	Assurance, assuring, certificates, depend, ensure, fast, fixed, good, insurance, procure
Make	1067	0.53	Attain, brand, build, cause, clear, constitute, devise, earn, establishment, fashion
Endorsement	498	0.52	Back, backed, certified, endorse, ratified, sanction, second, subscribe, support, warrant
Appropriate	476	0.51	Suitable, fitting, apt

Media

Word	*Count*	*Wt. %*	*Synonyms*
Social	184	2.13	Social
Media	135	1.56	Media
Personal	129	1.37	Characterize, impersonate, individual, person, personality, portrayed, somebody, someone
Use	155	1.35	Applies, apply, employ, enjoy, exercise, function, manipulated, practical, purpose, role
Post	157	1.33	Brand, carried, mail, notice, office, place, position, positive, post, send
Information	139	1.27	Conversation, data, informal, informality, informational, instructions, source, sourcing
Reporting	158	1.14	Account, accountable, cover, coverage, describe, paper, report, reputation, stories, studies
Blog	93	1.07	Blog, blogging
Make	209	1.07	Attain, brand, build, cause, clear, cleared, constitute, create, establish, fix
Content	92	0.95	Argue, argument, capacity, competitive, content, controversial, controversy, message, subject
Work	144	0.95	Act, bring, dead, employ, exercise, forge, form, function, go, influence
Public	148	0.93	Advertisers, air, bare, issue, promote, public, publicity, world
News	84	0.89	News, newsworthy, word, words
Take	223	0.86	Accept, admit, aim, ask, bring, carried, choose, claims, conduct, consider
Link	98	0.75	Associate, connect, connection, contact, join, link, linking, related, tied, unit
Sites	76	0.73	Location, place, site, situation, website, websites
Part	121	0.71	Break, contribute, department, divisive, function, leave, office, part, piece, regional
See	167	0.70	Assure, check, consider, control, date, determination, discovered, encounter, examine, figure
Networks	69	0.69	Network, networking, web
Business	91	0.67	Business, busy, concern, engage, job, line, lines, official, officially
Company	57	0.66	Companies, company, parties, party
May	56	0.65	May
Issues	147	0.62	Consequences, cut, effect, event, issue, matter, number, outcome, outlets, proceed
Help	67	0.60	Assist, assistant, available, facilitate, help, helpful, serve, service, support
Materials	75	0.58	Resources, supplies, support

Religion

Word	*Count*	*Wt. %*	*Synonyms*
Communication	250	2.30	Communicate, communicating, communities, conveying, national, passed
Site	248	2.17	Located, location, place, site, situated, situations, website
Social	227	2.11	Social, socialization
Media	210	1.95	Media, medias
Church	168	1.56	Church, churches
Use	210	1.53	Applied, consumption, employed, enjoy, exploitation, function, practical, practice, purpose, useful
Post	171	1.23	Brand, carry, mail, mailings, notice, office, place, position, post, send
Personal	130	1.08	Individual, person, personal, personalities, personally, someone
Content	114	0.99	Argumentative, capacities, content, message, subject, substance
Information	124	0.99	Conversation, cozy, ease, information, instructed, instructions, sources, witness, witnessing, informed
Take	279	0.96	Accept, admit, aim, ask, assume, bring, carry, choose, claim, conduct
Policy	94	0.87	Policies, policy
Members	93	0.86	Members, member
Networking	106	0.79	Net, networking, web
Blog	83	0.77	Blog, blogging, blogs
May	77	0.71	May
Make	164	0.66	Brand, build, cause, clear, constitutes, create, draw, establish, form, gain
Good	131	0.65	Effect, expert, full, good, healthy, honest, just, practical, respect
Staff	67	0.62	Staff
World	86	0,61	Creation, exist, global, human, public, publically, publication, universities, world, worlds
Include	67	0.61	Admit, include, including
Views	124	0.60	Aspect, catch, consider, opinion, perspective, identifiable, key, list, make, mention
Name	124	0.59	Call, cite, constitutes, describe, design, figure, identifiable, key, list, make
Parish	62	0.58	Parish, parishes
Page	74	0.56	Page, pages

APPENDIX B

WORD COUNT & READABILITY BY CLASSIFICATION

Academia	*Length*	*Readability*
Ball State University	1143	14.43
Center for Tech in Gov.-SUNY-University of Albany	7000	12.23
DePaul University	6447	8.675
Eastern University	1284	11.63
Hamilton College	955	15.98
Harvard Law School	1409	9.768
Harvard University	2533	15.54
Kansas State University	1707	11.61
Lake Forest College	2242	11.48
Ohio State University	1415	13.37
Sam Houston State University	5105	9.962
Seattle University	966	14.68
Tufts University	805	12.46
UNC Chapel Hill Athletics	660	18.85
University of Colorado Boulder	2012	13.67
University of Houston	1230	11.79
University of Michigan	2621	9.118
University of Oregon	36036	10.46
University of Virginia Lib	1070	12.6
University of Southern Miss	1106	12.25
Vanderbilt University	888	15.37
Bishop McNamara High School	1438	18.66
Bishop Lynch High School	1690	19.51
Glenbrook High School	404	14.01
Oxford Public Schools	1865	17.2
St. Anne's School	1982	13.38
Montana State University	1448	14.1

Business	*Length*	*Readability*
Adidas	1050	12.92
AMP3 Public Relations	1250	11.31
Astonish Results	1042	15.15
Baker & Daniels Consulting	1012	12.98
Banco Sabadell Group	714	14.08
Best Buy	1262	11.8
Boomtown Internet Group	347	12.25
British Medical Association	2673	15.32
Chartered Institute of PR	4049	12.1
Cisco	2548	10.95
Cleveland Clinic	2549	13.71
CocaCola	1960	14.03
Daimlers	924	13.02
Dell	1413	9.305
E.On	1264	10.59
Electronic Frontier Foundation	2072	10.1
Feedster	788	10.97
Finra	3121	15.8
Flickr	1194	9.089
Ford	2390	12.79
G4S	2009	8.893
Gartner	2324	12.25
Greteman Group	2080	10.97
Hill & Knowlton	1906	8.212
Hospital Saint Joan De Deu Barcelona	2280	12.85
HP	570	9.609
IBM	3958	11.77
Intel	4996	21.97
IOC-Beijing	1322	13.37
IOC-Vancouver	1324	13.8
JCB	688	12.17
Kodak	5080	8.562
LiveWorld	1165	10.96
London Ambulance Service	3384	9.428
Marks & Spencer	4796	9.634
Mason, Inc.	274	11.04
Microsoft	3459	13.21
MITIE	1083	13.54
National Ice Skating Association	1010	16.01
Navitas	1915	14.41

Nordstrom	4141	13.57
Oce	2895	11.96
Opera	550	11.74
Pfizer	3952	17
Plaxo	7209	8.604
Porter Novelli	2102	10.48
Reuters	1650	11.15
Roche	1878	12.85
SAP Global Communication	2624	12.37
Scottish Women's Football	817	12.52
Sentara	1848	15.54
Social Fish	2086	11.06
Sutter Health	3162	14.7
Sutter Tips	578	12.05
Telstra	434	12.9
Tesco	950	10.69
The Well	1111	10.33
Thomson Reuters	1220	15.3
TNT	1839	11.93
Translink	2173	14.19
UNIC	914	12.82
University of MD Med Center	1230	11.79
University of TX MD Anderson Cancer Center	1070	12.6
US Medical Supplies	1197	12.24
Vanderbilt Medical Center	1453	13.81
Vertex	757	12.51
Vodafone	10109	12.16
Wal-Mart	1133	10.74
Webtrends	732	12.28
Wells Fargo	777	11.15
Wolver Hampton Homes	1831	11.76
Yahoo	963	12.32

Community	*Length*	*Readability*
BBYO	754	12.88
Bread for the World	1857	10.71
DePaul UK	1031	12.84
International Fed. of Red Cross & Red Crescent Societies	2371	9.328
Mayo Clinic Employees	1091	13.22
Paradigm Initiative Nigeria	1348	14.14
Powerhouse Museum	6311	9.219
Walker Art Center	607	9.222
YMCA	1673	12.62

Government	*Length*	*Readability*
Australian Gov't Department of Finance	2538	10.98
Avon, Indiana	738	12.13
Baswue Government	16092	12.21
City of Hampton	1410	12.79
City of Seattle	1600	12.28
Department of Veteran Affairs	7004	16.01
EPA External	3714	12.74
EPA SM	2106	13.78
FTC	24144	14.95
Government of Catalonia	10337	8.771
GSA	872	12.73
Hamilton County Job& Family	973	14.13
Mosman Council	2261	13.72
Navy	1136	10.6
New Zealand Government	621	13.28
NYC Department of Education	5364	14.08
Orange County	3162	13.48
Province of Nova Scotia	3162	13.48
Roanoke County	463	17.01
Rotherham Doncaster and South Humber NHS Foundation	2718	12.63
State Government of Victoria-Department of Health	1715	12.24
State Government of Victoria-Department of Justice	2410	19.34
State of Delaware	1631	12.66
State of North Carolina	3047	16.4
State of OK	5427	16

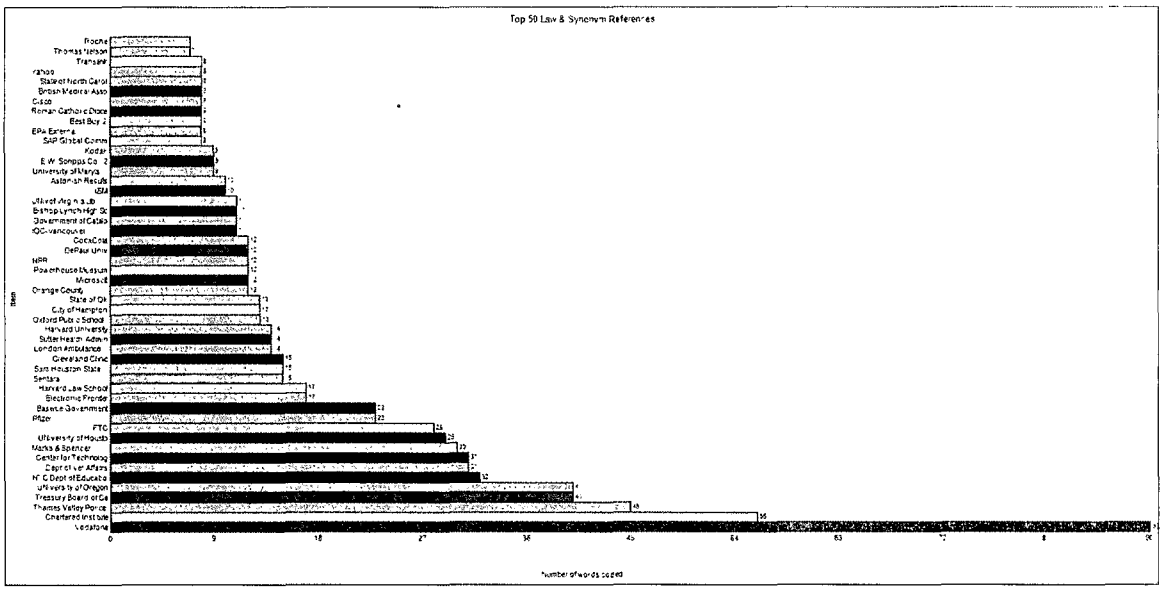
State of SC-Budget and Control Board	847	14.56
Thames Valley Police	4654	10.55
Treasury Board of Canada Secretariat	6544	15.36
UK Ministry of Defense	4980	13.07
US Securities and Exchange Commission	12435	14.64
Wake County	780	11.27

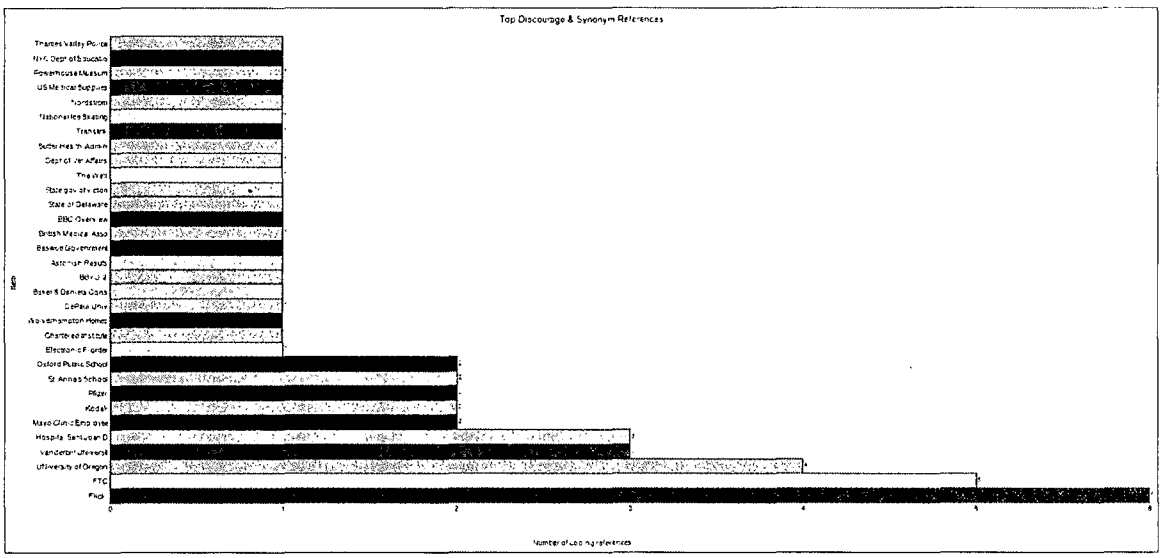
Media	*Length*	*Readability*
Associated Press	2129	11.54
BBC	2553	12.86
BT	4601	10.4
Channel 9	612	11.33
E.W. Scripps Company	2236	11.67
LA Times	2242	10.04
NPR	3267	10.54
Rhetorica	903	12.47
Thomas Nelson	3004	9.969
Washington Post	1244	12.9

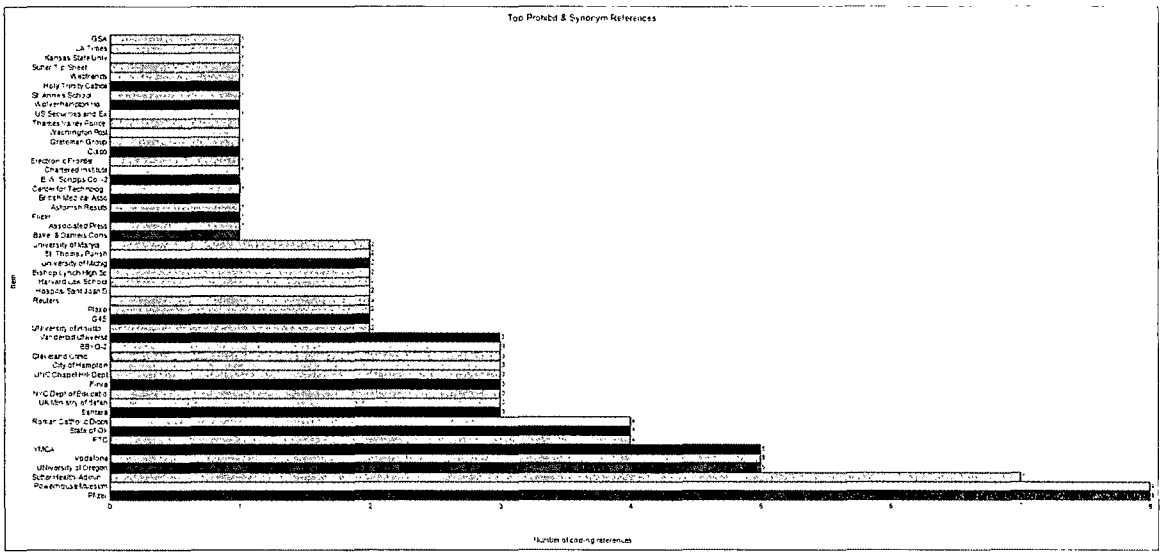
Religion	*Length*	*Readability*
Episcopal Diocese of Connecticut	1800	11.47
Evangelical Lutheran Church in America	2852	12.24
Fellowship Church	1338	9.922
Holy Trinity Catholic Church	1499	13.35
LifeChurch.Tv	630	9.679
North Point Ministries	1016	10.6
Our Saviours Lutheran Church	949	11.48
Roman Catholic Diocese of Dallas	3367	15.42
Southern Baptist	883	11.49
St. Thomas Parish	2520	12.24
Us Conference of Catholic Bishops	1340	9.93

APPENDIX C

TOP 50 REFERENCES TO "LAW" RESULTS GRAPHS



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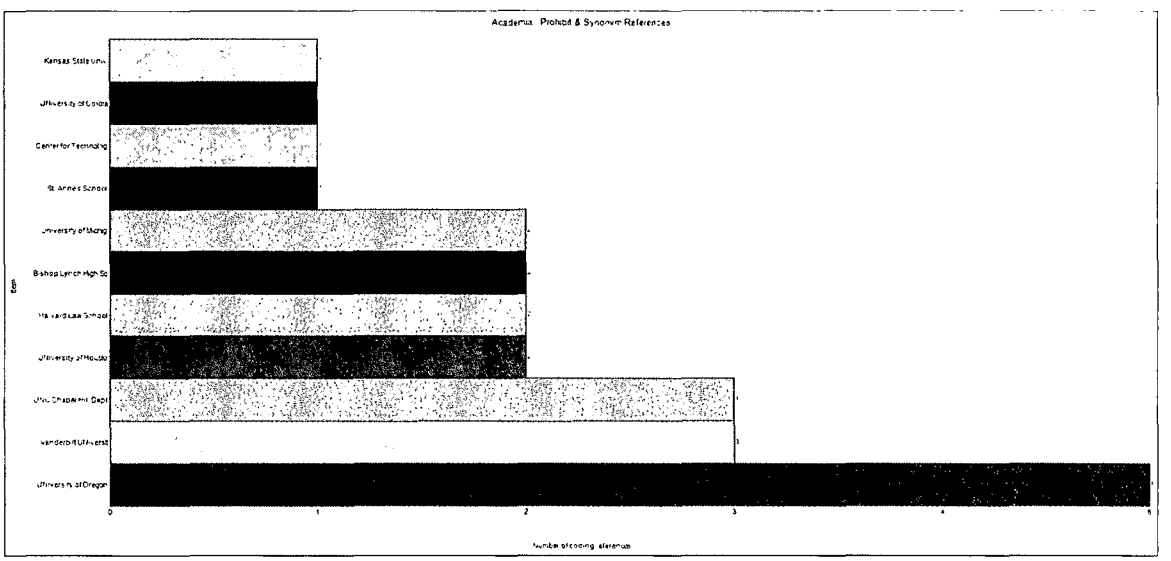
Number of coding references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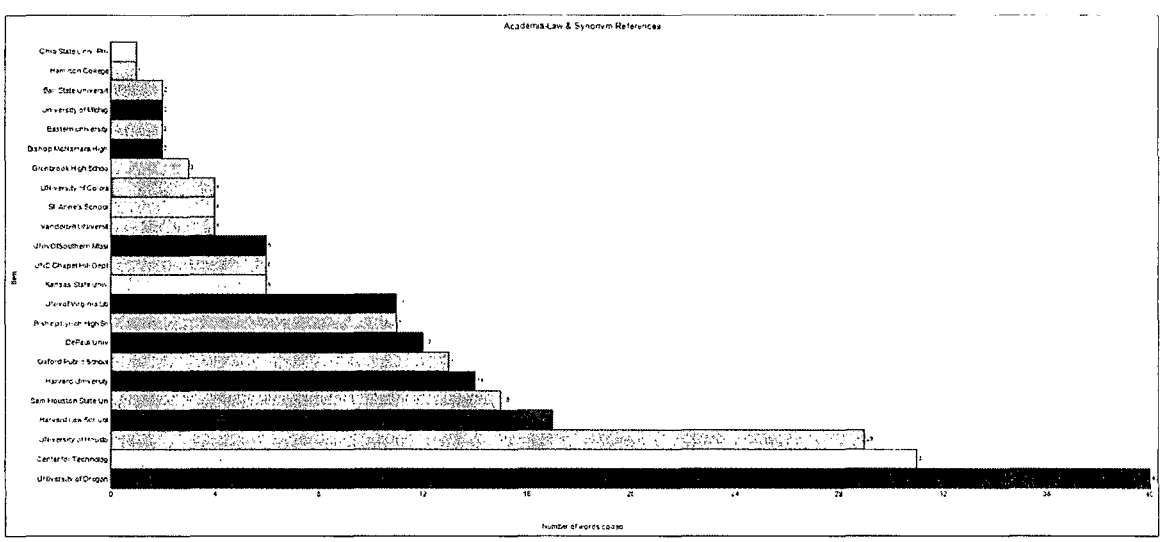
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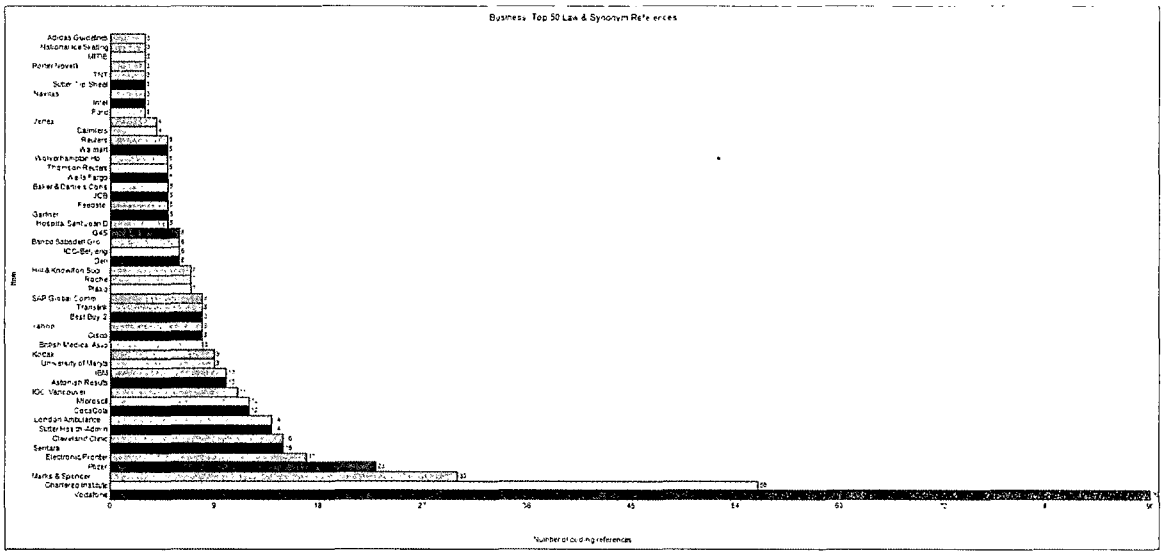
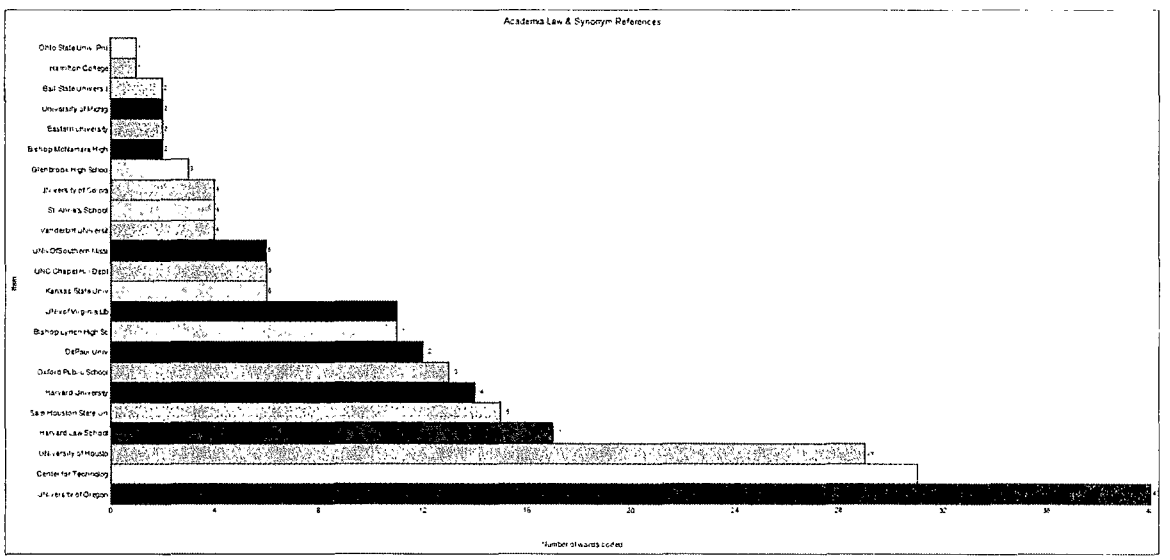
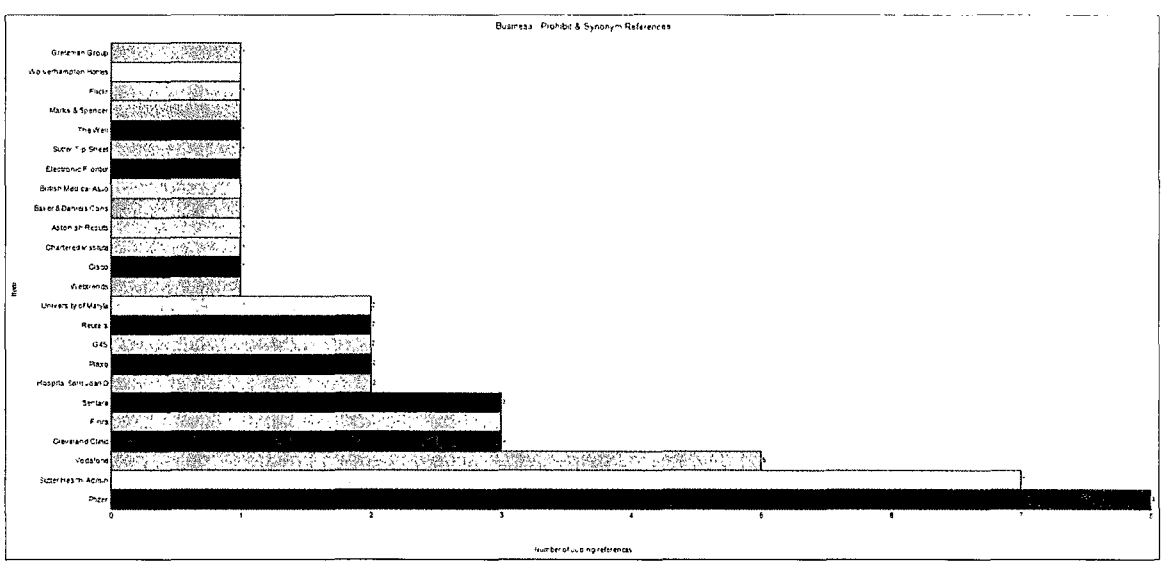

Business Top 50 Law & Synonym References
Vodafone
Pfizer
Number of coding references


Academia Law & Synonym References
Center for Technology
Number of words coded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Pfizer
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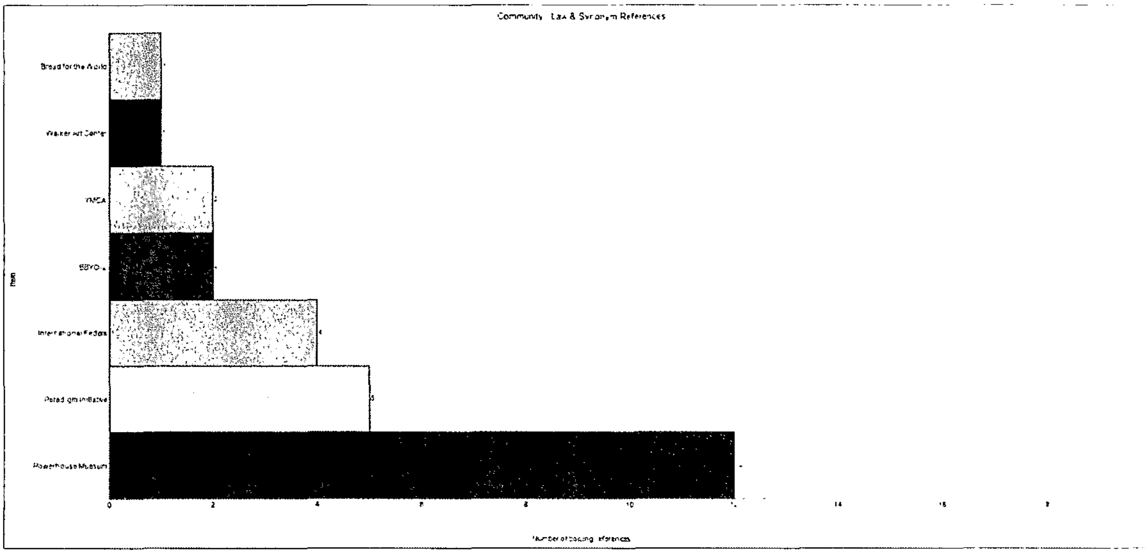
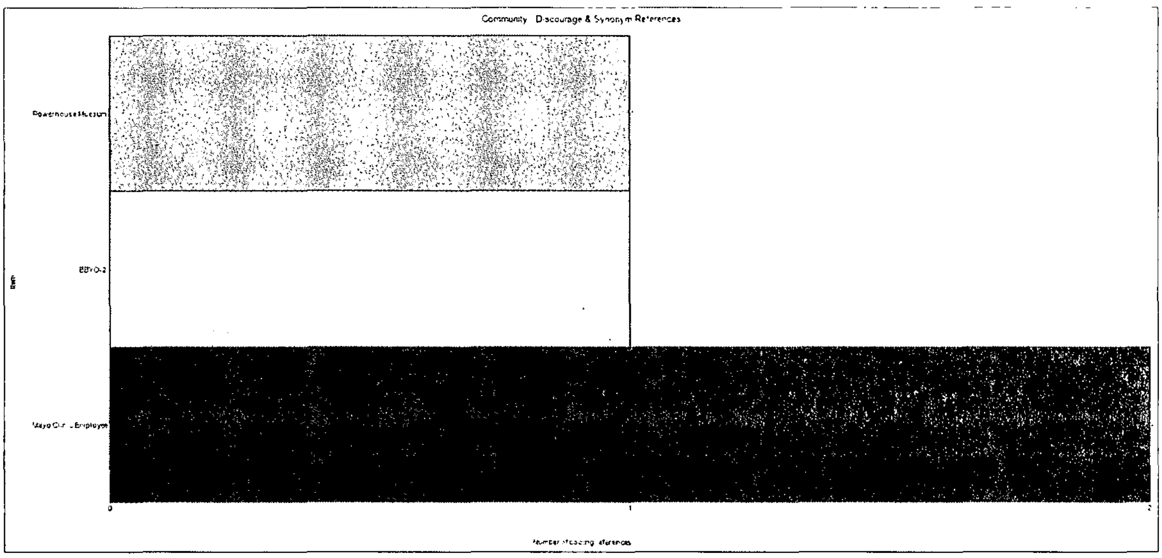
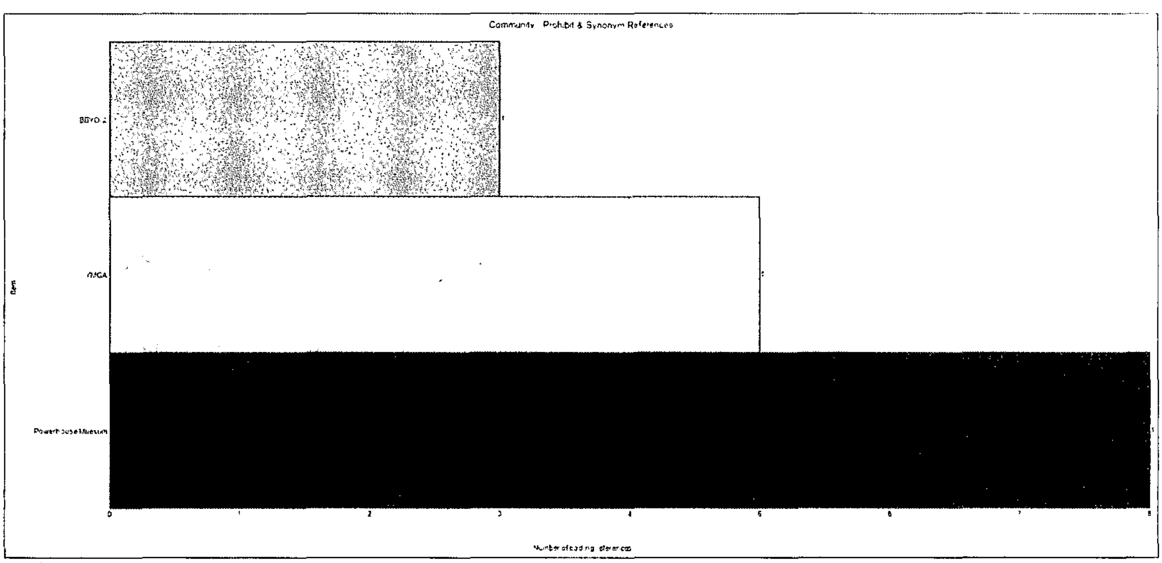
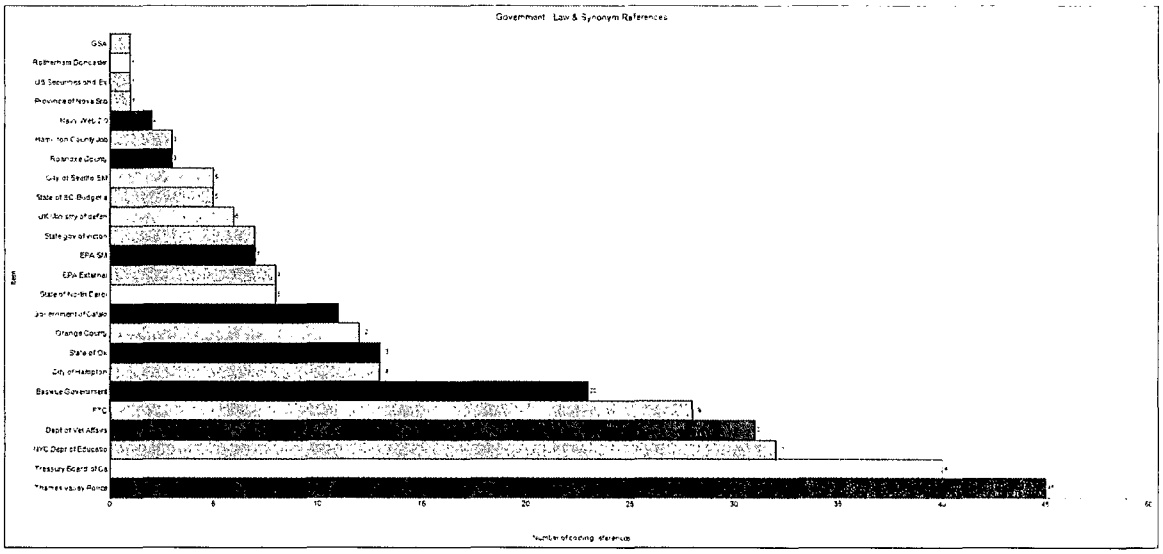

Community Law & Synonym References
Bread for the World
Walker Art Center
YMCA
Powerhouse Museum


Community Discourage & Synonym References
Powerhouse Museum
BBYO-2


Community Prohibit & Synonym References
BBYO-2
YMCA
Powerhouse Museum


Government Law & Synonym References
GSA
Retirement Comparator
US Securities and Ex
Province of Nova Sco
Navy Web 2.0
Hamilton County Job
Robinson County
City of Seattle SM
State of BC Budget a
UK Ministry of defen
State gov ernment
EPA SM
EPA External
State of North Caro
Government of Calga
Orange County
State of Ok
City of Hampton
Bermuda Government
PPC
Dept of Vet Affairs
NYC Dept of Educatio
Treasury Board of Ca
Thames Valley Police
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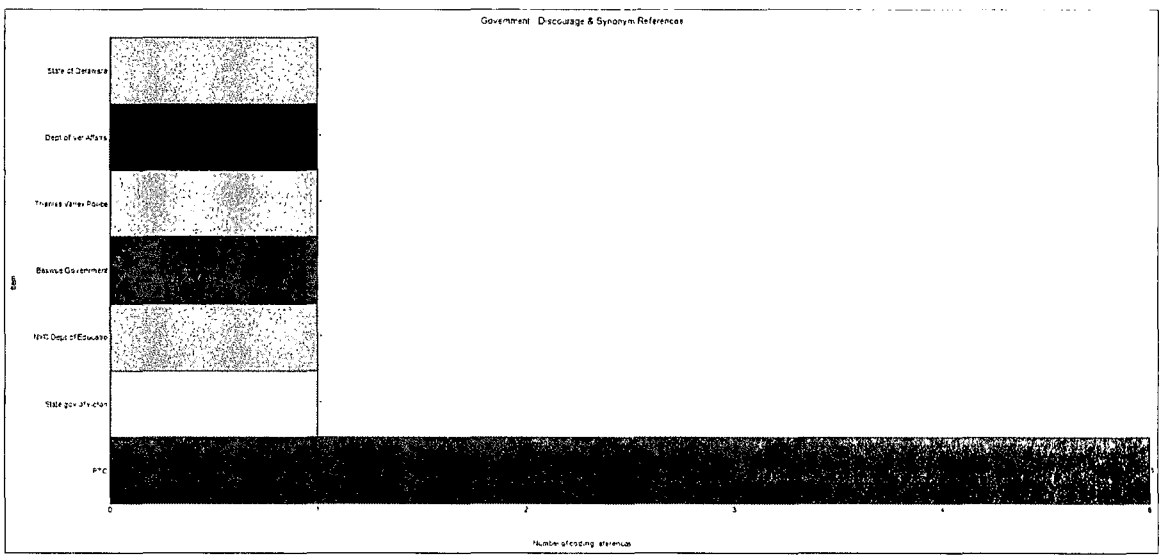
Government Discourage & Synonym References
State of Delaware
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NYC Dept of Educatio
State gov ernment
PPC
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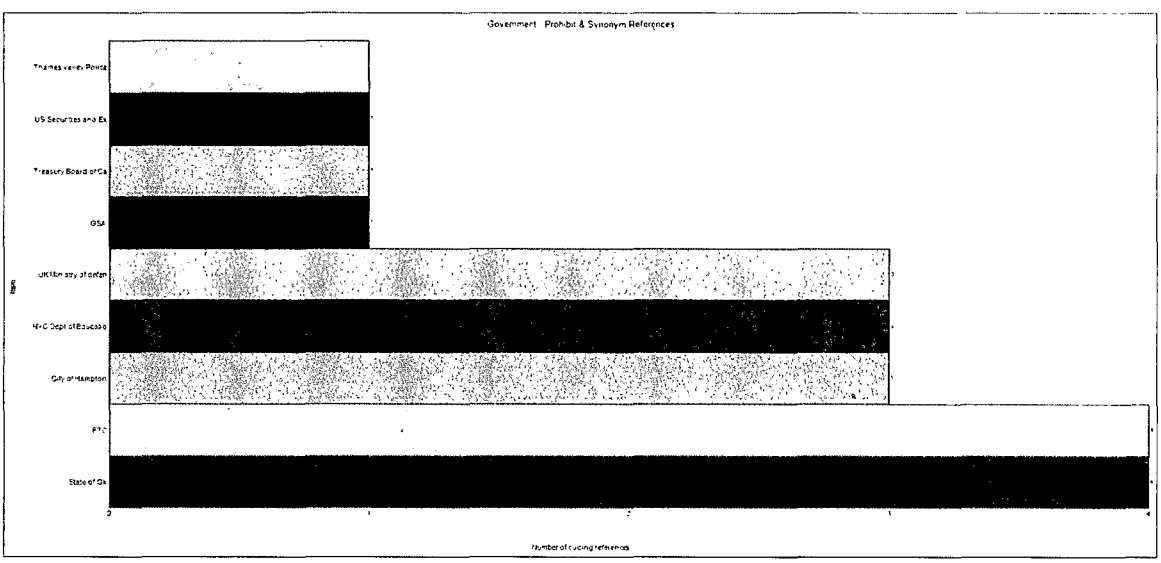
Government Prohibit & Synonym References
Thames Valley Police
US Securities and Ex
Treasury Board of Ca
GSA
UK Ministry of defen
NYC Dept of Educatio
City of Hampton
PPC
State of Ok
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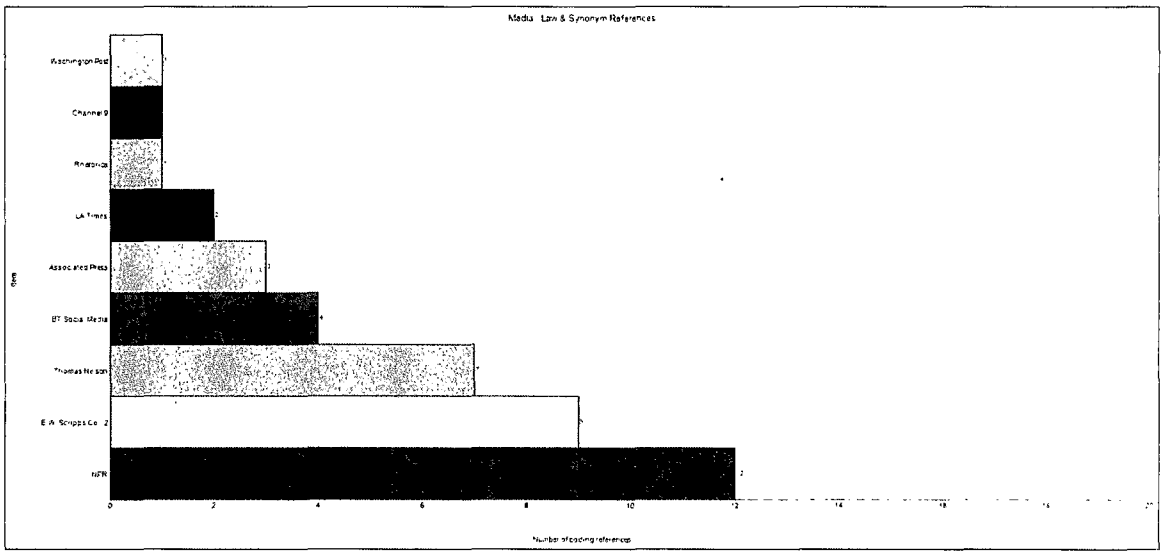
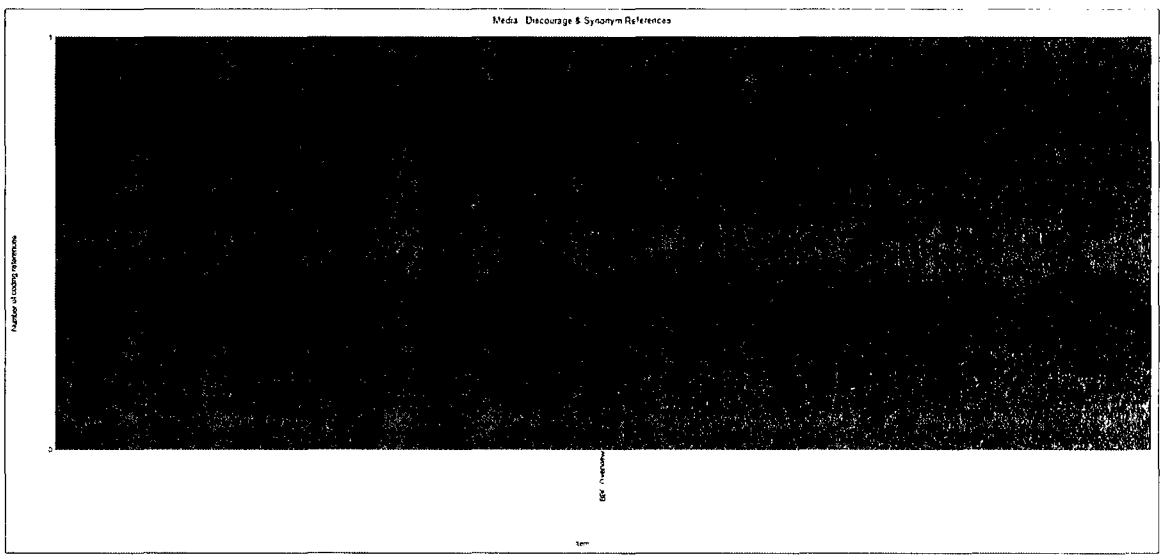
Number of coding references


Media Law & Synonym References
Washington Post
Channel 9
Reuters
LA Times
Associated Press
BT Social Media
Thomas Nelson
E.W. Scripps Co
NPR
Item
Number of coding references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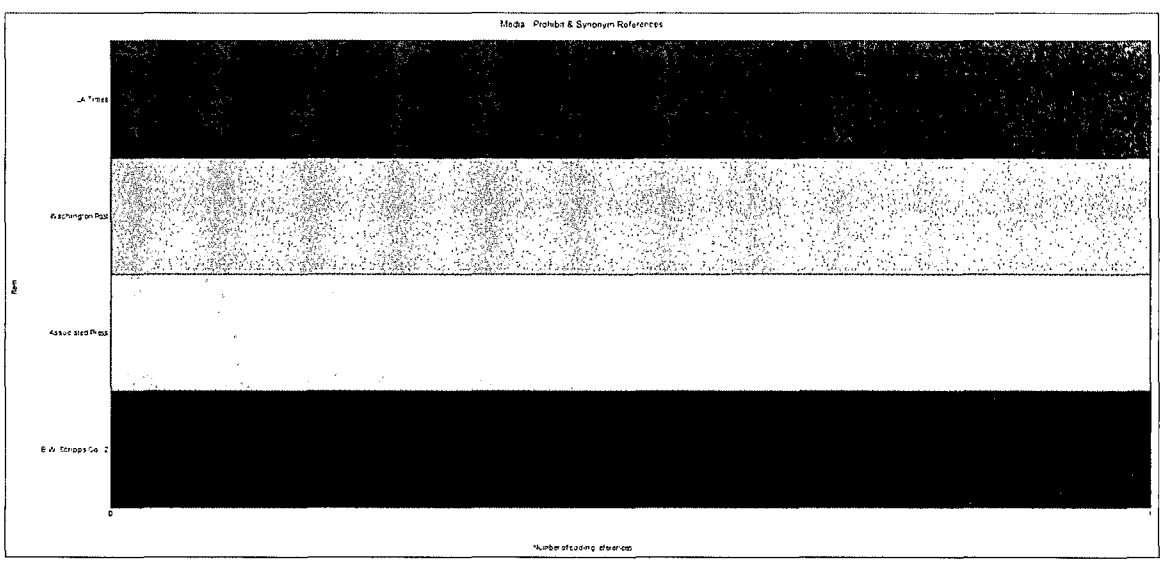
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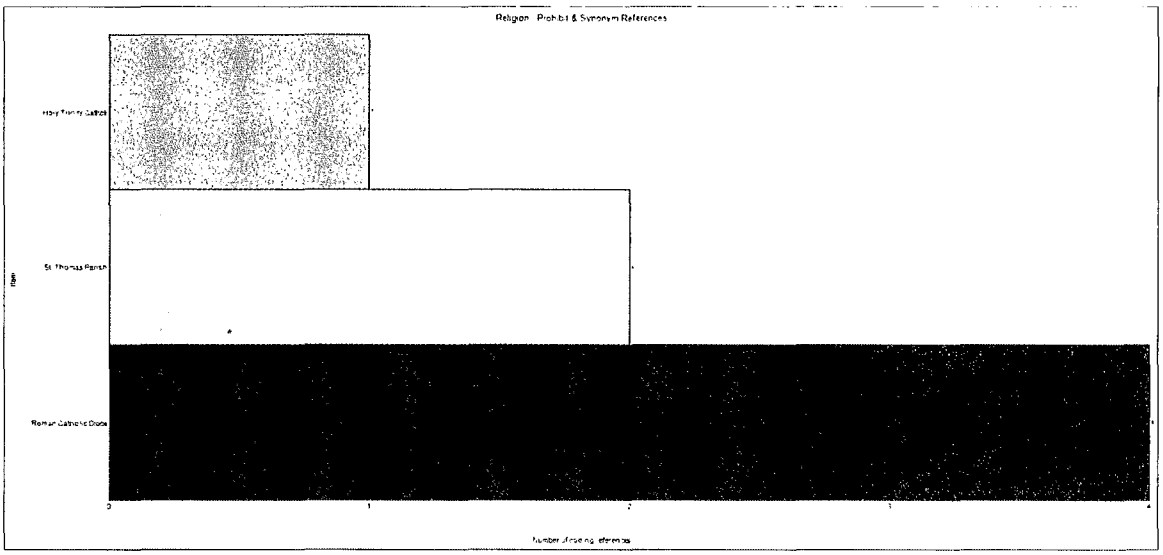
Washington Post
Associated Press
E.W. Scripps Co
Item
Number of coding references


Religion Prohibit & Synonym References
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St. Thomas Parish
Roman Catholic Diocese
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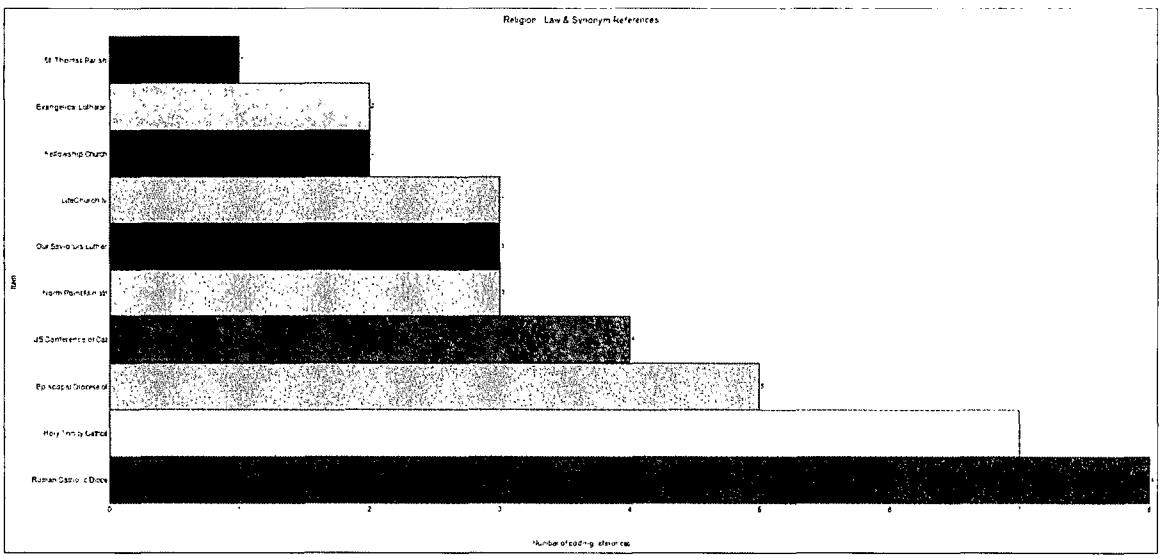
Religion Law & Synonym References
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St. Thomas Parish
Roman Catholic Diocese
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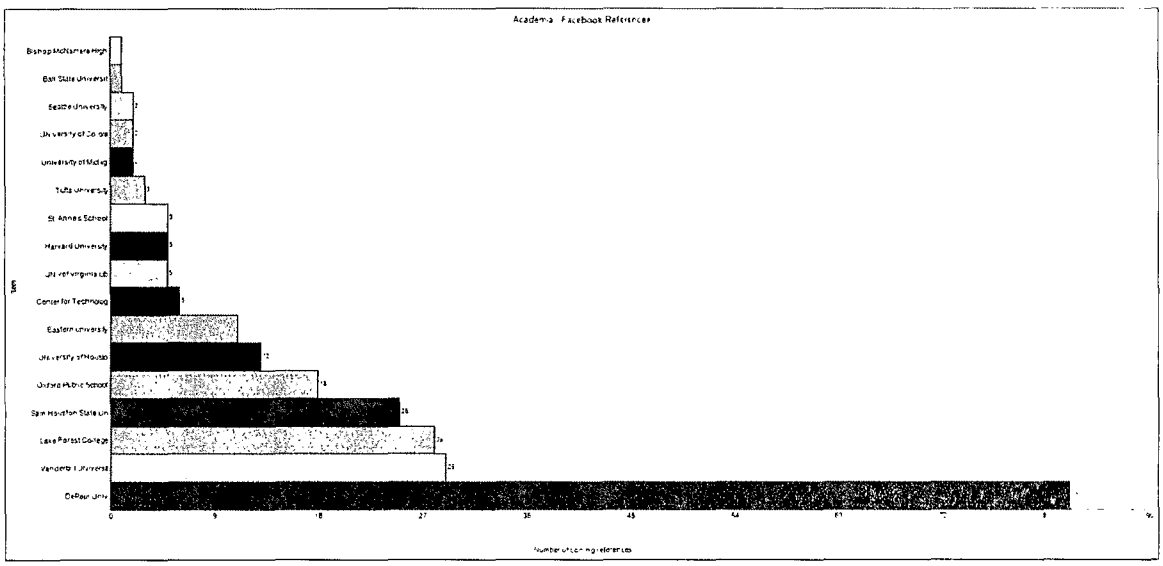
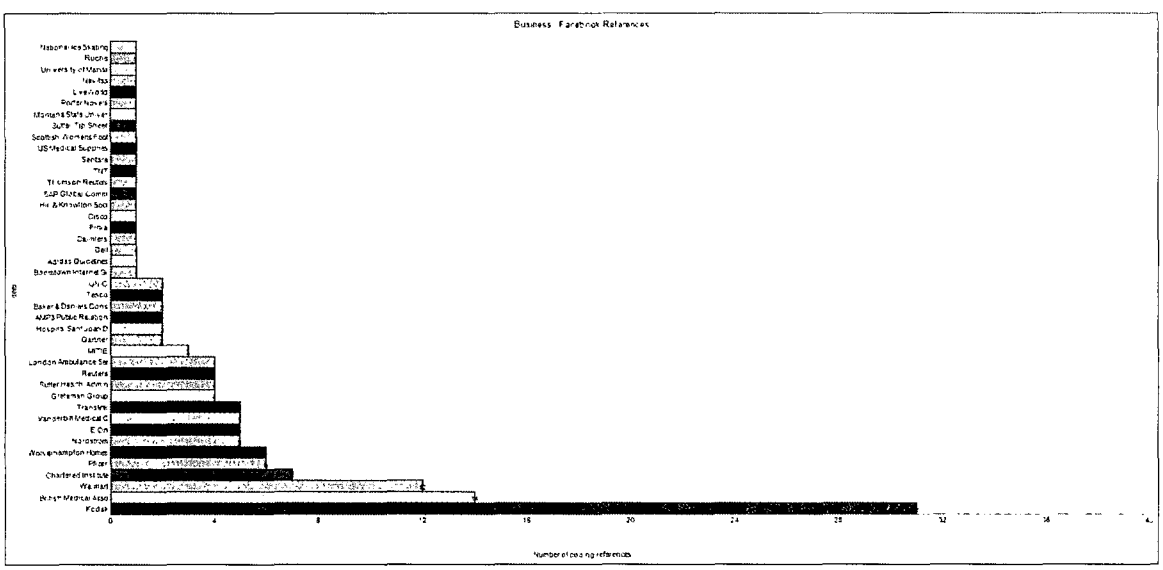
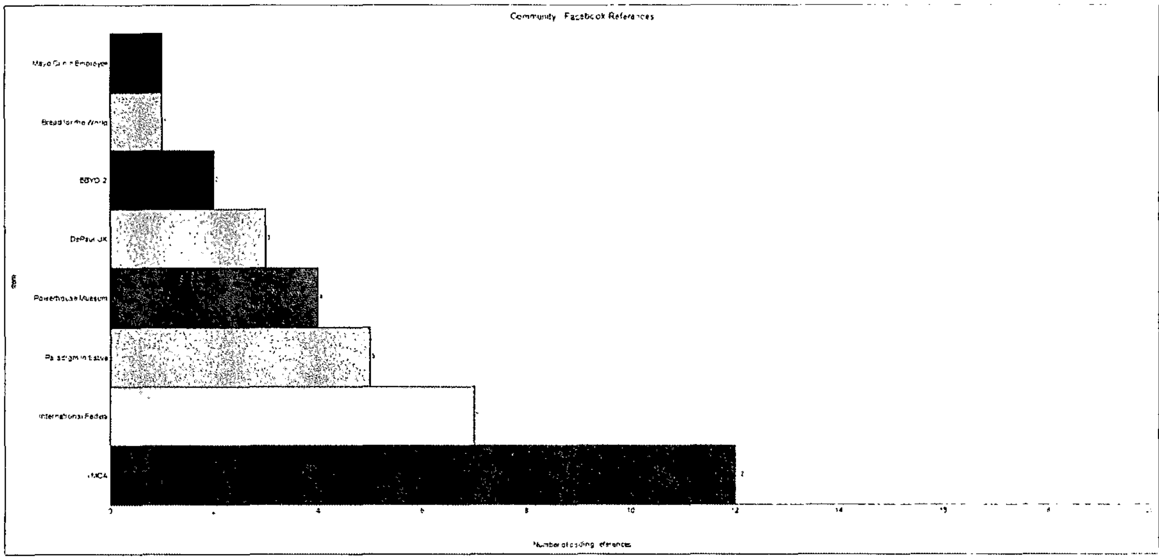
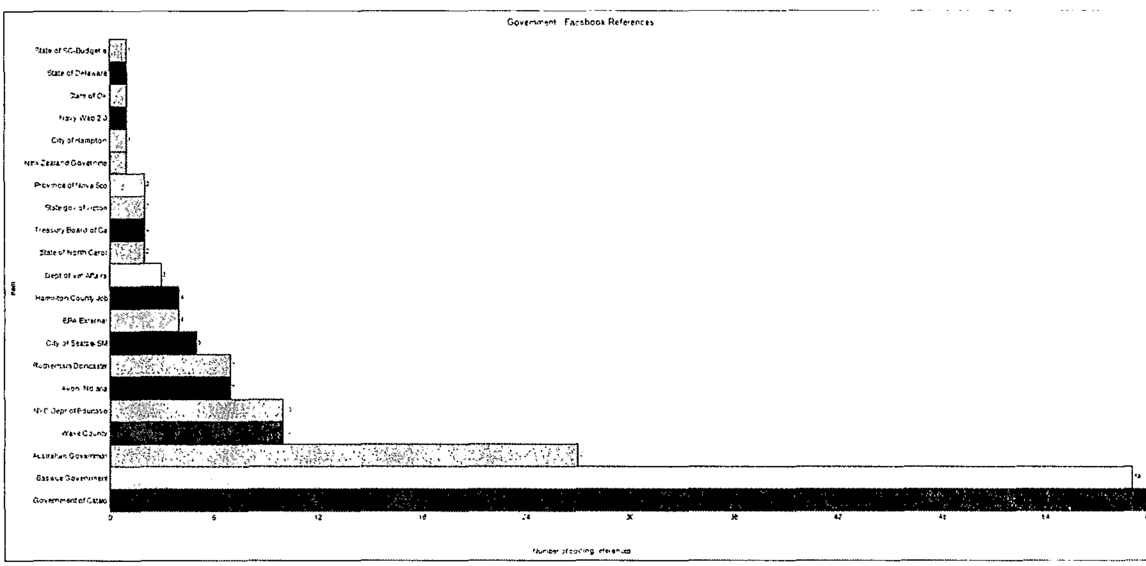
APPENDIX D

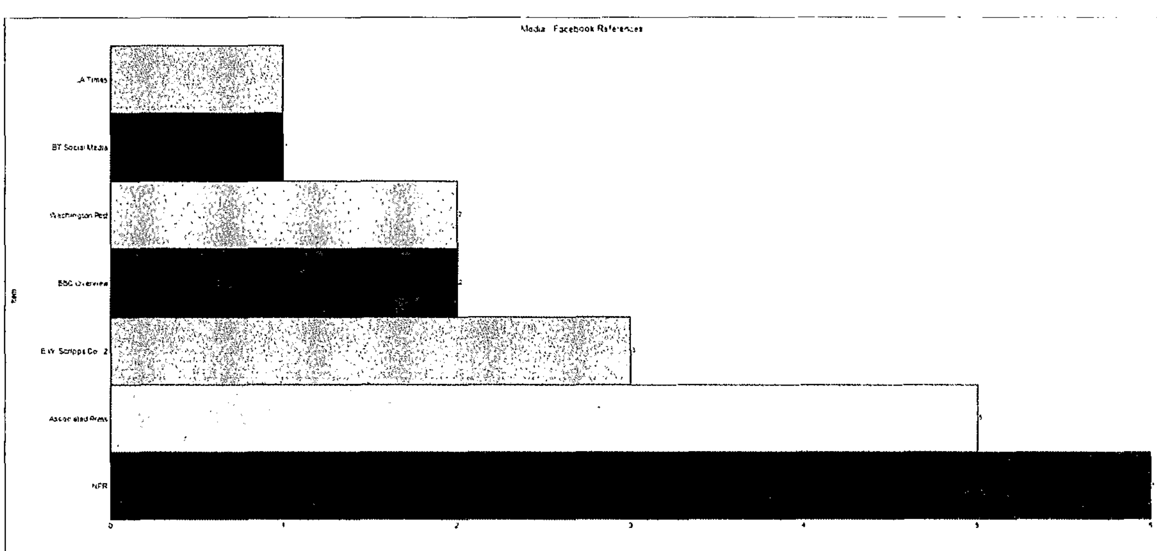
"FACEBOOK" REFERENCE RESULTS GRAPHS

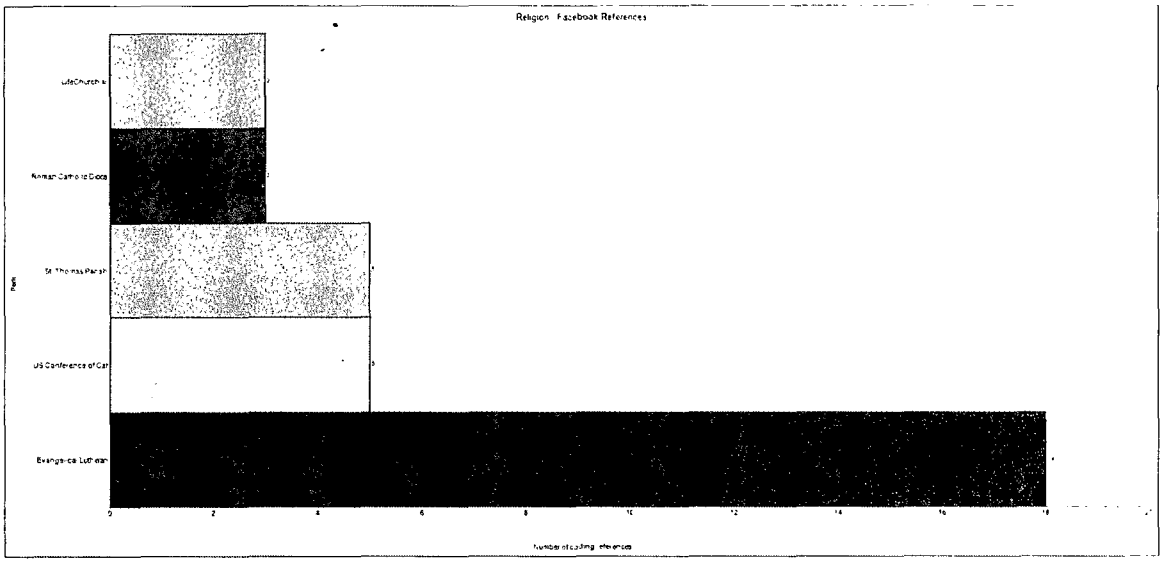





Community Facebook References
Mayo Clinic Employee
Bread for the World
BBYO 2
DePaul UK
Powerhouse Museum
International Federa
Number of coding references


Government Facebook References
State of SC-Budget a
State of Delaware
City of Hampton
New Zealand Governme
Province of Nova Sco
Treasury Board of Ca
State of North Carol
Hamilton County Job
EPA External
Wake County
Basque Government
Number of coding references


Media Facebook References
LA Times
BT Social Media
Washington Post
BBC Overview
E.W. Scripps Co 2
Associated Press
NPR
Number of coding references


Religion Facebook References
LifeChurch.tv
Roman Catholic Diocese
St Thomas Parish
US Conference of Cat
Evangelical Lutheran
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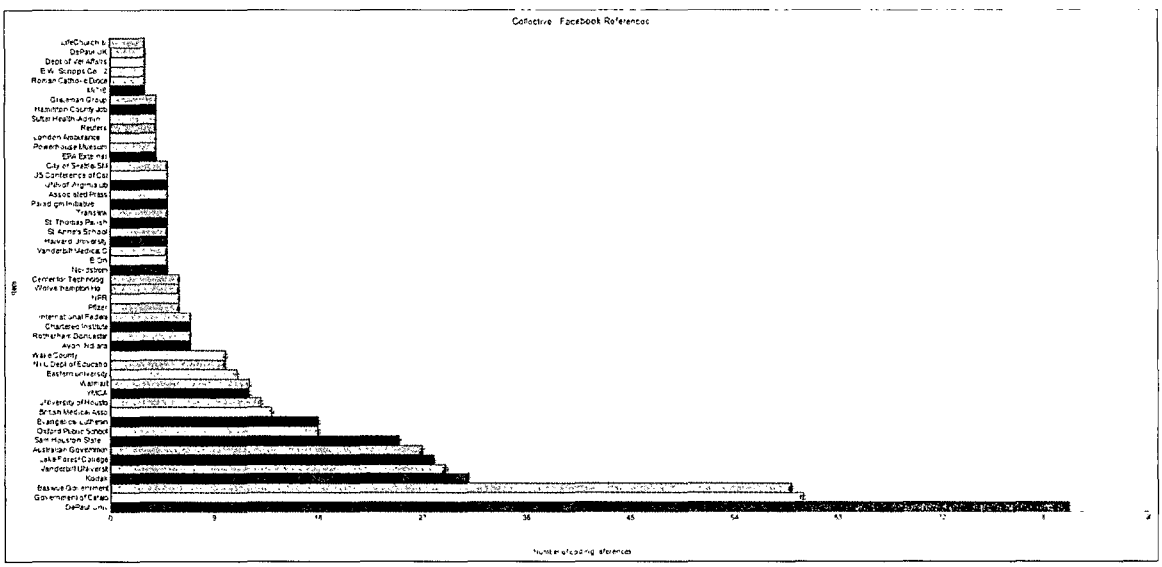
Collective Facebook References
LifeChurch.tv
DePaul UK
Dept of Veterans Affairs
E.W. Scripps Co.
Roman Catholic Diocese
Glaxoman Group
Hamilton County Job
Sutter Health Admin
Reuters
London Assurance
Powerhouse Museum
EPA Estimat
City of Seattle Stat
US Conference of Cat
Univ of Virginia Lib
Associated Press
Transitne
St Thomas Parish
St Annes School
Harvard University
Vanderbilt Medical C
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Wolverhampton
NRR
Pfizer
International Paper
Chartered Institute
Rotherham Doncaster
Avon Indiana
Wake County
N.H. Dept of Educatio
Eastern university
Warn ait
YMCA
University of Houste
British Medical Asso
Evangelical Lutheran
Oxford Public School
Sam Houston State
Australian Governmen
Lake Forest College
Vanderbilt Universit
Kodak
Bastrop Government
Government of Canad
DePaul Univ
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VITA

Jessica LaRae Bedenbaugh
Department of Communication and Theatre Arts
3000 Batten Arts and Letters Building, Norfolk, VA, 23529

EDUCATION

MA., Lifespan and Digital Communication, Old Dominion University 2013
Program Advisor: Professor Thomas Socha
Thesis Director: Professor Tim Anderson

BS., Communication, Old Dominion University, Norfolk, Virginia 2011
Communication Departmental Honors
Cluster Focus: Ethics in Administration
Advisor: Professor Carla Harrell

UNPUBLISHED PAPERS

Bedenbaugh, J. (April 2011). Communication Accommodation Theory and Intercultural Interaction. [Comm 500-Intercultural Communication, Old Dominion University]

Bedenbaugh, J. (April, 2011). Exit Wounds: PTSD and Women. [Comm 595-Ethics & Crisis Communication, Old Dominion University]

Bedenbaugh, J. (May, 2009). Inherent Struggle Between Beauty And Race: Examination Through *A Color Purple.* [Wmst 495-Beauty & Performance]

Bedenbaugh, J. (March, 2009). Public Relations and the Integration of Ethics. [Hist 104-Honors: Europe in a World Setting]

EDUCATIONAL EXPERIENCE

Peer Tutor/Proctor 2010
Introduction to Human Communication, Old Dominion University (Fall Semester)
Assisted as student proctor during exams; tutored students in core concepts of course and fielded general course questions.
Faculty Supervisor: Professor Carla Harrell