IDMLOCO contract how to reorganize the Strategic Communication Unit (onwards)

Interview Summary: Other Desired Resources

Within Strat Comm
- Training and education
- More writers; more ability to create infographics or illustrations to support content
- Contiguous space
- Studio for photo/video
- WebDAM prioritized and managed by multimedia

Outside of Strat Comm
- Digital and social media support
- Additional video resources
- Better process for content sharing
- More and better interfacing with Strat Comm, including consistent point of contact
Interview Summary: **Success**
Interview Summary: **Next Leader**

- Desired character traits
  - Visionary
  - Collaborative
  - Effective
  - Leadership
  - Clear communicator
  - Inspire trust

- Desired leadership style
  - Earn respect through **results**, not through control or micromanagement
  - **Key advisor** to the Chancellor and Chief of Staff
  - Surround him or herself with **subject matter experts**, both within and outside Strat Comm
Interview Summary: Next Leader

- Desired skill set
  - Interviewees were split on whether higher education expertise was critical for the next leader.
  - Some individuals, notably those with government experience, brought up the idea of a communications director who can:
    - Understand complex issues and the position of the University within the broader media landscape.
    - Juggle multiple issues and priorities while staying on-message and on-strategy.
    - Respond quickly and decisively and inspire trust.
    - Act swiftly and decisively, and always align those actions with a larger vision.
Core Principles & Capabilities
Core Capabilities: **Recommendations**

UC Davis is a **world-class university**, and its strategic communications must reflect that.

What does world-class strategic communication look like?

1. **Strategic overarching messaging** that radiates throughout the University
2. National and global **media relationships and placements**
3. **Collaborative, best-in-class** support to other units
4. Swift and capable **crisis response**
5. Effective **internal communications**
Key Features of **Org Structure**

- **Effective Leader**
  - Action-oriented strategist who can inspire trust throughout UC Davis while implementing a communication strategy that aligns with the University's overall plan.

- **Deputy Manager**
  - Department manager who focuses on quality of work, operations, mentorship and leadership with the team. Empowers department leader to build relationships with other units and perform high-level strategic work.

- **Internal Communications**
  - Defined team within Strat Comm to prioritize internal communications and add accountability.

- **Production Services**
  - Resources dedicated to producing multimedia materials for the colleges, institutes, centers, and other units.

- **Proactive and Reactive**
  - Media relations professional focused specifically on both reactive messaging (reputation and issues management, spotting issues before they become problems) and proactive (sharing proactive messages).

- **Development Specialist**
  - Campaign fundraising background to serve the upcoming $2B campaign. Interfaces with both Development & Alumni Relations and other departments.

- **Center of Excellence**
  - Multiple team members dedicated to providing strategic consultation and guidance to communicators throughout the University.

- **Digital Accelerator**
  - Specifically advances digital and social media best practices throughout the University.
Strategic overarching messaging that radiates throughout the University
2. National and global media relationships and placements
3. Collaborative, best-in-class support to other units
4. Swift and capable crisis response
5. Effective internal communications
Appendix
- Large media relations team
- Internal comms structured separately with web
- Health system independent but reporting up through Strat Comm
• Communications reports up through broader External Affairs department
• Special Events is a centralized team
• Issues Management is a separate role/team
UC Berkeley

- Exec Comms structured within Strat Comm
- Crisis/strategic communications as a separate team
- Heavier on marketing than on public affairs/public relations
- Auxiliary structure to serve other units
University of Southern California

- Large marketing team, but appears to be primarily focused on creating content
- Photojournalist is a separate role from Photographer, Videographer, and Editor
- Large separate Editorial team for publications
University of Nevada, Las Vegas

- Website notes that team is structured into:
  - Employee communications
  - Marketing & advertising
  - Photo services
  - Publications
  - Web communications
- However, org chart does not appear to reflect these divisions exactly
University of Houston

- Due to lean org chart, we assume that marketing and advertising are primarily outsourced
- Most internal resources are devoted to media relations and digital
Yale University

- Campaign model with Deputy Chief Comms Officer
- External Communications structured like a campaign team
- Large social media team
- Separate publication team
Types of Communication Structures

1. Fully Unified
   All communications activities report up through Strat Comm. Dotted line reporting structures are implemented for comms directors in every department. Production/implementation resources are centralized.

2. Center of Excellence
   A central strategy is developed for the entire organization, including clear identification of how other units’ goals ladder up to the broader strategy. Strategic services and consultation are provided both on-demand and proactively.

3. Unbundled
   Strat Comm reports up through a Vice Chancellor of External Relations, who also manages admission/recruitment, development/alumni, and government relations. Rather than one large central Strat Comm department, there are several fairly equal departments (marketing/comms, media relations, etc).

4. Service Organization
   Communication leaders within each unit tap into Strat Comm account executives as a service model. Strategy and production services are provided on-demand. The department is flexible and responsive.

5. Outsourced
   Major tasks (marketing and advertising, media relations, issues management) are planned and implemented by external partners. Staff manages agency relationships and produces content.

Adapted from Fraser Likely’s Ten Communication Structures
Hi Karl - FYI, below. The IDMLOCO team had a great meeting with Dana, Sallie and Adam last Friday to kick-off our new engagement. Presentation materials and follow-ups email attached if you’re interested in reviewing.

Please find attached a copy of the presentation deck and an overview of the

attachment:

Subject: IDMLOCO follow up to 1/15/16 presentation
From: Jonathan Korn <jon@idmlo.co>
Date: January 18, 2016 at 4:56:33 PM PST
To: Dana Topousis <dtopousis@ucdavis.edu>, Sallie A Poggi <sapoggi@ucdavis.edu>, Adam Napolitan <anapolitan@ucdavis.edu>

Hello Strat Comm team,

Thank you for your time Friday. It was great to have a chance to review our

matteo tagliaferro <matteo@idmlo.co>,
bryan merica <bryan@idmlo.co>,
dana toposis <dtopousis@ucdavis.edu>, sallie a poggi

IDMLOCO · (916) 204-0909 · TW: @idmloco
Bryan Merica · Co-Founder & Partner

IDMLOCO enhance social media profile contract (onwards)

Bryan Merica, Co-Founder & Partner
identified best practices and engagement opportunities for each medium based on both industry experience and competitor activity.

At our presentation we had provided your team with social listening reports on each college and IDMLOCO’s 7 Archetypes of Social Media Engagement. I know this is a lot of data to digest, and I welcome you to reach out if you would like to discuss any of our findings more in-depth. The social monitoring reports in particular could benefit from additional context and conduct a deeper review of UC Davis’ social media engagement. This internal review will allow you to better understand the engagement different themes and tactics obtain.

Over the next month we will broaden our competitor analysis to review Snapchat’s Archetypes of Social Media Engagement. We are planning to continue to build on this social analysis.

Please let us know if you have any additions to the research and tracking we are conducting for our next meeting. Again, we are always available for strategizing and answering questions.

Looking forward we are planning to conduct an in-depth analysis of social media engagement for each college and IDMLOCO’s 7 Archetypes of Social Media Engagement. We have provided your team with social listening reports on each medium based on both industry experience and competitor activity.

Please let us know if you have any questions or need further information.
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Social Media Audit: Quantitative Analyses
1. **Reputation Management – Search Algorithm Changes**  
   • Penguin 4.0  
   • Elements of search

2. **Competitive Social Media Audit**  
   • Quantitative landscape overview  
   • Qualitative competitor review  
   • Messaging themes  
   • Medium assessment and opportunities

3. **Next Steps**  
   • Messaging and priorities  
   • Opportunities to increase profile
Reputation Management
Search Algorithm Changes
Changes to Google’s Search Algorithm

• What we know:
  • High fluctuation of search engine results page
  • Confirmation of a core algorithm update
  • Initially this update was reported as Penguin, but now believed to be Panda

• What we are seeing:
  • One result per domain
  • Keywords in the domain have more weight
  • Topical relevance more important than PageRank
UC Davis Online Reputation: Search

November 24, 2015

1. UC Davis Website
   - Undergrad Admissions
   - Academics
   - School of Vet Med

2. Twitter – UC Davis Tweets

3. Wikipedia – UC Davis

4. UC Davis Official Athletic Site

5. Facebook - UC Davis

6. In The News
   - Daily Democrat “UCD Poultry”
   - UC Davis News “Baskets for Pets”
   - UC Davis News “GMO Food”

7. SacBee “Surgeons Resign”

8. Salon – “Pepper-Spraying”

9. Rolling Stone – “Pepper-Spray”

January 14, 2016

1. UC Davis Website
   - Undergrad Admissions
   - Graduate Studies
   - School of Vet Med
   - Jobs
   - Academics
   - Admissions

2. Twitter – UC Davis Tweets

3. Wikipedia – UC Davis

4. In The News
   - Schneider's 3 lifts UC Davis over CS-Northridge
   - Chainsmokers to perform for UC Davis students

5. Google Image Slides

6. Facebook - UC Davis

7. UC Davis Official Athletic Site

8. UC Twitter

9. UC Davis YouTube Channel


11. UC Davis Main Store

12. UC Davis Main Store - Select Term and Department

13. UC Davis Main Store - Downtown

14. Reddit – UC Davis Page

15. UC Davis Pre-Medical Conference

16. The College Board

17. KRCA 3 – “Student Attacked at Park”

18. Truth Revolt

19. Hyatt Place UC Davis
Competitive Social Media Audit
Competitive Social Media Audit

Our assignment:

• Compare the social media landscape for six key competitors
• Quantitative: How and where the schools are online
• Qualitative: Content and engagement approach
• Messaging themes and key learnings
Competitive Social Media Audit

Our approach:

• Initial searches to map out the landscape of activities
• Deep dive into quantitative data to provide more accurate picture of engagements
• In-depth analysis of content and messaging
• Identification of trends and themes in approach and tactics
• Third-party monitoring software to find peaks and topics external to the owned channels
Five Elements of Online Reputation
Extending Reputation Management to UC Davis

- Create, identify, and promote content that aligns with key messaging
- Minimize negative content
**Competitive Social Media Audit: Competitive Landscape Overview**

- **Twitter, Facebook, and Instagram** are the top networks for activity – with **Snapchat** quickly becoming the 4th most preferred channel.

- **MIT** is a clear leader in Twitter engagement due to their scientific content, although some of this can be attributed to bots.

- Typically, larger audiences result in lower engagement rates – especially on **Facebook** where a small fraction of people are exposed to each post.

- **Instagram** is driving high engagement and is typically used to communicate with current and prospective students.
7 Winning Archetypes
**Competitive Social Media Audit: UCLA**

Weekly Mentions: 11,895*
Potential Reach: 17,363,082
Retweet & Share Spread: 8,639,080
Influencer score: 93

*Most peaks in their mentions are around sports*
*2nd most mentioned topic was submitting applications*  
*(Institutional News)*

---

**UCLA focuses on creating awareness of their well-known alumni.**

- **#Optimist campaign** focuses on celebrity, sports, & leaders in research as well as students

- They **curate the majority** of their tweets from multiple school accounts and their celebrity alumni
  - Sports, Research, News come from retweets

- Only school that **posts about veterans** besides on Veterans day
Competitive Social Media Audit: UC Berkeley

Weekly Mentions: 11,895*
Potential Reach: 17,363,082
Retweet & Share Spread: 8,639,080
Influencer score: 93

*Even with a popular sports program most of their mentions are around institutional news

UCB focuses on promoting their faculty and research beyond tech and medical

- **#BerkeleyBound** is a great example of promoting social and engagement with new students

- They have the most post on Facebook and are the most responsive. Most post around #UCool

- Aware of broad audience, so they have broad topics. Daily post range from sports to students to #BerkeleyResearch
Competitive Social Media Audit: Stanford

Weekly Mentions: 16,121*
Potential Reach: 65,455,546
Retweet & Share Spread: 19,482,890
Influencer score: 96

*Large amount of mentions on sports. Large mentions due to free online course and new LGBT Leaders program

Stanford focuses on an audience outside of students. They use social media to promote their research.

- Only social account that never reposts. They use their accounts as a news feed of research and interesting findings.
- Even with the focus on research, they still post on sports and student activities
- Least active on Facebook and are the least responsive.
Competitive Social Media Audit: MIT

Weekly Mentions: 10,012*
Potential Reach: 65,455,546
Retweet & Share Spread: 19,482,890
Influencer score: 96

*Only campus with obvious spikes around tech and innovation post

MIT knows their audience.
Their posts inform and entertain

- Large audience follows and engages with posts that focus on cutting edge tech research. More tech post than anyone

- Focus on tech doesn’t translate well on Instagram. Lowest followers and low engagement rate

- Least active on Facebook and are the least responsive

- Best distribution of mentions throughout US
Competitive Social Media Audit: Princeton

Weekly Mentions: 3,749*
Potential Reach: 6,800,582
Retweet & Share Spread: 4,976,508
Influencer score: 97

*Medical Research

Princeton thinks local and acts global. Focuses on their campus, students and faculty except for post on research

- Princeton does the most cross promotion, especially for Snapchat

- Community engagement (volunteering, fundraising, ect.) is often promoted and celebrated

- Completely focused on students on Instagram
Competitive Social Media Audit: University of Michigan

Weekly Mentions: 25,118*
Potential Reach: 29,914,783
Retweet & Share Spread: 16,845,925
Influencer score: 93

*All peaks in their mentions are around sports

University of Michigan drives engagement from their students

- **Most advanced** approach to social
- Dedicates additional resources to allow **campus community** to promote campaigns
- Attentive to their sports fans, but that only one of their campaigns. **36 campaigns in the last 12 months**
- Only college that curates & promotes Snapchat Geofilters, first half of 2015 growth of Snapchat for U of M was 50.8%
**Competitive Social Media Audit: Blog Spaces**

**UCLA**
- Admissions blog – blog.admissions.ucla.edu
- Main sports blog – bruinsnation.com
- So Cal community blogs – insidesocal.com & ocregister.com
- Student voices and photojournalism – dailybruin.com

**UC Berkeley**
- Admissions blog – blog.admissions.berkeley.edu
- Central blog – blogs.berkeley.edu
  - Faculty opinions, heavily cross-promoted
- California community blog – Daily Clog on dailycal.org
Competitive Social Media Audit: Blog Spaces

**Stanford**
- Admissions blog – engage.stanford.edu
  - Primary blog
- Many secondary blogs for specific interests. Directory organized by category: blog.stanford.edu/directory

**MIT**
- Admissions blog – mitadmissions.org/blogs
- Primary blog – mitpress.mit.edu/blog
  - Mostly news-focused
Competitive Social Media Audit: Blog Spaces

Princeton
- Admissions blog – admission.princeton.edu/blogs
- Directory of faculty blogs
- WordPress blog – blogs.princeton.edu

University of Michigan
- Admissions blog – admissions.umich.edu/explore-visit/blog
- Library blog – lib.umich.edu/blogs
- Many unofficial blogs, no central campus-owned blog
## Competitive Social Media Audit: Messaging Themes

<table>
<thead>
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<th>Theme</th>
<th>Top School</th>
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<tr>
<td>Arts &amp; Humanities</td>
<td>MIT &amp; UCLA</td>
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<tr>
<td>Diversity</td>
<td>UC Davis &amp; UC Berkeley. (Michigan, Instagram)</td>
</tr>
<tr>
<td>Food Sustainability</td>
<td>UC Davis</td>
</tr>
<tr>
<td>Health and Medicine</td>
<td>MIT &amp; Stanford</td>
</tr>
<tr>
<td>Institutional News</td>
<td>Princeton, UCB, Univ of Michigan</td>
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<tr>
<td>Sustainability</td>
<td>UC Davis &amp; Stanford</td>
</tr>
<tr>
<td>Tech &amp; Innovation</td>
<td>MIT &amp; Stanford</td>
</tr>
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### Twitter Original Post Selected Themes, October 2015

![Bar chart showing the distribution of themes across different schools, with UC Davis, MIT, Princeton, Stanford, UC Berkeley, UCLA, and Univ Michigan represented with different colors for each theme category.]
Competitive Social Media Audit: Messaging Themes

Facebook Selected Themes, October 2015

Instagram Selected Themes, Sep-Nov 2015
Competitive Social Media Audit: Twitter

Twitter has the broadest audience. Use tweets to inform and entertain

**Best Practices**

- Hashtags (branded & trending)
- Custom short URLs, possible: ucdav.is
- Mix of original & curated content
- Replies/responses
- Multimedia improves post engagement
- Inclusion of holidays add to fun post
- Conversational when promoting events
- Broad audience means we need a broad approach to post. Post for students, alumni, media and to promote content
- Cross promotion of other social accounts w/ hashtags
Competitive Social Media Audit: Facebook

For Facebook engagement is most important. Posts are only guaranteed to get in front of your audience that engages.

**Best Practices**

- Engage with students and other followers
- Tag students, followers and other departments
- Campaigns and contest with custom graphics
- Utilize video post
- Call to action in cover photo
- Post photo collections
- Cross promotion w/ hashtags
- Less time between original comment and engagement can get “Very responsive” or “Responds in one hour”
- For desktop traffic utilize tabs
- Hidden Gem, Virtual Tour
Competitive Social Media Audit: Instagram, University of Michigan

Instagram has the highest level of engagement and appeals to current and future students over alumni and news outlets

**Strengths**
- Diversity of Content
- High Def pictures of campus, variety
  - Time of day, Location, Artistic,
  - Photo editing, Time of year, Drone
- Generic people with brand
- Campaign graphics
- Campaign hashtags on image
- Mark historical photos
- Custom short URLs

**Other Suggestions**
- Mix image & caption
  - Info in graphic & caption
- Re-gram App / Guest
- Photo themes
- Quotes on Photo
  - Repost from other social channels
- Utilize video

**Opportunities**
- Geo-tagging
- Promote key messages directed to student audience
Next Steps

- Review of competitor Snapchat activity
- Review of competitor search results
- Identification of UC Davis priorities and key messaging
Thank you!
In the social media analysis delivered on 1/15 we presented three charts that detailed the number of post each college had published. The chart detailing the levels of selected themes within Twitter was missing the breakdown of sports-related post. Also I had noted during the presentation that data on the chart detailing the number of posts on Instagram was missing data. However, after further review the data was correct. It shows very little data since campus-related posts were not included with the select messaging themes.

I have attached all six charts that we referenced during the presentation. Chart 1, 2 and 3 display the post that were related to the 7 messaging themes we were requested to analyze along (art & humanities, diversity, food sustainability, institutional news, health and medicine, sustainability, and tech & innovation) along with general research and sports post. Charts 4, 5 and 6 include all post across all messaging themes we observed. Here are those charts for reference.
Twitter (Original Post) Selected Themes October 2015

- Art & Humanities
- Diversity
- Food sustainability
- Institutional News
- Health and Medicine
- Sustainability
- Tech Innovation
- Research
- Sports

Legend:
- UC Davis
- MIT
- Princeton
- Stanford
- UC Berkeley
- UCLA
- Univ. Michigan
Instagram Selected Themes Sep-Nov 2015

- UC Davis
- MIT
- Princeton
- Stanford
- UC Berkeley
- UCLA
- Univ. Michigan

Themes: Art & Humanities, Diversity, Food sustainability, Institutional News, Health and Medicine, Sustainability, Tech Innovation, Research, Sports
Hi Karl -

I hope this message finds you well!

I wanted to forward along an update on our work with Strat Comm (and some Exec Comms too) in January as well as going into this month.

As always, please feel free to reach out if you need anything from me or the team.

Cheers,

Bryan

Begin forwarded message:

Hi Dana,

I hope your having a great week. We’re busy plugging away at our analysis of UC Davis’ social channels and competitor Snapchats, and I wanted to send along a memo detailing our work for January and our planned work for February.

As part of our retainer, I want to provide you with a monthly summary of work performed and an outlook on any planned work for the next month. I think this will be a good way to keep a record of what we’ve delivered to UC Davis and perform well and an outline of any planned work for the next month. I think this will be a good way to keep a record of what we’ve delivered to UC Davis and perform well and an outline of any planned work for the next month. I think this will be a good way to keep a record of what we’ve delivered to UC Davis and perform well and an outline of any planned work for the next month.

I hope you're having a great week. We're busy plugging away at our analysis of UC Davis’ social channels and competitor Snapchats, and I wanted to send along a memo detailing our work for January and our planned work for February.

Please let me know if you have any questions or ideas about this.

Cheers,

Bryan
Thank you,
Jon
Comprehensive SEO audit and report of the Chancellor's website

Social media interaction

Chancellor's website, including search analysis and recommendations on the feedback on the Chancellor's website and updates and analysis of social media movement. We developed an in-house tool to monitor search results and provided search result rankings and metrics.

Executive Communication Engagement

Accordingly, we provided suggestions on how to model SEO practices:

- Google search algorithm updates
- Northwest for search initiatives and included detailed instructional analytics.
- Competitor social analysis

Strategic Communication Engagement

Additionally, we continued our support of Executive Communications.

In January, we helped our first major engagement with a strategic

OVERVIEW

February 17, 2016

DATE

FROM

DEAN, TOPICS, UC DAVIS, STRATEGIC COMMUNICATIONS

TO

IMMOCO D & STRATEGY TEAM
Solution for Instagram feed

We conducted research to identify the problem behind integrating an Instagram feed into the Chancellor’s site and proposed a development solution.

Recommendations on blog content

We provided best-practice recommendations on the Chancellor’s blog.

New content platform

We identified an opportunity for the Chancellor to be featured in Metro’s Words of Wisdom column and proposed a development platform.

Executive Communications

- SEO audit and report on the Chancellor’s website – 4%
- Feedback on channel performance – 5%
- Content review and analysis – 15%

Summary of Work

Content

- Created ‘Words of Wisdom’ column and provided recommendations for UC Davis. We have identified a major news event, we propose a snapshot

We continued our research social and news channels for development.

Strategic Communications

- Solution for Instagram feed
- Recommendations on blog content

Ongoing social listening for UC Davis

We are constantly monitoring new social media campaigns. This will provide a benchmark of engagement levels to measure Instagram. We are consistently analyzing new social media channels (Facebook, Twitter, and...)

February Planned

- Snapchat audit
  - We are conducting a daily audit of UC Davis’ and competitors’ Snapchat activity. We are collecting snaps for reference and coding them for engagement.

- UC Davis Social Channel Analysis
  - We are conducting a statistical analysis of content and engagement on UC Davis’ main owned social media channels (Facebook, Twitter, and Instagram). This will provide a benchmark of engagement levels to measure.

- Ongoing social listening for UC Davis
  - We continually monitor social and news channels for conversation around UC Davis. When we identify a major news event, we provide a snapshot

- Strategic Communications
  - New content platform
  - Recommendations on blog content
  - Solution for Instagram feed
  - Content review and analysis

- Executive Communications
  - SEO audit and report on the Chancellor’s website
  - Feedback on channel performance
  - Content review and analysis

- Summary of Work
  - Content
    - Created ‘Words of Wisdom’ column and provided recommendations for UC Davis. We have identified a major news event, we propose a snapshot

  - We continued our research social and news channels for development.

  - Strategic Communications
    - Solution for Instagram feed
    - Recommendations on blog content
    - New content platform

  - Executive Communications
    - SEO audit and report on the Chancellor’s website
    - Feedback on channel performance
    - Content review and analysis

  - Summary of Work
    - Content
      - Created ‘Words of Wisdom’ column and provided recommendations for UC Davis. We have identified a major news event, we propose a snapshot
Ongoing QA for the Chancellor's new site.
We are continuing to conduct SEO crawls and provide broken link reports.
To the Executive Team for the Chancellor's new site.
Thanks, Bryan.

Sent from my iPad

On Mar 3, 2016 at 8:32 PM, Bryan Merica <bryan@idmlo.co> wrote:

On Mar 3, 2016 at 9:27 PM, Bryan Merica <bryan@idmlo.co> wrote:

From: Bryan Merica <bryan@idmlo.co>
To: Karl M Engelbach <kmengelbach@ucdavis.edu>, Bryan America <bryan@idmlo.co>
Cc: Julian Steele <julian@idmlo.co>, Dana Topousis <dtopousis@ucdavis.edu>, Jonathan Kom

Subject: Re: Updated Listening Report on DeVry Story--CORRECTED RECIPIENTS LIST

Dear Karl/Dana/Gary -

The earlier message below was intended to include Gary Delsohn, but mistakenly included . I am very sorry for this oversight and realize the sensitivity of this content.

We worked immediately to correct this and received confirmation from that had not read the message and would delete it forever from our system.

Additionally, we have taken steps internally to be even more diligent in the future when handling content of this nature.

We apologize again.

Bryan
Hello UC Davis team,

Here are the share counts for the Shaw Hubler blog post. I'm happy to provide metrics for any other articles of interest - just send them my way.

Shawn Hubler: How about a class in optics at UC Davis?

Twitter ~ 9
Facebook - 12

Shawn Hubler: How about a class in optics at UC Davis?

Best,

Julian

On Thu, 3 Mar, 2016, at 3:35 PM, Julian wrote:

On Thu, Mar 3, 2016, at 3:20 PM, Julian wrote:

Send from my iPhone

Artem


Two new news articles I saw today are below. You noted one of them - against policy. I did not see the second one. Could you add it to this communication thread?

Yes, I agree with Dana. It would be good to have Gary and Karl included in this communication thread.

Thank you very much!

Artem

Sent from my iPhone

On Mar 3, 2016, at 3:16 PM, Artem wrote:


On Thu, Mar 3, 2016, at 3:16 PM, Artem wrote:

Thank you very much!

On Thu, Mar 3, 2016, at 3:35 PM, Artem A Trotsyuk wrote:

Volunteers - I'll send out a notification of the overall online conversation volume - again policy. I did not see the second one. Could you add it to your notes?

Thanks!

Artem
I’d like to share our updated social listening report on the DeVry story with you. Artem - I’ve highlighted new sections and information for your convenience.

I’m wondering if others from the UC Davis team should be included in these communications. We want to be sensitive about how we share this information, so I will leave it to your discretion on distributing this report. I’m wondering if others from the UC Davis team should be included in these communications. We want for your convenience.

I’d like to share our updated social listening report on the DeVry story with you.
Dear Gary,

I am very sorry for this oversight and realize the sensitivity of this concern. The earlier message below was intended to include Gary Deloshon, but mistakenly included.

- Kathryn

---

Date: March 3, 2016 at 3:45:57 PM PST
Subject: Re: Updated Listening Report on Deputy Story
From: Julienne Steele <julienne@idml.com>
On Mar 3, 2016, at 3:20 PM, Julian Steele <julian@idmlo.co> wrote:

Sent from my iPhone

Artem


http://www.sacbee.com/opinion/opn-columns-blogs/shawn/article63710547.html

Thanks!

information/monitoring of the overall online conversation volume?

policy, I did not see the second one. Could you add it to your
news articles I saw today are below. You noted one of them - again
communication thread.

Yes, I agree with Dana. It would be good to have Gary and Karl added to this

Thank you very much

On Thu, Mar 3, 2016 at 3:35 PM, Artem A Trotsyuk <artem@ucdavis.edu>

Shawn Hubler: How about a class in optics at UC Davis?

Thank you very much!

Yes, I agree with Dana. It would be good to have Gary and Karl added to this

Thank you very much

On Thu, Mar 3, 2016 at 3:35 PM, Artem A Trotsyuk <artem@ucdavis.edu>

Shawn Hubler: How about a class in optics at UC Davis?

On Thu, Mar 3, 2016 at 3:35 PM, Artem A Trotsyuk <artem@ucdavis.edu> wrote:

Thank you very much!

Yes, I agree with Dana. It would be good to have Gary and Karl added to this

Thank you very much

On Thu, Mar 3, 2016 at 3:35 PM, Artem A Trotsyuk <artem@ucdavis.edu>

Shawn Hubler: How about a class in optics at UC Davis?
on distributing this report.

Please let me know if you have any follow-up for us on this.

Best,

Julian

Julian Steele, Digital Analyst
IDMLOCO · (530) 848-3384
Negative from 8:00-11:00 PM on 3/1

- Returned closer to the baseline. This is down from a peak of 100%
- Overall sentiment remains consistently negative, contrary to 25% negative, have
- Mentions have decreased since the story broke
- Devy story dips are still spikes during peak usage hours

Summary

Story broke

The Channellock to review things of social media until the major news
only after the sentiments broke up the story. The public pressure for
conversation on social media. Holistically, this negative conversation emerged
due to the quickdevy picked up the story. Communicate a large spike in
following Channellock. Ramps up in the devy advisory board.

Overview

Mar 2, 2016

Devy Advisory Board. Let's have a conversation on
Atm (r) and Service Excellence. Communi can

From

IMLCCO D & E. Strategy Team
Sacramento Bee – “UC Davis Chancellor Linda Katehi quits DeVry board under pressure”
Twitter ~ 53
Facebook – 432
LinkedIn – 0
Sac Business Journal – “UC Davis chancellor quits board of controversial for-profit university”
Twitter ~ 5
Facebook – 4
LinkedIn – 10
The Chronicle of Higher Education – “Amid Public Pressure, UC Davis Chancellor Quits DeVry Board”
Twitter ~ 21
Facebook – 6
LinkedIn – 28
Huffington Post – “UC Davis Chancellor Quits DeVry Board of Directors After Eight Days”
Twitter ~ 38
Facebook – 20
LinkedIn – 1
Kron 4 – “UC Davis chancellor quits for-profit college board”
Twitter ~ 3
Facebook – 17
LinkedIn – 9
Major Influencers
Kevin McCarty
@KMcCartyAD7
Facebook
Assemblymember Kevin McCarty was among leaders of the push for the chancellor to resign from DeVry’s board, writing a letter to the University of California in support of the chancellor’s resignation.

Notably, he did not post on this topic until the story was picked up by the Sacramento Bee. Since the story’s release, he has made several posts linking to the Sacramento Bee article.
University of San Diego School of Law sent a letter to the Chancellor requesting her resignation from the DeVry board. Of the groups associated with this letter, Consumer Watchdog is the most active on social media about this story.

As with Assemblymember McCarty, they did not post on social media for this topic until the news story broke.

Reclaim UC is no surprise entrant in this conversation. They have been the first and most frequent critic of the Chancellor in several instances. This topic until the news story broke about the story.

Consumer Watchdog is the most active on social media with this letter. Consumer Watchdog is the most active on social media representing the perspective from the DeVry board. Of the groups associated with this letter, Consumer Watchdog is the most active on social media.
Secondary Conversation

Blogger Lior Pachter (@lpachter) is using the DeVry story as an opportunity to bring up his story from 2014 about Kin Abdulaziz University's manipulation of US News and World Report's global ranking of universities. The Chancellor served on KAU's international advisory board at the time of the questionable ranking activities, and Pachter is connecting this to the DeVry story.

His initial post earned some attention, but there are no other original posts mentioning this and no other indication that this aspect of the conversation will continue to spread.

Thank You!

We will continue to monitor the conversation and provide metrics updates.

This is the DeVry story:

At the time of the questionable ranking activities, and Pachter is connecting
university's manipulation of US News and World Report's Global Ranking of
universities. The Chancellor served on KAU's international advisory board

Blogster Lior Pachter (@lpachter) is using the DeVry story as an opportunity

Secondary Conversation
Good morning Karl, and happy Friday! Hope all is well.

I wanted to check in with you on two quick things:

1. Is there anything else we can provide you right now related to the strategic communications structure? Let me know if you have had the opportunity to connect with Dana, and if you are ready to schedule a follow-up conversation.

2. Second, IDMLOCO is putting together our submissions for the CAPPIES through the Sacramento Public Relations Association. We would love to submit our work with the Executive Communications team for the long-term public relations category, but of course, the entries are not distributed beyond the panel of judges.

Please see attached. The judges will be a panel of local public relations professionals. In fact, I have noted some draft key messages for your review. We are still working on our entry but wanted to make sure you were comfortable with this. We are still working on our entry but are still working on our entry. (In fact, I have noted some draft key messages for your review. We are still working on our entry but wanted to make sure you were comfortable with this. We are still working on our entry. Although of course, the entries are not distributed beyond the panel of judges.

Thank you for your time and consideration. If the direction of this submission looks appropriate, we will finalize and send back for your approval. For example, “Thank you for your response, and the team is ready to proceed with the plan.”

If you have any questions, let me know.

Completely up to you.

Thank you for your time and consideration. If you have any questions, let me know.

Libby
Karl -

And, on a personal note, I do hope you are getting some time to recharge for the new year.

We are looking forward to continued collaboration in 2016!

On behalf of the IDMLOCO team, I wanted thank you for the opportunity to work together in this past year.

Talk soon!

Bryan
INVOICE

BILL TO
The University of California,
Davis
Finance Unit
260 Cousteau Pl. Ste. #150
Davis, CA  95618

INVOICE # 2735
DATE 01/11/2016
DUE DATE 01/31/2016

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*** Important Notice ***
WE'VE MOVED!! PLEASE REMIT ALL PAYMENTS TO OUR NEW ADDRESS:
1818 L Street, STE 314
Sacramento, CA  95811 US

BALANCE DUE $8,000.00

---

DENISE@IDMLO.CO
(916) 923-2466
Sacramento, CA  95811 US

1818 L Street, STE 314
ID Media Partners
Sincerely,

Your invoice is attached. Thank you for your business - we appreciate it very much.

Dear The University of California, Davis,

ID Media Partners

01/31/2016
$8,000.00
BALANCE DUE

Due Date
2735

Invoice

ID Media Partners
INVOICE

BILL TO
The University of California,
Davis
Finance Unit
260 Cousteau Pl. Ste. #150
Davis, CA  95618

INVOICE # 2735
DATE 01/11/2016
DUE DATE 01/31/2016

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01/01/2016 Consulting & Management - January 2016
Project: Campus Digital Reputation Engagement
PO #: UCD1644591
Contact: Sonja R. Colbert
Consultant/Proposal: University of California, Davis | Offices of

*** Important Notice ***
WE’VE MOVED!! PLEASE REMIT PAYMENTS TO OUR NEW ADDRESS:
1818 L Street, STE 314
Sacramento, CA  95811 US

BALANCE DUE $8,000.00

DUE DATE 01/31/2016
DATE 01/11/2016
INVOICE # 2735

DenseIDmlo.co
(855)456-2646
Sacramento, CA  95811 US
1818 L Street, STE 314
ID Media Partners
Dear The University of California, Davis,

Sincerely,

Your invoice is attached. Thank you for your business - we appreciate it very much.

IDMLOCO
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*** Important Notice ***

WE'VE MOVED!! PLEASE REMIT ALL PAYMENTS TO OUR NEW ADDRESS:

1818 L Street, STE 314
Sacramento, CA 95811

$8,000.00

BALANCE DUE

**DUE DATE** 03/31/2016

**DATE** 03/15/2016

**INVOICE #** 2828
Dear The University of California, Davis,

Your invoice is attached. Thank you for your business - we appreciate it very much.

Sincerely,

[Name]

IDMCCO, LLC

Due Date: 02/29/2016
Balance Due: $8,000.00
## INVOICE

**BILL TO**

The University of California, Davis
Finance Unit
260 Cousteau Pl. Ste. #150
Davis, CA  95618

**INVOICE # 2765**

**DATE 02/16/2016**

**DUE DATE 02/29/2016**

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*** Important Notice ***

WE’VE MOVED!! PLEASE REMIT PAYMENTS TO OUR NEW ADDRESS:

1818 L Street, STE 314
Sacramento, CA  95811 US

BALANCE DUE $8,000.00

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**Denise@idmlo.co**

1818 L Street, STE 314
Sacramento, CA  95811 US

(855)156-2646

IDMLOCO, LLC
I just wanted to let everyone know that we are aware of this new article from the sac bee:


Jon

Thanks,

Jon Korn
Senior Account Executive
IDMLOCO
· (707) 330-7481 · jon@idmlo.co
Thank you for your note! I am away from the office with limited access to my email and phone today. I will return your message after I return on Monday, January 4th, 2016.

Thank you for your note! I am away from the office with limited access to my email and phone today. I will return your message after I return on Monday, January 4th, 2016.

Thank you,
Bryan
Bryan

Talk soon,

For you and I to connect (in person, if possible),
I realize it’s a busy time right now, but was hoping to get 30 minutes
I would like to connect very briefly with you in the next week or two.

Gary Delsohn and I had a chance to catch up today on a few fronts.
I hope this message finds you well.

Hi Karl,

On Apr 4, 2016, at 7:44 PM, Bryan Merica <bryan@idmlo.co> wrote:
Send from my iPad

connect. Thanks!
Sure, would love to chat, Bryan. I’ll ask Lori to please find a time for us to

write:
On Apr 4, 2016, at 8:00 PM, Karl M Engelbach <kengelbach@ucdavis.edu>

Great to hear from you - Bryan
From: Karl M Engelbach
To: Bryan Merica
Cc: Lori Hubbard
Subject: Re: Connecting
Date: Monday, April 04, 2016 8:00:10 PM

Sure, most happy to chat, Bryan. I’ll ask Lori to please find a time for us to connect. Thanks!

Sent from my iPad

On Apr 4, 2016, at 7:54 PM, Bryan Merica <bryan@idmlo.co> wrote:

Hi Karl -  

Hi Bryan,

Talk soon,

(in person, if possible).

Gary Delsohn and I had a chance to catch up today on a few things.

I hope this message finds you well.

Bryan Merica
Hi Libby,

Dana

Have a wonderful weekend.

I wanted to check in with you on two quick things:

1. Is there anything else we can provide you right now related to the strat comm org structure? Let me know if you have had the opportunity to connect with Dana, and if you are ready to schedule a follow-up conversation.

2. IDMLOCO is putting together our submissions for the CAPPIES through the Sacramento Public Relations Association. We would love to submit our work with the Executive Communications team for the long-term public relations category, but of course wanted to make sure you were comfortable with this. We are still working on our entry but wanted to share some draft key messages for you to review. Let me know if you have any feedback.

Please see attached. The judges will be a panel of local public relations professionals.

Non-Profit, Pro-PR: 2016 Apr 1:19 PM Dana Topousis (dtopousis@ucdavis.edu) Wrote:

On Fri, Apr 5, 2016 at 6:22 AM, Libby Hall <libby@idmlo.co>

Begin forwarded message:

From: Bryan M. Merica <bryan@idmlo.co>

Date: February 5, 2016 at 6:22:26 AM PST

To: Karl M. Engelbach <kmengelbach@ucdavis.edu>

Cc: Bryan M. Merica <bryan@idmlo.co>

Subject: Happy Friday and 2 quick questions

Good morning Karl, and happy Friday! Hope all is well.

I wanted to check in with you on two quick things:

1. Is there anything else we can provide you right now related to the strat comm org structure? Let me know if you have had the opportunity to connect with Dana, and if you are ready to schedule a follow-up conversation.

2. IDMLOCO is putting together our submissions for the CAPPIES through the Sacramento Public Relations Association. We would love to submit our work with the Executive Communications team for the long-term public relations category, but of course wanted to make sure you were comfortable with this. We are still working on our entry but wanted to share some draft key messages for you to review. Let me know if you have any feedback.

Please see attached. The judges will be a panel of local public relations professionals.

Not a problem! Thanks for the quick response. Let’s check back next week on the org structure.
If the direction of this submission looks appropriate, we will finalize and send back for your final approval. And of course, "thanks but no thanks" is a perfectly acceptable answer!

Questions, let me know.

Completely up to you.

Thanks Karl!
Perfect. We will connect then. On Friday, we will present the latest version of the org chart.

Libby Hall
a few of these additional meetings (COVC, CODVC) and have the Communications Council meeting scheduled next week. Additionally, in anticipation of receiving the compiled input from the Deans, Vice Chancellors, and Strat Comm staff, we will accommodate further rounds of revisions so that our final recommended org chart is in alignment with this feedback. Finally, we believe it is critical to include additional detail around processes and workflows that will ensure the success of the new organizational structure. We have discussed a few of these in meetings and have seen stakeholders have “a-ha” moments as the processes are detailed and explained. Therefore, we see value in delivering them as a written report for distribution and implementation.

These incremental activities, including the additional meetings we’ve already conducted, are detailed in the augmented scope that I’m attaching. This will take us through mid-February to accommodate additional rounds of revisions and deliverables, and can potentially be extended based on your schedule and timeline.

Please let me know if you have any questions on this scope and if we are approved to move forward.

On a related note, we are looking forward to the scheduled meeting with the Senior Communications Council on Friday. Is there any feedback you have on a revised org chart? Can we connect early next week to reconnect and prep for this meeting?

Thanks so much for your continued partnership, Karl. Please let me know if there is anything else I can provide or questions I can answer.

Thank you,
Libby

---

Thank you,
Libby Hall, Producer
IDMLOCO
(612) 964-5442 · libby@idmlo.co

---
Hello Karl, I know Friday after 6pm is not the ideal time for long emails :) so pinging you again this morning to see if you would like to connect in advance of our meeting on Friday. If not, no worries, and we will come prepared to deliver the same version of the org chart that we delivered to CODVC on Dec 22.

Libby
Please let me know if you have any questions on this scope and if we are approved to move forward.

Sr. Comms Council meeting

On a related note, we are looking forward to the scheduled meeting with the Senior Communications Council on Friday. Is there any feedback you have received that we can compile, consolidate, and include in the next revision of the org chart or the presentation?

Can we jump on a call early next week to reconnect and prep for this meeting?

Thank you so much for your continued partnership, Karl. Please let me know if there is anything else I can provide or questions I can answer.

Thank you,
Libby
Thanks much, Bryan! Happy New Year to you as well! Looking forward to continued collaborations with you and your IDMLOCO colleagues throughout the new year.

Sent from my iPad

On Jan 1, 2016, at 1:54 PM, “bryan@idmlo.co” <bryan@idmlo.co> wrote:

On behalf of the IDMLOCO team, I wanted to thank you for the opportunity to work together in the past year.

Karl

On Jan 1, 2016, at 1:54 PM, “bryan@idmlo.co” <bryan@idmlo.co> wrote:

And on a personal note, I do hope you are getting some time to recharge for the new year.

We are looking forward to continued collaboration in 2016!

Talk soon!

Bryan
Hello Bryan,

Great to hear from you. Here are a few things we've been working on:

1. **Google Search Results**: We've been monitoring daily fluctuations in Google search results. Our team has noticed some significant changes since our last meeting. We recommend regularly checking these results to ensure UC Davis is represented accurately.
2. **Social Media Analysis**: Our team has been conducting a comprehensive analysis of social media activities for competing research colleges. We've identified trends and best practices that can help improve UC Davis's online presence.
3. **Internal Communication**: We've been working on internal communication strategies to ensure that all team members are well-informed and aligned with our goals. We've created a centralized platform for sharing updates and resources.

Looking forward to discussing these topics further in our next meeting. Let me know if you have any questions or feedback.

Best regards,

Jonathan
Please find attached a copy of the presentation deck, an overview of the quantitative analysis and the post counts by theme. Our social media analysis focused on three social channels: Twitter, Facebook and Instagram. We analyzed volume and engagement counts for the month of October categorized by message theme. Along with this data-centric review, the presentation deck includes a qualitative analysis of the competitors’ approach to social media. Lastly we identified best practices and engagement opportunities for each medium based on both industry experience and competitor activity. At our presentation we had provided your team with social listening reports on each college and IDMLOCO’s 7 Archetypes of Social Media Engagement. I know this is a lot of data to digest, and I welcome you to reach out if you would like to discuss any of our findings more in-depth. The social monitoring reports in particular can assist in analyzing these, so please let us know if we could benefit from additional context. The internal review will allow you to better understand the engagement different themes and tactics.

Looking forward we are planning to continue to build off this social media analysis. Over the next month we will broaden our competitor analysis to review Snapchat and conduct a deeper review of UC Davis’ social media engagement. This internal review will allow you to review our findings more in-depth. I know this is a lot of data to digest and we recommend reviewing the reports on each college and IDMLOCO’s 7 Archetypes of Social Media Engagement. I know this is a lot of data to digest, and I welcome you to reach out if you would like to discuss any of our findings more in-depth. The social monitoring reports in particular can assist in analyzing these, so please let us know if we could benefit from additional context. The internal review will allow you to better understand the engagement different themes and tactics.

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