Focus Beyond Chancellor Katehi

Assemblymember Dr. Richard Pan has issued a statement in support of the Chancellor, but has stayed off of social media with this commentary. Given the large volume of negative sentiment and the preliminary conversation drawing connections between Pan’s position and his campaign contributions from biomedical groups, he may be reluctant to voice his opinion directly over social media (V Valentino thread on page 8).

There is little to no conversation on social media directly supporting the Chancellor, but there are a few influencers who are focusing conversation on the larger policy issues in the UC system.

There is also some positive reaction to the Chancellor’s apology and pledging of her board membership earnings to student scholarships.

Deborah Anderluh
@danderluh – 666 followers

Deborah Anderluh is Senior Editor for investigations and enterprise at the Sacramento Bee.

While her Twitter audience is small, her post on this topic shows is an example of journalist’s growing focus on questions of process in Higher Education, rather than Chancellor Katehi’s actions in isolation.

Thank You

We are happy to discuss our findings in more detail.
Artem,

Please find attached a social listening report for today 3/11. I’m sure you have had your hands busy on campus today. This report will give you some better perspective on the larger conversation inside and outside of Davis on social. Please reach out if you have any questions or additional request.
Overview

Conversation around Chancellor Katehi is beginning to show growth in positive support. The core audience for this conversation is still students, professors and others prominently engaged with higher education news. Some voices in this audience are questioning the value of placing heavy blame on the Chancellor.

There is a growing sector of the news media and the engaged audience that is emphasizing the relatively new importance of private sector ties for public universities. This topic's overall conversation volume for continues to be far lower than the initial spikes March 1-4.

The conversation on March 11 around the Chancellor’s participation in the IIE Conference was the first example of non-board seat conversation we have seen since March 1.

Based on these observations, we recommend continuing to refrain from distributing original content through the Chancellor’s channels while we watch if current trends continue through next week. We recommend implementing a comprehensive media strategy to re-engage the Chancellor with the community beginning the week of March 21.
Negative Engagement

Assembly Democratic Caucus
The main Twitter account for the California Democratic Caucus retweeted Assemblymember Kevin McCarty’s share of the highly-critical SF Chronicle editorial piece on the Chancellor. It is common practice for this account to retweet assembly members, but this may indicate broader criticism of the Chancellor in the state Assembly – we will continue to monitor.

Elaine Roberts Musser
Musser owns a legal practice in Davis and is engaging consistently with news articles on the relationship between public universities and for-profit companies. This suggests there is an engaged audience for this topic beyond students, professors, and news media. An effective long-term media plan might include information on the benefits of these types of partnerships.

Student sit-in protest
CBS Sacramento and The California Aggie are two major news networks that have picked up the protest so far. Reporters from the Davis Enterprise (@ enterprise tanya) and the Sacramento Bee (@samstanton) are covering the sit-in through Twitter. We will continue to watch for full press releases in the days following.

@CBSSacramento has the largest audience (58,700 followers) of any account posting about the sit-in.

King Abdulaziz University Appointment
This story stayed quiet until March 10, but is beginning to gain some traction. The Davis Enterprise published an article on in on March 10, which was pulled down. The Enterprise re-released the article on March 11.

Davis Enterprise – Chancellor moonlighted for controversial Saudi university
Twitter* ~ 5
Facebook – 93
LinkedIn – 0

We will watch this story closely to see how major influencers such as Kevin McCarty fold this into their Chancellor Katehi narrative.
Positive Engagement

Importance of relationships with private industry
There is an emerging conversation urging a more circumspect view of the criticism around the Chancellor’s participation on the boards of DeVry and John Wiley & Sons. The theme in this conversation is that public universities increasingly must seek non-public funds and that relationships with private industry are important for universities’ futures.

Chancellor Katehi is progressing UC Davis
Notably, Andrew Traylor Jones, one of the leaders of the #BlackUnderAttack movement at UC Davis, has posted against the call for the Chancellor’s resignation. This suggests that the Chancellor earned some allies in the community engaged with the #BlackUnderAttack movement. This type of direct engagement with student grievances may earn a support base helpful during other PR crises.

IIE Conference Speech
The Chancellor and UC Davis earned positive mentions from participation in the IIE conference. Daniel Obst, DVP for International Partnerships @IIEGlobal, has a small but highly engaged Twitter audience (652 followers). On March 11, his quotes from Chancellor Katehi at the conference earned significant spread.

Notably, once the student protest conversation began on Twitter, some users began referencing the Chancellor’s participation in the conference negatively. These negative posts were lower in volume and had less of an audience than positive mentions. It is likely that the positive coverage will endure longer and spread further. We will continue to watch for keywords around the conference.

Thank You
We are happy to discuss our findings in more detail.
Artem,

Please find attached a social listening report for 3/14/16. This report focuses on the conversation volumes and sentiments attributed to the students in Mrak Hall and the social mentions of the Chancellor. I will follow up with updated share counts.

Thanks,
Jon
### Overview

Over the weekend, the conversation volume spiked to the highest point since the negative stories about Chancellor Katehi began. The conversation spike was surrounding the Mrak Hall 5th floor sit-in that began on Friday, where students protested for the chancellor’s resignation. Resignation has become the primary theme in the social conversation over the weekend, as noted in the table to the left. Currently, the sentiment is 48% negative, 15% positive, and 37% neutral.

The conversation has continued spread across the county. Each circle on the map to the left represents a single post about Linda Katehi. The color represents sentiment, with red being negative, green being positive, and blue being neutral. A larger circle indicates that the individual post has a larger reach.

The larger posts on the West Coast are being generated by media outlets reporting on the sit-in and calls for resignation. The far-reaching post on the East Coast, however, are being generated by interested profiles, such as Global Revolution TV, an independent media profile, Student Activism, a New York professor that specializes in the history of student activism, and Intelligence Squared, a non-profit that is focused on civil debates.

### Insights and Notable Posts

A Fox 40 reporter reached out to a student on Twitter to interview about the movement.

As the sit in continues, a demand has circulated for the students to leave Mrak Hall, and has generated negative social media traction (pictured left).
However, even with the largely negative sentiment, not everyone is in support of the students. On the Sacramento Bee’s Facebook, the comments section reflected a mixed sentiment.

In the Sac Bee article, an influencer who has continued to be critical of Katehi over the past two weeks, UC Davis Professor Jonathan Eisen, was on record as critical of her involvement at Abdulaziz. However, in a Twitter conversation, he seemed willing to listen to the Chancellor.

Recommendations

UC Davis should continue to allow students to occupy Mrac Hall and host the students as guests. At this time, removal will only fuel the current negative conversation and drive focus back to the Occupy protestor removal in 2011. Though the sit-in has caused a spike in media volume, it will die down if the university does not cause incident.

To move past this, Chancellor Katehi will need to explicitly address this on social then refocus all social media presence on her key issues. Absent of that, Katehi’s reentry to social will be plagued with calls for resignation.
Hi Karl -

Happy new year! I have just a few items now that we’re all back from the holidays:

- Have you received much additional feedback on the strat comm org chart? The written report detailing interview findings is being finalized right now and will be in your inbox in the next several days.
- Also, I know Libby and Matt are finalizing an augmented scope to accommodate additional presentations and revisions. Look for that early next week.
- Additionally, we’re digging in deep on research for our continuing scope for UCD campus-wide digital reputation management. We have a meeting with Dana and staff next Friday to review initial findings.
- We’re also continuing to provide some support to Artem on digital content for the Chancellor. Moving forward, would it make sense to involve Gary and/or Artem in our meetings with Dana and staff?

As always, please feel free reach out to me anytime on these or any other items.

-Bryan
Hi Karl - I wanted to chat briefly coming out of our conversation earlier this week. Do you have 10-15 minutes available sometime tomorrow? Thank you! Bryan
Karl,

We are in the process of building a proposal that addresses the concerns you expressed about the web presence of UC Davis. It will be available in the next day or two.

The strategic plan will highlight the accomplishments of UC Davis and Chancellor Katehi. This plan will separate both the university and Chancellor Katehi from the events that occurred last November and it will help strengthen the university’s brand against reoccurring backlash.

Please let me know if you have any questions. I will be in touch soon.

Best,

David

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Barry,

Per our conversation last Monday I have included the proposal as an attachment. We look forward to further discussions on this matter.

Please let us know if there are any questions or concerns.

Best,

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@nick_weid
Nevins & Associates is prepared to create and execute an online branding campaign designed to clean up the negative attention the University of California, Davis and Chancellor Katehi have received related to the events that transpired last November. This campaign also includes consultative services from David Nevins, founder and President of Nevins & Associates, to provide further support to reputation management efforts of the university and Chancellor Katehi.

Online evidence and the venomous rhetoric about UC Davis and the Chancellor are being filtered through the 24-hour news cycle but it is at a tepid pace. Our campaign will expedite this process through strategic placement of online content and an increased adoption of Google platforms that will serve to specifically target viral content found on YouTube and in search results on Google.

David Nevins will also tap his experience serving in various positions within higher education industry that includes his service to the University System of Maryland Board of Regents as well as his expertise in consulting clients in higher education throughout the nation. The tactics we intend to employ require varying degrees of collaboration with UC Davis marketing team and select representatives from the Chancellor’s office but they can be executed both in-person and remotely.

The tactics our team will employ on behalf of UC Davis and Chancellor Katehi include:

**Strategic Content Placement:**

This portion of the proposal includes countering negative keywords, phrases and coverage found in search results by working with the teams or individuals responsible for posting content on behalf of UC Davis and the Chancellor. We would need to connect with the social media account hosts or managers (YouTube, Facebook, Twitter, Google+, etc.) as well as staff filmographers and photographers.

Our work would consist of the following, but will not be limited to:

- Identifying keywords and phrases to optimize tagging and Meta tags for online content searches.
• The negative viral content and videos will be diluted by a surge of content with positive sentiment and off-topic subject matter through strategic use of search tags, titles and descriptions.

• Engaging in a calculated system of sharing and promoting stories through UC Davis’ owned communication vehicles like the UC Davis website, The California Aggie, Aggie TV, the student-run radio station KDVS and UC Davis’ social media accounts. We will also reach out to local and national media entities with dedicated online sites as necessary to further this effort.

• Generating original content on behalf of the university will be a secondary focus that will provided as necessary. On occasion, this may require use of a distribution service like PR Newswire or Vocus in order to maximize the effectiveness of certain stories. Several of the media outlets include:
  - Sacramento Bee
  - Sacramento Business Journal
  - The Huffington Post
  - DavisPatch on Patch.com
  - Broadcast TV stations (NBC KCRA-TV, ABC KXTV, FOX KTXL, CBS KOVR)

• Monitoring the online space to regulate the pace of traffic and sentiment related to the university, the Chancellor and the incident. Conducting this ongoing research will allow us to adjust our efforts as necessary to best combat the trending topics and subject matter. We will conduct daily/weekly online scans utilizing keywords and phrases as well as specific online websites and news entities.

In addition to directly combatting the negative online traction the university and the Chancellor have experienced, we would also take a tactical approach by capitalizing on David’s expertise working in and providing consultative services in the arena of higher education. We believe the path the university and Chancellor Katehi have chosen to take regarding reputation management will achieve the desired outcome in the end but tapping David as an unbiased resource will provide a shortcut and can accelerate the process.

**Reputation Management Consultation**

David will make himself available for in-person and remote connections as needed. This will provide the university and Chancellor Katehi with an outsider’s perspective on concerns associated with the university as well as those the Chancellor may face daily.

David has the unique perspective of being chair of a system-wide higher education governing board and having run a nationally renowned marketing and communication firm. He would look forward to consultation with the institution’s leadership.

Another concentration of this campaign involves the university adopting a more involved relationship with Google platforms. Google has a propensity to rank Google hosted content and advertising above others in search results. Google hinted at this transition earlier in the year so investing more in the search engine’s platforms will result in a higher rank in the search process.
Google Platform Adoption:

According to Karmasnack.com, as of October 2012, Google controls approximately 86% of the market share for online searching, it is followed by Bing (approx. 7%), then by Yahoo! and others (approx. 7%). Because Google controls such a large market share for online searching and its search results favor Google hosted content and advertising, we recommend UC Davis adopt a Google+ account, optimize its Google Places account and explore paid advertising on YouTube as well as through Google AdWords.

Google+ will be a new social media account that will assist in diluting the search results. Social media sites like Google+ reward users when they provide original content on their respective platforms because new content drives new and increased traffic. New traffic leads to new users and this leads to more advertising revenue.

Our recommendations include, but are not limited to:

- Hosting and posting content to the Google+ page.
  - The content for UC Davis’ Google+ page will be similar to the content for its other social media accounts like Facebook, Twitter and YouTube. We will alter the content to include key words and phrases relevant to our efforts.
- Identifying key-influencers and making connections as necessary.
  - We will interact as well as include and earn inclusion in their ‘Circles’.
- Integrating the university Google+ account with the UC Davis YouTube account to double the access points for the search process.
  - This will double the UC Davis-owned content that populates search results. It would also increase the traffic on the Google+ page and more traffic on the Google+ page will yield a higher ranking in search results.
- Taking ownership of the UC Davis Google Places page by updating information and adding content. This will serve as simple and inexpensive way to direct search traffic away from negative search results.
- Exploring paid advertising options on YouTube and with Google AdWords to improve search engine optimization. As mentioned earlier, Google announced in the search experience favors Google hosted content and advertising.

One optional recommendation includes:

- On occasion, Chancellor Katehi may consider using Google+ Hangouts to host a Hangout to interact with students and the public.
  - A Google+ Hangout is a video chat with a live audience and we can investigate the possibilities of having Chancellor Katehi host a town hall style meeting in which she fields questions from students and interested parties similar to President Obama’s Google Hangout earlier this year.
  - Google+ Hangouts would also be a great opportunity to possibly co-host events with Aggie TV, KDVS and other groups directly and in-directly related to the university. This would be similar to radio shows hosted by KDVS that were attended by former President and California Governor Ronald Reagan.
Moving Forward:

Nevins & Associates is prepared to begin working on behalf of UC Davis and Chancellor Katehi beginning immediately. A 2-3 person account team from Nevins & Associates, led by President & CEO, David Nevins, will provide the services outlined above for a fee to be negotiated for a period of not less than six months. We can discuss this portion separately.

We are confident this investment in our services will more than pay for itself in terms of changing the online conversation and cleaning the search results for both the university and Chancellor Katehi.
Thank you for the follow up Lisa. David is currently out of town and will return next week. I will send some dates very soon.

Best,

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Dear Amy,

I want to touch bases with you regarding the below email as I haven’t heard back from you and I know the chancellor is hopeful to be able to be able to schedule this visit very soon.

Thanks so much, and I look forward to hearing from you.

Best,

~Lisa

Lisa Kay Chance Berriz
Executive Assistant to Chancellor Linda P.B. Katehi
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Good afternoon Lisa,

David has asked me to contact you in regards to your email below. We are currently discussing David’s schedule as well as reviewing the consultant agreement. I will be in contact with you soon. David is looking forward to the visit!
Please contact me at anytime 😊

Best,

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Dear President Nevins,

Chancellor Katehi asked that I contact you to schedule a meeting with you, Interim Director of University Communications Claudia Morain, Associate Chancellor Karl Engelbach, and the chancellor to discuss communication initiatives at UC Davis.

We are hopeful to hold this discussion in February and would like to ask what your availability may
be to be here at UC Davis for this discussion.

Thank you so much for your consideration, and please do let me know if you have staff that you would like me to contact for scheduling your visit.

Best,

~Lisa

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