

CASE Social Media & Community 2011

**INITIAL FINDINGS:**  
**2011 CASE/mStoner/  
Slover Linett  
Social Media Survey**

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mStoner

sloverlinett  
STRATEGIES

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STRATEGIES

# OVERVIEW

- ▶ **Purpose:** learn how institutions are using, managing and measuring social media
- ▶ **Sponsors:** CASE, mStoner, Slover Linett
- ▶ **Methods:** Link emailed to 18,000 representative CASE members; 951 responses
- ▶ **Second annual study**

# EVERYONE'S ON BOARD

- ▶ Nearly all use Facebook (96%)
- ▶ About 3 in 4 use Twitter
- ▶ Two-thirds use LinkedIn or YouTube
- ▶ About 40% have blogs, use Flickr or offer a social community via an outside vendor
- ▶ Only 4% weren't using any social media

# WE LIKE SM, BUT HAVEN'T FULLY EMBRACED IT

- ▶ **Most (73%) believe SM have great potential for achieving their goals**
  - ▶ Fewer have institutional support & buy-in (45%) or expertise for SM efforts (28%)
- ▶ **We use SM to sustain our brands (90%)**
  - ▶ But we're also very motivated by external factors like constituent demand (79%) or competition from peer institutions (84%)

# WHAT DO WE HOPE TO ACHIEVE?

- ▶ **Top goals overall**
  - ▶ Engage alumni (84%)
  - ▶ Strengthen brand image (75%)
- ▶ **Marketing also uses SM to**
  - ▶ Engage prospective & admitted students (68% and 63%)
  - ▶ Increase awareness and rankings (61%)
- ▶ **Development more likely to use SM to engage alumni (86%) than raise funds (38%)**

# WHAT WE'RE *NOT* DOING WITH SM

- ▶ Recruiting faculty and staff
- ▶ Crisis management
- ▶ Raising private funds
- ▶ Conducting audience research
- ▶ Engaging the media

# HOW IS SM MANAGED?

- ▶ **Nearly 1 in 4 manage SM solely in their own department**
  - ▶ An additional 6 in 10 manage their own SM, but get input from others
- ▶ **At most institutions, communications or marketing manage institution-wide SM activities**



## HOW IS SM MANAGED? (cont)

SM activities tend to be:

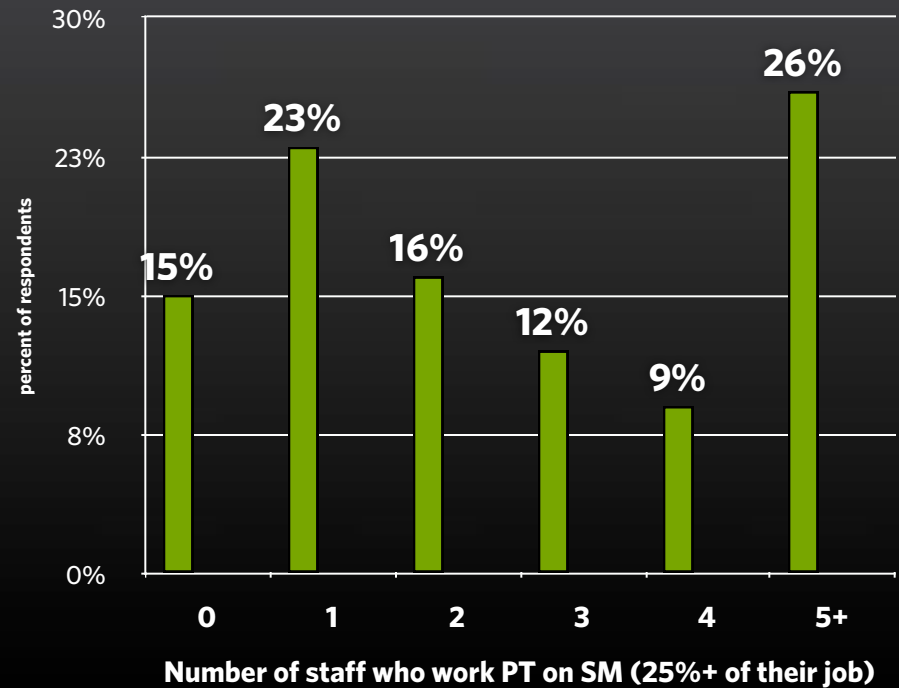
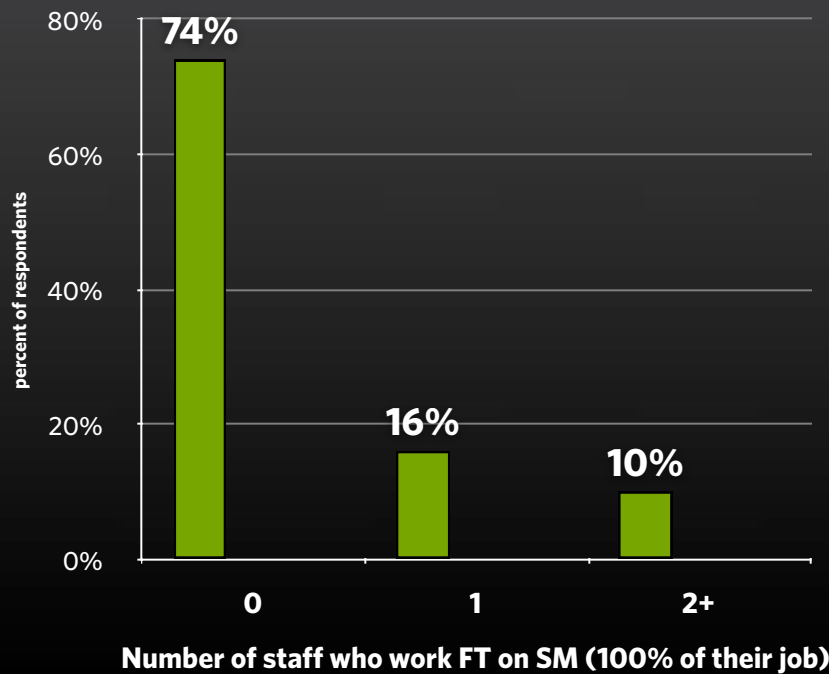
- ▶ Controlled by their unit, including the staff & resources assigned to social media
- ▶ Local & dispersed throughout institution rather than centralized & coordinated
- ▶ Not as planful or coordinated as they'd like
- ▶ Led predominantly by in-house resources rather than freelancers or vendors

# HOW IS SM MANAGED? (cont)

- ▶ **Most don't have guidelines or policies**
  - ▶ If they do, branding or graphics guidelines are most common
  - ▶ Some have content management guidelines but few tackle privacy, ethical, or legal guidelines
- ▶ **Most don't evaluate their SM efforts**
  - ▶ Friends/Likes most common measure
  - ▶ Few get feedback on their SM activities

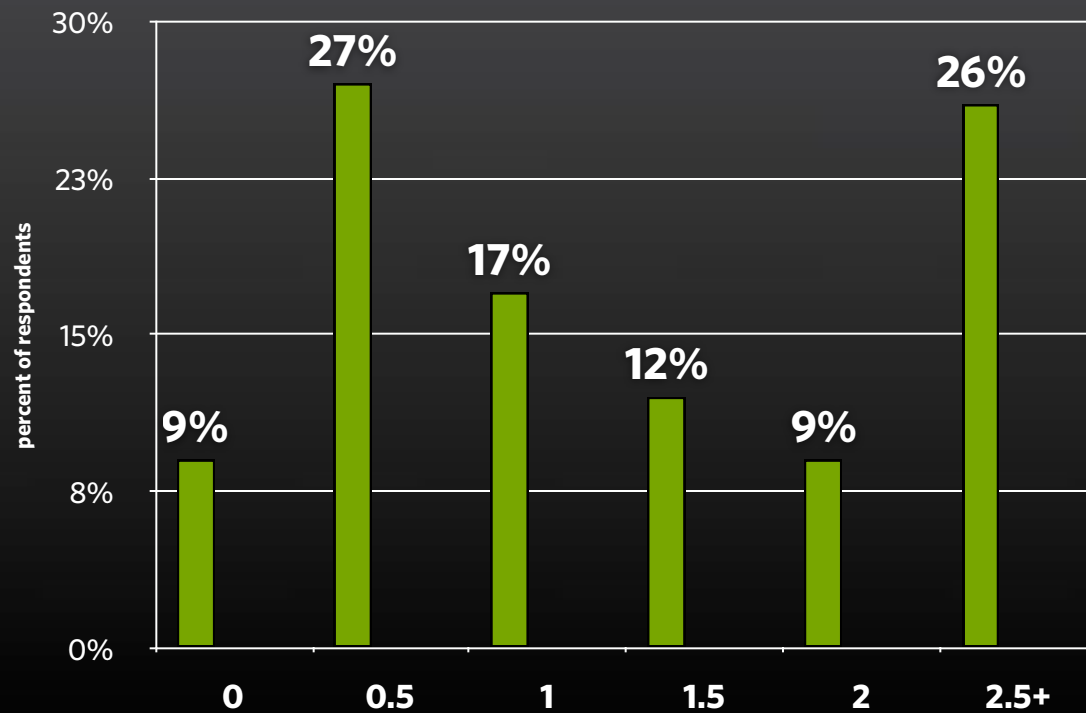
# HOW DO WE STAFF SM?

At the institutional level, one-quarter have someone working full-time, 100% dedicated to SM



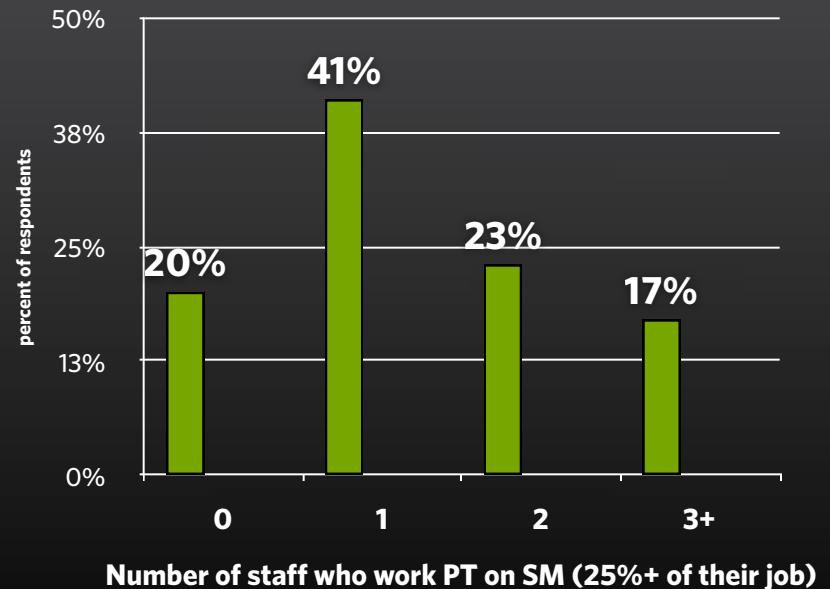
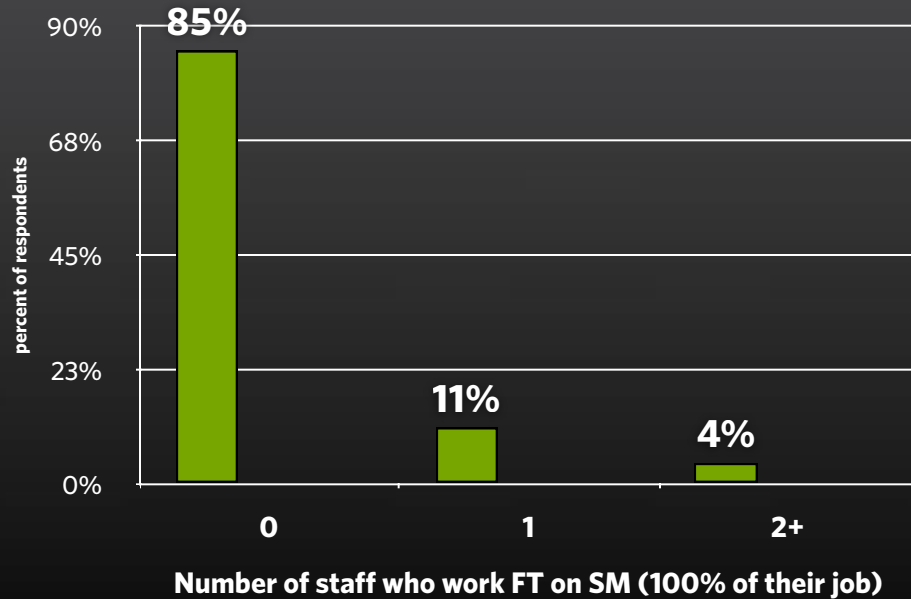
# HOW DO WE STAFF SM?

At the institutional level, roughly 1 FTE on average, but much variation between institutions



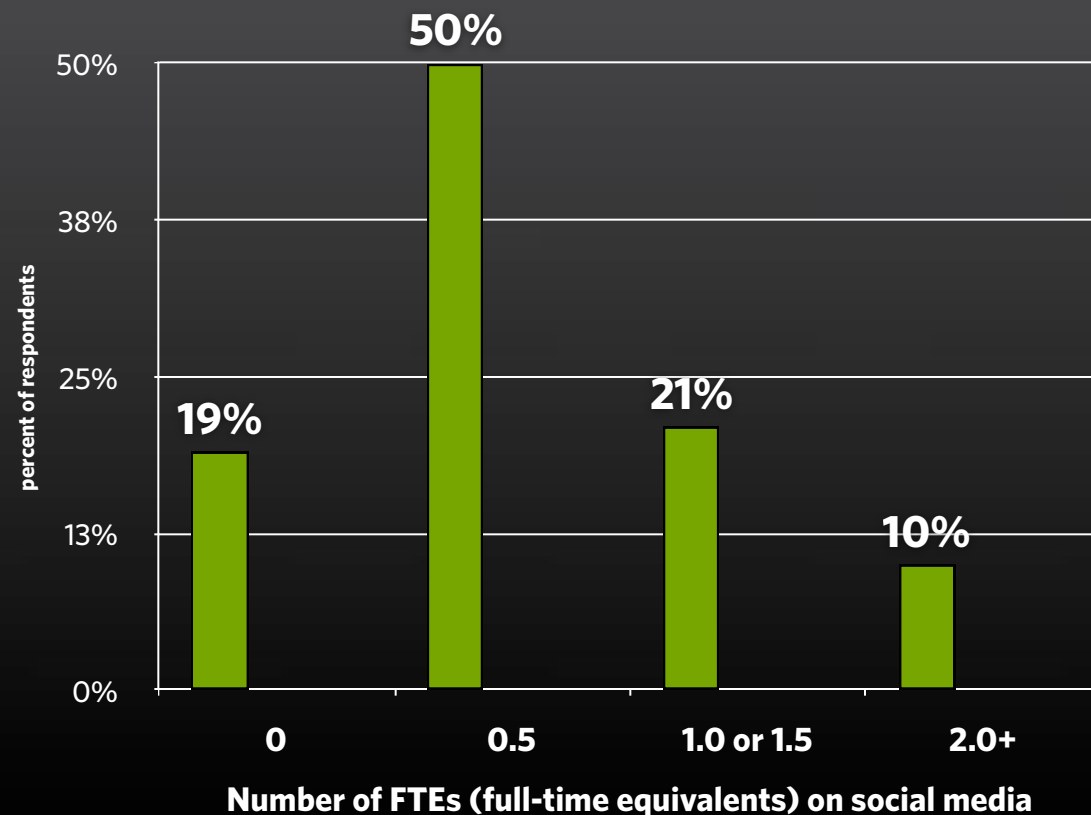
# HOW DO WE STAFF SM?

At the department level, 80% of departments have some part-time focus on SM



# HOW DO WE STAFF SM?

At the department level, roughly 0.5 FTE on average



# STAFF: WHO ARE THEY?

## ▶ Level

- ▶ One-third are specialists/coordinators
- ▶ One-third are associate/assistant directors/mgrs
- ▶ One-quarter are directors/managers

## ▶ Who do they report to?

- ▶ Majority report to a manager/director
- ▶ 30% to someone above a manager/director
- ▶ 13% to someone below a manager/director

# CHALLENGES

- ▶ **Staffing, staffing, staffing**
- ▶ **Lack of full support from above**
- ▶ **Expertise not readily available**
- ▶ **Funding**
- ▶ **BUT: lack of interest, red tape, turf battles, privacy issues are not barriers**



# HOW SUCCESSFUL ARE WE?

- ▶ Moderately successful (62%); very successful (25%)
- ▶ Main success metric = number of “touches” (friends, click-throughs, participation)
- ▶ Facebook is most successful platform (87% compared to 27% for next most successful platform, Twitter)

# SUCCESS FACTORS

- ▶ Having specific goals
- ▶ Being more planful, less spontaneous
- ▶ Having institutional buy-in & support for SM
- ▶ Controlling SM activities (content & staff) within own dept.
- ▶ Having enough expertise in-house so you don't need to look for outside resources

# SUCCESS FACTORS

- ▶ **Go beyond Facebook: incorporate Twitter, Flickr, YouTube, blogs, Ning**
- ▶ **Target multiple audiences**
  - ▶ Including media, employers, guidance counselors, parents
- ▶ **Multiple measures of success**
- ▶ **More likely to have policies**

# WHO TENDS TO SEE SUCCESS IN SM?

- ▶ Larger institutions (5K+ students)
- ▶ Marketing + Communications depts
- ▶ Those with more SM staff
- ▶ Slight skew toward central depts
- ▶ NOT driven by peer SM activities

# BARRIERS TO SUCCESS

- ▶ **Lack of staffing and expertise**
  - ▶ Site development
  - ▶ Content management
  - ▶ Ongoing implementation
- ▶ **Lack of institutional clarity**
- ▶ **Slow pace of change**
- ▶ **Lack of commitment; uncertainty about SM usefulness**

# HOW DOES SM VARY BY GEOGRAPHY?

## ▶ US

- ▶ Engage parents, prospects, donors more
- ▶ Use YouTube more
- ▶ Have more institutional buy-in
- ▶ Have more in-house expertise

## ▶ International

- ▶ Control more of their own activities
- ▶ Use LinkedIn more
- ▶ Want to be more playful

# HOW DOES SM VARY BY INST. TYPE?

## ▶ Higher education

- ▶ Engage external orgs more
- ▶ Use Twitter and YouTube more
- ▶ More dispersed
- ▶ More focused on SM to strengthen brand

## ▶ Primary/secondary education

- ▶ Engage parents more
- ▶ More concerned about loss of control and privacy issues

# HOW DOES SM VARY BY INST. SIZE?

## ▶ Large

- ▶ Use Twitter, Flickr & YouTube more
- ▶ Target government more

## ▶ Small

- ▶ Use a social network aggregator site or in-house community tool (e.g. Ning) more
- ▶ Target parents, friends + supporters, alumni, prospects and students more
- ▶ More centralized
- ▶ More influenced by peer SM activity



# IMPLICATIONS & LESSONS LEARNED

# CHANGES SINCE 2010: GOOD NEWS

- ▶ **Twitter use is up**
- ▶ **More believe that SM has value, is here to stay**
  - ▶ **But more also say others in their department aren't interested in SM**
- ▶ **More have IT & content mgmt resources they need**
- ▶ **More have policies on legal and privacy issues, negative postings**

# LOOKING AHEAD

## This year, we'll see institutions:

- ▶ Creating a comprehensive SM plan (51%)
- ▶ Expand SM program to new audiences (46%)
- ▶ Add new SM tools to current programs (44%)
- ▶ Develop formal policies (37%)

## But we won't see:

- ▶ Getting help from prof. association (15%)
- ▶ Hiring staff (14%)
- ▶ Getting help from SM consultants (9%)
- ▶ Hiring a vendor for SM evaluation (4%)

# POSSIBLE TENSIONS OR CONFLICTS

- ▶ Most plan to expand SM but few will add resources
- ▶ Key barriers are lack of expertise & staffing: but few will hire staff or use consultants
- ▶ Low concern about privacy, ethical issues; yet the more involved you are, the more you encounter them
- ▶ Want resources, don't want to give up control
- ▶ Successful SM orgs are happy with how things are. Are they complacent?

# LESSONS LEARNED: DEPLOYMENT

- ▶ Focus on one tool, get it right, move on:

“Figure out how to do one well, rather than 10 in a so-so manner.”

- ▶ Keep in mind your audience needs.

“The content and conversation must be relevant. In other words, your message will only be effective if the audience cares about the subject.”

“...make sure they're participating in a service before you invest your time. Don't listen to one or two people—there's always a cool new platform to explore.”

# LESSONS LEARNED: TARGETING

- ▶ **Twitter helps to engage media**

**“It has actually become more effective in some cases than formal press releases.”**

- ▶ **Audiences are fickle.**

**“Prospective students seem to want to participate after a decision is made ... i.e. admitted or deposited.”**

**“ ... the opinions, feelings, and interests of your specific audience will wax and wane. What works today will probably not work tomorrow. So keep an eye on what people are responding to.”**

# LESSONS LEARNED: POLICIES

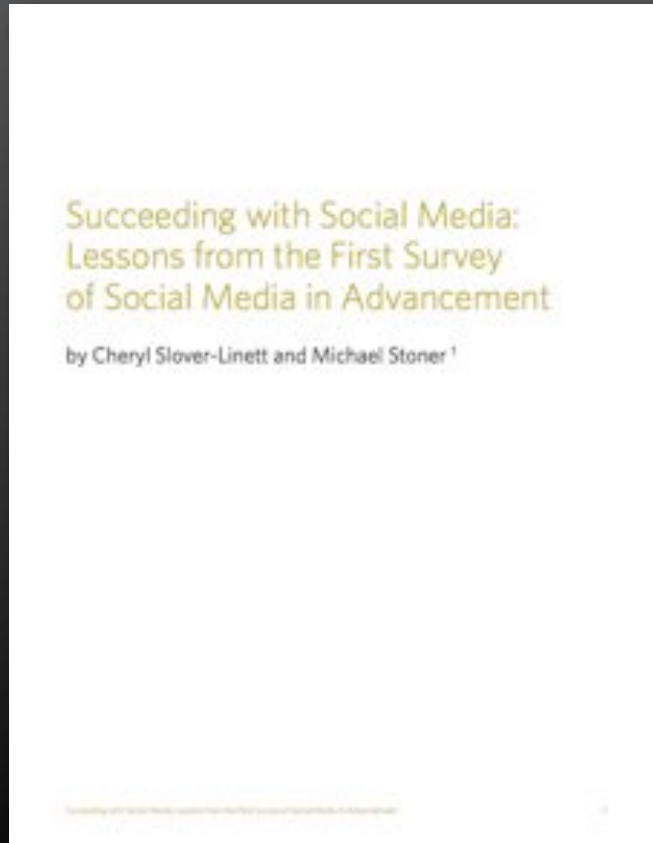
## ▶ Don't be afraid of negative comments!

"It's OK to post a disclaimer that clarifies some content may be deleted. This spares you from having to keep profanity-laden posts or inappropriate content."

"Don't be afraid of negative comments about the institution. Faithful alumni will usually chime in...."

" We've had a few incidents that could have gone horribly wrong when students reacted to incidents on campus and became vocal on Facebook. By sticking with our guidelines we managed to avoid any major fallout from the situations."

# FROM 2010



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