Dude, I can’t, I’m Tweeting.

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Rebranding the University of Delaware

David Brond, Vice President
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Purpose of this presentation

• At a time when everyone seems to be rushing to take part in the Social Media conversation, “Dude, I can’t, I’m tweeting”, is a presentation that emphasizes the importance of having something of value to say, and then being the “subject” of the conversation.

• In the Social Media revolution, the coin of the realm is “being talked about”. Success is measured by being “friended” or “mentioned” and that comes from building a college or university brand that make a promise and has the ability to create a strong emotional and rational connection to your most valued constituents.

• This is a case study that demonstrates how the University of Delaware reimagined its brand promise which resulted in extraordinary social media success.
Purpose of a brand strategy

- Provide the entire UD community with a unified platform from which to promote the University.

- Reinforce the same set of clear, true and relevant core messages about the University in all communications (formal and informal, written and spoken).

- Allow vigorous University-level marketing that supports all UD colleges and departments, while establishing common threads that can be reinforced by all units to maximize the impact of the marketing dollars spent at both the University and the unit level.

- A brand strategy is intended to express an organization’s value, to align with its strategic focus, and to provide long-term direction and focus for marketing activities.
Our **brand** is the sum total of all associations made with UD.

Our **positioning** is our researched, documented, agreed-upon desired brand associations.

Our logo, visual identity, and tagline are simply **reflections** of our brand.
Rebranding the University of Delaware

Tell UD’s brand story in ways that are:
- Aspirational
- Inspirational
- Differentiating
- Memorable
- Relevant

Articulate a message that describes our attitudes, our vision, our mission and our unique identity to the world.
What we want the UD brand to convey

- Prestige with Value
- Undergraduate Personal Attention
- Exciting Commitment to Undergraduate Scholarship
- Quality of Programs, Facilities, Outcomes
- Strength and Depth in Graduate Teaching
- Significant Research Opportunities and Outcomes
- Global Footprint and Impact
- Economic Engine for the State and the Region
How we got here

- UD Guiding Principles
- UD Distinguishing Characteristics
- UD Brand Positioning
- External Market Drivers
Guiding questions of research

- What is the image and reputation of the University of Delaware both internally and externally?
- What are perceived strengths and weaknesses of the University of Delaware?
- How does UD compare to its competitors?
- On what attributes can UD develop a sustainable brand position?
- What is UD's integrated branding statement?
- What are UD's brand messages?
Developing and researching UD positioning

**Qualitative Research**
- Prospective students (undergraduate & graduate), current students, international students, faculty, staff, alumni, business leaders
  - Online focus groups, In-depth interviews

**Quantitative Research**
- Current students, parents of current undergraduate students, high school seniors planning to attend college, faculty, staff, alumni
  - Phone, Online surveys
  - Total of 7,000 participants
# Qualitative Research Plan

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Sampling Frame</th>
<th>Qualitative Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prospective Traditional Undergraduate Students</td>
<td>High school seniors in the University's target area who have inquired about but not applied to the University for entry Fall 2009</td>
<td>2 online focus groups</td>
</tr>
<tr>
<td>Internal Audiences (faculty, staff, current students, and alumni)</td>
<td>All currently enrolled students (all types, graduate and undergraduate), full-time faculty, professional staff, and alumni</td>
<td>1 online focus group each with: faculty, staff, traditional undergraduate students, graduate students; 2 online focus groups with alumni</td>
</tr>
<tr>
<td>Prospective Graduate Students</td>
<td>Adult students in the University's target area who have inquired about the University but have not applied for admission</td>
<td>20 20-minute in-depth interviews with prospective graduate students</td>
</tr>
<tr>
<td>Business Leaders</td>
<td>Adults working full-time at regional firms</td>
<td>20 20-minute in-depth interviews</td>
</tr>
<tr>
<td>International Students</td>
<td>Current international students</td>
<td>20 20-minute in-depth interviews</td>
</tr>
</tbody>
</table>
## Quantitative Survey Methodology

<table>
<thead>
<tr>
<th></th>
<th>Parents of Current Students</th>
<th>Prospects</th>
<th>Faculty</th>
<th>Staff</th>
<th>Current Students</th>
<th>Alumni</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Method</strong></td>
<td>Phone</td>
<td>Phone</td>
<td>Online</td>
<td>Online</td>
<td>Online</td>
<td>Online</td>
</tr>
<tr>
<td><strong># Respondents</strong></td>
<td>400</td>
<td>404</td>
<td>381</td>
<td>956</td>
<td>2378 (Undergrad)</td>
<td>1271</td>
</tr>
<tr>
<td><strong>Cooperation/Response Rate</strong></td>
<td>63%</td>
<td>70%</td>
<td>33%</td>
<td>35%</td>
<td>16%</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Margin of Error (95% conf level)</strong></td>
<td>+/- 4.85%</td>
<td>+/- 4.83%</td>
<td>+/- 4.12%</td>
<td>+/- 2.56%</td>
<td>+/- 1.67%</td>
<td>+/- 2.65%</td>
</tr>
<tr>
<td><strong>Sampling Frame</strong></td>
<td>Parents who currently have a child attending the University's undergraduate programs</td>
<td>High school juniors planning to attend college in fall 2010</td>
<td>Full-time faculty</td>
<td>Professional staff</td>
<td>Current undergrads and grads</td>
<td>Living alumni</td>
</tr>
<tr>
<td><strong>Sample Source</strong></td>
<td>UD</td>
<td>ASL (American Student Lists)</td>
<td>UD</td>
<td>UD</td>
<td>UD</td>
<td>UD</td>
</tr>
<tr>
<td><strong>Quotas</strong></td>
<td>MA (16), NY (59), CT (14), VA (9), PA (57), NJ (63), DE (147), MD (36), DC (1)</td>
<td>MA (12), NY (62), CT (12), VA (9), PA (57), NJ (88), DE (127), MD (36), DC (1)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Length</strong></td>
<td>15 min.</td>
<td>15 min.</td>
<td>10 min.</td>
<td>10 min.</td>
<td>10 min.</td>
<td>10 min.</td>
</tr>
</tbody>
</table>
Possible positioning statements

• **(Real-world learning)** University A provides students with an academic experience that incorporates real-world learning and research opportunities with frequent student-faculty interaction, creating a passion for innovative thinking that puts ideas into action.

• **(Land-grant/sea-grant/space-grant)** Today, University B is one of a few institutions that can claim to be a land-grant, sea-grant and space-grant university. The University provides students with a solid and traditional academic experience while incorporating contemporary and relevant learning opportunities.

• **(Global focus)** University C has a long-standing commitment to providing students with an educational experience that is sensitive to issues facing our global society. The University was the first to offer a study abroad program, and today it infuses an international perspective into all of its programs and majors.

• **(History and focus on the future)** University D stresses the importance of a stable and rich history coupled with the focus on the future through an innovative approach to learning.
If you had to pick just one of these statements that best describes UD, which one would it be? (Mark one only)

Current undergrad students
- Undergrads think “real-world learning” and “global focus” are best descriptions of UD
- There are no significant differences by location or race/ethnicity
Which words best describe the experience that you have had or had at the University of Delaware?
UD develops graduates who are excited and passionate about their field through its multi-dimensional academic experience in which students live through authentic challenges requiring the application of their knowledge and ideas.
Our challenge:

Telling UD’s Authentic “Brand Story” and bringing it to life
UD boasts some of the world's most dynamic people – and their talent attracts even more. UD students, faculty, staff and alumni connect for life to an even deeper and wider talent network.

Learning happens everywhere at UD – inside the classroom and out. UD outperforms its peers in real-world scholarship, because engaged students and invested faculty make learning come to life.

Elana Delle Donne, sophomore in the College of Education and Public Policy
Joseph R. Biden, ’65, Vice President of the United States
Lisa Fox, ‘10, College of Health Sciences.
2010 Goldwater Scholar, Amanda Lee Welch. Senior, College of Agriculture and Natural Resources.
We’re working on the biggest social, civic, artistic and scientific challenges of our age. Our job isn’t done until our ideas make a significant difference in the world.

UD is in the middle of it all: New York, Philadelphia, D.C., the Ocean and the Bays. Here you get the quintessential college experience with easy access to everything the East Coast has to offer.

Utility-scale 2-megawatt (2-MW) wind turbine at the Hugh R. Sharp Campus in Lewes.

University of Delaware Chorale.

DuPont Hall

R/V Hugh R. Sharp. The 146-foot, state-of-the-art coastal research vessel operates as a member of the University-National Oceanographic Laboratory System (UNOLS). UNOLS is a consortium of 64 academic institutions and national research laboratories.
At UD, we're inventors, innovators and problem-solvers. Our scholarship shapes and challenges prevailing thought, and our research redefines what's possible.

UD is a best-value university, ranked 16th in the nation for graduates' earning power versus tuition. Plus, every state dollar invested in UD yields a nearly tenfold return for Delaware.

Tsu-Wei Chou, Pierre S. duPont Chaired Professor of Mechanical Engineering
Debra Hess Norris, Vice Provost, Graduate and Professional Education
Yuan Chun (Grace) Chu, ’09
Authentic Brands Are Created From Within
UD Fight Song

Composed by George F. Kelly, Class of 1915

And then we'll fight, fight, fight for Delaware
Fight for the Blue and Gold,
And when we hit that line, our team is there,
With a **daring spirit bold**
And when we strike with might, let foes beware,
Our glorious name we'll uphold,
And then we'll fight, fight, fight for Delaware
Fight for the Blue and Gold.
Delaware will shine tonight, Delaware will shine,
When the sun goes down and the moon comes up,
Delaware will shine.
DARE

Courage, Ambition, Pride, Confidence, Challenge, Energy, Urgency, Force, Guts, Vigor, Integrity, Power, Go for it, Fearlessness, vitality, Go for it.
Delaware state history

Delaware was the first state to ratify the Constitution of the United States. This unanimous ratification took place in a convention on December 7, 1787, whereby Delaware became “The First State” of the new Federal Union.
UD dares itself to be first.

First in new energy technologies. First in global study. First in political leadership. First in interdisciplinary engineering. First in educating teachers. First in design innovation. First in translational medicine. We strive to lead in ways that matter.

It's a dare that never ends. It's a dare we want you to be part of.

Come with us. Challenge yourself to be first in what matters to you.
Dare to be first.

University of Delaware®
### Measures of brand impact

**Examples of Brand Awareness Market Research**

When you think of colleges and universities throughout the East Coast of the country, which ones come to mind as excellent?

What is UD best known for (global focus; real-world learning)?

The six core messages you just reviewed communicate a distinctive brand for the University of Delaware.

Please rate the following message on whether it communicates a favorable message about UD.

<table>
<thead>
<tr>
<th>Audience</th>
<th>UD Baseline*</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG prospects</td>
<td>15%</td>
</tr>
<tr>
<td>Current UG</td>
<td>26%/25%</td>
</tr>
<tr>
<td>Current Grad</td>
<td>15%/30%</td>
</tr>
<tr>
<td>Prospects, students, faculty,</td>
<td>85% totally</td>
</tr>
<tr>
<td>staff, alumni</td>
<td>agree</td>
</tr>
</tbody>
</table>

*Baseline measures based on market research conducted in June 2009 and May 2010.*
Implementation – Creating a buzz
Implementation - Live the brand!
Dare to be first - TV spots
Follow UD!

Twitter: www.twitter.com/UDailyNews
Facebook: www.facebook.com/UDelaware
YouTube: www.youtube.com/UnivDelaware

Twitter: More than 50 “official” feeds are operating
Facebook: More than 200 “official” accounts exist
YouTube: A handful of “official” channels exist
Getting started

- **Policies**
  - Develop policies for responsible computing.
  - Develop a guide to social media explaining how to get started and how to use it effectively.

- **Resources**
  - Dedicate an individual to not only generate original content but monitor all accounts 24/7 to ensure content topics remain appropriate and issues are addressed immediately.

- **Content**
  - Create a minimum of 3-10 original post/tweets day in addition to constant interaction with followers. This could be 25+ interactions daily.
Facebook

Likes:
- Oct. 2009: 698
- April 2010: 9,685
- Oct. 2010: 15,000

Average 20-25 new followers every day.

Facebook: official records go back to Fall 2009
# Facebook

<table>
<thead>
<tr>
<th>Posts by UD:</th>
<th>Interactions by fans:</th>
</tr>
</thead>
</table>

Posts include UDaily stories, shout-outs for accomplishments, photos, news clips, events, live updates, i.e. athletics, graduation, debates, and interactive questions.

Interactions include comments, “likes,” photos and the occasional video.

Social media coordinator also interacts with fans by answering questions, providing information.

Frequency of posts has significantly increased since April.
Content has become more broad by reaching out to current students, alumni, families, potential students.
Twitter

Followers:
- Oct. 2010: 1,900

Tweets vary from the content posted on Facebook. While 70 percent of the content is the same, the wording changes to encourage retweets.

Tweets includes UDaily links, kudos, photos, news clips, events, live updates and interactive questions.

Other central accounts:
- @UDailyEvents
  - Direct feed from calendar of events
  - 345 followers
- @BlueHenSays
  - Launched Sept. 2010
  - For students by students (and OCM)
  - 155 followers

Twitter still needs to grow a lot.

Wilmington/Newark was recently ranked in the Top Ten list of cities for being connected via social media, so a strong base exists to get UD’s message out.
<table>
<thead>
<tr>
<th>_tweets by UD:</th>
<th>Retweets by followers:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• April 2010: 5/week</td>
<td>– Live tweeting one large event, i.e.</td>
</tr>
<tr>
<td>• Oct. 2010: 15-20/week</td>
<td>football score</td>
</tr>
<tr>
<td>– Retweets for other UD accounts: 5-10/week</td>
<td>or comments from debate, adds 100 RTs</td>
</tr>
</tbody>
</table>
YouTube

- **Video views:**
  - UD Channel: 4,000
  - Uploaded videos: 9,000

UD is working to get the higher education designation for its central channel.

Departments on campus are foregoing their previous accounts and sending videos to the centralized UD channel to increase the video library. The embed code is then shared for posting on other websites.
<table>
<thead>
<tr>
<th>Quick tips from UD’s best practices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall:</strong></td>
</tr>
<tr>
<td>• Be interactive</td>
</tr>
<tr>
<td>- Engage in a conversation with your followers</td>
</tr>
<tr>
<td>• News happens 24/7, so always monitor your accounts and post information in a timely fashion</td>
</tr>
<tr>
<td>• Promote your accounts</td>
</tr>
<tr>
<td>• Remember the brand</td>
</tr>
<tr>
<td>- Central accounts and the brand need to be promoted instead of departments</td>
</tr>
<tr>
<td><strong>Audience:</strong></td>
</tr>
<tr>
<td>• Remember who is reading your posts and use the appropriate voice/words</td>
</tr>
<tr>
<td>• Build your fans</td>
</tr>
<tr>
<td>- Find people who have similar interests and engage them</td>
</tr>
<tr>
<td>• Give credit when it's due</td>
</tr>
<tr>
<td>- Your followers will love to see a shout-out or retweet with their name on it from you</td>
</tr>
</tbody>
</table>
Best practices

Content:
- Be consistent
- Stay on topic
- Vary your wording
- Address negative comments
- Do not link your Facebook and Twitter accounts
- If you use the same content for Facebook and Twitter, reword it to fit the platform

Monitor your accounts:
- Use bit.ly or another url shortener for every link you post to track the popular topics
- If an account is not growing its followers by 10 percent a month, evaluate; you may not be meeting the needs of your audience
- Get feedback. Ask your followers what they want to know, to promote you to friends and share their thoughts.
Thank You.

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