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Agenda

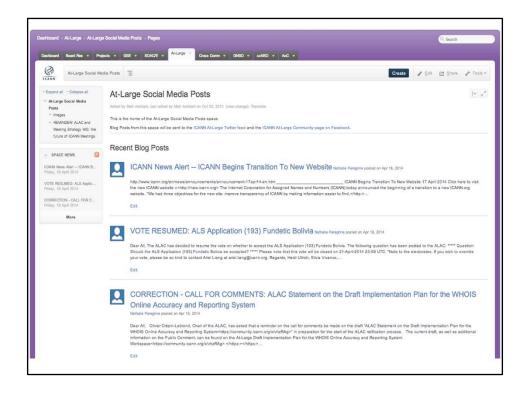
- 1. Situation Analysis
- 2. SWOT Analysis
- 3. Objectives
- 4. Measures of Success
- 5. Target Audience
- 6. Tactics
- 7. Organization & Planning
- 8. Future Development
- 9. Next Step



- We need to "know thyself" first and evaluate the current performance of At-Large on social media.
- Up to date, At-Large has active social media accounts on Facebook, Twitter, and YouTube.
- At-Large also has accounts on Flickr (https://www.flickr.com/photos/at-large/) and LinkedIn, but their latest updates were in 2011.
- For more information about various At-Large outreach efforts, see https://community.icann.org/x/dlzbAQ.



- At-Large has two types of presence on Facebook: 1) The ICANN At-Large Community Page (usually used by business/organizations) set up in June 2009; and 2) the At-Large Staff personal account (usually used by individuals) set up in July 2010.
- These two accounts have been posting information distributed via ALAC-Announce in a timely and frequent manner. Posts cover the following topics:
 - o ICANN News Alert
 - Vote Announcement
 - o Call for Comments
 - Policy Updates
 - o Call/Webinar/Meeting Information
- On the Facebook Page, the posts are simply the links to the pages in the "At-Large Social Media Posts" wiki space which copied/pasted the original emails from ALAC-Announce. In the actual Facebook posts, no written or imagery content can be found.
- Up to date, the Facebook Page has garnered 876 fans (likes).
- The majority of its fans are English-speaking male aged between 25 and 44 who live in the US, Latin America and the Caribbean, and India; they got to know about the Page through the Page Suggestions function (source: Page Insights).
- The reach and engagement rate are quite low for each post, only a handful of fan have liked, commented, or shared it.



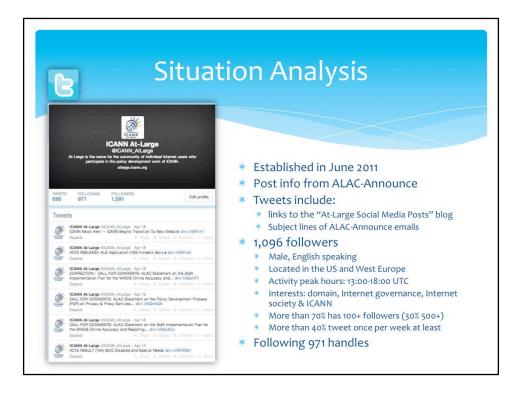
The "At-Large Social Media Posts" wiki space has a blog structure that organizes content based on the time of posting, not the type of posts.



- On the Facebook *Personal Account*, the posts include the links to 1) the original ALAC-Announce emails archived in pipermail and 2) the links on the ICANN News Alert emails.
- Up to date, Personal Account has 1,356 friends.
- A majority of its friends are individuals (e.g. At-Large members and leaders); a few are highly connected individuals serving as either the center of network hubs or the linkages between different hubs (hubs are likely ALSes or RALOs) (source: friend wheel application).

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	ICANN At-Large Staff staff at atlarge icans.org.	, and an in the same of the sa
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	The current draft, as well as additional information on the Public Comment, can be Accuracy and Reporting System Workspace-httms://community.icano.org/s/thsZAGP-	e found on the At-Large Dreft Implementation Plan for the WHDES Online
	Please submit any comments on the workspace using the comments function by 23 Apr.	[ALAC-Announce] GNSO and At-Large calls - week of 14 April 2014
	Aegards,	
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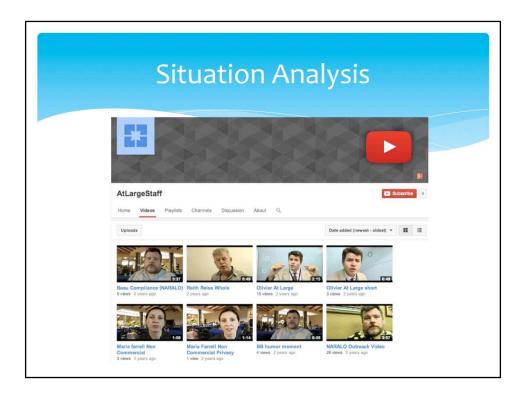
As you can see, the emails archived in pipermail – which are linked by posts on At-Large's Facebook Personal Account - are badly formatted, full of technical terms, and not very interesting to read through, thus they are not good linked content to promote on social media.



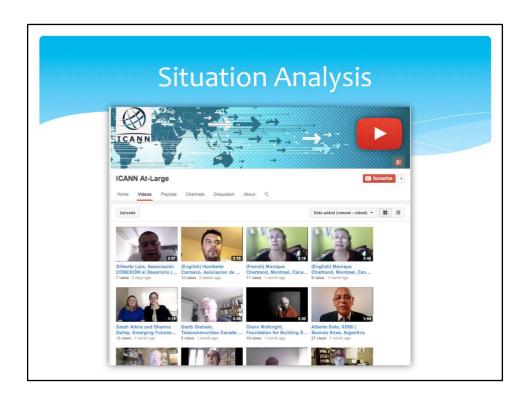
- @ICANN_AtLarge came into existence in June 2011.
- Same as the Facebook posts, the tweets have distributed information from the ALAC-Announce and linked to the wiki space. One slight difference is that the tweets have written content, which are usually the subject lines of the original emails sent via ALAC-Announce. There is no visual content.
- Up to date, the handle has garnered 1,096 followers. Some of their characteristics are listed below.
 - o Demographic: Male, English speaking
 - o Geographic: A majority of them are located in the U.S. and west Europe
 - Behavior: Their daily peak hours of Twitter activities are between 13:00 UTC and 18:00 UTC
 - o Interests: Domain names, Internet governance, Internet society, and ICANN
 - Influence: More than 70% have over 100 followers (notably 30% have more than 500 followers); more than 40% tweet at least once within one-week period.

(source: Follower Wonk)

• Up to date, the handle has followed 971 individual and organizational accounts pertinent to domain names, Internet governance, Internet society, and other ICANN related topics. A great majority of the users tweet in English and are located in the U.S. and west Europe.



- Similar to Facebook, At-Large has two channels on YouTube: 1) AtLargeStaff and 2) ICANN At-Large.
- AtLargeStaff is an older channel that stopped updating in 2011. It contains short interviews of some ALAC members and ALS members.



• ICANN At-Large is a newly established YouTube channel that comes into existence this year and contains video interviews of ALSes.

SWOT Analysis Strengths Weaknesses Lack of social media voice Facebook & Twitter as popular online Redundant, unhelpful & non-intriguing links communications channels · Lack of a dynamic & visually pleasing A constant inflow of shareable content Solid fan/follower base with potential to information hub spread the word for At-Large Confusing & risky FB personal account · Limited outreach among non-English speaking users & certain regions **Opportunities Threats** Ever growing At-Large community · Lack of staff & community members to News on NTIA and Internet Governance & manage the time-consuming accounts well-publicized events · Limited organizational knowledge about Social media gurus & experts among social media community members Risky association with inaccurate information & unfriendly opinions

Below is the SWOT analysis for the current performance and future potential of At-Large social media channels.

Strengths:

- Facebook and Twitter are the popular social media channels for people to rapidly communicate information.
- We will never run out of content on social media, as rich new materials about the work of ICANN At-Large keeps following in a daily basis.
- Our current fan/follower base is solid and has the potential to engage in and publicize the work of At-Large.

Weaknesses:

- Posts/tweets speak from the voice of ICANN and At-Large but do not speak from the voice of social media (e.g. no visuals, hashtags, or snappy written text).
- The links to the wiki space and pipermail are redundant, unhelpful, and not intriguing.
- We are in lack of a dynamic and visually pleasing information hub (i.e. website) that aggregates all information pertinent to At-Large and can effectively redirect traffic from social media.
- The Facebook Personal Account is confusing and risky organizations with personal accounts on FB may violate the privacy rule and the accounts may risk being forcefully deleted.
- Outreach is limited among non-English speaking audience and countries and regions where Facebook and Twitter are not popular platforms (e.g. China).

SWOT Analysis Strengths Weaknesses Facebook & Twitter as popular online Lack of social media voice Redundant, unhelpful & non-intriguing links communications channels · Lack of a dynamic & visually pleasing A constant inflow of shareable content Solid fan/follower base with potential to information hub spread the word for At-Large Confusing & risky FB personal account · Limited outreach among non-English speaking users & certain regions **Opportunities Threats** Ever growing At-Large community · Lack of staff & community members to News on NTIA and Internet Governance & manage the time-consuming accounts well-publicized events · Limited organizational knowledge about Social media gurus & experts among social media community members Risky association with inaccurate information & unfriendly opinions

Opportunities:

- The At-Large community keeps growing, so will the fan/follow base on social media
- News on Internet Governance and NTIA transition, as well as many well attended and well publicized events (e.g. NETMundial, ATLAS II) will raise the public awareness about and interest in ICANN, thus give At-Large community an opportunity to join the conversation and rally fans/followers.
- The community members who are social media guru/enthusiasts will help contribute to the content curation, development, engagement, and dissemination on social media.

Threats:

- Social media management potentially becomes time-consuming and no staff or community members can dedicate time in monitoring, maintaining, and developing the channels.
- Limited organizational knowledge of social media may leave the potential for disruptions to project continuity.
- At-Large's association with inaccurate information and unfriendly opinions on social media may risk damaging the reputation of the community and ICANN.

SWOT Analysis		
Weaknesses & Threats	Mitigations	
Lack of a dynamic & visually pleasing information hub	 Test new Confluence system (short-term) Test ATLAS II Website (short-term) Push for new At-Large Website (long-term) 	
Confusing & risky FB personal account	Redirect traffic to FB Page immediatelyDeactivate personal account gradually	
Limited outreach among non-English speaking users & certain regions	Have translation plugins on FB & Wiki (short term)	
Lack of staff & community members to manage the time-consuming accounts	Plan ahead (as much as possible) through monthly forecasts (see slide no.21)	
Limited organizational knowledge about social media	Create a social media management guide Involve staff & community members	
Risky association with inaccurate information & unfriendly opinions	Be mindful Plan content & counter measures ahead Clear content through chain of command Follow Social Media guidelines established by ICANN Consult with Communications Department	

- Considering the strengths and opportunities, we would like to continue developing our current social media channels with a focus on Facebook and Twitter; YouTube will support their growth by providing new ALS interview videos and other sharable content.
- Regarding weaknesses and threats, above are some potential ways of mitigating them.



- To create and implement the right social media strategy, we need to set clear objectives there are two: 1) Communications objective, and 2) business objective.
- Above is the communications objective of the social media engagement for Atlarge. In other word, this is the message that we want to send out through our social media channels (i.e. Facebook and Twitter).

Objectives

Business

To enhance Internet end-users' engagement with At-Large

- * Enable ALSes to timely disseminate information
- * Encourage inputs from ALSes through appropriate links
- * Facilitate online discussion of policy issues
- * Facilitate cross-community interactions
- * Motivate interested end-users to join At-Large
- * Promote At-Large in the wider public
- Above is the business objective of the social media engagement for At-Large. In other words, this is how we want communications to transform into concrete actions.
- In terms of specific actions, our social media accounts serve to:
 - Enable At-Large Structures to disseminate information from ICANN At-Large to its members in a timely manner;
 - Encourage input from ALS members in At-Large activities through linking them to appropriate places in wiki, At-Large / ICANN websites, At-Large / ICANN YouTube channels, and others;
 - o Facilitate online discussions of various Internet policy issues by sharing relevant news articles, op-ed pieces, white papers, blog posts, statistical data, and video clips (not an exhaustive list);
 - Promote At-Large's interactions with other ICANN groups and substructures (e.g. Supporting Organizations, Advisory Committees, Subcommittees, Working Groups, Review Teams, Taskforces), as well as organizations associated with ICANN (e.g. IETF, IGF, W3C) on social media;
 - Motivate interested end-users to engage with At-Large (e.g. join an ALS, attend ICANN meetings, contribute to policy discussions, etc.).
 - Promote the vision, mission, value, and activity of At-Large in the wider public.



- Measures of success are linked to the objectives that we have previously set.
- To evaluate our Facebook performance based on communications objective (to raise global awareness of At-Large), we may track the following Key Performance Indicators (KPIs):
 - New Page Likes
 - Post Reach & Total Reach (the number of people who have seen certain posts)
 - Engagement rate (equals to the sum of likes, comments, and shares of certain posts)
 - o The countries and languages of fans
 - o Others
- o Facebook Page's 'Page Insights' function easily provides us those metrics.
- We can evaluate our Twitter performance according to similar types of KPIs. Many analytics website (e.g. Twitter Analytics, Follower Wonk) can provide us those numbers.
- Metrics need to be monitored on a weekly basis to make it easier for us to refine strategies and develop best practice.



Above are some examples of metrics provided by Facebook's 'Page Insights' function.

Measures of Success

Business

KPIs for end-users' engagement with At-Large

- * Direct traffic from social media to the At-Large wiki
- * # of comments on draft ALAC Statements from target
- * # of comments on new ALS applications from target
- * # of new ICANN meeting participants, ALS members & new ALSes as a result of social media
- * Shares, Retweets & Mentions by other accounts
- Similarly, the KPIs above are linked to the business objective of social media (to enhance end-users' engagement with At-Large).
- Above are some examples of 'engagement with At-Large.' In other words, those are the desired, concrete outcome that we would like our social media channels to deliver.
- However, it is hard to determine whether those types of desired outcome can be delivered *solely* by social media. Other factors may also influence our progress toward reaching the business objective.

Target Audience

Primary

External facing: Inactive, new & potential ALS members

Demographic: Both genders, younger generation

Geographic: Worldwide

Interests: Internet consumer protection, safety & other ICANN policy issue areas

Knowledge: Limited knowledge, understanding & experience in ICANN & At-Large

Desire: Want to learn, get involved & make a difference

Behaviors: Constantly learning, follow news, attend meetings & gatherings, actively listen & share viewpoints

Influencers: Subject-matter experts & authorities in global DNS, Internet Governance & other ICANN policy issue areas

- Our primary target audience on social media are external facing. They include:
 - Existing ALS members who have limited knowledge, understanding, and/or involvement with At-Large
 - Members of newly accredited ALSes
 - People interested in learning and influencing ICANN policy issue areas from end-user perspectives
- Some of their key characteristics are listed above.
- Why do we primarily target this group of audience:
 - Seasoned At-Large community members are likely to rely on established, relatively closed communications channels (i.e. mailing lists and Skype chats) for information exchange;
 - Inexperienced members and potential members of At-Large are likely to seek information about At-Large everywhere, including social media, so this platform would be more valuable for them;
 - They are likely connected with and/or following like-minded friends, colleagues, and influencers who may also desire to get involved with groups like At-Large;
 - ATLAS II serves as a great motivator for all At-Large people (including the inactive ones) to engage with the community and generates a wonderful opportunity to attract new blood.



To give you an example of how our primary audience look like, participants of the NextGen program organized by NetMission.asia fit the bill.

Target Audience

Secondary

Internal facing

- * Active community members & leaders
- * Staff & Board members
- * ICANN groups, structures & departments
- * Organizations & events associated with ICANN
- * Influencers of Internet policy issues

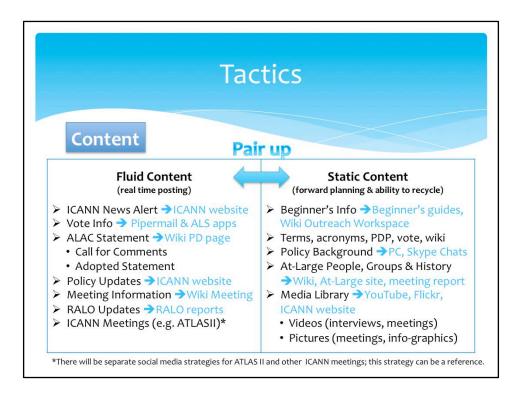
- Above include some examples of our secondary audience, who are internal facing.
- Given the nature of Facebook and Twitter as an interactive platform, these target audiences are important. Through connecting with them via actions such as 'like,' 'comment,' 'share,' 'mentions', 'hashtags,' and 're-tweets', At-Large will have a greater chance of gaining visibility not only with fans and followers but the friends of fans and the followers of followers.

Tactics Messaging * Speak to the needs, wants & interests of end-users * Explain what they should know & why they should care Content * Written: Sharp, informative, action-driven & in plain English * Visual: Truthful depiction of At-Large, no stock photos * Links: Interesting & helpful * Integration: Applicable to both FB & Twitter Goal * Capture interests & prompt audience to click the links

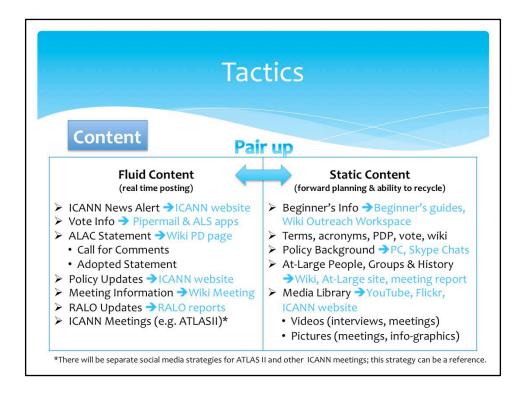
- While the At-Large community uses a particular communications style in its actual work, its Facebook's and Twitter's communications style can afford to be different in its approach.
- Content needs to speak from the needs, wants, and interests of end-users, especially the ones with little experience in ICANN At-Large, to help them understand and engage with the community on social media.

* Help audience understand & engage

- Content also needs to speak from the voice of social media the aim is to be sharp, informative, action-driven, and in plain English, so as to capture the interest of readers and encourage them to click through to the links or interact with the posts/tweets.
- The written text needs to be applicable on both Twitter and Facebook (this particularly concerns with the length of the text) for practicality and efficiency considerations.



- There are two types of content generated by the At-Large community that social media can potentially promote: 1) Fluid content and 2) static content.
- The blue texts on the slide indicate possible sources and links for curating and linking different types of information.
- Fluid content generally includes 1) the information distributed through ALAC-Announce on a daily basis and 2) the information comes out of ICANN meetings. Some examples include:
 - o ICANN News Alert
 - Vote Information for ALAC Statement and ALS Applications
 - ALAC Statement (call for comments, adopted statement)
 - Weekly and monthly policy updates
 - o Information about meetings, webinars, and conference calls
 - o RALO updates
- Since fluid content is an important reflection of the work of At-Large and always new, they need to be posted on real-time.



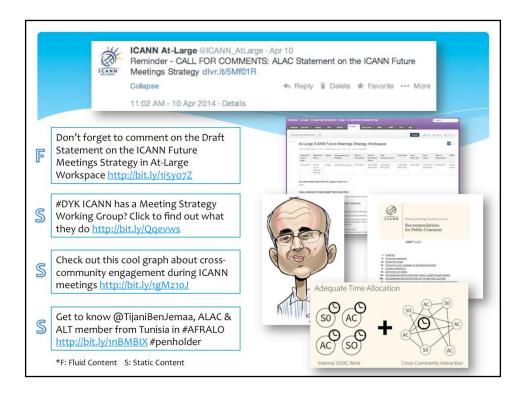
- Static content is the relatively stable, background type of information that won't change much over time. Some examples include:
 - Beginner's information that explains how At-Large works: ICANN terminology, acronyms, PDP, vote procedures, meeting procedures, and Confluence walkthrough
 - Policy background: Introduction of the issue areas that the At-Large community cares about
 - At-Large people, groups, and history: Key At-Large people, WGs/SCs, meetings, events, Statements, and decisions at the present and the past
 - o *Media Library* (great for adding human elements to At-Large):
 - Videos: RALO spotlights, At-Large members/leaders spotlights, staff spotlights, clips from past At-Large f2f meetings, RALO showcases, key speeches/quotes, interviews with the media.
 - Pictures: including the above topics in videos and useful infographics posted on the ICANN website
- Given the characteristics of our primary target audience, the technical fluid
 content may be become a barrier for them to engage with the community. To post
 relevant static content side-by-side would provide a learning opportunity for our
 target, helping make our social media channels dynamic and reach our objectives.
- Static content can also be planned ahead of time, thus helping mitigate the time-management problems.



- Hashtags are an essential component on social media.
- We need to use hashtags in content because they: 1) are applicable to and popular on both Facebook and Twitter (and some other social media platforms); 2) categorize content; 3) make content searchable; and 4) follow trending topics and join Internet conversation.
- Hashtags are especially good for boosting the communications KPIs.



- Appropriate hashtags are used to accompany different posts/tweets.
- It would be fine to use one to three hashtags for each post/tweet.
- Above are some hashtag examples for different types of fluid and static content.
- There is a need to develop and populate powerful hashtags representing the At-Large brand.



- The above slide illustrates how the concepts mentioned in earlier slides can be materialized in real tweets.
- The top image is a recent 'fluid content' tweet from @ICANN_AtLarge. The text is not sharp, informative, action-driven, or in plain English (i.e. the term 'Call for Comments' is a little bit technical). The url links to the pipermail record of the original email, which is also technical and adds one unnecessary step for viewers to submit their comments in the wiki.
- Instead, this tweet can be rewritten in a more user-friendly way: "Don't forget to comment on the Draft Statement on the ICANN Future Meeting Strategy in At-Large Workspace" with its url linked directly to the wiki.
- To accompany this 'fluid content' tweet, many possible 'static content' tweets can be developed to provide background for our target audience:
 - 1) #DYK ICANN has a Meeting Strategy Working Group? Click to find out what they do http://bit.ly/Qqevws. #DYK = do you know. The url points to the introduction of the WG on ICANN website.
 - 2) Check out this cool graph about cross-community engagement during ICANN meetings http://bit.ly/1gMz10J. The graph is excerpted from the report produced by the MSWG. The url is linked to the report itself.
 - 3) Get to know @TijaniBenJemaa, ALAC & ALT member from Tunisia in #AFRALO http://bit.ly/1nBMBIX #penholder. This introduces the human elements to the work of At-Large.

Tactics

Interactions

Shares, Retweets & Mentions (@UserName)

- * Especially target secondary audience
- * Include relevant links
- * Good for communication objectives

Replies

- * Reply users & solicit replies from users
- * Good for business objectives

ICANN Communications

- * Post relevant content from ICANN social media accounts & Communications Department
- * Support consistency of messaging across ICANN
- Interactions with our target audience is also essential on social media channels. Rather than shouting from one side of the room, we need to have a two-way dialogue with our audience.
- There are many possible ways of interactions. Examples include:
 - Shares/Retweets and Mentions: Relevant ideas and events posted on the social media accounts of target audience (esp. secondary audience) can be shared, retweeted, or mentioned (@UserName), while including any relevant links to At-Large wiki and website.
 - <u>Replies</u>: There is scope for At-Large to converse with relevant Facebook and Twitter users in order to achieve our communications and business objectives. We can select tweets and comments on Facebook to reply to; we can also create opportunities to solicit comments and enhance audience's engagement (e.g. post survey questions on Facebook).
 - ICANN Communications: Any content of relevance from the general ICANN social media accounts, as well as briefings materials from the Communications Department will be posted. This is to take advantage of the content provided and to support the consistency of messaging across ICANN.

Timing * Post on FB & tweet on a daily basis * Goal: 2-3 FB posts/tweets per day at least outside ICANN meetings * Higher frequency & live feed during ICANN meetings

- To keep the accounts active and ensure content is viewed by fans and followers on a regular basis, the aim is to post content on a daily basis:
 - Outside ICANN meetings, we should tweet and post on Facebook at least
 2-3 times each per day.
 - o During ICANN meetings, as there will be much more fluid content going out daily, the post frequency would be much higher.



- To ensure that the social media strategy be implemented in a timely and effective manner, we will need supports and contributions across the At-Large community.
- The group that will do the heavy lifting work is the Curation Working Group, a new WG to be established with the composition of:
 - Member(s) from the At-Large Staff
 - o Member(s) from ALAC Subcommittee on Outreach
 - Member(s) from the At-Large Capacity Building Working Group
 - Member(s) from the At-Large Technology Taskforce Working Group
 - Chairs and Secretariats of five RALOs
- We believe the people mentioned above are appropriate for the social media assignment due to their knowledge, capacity, and experience, as well as the diversity consideration.
- Members of the WG will work collaboratively and handle different responsibilities
 in a rotational basis. We need to get volunteers signed up for this group in a timely
 manner, as this is the first step toward a successful strategy implementation.
- Furthermore, we need to ensure that the members of this WG are active and sustainable and will develop organizational knowledge of social media management so that avoid disruptions to project continuity. In today's digital communications age, it is critical that the At-Large community has a constant and effective representation on social media in order to show our identity as a key stakeholder in the Internet governance ecosystem.

Organization & Planning

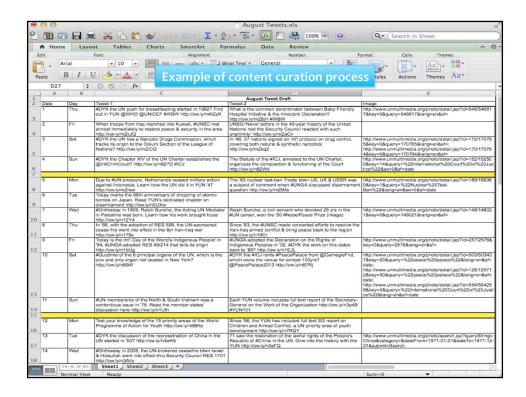
Curation Process

Responsibilities

- Templates for fluid content will be produced as an onetime activity
- * Draft posts/tweets of static content will be planned two months in advance each work period
- * Besides fluid content, there will also be **flexibility** to create content based on **trending topics**
- * Aim to start posting content in the first week of June to build momentum for ATLAS II
- Curation WG will take charge of the following areas of work:
 - <u>Create templates for fluid content</u>: While we cannot plan for fluid content ahead of time, we can at least develop reader-friendly wording, linked content, and image that go along with different types of fluid content and resonate with our primary audience. Developing such template will be an one-time activity.
 - O <u>Draft two-month worth of static content each work period</u>: Static content needs to be posted side-by-side with fluid content. A great number of those types of posts and tweets can be drafted within a concentrated period of time (TBD). To draft two-month worth of static content at once will help mitigate time-management problem and give enough time for editing and refinement on the day of posting.
 - <u>Create content based on trending topics</u>: The WG also needs to monitor news and select appropriate topics for At-Large to discuss, helping us become an active and contributing member on social media.
 - O Aim to start posting in the 1st week of June 2014: As ATLAS II starts at the end of June, we will need to 'officially' roll out new content on social media channels at the beginning of the month to help build momentum for this grand event. During ATLAS II we will be able to proudly present our social media to the new and potential ALS members, our primary audience. We need to put people to work quickly so that we won't regret missed opportunities.



- Below includes the tentative responsibilities of the Curation WG from now to the Monthly ALAC Call in May (about 1 month preparation period):
 - o Form Curation WG in a timely manner
 - Draft two month-worth of posts & tweets (to be posted in June and July) of static content that cover: 1) Beginner's info, 2) policy background, 3) At-Large people, groups, and history, and 4) media library
 - o Create templates for all types of fluid content
- After reviewing the work of the Curation WG, ALAC members will potentially conduct a consensus call during the Monthly ALAC Call in May to officially adopt the overall At-Large Social Media Strategy.



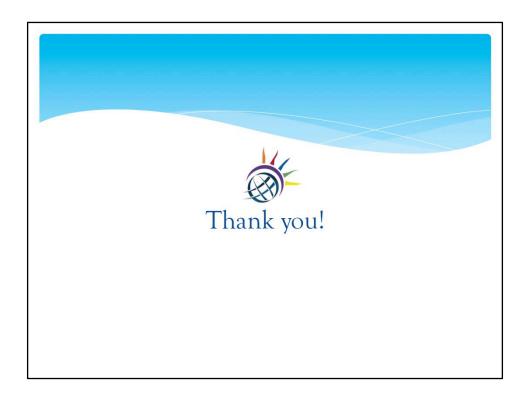
The above spreadsheet is a "tweet calendar" which exemplifies how content for tweets can be curated and planned ahead of time. The wording, link, and picture of each tweet is prepared earlier and assigned to appropriate date. The Curation WG is expected to produce deliverables in a similar manner.



- The social media landscape is always evolving. The intent of this strategy is to start small, monitor KPIs, and develop knowledge of best practice for communicating on social media. In the future, the strategy can be refined to ensure the At-Large presence on social media is effective.
- There is also scope for the community to expand its social media activity. There are two aspects to it:
 - 1) Incorporate non-English languages in future posts and tweets that help reach our audience globally this will need not only wider support from the community, particularly members fluent in multiple languages, but also appropriate planning with the consideration of multiculturalism and geo diversity.
 - 2) Introduce complementary platforms (e.g. LinkedIn, Google+, TumbIr, and Sina Weibo) that integrate with Facebook and Twitter this could be considered in the future, once the benefits and purpose of using other platforms are assessed.

Next Step

- 1. Ratify strategy within TTF
- 2. Solicit feedback from Outreach SC, Capacity Building WG & RALO Chairs and Secretariats
- 3. Evaluate comments & refine strategy
- 4. Develop strategies for Curation WG, including:
 - * Timetable for deliverables
 - * ALAC-Announce email trends
 - * Resource (staff & community members) allocations
- Investigate measures against inaccurate information & unfriendly opinions
- Below are the action items to be undertaken in the immediate future:
 - <u>Ratify strategy within TTF</u>: This strategy document will be posted on the TTF wiki and distributed via its mailing list for ratification among members.
 - Solicit feedback: Once adopted, the strategy document will be sent through the mailing lists of Outreach SC, Capacity Building WG, and the Chairs and Secretariats of five RALOs – the potential contributors of the Curation WG – for comments and suggestions.
 - o <u>Evaluate comments & refine strategy</u>: Incorporate suggestions from the aforementioned groups and revise the strategy if necessary.
 - Develop strategies for Curation WG: This includes a detailed breakdown of the workload, schedules, and allocation of resources. There's a need to study the pattern of information flow on ALAC-Announce via pipermail in order to manage future fluid content efficiently.
 - Investigate measures against inaccurate information & unfriendly opinions:
 Consultation with the ICANN Communications Department would be helpful in this regard.



We welcome comments, suggestions, and inputs across the community to refine the At-Large social media strategy!