



LEARNING OUTCOME

After participating...

...you will be able to prepare for and respond to a variety of challenging social media posts more effectively.

AGENDA

- Define “Crisis”
- Preparing for the Inevitable on Social Media
- Handling Challenging Issues and Managing Reputation
- Responding - Social Media Vs. Other Mediums

#Altraining

PREPARING FOR THE INEVITABLE ON SOCIAL MEDIA

DEFINING CRISIS



“A social media crisis is a crisis that arises in or is amplified by social media, and results in negative mainstream media coverage, a change in business process or financial loss.”

– The Altimeter Group

DEFINING CRISIS

INTERNAL VS. EXTERNAL

Internal: Cause of crisis roots from internal source: staff member, student worker, intern

External: Cause of crisis roots from external source: Weather, breaking news, former students, parents, alumni, community members

POINTS OF FAILURE

MANAGEMENT: Lack of password control

BREACH: Organized hackers, rogue employees, student interns

TRAINING AND EDUCATION: Lack of social media training on best practices



POLL

**When was the last time
you changed your social
media passwords?**

BREACH EXAMPLE



UNIVERSITY OF MICHIGAN WAS HACKED

- Michigan Football
 - Michigan Basketball
 - Michigan Athletics
- 6th largest social media following in higher education and no, they don't have Facebook on speed-dial

BREACH EXAMPLE



Transparency is critical



BREACH EXAMPLE



- 3:30 a.m. hacking began
- Department of IT was notified by community member
- 5 a.m. IT notified University Director of Social Media, Office of Public Affairs and Internal Communications, Department of Public Safety and Security



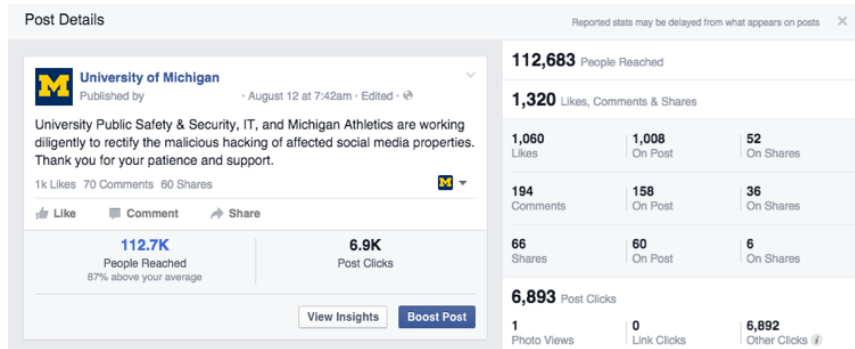
BREACH EXAMPLE



- UMich social media leadership team alerted to make password changes
- Athletics initiated group text messages to loop leadership
- 7:42 a.m., first public acknowledgement of hacking



BREACH EXAMPLE



- 8:38 a.m. Facebook took control of and unpublished the three compromised pages
- 10 a.m., problem solved?
- Noon, second wave

BREACH EXAMPLE

*Data that you have filled do not match your fanpage, precisely the Security Question, and Answer do not match in your records.
Please fill the application again.
[Malicious link was here]*

- Sophisticated phishing scheme found within Facebook Messenger
- Hackers gained access to personal account, then able to access any page to which the individual had admin access



RESOURCE

UMich Social Media Blog

<http://socialmedia.umich.edu/blog/hacked/>

INTERNAL STRUCTURE

- Where are you in the chain?
 - Social media manager
 - Page administrator
 - Part of a digital team
 - Who do you report to?
 - Who does your manager report to?

.....Manage up to the top **step by step,**
layer by layer

**INTERNAL
STRUCTURE**

ARE YOU AWARE OF EXISTING POLICIES AND PROCEDURES?

Situation/Tools	Quick Acting	Additional
Urgent	Send Word Now Classroom Projection Override Emergency Homepage Facebook Twitter	Carillon System Local Radio Stations Area TV Stations Digital Signs Voicemail System
Informational	UD Homepage Crime Alert Emails PO Box Group Email System	Variable Message Boards Digital Signs Voicemail System Safety Alert Postings

**INTERNAL
STRUCTURE**

IF SO, ARE THEY IN NEED OF AN UPDATE?

As a result of several recent and recurring small-scale (for now) social media crises, the University of Delaware social media team has officially proposed a policy update that will help mitigate future social media crises – both large and small scale.

INTERNAL STRUCTURE

ARE YOU EMPOWERED TO SPEAK ON BEHALF OF THE UNIVERSITY?

First determine the scale of the crisis: small, medium, large.

- Do you need to notify VP level and other senior leadership?
- President?
- Police department?
- Once you loop key stakeholders, who speaks first?
- Is there external pressure to respond?
- What are those expectations?

BREAKING NEWS CYCLE



- Reporter Tweets to get word out: who, what, when, where and photos
- Reporter writes for web
- Web producer posts to desktop, mobile, tablet
- Web producer sends push alert, posts to social
- Reporter Tweets updates, links to story, photos, video, collects more information, polishes story
- Content editor reads, copy edits, final edits
- Reporter amplifies story on social
- Reporter blogs outtakes, interesting facts

BREAKING NEWS CYCLE: HIGHER ED



- Gather key stakeholders to craft a statement*
- Build out talking points to respond to reporters/external inquiries via social media, phone etc.
- Distribute statement via text alert (crime on Main St.)
- Distribute on social via Hootsuite Enterprise or CMS (which account?*)
- Homepage overtake (high)
- Email to students
- Web article
- Amplify web article via social (which account?)

UD CASE STUDY



Connect – Explore – Contribute | August 29-31

- Fall welcome days
- Student Life hosted roundup meeting with stakeholders
- Cautionary tale about inappropriate signs/banners/sheets hung on off-campus housing
- Talking points shared with group

UD CASE STUDY



- Facebook message from what is likely a University of Delaware parent or alumnus
- Social media manager responds working from talking points established at roundup meeting

UD CASE STUDY



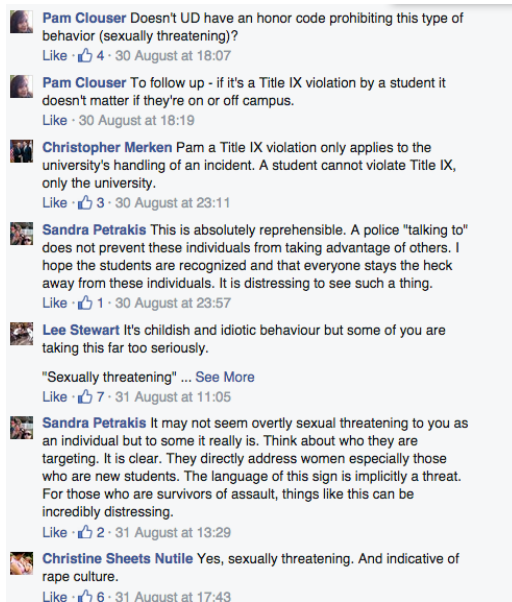
- More messaging comes in pointing to a page called UD S.O.S.
- What is UD S.O.S.?
- Is this official page?
- What office runs the page?
- Who is the page administrator?
- Make it stop

UD CASE STUDY



- Turns out the image originated from a University of Delaware page
- Not an official page
- Externally facing
- Run by a UD employee
- To the public, this is official, regardless of our standards

UD CASE STUDY



- Moderation is inconsistent
- No coordination with Communications and Public Affairs and/or our External Relations Director

UD CASE STUDY

 **Devon Miller-Duggan** Just wanted to say that UD S.O.S. does good work. And posting this sort of thing is part of that. Rape culture is real, and it is here, and speaking as a mother of daughters, a faculty member, and a community member, I am grateful that you all are calling this sort of thing out. It's not "enough," but it's important.
Like · Reply · Storify ·  5 · 31 August at 17:06

 **Vicki Bloss Seifred** Want to believe this is the exception and certainly not the rule. There are a lot of great kids out there!! We just only seem to see the negative. Sad.
Like · Reply · Storify ·  2 · 30 August at 11:50

 **Michael Izzo** This is my picture! My daughter was moving in to Russel B across the street. I'm glad it has been the subject of so much discussion.
Like · Reply · Storify ·  2 · 31 August at 20:42

 **Jesse Fickes** Michael, when was this taken?
Like · 20 hrs

 **Michael Izzo** Saturday - 8/29/15. About 8:30 am.... Already drinking beer (sometimes through a funnel) which I'm sure some parents were also not thrilled to see.
Like · 12 hrs

 |Write a reply...  

- Rape culture discussion
- Speculation
- Authenticity of image solidified
- Community is now controlling the message

UD CASE STUDY

159 people like this. [Top Comments](#)

247 shares



 **UD S.O.S.** Its worth saying that this group represents a minority of our students. Most UD students are people of integrity. We're gonna call out inappropriate behavior when it happens. But we also know that most Blue Hens are impressive, engaged, respectful. We encourage all Blue Hens to #useyourpower and Speak Up or intervene when you see behavior like this!
Like · Reply · Storify ·  30 · 30 August at 15:47

[View 2 more replies](#)

 **UD S.O.S.** Unfortunately Dan this is real. But it's not new. There have been others like this over recent years on move-in day.
Like · Reply · Storify ·  1 · 30 August at 17:51

 **Laura Giannini** The school should force the removal of this trash and have the students disciplined!
Like · Reply · Storify · 31 August at 21:58

 **Laura Giannini** Especially since they are using a UD logo.....wonder if they have permission for that.....?
Like · Reply · Storify · 31 August at 21:59

 **Brent Nelson** Permission to put U and D together 😏😏😏 its not their official logo so I think they'll be fine. Crazy woman.
Like · Reply · Storify ·  4 · 1 September at 06:09



- 247 shares
- Hundreds of comments
- The source of initial Facebook message - a UD page administrator in Student Life

UD CASE STUDY



Kim Williams State Representative, 19th District shared
UD S.O.S.'s photo.
Yesterday at 09:03 · 🌐

This is so disrespectful to all students who are arriving to start school. Folks find this humorous; as a parent, a legislator and as a woman, I am outraged that we allow this to continue. Students enrolled at colleges should be educated that this will not be accepted on or off campuses. This attitude that continues towards women, the disrespect should not be accepted or tolerated. Imagine a family dropping their daughter off to college for the first time and they see that message--they probably want to turn around and head home. This is just so unacceptable and we need to demand change.



- Local influencers are sharing
- State Representative wants answers
- UD now must craft a response

UD CASE STUDY

OUTCOME: PINNED MESSAGE TO TOP OF FACEBOOK PAGE FOLLOWING INCIDENT

Thank you to everyone who engaged in discussion about the offensive banner hung near our first-year residence halls on move-in day. As peer educators and victim advocates, our goal in posting the photo was to raise awareness about how banners like this, regardless of their intention, can be experienced by onlookers as contributing to a hostile climate toward women, and can be triggering for survivors of sexual violence. The University and City partnered in a concerted effort to reduce the number of offensive banners hung on move-in day. We want to acknowledge that this banner seems to have been an isolated incident this year, and we are excited to see such great improvement from previous years. We hope that our facebook page can be a place for positive, productive, conversations. We believe that discourse is a healthy and important aspect of an academic environment, where differing viewpoints can be heard and valued. And as proud Blue Hens, we want to elevate the notion of what it means to be a Blue Hen, always striving to respect one another. As we move forward, S.O.S. will continue to support the goals of the University and work toward a campus culture of respect, promote healthy concepts of masculinity and femininity, foster healing for survivors, and empower students to be courageous bystanders.

POINTS OF FAILURE

MANAGEMENT: Lack of password control

BREACH: Organized hackers, rogue employees, student interns

TRAINING AND EDUCATION: Lack of social media training on best practices

UD CASE STUDY

**OUTCOME: UNIVERSITY SOCIAL MEDIA TEAM
REWROTE POLICY TO INCLUDE MANDATORY
TRAINING**

Once the policy is approved, all page administrators will be required to undergo a two-part training process.

1. In-person workshop
2. Electronic test



QUESTIONS



POLL

**When was the last time
you updated your social
media policy?**

EXTERNAL
CRISIS



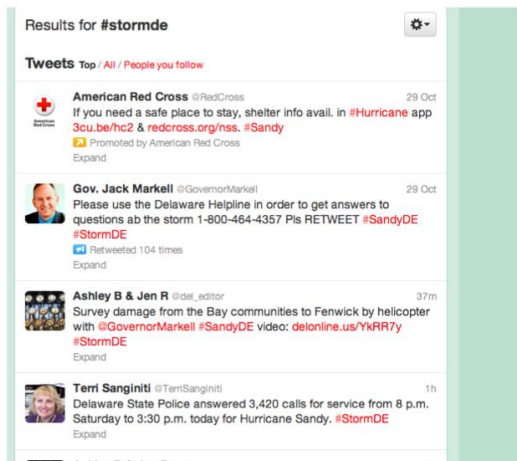
Hurricane Sandy



- October 2012
- The News Journal, Community Engagement Specialist
- Prepare community with messaging as news and information leader

EXTERNAL CRISIS

#stormDE vs. #SandyDE



- Learned from Hurricane Irene that we were segmenting our audience
- Collaboration is key in time of crisis
- Use shared hashtags, reconfirm as new crisis evolve

EXTERNAL CRISIS

OUTCOME: AMPLIFICATION OF MESSAGING ACROSS AUDIENCES AND PLATFORMS

As weather / statewide emergencies arise, solid relationships with key influencers is critical in managing crises.

1. Annual tabletop exercise in fall
2. Crisis one-sheet with contacts and resources

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HANDLING CHALLENGING ISSUES AND MANAGING REPUTATION

WHERE TO RESPOND

- Issues surrounding race and diversity have intensified on college campuses in recent years
- In the wake of the death of Michael Brown, and subsequent protests in Ferguson, MO., the #BlackLivesMatter movement
- Fall of 2014, students posted racist remarks on anonymous app, earning attention from UD President

WHERE TO RESPOND



- In September, decision was made to respond to racist comments via email to the entire University community
- Students were either
 - A.) Not aware of incident in first place
 - B.) Disappointed about choice of medium

WHERE TO RESPOND

Craig Jahnke @Craig_Jahnke · Dec 5
Classic PR move by President Harker

Trav @RavTheRuler · Dec 5
I don't like President Harker. Stop sending me emails about how not racist you are.

Aj @flakkonupe
President Harker email was so weak.....

ST Anderson II @Capt_Ole · Dec 5
@flakkonupe flip that my way if you'd be so kind

B.halle @BeautyisBetty_ · Dec 5
@flakkonupe soooo weak

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WHERE TO RESPOND



- In December, students protest at Board of Trustees Meeting
- Call to ban Yik Yak
- Freedom of speech, geo-based app

WHERE TO RESPOND

IN CONJUNCTION WITH BOT PROTEST; SOCIAL MEDIA TEAM LAUNCHES #VOICESOFUDEL

The recommendation was to be nimble, respond on the level of the students and launch a campaign that is seen as peer-to-peer, rather than top down, and meets the students on their medium of choice: social media. The aim was for students to share their stories on social media and in their own voices.

WHERE TO RESPOND



December -
February, social
media team
produced series of 8
videos with faculty,
staff and most
importantly,
students

WHERE TO RESPOND



- Solicited campus influencers
- Crafted narrative without a script
- Went into classrooms, grassroots



WHERE TO RESPOND

Share your stories.
Be the positive change.

#VoicesOfUDel

- Themes included:
 - Pros and cons of social media
 - How do you define diversity?
 - What does the future UD look like?

WHERE TO RESPOND

Share your stories.
Be the positive change.

#VoicesOfUDel

- President wrote Op-Ed in paper and used #VoicesOfUDel hashtag
- YouTube content earned a 41 percent increase in views from additional earned media coverage
- Reached 110K on Facebook

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WHERE TO RESPOND



- Used as hashtag for our National Agenda Series
- This year's topic: Race in America
- Hashtag used nearly 2k times
- Topsy, Hootsuite

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WHERE TO RESPOND

ANALYTICS MUST ACCOMPANY ANY/ALL SOCIAL MEDIA CAMPAIGNS

Throughout the #VoicesOfUDeI campaign, reports of views, reach and frequency of hashtag use were shared with key stakeholders, senior leadership.

Amplification strategy included grassroots efforts in classrooms, face time at Faculty Senate, radio spots and conversations on campus station



RESOURCE

#VoicesOfUDeI Playlist

https://www.youtube.com/playlist?list=PLjtW_T3jHflrzNrbfndl6J6rRuWoQPlsj

**MEET THEM THERE:
YIK YAK**



Colgate University

- Racist posts on anonymous app Yik Yak prompted student protest
- Professors meet students on medium
- Take away anonymity



**MEET THEM THERE:
YIK YAK**



- Take away the power
- “Yak Back”
- “Students are loving it. They’re shocked. They had no idea we even had phones, I think.”





RESOURCE

Inside Higher Ed

<https://www.insidehighered.com/news/2014/12/15/professors-turn-yik-yak-happy-space>



POLL

What's your Yik Yak strategy?



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RESPONDING: SOCIAL MEDIA VS. OTHER MEDIUMS

UD CASE STUDY



- Twitter notification about a direct message received at 2:08 p.m.
- Screen grab from a GroupMe text highlighting a series of racist comments from an individual
- “It’s disappointing that UD will accept students that bully others with racial slurs on social media
- “I felt very hurt to see that students such as him can be accepted into a very respectful university.”

BREAKING NEWS CYCLE: HIGHER ED



- Gather key stakeholders
 - Admissions
 - VP of Communications
 - Legal
 - Provost
 - Dean of Students
 - Provost of Diversity
- Internal or external message?
- Begin fact check
- DM reply sent directing to Deputy Director of Admissions, 4:33 p.m.
- In-person meeting to brief entire group of stakeholders to understand “direct message” on Twitter

BREAKING NEWS CYCLE: HIGHER ED



- Admissions and Dean of Students worked to identify that yes, this was an admitted student
- No deposit was made
- Legal considerations
- Email sent to admitted student in question, cc parents requesting in-person meeting
- Phone call to home of woman who direct messaged @UDelaware
- In-person meeting occurred

WHAT
WE'VE
LEARNED

MEET THEM THERE

Ensure impactful response, meet audience on their preferred platform

DEFINE CRISIS

Understanding internal vs. external

POINTS OF FAILURE

Higher ed: Training and education

POLICY

Know what's in place, create change



QUESTIONS



EVALUATION

Thank you!

Please remember to complete the event evaluation.
Your comments will help us continually improve the
quality of our programs.

<https://www.surveymonkey.com/r/9SNKDZV>

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