

2008 ANNUAL CEC CONFERENCE

A Primer on Advanced Network-centric Recruiting and Marketing

Introduction and Housekeeping

A brief survey of experience levels

Analytical framework

- **The Web 2.0 and online community landscape**
- **User behavior and segmentation**
- **Web 2.0 Tools**
- **Connecting internal and external communities**
- **Community brand footprint**
- **Managing risk**

Marketing, recruiting, and networking case studies

- **LinkedIn: Caltech & Monash & Alberta**
- **YouTube: Berkeley & MIT & Toronto**
- **Blogging: Do you want to get Lucky?**
- **MySpace: Top 5 US universities & York**
- **Yahogroups+: How do deal with branding abuse**

Strategic implications & discussion

- **50 minutes for the presentation and 25 minutes for discussion**
- **Depending on the number of attendees from the Monday session, sections and chapters will be skipped**
- **The presentation will be posted on www.illuminategroup.com**
- **Some 2008 Web 2.0 / online community-related presentations:**
 - **CASE Leadership Summit / Europe Annual Conference**
 - *The Future of Community and Affinity in an Online World*
 - **EAIE Annual Conference**
 - *Web 2.0, Alumni, and International Student Recruiting*
 - **AIEC/IDP Annual Conference**
 - *How Online Communities Change International Education*
 - **CBIE**
 - *Strategic Responses to Online Communities & Platforms*

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Strategic implications & discussion

- **Who has a Facebook account and Facebook friends still in college?**
- **Who has a 75% or more complete profile on LinkedIn – and who has more than 100 contacts?**
- **Do you write your own blog and if so, what are hits/day?**
- **What accounts for the majority of interactions on Second Life?**
- **Does your institution have a dedicated YouTube channel?**
- **Does your institution have a integrated, cross-functional approach to social media and Web 2.0 tools? Maybe even a strategy?**
- **Have you been tweeted?**

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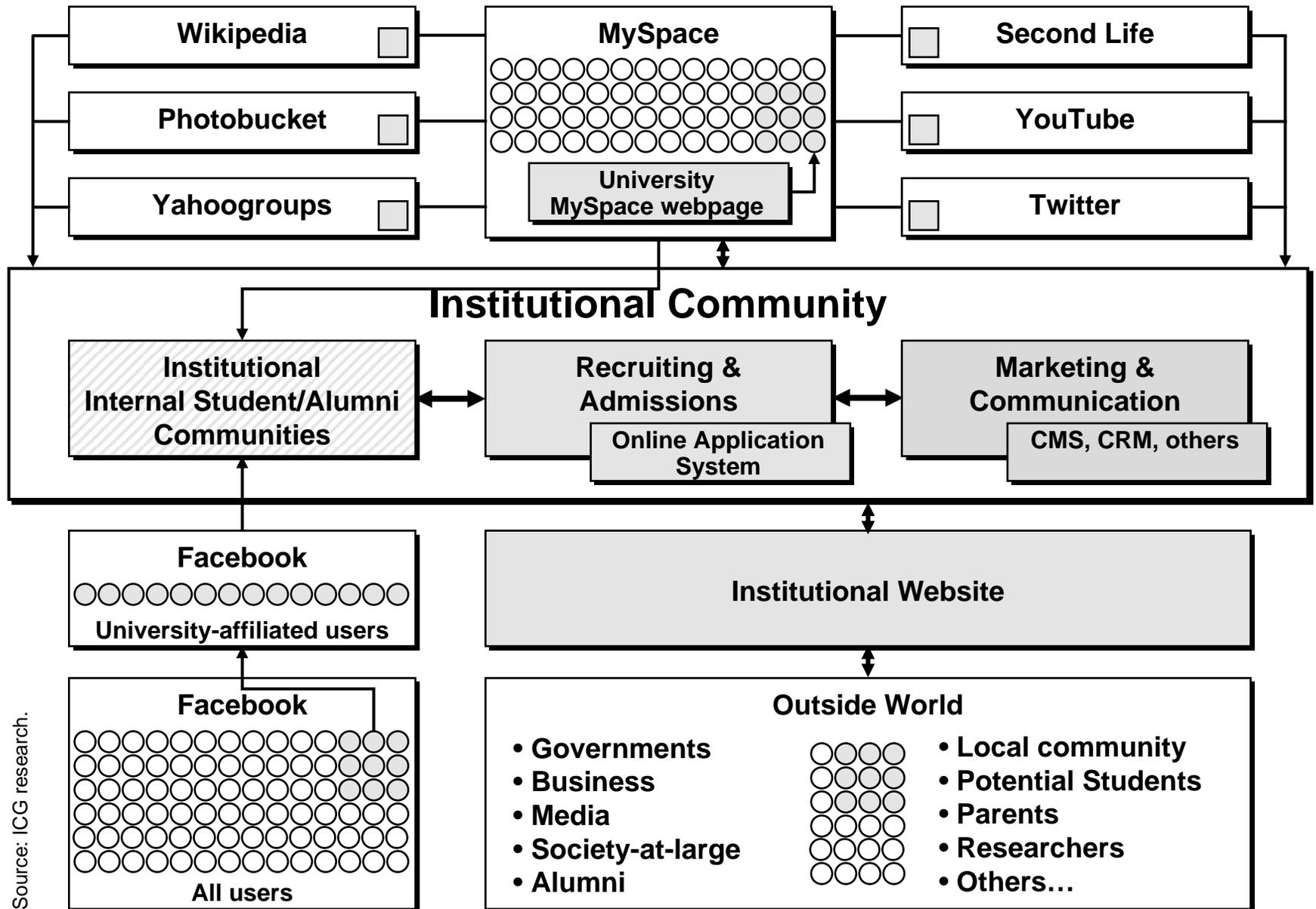
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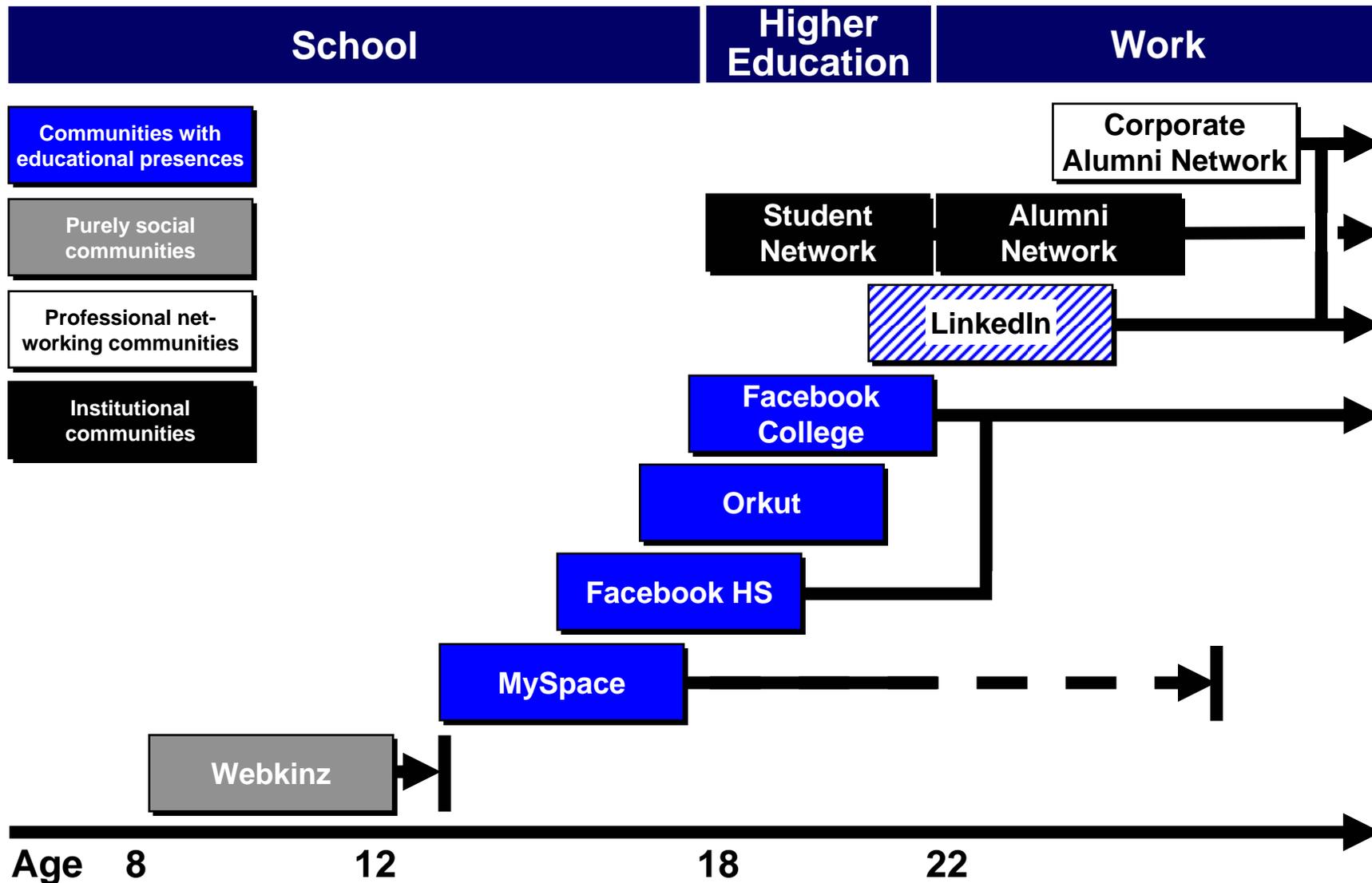
Strategic implications & discussion

WHETHER YOU WANT IT OR NOT, YOU ARE ALREADY EMBEDDED IN A GLOBAL COMMUNITY LANDSCAPE



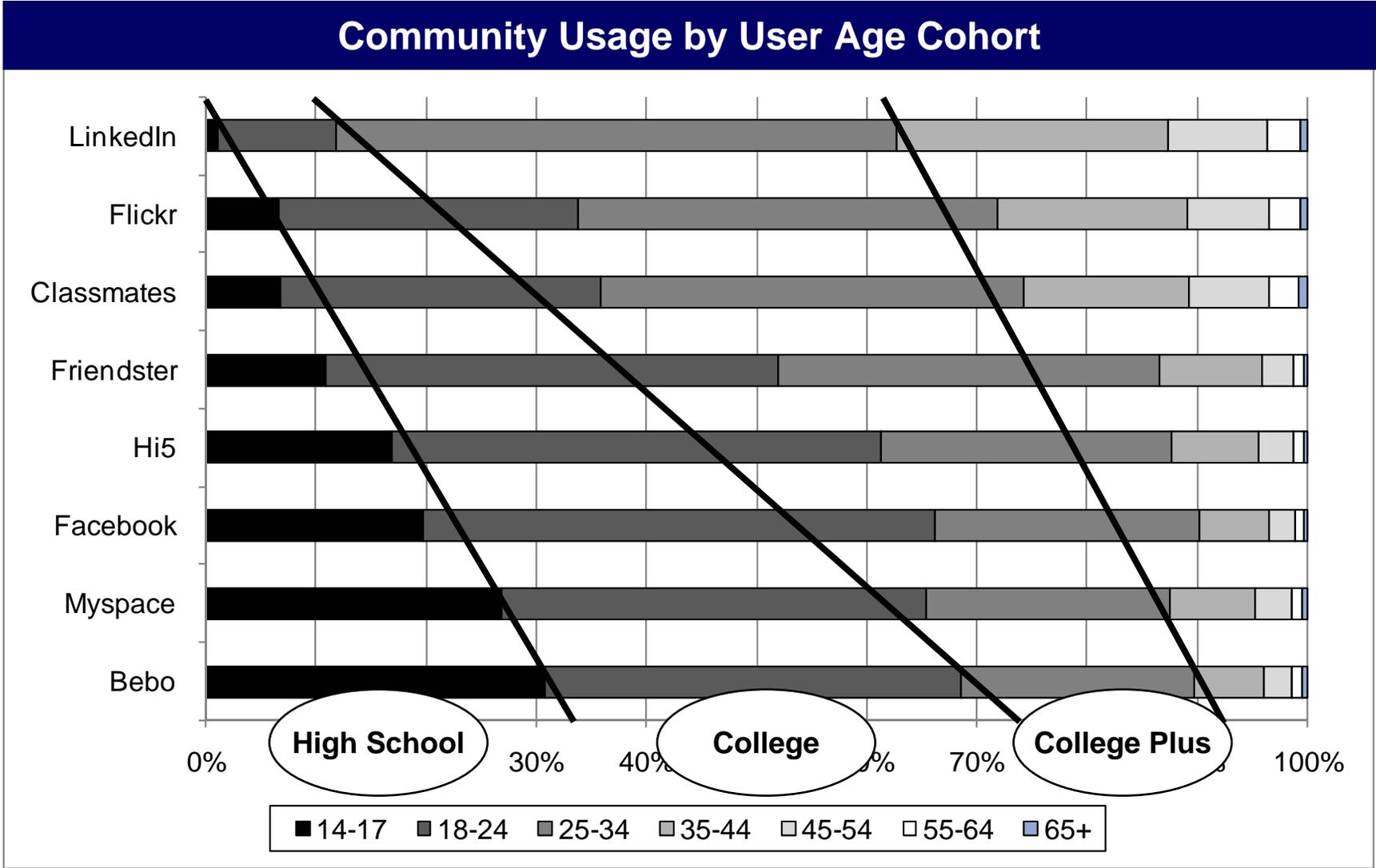
Source: ICG research.

BY THE TIME STUDENTS ENTER HI ED, THEY ARE ALREADY DEEPLY EMBEDDED IN MULTIPLE COMMUNITIES



Source: ICG research.

DIFFERENT COMMUNITIES OFFER VASTLY DIFFERENT RECRUITING POOLS



Source: Rapleaf, June 2008.

THE WEB 2.0 AND ONLINE COMMUNITY LANDSCAPE: IMPLICATIONS FOR STUDENT RECRUITING & MARKETING

- **Online communities are here to stay. They are not a fad. Otherwise you have to tell 800 million plus users they waste their time**
- **Online communities are poised to grow, eventually catering to all but most Internet users**
- **Some communities will become hard to ignore based on their user size, level of user engagement, or network power. These include Facebook, MySpace, LinkedIn, and some others**
- **There is no guarantee, however, that these communities will not change, or become less useful to academic institutions. There is a guarantee that some communities will wither, be merged, or become irrelevant**
- **As a consequence, student recruitment and marketing must move with all due speed into the online community realm. It is a space where to-be-recruited and current students as well as many young alumni make their home**

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Strategic implications & discussion

COMMUNITY USER BEHAVIOR AND SEGMENTATION – A NEW PARADIGM IS EMERGING

- **What do have teenagers in London, Los Angeles, Sydney, Singapore, and Toronto in common?**
- **They do not like homework? Maybe...**
- **They will regret fashion choices when their teenage kids find pictures of them in the future? Probably...**
- **They share two devices:**
 - **An iPod**
 - **A cell phone**
- **They have moved their social infrastructure, communication patterns, and media consumption more or less entirely online**
- **This has drastic implications: For the first time, a globally homogenous technology user experience has emerged**

Does your institution know how to recruit these students?

TARGET AGE COHORTS ARE BY FAR THE MOST ACTIVE ONLINE COMMUNITY USERS

Percentage of U.S. Online Users by Age Group

Categories

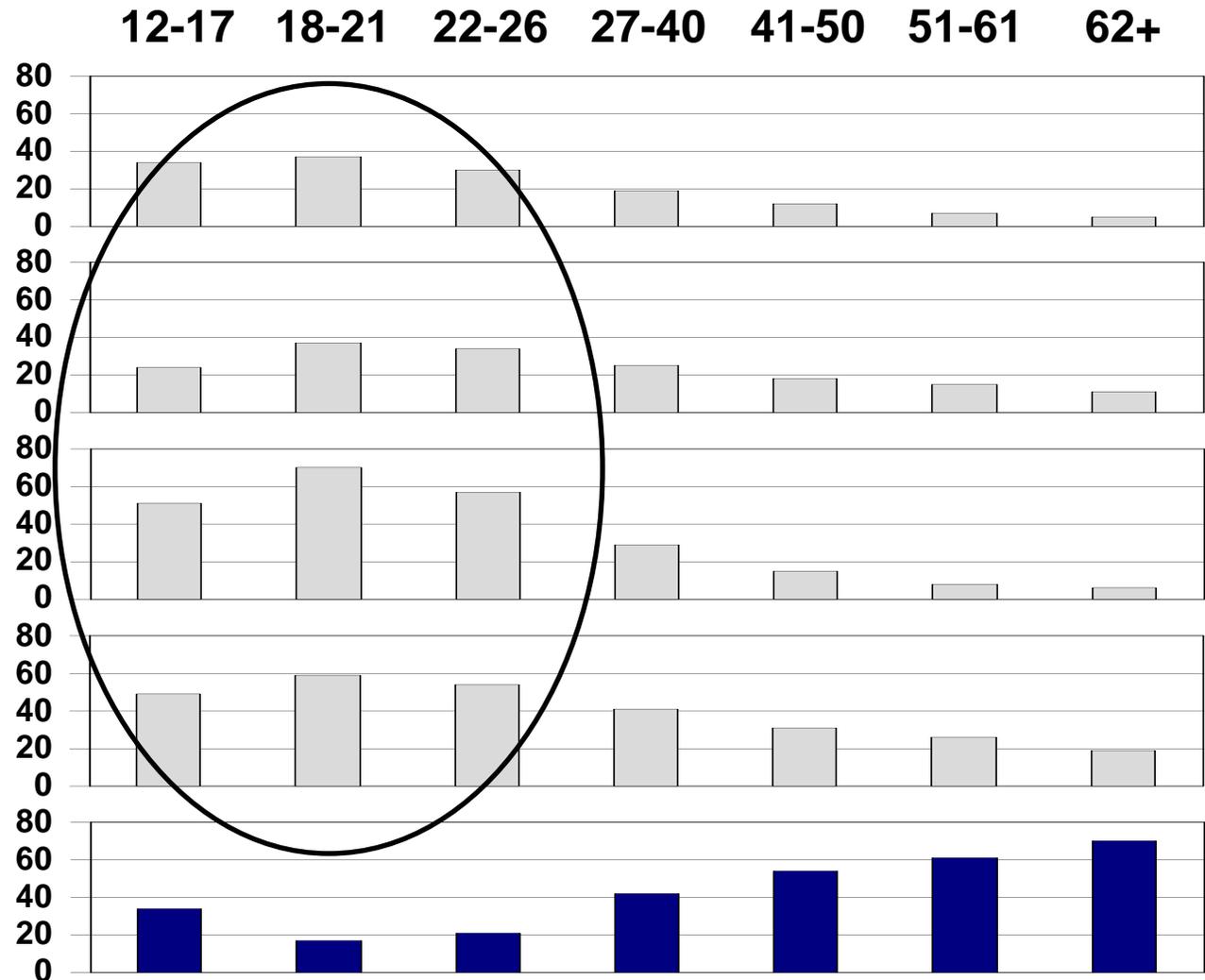
Creators

Critics

Joiners

Spectators

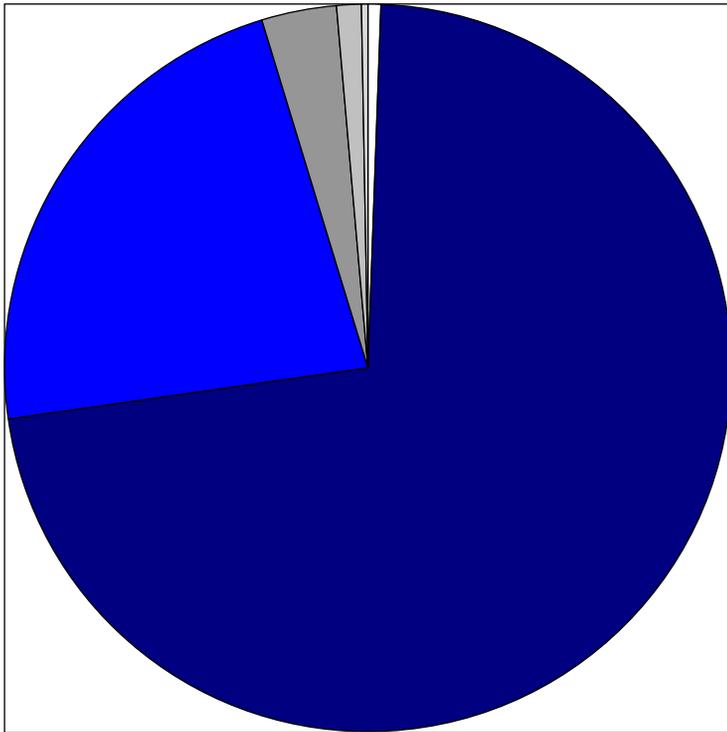
Inactives



Source: Forrester Research, 2007.

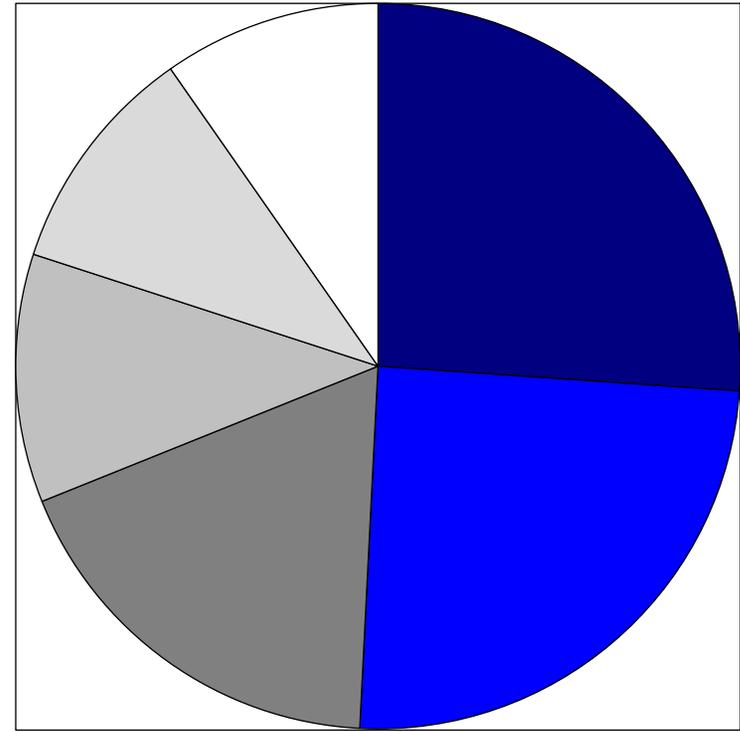
INTERNET AND COMMUNITY USAGE PATTERNS OF GERMAN HIGHER EDUCATION STUDENTS

Hours/Day Internet Usage



□ < 1 ■ 1 to 3 ■ 4 to 6 ■ 7 to 9 ■ 10 to 12 ■ > 12

Community Usage



■ Very often ■ Often ■ Somewhat
■ Rarely ■ Very rarely □ Never

Online community usage is a global phenomenon

COMMUNITY USER BEHAVIOR AND SEGMENTATION: IMPLICATIONS FOR STUDENT RECRUITING & MARKETING

- **The amount of time spend by some user segments (teenagers, college students) in online communities can be staggering – accounting for many hours a day**
- **Some segmentation patters seem to carry over – for example gender differences and academic capabilities**
- **Another strong segmentation driver are cultural backgrounds. This is visible in the choice of community or platform, the mode of expression, and the kind of networking approach**
- **Institutions engaging with potential students in online communities must be cognizant of the fragmented and segmented landscape they enter. There is no one-size-fits-all strategy**
- **Lastly, the emerging move away from big to small screens, coinciding with a move from larger groups to smaller networks, must be kept in mind**

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Strategic implications & discussion

Web 2.0 Tools

- **Widgets**
- **Syndication (RSS, Atom feeds)**
- **APIs**
- **Toolbars (browser)**
- **Podcasting**
- **Desktop alerters**
- **Tagging**
- **Flash**
- **Mashups**
- **Blogs**
- **Wikis**
- **XHTML, CSS, XML, Ajax, etc.**

Widget Background

- A widget is anything that can be embedded in a webpage or into special applications like Mac OS X Dashboard or Vista's Sidebar. The most important widgets today are third-party applications for social networking sites like Facebook or aggregation sites like iGoogle and netvibes

General Environment for Widgets

- Widgets are small application written in HTML and JavaScript and can be embedded in web sites, special desktop applications, and run on smart phones like the iPhone. Some widgets retrieve information from a central server, others just work without that (e.g. a calculator widget)

Brief Description of Widgets

- Widgets are widespread and seen as an essential marketing tool: "Once dragged onto personal webpages, widgets tend to live on longer than traditional ads – not necessarily because users care about the brand, but because they like the interactive feature they downloaded it for."

Best practice example:

The Open University created a course profile widget for Facebook. This widget lists the courses a student has taken and sends it via Facebook's news feed to his friends which might be encouraged to take those courses, too.

OU added tools to find a study buddy or areas for other students or alumni to recommend which courses to take.

The screenshot shows the 'Course Profiles' widget interface. At the top, there are navigation links: 'My course profile', 'Invite your friends!', 'My preferences', 'Terms of Service', and 'Help Me!'. Below this is the 'Course Profiles' section, which includes a brief description: 'Use this application to tell your friends about the courses you are studying. You can tell them about the courses you have completed, the courses you are currently studying and any courses you are planning to do or maybe just thinking about doing in the future.' There are four tabs: 'Completed Courses' (selected), 'Current Courses', 'Future Courses', and 'Recommendations'. Below the tabs is a form to 'Add a course that you have already studied' with fields for 'Course Code' and 'Year/Presentation', and an 'Add' button. The main content area displays a list of courses:

Year	Course Name	Year/Presentation	Current	Future	Remove
2007	T184 Robotics & the meaning of life: a practical guide to things that think	2007	Current	Future	Remove
2006	TU120 Beyond Google: working with information online	2006E	Current	Future	Remove
Year not known	A103 An Introduction to the Humanities		Current	Future	Remove

At the bottom, there is a footer with the text 'Page built by Course Profiles' and a list of links: 'about', 'developers', 'jobs', 'advertisers', 'polls', 'terms', 'privacy', 'help'.

WEB 2.0 TOOLS :

IMPLICATIONS FOR STUDENT RECRUITING & MARKETING

- **Web 2.0 Tools are proliferating rapidly. The high innovation pressure and low barriers of entry make selecting the right tools important – and imply frequent updates and changes**
- **Deploying these tools requires expertise often not found in institutional units. Rather, it is students, alumni, and other external parties which hold deep expertise**
- **Tools are just that, tools. There is no such thing as a podcasting strategy, nor will widgets recruit students by themselves**
- **All in all, Web 2.0 tools and platforms offer a rich, deep, rapid, smart, and potentially highly effective set of recruiting tools**
- **Importantly, (prospective) students have come to expect the expert deployment of Web 2.0 tools on campus. Some even make application and enrollment decisions based on an institutions Web 2.0 savvyness**

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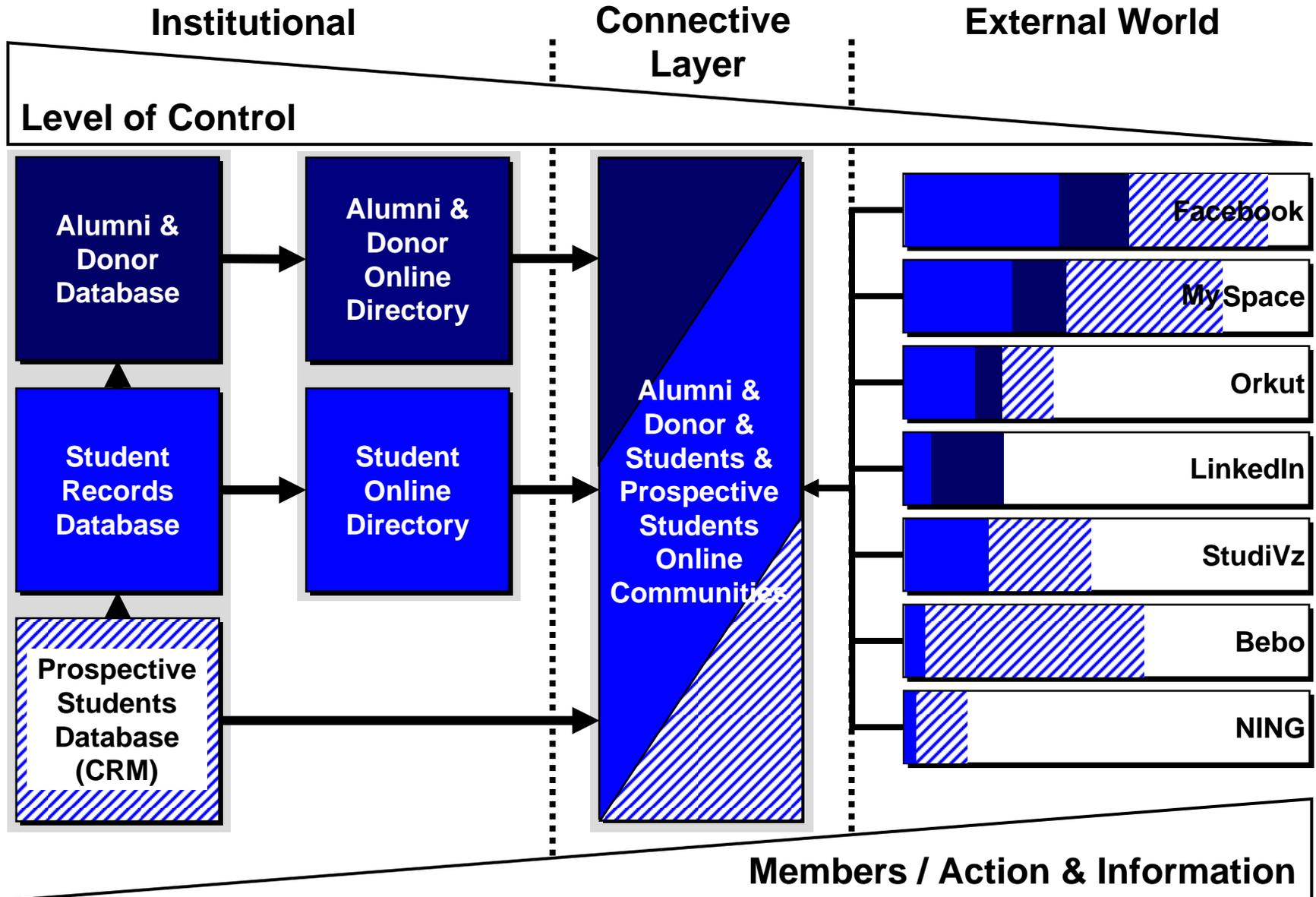
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Strategic implications & discussion

CONNECTING THE INTERNAL WITH THE EXTERNAL WORLD



EXTERNAL AND INTERNAL COMMUNITIES: IMPLICATIONS FOR STUDENT RECRUITING & MARKETING

- **External communities are home to hundreds of millions of potential recruits, but focusing-in on likely recruits is a major challenge**
- **Internal communities – if in place – offer an important stepping off function for engaging with the outside world based on linkage patterns**
- **Connecting to and engaging with external communities is aided by a first layer of rationalization (groups, networks, clusters)**
- **Important institutional and this brand multipliers – students and alumni – are amply present in external communities and offer a second layer of rationalization**
- **The key is to categorize, corral, and connect relevant communities and services in natural ways to make web-based recruiting and marketing effective and efficient**

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Strategic implications & discussion

- **Institutions have four discrete pools which carry their brand in online communities – students, staff, alumni, and everyone else**
- **The total number of affiliated parties generates an institution's overall brand footprint. Since this includes parties not related or beholden to the institution by definition a loss of control and reach is implied**
- **The expression of brand affiliation stretches across a wide range of parameters, from overt badged alumni status to random drive-by posting of comments. Obviously, weight and depth of relative brand impression differ accordingly**
- **Technically, a brand footprint is measured as the number of users/ members in a community affiliating with a brand vis-à-vis the total or a subset of defined members of the brand (all of the above or, for example, just students)**
- **Results fall into to categories, high brand footprint (more than 100%), and low brand footprint (less than 100%)**

COMMUNITY BRAND FOOTPRINT: IMPLICATIONS FOR STUDENT RECRUITING & MARKETING

- **Institutions with high brand footprints**
 - **are more easily “findable”**
 - **can be better understood with regards to their overall complexity and position**
 - **make outreach more easy (network effect)**
 - **and can rely on more brand carriers to help them to achieve their marketing and recruitment objectives**
- **The reverse is the case for institutions with low brand footprints**
- **Institutions have a variety of tools they can employ to raise their community brand footprints, ranging from**
 - **making communities accessible on campus**
 - **to encouraging usage**
 - **to creating an institutional presence**
 - **to making a community part of the learning and living experience for students and staff**

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Strategic implications & discussion

- **User base/target audience fit**
- **Program offer fit**
- **Message/tonality fit**
- **Web 2.0 general overload**
- **Tool complexity overload**
- **Use of sub-standard tool**
- **Lack of tools**
- **Lack of institutional expertise**
- **Lack of institutional integration of tools and services**

- **ICG recommends to adopt a risk management approach based on a risk register which classifies risks and allows individual services to evolve in a spectrum from banned, to “allowed”, to endorsed, to officially part of the services environments**
- **We also recommend to foster Web 2.0 intrapreneurship by (a) promoting digital literacy (e.g.; by introducing a obligatory social media driving license), (b) providing a clear process architecture explaining how to pursue and evolve opportunities in the institutional environment, and (c) monitor usage and allow for community of practice discussions**
- **One mandatory measure for overall effective risk management and web engagement in general is to develop a policy which deals with the risks and opportunities immanent in new technology applications**
- **Next to a policy that allows users and providers to understand what is acceptable and what not from an institutional legal and technological perspective it is also recommended to promote the use of a (possibly individualized) code of conduct for information providers**

RISK – TO MANAGE OR NOT TO MANAGE: IMPLICATIONS FOR RECRUITING AND MARKETING

- **There is less critical risk than often presumed, but there is more non-critical and strategic risk than generally understood**
- **There is no way to eliminate risk. The lawyers need to come to grips with this fact of life on the web**
- **There are many risk areas which can be effectively mitigated if you have an integrated risk management strategy**
- **A key pillar of such a strategy is to use network-centric and community-based self-policing and controlling tools**
- **Many recruiting targets are quite sensitive to risk management measures**
- **Lastly, risk can be managed through positive credibility (by association)**

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Strategic implications & discussion

The screenshot shows the LinkedIn interface for the Caltech Alumni Association group. The page is titled "Caltech Alumni Association" and includes a description: "The Caltech Alumni Association is the worldwide network of graduates of the California Institute of Technology, Pasadena, California." The page features a "Join Group" button and a "Flag group as..." option. A sidebar on the left contains navigation links for Home, Groups, Profile, Contacts, and Inbox. The main content area displays "Group Members in Your Network" with a list of members including Andrew Shaindlin, Ralph Weeks, Adam Rifkin, Richard Hsu, Steve Rabin, Michael Nelson, Tal Schwartz, Milan Kovacevic, Venky Ganesan, and Mark Robins. An "About this Group" box on the right provides details such as "Created: September 19, 2007", "Type: Alumni Group", "Members: 2,418", "Owner: Andrew Shaindlin", "Managers: Elizabeth Allen", and "Website: http://alumni.caltech.edu". Three large black circles are drawn over the page: one around the group header and description, one around the "About this Group" box, and one around the "Group Members in Your Network" list.

There is not a lot to see from the outside...

CALTECH NETWORK ON LINKEDIN: THE USERS' VIEW

Double your connections in 60 seconds. Click here to get started.

Search Results

We found 225 users in your network matching your criteria.
Keywords: caltech alumni • Sorted by: keyword relevance [refine search results](#)

Your Network (225) LinkedIn Network (53) What do these icons mean?

Andrew Shaindlin **FEATURED** **1st** **3** **282**
Executive Director at **Caltech Alumni Association**
Greater Los Angeles Area | Non-Profit Organization Management
Current: Author at **Alumni Futures** blog (Self-employed) ; Executive Director, **Caltech Alumni Association** at California Institute of Technology
Past: U of Michigan **Alumni** Association; Brown University **Alumni** Relations
Keywords: Online services for **alumni**, business networking practices, **alumni** membership programs ... for **alumni**, educational travel programs ... for EDUCAUSE, AlumniNets, **Caltech Alumni** ...
Groups:

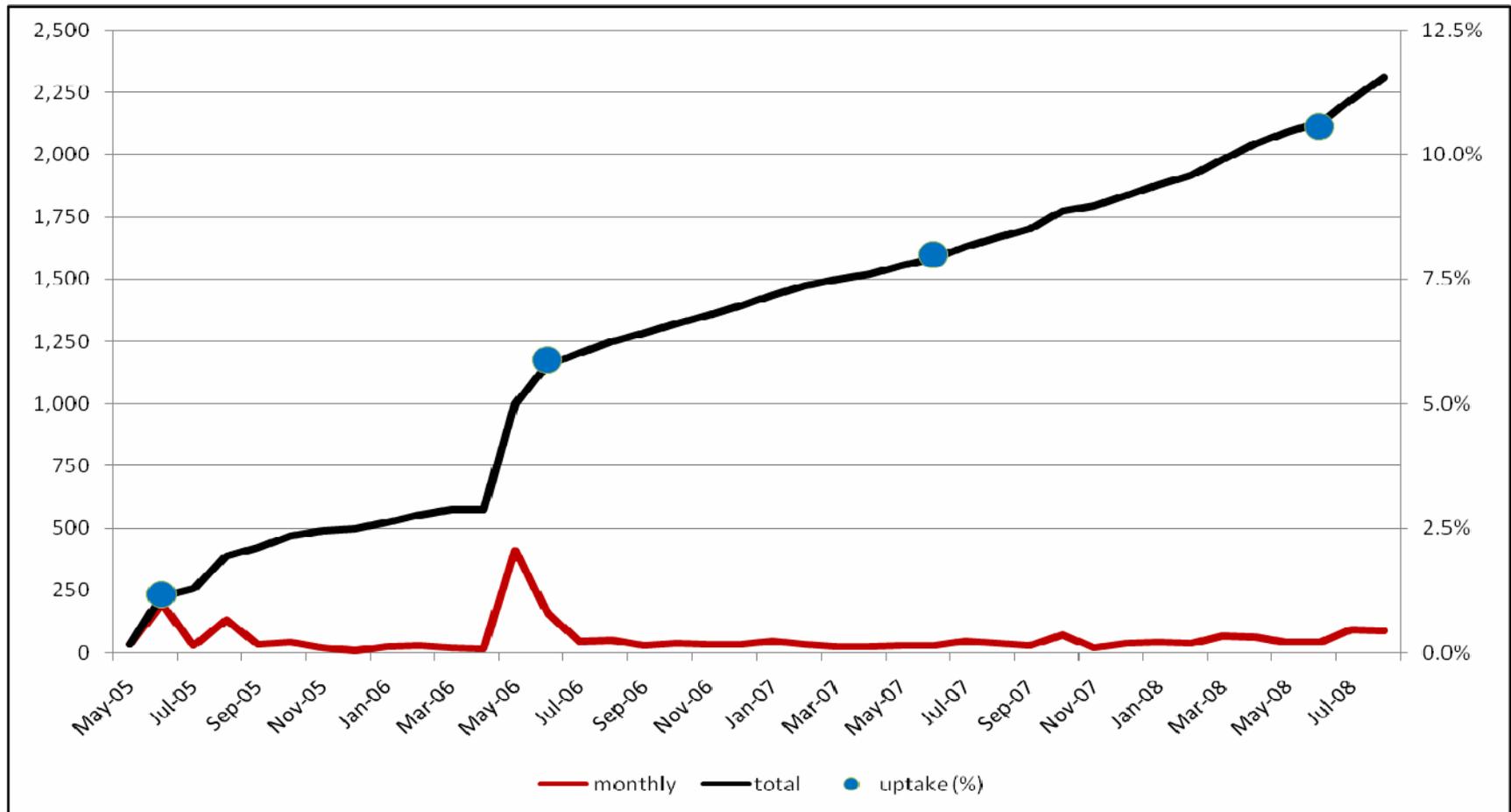
William Hicks **FEATURED** **3rd** **1** **500+**
Entrepreneur | Innovator | IT Pro, Networker, Developer, MyLinkNetwork.com, [LION] MyLink500, TopLinked.com
San Francisco Bay Area | Internet
Current: Entrepreneur | Innovator | Facilitator | IT Pro, Networker, Developer at Hicks... [see more](#)
Past: Hicks Associates
Keywords: ... Chicago, **Alumni**, University of California , Berkeley **Alumni**, Harvard **Alumni**, Harvard Business School, **Alumni**, The George ... News, George Washington University, **Alumni**
Groups: ... [see more](#)

Karen Carlson **2nd** **2** **350**
Associate Director at **Caltech Alumni Association**
Greater Los Angeles Area | Education Management
Current: Associate Director at **Caltech Alumni Association**
Past: University of Southern California, North Dakota State College of Science
Keywords: **alumni** admissions, **alumni** and student career programs, student/**alumni** relations **Caltech** Summer Undergraduate Research Fellowship ... Associate Director at **Caltech Alumni Association**
Groups:

Find: guhr [Next](#) [Previous](#) [Highlight all](#) Match case

It is about branding – which applies to alumni, students, and recruits

CALTECH ALUMNI GROUP ON LINKEDIN: GROWTH RATES



Sustained growth – despite LinkedIn not appealing to many Caltech alumni

Source: Caltech Alumni Association, September 2008.

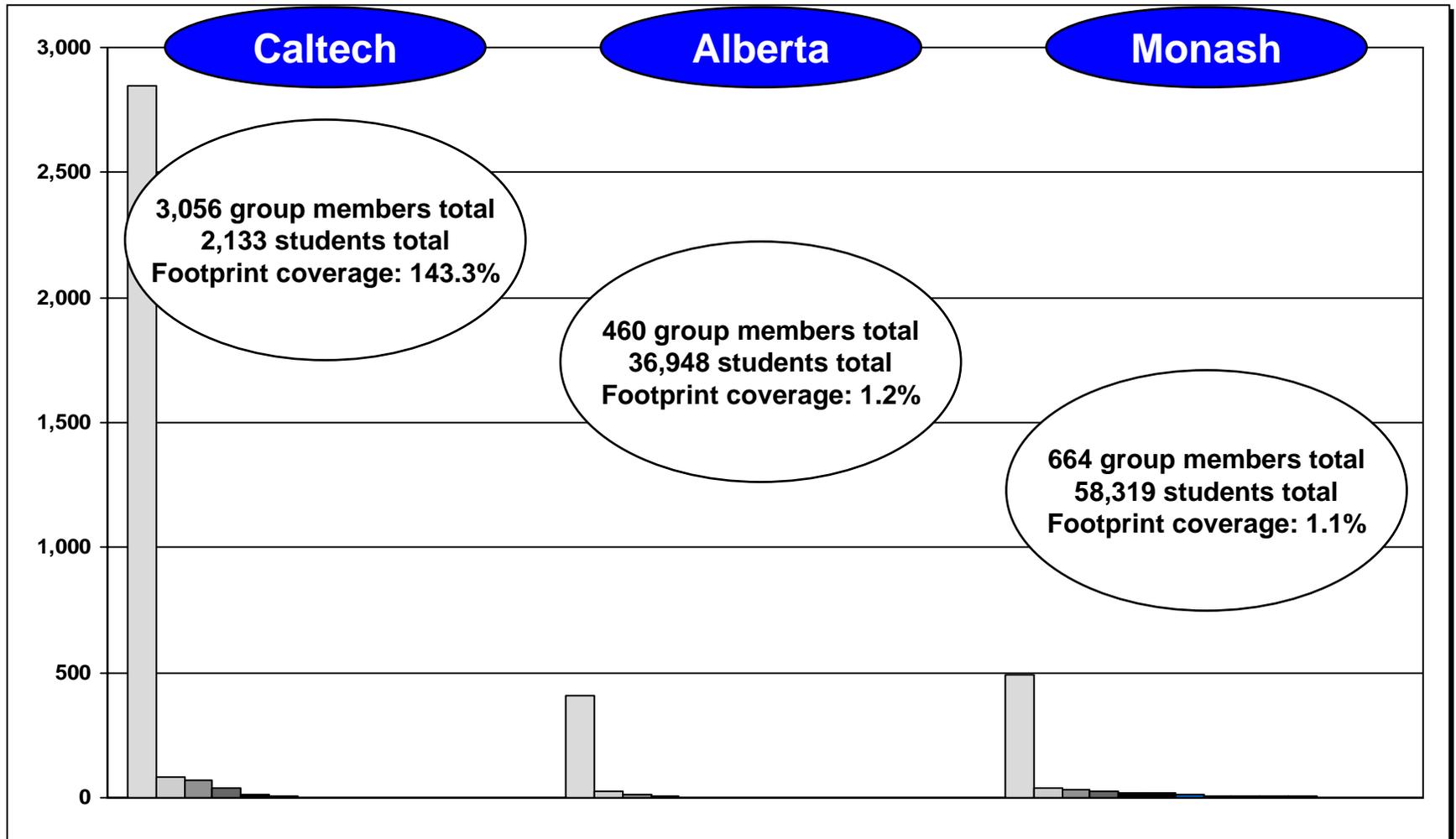
- **The University of Alberta has an exceedingly small footprint on LinkedIn with a total of a mere 460 members**
- **Only “10” University of Alberta-affiliated groups exist:**
 - **University of Alberta Alumni – 409 members**
 - **Schulich School of Engineering – 25 members**
 - **Alberta MBA – 15 members**
 - **University of Alberta Gold Key Society – 5 members**
 - University of Alberta, Law Alumni – 1 member
 - University of Alberta, MHSA Alumni – 1 member
 - Libon Cardiovascular Institute of Alberta – 1 member
 - University of Alberta, Faculty of Extension, MACT – 1 member
 - University of Alberta School of Business Alumni Association – 1 member
- **The overall brand and faculties are represented, but the little differentiated group presence evidences clear brand disassociation patterns**

How can future students relate to Alberta in the absence of a networked presence?

- **No official presence of Monash University on LinkedIn**
- **A total of 7,166 alumni are registered – but only 664 are registered in groups**
- **14 unofficial, recently created and highly fragmented groups relating to Monash University exist on LinkedIn, resulting in brand overlay:**
 - **Monash University Alumni (created 20 March 2008, 430 members)**
 - **Monash Uni Alumni (created 13 June 2008, 6 members)**
 - **Monash Alumni (created 27 February 2008, 19 members)**
 - **MonashAlumni (created 10 June 2008, members 1)**
 - **Monash University International Alumni (created 20 June 2008, 36 members)**
 - **Monash Australia Alumni (created 1 July 2008, 26 members)**

Very small footprint: < 1,000 out of > 300,000 Monash community members

LINKEDIN DEFINED GROUP FOOTPRINT ANALYSIS FOR CALTECH, ALBERTA, AND MONASH



Notes: Data are from November 2008. ICG makes no claim of ultimate accuracy. Data furthermore may be incomplete or structurally inaccurate given a number of methodological constraints. Please see ICG's general commentary on methodological issues. Footprint is calculated as the percentage of respectively affiliated group members on LinkedIn vis-à-vis the student enrollment headcount.

Source: Caltech, University of Alberta, Monash University, LinkedIn, November 2008.

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YOUTUBE: UC BERKELEY WAS THE FIRST UNIVERSITY TO UPLOAD ENTIRE COURSES ONTO ITS YOUTUBE CHANNEL

The screenshot shows the YouTube channel page for UC Berkeley. At the top, the YouTube logo is visible with navigation links for English, Videos, Channels, Community, and Upload. A search bar is located in the top right corner. The main header features the Berkeley University of California logo and four navigation buttons: Courses, Events, Campus Life, and Cal Athletics. Below the header, there are links for Videos, Playlists, Groups, and Subscriptions. The channel profile section on the left includes a 'Subscribe' button, the channel name 'ucberkeley', and statistics: 'Joined: May 02, 2006', 'Last Sign In: 16 hours ago', 'Subscribers: 15,970', and 'Channel Views: 1,903,024'. A description of the university is provided, along with contact information and a 'Report profile image violation' link. The video player in the center displays the 'Cal Athletics in Beijing - Part 3' video, which has 69,759 views and 1 comment. A banner at the bottom encourages users to subscribe to all 4 of UC Berkeley's YouTube channels.

1.9 million channel views & 16,000 subscribers since October 2007

YOUTUBE: A 5 MINUTE MIT LECTURE VIDEO = A GLOBAL LEARNING AND RECRUITING COMMUNITY

The screenshot shows a YouTube video player for a video titled "MIT sketching" by the user "albbu". The video shows a man in a white shirt drawing a diagram on a whiteboard. The diagram consists of a blue rectangle with a red circle and a red 'X' inside it. The video player shows a progress bar at 1:48 / 4:43. Below the video, the rating is 5 stars (5,377 ratings) and the view count is 2,395,924. There are share buttons for MySpace, Facebook, and Digg. The video is also featured in a "More From: albbu" section and a "Related Videos" section. The "Related Videos" section includes "Invisible Water Effect" (3,453,688 views), "How to Draw Eyes" (1,084,367 views), "M.I.T. Walter Lewin- Complete Breakdown of Intuition - Part 1" (188,820 views), "Amazing physics" (2,801,405 views), and "Teaching Physics with a SMART Board" (8,717 views). The "Promoted Videos" section includes "Alberto the Musicbox fr..." (03:35), "Theoretical Girl - The ... arenagrande" (03:26), "Behind The Scenes on Na... jussmann" (01:50), and "Russian Romance - Live ... chubovskiy" (04:01).

2.4 million views (and it is not even a YouTube channel)

Source: <http://www.youtube.com/watch?v=NZNTggIPbUA>

YOUTUBE: TORONTO UNIVERSITY RECRUITING CENTER EMERGENCY ROOM

The screenshot shows a YouTube video player interface. At the top, the YouTube logo and navigation tabs (Home, Videos, Channels, Community) are visible. The video title is "Toronto University / Recruiting center Emergency Room". The video player shows a man in a white shirt and tie speaking into a microphone. Below the player, there are options to share, favorite, and rate the video. The video has 59 views and 1 rating. To the right, there is a sidebar with a "Subscribe" button, a URL field, and a list of related videos including "Toronto University / TV rapport wellness center", "Crazy Uoff Engineering Class", "Matisyahu - King without a crown", "Emergency Room PS1 on Reuteurs international", and "Shepherd University Infomercial".

What? Luckily, few are watching this video

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- ▶ [Research](#)
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[Undergrad Costs](#), [Graduate Costs](#),
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[Scholarships](#), [Bright Futures](#),
[Deadlines & Critical Dates](#)



Admissions

Why Choose UF?

UF offers more than [100 undergraduate majors](#), [combined bachelor's/master's degree programs](#) in 65 departments and more than [200 graduate degree programs](#). [Tour UF](#) on a visit to UF's beautiful Gainesville campus or take a [virtual tour](#) online.

Undergraduate Admissions

Outstanding students, faculty, programs, facilities and scholarship opportunities have made UF [one of the nation's best universities](#), public or private, and [one of the best deals](#).

The [Office of Admissions](#) provides information to [high school students](#) preparing for college, [freshman candidates](#) applying to UF and students who want to [transfer to UF](#). **To apply online**, complete the [application for undergraduate admission](#).

Graduate Admissions

The [graduate admission process](#) is coordinated by the [graduate departments](#) and the admissions office. [Graduate application instructions](#) and [graduate resources](#) provide the information needed to choose a degree program. **To apply online**, complete the [application for graduate admission](#).

Already Applied?

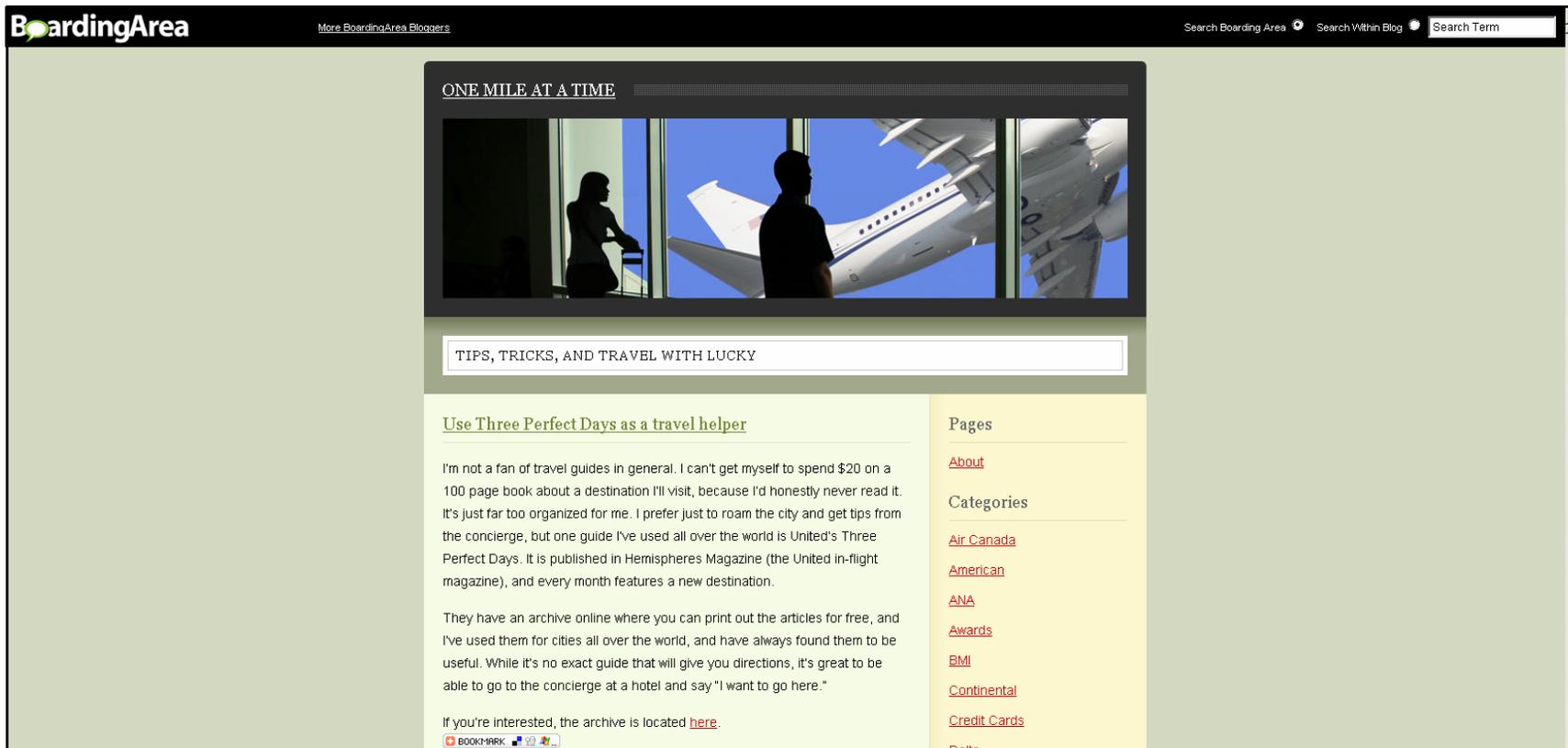
Undergraduates can check their [application status](#) online; graduate applicants should contact their [graduate departments](#).

While waiting for an admission decision, learn more about [housing on campus](#), [meal plans](#), [computer requirements](#) and [scholarships and financial aid](#).

[News](#) | [Calendar](#) | [Directory](#) | [MyUF](#) | [ISIS](#) | [Web Site Listing](#) | [Campus Map](#) | [WebMail](#) | [Ask UF](#)
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This page uses Google Analytics (Google Privacy Policy)



Let's remember this gentleman



The screenshot shows the BoardingArea website interface. At the top left is the logo 'BoardingArea' and a link 'More BoardingArea Bloggers'. At the top right are search boxes for 'Search Boarding Area', 'Search Within Blog', and 'Search Term'. The main content area features a post titled 'ONE MILE AT A TIME' with a large image of a man and a woman looking out a window at an airplane. Below the image is a subtitle 'TIPS, TRICKS, AND TRAVEL WITH LUCKY'. The post content includes the title 'Use Three Perfect Days as a travel helper' and two paragraphs of text. A right-hand sidebar contains sections for 'Pages' and 'Categories' with various links.

BoardingArea [More BoardingArea Bloggers](#) Search Boarding Area Search Within Blog Search Term

ONE MILE AT A TIME



TIPS, TRICKS, AND TRAVEL WITH LUCKY

Use Three Perfect Days as a travel helper

I'm not a fan of travel guides in general. I can't get myself to spend \$20 on a 100 page book about a destination I'll visit, because I'd honestly never read it. It's just far too organized for me. I prefer just to roam the city and get tips from the concierge, but one guide I've used all over the world is United's Three Perfect Days. It is published in Hemispheres Magazine (the United in-flight magazine), and every month features a new destination.

They have an archive online where you can print out the articles for free, and I've used them for cities all over the world, and have always found them to be useful. While it's no exact guide that will give you directions, it's great to be able to go to the concierge at a hotel and say "I want to go here."

If you're interested, the archive is located [here](#).

BOOKMARK Facebook Twitter

Pages

- [About](#)

Categories

- [Air Canada](#)
- [American](#)
- [ANA](#)
- [Awards](#)
- [BMI](#)
- [Continental](#)
- [Credit Cards](#)
- [Delta](#)

Lucky's blog started eight months ago, now reaches up to 1,500 hits/day

HOW LUCKY'S BLOG TIES INTO THE LARGEST COMMUNITY OF AIR TRAVELERS IN THE WORLD (FLYERTALK)

FlyerTalk Forums > View Profile
lucky9876coins

MyFlyerTalk FAQ Calendars New Posts Search ▼ Quick Links ▼ Log Out

View Profile: lucky9876coins

lucky9876coins
TalkBoard Member/FlyerTalk Evangelist

Last Activity: Today 8:40 pm

[Add lucky9876coins to Your Buddy List](#) [Add lucky9876coins to Your Ignore List](#)

Signature
Check out my trip report on NH/SQ/AC Biz to Asia, as well as the Conrad Hong Kong, InterContinental Bali, etc... 🍷

Forum Info	Contact Info
Join Date: Dec 8, 04 Posts Total Posts: 21,197 (15.89 posts per day) Find all posts by lucky9876coins Find all threads started by lucky9876coins Referrals: 1	Home Page: http://boardingarea.com/blogs/onemileatatime/ Email: Send a message via email to lucky9876coins Private Message: Send a private message to lucky9876coins

Additional Information	Group Memberships
Date of Birth: April 20 Location: Tampa/Gainesville Program Affiliations: United 1K/RCC, AA Gold, PC Plat, IC RA, Hilton Gold, Marriott Gold, Starwood Gold, Amex Plat Interests: Travel, Photography, Aviation	lucky9876coins is not a member of any public groups

All times are GMT -5. The time now is 8:40 pm.

Three and a half year of community participation: 21,197 posts

Source: "Lucky's" profile on www.flyertalk.com.

BoardingArea [More BoardingArea Bloggers](#) Search Boarding Area Search Within Blog Search Term

ONE MILE AT A TIME

TIPS, TRICKS, AND TRAVEL WITH LUCKY

About

Ben is a college student and avid points collector living in Florida. He travels nearly 200,000 miles per year, mostly with United and the Star Alliance. He has visited over 30 countries and counting, and has a particular interest in the Asian-Pacific region. Beyond blogging on Boardingarea.com, being a student and traveling, Ben spends considerable time on FlyerTalk.com under the handle "lucky9876coins", serving on the TalkBoard, FlyerTalk's member elected board.

The purpose of his blog is to share his travel experiences – those both in the air and on the ground – and stay updated on the latest in the travel industry, from promos to program changes to mergers. Ben can be reached at onemileatime@hotmail.com for any questions, comments, or stories you'd like him to blog about.

Pages

- [About](#)

Categories

- [Air Canada](#)
- [American](#)
- [ANA](#)
- [Awards](#)
- [BMI](#)
- [Continental](#)
- [Credit Ca](#)

Not a CEO. Not a consultant. A college student at the University of Florida

REVISITING THE UNIVERSITY OF FLORIDA ADMISSIONS WEBPAGE

University of Florida UFWeb with Google Search

- ▶ About UF
- ▶ Academics
- ▶ Admissions
- ▶ Campus Life
- ▶ Research
- ▶ Services

RELATED SITES:

- ▶ Undergraduate
Application, Status, Honors, Catalog
- ▶ Graduate
Application, Deadlines, Fellowships, Graduate Minority Programs, Catalog
- ▶ Transfer
Florida A.A. Degree, Freshman/Soph., Junior/Senior
- ▶ International
International Admissions, International Center
- ▶ Costs & Financial Aid
Undergrad Costs, Graduate Costs, Housing, Meal Plans, Student Jobs, Scholarships, Bright Futures, Deadlines & Critical Dates

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News | Calendar | Directory | MyUFL | ISIS | Web Site Listing | Campus Map | WebMail | Ask UF
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This page uses Google Analytics (Google Privacy Policy)

UF UNIVERSITY OF FLORIDA
The Foundation for The Gator Nation

What kind of Web 2.0 / community recruiting features does UF employ?

University of Florida

UF Web with Google Search

Academics | Campus Life | Paying for College | UF Information | Visiting UF | Why Attend UF

ADMISSIONS

- Prospective Students
- Applying Students
- Admitted Students
- Community Outreach
- Counselors & Advisers
- Parents
- Residency

Apply Online at

Check Your Status at

INTERNATIONAL

We welcome your interest in the University of Florida. Each year, UF hosts more than 6,000 international students who are seeking an education that is fully accredited and will be recognized all over the world. International students offer a cultural perspective that enriches the entire UF campus community.

As the state of Florida's largest and oldest university, the University of Florida is one the state's centers for education, medicine, cultural events and athletics. The university offers unrivaled access to world-class facilities, nationally recognized faculty, and a vibrant and diverse campus community. UF is committed to enrolling a student body that includes students from around the world.

At UF, you can choose from more than 100 undergraduate degree programs and more than 200 graduate degree programs. The campus provides incredible opportunities with top-quality advising to help you plan your academic courses, as well as excellent career mentoring, research opportunities, and more than 650 student organization. Sports are also very popular at UF, for spectators and participants, and UF offers one of the most comprehensive intramural and club sport programs in the country.

The university is located in Gainesville in North Central Florida, continually ranked as one of the best places to live in the United States.

- Nice
- Clean-cut
- Good looking
- But are they real?
- And who are they?
- And why should an applicant care?

Site Map - Privacy Policy - Phone List - Forms - Contact Us
Office of Admissions - 201 Criser Hall - PO Box 114000 - Gainesville, FL 32611-4000 - 352-392-1365

Here's a hint: This is not community or Web 2.0-based recruiting

The screenshot shows the University of Florida website with a navigation menu on the left containing links for About UF, Academics, Admissions, Campus Life, Research, and Services. Below this is a 'RELATED SITES' section with links for Undergraduate, Graduate, Transfer, International, and Costs & Financial Aid. The main content area features a photo of a student named Lucky, a 'Meet Lucky' heading, and several informational sections: 'Why Choose UF?' (listing 100+ undergraduate majors and 200+ graduate programs), 'Undergraduate Admissions' (highlighting UF as one of the nation's best universities), 'Graduate Admissions' (describing the application process), and 'Already Applied?' (providing application status links). The footer includes a news calendar, directory, and contact information, along with the University of Florida logo and the text 'The Foundation for The Gator Nation'.

Drivers: Credibility – relevance – leverage – timeliness

Introduction and Housekeeping

A brief survey of experience levels

Analytical framework

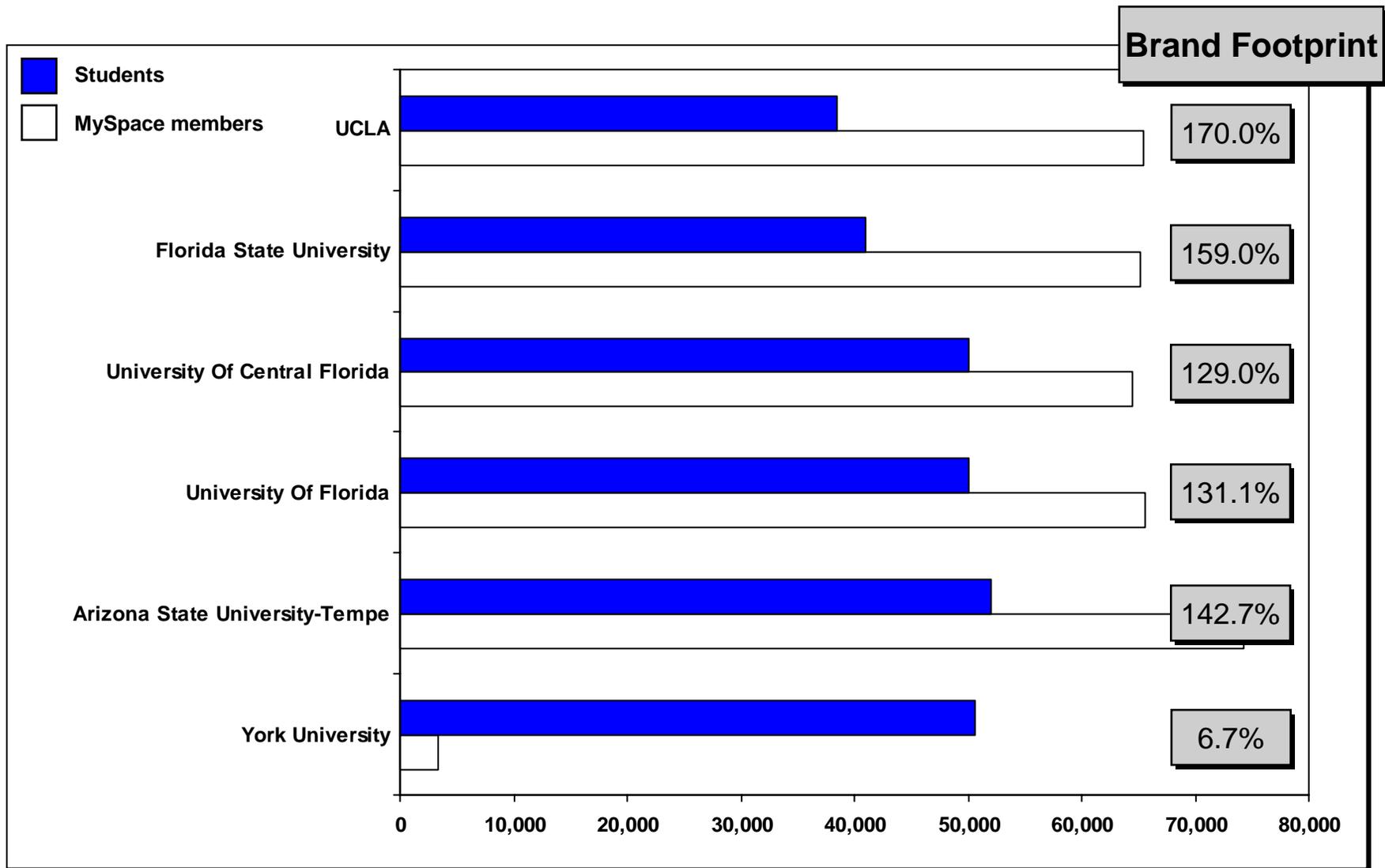
- The Web 2.0 and online community landscape
- User behavior and segmentation
- Web 2.0 Tools
- Connecting internal and external communities
- Community brand footprint
- Managing risk

Marketing, recruiting, and networking case studies

- LinkedIn: Caltech & Monash & Alberta
- YouTube: Berkeley & MIT & Toronto
- Blogging: Do you want to get Lucky?
- MySpace: Top 5 US universities & York
- Yahoogroups+: How do deal with branding abuse

Strategic implications & discussion

TOP FIVE US UNIVERSITIES AND YORK ON MYSPACE



Notes: MySpace list for Top 5 US universities (undercount as per browse function). York University data per browse function. Brand footprint is calculated based on MySpace users in respective groups relative to currently enrolled students.

Source: MySpace, November 2008.

MYSPACE: YORK UNIVERSITY GROUP Via Groups Menu

The screenshot shows the MySpace interface for the York University group. At the top, the MySpace logo and navigation menu are visible. The group's URL is <http://groups.myspace.com/york>. The group name is "York University" and its category is "Schools & Alumni". It is a public membership group founded on June 21, 2004, with 880 members. The group leader is "EARS Online (East Asian Radio Station Online)". A list of members is shown below, including Ian, young bleek, Canadian Homestay Agency, and krishna. Two members have no photos.

myspace.com a place for friends. Status: (none) Mood: (none) (Update) | Web Search POWERED BY Google

Home Mail Profile Friends Music Video More My Account Sign Out

Group URL: <http://groups.myspace.com/york> Back to Groups Directory

York University

YORK U redefine THE POSSIBLE.

Category: Schools & Alumni

Join Group
Post Topic

» View Group Photos

Type: Public Membership
[help][Report Abuse]
Founded: Jun 21, 2004
Location: Toronto, Ontario - CA
Members: 880

Group Leader:
EARS Online (East Asian Radio Station Online)

For all students or alumni @ York University in Toronto, Ontario, Canada

York University (880 Members)

Ian	young bleek	Canadian Homestay Agency	krishna

Less than 900 dedicated users affiliate with York

MYSPACE: YORK UNIVERSITY MEMBERS

Browse Function

The screenshot shows the MySpace website interface for York University members. At the top, there is a navigation bar with links for Home, Mail, Profile, Friends, Music, Video, and More. A search bar is located on the right, and the status and mood are displayed as '(none)'. The main content area is titled 'YORK UNIVERSITY' and includes a 'Grade your professor' button, a 'Moderator' section with a profile for Sarah, and a 'Just Added' section with profiles for CEODON and Rudi_C. The central 'Members (3421)' section is divided into 'Current Students (2097)' and 'Alumni (1324)'. A grid of member profiles is displayed, including Lizzy Dodge, HAX!, ariella, Anita, Ian, Felodese, @ n G 3 L, red, kid icarus, Kozmellah, Daniel, and little bitch. A 'Browse School's Members' sidebar on the right allows filtering by gender (Female), age (18-68), and browse type (Alumni). A 'Forum (2 Topics)' section is visible at the bottom.

3,421 overall affiliated users: York's brand footprint runs at around 6.7%

Introduction and Housekeeping

A brief survey of experience levels

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- MySpace: Top 5 US universities & York
- Yahoogroups+: How do deal with branding abuse

Strategic implications & discussion

THE HARVARD-BAY-AREA YAHOO GROUPS HOMEPAGE

The screenshot shows the Yahoo! Groups page for the 'harvard-bay-area' group. The page layout includes a top navigation bar with the Yahoo! logo and 'GROUPS' text, a search bar, and a 'Sign In' link. Below this is a group header with the name 'harvard-bay-area · Harvard Bay Area Discussion Group' and a search box. The main content area is divided into a left sidebar and a central main area. The sidebar contains links for 'Home', 'Members Only', 'Info', and 'Settings'. The 'Info' section is circled in black and contains 'Group Information' with details like 'Members: 1613', 'Category: Alumni', and 'Founded: Oct 19, 2004'. The main area features a 'Home' section with a 'Join This Group!' button and a 'Description' section. The 'Description' text is circled in black and describes the group as an open list for Harvard graduates in the Bay Area. A 'Perry Gregg' contact block is also circled in black, listing his name, title, and contact information. A map of Oakland and Berkeley, California, is visible on the right side of the page.

YAHOO! GROUPS Sign In
New User? Sign Up

Groups Home · Blog · Help

harvard-bay-area · Harvard Bay Area Discussion Group

Search for other groups... Search

Home

Stay up to speed on the latest Groups news and updates, visit the [Groups blog](#) today!

Home

Join This Group!

Activity within 7 days: (No Activity)

Info Settings

Group Information

Members: 1613
Category: Alumni
Founded: Oct 19, 2004
Language: Other

Already a member? Sign in to Yahoo!

Yahoo! Groups Tips

Did you know...
Message search is now enhanced, find messages faster. Take it for a spin.

Best of Y! Groups

Check them out and nominate your group.

Description

Open list for all graduates of Harvard living in or around or interested in the Bay Area, California. The list invites postings of performances, "get-togethers", parties, exhibits, announcements, questions, and other information which would be of general interest to the population living in or around the Bay Area. This is an alumni list only. Do not send commercial messages over the list. Subscribe using your "Post.Harvard" e-mail address to speed up the approval process [lifetime address free to graduates sign up at www.haa.harvard.edu]. Please note the primary language for this group e-mail list is "other" meaning multi-lingual communication is welcome. The discussion list has a blog <http://harvard-sf.blogspot.com>. Any list member interested in publishing there can do so. Reply to a message defaults to sender. This Yahoo discussion group about Harvard is not affiliated with or sponsored by Harvard University or the Harvard Alumni Association.

Perry Gregg
CEO, ushowz, Inc

pg@harvardsf.org
harvard-bay-area-owner@yahoo.com
<http://harvardsf.org>

[See also the harvtechforum.org, harvard-china, harvard-cambridge-boston, harvard-middleeast and harvard-europe networks created, <http://groups.yahoo.com/group/harvard-china> & <http://groups.yahoo.com/group/harvard-europe>.]

Oakland-Berkeley City Map

Oakland and Berkeley Cal

Wait. There's more.

THE HARVARD-CHINA YAHOO GROUPS HOMEPAGE

The screenshot shows the Yahoo Groups homepage for the 'harvard-china' group. The page layout includes a top navigation bar with 'YAHOO! GROUPS' and 'Sign In' links. Below this is a search bar and a 'Join This Group!' button. The main content area is divided into several sections: 'Home' with a 'Stay up to speed...' message, 'Activity within 7 days' (circled), 'Description' (circled), 'Archives for the list are open to members...', 'Perry Gregg CEO, ushow2' (circled), and contact information for 'pg@harvardsf.org' (circled). A 'Message History' section is also present. On the right side, there is a large 'ushow2 Be Transmitted' logo (circled). The bottom right corner features a calendar for the years 2005-2008. The left sidebar contains 'Group Information' (circled), 'Already a member? Sign in to Yahoo!', 'Yahoo! Groups Tips', and 'Best of Y! Groups'.

Group Information
Members: 238
Category: Alumni
Created: Nov 3, 2005
Language: Other

Description
Open list for all graduates of Harvard living in or interested in China. The list invites postings of performances, "get-togethers", parties, exhibits, announcements, questions, and other information which would be of general interest to the population living in or around China. This is an alumni list only. Do not send commercial messages over the list. Subscribe using your "Post.Harvard" e-mail address to speed up the approval process [lifetime address free to graduates sign up at www.haa.harvard.edu]. Please note the primary language for this group e-mail list is "other" meaning multi-lingual communication is welcome.

Archives for the list are open to members. Reply to a message defaults to sender. This Yahoo discussion group about Harvard is not affiliated with or sponsored by Harvard University or the Harvard Alumni Association.

Perry Gregg
CEO, ushow2
pg@harvardsf.org
harvard-china-owner@yahoo.com
<http://harvardsf.org>

<http://groups.yahoo.com/group/harvard-china/files/hclistspanish.txt>
http://groups.yahoo.com/group/harvard-china/files/harvard_china.pdf

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2008	5	1			4	4	1					
2007	2	3	6	3	3	2	5	4	8	1	7	9
2006		6	6	7	7	9	4	4	5	2	3	2
2005											12	7

A high social capital alumni community in 5 minutes: Copy, paste, done

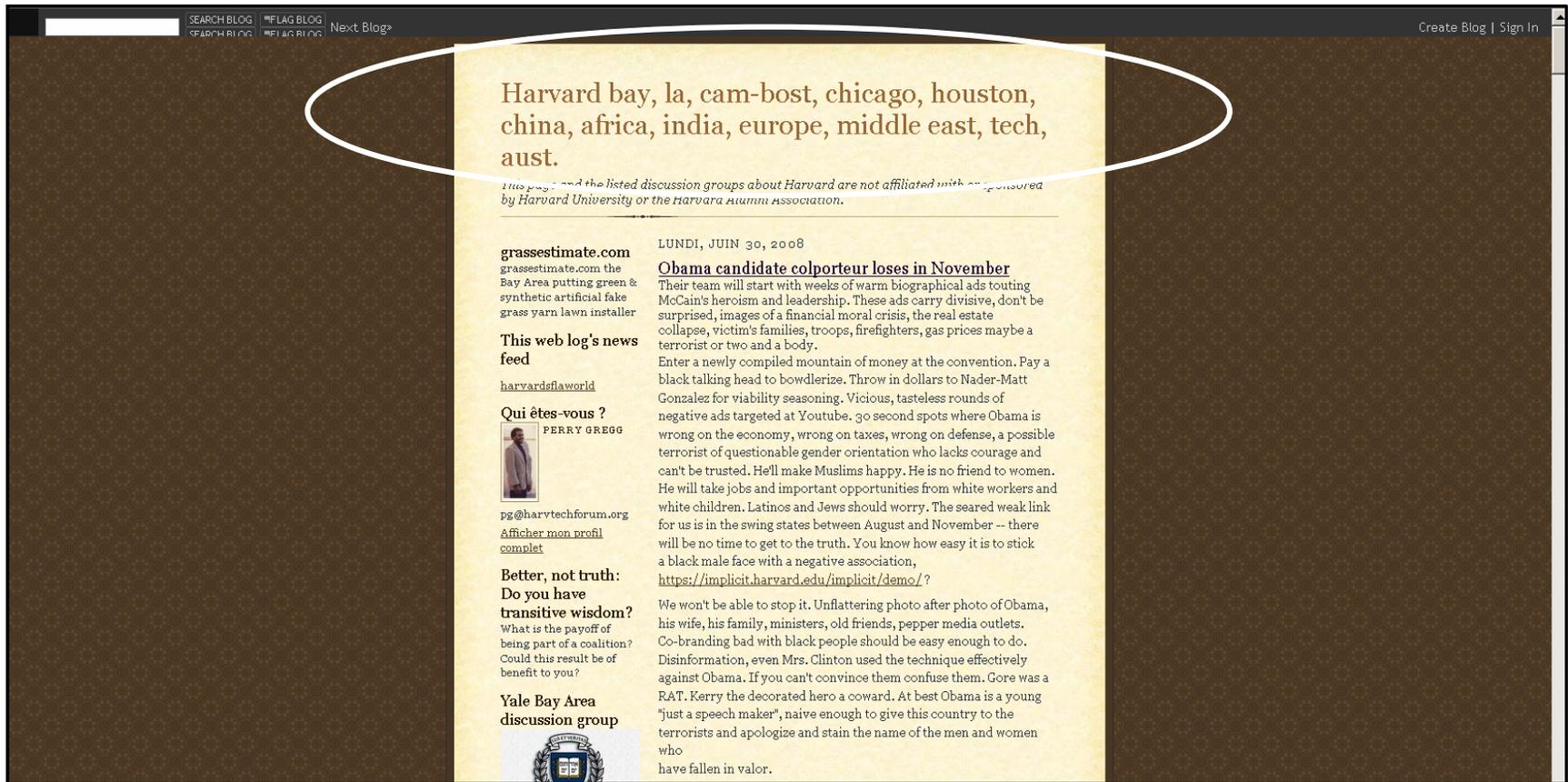
Source: Yahoo Groups webpage as of 12 July 2008.

THE HARVARD-CHINA LINKEDIN HOMEPAGE

The screenshot shows the LinkedIn Groups search results page. The search bar at the top right contains the text "harvard-china". The search results section, titled "Search Results (1)", shows a single result for the "harvard-china" group. The group's name is circled in red. The group description reads: "Open group for all graduates of Harvard living in or interested in China. Perry Gregg CEO ushow2, Inc. Owner: Perry Gregg, J.D. | Join this group >". The group's profile picture is also visible. The page includes a navigation menu on the left with options like Home, Groups, Profile, and Contacts. The footer contains various links for Company, Tools, and Premium, along with copyright information for LinkedIn Corporation © 2008.

Yet another copy-paste high social capital alumni community

THERE ARE MORE THAN A DOZEN INTERLINKED SUPPOSED HARVARD ALUMNI GROUPS/BLOGS/WEBSITES



SEARCH BLOG | FLAG BLOG | Next Blog » Create Blog | Sign In

Harvard bay, la, cam-bost, chicago, houston, china, africa, india, europe, middle east, tech, aust.

This page and the listed discussion groups about Harvard are not affiliated with or sponsored by Harvard University or the Harvard Alumni Association.

grassestimate.com
grassestimate.com the Bay Area putting green & synthetic artificial fake grass yarn lawn installer

This web log's news feed
[harvardflaworld](#)

Qui êtes-vous ?
PERRY GREGG


pg@harvtechforum.org
[Afficher mon profil complet](#)

Better, not truth: Do you have transitive wisdom?
What is the payoff of being part of a coalition? Could this result be of benefit to you?

Yale Bay Area discussion group


LUNDI, JUIN 30, 2008

Obama candidate colporteur loses in November

Their team will start with weeks of warm biographical ads touting McCain's heroism and leadership. These ads carry divisive, don't be surprised, images of a financial moral crisis, the real estate collapse, victim's families, troops, firefighters, gas prices maybe a terrorist or two and a body.

Enter a newly compiled mountain of money at the convention. Pay a black talking head to bowdlerize. Throw in dollars to Nader-Matt Gonzalez for viability seasoning. Vicious, tasteless rounds of negative ads targeted at Youtube. 30 second spots where Obama is wrong on the economy, wrong on taxes, wrong on defense, a possible terrorist of questionable gender orientation who lacks courage and can't be trusted. He'll make Muslims happy. He is no friend to women. He will take jobs and important opportunities from white workers and white children. Latinos and Jews should worry. The seared weak link for us is in the swing states between August and November -- there will be no time to get to the truth. You know how easy it is to stick a black male face with a negative association, <https://implicit.harvard.edu/implicit/demo/>

We won't be able to stop it. Unflattering photo after photo of Obama, his wife, his family, ministers, old friends, pepper media outlets. Co-branding bad with black people should be easy enough to do. Disinformation, even Mrs. Clinton used the technique effectively against Obama. If you can't convince them confuse them. Gore was a RAT. Kerry the decorated hero a coward. At best Obama is a young "just a speech maker", naive enough to give this country to the terrorists and apologize and stain the name of the men and women who have fallen in valor.

Oh what a tangled web you weave...

Source: <http://harvard-sf.blogspot.com>; <http://harvardsf.org>.

- **Blog**

- harvardsf.org

- **Yahoogroups**

- harvard-sf
- harvard-la
- harvard-dc
- harvard-houston
- harvard-austin
- harvard-chicago
- harvard-nyc
- harvard-bay-area
- harvard-sf-la-collegesinvitelist
- harvard-cambridge-boston
- harvard-china
- harvard-australia
- harvard-india
- harvard-africa
- harvard-europe
- harvard-middleeast
- harvard-alameda-educators
- harvtechforum.org

Focus

Member Count

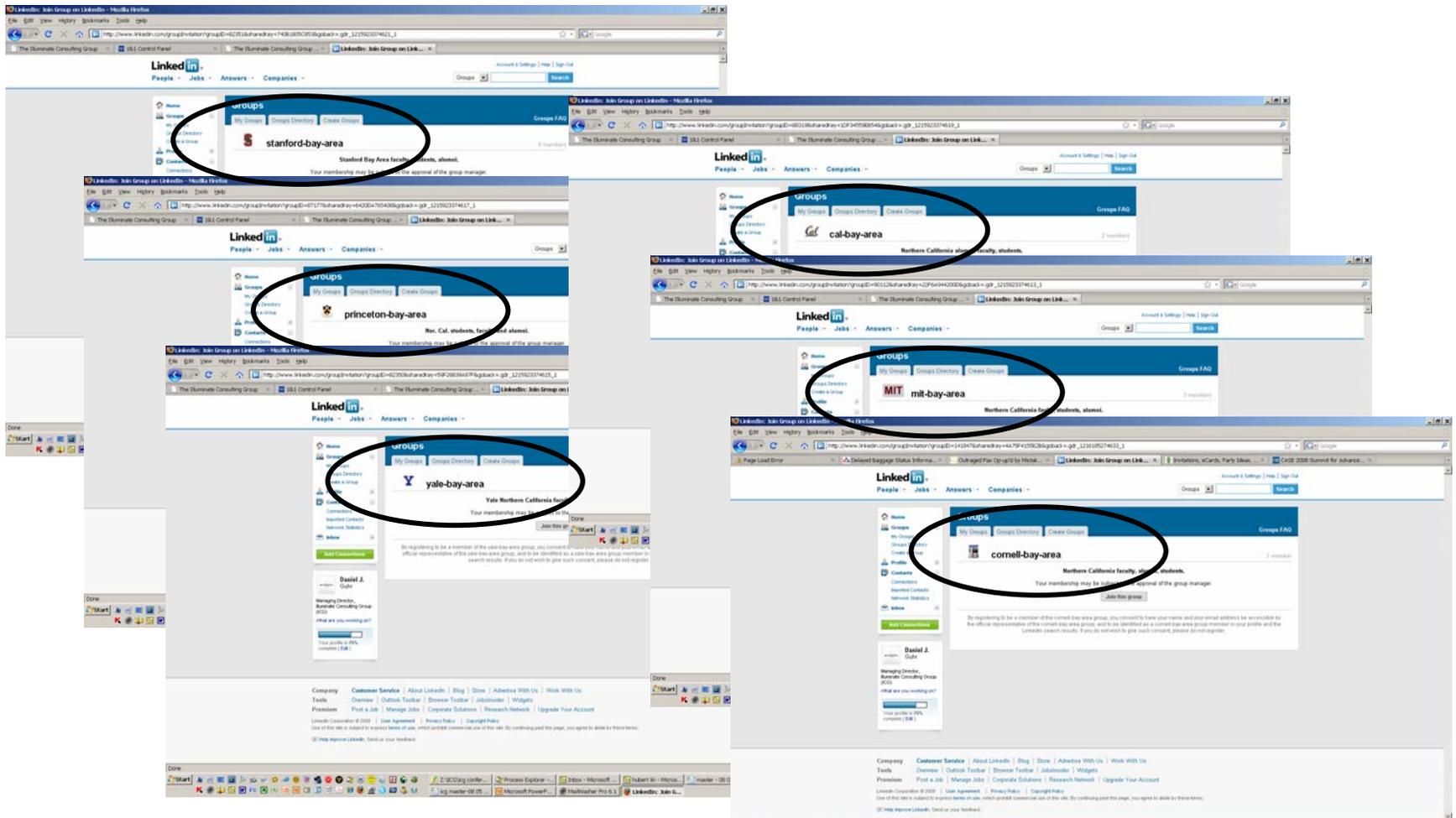
Cities	2
	433
	108
	19
	25
Metro Areas	59
	1,637
	1,613
Countries	139
	203
Continents/Regions	238
	22
	51
Special Interest	37
	216
	54
	43
	244

5,143⁽¹⁾

This is just harvard- Yahoo Groups. Not LinkedIn, ushow2.org, others

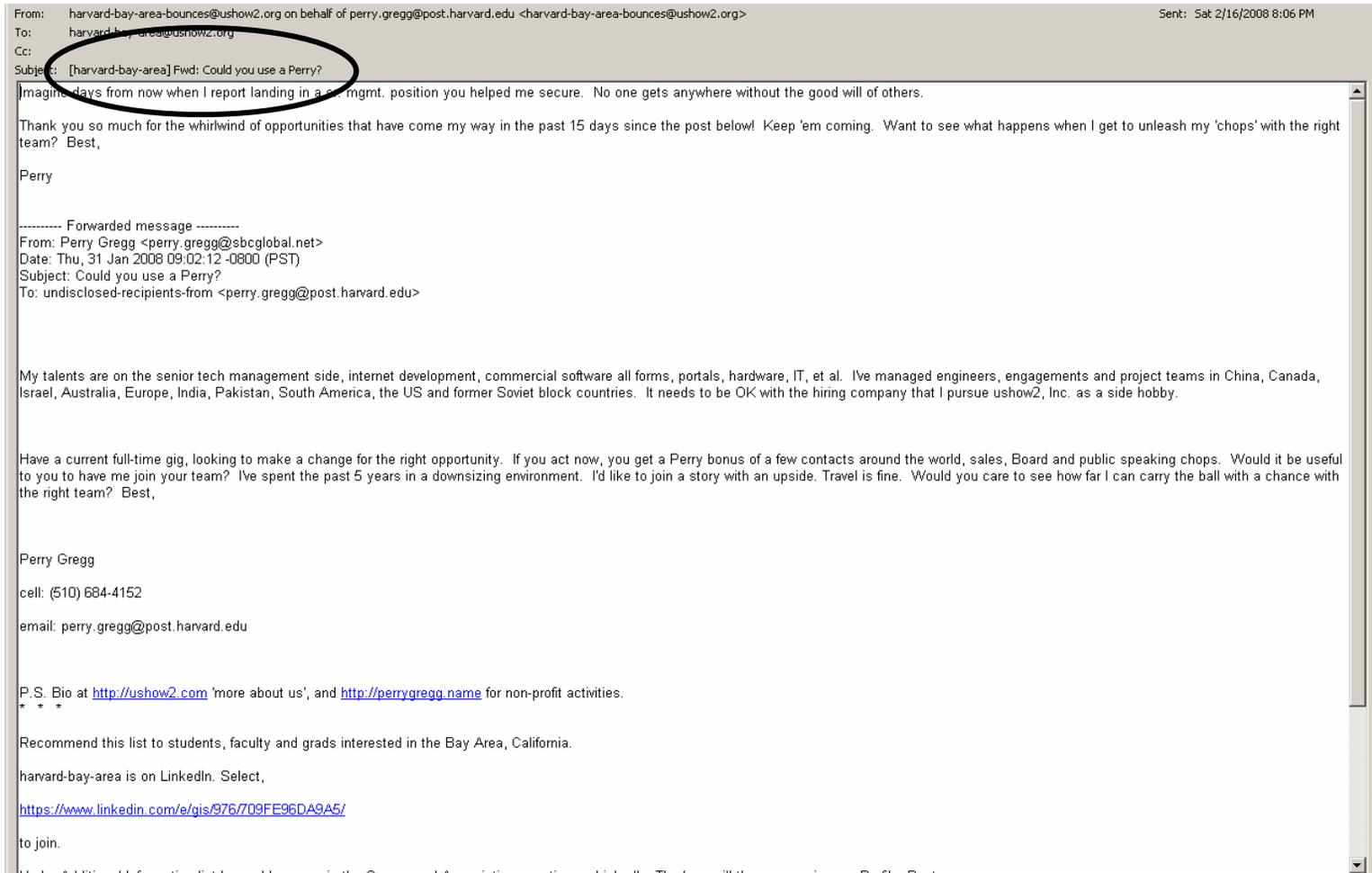
(1) Membership counts are not verified. The alumni status of signed up group members is not verified and at least partially highly questionable.
Source: Various websites/webpages as of 12 July 2008.

IT IS NOT JUST HARVARD...



...but also Stanford, Princeton, Yale, Cal, MIT, and Cornell

WHAT THIS IS REALLY ABOUT – A JOB... “Could You Use a Perry?”



Entrepreneurial? Or Deceptive?

Source: E-mail from harvard-bay-area listserv, February 2008.

Harvard Bay Area discussion group



ushow 2.org

Harvard Los Angeles discussion group



ushow 2.org

Sign up on lists All Schools, Multi-ling Grads Subscribe to l

Enter e-mail address

Perry Gregg, CEO, ush
austin

All Schools, Multi-ling Grads Subscribe to l

Enter e-mail address

Perry Gregg, CEO, usho
All Schools, Multi-ling
Grads Subscribe to h

Enter e-mail address

Perry Gregg, CEO, ushow
All Schools, Multi-ling
Grads Subscribe to h

London & Bay Area California going gaga for artificial lawns - by grassestimate.com California's synthetic grass leader

British turf wars take a turn for the faux - by grassestimate.com California's synthetic grass leader
Installers say artificial lawns, like this one outside a residence in Victoria, B.C., can be an economical choice.

In a land that's always been gaga for gardens, frankly fake grass is making inroads

London - For the English, gardening is more than just a weekend pastime or a chance to get some fresh air. In some quarters, gardening ranks higher than soccer players or Royal Family shenanigans when it comes to national obsessions.

The Chelsea Flower Show, held in one of London's toniest neighbourhoods each May, draws royalty, rock stars and the nation's leading fashion and literary figures.

The BBC provides four straight days of wall-to-wall live coverage of Chelsea, not out of a sense of service from a public broadcaster, but because the prime-time ratings are there to justify the attention.

Britons are tuned in and turned on to their gardens like few others.

How then, to explain the sudden surge in demand for fake grass?

At the esteemed Royal Horticultural Society, which runs Chelsea along with other major gardening shows, there are neither gasps of shock nor sharp intakes of breath at the notion of fake grass.

Helen Bostock, a horticultural adviser who answers queries from the society's thousands of members, says the horticultural society has recently used artificial grass in one of its demonstration gardens at Wisley Gardens in Surrey.

"We don't get that many inquiries about it, but I do think that is because people somehow feel guilty for even thinking about it," Bostock says of the trend.

"It's as though they feel we'll think they are cheating."

But, she notes, the horticultural society's information leaflets include details of four suppliers and she sees demand growing for a

All Harvard alumni apparently care about is Astroturf...



Pay \$ 20 “to be approved” as an alum

Source: E-mail from harvard-bay-area listserv, March 2008.

WHY IS THIS MISSAPPROPRIATION OF BRANDS AND NETWORKS SO ABUSIVE AND DAMAGING?

- **Nothing Mr. Gregg does serves Harvard, or any other institution he is “covering”**
- **Mr. Gregg uses institutional brands and networks for his own gains**
 - **To find himself a job**
 - **By attempting to charge \$ 20 to list members for the “approval” of their alumni status**
 - **To propagate ideas and concepts which are at times solely used to create controversy**
 - **To create mailing lists he can further monetize**
- **Alumni are bound to be disappointed – with their alma mater not protecting them from such an obvious misappropriation of their brand**
- **By not counteracting Mr. Gregg’s endeavors properly, Harvard created grounds for an (ever) expanding empire of brand/network properties**

This is arguably the most far reaching case of alumni network abuse

HOW TO RESPOND

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: [Mitsbay] Warning - unauthorized "MIT" site

Sent: Fri 7/11/2008 1:48 PM

----- Forwarded message -----
From: [REDACTED]
Date: Thu, Jul 10, 2008 at 9:41 AM
Subject: [Mitsbay] Warning - unauthorized "MIT" site
To: nitbay@mailman-alum.mit.edu

MIT Alums,

I just wanted to call your attention to an unauthorized LinkedIn site called "MIT bay-area". The site owner is a non-alumnus named Perry Gregg and he has been charging \$20 to join his site - something he has been doing for other schools including Harvard. This IS NOT RELATED TO MIT CLUB OF NORTHERN CALIFORNIA AND HAS NOT BEEN SANCTIONED BY THE MIT ALUMNI ASSOCIATION OR MIT, and in fact this site is run by an individual with no affiliation with MIT.

**“MIT Alums,
I just wanted to call your attention to an unauthorized LinkedIn site called "MIT bay-area".
The site owner is a non-alumnus named Perry Gregg and he has been charging \$20 to join his site - something he has been doing for other schools including Harvard.
This IS NOT RELATED TO MIT CLUB OF NORTHERN CALIFORNIA AND HAS NOT BEEN SANCTIONED BY THE MIT ALUMNI ASSOCIATION OR MIT, and in fact this site is run by an individual with no affiliation with MIT.”**

MIT alumni took the lead

Source: E-mail from MIT Alumni Association Bay Area Club, July 2008.

- **Institutions' General Counsels got involved**
- **LinkedIn shut down all of Mr. Gregg's groups**
- **As a result, he lost the main membership traffic driver and any potential professional value for list members**
- **Mr. Gregg subsequently ported the -bayarea groups onto Facebook**
- **This move has been an abject failure. Months later, some groups have membership levels in the single digits**
- **Why did the move to Facebook not work? Because the group identity shifted from institutional brand to Mr. Gregg's circle of friends**
- **Yet in the absence of pro-active community strategies, there is no barrier to this situation being repeated**

This is arguably the most far reaching case of institutional network abuse

Introduction and Housekeeping

A brief survey of experience levels

Analytical framework

- The Web 2.0 and online community landscape
- User behavior and segmentation
- Web 2.0 Tools
- Connecting internal and external communities
- Community brand footprint
- Managing risk

Marketing, recruiting, and networking case studies

- LinkedIn: Caltech & Monash & Alberta
- YouTube: Berkeley & MIT & Toronto
- Blogging: Do you want to get Lucky?
- MySpace: Top 5 US universities & York
- Yahoogroups+: How do deal with branding abuse

Strategic implications & discussion

FIVE STEPS TO CONSIDER

- **Educate all relevant units (alumni, fundraisers, marketing, admissions, communication, faculty leadership, legal, IT, etc.) on what is happening and the existing tactical and strategic challenges**
- **Analyze the implications for the institution. Map challenges and opportunities. Break rules and cross internal silos**
- **Devise an integrated strategic response and educate and train relevant units in the institution**
- **Test. Implement. Test some more. Map and measure. Revise. Change**
- **Repeat Steps One to Four**

- **For (international) recruiters**
 - **Soon nearly all target pools will participate in communities, revealing deep personal information but also acquiring specific knowledge about institutions. Response: Survey, observe, gently engage, and never push against a community's culture and tonality**
- **For alumni relations staff and career services**
 - **Communities have become a transactional meeting ground for alumni of all institutions – which challenges traditional service and communication models. Response: Connect, communicate, leverage**
- **For marketing and communication staff**
 - **Communities are on their way to become the most important (but not only) channel to reach students, while at the same time inducing a new intra-network dynamic. Response: Seeding, encouraging, and monitoring**
- **For educational delivery (learning/teaching) staff**
 - **Web 2.0 tools and platform are fundamentally altering the way and modes of how teaching and learning is taking place. Response: You have to get in front**

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