# **2010 CAIE CONFERENCE**

# Utilizing Web 2.0 Platforms and Communities: Opportunities, Best Practices, and Pratfalls

The Illuminate Consulting Group

21 October 2010



### Housekeeping

Introduction

Case study: YouTube EDU (UC Berkeley)

Case study: Connect2Canada

Case study: Powered by Orange (Oregon State University)

Case study: Recruiting & Admissions (Yale, Tufts, Oxford, Wageningen)

Discussion

# HOUSEKEEPING

- Around 20 minutes for each the presentation, followed by a brief discussion
- A summary discussion of 25 minutes after all case studies have been presented
- The presentation is available at <u>www.illuminategroup.com</u>



### Housekeeping

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# INTRODUCTION

- The workshop draws on the Web 2.0 Tools, Platforms, and Communities report
- ICG will commercially release the report in early November 2010
- The 300+ pages report encompasses 18 case studies, including an extensive data/methodology discussion
- Themes covered:
  - Marketing
  - Recruiting
  - Outreach
  - Admissions
  - Alumni
  - Fundraising
  - Teaching and Learning

## **REPORT TEAM**

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- Research: ICG Research Team Berlin
- Hours: About 1,600 total



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### Introduction: UC Berkeley and YouTube

**UC Berkeley YouTube Channels** 

**UC Berkeley Lecture Channel** 

# **UC BERKELEY**

- UC Berkeley's main campus was established in 1868 in Berkeley in the San Francisco Bay Area, California (USA)
- More than 35,000 students attended UC Berkeley in the fall of 2009
- Ranked 3<sup>rd</sup> in 2009 Shanghai Ranking (ARWU 2009)
- Leader in the adoption and development of online content dissemination and learning technologies
  - Publishing video- and audio-lectures online via webcast.berkeley.edu since 2001
  - Pioneered lecture podcasting in 2005
  - YouTube early adopter since 2006 (previously on Google Video)

# YOUTUBE Today's Most Popular Video-Sharing Platform

- Launched in December 2005 and acquired by Google in October 2006
- Designed as an open video-sharing platform
- YouTube EDU, a portal dedicated to educational institutions' videos, inaugurated in March 2009
- YouTube in 2010
  - Most popular video-sharing platform
  - 2b videos watched every day
  - 24h of content uploaded by users every minute
- YouTube EDU in 2010
  - 300 universities offer 65,000 free videos
  - 350 full courses available

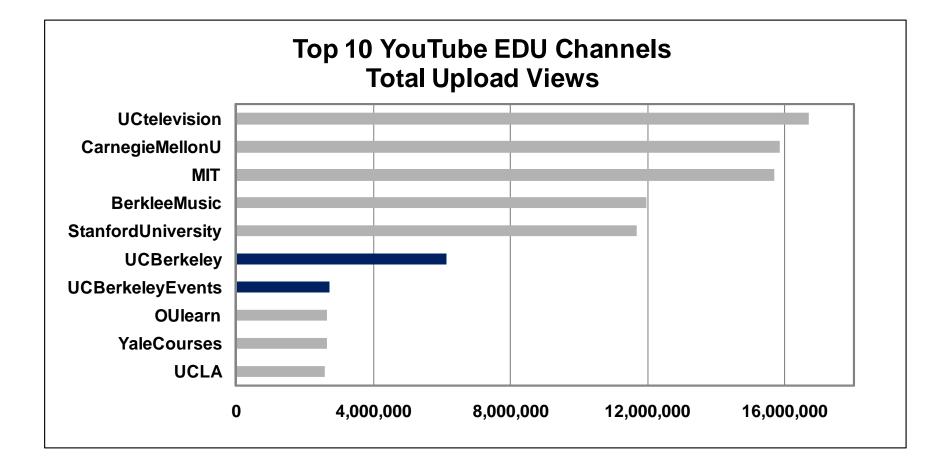
Introduction: UC Berkeley and YouTube

UC Berkeley YouTube channels

**UC Berkeley lecture channel** 

- Five channels featuring lectures, athletics, student life, public events and student activities
- Two UC Berkeley channels feature in YouTube EDU top 10 channels by "total upload views" (viewed videos) and by "channel views"
- The lecture channel is UC Berkeley's top performer
  - Ranks sixth overall with 6.1m videos' views among all YouTube EDU channels
  - Sustains the most "channel views" among ALL YouTube EDU channels
- Publication of free content online as a way to fulfill UC Berkeley's public service mission as a publicly supported institution

### UC BERKELEY YOUTUBE CHANNELS Two Berkeley Channels Feature in YouTube EDU Top 10 List



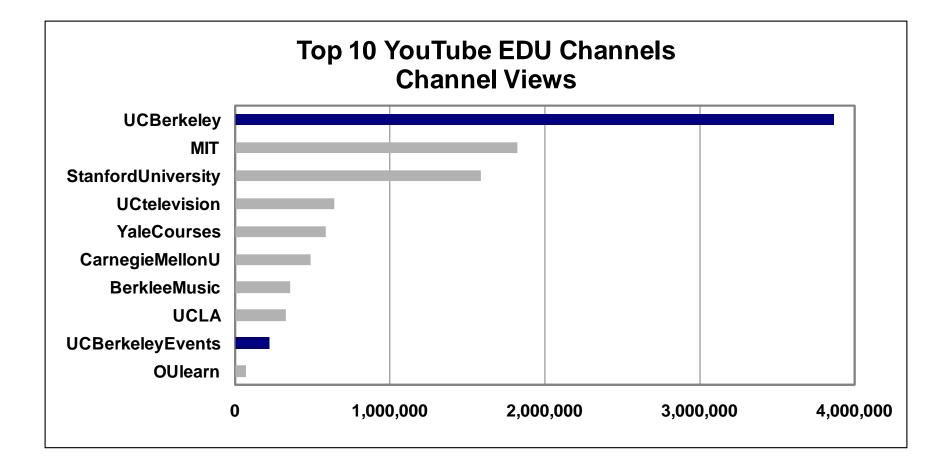
### Excluding UCTV and BerkleeMusic, Berkeley's channels rank 3<sup>rd</sup> and 4<sup>th</sup>

Source: YouTube, accessed 8 July 2010.

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### UC BERKELEY YOUTUBE CHANNELS Berkeley's Lecture Channel Has the Most Views on YouTube EDU



### Berkeley disseminates information to a large audience

Source: YouTube, accessed 8 July 2010.

ICG © 2010

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Introduction: UC Berkeley and YouTube

**UC Berkeley YouTube Channels** 

**UC Berkeley Lecture Channel** 

- The channel layout recalls UC Berkeley's website
- 775 videos including 27 lecture series among which several feature entire semester-long courses
- Lectures contribute to 45.5% of all views sustained by channels associated with UC Berkeley, equal to 6.1m video views (July 2010)
- Six "star lecturers" courses make up 72.2% of total views for the lecture channel (e.g. Integrative Biology, Physics)
- Users posted 737 comments overwhelmingly positive on the channel's homepage

### UC BERKELEY LECTURE CHANNEL UC Berkeley Home Page Header



Source: UC Berkeley. http://www.berkeley.edu, accessed 12 July 2010

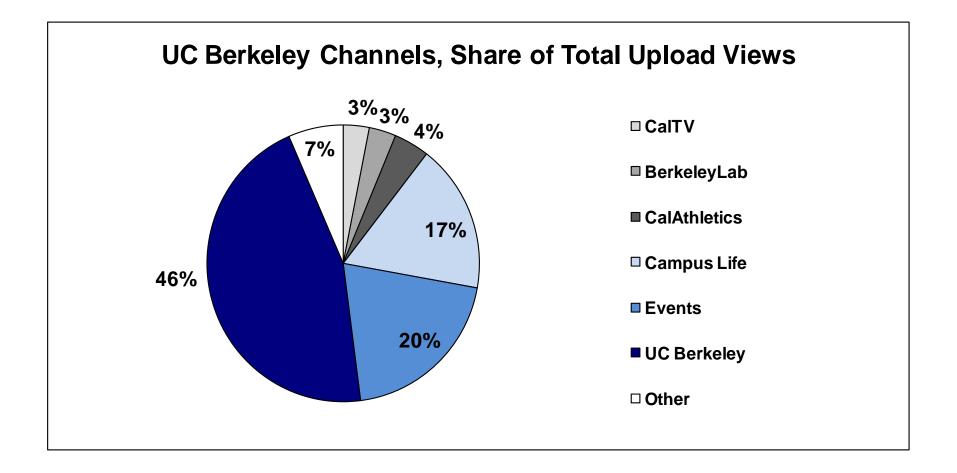
UC BERKELEY LECTURE CHANNEL UC Berkeley Lecture Channel Layout

Berkeley of California Campus University of California Donate now to support UC Berkeley on YouTube	
UC Berkeley UCBerkeley's Channel Subscribe Uploads Playlists	
University of California	Search       Date Added   Most Viewed   Top Rated
DEI KEIEY	Computer Science 162 - Lecture 14 2 views - 13 hours ago
	Biology 1A - Lecture 22: Gene Structure 112 views - 19 hours ago
	Biology 1B - Lecture 23: Species and 72 views - 20 hours ago
	Computer Science 10 - Lecture 14: How 93 views - 20 hours ago
0.00:00 / 1:23:26	360p 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
Info Favorite Share Playlists Flag 2010 Commencement Convocation	Chemistry 1A - Lecture 23 45 views - 21 hours ago

### The lecture channel mirrors UC Berkeley's homepage layout

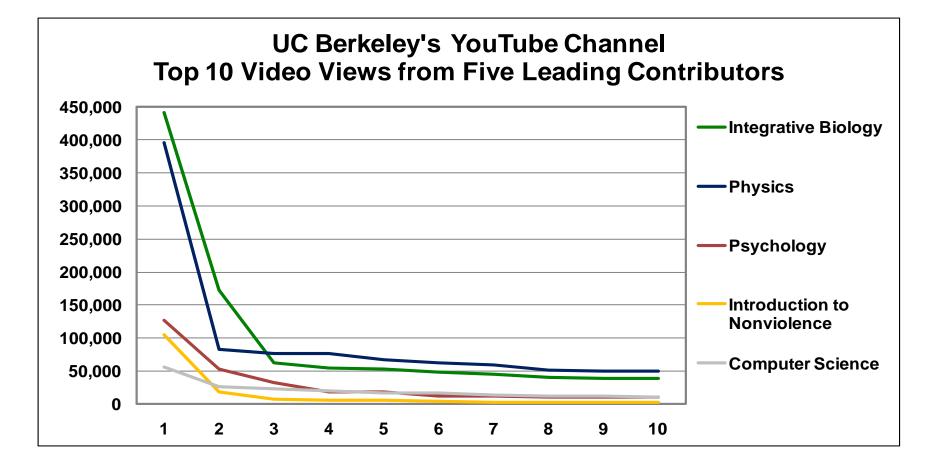
Source: YouTube, accessed 9 July 2010.

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### Lectures sustain more views than traditionally popular sectors

Source: YouTube, accessed 8 July 2010.



### Video views are unevenly distributed but follow the same pattern

Source: YouTube and ICG elaboration, accessed 12 July 2010.

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Introduction: UC Berkeley and YouTube

**UC Berkeley YouTube Channels** 

**UC Berkeley Lecture Channel** 





- UC Berkeley has been successfully using YouTube (EDU) as a learning and marketing/outreach tool
- Despite YouTube's entertainment orientation, lectures constitute UC Berkeley's most popular channel
- High levels of view counts (300,000+ for a video) can be attributed to secondary media coverage and prominent placement on the channel
- The ability of "star lecturers" to engage the audience is a key factor in UC Berkeley lecture channel's success
- By providing free lectures, UC Berkeley fulfills its public service mission while promoting its brand

### Functions: Learning platform, outreach, and recruiting



Housekeeping

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Case study: YouTube EDU (UC Berkeley)

**Case study: Connect2Canada** 

Case study: Powered by Orange (Oregon State University)

Case study: Recruiting & Admissions (Yale, Tufts, Oxford, Wageningen)

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### Introduction: Connect2Canada

**Connect2Canada Main Website** 

**Connect2Canada Social Media Footprint** 

### CONNECT2CANADA Introduction

- Web-based outreach project sponsored by the Canadian Embassy in Washington DC with two main goals:
  - Establish a friendly communication channel for the Embassy
  - Provide an online interaction platform for Canadians and "Friends of Canada"
- Outreach strategy broadened over time
  - Main website launched in July 2005
  - Social Media outlets added in 2009
- Expanding target audience
  - At first Canadians living in the US
  - Today Canadians and "Friends of Canada"

Introduction: Connect2Canada

**Connect2Canada Main Website** 

**Connect2Canada Social Media Footprint** 

- First element of Connect2Canada (C2C) communication strategy launched in 2005
- 47,000 subscriptions as of October 2010
- Features a comprehensive portfolio of communication and interaction tools (newsletters, secure messaging, public calendar with events, photo- and video-sharing)
- Takes advantage of most recent web solutions to integrate social media and content-sharing platforms

### **CONNECT2CANADA** Main Website's Homepage



### Intuitive layout and structure with functional social media integration

Source: Connect2Canada, accessed 18 October 2010, available at www.connect2canada.com/home-accueil

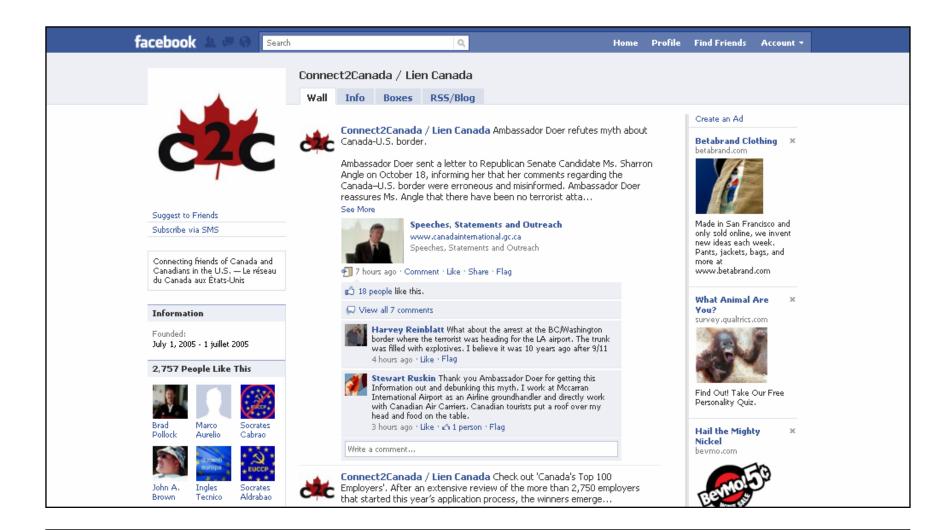
Introduction: Connect2Canada

**Connect2Canada Main Website** 

**Connect2Canada Social Media Footprint** 

- Comprehensive set of Social Media and content sharing tools, including Facebook, Twitter, Flickr, YouTube, LinkedIn, iTunes
- Two goals with Social Media deployment
  - Provide information about Canada and US-Canada relations
  - Augment the Embassy's role as enabler for interaction between the Embassy and people interested in Canada
- Users show high degree of engagement across various platforms
  - Each post on Connect2Canada Facebook page received 9 comments on average (March-August 2010)
  - Users spontaneously created a C2C LinkedIn group
  - Canada Day Across America served as a reference point for the celebrations of Canada national holiday in the US

### CONNECT2CANADA Facebook Fan Page



### Small but highly interactive C2C community on Facebook

Source: Facebook, accessed 19 October 2010.

#### 2010 CAIE Conference – 21 October 2010

### CONNECT2CANADA Twitter Feed



### Constant updates to a large audience of followers (2,000+)

Source: Twitter, accessed 19 October 2010.

ICG © 2010

#### 2010 CAIE Conference – 21 October 2010

Introduction: Connect2Canada

**Connect2Canada Main Website** 

**Connect2Canada Social Media Footprint** 



### CONNECT2CANADA Conclusion

- The Canadian Embassy managed to project a friendly and engaging image
- C2C today serves as a key enabler for interaction for online and real life activities centered around Canadians living abroad and "Friends of Canada"
- C2C project demonstrates that governmental institutions can fruitfully take advantage of Social Media and engage key constituents

### **Functions: Outreach**



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### **Introduction: Oregon State University**

Powered by Orange (PbO) goals and structure

**PbO implementation via online communities and Social Media** 

# **OREGON STATE UNIVERSITY: POWERED BY ORANGE**



Source: Powered by Orange, accessed August 2010, available at www.poweredbyorange.com.

### OREGON STATE UNIVERSITY: POWERED BY ORANGE Overview

- The Powered by Orange campaign grew out of the OSU Advancement office in spring 2009
- The campaign demonstrates an effective and comprehensive use of social media for marketing and outreach
- OSU is not a wealthy private institution and lacks extensive resources
  - 18,067 undergraduate students
  - 3,328 graduate students
  - Oregon's largest public research university

## Universities lacking large endowments can engage in outreach campaigns

Introduction: Oregon State University

**Powered by Orange (PbO) goals and structure** 

**PbO implementation via online communities and Social Media** 

## OREGON STATE UNIVERSITY: POWERED BY ORANGE The Campaign

- The Powered by Orange campaign has three main goals
  - To create pride
  - To inform
  - To engage
- The campaign features three main themes
  - Food
  - Energy
  - Water
- PbO utilizes a variety of channels
  - Websites
  - Blogs
  - Social Media
  - Multimedia

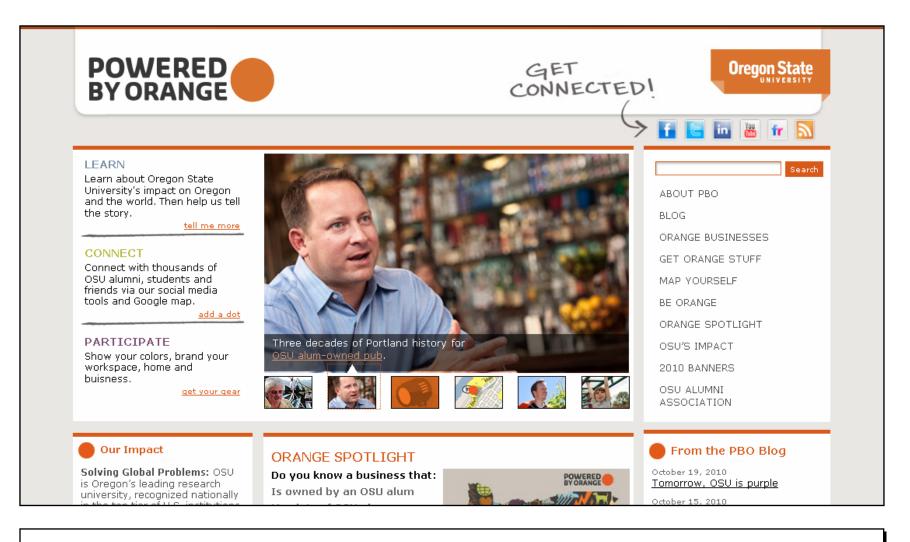
## **OSU** strengthened its brand via a comprehensive media strategy

Introduction: Oregon State University

Powered by Orange (PbO) goals and structure

**PbO implementation via online communities and Social Media** 

### OREGON STATE UNIVERSITY: POWERED BY ORANGE Main Website



#### Content is centered on the PbO website

Source: Powered by Orange, accessed 21 October 2010.

## OREGON STATE UNIVERSITY: POWERED BY ORANGE Twitter

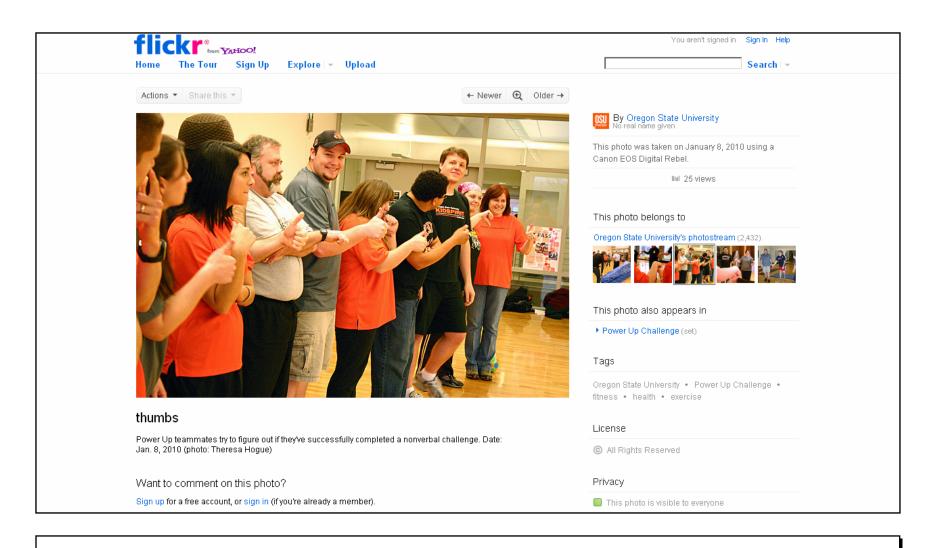
	Euliker	Have an account? Sign in 🕑
ORANGE com	Get short, timely messages from Powered Twitter is a rich source of instantly updated information. It's e incredibly wide variety of topics. Join today and follow @po Sign Up >	easy to stay updated on an oweredbyorange.
RED B	poweredbyorange	Name Powered By Orange Location Oregon, beyond Web http://www.powere Bio Telling Oregon State University's story in Portland. 546 784 58 following followers listed
OWER	@ThisSquirrel Orange looks good on you. http://yfrog.com/mu3wrmj	Tweets 505 Favorites Following
A	@ThisSquirrel we think so as well. Hmm will have to order extra small sizes. #heweb10 12:11 PM Oct 12th via Twitter for iPhone in reply to ThisSquirrel	
	or egonstateuniv #OSU student Neha Neelwarne organized a Bollywood dance flash mob to kick off Diversity Month. Video is awesomel http://bit.ly/aQUuUo 3:06 PM Oct 1st via web Retweeted by poweredbyorange and 3 others	Mew all RSS feed of poweredbyorange's bweets
	or egonstateuniv Congratulations to #OSU's Kelly Benoit-Bird, one     of 23 MacArthur "genius" fellows for 2010! http://bit.ly/dv07oL     10/43 AM Sep 28th via web     Retweated by poweredbyorange  Oregon State's Kathleen Dean Moore blogs on climate change for     @Powells this week: http://bit.ly/bu2mXo     11/48 AM Sep 24th via web	

#### PbO Twitter feed appeals to a larger community

Source: Twitter, accessed 20 October 2010.

ICG © 2010

#### OREGON STATE UNIVERSITY: POWERED BY ORANGE Flickr



#### PbO presence on Flickr links to real-world action

Source: Flickr, accessed 4 August 2010.

## OREGON STATE UNIVERSITY: POWERED BY ORANGE YouTube



#### PbO on YouTube covers all the campaign's targets

Source: YouTube, accessed 19 October 2010.

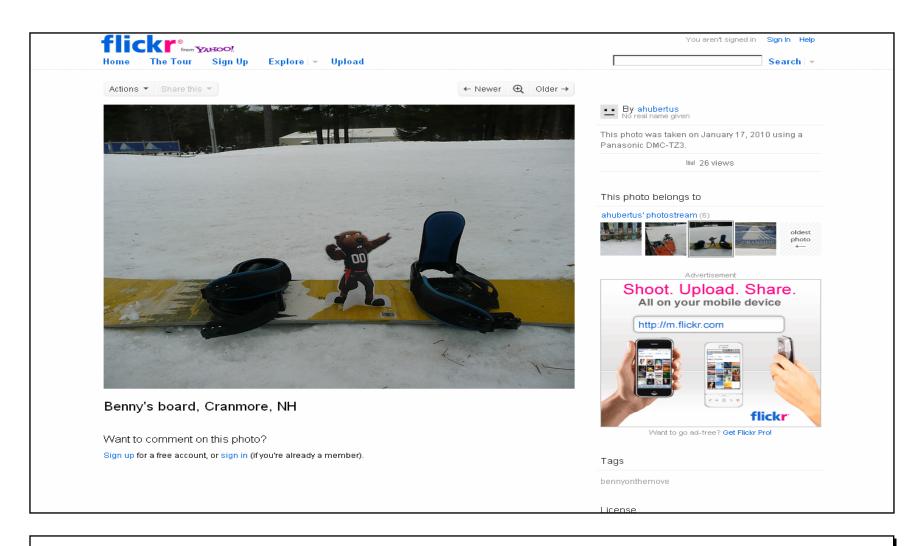
#### OREGON STATE UNIVERSITY: POWERED BY ORANGE Facebook



## PbO on Facebook is multi-purpose driven and encourages real life action

Source: Facebook, accessed 19 October 2010.

## OREGON STATE UNIVERSITY: POWERED BY ORANGE Real World Events

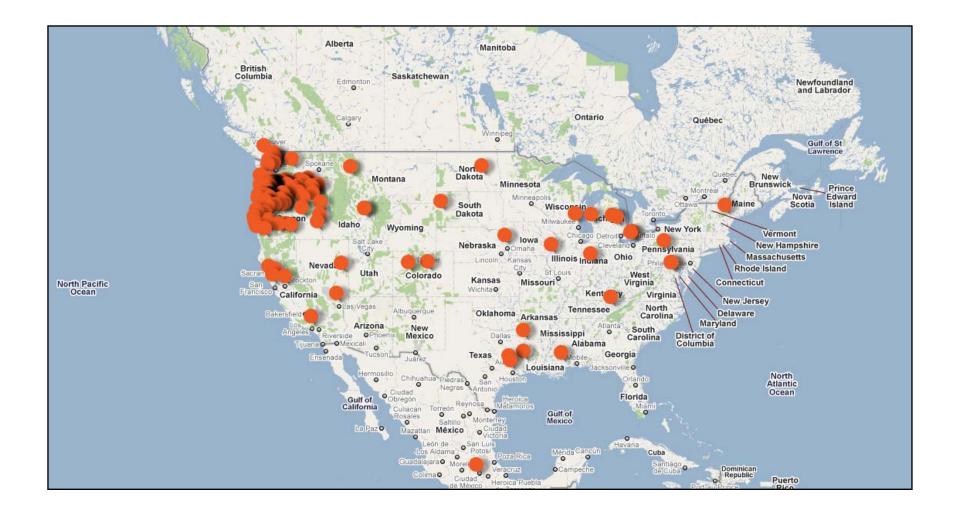


#### PbO presence on Flickr also encourages real-life action

Source: Flickr, accessed 19 October 2010.

ICG © 2010

## OREGON STATE UNIVERSITY: POWERED BY ORANGE "Map Yourself"



#### The PbO "Map Yourself" section shows the reach of the campaign

Source: PbO/Google, accessed 19 October 2010.

ICG © 2010

Introduction: Oregon State University

Powered by Orange (PbO) goals and structure

**PbO implementation via online communities and Social Media** 

### OREGON STATE UNIVERSITY: POWERED BY ORANGE Results

- Effective outreach and marketing via social platforms, combined with traditional events
- Moderate to high traffic on all online platforms, users contributing photos, videos, comments
- Balance between institutional control and "bottom up" efforts by audience
- Indirect influence over fundraising and alumni and student relationships

## OREGON STATE UNIVERSITY: POWERED BY ORANGE Key Insights and Recommendations

- OSU researched its communication needs and target audience before launching PbO
- OSU's integrated social media strategy enabled the campaign's message to spread and successfully balanced control with bottom-up efforts
- PbO adjusted its strategy over time, updating content to include alumni, students, faculty members, and staff members
- PbO asked little of its audience but offered many incentives to engage with the campaign

## Functions: Marketing, Outreach, Alumni



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#### **Introduction: College Admissions**

That's Why I Chose Yale – Yale University

**Video Application Supplement – Tufts University** 

Wall of 100 Faces – Oxford University

Wageningen University – Lipdub

- Traditional admissions procedure relied on paper-based communication and followed a codified set of rules
- Communication never involved two-way interaction
- With the popularization of Internet-based technologies the nature of admissions process has been shifting towards a more interactive model
- Institutions are now running student-centric campaigns
- Prospective students are offered the chance to market themselves as individuals via non-conventional channels (e.g. video)

**Introduction: College Admissions** 

That's Why I Chose Yale – Yale University

**Video Application Supplement – Tufts University** 

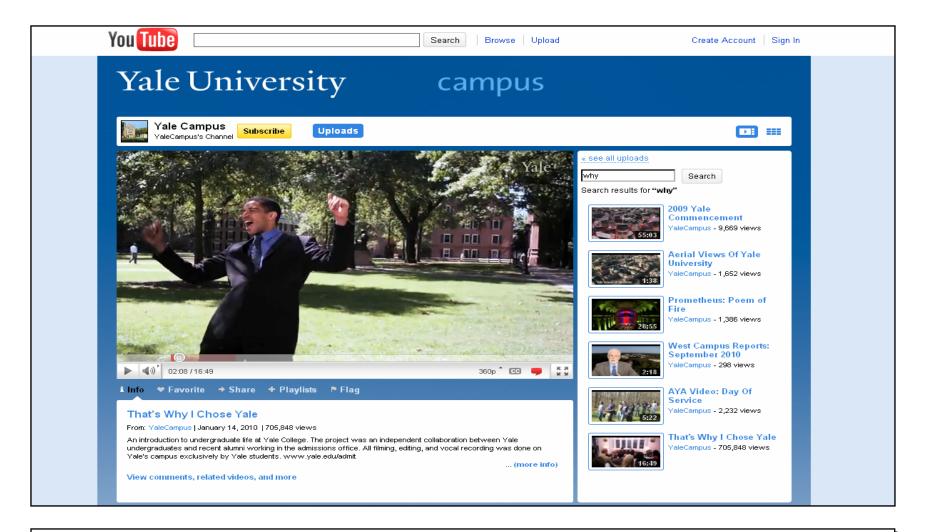
Wall of 100 Faces – Oxford University

Wageningen University – Lipdub

# THAT'S WHY I CHOSE YALE – YALE UNIVERSITY

- Yale is globally known for the quality of its research, academic programs and the selectivity of its admissions process
- Recently Yale Admissions Office circulated institutional videos ("Yale and the World")
- In 2009 a new approach resulted in the YouTube video "That's Why I chose Yale"
  - Long musical (16 minutes) starring (volunteer) Yale students and faculty
  - Low budget video directed by a Yale student
- National media (NYT, Chronicle, Washington Post) covered the launch and viral spread of the video in winter 2010

### THAT'S WHY I CHOSE YALE – YALE UNIVERSITY YouTube Caption



## The video depicts a genuine and friendly image of the Yale community

Source: YouTube. http://www.youtube.com/watch?v=tGn3-RW8Ajk, accessed 19 October 2010.

## THAT'S WHY I CHOSE YALE – YALE UNIVERSITY Analysis and Metrics

- The video was widely praised as innovative but also faced criticism
- While there was mixed feedback, Yale achieved three objectives
  - National media coverage, thus benefiting from a large-scale, free advertisement campaign
  - Engaging key internal constituencies
  - Conveying an unconventional and friendly message
- Metrics confirm the video's success
  - "That's Why I Chose Yale" totaled 150 times more views than the previous admissions video "Yale and the World" (as of July 2010)
  - The video represents 11.7% of all YouTube Yale-affiliated videos' views counts across 31 channels and 1,956 uploaded videos

### 150 times more views than the previous Yale admissions video

**Introduction: College Admissions** 

That's Why I Chose Yale – Yale University

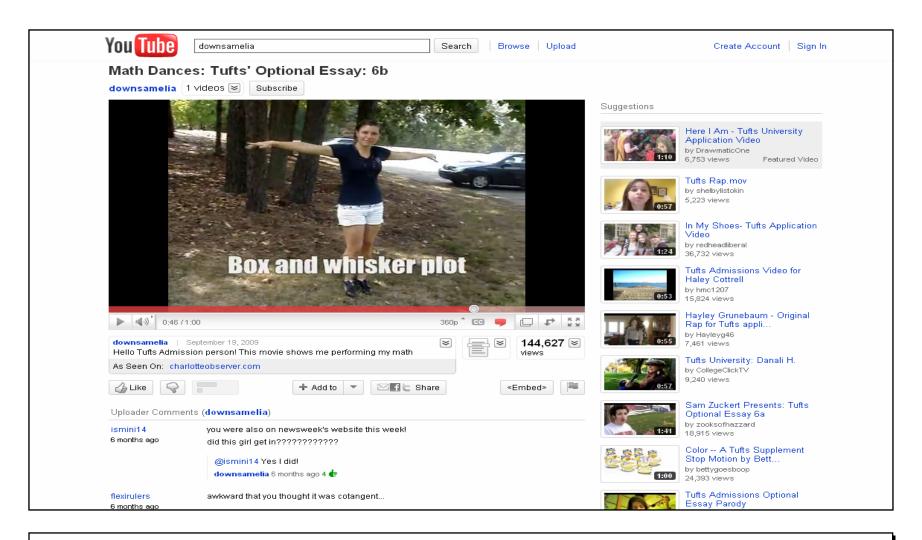
**Video Application Supplement – Tufts University** 

Wall of 100 Faces – Oxford University

Wageningen University – Lipdub

- Tufts University
  - Medium-sized and selective liberal arts university
  - Based in Medford, MA, USA
  - Around 10,000 undergraduate and graduate students (2009)
- In 2003, Tufts' president outlined five strategic goals, among which one was to work across traditional boundaries
- In 2009, Tufts crossed one such "traditional boundary" by offering applicants the option to submit a supplementary video with their application
- Around 1,000 (of the 15,400) applicants chose to submit a video, mostly via YouTube

VIDEO APPLICATION SUPPLEMENT – TUFTS UNIVERSITY Amelia Downs' "Math Dances: Tufts' Optional Essay: 6b"



### The most popular video totaled more than 135,000 views on YouTube

Source: YouTube. http://www.youtube.com/watch?v=CNPXUWsMdlo, accessed 19 October 2010.

## VIDEO APPLICATION SUPPLEMENT – TUFTS UNIVERSITY Perspectives

- Concerns about "fairness" of the video submission procedure are unfounded
  - Two-thirds of the videos came from financial aid applicants
- Tufts' video supplement provided prospective students the opportunity to express their talents beyond the limits of a paper application
- Tufts showed openness to innovative admissions procedures that received positive feedback from students

**Introduction: College Admissions** 

That's Why I Chose Yale – Yale University

**Video Application Supplement – Tufts University** 

Wall of 100 Faces – Oxford University

Wageningen University – Lipdub

- Oxford University
  - Top research university in the UK and recognized global brand
  - Around 20,000 undergraduate and graduate students (2009)
- In fall 2008 the university appointed a team chaired by a professional film producer to convey the "real" image of the average Oxford student
- The project ran over eight months and collected short video interviews with students describing their activity and experience at Oxford

## WALL OF 100 FACES – OXFORD UNIVERSITY Caption from Oxford's Site



#### The Wall features an accessible and interactive design

Source: www.ox.ac.uk/videowall/, accessed on 14 September 2010.

- As of August 2010, the Wall received 100,000 visits with around 250-300 views per day
- Despite the relative success, the page lacks the authenticity observed in other cases where content was user-generated (Tufts and Yale)
- Although the project attempts to dispel stereotypes around Oxford, the Wall has perpetuated a contrived image, thus failing to reach its main objective

**Introduction: College Admissions** 

That's Why I Chose Yale – Yale University

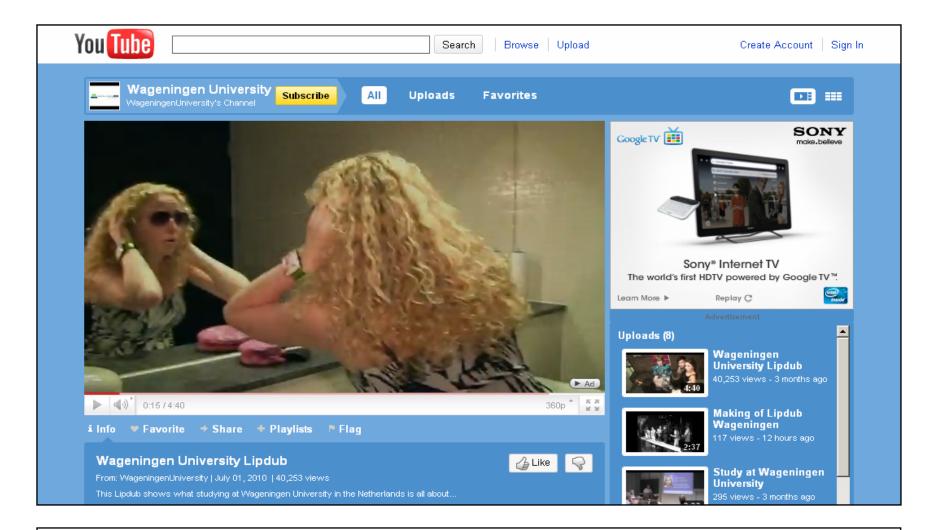
**Video Application Supplement – Tufts University** 

Wall of 100 Faces – Oxford University

Wageningen University – Lipdub

- Wageningen University (WU)
  - Small Dutch university (5,000+ students)
  - Research strengths in "healthy food and environment"
  - International students represent 24% of the student body (2009/2010)
  - 54% of all students are female (2009/2010)
- In spring 2010 WU recorded a lipdub video featuring the song *Tik Tok* (by Kei\$ha) involving hundreds of WU students
- Video is part of a broader multi-channel recruitment and outreach campaign
- More than 40,000 views on YouTube in three months (July to mid-October 2010)

# **WAGENINGEN UNIVERSITY – LIPDUB**



#### Well executed and entertaining

Source: YouTube, accessed on 19 October 2010, available at http://www.youtube.com/watch?v=tuX-vrOrZWk.

- Good technical execution given the involvement of hundreds of students in the video shoot (all in once)
- The video builds on an established practice (HEC Business School Paris, Faculté du Droit – Montreal and others)
- The message appears authentic and engaging
- However, the video has been accused to overlook cultural and/or religious sensitiveness, and thus be a less effective recruitment tool
  - Clothing choices
  - Display of alcohol
  - "Unconventional" behavior (e.g. pole dancing)

## The video is authentic and engaging

- 143 comments posted by YouTube users, of which 89 positive (~62%)
- Potential cultural sensitiveness issues
  - Carolineeeee "Stripping while in school? Everything in possible in Holland..."
- International students largely missing
  - Sophialoren1 "why are they all white? isn't it an INTERNATIONAL university?"
  - lidaxiake21 "I found some Asian friends in the video, but no so many. I
    was there in Forum that day, but I did not know.. Probably, next time we can
    have a more international one:)"

## Positive feedback but diversity and cultural sensitivity issues

**Introduction: College Admissions** 

That's Why I Chose Yale – Yale University

**Video Application Supplement – Tufts University** 

Wall of 100 Faces – Oxford University

Wageningen University – Lipdub



- Universities are progressively embracing video communication in admissions and marketing
- A risk for institution-sponsored video campaigns lies in the potential lack of authenticity
- Genuine videos are more likely to be received favorably by the target audience – mostly students –
- Top-down campaigns that do not involve key constituencies (e.g., students, alumni, students' parents) are unlikely to be successful
- University-sponsored recruitment videos must take into consideration (some) cultural sensitiveness to be successful internationally

**Functions: Recruiting and Marketing** 

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