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An Analysis of Ten National Non-Profit Organizations' Social Media Sites
and Their Use as a Dialogic Communication Tool for Volunteer
Recruitment

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It is with bittersweet emotion that I write these acknowledgements, for they represent the end of a journey which for me began in the fall of 2010 when my first born child, Layney, was just one. I believe that becoming a mother did not signify the end of living my dreams to build my children's, but built in me an even greater need to succeed and dream big, so I could be a strong female role model for them. My Master of Arts in Communication degree to me represents that women can have it all: family and friends, education, and career.

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ABSTRACT

This study examined the use of Facebook™ by non-profit organizations in order to determine whether or not these organizations are using social media as a dialogic communication tool. The research provides an analysis of ten national non-profit organizations Facebook sites from the Top 100 NonProfits list. Kent and Taylor's (2002) dialogic principles were used to code for dialogic communication markers on each Facebook page. The five dialogic principles coded for include: Usefulness of Information, Ease of Interface, Generation of Return Visits, Conservation of Visitors, and Dialogic Feedback Loop. This study analyzed these social media sites to provide insight into how effectively non-profit organizations are using dialogic communication to reach stakeholders such as volunteers and whether or not this research could help implement more effective social media tactics in volunteer recruitment.

An Analysis of Ten National Non-Profit Organizations' Social Media Sites and Their Use as a Dialogic Communication Tool for Volunteer Recruitment

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

—Margaret Mead

Across the nation volunteers are coming together to collaborate, engage others, meet community needs, and in a sense change the world. In order for these volunteers to do this important work non-profit organizations and volunteer managers must provide crucial infrastructure. While the work of volunteer management, service, and non-profit organizations has many positive attributes, it is not without challenges. As noted in the epitaph, Mead observed that to change the world it cannot be done by a single individual, but a small group who are committed have the potential to change the world. So where do volunteer managers find these people and what tools can they employ to communicate with them?

Volunteer managers at non-profit organizations search every day for new and innovative ways to recruit and communicate with volunteers and engage stakeholders with limited staff and tight budgets. Non-profit organizations devote a much smaller amount of their budget to marketing and public relations than for-profit businesses do. For example, Loken (2013) found nonprofits typically spend only two to three percent of their operating budget on marketing. The reality is that non-profit organizations depend on grants and private donations to fund their programs and these sources generally place restrictions on the amount that can be spent on marketing. Additionally, these organizations often have fewer paid positions and

perhaps no one with a background or education in marketing or public relations. Given these limitations, the question becomes clearer, how do non-profit organizations market their volunteer opportunities and communicate their mission to this target audience?

Today, the value of on-line connections is well recognized—especially with the possibilities that contemporary social media holds for engaging and recruiting volunteers. New web platforms make dialogue possible that can encourage involvement and, through two-way communication, provide the means to tailor this involvement in ways that would have been unheard of even a decade ago. For example, in less than a decade Facebook™ has revolutionized free media and how businesses interact with publics both internally and externally. It stands in stark contrast to static web-pages of the past that were merely used for viewing passive content or providing hyperlinks to other content. In 2012, the Huffington Post reported that nine out of ten non-profits have a Facebook page. More research is needed to examine how Facebook pages and other forms of social media are being utilized by non-profit organizations since some Facebook pages still tend to function mostly as a channel for one-way information, like a digital Yellow Page advertisement, while others provide a rich opportunity for true dialogical (two-way communication) engagement between the business and its clients.

Does this potential for dialogue hold promise for the future of volunteer recruitment? A compelling consideration may be to analyze why dialogue matters when trying to communicate with stakeholders through social media. Will engaging potential volunteers in a dialogue help volunteer managers determine what is needed to recruit them, what their needs are, and how to find the best volunteer position for them?

This study analyzed and compared the social media sites of ten national non-profit organizations of varying sizes that make extensive use of volunteers to serve their mission to determine the degree to which actual dialogic communication is occurring through their use of this social medium. A second concern was to identify productive social media interaction employed by these organizations in their efforts increase the success of volunteer recruitment campaigns. While research exists on non-profit use of websites there is less available research on the use of social media by non-profit organizations that wish to communicate and engage in dialogue with stakeholders, such as volunteers. This study aims to fill part of the gap in this research.

Statement of the Problem

Social media and social networking sites have created nearly limitless opportunities for people to connect and communicate. Beginning with CompuServe,TM Friendster,TM and LinkedIn,TM social networking sites have revolutionized the ability to interact online through dialogue and two-way communication (Grunig 1984, 1989, 1992, 2001) in stark contrast to previous static content websites. They have also provided a new way for non-profit organizations to connect with their stakeholders—especially its volunteers.

In many non-profit organizations volunteers play a crucial role in helping to achieve their mission. For non-profits, with limited staff, the use of volunteers is often ingrained in their culture. Many non-profit organizations face the barrier of limited funding for marketing and communication, but because social media is free it may offer one solution to overcoming this. Non-profit organizations must consider current criticism about social media as well, although there are many positive attributes there may be potential issues such as reliability of

information, ownership of media content, and privacy concerns. For example, volunteer programs which have depended on word-of-mouth need to be clear on how to best manage electronic word-of-mouth influence (Kietzman and Canhoto 2013). They need to ask whether the pros outweigh the cons for non-profit organizations when it comes to use of social media to engage in dialogue with potential volunteers? And in the future they will need to ask whether there will be an expectation that non-profit organizations must have a Facebook page? Or does this expectation already exist? As non-profit organizations develop social media pages, it may be just as vital to create social media policies.

While social networking sites have exploded in popularity in the last decade, organizational-level research on social media has not grown rapidly (Lovejoy & Saxton 2012). On February 4, 2014 Facebook celebrated its ten year anniversary and currently has 1.23 billion users worldwide, 146.8 million users in the U.S. alone (Ross 2014). As more people become social media savvy, it appears there is an expectation that non-profit organizations will use this medium to reach their stakeholders. Lovejoy & Saxton propose that the advent of social media has opened up even greater possibilities for interpersonal and organizational communication. These newer social media applications present communication opportunities that differ dramatically from organizational websites.

This means engaging stakeholders in dialogue (Kent & Taylor 2002; Mc-Allister-Spooner 2009), in two way symmetrical communication (Grunig 2001), or by way of electronic word of mouth (Kietzmann and Canhoto 2013) may be crucial for non-profit organizations. Oral word of mouth has long been one of the best methods of recruiting volunteers and sharing information for non-profit organizations. Social media merely offers an opportunity to do this electronically.

If they are using social networking sites to simply post information for their stakeholders and not involving them in a dialogue are they using this tool to its fullest potential? Social media may offer not only an opportunity to communicate with stakeholders such as volunteers, but an opportunity to engage volunteers in helping to shape their volunteer experience. Many volunteer managers know that recruiting high numbers of volunteers does not necessarily fulfill the need if they are not the right type of volunteers. Volunteers must be engaged, have the right skill-base, and the right availability. All information needed about volunteers may be able to be obtained through dialogue on social networking sites.

By analyzing the Facebook pages of ten national non-profit organizations of varying sizes this study aimed to identify dialogic communication theory principles (Kent & Taylor 2002; McAllister-Spooner 2009) within their pages in order to measure this medium's effectiveness as a dialogic communication tool for volunteer recruitment. Is social media the future for non-profits to increase their dialogic communication with stakeholders such as volunteers and more successfully recruit volunteers with the right skills, availability, and desire? And which, if any, of the dialogic communication principles are most useful to increasing volunteer recruitment success on social media sites? Although not the primary focus; this study also briefly identify some of the pros and cons of non-profit organizations social media use and the careful considerations required before engaging in dialogic communication with stakeholders.

Relevant Research

Buber (1970) is considered the father of the modern concept of dialogue. Buber believed dialogue requires the consideration of the value of the other person being communicated with, the values reciprocity and mutuality, all of which is often framed as

valuing true “I and Thou” communication practices. The idea of reciprocity in dialogue is an important beginning step and would inform the work of many other theorists in the field of communication. This concept of reciprocity can still be valued today in the examination of dialogue on social networking sites.

Building upon the foundational work of Buber, Grunig (1984, 2001) developed four models of public relations as part of his Excellence Theory. The Excellence Theory resulted from a study on best practices in public relations funded by the International Association of Business Communications (IABC). Grunig’s Excellence theory was important work because it provided a framework for other theorists in public relations and communication at a time when few other theories existed. Grunig’s four models of public relations included press agency, public information model, one-way asymmetrical, and two way symmetrical communication. He proposed the most successful way to communicate with stakeholders was in a fashion that allowed organizations to gather feedback from their stakeholders and make adjustments. This was the model he termed two-way symmetrical communication. He suggests two-way symmetrical communication is the preferred mode of communication because it promotes understanding between an organization and its stakeholders and also encourages dialogue.

There has been some opposition and criticism of Grunig’s work, but it remains one of the most well-known and respected theories of communicating with publics in the field of public relations, not the least because its principles relate so readily to digital environments.

In 1998, Kent & Taylor specifically examined how dialogic relationships can be hosted on the internet. Kent and Taylor divide dialogic communication into five principles which include:

1. Useful Information
2. Ease of Interface
3. Conservation of Visitors
4. Generation of Return Visits
5. Dialogic Feedback Loop

Their work has since been used to examine whether websites are engaging their audiences in dialogic communication or dialogue. They laid the groundwork for what is now counted as dialogue for internet generated discourse.

The challenge is their initial work was conducted when organizational websites were just beginning to be used as communicative tools and before social networking sites were widely used by the general public. This work was important because the Internet revolutionized how people communicate with one another from the very first chat-rooms and AOLTM e-mail addresses to modern-day social networking sites. These online communication channels have given people an ability to communicate across a global world in mere seconds. The World Wide Web changed the meaning of being social.

Building upon the work of Kent and Taylor; McAllister-Spooner (2008) more recently conducted a usability study of New Jersey's 19 community college Web sites to determine user perceptions of dialogic public relation tactics. McAllister-Spooner also conducted a ten-year reflective study examining dialogic Internet principles (2009). She proposed in her work that the dialogic capabilities of the Internet had not been fully realized and makes recommendations for the next decade. The theory-driven framework provided by Kent & Taylor (1998 & 2002) and McAllister-Spooner (2008 & 2009) will inform this study. Five years after McAllister-Spooner's

ten-year reflective study are we any closer to understanding the dialogic potential of social media?

To determine how social media sites might be used as a tool for communicating with stakeholders and for volunteer recruitment more theory-driven research is needed. The research must be three-fold. First it must be determined if non-profit organizations are using social networking sites to engage in dialogue or as a dialogic communication tool (Kent & Taylor 2002; Mc-Allister-Spooner 2009). Second, based on that research, can this medium be used as a successful tool for volunteer recruitment? Finally, which of the five dialogic communication principles are most useful?

Approach of this Study

In this study, I analyze and compare the social media sites of ten national non-profit organizations of varying sizes that make extensive use of volunteers in their mission because I want to find out if these organizations are employing this medium as a dialogic versus monologic communication tool (Kent & Taylor 2002; McAllister-Spooner 2009). The immediate interest is-to determine if dialogic and two way symmetrical communication (Grunig 1984, 2001) on social media sites can increase volunteer recruitment. The larger purpose is to apply what is discovered in a way that non-profit organizations can implement more effective social media tactics in volunteer recruitment campaigns.

This analysis seeks to explain the effectiveness of social media in volunteer recruitment and help non-profit organizations to decide if social media is a useful tool they should be employing. The results will help to determine which, if any, of the five principles of dialogic

communication theory (Kent & Taylor 2002; McAllister-Spooner 2009) are most useful to non-profit organizations that need to recruit volunteers.

In a project designed to analyze whether nonprofits are using social media to its fullest potential in their efforts to engage volunteer stakeholders it is important to examine whether or not these organizations are regularly updating their Facebook pages with new information, pictures, and engaging status updates. Are these organizations responding to likes and comments from their stakeholders? Are they using social media to engage in dialogue with stakeholders such as volunteers? And does engaging in dialogue on social media help with volunteer recruitment? An organization must consider the usefulness of a Facebook page that is seldom updated. Simply having a Facebook page does not guarantee stakeholders are viewing it or receiving the communication they need from an organization.

Literature on dialogic communication theory, social media, volunteer recruitment in non-profit organizations will be surveyed in the next division of this study. This is followed by a proposal for the methodology, the findings, and my conclusions. In the conclusions of this study recommendations will be made to non-profit organizations regarding how to employ dialogic communication practices in their effort to recruit volunteers through social media. It will offer recommendations regarding which of Kent and Taylor's principles appear to be most useful in increasing the success of social media as a volunteer recruitment and communication tool for non-profit organizations.

LITERATURE REVIEW

Dialogue—the exchange of words, ideas, and concepts between two or more people—has been studied for thousands of years and by many theorists. The concept of dialogue pervades many disciplines such as philosophy, communication, public relations, and psychology. Early foundational work on dialogue came from Plato, Buber, and Grunig (Kent, Taylor, & McAllister-Spooner, 2008, Buber, 1970, Grunig 1984, 1989, 1992, and 2001).

Grunig (1984, 1989, 1992, and 2001) conceptualizes four models of public relations as part of his Excellence Theory. The press agency and public information models both operate as one-way communication with publics. A third model, two way asymmetrical communication, recognizes the role of feedback but was still balanced in favor of the organization's directives. Grunig's primary contribution is to distinguishing this from a two-way symmetrical model of public relations that seeks mutual understanding between the organization and the target audience. This model has been deemed more socially responsible (Anderson, Amodeo, Williams, & Stanhope 2013; Grunig 1984, 1989, 1992, 2001).

Grunig's model focuses the energy of organizations on gathering feedback from stakeholders and to make adjustments accordingly. He maintains that two-way symmetrical communication promotes understanding between an organization and its stakeholders and simultaneously encourages dialogue. It still remains one of the most well-known and respected theories in the field of public relations.

Expanding on Grunig's initial theory of public relations and dialogue Kent, Taylor, and McAllister-Spooner (1998, 2002, 2008, 2009) examine dialogic relationships on the Internet. Rybalko and Seltzer (2010) specifically review TwitterTM and Waters, Burnett, Lamm, and Lucas

(2009) look at engaging stakeholders through Facebook. Goble (2012) believes the true precursor for social networking was America Online (AOL). The Internet has given people an ability to communicate across a global world in mere seconds. It has revolutionized how people communicate with one another. Beginning with CompuServe in the 1970's to Facebook™ in 2004 this technology changed the way social dialogue happens. It is no longer limited to face-to-face and telephone conversations. Kietzman & Canhoto (2013) and Lovejoy & Saxton (2012) discuss a wide spectrum of dialogic options and an opportunity for electronic word of mouth that the Internet provides. People are now able to blog, tweet, pin, and like things in a virtual environment with limitless dialogic potential.

To better understand dialogic relationships Kent & Taylor (1998, 2002) and McAllister-Spooner (2009, p. 320) propose five tenets within the concept of dialogue:

1. Mutuality- or the recognition of organization-public relationships
2. Propinquity- or the temporality and spontaneity of interactions with publics
3. Empathy- or the supportiveness and confirmation of public goals and interests
4. Risk- or the willingness to interact with individuals and publics on their own terms
5. Commitment- or the extent to which an organizations gives itself over to dialogue

Kent & Taylor also offer five principles for successful dialogic public relations on the Internet. These five principles offer a framework for others who have studied dialogic communication and dialogic relationships on the Internet. These principles are summarized by McAllister-Spooner and Kent (2009) in the following manner:

1. The dialogic feedback loop helps people to communicate with organizations and aids in building mutually beneficial relationships. Ideally, dialogic contact with stakeholders is conducted by trained professionals rather than interns of Web site managers who have limited formal communication training.
2. Usefulness of information. Organizations are encouraged to respond to stakeholder questions and concerns and provide an assortment of information to Web site visitors as a means of building relational trust and commitment. The second principle also suggests that organizations provide useful information of general value to all publics and organize Web content so that it is easy to use. Relationships with publics are cultivated not only to serve the public relations goals of an organization, but so that the interests, values, and concerns of publics are also addressed. The goal is to build mutually beneficial relationships and not to trick or exploit individuals and publics just to get what the organization wants.
3. Generation of return visits. Seeks to create the foundation for long-lasting relationships through the generation of return visits and interaction (fundamental, interpersonal, relationship-building concepts).
Recommendations include offering online question-and answer sessions, having available online “experts” to answer questions for interested visitors, and offering up-to-date information on changing issues through special forums and commentaries. The goal is to maximize the quality of organization–public communication rather than trying to minimize contact with individuals and publics as many telephone and electronic customer service systems do.
4. Intuitiveness/ease of interface. Involves creating user-friendly, “convivial” interfaces. Although the Web is designed to be rich in content, Kent and Taylor argued that sites intended to provide information should do it as quickly and efficiently as possible. The authors maintained, “sites should be dynamic enough to encourage all potential publics to explore them,

information rich enough to meet the needs of very diverse publics, and interactive enough to allow users to pursue further informational issues and dialogic relationships.”

5. The rule of conservation of visitors. Suggests that Web sites should contain features that make them attractive for repeat visits such as updated information, changing issues, special forums, new commentaries, online question-and-answer sessions, and online experts to answer questions for interested visitors. Conservation of visitors was developed out of respect for the time, informational needs, and interests of valued stakeholders. The rule maintains that organizational Web sites should include only essential links to other related sites and focus messages and site content on issues of interest to key publics (p.224-225).

McAllister-Spooner & Kent (2009) employ Kent & Taylor’s (1998, 2002) framework to examine ten years of dialogic internet principles and concluded at that time Websites were not being fully utilized for their relationship-building ability and ability to engage stakeholders in dialogue. Ingenhoff & Koelling (2009); Kang and Norton (2004); and Seltzer and Mitrook (2007) examine web-sites and weblogs as tools for relationship-building by non-profit organizations. McAllister-Spooner (2009) states, “the dialogic promise of the Web has not yet been realized” (p.321). McAllister-Spooner’s work offers an important analysis of the dialogic relationships on the Internet through 2009, however; this work still represented these principles prior to the wide-spread use of social networking sites, such as Facebook™, by organizations.

Lovejoy & Saxton (2012) examine non-profit organizations use of social media and recognize an important phenomena that the newer social media tools present opportunities for communication that are very different from organizational websites. Saxton & Guo (2011), Waters (2007), Waters, Burnett, Lamm, & Lucas (2009) offer insight into communication

opportunities on organizational websites. In an era where nine out of ten non-profit organizations have a Facebook page, it is crucial to understand the dialogic opportunities these sites offer (Huffington Post 2012). It is also important to examine whether non-profit organizations are using social media for its dialogic potential or as a static monologic communication tool. New forms of media have not entirely replaced traditional communication channels, but theorist such as Cameron & Webster (2005), Quan-Haase, Cothrel, & Wellman (2005), Lovejoy & Saxton (2012) Macias, Hilyard, & Freimuth (2009) examine the opportunity for a qualitative change in communication possibilities and polychromic communication which was not possible through e-mail or websites.

Although organizational-level research is limited, Bortree & Seltzer (2009), Waters, Burnett, Lamm, & Lucas (2009), Greenberg & MacAuly (2009), Nah & Saxton (2013) and Waters, Lovejoy & Saxton (2012) argue that this type of communication channel is being used for basic informational purposes and does not fully utilize opportunities for interactivity and dialogue with stakeholders and target audiences.

Non-Profit Volunteer Recruitment

Non-profit organizations have limitations surrounding their public relations and marketing campaigns. Loken (2013) found non-profit organizations typically spend only two to three percent of their operating budget on marketing. Non-profit organizations are not always able to devote money or staff time to marketing and thus researchers such as Bortree & Seltzer (2009), Greenberg & MacAulay (2009), Igenhoff & Koelling (2009), Kang & Norton (2004), Lovejoy & Saxton (2012), Nah & Saxton (2013), Seltzer & Mitrook (2007), and Waters, Burnett, Lamm, & Lucas (2009) examine the possibility that social media may provide a tool for

overcoming these communication limitations. Pfister and Soliz (2011) study non-profit use of social media from a cultural perspective and propose the beginning of a new virtual culture. Waters and Lo (2012) find that while websites in the Web 1.0 environment provided for mostly static content and monochromic communication, social networking sites such as Facebook can serve as a dialogic platform for relationship building. As non-profit organizations consider volunteers to be stakeholders, with whom they must communicate, relationship building and dialogue take on a new importance. Communicating with volunteers may be different than communicating with stakeholders.

Volunteers are an important stakeholder for non-profit organizations, because paid staff represent only a small portion of the required workforce needed to fulfill the missions of non-profit organizations. Volunteers are providing direct service, serving in administrative roles, helping with fundraising and much more. Wymer and Starnes (2001) and Wymer, Riecken, and Yavas (1996) assert without volunteers many non-profits could not provide their essential services and government agencies would be needed to step in and provide these services. Isbell, Pfister, and McDonald (2007) find it is crucial for volunteers to identify with an organization, as they are more likely to commit in the future and positively promote the organization. Volunteer program managers must consider the type of volunteers they are recruiting as well as there are episodic volunteers and more active, long-term volunteers. Steimel (2013) states it is important for volunteers to receive memorable messages from the organization which they volunteer. Providing memorable messages may be one more communication opportunity social media offers.

Wymer and Starnes (2001) propose two types of volunteer recruitment: direct and indirect. Direct volunteer recruitment activities are those efforts that individuals within nonprofit organizations use to attract prospective volunteers. These activities may include the use of mass communication such as advertisements, publicity, events, and public speaking or interpersonal communication such as person-to-person or word of mouth. Indirect volunteer recruitment includes efforts by other organizations to recruit volunteers for a specific target organization. In some communities indirect volunteer recruitment may happen in the form of a volunteer center which refers volunteers to non-profit organizations. Both direct and indirect volunteer recruitment can potentially happen on social networking sites, although the research available on this is limited. One way to reduce the need for recruitment is to retain volunteers. Both volunteer recruitment and retention require positive and on-going communication with volunteers. Hence, the importance of understanding social media as a vehicle for dialogic communication with volunteers.

Kent & Taylor (1998, 2002) and McAllister-Spooner (2008) provide productive means to examine whether or not non-profit organizations are engaging individuals like organizational volunteers in dialogic communication on social media pages. Literature on dialogic communication has been vast, but in the past focused primarily on website rather than on social media engagement. With social media available, non-profit organizations now have a much larger toolbox of media channels to disseminate their messages and communicate with stakeholders like volunteers.

METHODOLOGY

The purpose of this study is to analyze and compare the social media sites of ten national non-profit organizations of varying sizes that make extensive use of volunteers in their mission by coding for the existence or non-existence of five identifiable markers of Kent & Taylor's (2002) dialogic theory. These five markers or principles include:

1. Usefulness of Information
2. Ease of Interface
3. Conservation of Visitors
4. Generation of Return Visits
5. Dialogic Feedback Loop

The coding is being conducted to help determine if these artifacts exist on social media sites of non-profit organizations and if they rise to the level of dialogic markers which help build relationships with stakeholders such as volunteers. The study will help to determine which, if any, of the five dialogic principles can be used to improve volunteer recruitment efforts of non-profit organizations on social media sites.

Non-Profit Selection Process

The Facebook pages of ten national non-profit organizations of varying sizes will be analyzed for a period of two days for artifacts that contribute to the five principles of Kent and Taylor's (2002) dialogic theory. Due to the relative newness of non-profit social media use the *Non-Profit Times Top 100* (Hrywna, 2013) report will be used to select non-profit organizations that are more likely to have a social media site. Each year the *Non-Profit Times* publishes *The NPT Top 100*, the report contains a list of the top 100 non-educational non-profit organizations

based on revenue. The most recent version of this report was published in November 2013. See *Appendix A* for a copy of the list.

This study will analyze non-profits of varying size based on revenue, it will be divided by the following revenue categories and the top two in each category will be used. If the top two are not non-profits who use volunteers in their mission the next on the list will be used:

1. Over \$1 billion in total revenue
2. Over \$500 million in total revenue
3. Over \$250 million in total revenue
4. Over \$200 million in total revenue
5. Over \$100 million in total revenue

Based on this criteria the selected non-profits being analyzed are:

1. The Y
2. Goodwill Industries
3. The Nature Conservancy
4. American Cancer Society
5. New York Public Library
6. Metropolitan Museum of Art
7. New York Presbyterian Fund
8. Mental Health America
9. Humane Society of U.S.
10. American Kidney Fund

Because this is an environmental scan of public documents, the method employed here is unobtrusive collection of data from the Facebook pages of these organizations and from publically available information produced by these non-profit organizations.

Coding Instrument

The analysis will be conducted by examining the Facebook pages of the selected ten national non-profit organizations to determine if any of the five dialogic principles (Kent and Taylor, 2002) are present or absent. If the principle is partially present or unclear it will be coded as PICO (Tarrant, 2011). Tarrant developed PICO to provide a means to code the kinds of “disconnects” researchers often come to as they puzzle how to identify ambiguous elements of artifacts—when the either/or of present or absent is insufficient. Tarrant describes PICO as:

- Partial
- Inconsistent
- Confusing
- Out of Context; e.g. without linkage or context

If a principle is described as PICO an additional explanation or reasoning as to why it was deemed partial, or confusing, etc. is provided to further explain the information that was deemed to be present and why this partial coding was selected.

Table 1, adapted from Jensen (2013), provides the coding device to be employed in this study. It provides the coder with an ability to indicate the presence or absence of Kent and Taylor’s (2002) five dialogic principles, the social media markers related to each, and if determined to be PICO (Tarrant, 2011) the accompanying reasoning PICO was selected. Additional information on the anatomy of a Facebook page and where these markers can be located can be found in *Appendix B*.

Table 1: Coding for Dialogic Theory Markers

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes
Usefulness of Information	Page Statistics			
	About Section			
	Mission or Vision Statement			
	Description of Organization or History			
	Contact Information			
	How to Volunteer Information			
	Description of Volunteer Needs/Volunteer Positions			
	Volunteer Application electronic or printable pdf			
	Volunteer Policies or handbook			
	Milestones			
	Photo Albums			
	News Links or Press Releases			
	Volunteer Testimonials			
Ease of Interface	Profile Image			
	Cover Image			
	Link to website			
	Like box to like organization			

	Like option on individual posts			
Conservation of Visitors	Timeline			
	Pinned posts			
	Follow option			
	Recent Activity			
	Shares on Individual posts			
Generation of Return Visits	Regular Daily Posts			
	Events			
	Applications			
Dialogic Feedback Loop	Two-way Discussions			
	Messages			
	News Feed			
	Comments			
	More than 10 posts by others			
	Recommendations by current volunteers			

Framework of Analysis

In the section to follow an analysis will be provided which discusses the basic information captured relevant to the study of non-profit organizations' Facebook usage. It will discuss the key findings and a comparative analysis and discussion of social media markers and other social media artifacts that contribute to each of Kent and Taylor's (2002) dialogic principles for each of the ten non-profit organizations selected.

FINDINGS

For each non-profit organization an overview is provided, along with a visual representation using the coding instrument depicted in Table 1 of the Methodology section, and a discussion of the implications based on this information. Screenshots of each Facebook page are also provided to provide a visual demonstration of the dialogic markers. In what follows, the primary Facebook page of each of the selected organizations is analyzed for its implied dialogic theory principles as identified by Kent & Taylor (2002): Usefulness of Information, Ease of Interface, Conservation of Visitors, Generation of Return Visits, and Dialogic Feedback Loop. In addition Tarrant's (2011) qualifying dimensions of PICO are also included because there are times when a simple determination of present or absent is insufficient for an assessment.

The YMCA

The Young Men's Christian Association is a community-centered non-profit organization that has been in existence nearly 160 years. Now mostly known as the "Y," since its membership is no longer limited to young men, the mission of this organization is to put Christian principles into practice through programs that build a healthy spirit, mind and body for all. Their focus is to provide members with resources to keep active especially as it relates to youth development and healthy living. In recent decades it has also provided forums and gatherings to promote social responsibility.

Table 2 provides a coded representation of the dialogic principles represented on the Y's Facebook page (Fig. 1), with indications of whether these dialogic markers were present, absent, or were coded as PICO (Tarrant, 2011). Figure 2 and Figure 3 provide additional

screenshots of the Y page. Figure 2 shows the dialogic marker of two-way discussion and Figure 3 shows the dialogic marker of more than 10 posts by others.

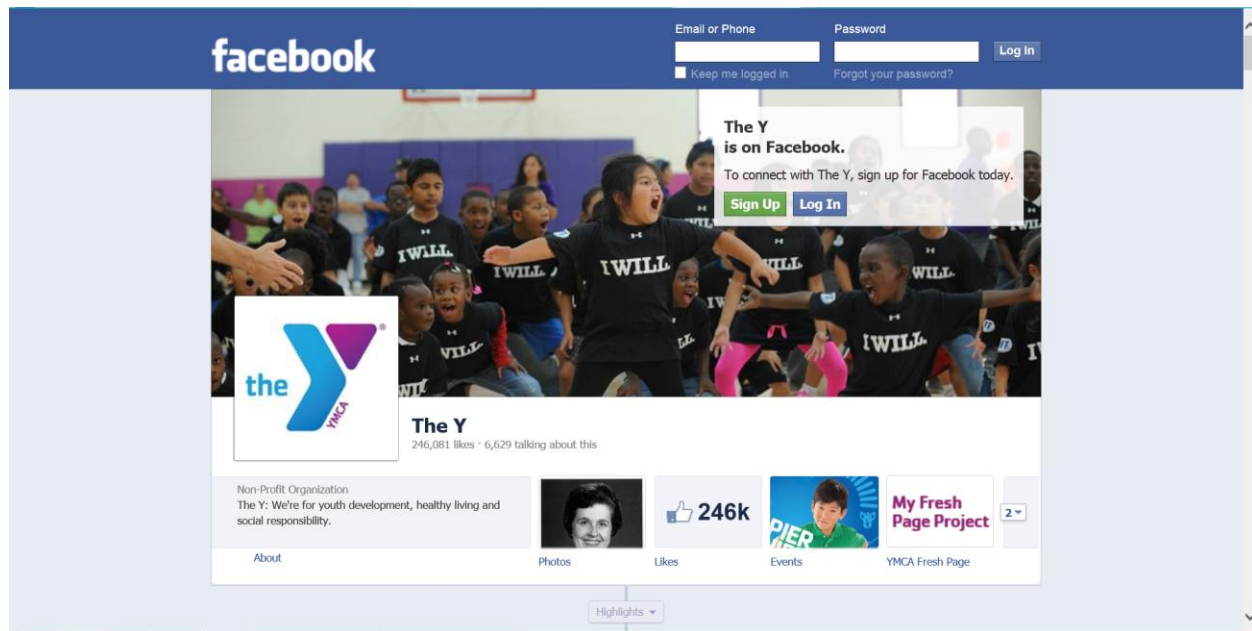


Fig. 1: The Y Facebook page

Table 2: Analysis of The Y Facebook page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes
Usefulness of Information	Page Statistics	P		246,081 likes; 6,629 talking about this
	About Section	P		
	Mission or Vision Statement	P		The Y: We're for youth development, healthy living and social responsibility.
	Description of Organization or History	P		Listed in the About Section: Who we are: The Y is the nation's leading nonprofit strengthening communities through youth development, healthy living and social responsibility. Across the U.S., 2,687 Ys engage 21 million men, women and children – regardless of

				age, income or background – to nurture the potential of children and teens, improve the nation's health and well-being and provide opportunities to give back and support the Y.
	Contact Information	P		Phone: (800)872-9622 E-mail: fulfillment@ymca.net http://www.ymca.net http://www.twitter.com/ymca http://www.youtube.com/ymca
	How to Volunteer Information	A		
	Description of Volunteer Needs/Volunteer Positions		(P)artial	The Y posts a wish list where you can choose the program or location you want to help. This is more fundraising/donation than volunteering.
	Volunteer Application electronic or printable pdf	A		
	Volunteer Policies or handbook	A		
	Milestones	A		
	Photo Albums	P		
	News Links or Press Releases	P		
	Volunteer Testimonials	A		
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		http://www.ymca.net http://www.twitter.com/ymca http://www.youtube.com/ymca
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	A		
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of	Regular Daily	P		The majority of days several posts

Return Visits	Posts			per day were observed.
	Events	P		
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions	P		There were several examples of two-way discussions between “friends” of the Y and between “friends” and the organization.
	Messages	P		
	News Feed	P		
	Comments	P		
	More than 10 posts by others	P		
	Recommendations by current volunteers	A		



Fig. 2: Two-way discussion on The Y Facebook page

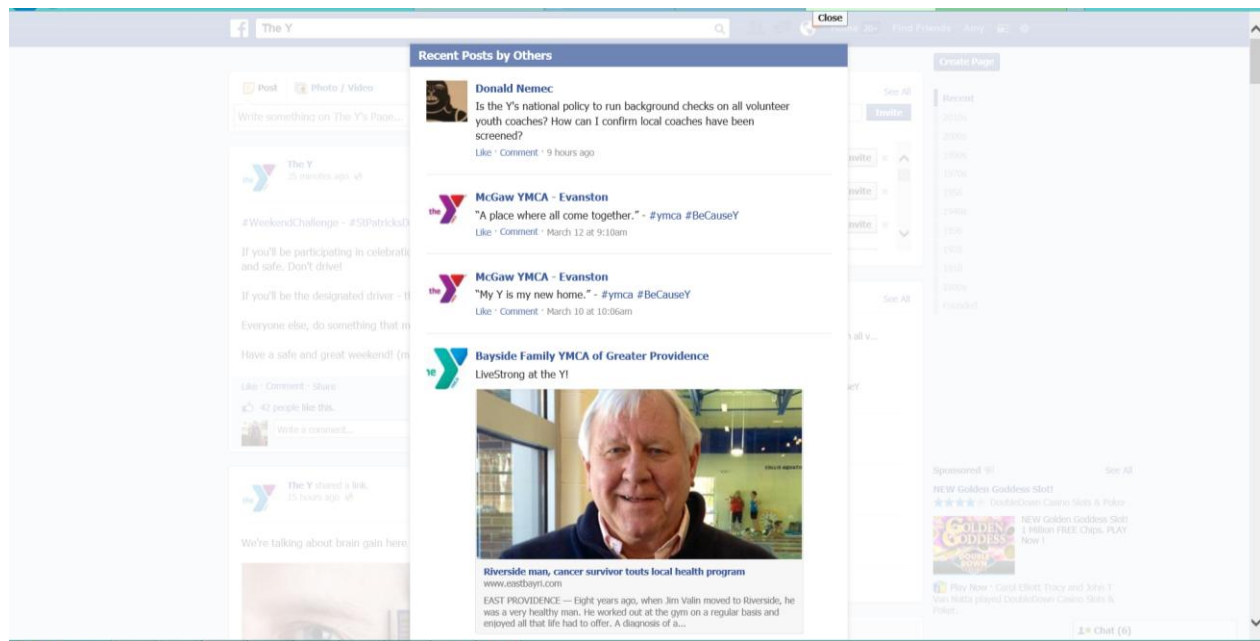


Fig. 3: More than 10 Posts by Others on The Y Facebook page

Analysis of The Y's Facebook page indicates that 24 of 32 possible social media markers were present, 7 were absent, and 1 was partially present (see Table 2). The Y, with 75% of all dialogic markers present, was one of the top ranking non-profits in all five dialogic principle areas, shown in graph form at the end of this section. None of the markers related to volunteer opportunities and information were present on The Y Facebook page. The only marker somewhat related to volunteerism was the posted wish list that explains to viewers how they can help the Y by donating supplies.

The Y had 6 of 13 dialogic markers present in the Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 4 of 5 present for Conservation of Visitors, 3 of 3 for Generation of Return Visits, and 5 of 6 present for Dialogic Feedback Loop.

Mental Health America

Mental Health America is a national non-profit organization dedicated to promoting mental health, preventing mental disorders and advocating, educating, and serving all Americans on mental and substance use conditions. It was established in 1909 and currently has more than 240 affiliates across the nation.

Table 3 provides a coded representation of the dialogic principles represented on Mental Health America's (Fig. 4) Facebook page with indications of whether these dialogic markers were present, absent, or were coded as PICO (Tarrant, 2011).



Fig. 4: Mental Health America Facebook page

Table 3: Analysis of Mental Health America's Facebook Page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes Mental Health America
Usefulness of Information	Page Statistics	P		32,539 likes; 1,256 talking about this
	About Section	P		
	Mission or Vision Statement	P		Mission: Mental Health America is dedicated to promoting mental health, preventing mental disorders and advocating, educating, and serving all Americans on mental and substance use conditions.
	Description of Organization or History	P		With over a century of experience in advocacy, public education, and the delivery of programs and services Mental Health America addresses the full spectrum of mental and substance use conditions. We have an established record of effective national and grassroots actions that promote mental health, and address mental and substance use issues with compassionate and concrete solutions. With our 240 affiliates, we represent a potent voice for healthy communities throughout the nation.
	Contact Information	P		Phone (800) 969-6642 Email facebook@mentalhealthamerica.net Website http://www.mentalhealthamerica.net/ http://www.liveyourlifewell.org/ http://www.mentalhealthamerica.net/real l... http://www.facebook.com/group.php?gid=24... http://www.twitter.com/mentalhealtham http://www.flickr.com/photos/mentalhealth... http://www.youtube.com/user/mentalhealth...

				http://www.causes.com/mentalhealthamerica https://www.facebook.com/mindyourhealth5k
	How to Volunteer Information		(P)artial	Information available on race and fundraising.
	Description of Volunteer Needs/Volunteer Positions		(P)artial	Information available on race and fundraising.
	Volunteer Application electronic or printable pdf	A		
	Volunteer Policies or handbook	A		
	Milestones	P		
	Photo Albums	P		
	News Links or Press Releases	P		News links available in posts
	Volunteer Testimonials	A		
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	P		
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of Return Visits	Regular Daily Posts		(I)nconsistent	Gaps in posts were evident, especially on weekend dates.
	Events	P		App at top of page
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions		(P)artial	Mental Health America replied to no posts during analysis. "Friends" of Mental Health America had two-way discussions.
	Messages	P		
	News Feed	P		

	Comments	P		
	More than 10 posts by others	P		
	Recommendations by current volunteers	A		

Analysis of Mental Health America's Facebook page showed 24 of 32 possible social media markers were present, 4 were absent, and 4 were coded as PICO (Tarrant, 2011). Mental Health America had 75 percent of all possible social media markers present scoring high among those analyzed (Fig. 29). This organization had partial information related to volunteer opportunities evidenced on their Facebook page. They listed opportunities to help fundraise through racing events.

Mental Health America had 8 of 13 dialogic markers present in the Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 5 of 5 present for Conservation of Visitors, 2 of 3 for Generation of Return Visits, and 4 of 6 present for Dialogic Feedback Loop.

Goodwill Industries

Goodwill Industries International is an international non-profit organization that works to enhance the dignity and quality of life of individuals and families by strengthening communities, eliminating barriers to opportunity, and helping people in need reach their full potential through learning and the power of work.

Table 4 provides a coded representation of the dialogic principles represented on Goodwill Industries (Fig. 5) Facebook page. Figure 6 and 7 show screenshots of observed dialogic feedback loop markers (Kent & Taylor, 2002). During the analysis period Goodwill

Industries had both two-way discussions with “friends” and more than ten posts by others on their Facebook page.



Fig. 5 Goodwill Industries Facebook page

Table 4: Analysis of Goodwill Industries Facebook page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes Goodwill Industries
Usefulness of Information	Page Statistics	P		88,867 likes; 797 talking about this
	About Section	P		
	Mission or Vision Statement	P		We enhance the dignity and quality of life of individuals, families, and communities by eliminating barriers to opportunity and helping people in need reach their fullest potential through the power of work.
	Description of Organization or History	P		We are North America's leading nonprofit provider of education, training, and

				career services for people with disadvantages as well as those with physical, mental and emotional disabilities. Learn about our mission at http://www.goodwill.org/
	Contact Information	P		Phone (800) GOODWILL Email contactus@goodwill.org Website http://www.goodwill.org
	How to Volunteer Information		(P)artial	Information on how to donate; app with YouTube video
	Description of Volunteer Needs/Volunteer Positions	A		
	Volunteer Application electronic or printable pdf	A		
	Volunteer Policies or handbook	A		
	Milestones	A		
	Photo Albums	P		
	News Links or Press Releases	P		
	Volunteer Testimonials	A		
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	A		
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		

Generation of Return Visits	Regular Daily Posts		(I)consistent	During the analysis there were occasional gaps in posts.
	Events		(P)artial	Events absent at top of page, some events listed in posts.
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions	P		
	Messages	P		
	News Feed	P		
	Comments	P		
	More than 10 posts by others	P		
	Recommendations by current volunteers	A		



Fig. 6: Two-way Discussion on Goodwill Industries Facebook



Fig. 7 Goodwill Two-way Discussions

Analysis of Goodwill Industries Facebook page yielded 22 of 32 possible social media markers, 7 absent, and 3 PICO (Tarrant, 2011). All, but one marker related to volunteer information was absent. There was partial information about how to donate that related to volunteering through a YouTube video link.

Goodwill Industries had 7 of 13 dialogic markers present in Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 4 of 5 present for Conservation of Visitors, 1 of 3 for Generation of Return Visits, and 5 of 6 present for Dialogic Feedback Loop. In the Generation of Return Visits principle area of the table, note two of the markers are coded as PICO. The regular daily posts are coded as inconsistent and the events are coded as partial.

The Nature Conservancy

The Nature Conservancy is a leading conservation non-profit organization with a mission to conserve the lands and waters on which all life depends. They work around the world to conserve important ecological lands and waters.

Table 5 provides a coded representation of the dialogic principles represented on the Nature Conservancy's (Fig. 8) Facebook page. During the analysis period The Nature Conservancy had volunteer opportunities to help through fundraising efforts such as competing in a race event (Fig. 9) or by donating (Fig.10) through their Facebook app. The Nature Conservancy (Fig. 11) was also observed engaging in two-way dialogue with "friends" on Facebook posts. This is one of the indications of dialogic feedback loop (Kent & Taylor, 2002).



Fig.8: Nature Conservancy Facebook page

Table 5: Analysis of The Nature Conservancy Facebook Page

Principle of Dialogic Theory	Marker on Social Media Site	Present/ Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes The Nature Conservancy
Usefulness of Information	Page Statistics	P		547,048 likes; 10,808 talking about this
	About Section	P		
	Mission or Vision Statement	P		The mission of The Nature Conservancy is to conserve the lands and waters on which all life depends.
	Description of Organization or History	P		The Nature Conservancy is the leading conservation organization working around the world to protect ecologically important lands and waters for nature and people.
	Contact Information	P		Phone (703) 841-5300 Email trevor_martin@tnc.org Website http://nature.org/ http://espanol.tnc.org/ http://allhandsonearth.com http://plantabillion.org/ http://support.nature.org/ http://blog.nature.org/ http://my.nature.org/ http://nature.org/careers http://giftplanning.nature.org/ http://twitter.com/nature_org
	How to Volunteer Information		(P)artial	How to plant a tree, give green gifts, and a donate app.
	Description of Volunteer Needs/Volunteer Positions		(P)artial	Information is more closely related to fundraising.
	Volunteer Application electronic or printable pdf	A		
	Volunteer Policies or	A		

	handbook			
	Milestones		(P)artial	
	Photo Albums	P		
	News Links or Press Releases	P		
	Volunteer Testimonials	A		
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	P		Donate to the Nature Conservancy stays at the top.
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of Return Visits	Regular Daily Posts	P		
	Events		(P)artial	No Event app, but there are events listed within posts.
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions		(I)nconsistent	The Nature Conservancy had limited comments to “friends”, but “friends” commented on posts frequently.
	Messages	P		
	News Feed	P		
	Comments	P		
	More than 10 posts by others	P		
	Recommendations by current volunteers	A		

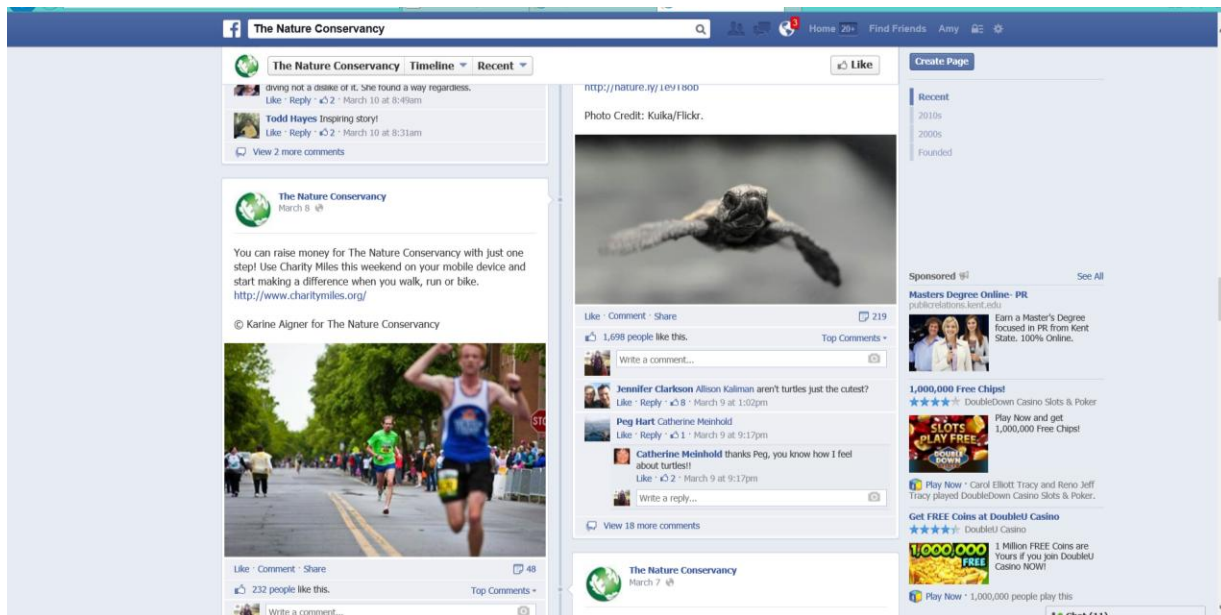


Fig. 9: Help the Nature Conservancy Raise Funds

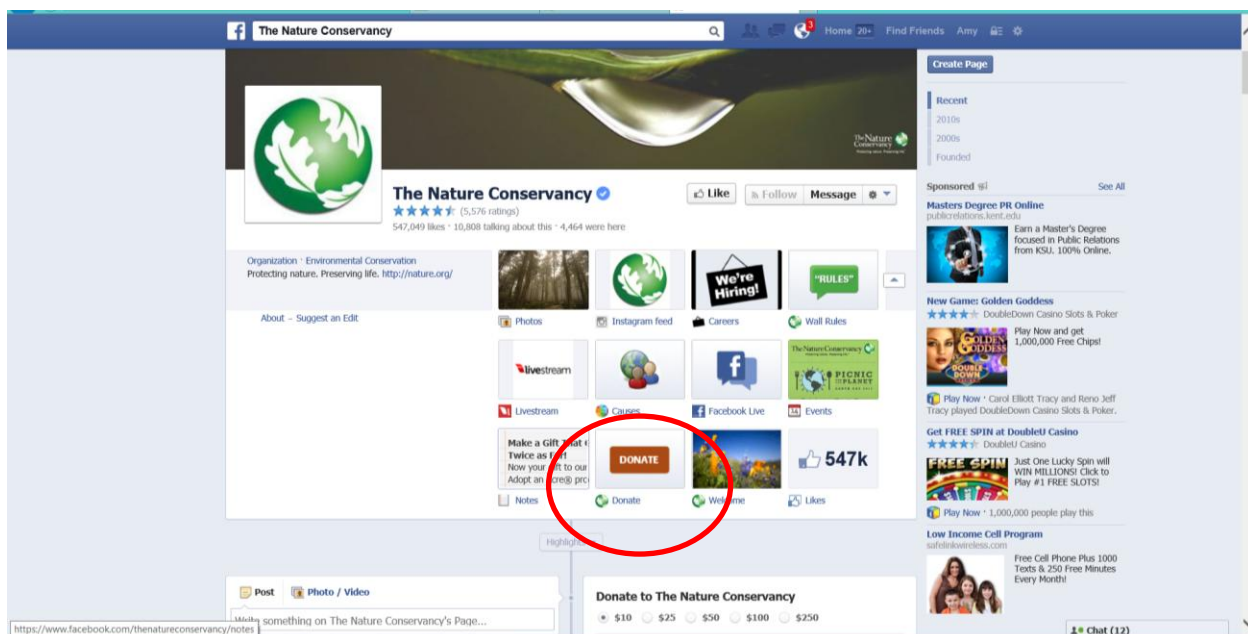


Fig. 10: Donate to The Nature Conservancy

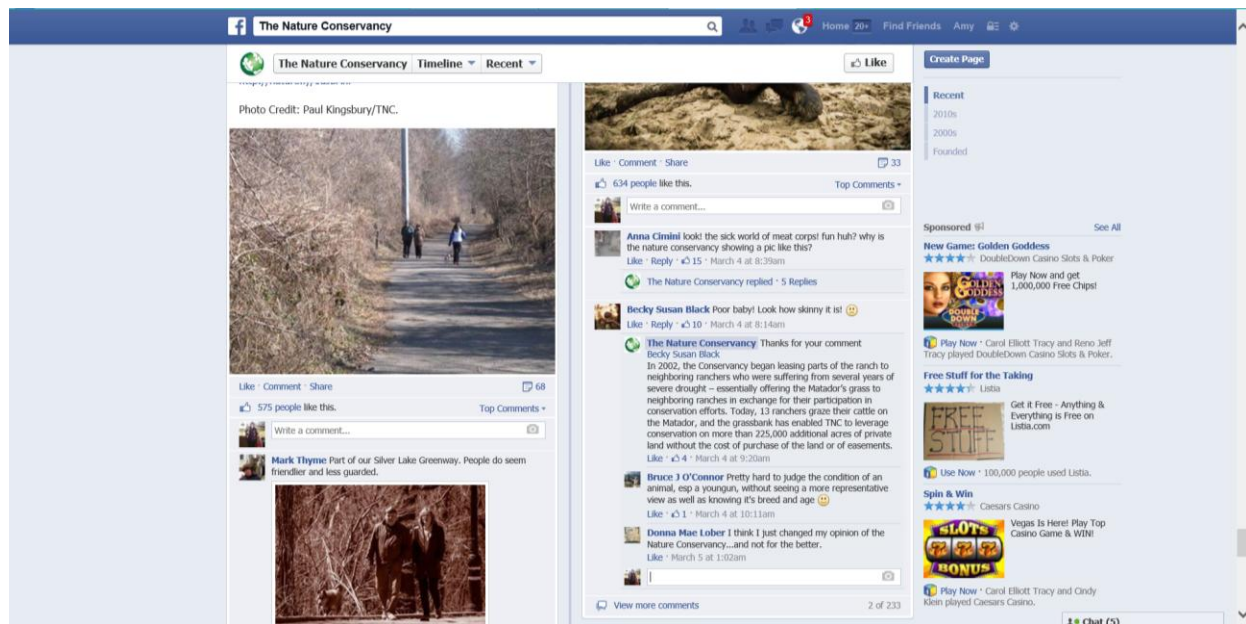


Fig.11: The Nature Conservancy Two-way conversations

Analysis of The Nature Conservancy's Facebook page showed 23 of 32 were present, 4 were absent, and 5 were PICO (Tarrant, 2011). The Nature Conservancy had partial information on volunteer opportunities, but lacked an event app.

The Nature Conservancy had 7 of 13 dialogic markers present in the Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 5 of 5 present for Conservation of Visitors, 2 of 3 for Generation of Return Visits, and 4 of 6 present for Dialogic Feedback Loop. Based on these dialogic principles (Kent & Taylor, 2002) the Nature Conservancy could potentially improve their Facebook page the most in the area of Usefulness of Information. In this area The Nature Conservancy had three dialogic markers: How to Volunteer, Description of Volunteer needs, and Milestones, that were listed as partial.

American Cancer Society

The American Cancer Society is a community-based, national non-profit organization whose mission is dedicated to eliminating cancer. The headquarter office is located in Atlanta,

GA, but there are local offices across the United States. The current slogan is “the official sponsor of birthdays.”

Table 6 provides a coded representation of the dialogic principles represented on the American Cancer Society’s (Fig. 12) Facebook page. The American Cancer Society (Fig. 12) Facebook page contained a link within the “About” section that contains a web link with instructions on how to volunteer with the American Cancer Society. It was the first organization within the analysis to contain information specifically on volunteer options other than fundraising or donations. Once you click on the web link you are taken to a website (Fig. 13) with specific information on volunteer opportunities. Those interested in volunteering with the American Cancer Society can choose by type of volunteer opportunity and by location. Through the volunteer web link there are also videos telling stories about volunteering.



Fig. 11: American Cancer Society Facebook page

Table 6: Analysis of American Cancer Society Facebook page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes American Cancer Society
Usefulness of Information	Page Statistics	P		899,393 likes; 36,087 talking about this
	About Section	P		
	Mission or Vision Statement	P		We save lives by helping people stay well by preventing cancer or detecting it early; helping people get well by being there for them during and after a cancer diagnosis; by finding cures through investment in groundbreaking discovery; and by fighting back by rallying lawmakers to pass laws to defeat cancer and by rallying communities worldwide to join the fight.
	Description of Organization or History	P		<p>The official American Cancer Society Facebook Fan Page.</p> <p>Together we're helping you stay well, get well, by finding cures and fighting back. For cancer information, call 800-227-2345 anytime, day or night.</p> <p>To volunteer with the American Cancer Society: ...See More</p> <p>General Information</p> <p>The American Cancer Society is a nationwide, community-based voluntary health organization dedicated to eliminating cancer as a major health problem.</p> <p>We're fighting for a world with less cancer and more birthdays.</p> <p>State Fundraising Notices: http://www.cancer.org/aboutus/acspolicies/state-fundraising-notices...See More</p>
	Contact Information	P		<p>Phone (800) 227-2345</p> <p>Email social@cancer.org</p> <p>Website</p>

				http://www.cancer.org http://facebook.com/americancancersociety http://twitter.com/americancancer http://youtube.com/mercancersociety http://pinterest.com/americancancer
	How to Volunteer Information	P		Located in the About Section is a web link for how to volunteer. There is also a fundraising notice.
	Description of Volunteer Needs/Volunteer Positions		(P)artial	Through a web link there is a significant information on how to volunteer.
	Volunteer Application electronic or printable pdf		(P)artial	Information available through web link.
	Volunteer Policies or handbook		(P)artial	Information available through web link.
	Milestones		(P)artial	
	Photo Albums	P		
	News Links or Press Releases	P		
	Volunteer Testimonials		(P)artial	Available on website when following links.
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	P		Donate to the American Cancer Society.
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of Return Visits	Regular Daily Posts		(I)nconsistent	There are gaps in posts. No posts on March 4 or 11.
	Events		(P)artial	No app at top for events, but events are listed in posts.
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions	P		
	Messages	P		
	News Feed	P		
	Comments	P		

	More than 10 posts by others	P		There were more than 10 days posts observed in two days.
	Recommendations by current volunteers		(P)artial	Through the volunteer web link there were volunteer story videos.

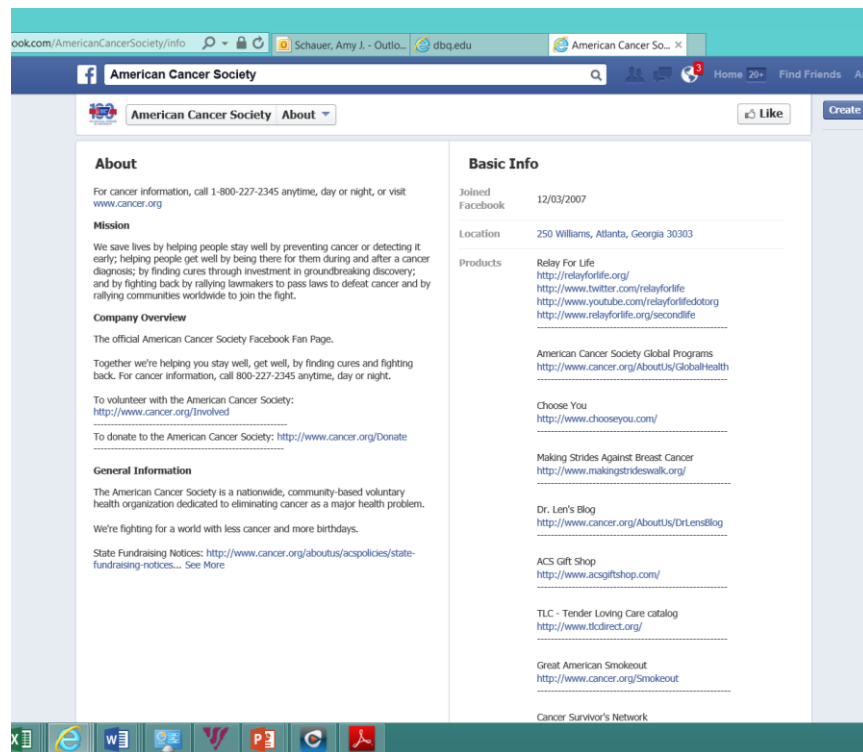


Fig. 12: How to Volunteer with American Cancer Society

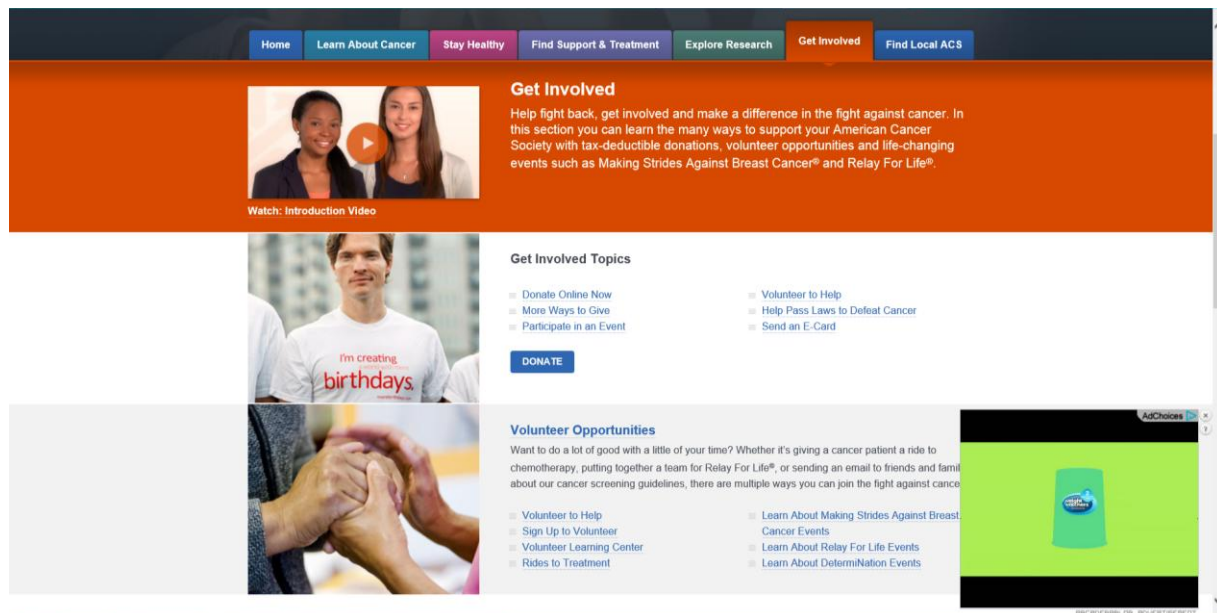


Fig. 13: American Cancer Society Volunteer Opportunities Webpage

Analysis of the American Cancer Society's Facebook page yielded 24 of 32 possible social media markers present, zero absent, and 8 PICO (Tarrant, 2011). This was the first page in the analysis to have a direct link to volunteer opportunities and several markers present or partial with volunteer information. American Cancer Society was also the only organization analyzed that had no social media markers that were completely absent.

The American Cancer Society had 8 of 13 dialogic markers present in the Usefulness of Information principle. It is significant to note that the remaining 5 markers in this area were coded as partial, so they were not entirely absent. They had 5 of 5 dialogic markers present for Ease of Interface, 5 of 5 present for Conservation of Visitors, 1 of 3 for Generation of Return Visits, and 5 of 6 present for Dialogic Feedback Loop. The American Cancer Society had no dialogic markers coded as absent.

New York Public Library

The New York Public Library, established in 1895, has a mission to inspire lifelong learning, advance knowledge, and strengthen our communities. It is made up of four research libraries and 87 branch libraries.

Table 7 provides a coded representation of the dialogic principles on the New York Public Library (NYPL) Facebook page (Fig. 12). It was observed that NYPL posts news and web links regularly on their Facebook page, but fail to engage in two-way discussions with visitors to the page (Fig. 15).



Fig. 14 New York Public Library Facebook page

Table 7: Analysis of New York Public Library Facebook page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes New York Public Library
Usefulness of Information	Page Statistics	P		131,163 likes · 5,949 talking about this · 71,514 were here
	About Section	P		
	Mission or Vision Statement	P		The mission of The New York Public Library is to inspire lifelong learning, advance knowledge, and strengthen our communities.
	Description of Organization or History	P		The New York Public Library, NYPL for short, is comprised of 4 research libraries and 87 branch libraries, scattered throughout Manhattan, the Bronx, and Staten Island. Stop by one of our branches for exciting programming, visit one of our captivating exhibitions, or check out our website to get instant, free access to books, music, DVDS, and much more!

	Contact Information	P		Fifth Avenue at 42nd Street New York, New York 10018 Phone (917) 275-6975 Website http://www.nypl.org
	How to Volunteer Information	A		
	Description of Volunteer Needs/Volunteer Positions	A		
	Volunteer Application electronic or printable pdf	A		
	Volunteer Policies or handbook	A		
	Milestones		(P)artial	Date opened is listed.
	Photo Albums	P		
	News Links or Press Releases	P		Within posts.
	Volunteer Testimonials	A		
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	A		
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of Return Visits	Regular Daily Posts		(I)nconsistent	Missing posts on Sunday dates.
	Events	P		
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions		(P)artial	While visitors to the site are talking and commenting NYPL was not observed engaging in two-way discussions.
	Messages	P		

	News Feed	A		
	Comments	P		
	More than 10 posts by others	P		
	Recommendations by current volunteers	A		



Fig. 15 NYPL Posts Containing News or Web Links

Analysis of the NYPL Facebook page showed 21 of 32 possible social media markers present, 8 markers absent, and 3 PICO (Tarrant, 2011). The NYPL page showed no information regarding volunteer opportunities with their organization.

The New York Public Library had 7 of 13 dialogic markers present in the Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 4 of 5 present for Conservation of Visitors, 2 of 3 for Generation of Return Visits, and 3 of 6 present for Dialogic Feedback Loop.

Metropolitan Museum of Art

The Metropolitan Museum of Art lacked a mission or vision statement and description of organization on their Facebook page, but its website states it was founded in 1870 and has a mission to: *The mission of The Metropolitan Museum of Art is to collect, preserve, study, exhibit, and stimulate appreciation for and advance knowledge of works of art that collectively represent the broadest spectrum of human achievement at the highest level of quality, all in the service of the public and in accordance with the highest professional standards* [see Fig. 18].

Table 8 provides a coded representation of the social media markers found on the Metropolitan Museum of Art's Facebook page (Fig. 16). While volunteer opportunity information is absent from the Metropolitan Museum of Art Facebook page evidence of volunteer opportunities can be found on their webpage that volunteers are needed (Fig. 17).



Fig. 16 Metropolitan Museum of Art Mission

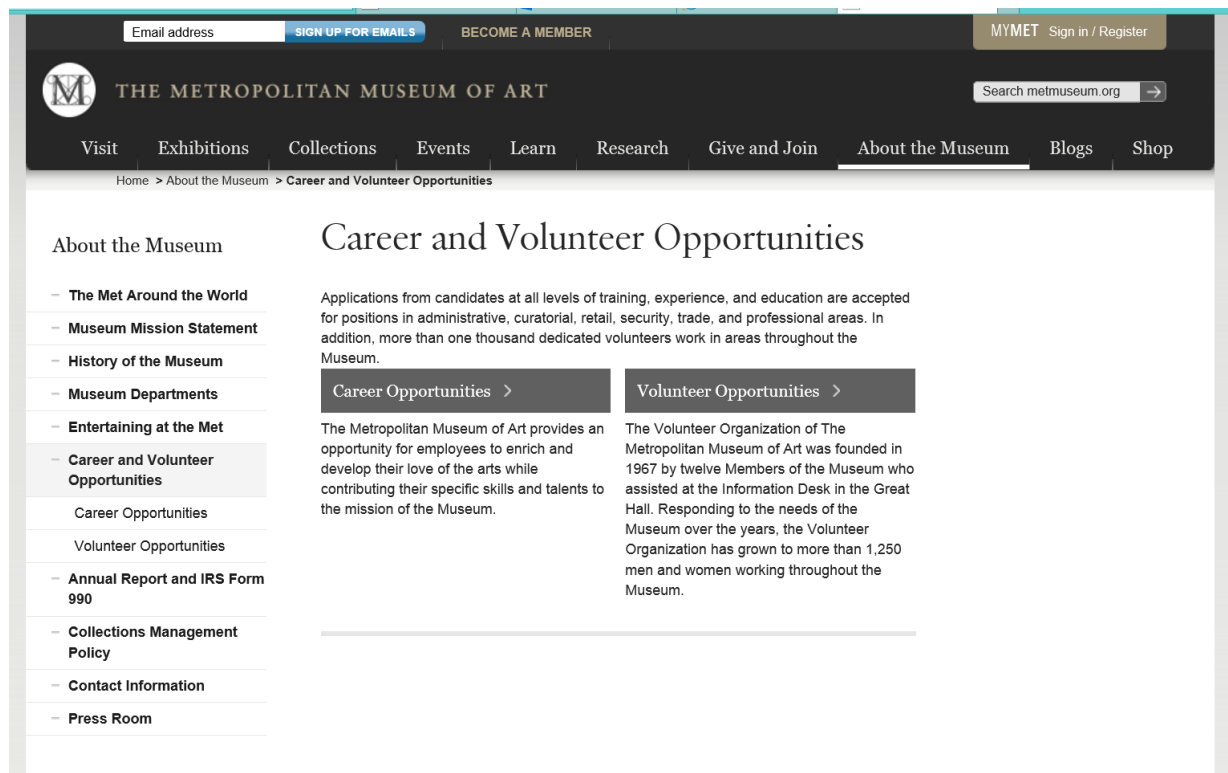


Fig.17 Metropolitan Museum of Art Volunteer Opportunities

Table 8: Analysis of Metropolitan Museum of Art Facebook Page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes Metropolitan Museum of Art
Usefulness of Information	Page Statistics	P		1,075,213 likes; 46,562 talking about this
	About Section	P		
	Mission or Vision Statement	A		
	Description of Organization or History	A		
	Contact Information	P		Phone (212) 535-7710 Website http://www.metmuseum.org
	How to Volunteer Information	A		

	Description of Volunteer Needs/Volunteer Positions	A		
	Volunteer Application electronic or printable pdf	A		
	Volunteer Policies or handbook	A		
	Milestones	P		
	Photo Albums	P		
	News Links or Press Releases	P		Posts contain news links.
	Volunteer Testimonials	A		
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	A		
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of Return Visits	Regular Daily Posts	P		
	Events	P		
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions		(P)artial	Although “friends” of the museum are having discussions, the Museum was not observed to have responded to any posts.
	Messages	A		
	News Feed	P		
	Comments	A		No Top Comments on posts.

	More than 10 posts by others	P		
	Recommendations by current volunteers	A		

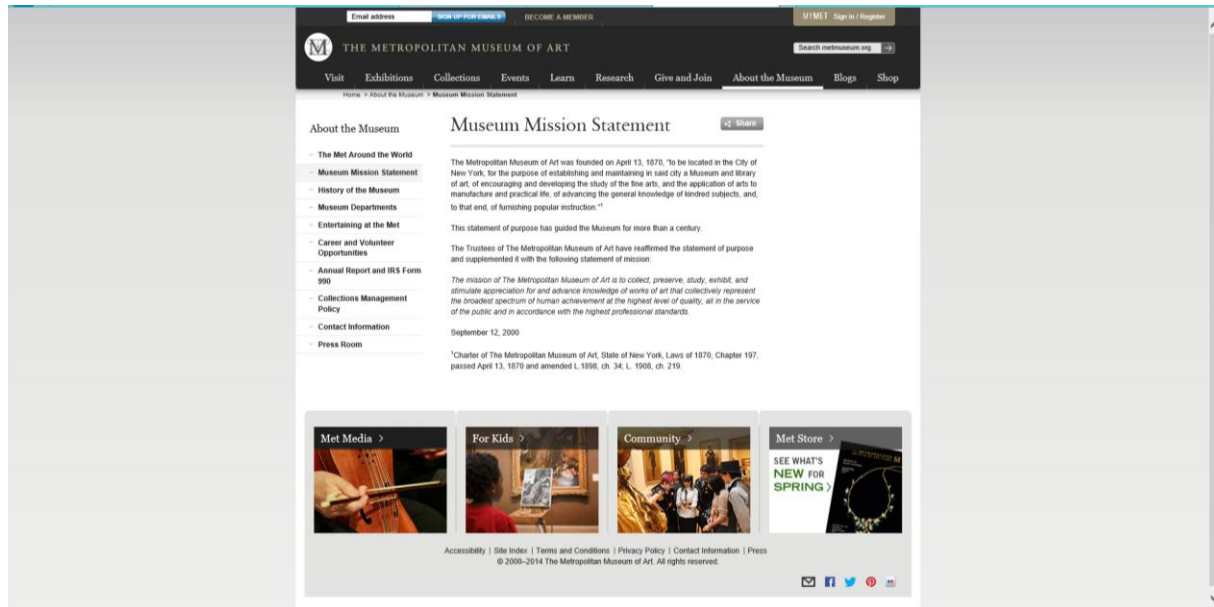


Fig. 18: Metropolitan Museum of Art Mission Statement on web page

Through examination of the Metropolitan Museum of Art's Facebook page, results showed 20 and 32 possible social media markers present, 12 absent, and zero PICO (Tarrant, 2011). No information was available on volunteer opportunities and the museum was not observed commenting on posts or engaging in two-way dialogue.

The Metropolitan Museum of Art had 6 of 13 dialogic markers present in the Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 4 of 5 present for Conservation of Visitors, 3 of 3 for Generation of Return Visits, and 2 of 6 present for Dialogic Feedback Loop. Some basic information such as mission, vision, and description of the organization were missing from the about section of this Facebook page.

New York Presbyterian Hospital

The New York-Presbyterian Hospital was analyzed for this study, as the New York Presbyterian Fund is the fundraising branch of this organization and was identified on the NonProfit Top 100 list, as referenced in the Methodology section of this paper. According to their website <http://nyp.org>, in 1998 The New York Hospital and The Presbyterian Hospital merged to create New York-Presbyterian Hospital. This created the largest and most comprehensive hospital in New York with 2,200 patient beds. New York-Presbyterian Hospital provides state-of-the-art inpatient ambulatory services and preventative care in all areas of medicine.

Table 9 provides a coded representation of the dialogic principles represented on the New York-Presbyterian Hospital (Fig. 19) Facebook page. During the observation period New York-Presbyterian Hospital was noted to have an abundant amount of contact information (Fig. 20). Their Facebook page contained a web link to how to volunteer with their organization (Fig. 21) and when the link is followed contained information on how to volunteer as well as an online version of the volunteer application (Fig. 22 & Fig. 23). They also had examples of two-way discussions on posts evidenced on their Facebook page (Fig. 24). This is an example of dialogic feedback loop.



Fig. 19: New York-Presbyterian Hospital Facebook page

Table 9: Analysis of New York-Presbyterian Hospital Facebook page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes New York Presbyterian Fund- New York Presbyterian Hospital
Usefulness of Information	Page Statistics	P		40,573 likes; 2,223 talking about this
	About Section	P		
	Mission or Vision Statement	P		One of the most comprehensive health care institutions in the world, NewYork-Presbyterian's vision is to be among the top academic medical centers in the nation in clinical and service excellence, patient safety, research, education, and community service. We are committed to We Put Patients First. This means that in everything we do, we make patients our first priority and strive to provide them with the

				highest quality, safest, and most compassionate care and service.
	Description of Organization or History	P		<p>NewYork-Presbyterian Hospital, based in New York City, is the nation's largest not-for-profit, non-sectarian hospital, with approximately 2,400 beds. NYP has academic affiliations with two of the nation's leading medical colleges: Weill Cornell Medical College and Columbia University College of Physicians and Surgeons. NYP has nearly 2 million inpatient and outpatient visits a year, including close to 13,000 deliveries and 200,000 visits to its emergency departments. NYP has over 6,000 affiliated physicians and 19,000 staff that provide state-of-the-art inpatient, ambulatory and preventive care in all areas of medicine at five major centers:</p> <ul style="list-style-type: none"> • NewYork-Presbyterian Hospital/Weill Cornell Medical Center http://g.co/maps/fgf7d • NewYork-Presbyterian Hospital/Columbia University Medical Center http://g.co/maps/ed8ce • NewYork-Presbyterian/Morgan Stanley Children's Hospital http://g.co/maps/x7dmq • NewYork-Presbyterian/The Allen Hospital http://g.co/maps/ghthkp • NewYork-Presbyterian Hospital/Westchester Division http://g.co/maps/ar2n9 <p>NYP is the #1 hospital in the New York metropolitan area and is consistently ranked among the best academic medical institutions in the nation, according to U.S. News & World Report.</p> <p>For more detailed information on</p>

				locations, please visit: http://nyp.org/directions.html .
	Contact Information	P		Phone (877) 697-9355 Email facebook@nyp.org Website http://nyp.org
	How to Volunteer Information	P		Visit our Volunteer pages: http://nyp.org/volunteer/index.html
	Description of Volunteer Needs/Volunteer Positions		(P)artial	This information is contained in web link.
	Volunteer Application electronic or printable pdf		(P)artial	This information is contained in web link.
	Volunteer Policies or handbook		(P)artial	This information is contained in web link.
	Milestones	P		
	Photo Albums	P		
	News Links or Press Releases	P		Patient stories and videos are contained in posts, but there is no news app.
	Volunteer Testimonials		(P)artial	Video shows volunteers and what they are doing, but staff are speaking on the video. It's more volunteer recognition.
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	P		An Event was pinned.
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of	Regular Daily Posts		(I)nconsistent	There were gaps in daily posts

Return Visits				observed, noticeably on weekends.
	Events	P		
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions	P		
	Messages	P		
	News Feed	P		
	Comments	P		
	More than 10 posts by others	P		
	Recommendations by current volunteers	A		

The screenshot displays the Facebook profile of New York-Presbyterian Hospital. The page includes a cover photo and a profile picture. The main content area is divided into sections: 'About', 'Awards', 'Products', 'Description', 'Company Overview', 'Contact Info', and 'Life Events'. The 'Contact Info' section is highlighted, showing the phone number (877) 697-9355, email address facebook@nyp.org, and website http://nyp.org. The 'Description' section provides a brief overview of the hospital's mission and services. The 'Awards' section lists several accolades, including being ranked #1 in New York and among the top six in the U.S. out of nearly 5,000 hospitals. The 'Products' section lists various services and resources available to patients and families. The 'Life Events' section lists various events and programs offered by the hospital.

New York-Presbyterian Hospital

About

One of the most comprehensive health care institutions in the world, New York-Presbyterian's vision is to be among the top academic medical centers in the nation in clinical and service excellence, patient safety, research, education, and community service. We are committed to We Put Patients First. This means that in everything we do, we make patients our first priority and strive to provide them with the highest quality, safest, and most compassionate care and service.

Company Overview

New York-Presbyterian Hospital, based in New York City, is the nation's largest not-for-profit, non-sectarian hospital, with approximately 2,400 beds. NYP has academic affiliations with two of the nation's leading medical colleges: Weill Cornell Medical College and Columbia University College of Physicians and Surgeons. NYP has nearly 2 million inpatient and outpatient visits a year, including clos... See More

Description

This page contains general information about health care topics. It does not provide medical advice and is not to be used or relied on for diagnosis or treatment. Talk to your doctor or other health care providers before making a health care decision.

Please do not share any personal health information or other confidential information about you or anyone else on our Facebook page. When posting ... See More

Awards

NYP ranks #1 in New York and among the top six in the U.S. out of nearly 5,000 hospitals evaluated by U.S. News & World Report's 2012-2013 Best Hospital rankings. As one of the nation's largest and most comprehensive medical centers in the nation, NYP is also one of only 17 hospitals listed on U.S. News' Honor Roll of America's Best Hospitals.

Products

To find a doctor at New York-Presbyterian, please call 1-877-697-9355 or visit <http://app1.nyp.org/fad/searchDoctor.htm>.

Visit our Health Library in English: <http://nyp.org/library/index.html>

Visit our Health Library in Spanish: <http://nyp.org/espanol>

Follow us on Twitter: <http://twitter.com/NYPHospital>

Follow us on Instagram: <http://instagram.com/NYPHospital>

Subscribe to our free e-newsletters: <http://nyp.org/health-enews/patients-and-families-enews.html>

Visit our Volunteer pages: <http://nyp.org/volunteer/index.html>

Visit our International Services pages: <http://nyp.org/international>

Visit our YouTube channel: <http://www.youtube.com/newyorkpresbyterian>

Watch our Web Casts: <http://nyp.org/pro/webcast-archive.html>

Visit our Careers web site: <http://careers.nyp.org/>

Contact Info

Phone (877) 697-9355

Email facebook@nyp.org

Website <http://nyp.org>

Life Events

Sponsored

NEW Golden Goddess Slot!

★★★★★ DoubleDown Casino Slots & Poker

NEW Golden Goddess Slot! 1 Million FREE Chips. PLAY NOW!

Play Now • Card Elliott Tracy and John T Van Natta played DoubleDown Casino Slots & Poker.

Get FREE Coins at DoubleU Casino

★★★★★ DoubleU Casino

1 Million FREE Coins are Yours if you join DoubleU Casino NOW!

Play Now • 1,000,000 people play this

100% Fun Slots!

★★★★★ House of Fun - Slots

New Casino Game! PLAY FOR FREE!

Play Now • Reno Jeff Tracy and Cindy Klein played House of Fun - Slots.

No Tax Knowledge Needed

taxknowledge.com

Taxes done right and get your max refund, guaranteed. No tax knowledge needed. Start FREE!

Free Stuff for the Taking

★★★★★ Listia

Get it Free - Anything & Everything is Free on Listia.com

Use Now • 100,000 people used Listia.

Chat (11)

Fig. 20 Contact Information on New York-Presbyterian Hospital Facebook

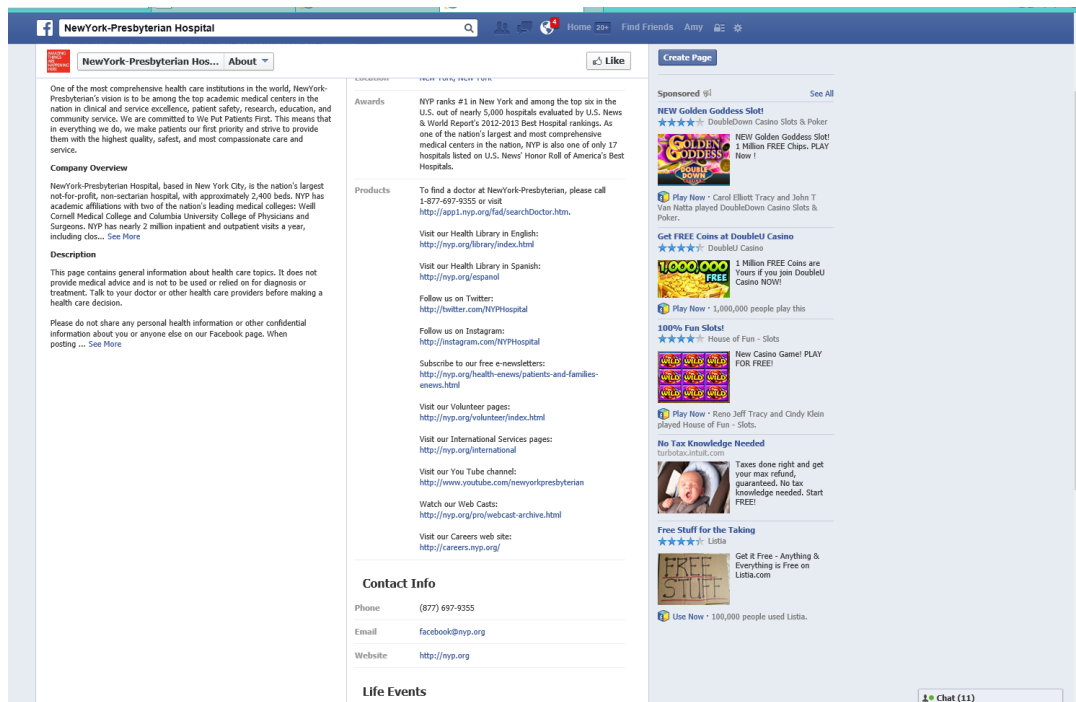


Fig. 21 Web link on how to volunteer with New York-Presbyterian



Fig. 22 Volunteer Opportunities page for New York-Presbyterian

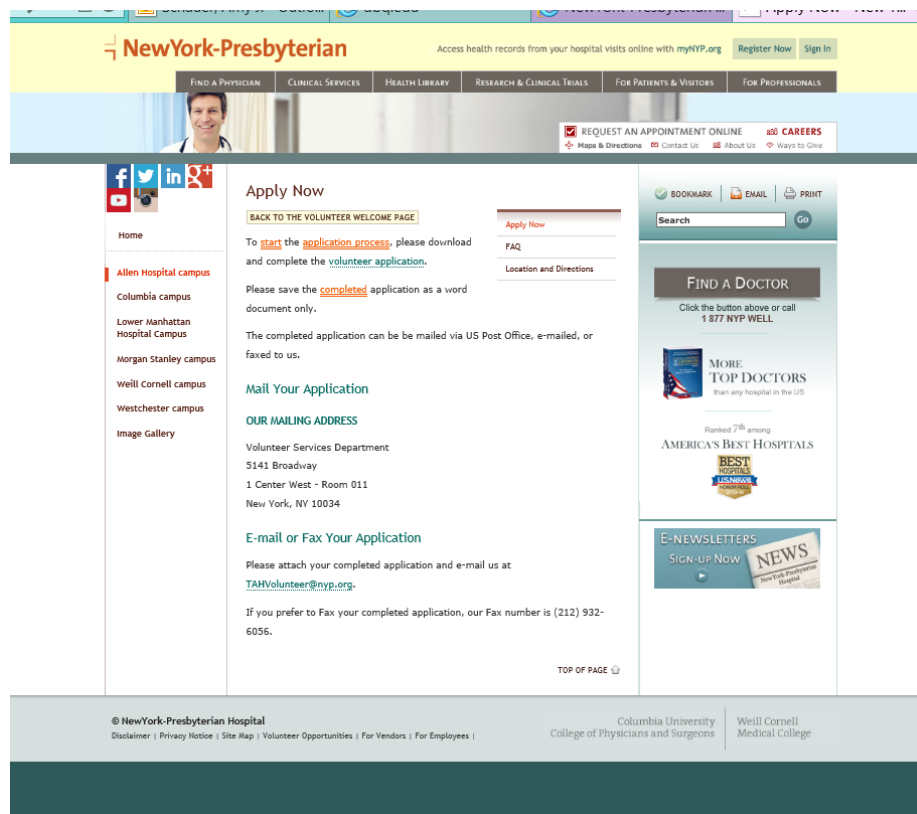


Fig. 23 Apply Now to be New York Presbyterian Volunteer

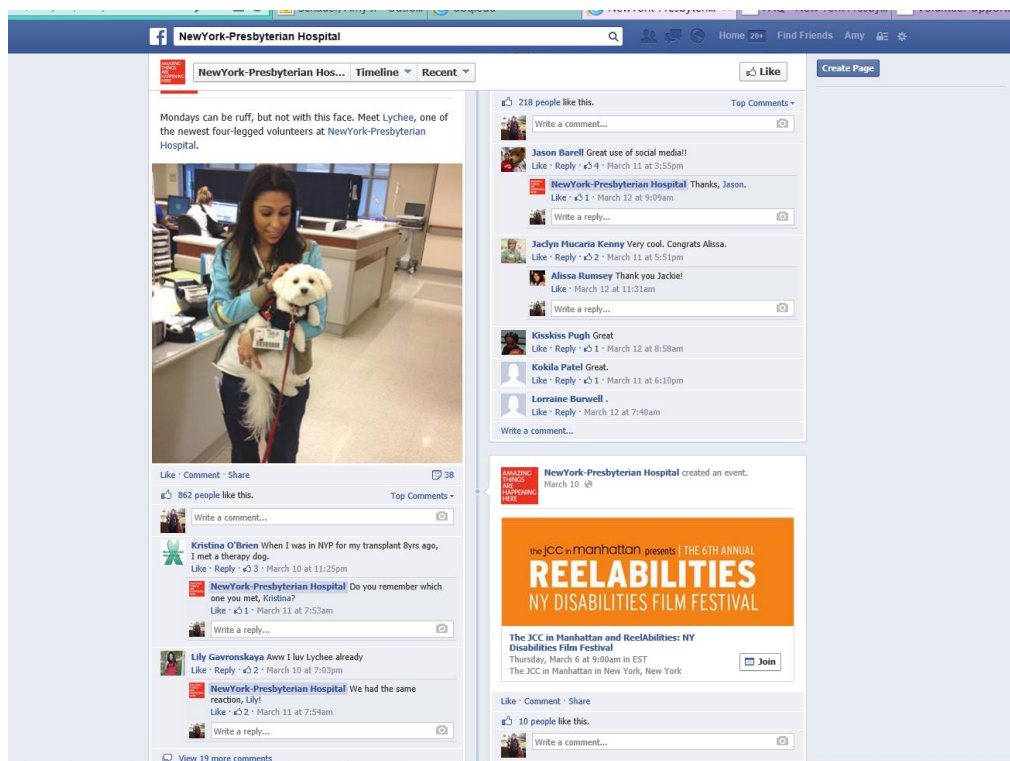


Fig. 24 Two Way Discussion on New York-Presbyterian Facebook page

Through analysis of the New York-Presbyterian Hospital Facebook page 28 of 32 possible social media markers were found. One social media marker was absent during the study and 3 were identified as PICO (Tarrant, 2011). New York-Presbyterian Hospital was the highest ranking in terms of social media markers, at 88% present. Through a web link this organization had information on volunteer opportunities and the ability to apply online to volunteer. New York-Presbyterian was also noted to be engaging in two-way discussions with people who commented on their posts.

The New York-Presbyterian Hospital had 9 of 13 dialogic markers present in the Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 5 of 5 present for Conservation of Visitors, 2 of 3 for Generation of Return Visits, and 5 of 6 present for Dialogic Feedback Loop.

Humane Society of the US

The Humane Society of the US is a non-profit organization with a mission to celebrate animals and confront cruelty. They were established in 1954 and have since been fighting for the rights and protection of animals. Table 10 provides a coded representation of the dialogic principles represented on the Humane Society's Facebook page and Figure 25 shows representation of dialogue with followers.

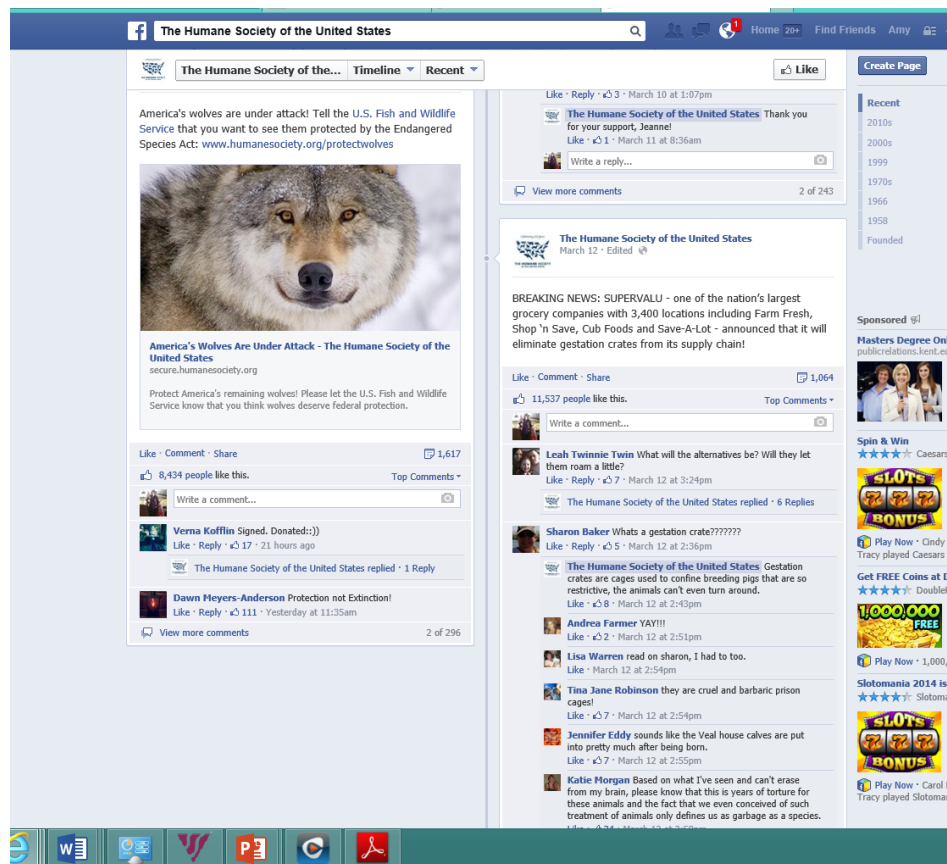


Fig. 25 Humane Society Facebook two-way dialogue

Table 10: Analysis of Human Society Facebook page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes Humane Society of the US
Usefulness of Information	Page Statistics	P		1,901,554 likes; 143,952 talking about this
	About Section	P		
	Mission or Vision Statement	P		Celebrating animals, confronting cruelty
	Description of Organization or History	P		The Humane Society of the United States is the nation's largest animal protection organization, rated the most effective by its peers. Since 1954, The HSUS has been fighting for the protection of all animals through advocacy, education, and hands-on

				programs. We rescue and care for tens of thousands of animals each year, but our primary mission is to prevent cruelty before it occurs. We're there for all animals, across America and around the world.
	Contact Information		(P)artial	http://www.humanesociety.org Only the website is listed. There is not a phone number or e-mail listed.
	How to Volunteer Information	P		Become A Member and Donate apps at top of page. My Humane app also lists options.
	Description of Volunteer Needs/Volunteer Positions		(P)artial	
	Volunteer Application electronic or printable pdf		(P)artial	Click on links for fundraising options.
	Volunteer Policies or handbook	A		
	Milestones	P		
	Photo Albums	P		
	News Links or Press Releases	P		News links are contained in individual posts.
	Volunteer Testimonials	A		
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		
	Like box to like organization	P		
	Like option on individual posts	P		
Conservation of Visitors	Timeline	P		
	Pinned posts	P		
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of Return Visits	Regular Daily Posts		(I)nconsistent	A gap in daily posts was observed during weekend dates.
	Events	P		

	Applications	P		
Dialogic Feedback Loop	Two-way Discussions	P		Several examples of two-way conversations with organization and “friends” were observed.
	Messages	P		
	News Feed	P		
	Comments	P		
	More than 10 posts by others	P		More than 10 posts on one day were observed during this analysis.
	Recommendations by current volunteers	A		

Analysis of the Humane Society of U.S.’s Facebook page showed 26 of 32 social media markers present, 3 absent, and 3 PICO (Tarrant, 2011). The Humane Society had partial information on volunteer opportunities present during the study. They engaged in several two-way discussions during the observation period.

The Humane Society had 8 of 13 dialogic markers present in the Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 5 of 5 present for Conservation of Visitors, 2 of 3 for Generation of Return Visits, and 5 of 6 present for Dialogic Feedback Loop. Based on these dialogic principles (Kent & Taylor, 2002) the Humane Society could potentially improve their Facebook page the most in the area of Usefulness of Information.

American Kidney Fund

The American Kidney Fund has a mission to fight kidney disease through direct financial support to patients in need, health education, and prevention efforts. Table 11

provides a coded representation of the dialogic principles represented on the American Kidney Funds Facebook page (Fig. 26).



Fig. 26 American Kidney Fund Facebook

Table 11: Analysis of American Kidney Fund Facebook page

Principle of Dialogic Theory	Marker on Social Media Site	Present/Absent P/A	PICO Partial Inconsistent Confusing Out of Context	Notes American Kidney Fund
Usefulness of Information	Page Statistics	P		75,501 likes; 3,410 talking about this
	About Section	P		
	Mission or Vision Statement	P		The mission of the American Kidney Fund (AKF) is to fight kidney disease through direct financial support to patients in need, health education and prevention efforts.
	Description of Organization or	P		The American Kidney Fund is the #1 source of direct

	History			financial assistance to kidney patients in the United States, and is a leader in providing education to those with and at risk for kidney disease. AKF spends 97 cents of every dollar on programs and services, and is consistently rated among the nation's top non-profit organizations by charity watchdog groups. Visit www.kidneyfund.org for more information.
	Contact Information	P		Phone (800) 638-8299 Website http://www.kidneyfund.org
	How to Volunteer Information		(P)artial	Events have info on how to help.
	Description of Volunteer Needs/Volunteer Positions		(P)artial	Events have info on how to help.
	Volunteer Application electronic or printable pdf	A		
	Volunteer Policies or handbook	A		
	Milestones		(P)artial	
	Photo Albums	P		
	News Links or Press Releases	P		
	Volunteer Testimonials	A		
Ease of Interface	Profile Image	P		
	Cover Image	P		
	Link to website	P		Website http://www.kidneyfund.org
	Like box to like organization	P		
	Like option on individual posts	P		

Conservation of Visitors	Timeline	P		
	Pinned posts	A		
	Follow option	P		
	Recent Activity	P		
	Shares on Individual posts	P		
Generation of Return Visits	Regular Daily Posts		(I)nconsistent	There were gaps in daily posts observed, especially on weekend dates.
	Events	P		
	Applications	P		
Dialogic Feedback Loop	Two-way Discussions	P		The organization was observed to have encouraged people to sign up for the newsletter and asked to take survey.
	Messages	P		
	News Feed	P		
	Comments	P		
	More than 10 posts by others	P		
	Recommendations by current volunteers	A		

Analysis of the American Kidney Fund's Facebook page showed 23 of 32 social media markers present, 5 absent, and 4 PICO (Tarrant, 2011). This organization had inconsistent daily posts, as there were gaps observed, primarily on the weekend dates. The gap in posts on weekends, appeared frequently during this observation with multiple organizations. The American Kidney Fund was observed to be engaging in two-way discussions with visitors to their Facebook page by encouraging people to sign up for their newsletter and take a survey.

The American Kidney Fund had 7 of 13 dialogic markers present in the Usefulness of Information principle, 5 of 5 dialogic markers present for Ease of Interface, 4 of 5 present for Conservation of Visitors, 2 of 3 for Generation of Return Visits, and 5 of 6 present for Dialogic Feedback Loop.

Summary of Findings

By coding for Kent & Taylor's (2002) social media markers and dialogic theory principles as present in the visual rhetoric of ten of the Top 100 Nonprofits in the United States these organizations can be arrayed across a continuum of how well they fare in facilitating two-way symmetrical communication. New York-Presbyterian Hospital was coded as having the highest number of markers present and The Metropolitan Museum of Art had the least. Figure 27 arrays organizations by number of likes. Figure 28 arrays the number of dialogic markers that are present, absent, and partially present for each organization. And, finally, Table 12 brings this information together ranking organizations from highest (1) to lowest (10) in terms of dialogic markers present, total revenue, and number of likes.

The New York-Presbyterian Hospital had 40,573 likes, ranking 9th in number of likes, and the Metropolitan Museum of Art had 1,075,213 likes, ranking 2nd in number of likes. The number of likes appeared to have no bearing on the number of dialogic markers present. This study also found the average non-profit organization had 23 social media markers present or approximately 72% (Fig. 28). The Metropolitan Museum of Art, not only ranked lowest in number of present markers, but ranked highest in number of markers that were coded as absent.

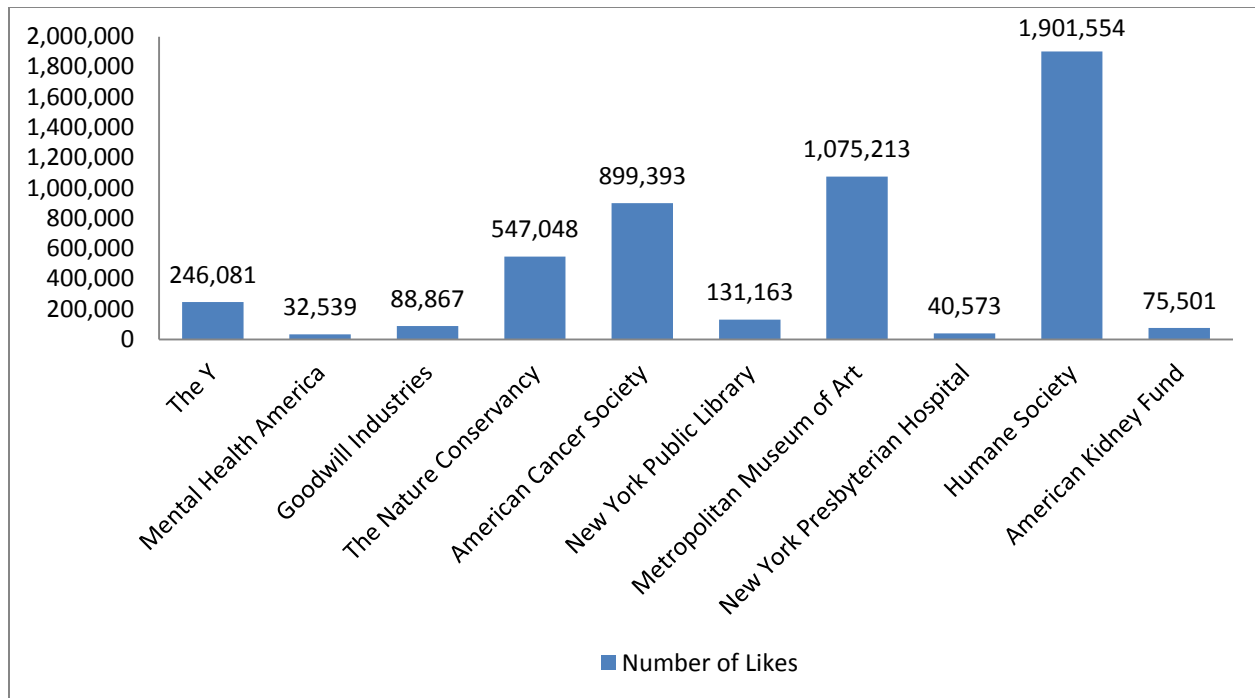


Fig. 27 Number of Facebook Likes by Organization

By rank of highest number of present dialogic markers (1 being the highest present) the order of organizations was as follows:

1. The New York-Presbyterian Hospital (26 present markers)
2. The Humane Society (25 present markers)
3. The Y, Mental Health America, and the American Cancer Society (tied at 24 present markers)
4. The Nature Conservancy (23 present markers)
5. Goodwill Industries and The American Kidney Fund (tied at 22 present markers)
6. The New York Public Library (21 present markers)
7. The Metropolitan Museum of Art (20 present markers)

All ten non-profits had five out of five markers present for Ease of Interface. New York-Presbyterian Hospital scored the highest in Usefulness of Information with nine markers present. Several non-profits had all five markers present in Conservation of Visitors. The Y and

Metropolitan Museum of Art both had three out of three markers present in Generation of Return Visits. Several non-profits showed five present markers in dialogic feedback loop, but only the American Cancer Society had partial recommendations by current volunteers present.

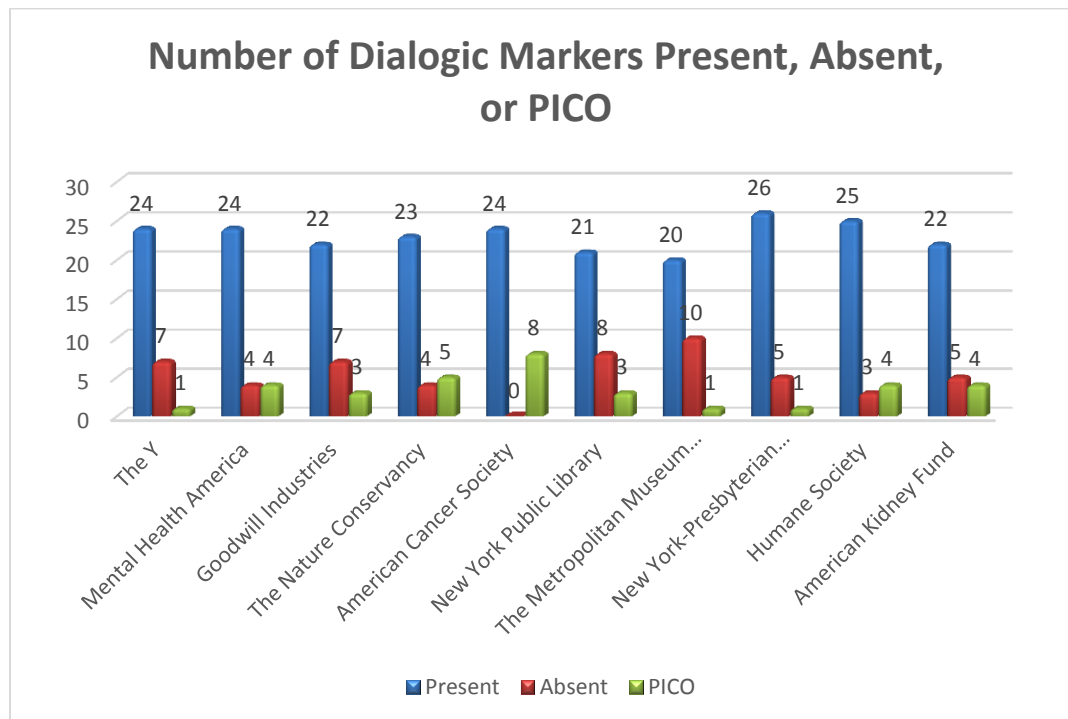


Fig. 28 Number of Present, Absent, and PICO Markers for Each Organization

The highest ranking organization, The New York-Presbyterian Hospital, had the 7th highest annual revenue. Their fundraising arm is known as the New York-Presbyterian Fund and had a 2012 annual revenue of \$249,637,351. The lowest ranking organization, The Metropolitan Museum of Art, had the 5th highest revenue, with an annual 2012 revenue of \$ 418,697,665, so the amount of revenue had no apparent direct correlation to how successful the organization was at engaging in dialogic theory principles on social media.

In Table 12, below, note The Y, Mental Health America, and the American Cancer Society are tied for third and Goodwill Industries and the American Kidney Fund are tied for seventh place for number of dialogic markers present.

Table 12: Organizations by Present Dialogic Markers, Revenue, and Likes

	Rank of Organizations by Number of Dialogic Markers Present (1 being the highest number present)	Rank of Organization by Revenue (1 having the highest revenue)	Rank of Organization by number of likes (1 having the most likes)
1	The New York-Presbyterian Hospital	The Y	Humane Society of the United States
2	The Humane Society	Goodwill Industries International	Metropolitan Museum of Art
3	The Y, Mental Health America, and the American Cancer Society (tied)	The Nature Conservancy	American Cancer Society
4	See #3 for tied organizations	American Cancer Society	The Nature Conservancy
5	See #3 for tied organizations	Metropolitan Museum of Art	The Y
6	The Nature Conservancy	New York Public Library	The New York Public Library
7	Goodwill Industries and The American Kidney Fund (tied)	New York-Presbyterian Hospital (NY-Presbyterian Fund)	Goodwill Industries
8	See #7 for tied organizations	Mental Health America	American Kidney Fund
9	The New York Public Library	American Kidney Fund	New York-Presbyterian Hospital
10	The Metropolitan Museum of Art	Humane Society of the United States	Mental Health America

CONCLUSIONS

Volunteer Managers across the nation seek to engage volunteers and foster a culture of service in their communities, but limited marketing budgets can be a stumbling block to successful volunteer recruitment. This study seeks to research the effectiveness of social media and social networking sites as effective dialogic communication tools for non-profit organizations that make extensive use of volunteers in their mission. The study employed the dialogic theory principles of Kent and Taylor (2002) to determine which, if any, of the five principles could be used to increase dialogic communication on social media sites and therefore be employed to create more effective volunteer recruitment campaigns. The implications, limitations, and thoughts for further research are outlined below.

Implications

Through analysis of the ten national non-profit organizations it was determined that all of the organizations scored 5 out of 5 dialogic markers in the dialogic principle (Kent & Taylor, 2002) of Ease of Interface. This means they all had a profile image, cover image, link to website, a box to “like” their organization, and ability to “like” individual posts.

Most organization also had a high percentage of present markers in the areas of Generation of Return Visits and Conservation of Visitors. The two principles where the majority of organizations generally lacked presence markers were Usefulness of Information and Dialogic Feedback Loop, especially as these pertained to volunteer information. Many of the dialogic markers in these two areas could potentially take more staff time to create and manage. An example of a more time-consuming marker would be an ability to host two-way

symmetrical communication/discussions (Grunig 2001; Kent & Taylor 2002; Mc-Allister-Spooner 2009).

Although some organizations display information about how to volunteer, it is generally in relation to events or fundraising opportunities. For the organizations that had volunteer information, it was often coded as partial. Often this information could only be found by following a web link. Careful consideration must be given to how many links a person will follow before they lose interest.

The two organizations that provide the most volunteer opportunity information and online volunteer application were the American Cancer Society and the New York-Presbyterian Hospital. Through a web link to their websites they provided an opportunity to view types of volunteer opportunities, view pictures or video of volunteers in action, and potentially apply to be a volunteer. But even this prestigious national organization has an opportunity to improve their Facebook pages and dialogic communication with potential volunteers by posting the volunteer opportunities and application directly to their Facebook pages.

While some organizations have a pinned post where they requested donations, none had a pinned post about volunteering. Pinning a post about how to volunteer that would remain at the top of their news feed or creating an app at the top of the page for volunteer opportunities might be one additional way to improve dialogic communication and usefulness of information with potential volunteers. This information might attract people who did not originally visit the site looking for volunteer opportunities. Organizations must consider that skilled volunteers can be as great a resource as donations. It appeared that most of the non-profit organizations analyzed had not previously planned for using social media as a primary

tool for recruiting volunteers. It is, in the opinion of this researcher, a lost opportunity when non-profit organizations do not use social media to reach stakeholders like volunteers.

During this analysis it was noted that several organizations failed to have regular daily posts, often times this was coded as inconsistent since they failed to have posts on weekends. Organizations could improve this dialogic opportunity by using a tool such as HootsuiteTM or SocialBakersTM to schedule their posts. The use of social media business analytic tools of this type was not examined during this study. Programs of this kind permit timed/scheduled disclosure of information which provides a consistent sense of presence in the visual rhetoric of an organization.

Some organizations could improve the number of markers present in the virtual rhetoric of their social media. For example, The Nature Conservancy, could provide more complete information in these areas. By moving partial markers, such as how to volunteer, description of volunteer needs and milestones to present, they would have 10 of 13 or 78% of markers present in Usefulness of Information. Like many other organizations if they added a volunteer application, volunteer handbook or policies, and volunteer testimonials they would greatly improve their score in Usefulness of Information. For many organizations this is information they already have and information that does not need to regularly be updated. It should be something that is relatively easy to improve in terms of staff time.

The lowest ranking organization, in terms of dialogic markers, was the Metropolitan Museum of Art. They failed to provide information on their mission, vision, and background of the organization as part of their About section. This is basic information stakeholders expect to find on an organization's Facebook page. It should be included for every organization.

It was also determined that the amount of revenue did not appear to have bearing on the number of present dialogic markers or the organizations ability to communicate dialogically with their publics. The number of “likes,” a common analytic marker, also did not seem to bear weight on the findings of this study.

As mentioned in the Findings section above, The Metropolitan Museum of Art not only ranked lowest in number of present markers, but ranked highest in number of markers that were coded as absent. Given the high reputation of this organization nationally, it clearly needs to improve Facebook page in terms of dialogic principles, making them far more receptive to audience-centered input from interested parties.

Overall, it seems most of the organizations analyzed for this study could improve their Facebook pages with little effort by ensuring they list volunteer opportunities, provide a volunteer application, engage in two-way discussions with people who comment on their posts, and paying attention to daily posts, making sure they don’t miss weekend dates. It will be important for organizations to weigh the cost of paying a staff person to monitor the discussions and posts on their Facebook pages with the benefits they may receive. For some organizations with limited budgets they may want to implement low-cost strategies first and then reassess. They will also want to consider the cost of using an analytics tool and again weigh the potential return on investment.

Implications as Related to Volunteer Recruitment

Since many of the dialogic principles coded for in the research did not specifically relate to volunteer recruitment, non-profit organizations that use volunteers to achieve their mission may want to formulate a social media and marketing strategy to directly reach volunteers. The

dialogic markers coded for in this study are a good beginning, but these organizations may want to take this one step further.

For example instead of just coding for regular daily posts and two-way discussions, an organization may want to consider how often they are posting information about volunteer opportunities or engaging visitors to the site in discussions about volunteering. In volunteer recruitment word-of-mouth has always been crucial and in many instances, depending on the demographic an organization is trying to reach, social media may be the new word of mouth.

Organizations may also consider posting news articles about the health benefits of volunteering or links to websites where their volunteer opportunities are listed, especially if they are using already available sources like AllforGood.org or VolunteerMatch.org. Non-profit organizations may also consider whether or not partnering with an already established volunteer program or volunteer center in their community might help boost their volunteer recruitment efforts. Some volunteer programs are already using established software such as Volunteer SolutionsTM or VolgisticsTM and sharing the cost of this online tool or software may prove helpful to non-profit organizations with small budgets for marketing, especially marketing volunteer opportunities.

While the coding done for this study was important for showing the dialogic potential of Facebook for reaching volunteers there are further analytic tools available to expand upon this. Here are just a few non-profit organizations may want to consider (Cleary, 2014): AgorapulseTM, BlitzmetricsTM, KomfoTM, PostacumenTM, QuintlyTM, Scoreboard SocilTM, SocialBakersTM, SumallTM, and Wisemetrics StreamTM. Even though Cleary provides these 9 business analytics tools that go above and beyond Facebook standardized insights, some of this may go well

beyond what a volunteer manager needs to reach volunteers. Non-profit organizations seeking to reach volunteers may want to stick to social media tools that can help them focus on regular posts and organizing all of their social media, creating a unified brand.

Littlewood (2012) examined some of the recommended social media tools for non-profit organizations and these were his suggestions:

1. **TweetDeck™**, a free desktop application that allows volunteer coordinators to post to multiple social media sites like Facebook and Twitter at one time.
2. **BufferApp™**, this free version of the web-based app allows a volunteer coordinator to write posts and it will space them out throughout the day. It allows up to 10 posts loaded in the free version. This app helps to make it appear that an organization has a very active social media presence without the staff time investment.
3. **CrowdBooster™**, the free version of this provides volunteer coordinators with analytics about the number of people who have viewed and interacted with the organization's content and can suggest the best times to post information.
4. **HootSuite™**, this was the tool Littlewood suggested as the best all-around option at \$10/month for the professional version. It is a web-based application that allows an unlimited number of social profiles. Volunteer coordinators can post updates via HootSuite™ and schedule specific times for posts. Volunteer coordinators also get additional reports.
5. **SproutSocial™**, the most expensive tool listed at \$60/month, this is a strong analytics tool. It can give volunteer coordinators an at-a-glance view of statistics for an organization's different social media and its website.

Three of these five time-saving tools are free. Some of the analytic and productivity tools that do have a cost associated with them may also help keep staff cost down and give the appearance of a very active social media presence. Time and cost are not the only

considerations as non-profit organizations examine social media use. These organizations also want to consider privacy of their volunteers and clients. Each organization must carefully take into account the type of information that is allowed both ethically and legally to be made publically available. In some cases laws such as HIPAA will apply and organizations who work with protected classes need to be especially cautious what type of information is discussed on social networking sites. Other considerations are discussed below in limitations of this study and for further research.

Limitations of this Study

Given the time constraints of this practicum project only ten of the top 100 Non-Profit organizations were examined. Future studies may want to examine a larger cross section of non-profit organizations. It is also important to note the non-profit with the lowest revenue examined for this study was the American Kidney Fund at \$186,648,599 in revenue for 2012. Future studies may want to examine non-profit organizations that have less than \$1 million in annual revenue, as this may affect their dialogic communication on social media. Although the study used a cross section of the Top 100 list, in terms of non-profit organizations they all had very high amounts of revenue and were all national, versus local non-profits.

While revenue may have presented a limitation, it may be noted that the same coding tool could be used for organizations of all sizes. It is free for a non-profit organization to have a Facebook page, it is also important to consider the cost to maintain the Facebook page. Staff must post information, respond to comments and messages, and generally maintain the page, which all takes time. If a paid staff person is assigned to social media management, then it is

not essentially free. This study did not examine the size of staff relevant to their score of present dialogic markers.

This study did not consider or examine whether or not an organization used a social media tool such as HootsuiteTM to schedule their messaging, examine analytics, or generally help with their outreach to stakeholders through social media. As non-profit organizations consider the use of such analytic software they will need to examine the usefulness and cost-effectiveness of these tools, as it relates to their organization.

A final limitation is that this study did not account for the type of volunteers being recruited. It may be important for future studies to consider whether social media is a successful volunteer recruitment tool for all age demographics and if so, which social networking site, best fits the needs of each age group, generation, and skill set.

For Further Research

While research on dialogic communication for web-based marketing by organizations is not new, applying these principles to social media is relatively new. Theorists such as McAllister-Spooner (2009) looked primarily at dialogic communication on websites, not social networking sites. Several theorists recognized that the dialogic potential of social media has not been fully recognized. While Facebook celebrated its ten year anniversary in 2014, there are many social media sites that are truly in their infancy. Further research may expand upon how organizations are using dialogic communication comparatively on several social networking sites like Facebook, Twitter, LinkedIn, and more.

This study supported the notion that the *full* dialogic potential for volunteer recruitment by non-profit organizations on social media sites has not been realized. This study laid the

groundwork for further research on using Kent and Taylor's (2002) dialogic theory principles to improve dialogic communication on Facebook pages. It is also began to examine which of the five dialogic principles may be most important in improving this type of communication between non-profit organizations and volunteers. In future studies it will also be crucial to examine what analytics are being measured and if these are the best analytic measurements for reaching volunteers.

As non-profit organizations expand their use of social media and social media analytics further research may be needed to analyze which social media tools and other analytic tools such as HootsuiteTM, SocialbakersTM, Post PlannerTM, and others work best for their particular needs. Additional research may help determine how dialogic communication on social media could not only help recruit volunteers, but also be used to screen volunteers and place them in meaningful volunteer experiences that use their life experiences and skills to the fullest. It is clear that more research is needed to reach the full potential of social media as a tool for volunteer recruitment.

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APPENDIX A

NonProfit Times top 100.pdf - Adobe Reader

66.7%

THE 2013 NPT TOP 100

Name	2012 Total Revenue	Sources of Income				In Kind Services	
		Public Support	Government	Investment	Program Service		
1. The Y	6,239,518,000	827,183,000	614,190,000	54,191,000	4,556,322,000	187,632,000	n/a
2. Goodwill Industries International	4,894,712,975	948,665,266	477,044,455	64,849,062	3,404,154,192	0	n/a
3. United Way ¹	4,260,323,560	3,926,301,986	254,294,500	79,727,074	0	0	211,014,853
4. Catholic Charities USA ²	4,227,510,561	677,227,638	2,365,603,319	51,613,692	494,057,799	639,008,113	n/a
5. The Salvation Army ³	3,353,200,000	1,885,074,000	353,644,000	303,343,000	147,551,000	663,588,000	n/a
6. American Red Cross	3,154,538,043	685,695,216	55,495,521	59,037,356	2,290,746,478	63,563,472	10,387,980
7. Task Force for Global Health	1,666,797,286	1,656,384,635	10,407,544	5,107	0	0	0
8. Easter Seals	1,618,823,000	194,194,000	268,964,000	20,315,000	710,613,000	424,737,000	n/a
9. Boys & Girls Clubs of America ⁴	1,572,511,548	699,384,431	490,836,802	72,512,813	213,314,425	96,463,077	n/a
10. Feeding America	1,554,156,485	1,510,622,608	0	- 58,155	24,312,736	19,279,296	1,454,382
11. Habitat for Humanity International	1,492,281,757	674,037,656	275,216,026	68,615,618	412,879,430	61,533,027	n/a
12. Childrens Hospital Boston	1,378,467,631	148,021,647	183,366,953	23,068,790	989,683,001	34,327,240	0
13. Smithsonian Institution	1,315,239,542	199,257,103	916,403,979	38,205,474	90,218,174	59,946,482	10,427,791
14. Planned Parenthood Federation of America ⁵	1,150,400,000	261,100,000	542,400,000	22,500,000	311,500,000	12,900,000	2,600,000
15. Boy Scouts of America ⁶	1,062,968,000	358,240,000	5,746,000	191,982,000	334,257,000	172,743,000	n/a
16. Dana-Farber Cancer Institute	1,021,271,591	255,057,938	143,574,943	293,433	602,927,602	19,417,675	0
17. Volunteers of America	1,011,510,729	128,871,436	0	3,602,115	863,134,857	15,902,321	1,563,768
18. World Vision	1,009,722,239	826,919,787	174,520,104	6,000,706	1,044,744	1,236,898	302,078
19. The Nature Conservancy	949,132,306	535,923,725	149,744,370	98,797,014	151,038,082	13,629,115	78,854,904
20. American Cancer Society	916,152,000	888,582,000	7,820,000	34,465,000	0	- 14,715,000	4,105,055
21. Food For The Poor	900,123,377	891,394,528	8,542,046	33,192	0	153,611	0
22. ALSAC/St. Jude Children's Research Hospital	870,140,691	776,484,977	0	67,856,711	0	25,799,003	0
23. Girl Scouts of the USA ⁷	787,676,187	104,033,552	7,146,885	21,224,285	592,446,586	62,824,879	56,483,434
24. Catholic Relief Services	699,536,870	276,681,709	418,751,086	3,260,906	29,649	813,520	1,978,971
25. YWCA ⁸	694,107,824	171,178,474	318,189,596	n/a	n/a	204,739,754	n/a
26. Shriners Hospitals for Children	636,714,048	202,387,056	0	321,112,058	90,235,650	22,979,284	0
27. American Heart Association	626,004,591	529,013,805	639,368	14,811,795	24,763,223	56,776,400	6,886,027
28. Feed the Children	617,805,399	613,748,377	1,399,946	2,540,036	0	117,040	45,317
29. Compassion International	598,798,440	596,083,005	0	2,635,313	0	80,122	26,183
30. Save the Children	576,643,006	347,067,934	212,628,370	5,067,272	8,125,955	3,573,475	19,165,862
31. C.A.R.E.	557,527,133	369,282,643	172,284,433	10,390,484	0	5,569,573	0
32. Boys Town ⁹	553,474,000	218,224,000	0	114,007,000	214,729,000	6,514,000	0
33. Cru ¹⁰	548,366,000	502,854,000	0	0	12,648,000	32,864,000	5,970,000
34. AmeriCares	526,069,039	524,509,518	0	984,913	469,490	105,118	542,174
35. United States Fund for UNICEF	501,836,356	498,746,777	0	784,831	0	2,304,748	0
36. PBS	434,409,851	198,881,052	20,158,130	- 3,111,538	191,070,062	27,412,145	0
37. Metropolitan Museum of Art	418,697,665	139,566,751	27,108,283	137,816,266	19,484,860	67,744,197	0
38. New York Public Library	394,990,723	77,619,561	163,797,431	141,533,591	4,509,995	7,530,145	24,537,412
39. International Rescue Committee	386,540,097	129,772,406	250,724,500	3,566,216	0	2,476,975	0
40. Institute of International Education	384,248,554	94,087,206	266,290,584	4,135,461	18,872,519	862,784	0
41. Samaritan's Purse	376,066,846	358,594,225	13,885,754	1,753,423	1,612,000	221,444	13,672,474
42. Susan G. Komen for the Cure	342,373,526	301,652,615	11,500	8,403,254	506,094	31,800,063	67,173,330
43. Cystic Fibrosis Foundation ¹¹	341,343,541	134,090,038	0	15,832,068	1,738,732	189,682,703	0
44. United States Olympic Committee	338,385,758	54,942,760	6,247,543	299,736	176,779,932	100,115,787	0
45. Kingsway Charities	331,408,940	330,904,869	0	103,828	5,310	394,933	7,315
46. American Jewish Joint Distribution Committee ¹²	315,779,534	279,749,427	19,095,078	11,580,688	0	5,354,341	0
47. Teach For America	306,840,786	214,643,111	61,546,661	316,024	28,823,196	1,511,794	289,146
48. Direct Relief	299,652,831	299,189,560	32,645	11,318	414,248	5,060	0
49. Pew Charitable Trusts	298,604,125	282,675,813	470,750	12,259,148	3,815,795	- 617,381	0
50. Good360 ¹³	298,361,613	293,955,149	0	0	4,353,592	52,872	205,586

¹ In-kind contributions includes donated services and products ² Does not reflect aggregated audited financials but compilation of voluntary responses from agencies in network; total expenses includes \$9 million in additional unspecified expenses

³ Audited financial statements. Expenses of \$153,864,000 from irregular items (e.g., accounting principle) not shown in above amounts but affects change in net assets ⁴ Unaudited compilation provided by member clubs plus audited financials of national office ⁵ FYE 2012 data from national office and 2011 data from 79 affiliates ⁶ Includes revenues, expenses of National Council, however, only unrestricted revenues, expenses for the 250 local councils. Donor-restricted revenues.

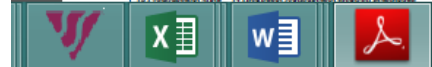
NonProfit Times top 100.pdf - Adobe Reader



THE 2013 NPT TOP 100

Name	2012 Total Revenue	Sources of Income				In Kind Services	
		Public Support	Government	Investment	Program Service		Other
51. Brother's Brother Foundation	295,883,198	294,731,595	0	363,334	775,226	13,043	0
52. Leukemia & Lymphoma Society	292,822,993	282,657,104	14,969	8,039,879	0	2,111,041	5,328,250
53. Christian Broadcasting Network	286,080,858	177,773,182	0	521,523	400,880	107,385,273	0
54. Metropolitan Opera Association	285,898,004	127,518,235	661,825	12,597,993	141,279,892	3,840,059	0
55. Cross International	282,240,795	282,103,144	0	13,877	57,326	66,448	44,772
56. Catholic Medical Mission Board	270,234,305	257,094,197	12,894,713	245,395	0	0	6,817,134
57. Special Olympics International ¹¹	268,999,483	212,508,409	20,437,520	6,812,376	6,614,590	22,626,588	67,130,361
58. Step Up For Students	267,783,788	267,447,702	0	2,266	0	333,820	0
59. New York Presbyterian Fund ⁷	249,637,351	138,246,379	0	25,501,013	86,261,586	- 371,627	0
60. Mental Health America ¹²	249,511,856	28,745,532	128,770,441	4,094,702	82,324,872	5,576,309	0
61. Marine Toys For Tots Foundation	249,046,694	246,824,230	0	1,653,268	0	569,196	16,838,505
62. MAP International	244,071,640	240,856,113	418,205	43,685	2,718,831	34,806	0
63. Art Institute of Chicago	242,355,755	39,908,815	11,285,046	11,886,523	154,790,347	13,403,566	0
64. Alzheimer's Association	240,563,832	201,736,500	12,866,528	4,392,419	12,192,475	9,375,910	8,188,025
65. Young Life	237,810,980	182,209,700	0	- 223,260	54,525,459	1,299,081	350,000
66. Museum Of Modern Art	236,817,359	99,797,164	40,352	72,703,723	34,934,150	29,341,970	0
67. Mercy Corps	232,959,669	61,628,612	169,943,570	575,388	429,601	382,498	967,567
68. Rotary Foundation of Rotary International	232,899,543	181,096,787	199,860	58,881,049	5	- 7,278,158	0
69. Christian and Missionary Alliance	232,516,896	56,794,237	0	14,409,774	153,281,150	8,031,735	0
70. Bill, Hillary & Chelsea Clinton Foundation ¹³	231,088,921	113,199,518	114,546,567	521,106	0	2,821,730	n/a
71. Big Brothers Big Sisters of America	230,705,312	182,478,400	34,195,846	1,849,041	0	12,182,025	0
72. Wildlife Conservation Society	230,042,654	79,420,424	65,722,952	9,724,515	51,157,154	10,131,037	n/a
73. ChildFund International	229,998,300	213,831,708	12,508,431	1,443,876	1,463,479	750,806	15,894,762
74. American Diabetes Association	228,492,500	177,364,000	239,000	1,885,500	35,711,000	13,293,000	2,395,000
75. Make-A-Wish Foundation	227,740,595	216,437,101	0	10,059,981	0	1,243,513	36,324,553
76. Operation Blessing International Relief and Development	220,172,143	219,217,347	951,857	753	0	2,186	0
77. National Gallery of Art	217,924,113	35,518,477	128,419,530	48,544,272	766,876	4,674,958	0
78. Project HOPE	217,876,947	205,143,170	8,920,607	873,925	2,382,684	556,561	2,023,662
79. National Multiple Sclerosis Society ¹⁴	216,363,554	63,202,054	691,321	5,085,631	0	147,384,548	4,467,391
80. Robin Hood Foundation ⁹	213,623,915	230,744,881	0	1,687,587	0	- 18,808,553	0
81. UJA - Federation of Jewish Philanthropies of New York	212,948,000	189,539,000	0	23,182,000	342,000	- 115,000	200,000
82. Cold Spring Harbor Laboratory ⁷	210,820,369	124,687,502	54,464,404	5,991,493	21,931,783	3,745,187	0
83. World Wildlife Fund	208,495,555	154,128,934	41,213,760	4,276,214	752,916	8,123,731	53,527,866
84. UNCF	208,284,715	164,034,319	0	44,250,396	0	0	3,051,099
85. National Jewish Health	206,521,290	30,218,683	47,674,000	4,073,903	124,826,446	- 271,742	n/a
86. March of Dimes	205,497,687	195,402,390	3,199,773	3,316,222	1,746,635	1,832,667	0
87. JDRF	203,068,073	195,105,087	0	6,976,700	650	985,636	0
88. Scholarship America	202,327,788	182,167,839	0	9,579,022	9,361,822	1,219,105	7,248
89. Chronic Disease Fund	201,215,266	200,401,801	0	928,822	0	- 115,357	0
90. Carter Center	200,399,460	149,717,881	31,426,192	18,828,566	0	426,821	0
91. Médicins Sans Frontières / Doctors Without Borders	200,294,442	189,249,536	0	353,450	10,671,977	19,479	2,538,868
92. NPR	190,468,098	77,344,538	377,180	3,045,121	100,676,014	9,025,245	2,385,055
93. American Kidney Fund	186,648,599	186,249,805	0	293,359	3,964	101,471	1,247,878
94. Ducks Unlimited	184,444,845	98,622,066	71,527,617	7,538,659	0	6,756,503	0
95. Hadassah ⁸	180,287,564	97,703,359	1,991,507	74,976,903	3,286,053	2,329,742	0
96. JFK Center for the Performing Arts	180,035,748	54,369,964	43,917,953	3,036,750	68,305,144	7,206,176	0
97. Humane Society of the United States ⁹	180,023,044	163,707,958	0	3,085,434	2,242,407	10,987,245	35,061,663
98. The Conservation Fund	179,382,974	90,306,766	19,811,229	700,445	68,564,534	0	0
99. Trinity Christian Broadcasting Network ⁷	176,739,439	95,624,097	0	17,223,077	62,052,917	1,839,348	0
100. American Museum of Natural History	175,626,383	77,991,800	43,356,405	5,304,755	29,661,149	12,866,519	0

⁷ FYE 2011 ⁸ Audited financial statements ¹¹ FYE 2012 data of headquarters and 30 affiliates plus 2011 data of 21 affiliates ¹² FYE 2012 data of 48 affiliates, plus 2011 of 102 affiliates and 18 of 2010/2009



APPENDIX B

Anatomy of a Facebook Page (Jenson, 2013)

Anatomy of a Facebook Page

PROFILE IMAGE

This square image will display at either 125px square or 150px square depending on the size of the person's screen who is viewing it. You should upload a square image larger than 180px by 180px. Your logo is a great choice, as this image is used around the site alongside any content you post.

PAGE STATS

On display for the world to see the number of likes, people talking about you, and people who have checked in at your business.

ABOUT

You should make sure you write a short, punchy about blurb that captures people's attention and accurately sums up what you do. You define the text for this in the "Basic Information" section of the page admin interface. Adding a link to your website here can be a good idea to maximize click-through to your website if that is something you are working toward.

PINNED POSTS

You are able to pin a post to keep it at the top of your Timeline for 7 days. This means that it will not be pushed down by any subsequent updates that you make, and will get significantly more views and engagement. Use this to promote special offers or important announcements.

REGULAR POSTS

Regular posts (not milestones, pinned or starred) show up on either side of your Timeline. If there is an image (or images) associated with them then this will be displayed underneath the post. You can choose to hide posts that you no longer wish to display.

STARRED POSTS

Starred posts highlight content by displaying it across both the columns in your Timeline. Use this feature on great deal content to get more engagement.

MILESTONES

Milestones are a great way to show off important dates in your company history. Use them to show off the date you were founded, when you launched new products, or any other important dates. These are displayed with an image which is 825px by 400px.

COVER IMAGE

The single biggest opportunity you have to make visual impact with your Page. Pick something that looks great, and really shows off your brand. The dimensions of this image are 851 x 315px. You may not include:

Price or purchase information
Contact information (e.g. web, email, or physical address)
Any reference to Facebook features (e.g. share or like)
No calls to action (e.g. "get it now", or "let your friends")

FACEBOOK APPS

Up to 4 applications will appear along the top of your Page. The Photos app is always the first app on the left, you are able to choose the other 3 that will appear here. If you have more than 4 apps the remaining apps are accessed via a drop-down menu (up to a total of 12).

MESSAGES

If you have messages enabled users are able to contact you privately directly. We recommend having this feature turned on as it offers people a way to get in touch without posting on your wall for all to see.

FRIENDS WHO LIKE THIS

When people visit your page they will be shown any of their friends who already like you here.

POSTS BY OTHERS

All of the recent posts from fans are collected into a single box on your Timeline.

LIKES

If your page likes other pages then they are displayed here. This can be a great way to network with your customers for B2B businesses or suppliers.

