



Vice President for Student Affairs

Vice President of Enrollment Management

Marketing and Communications Team

How to Address Climate Flashpoints and Crises Through Social Listening

Three Ways to Use This Resource

- Learn how social listening differs from social media management, and how to apply social listening concepts to a climate flashpoint or crisis
- Refine your social strategy to identify and address emerging flashpoints and crises
- Explore institutional investments in social listening technology platforms

How to Address Climate Flashpoints and Crises Through Social Listening

A Reader's Guide to This Resource

Climate flashpoints are the new normal: all types of colleges and universities are grappling with a wide range of incidents on campus. Flashpoints are climate-related incidents or events that cause disturbances in the community or media, including heightened levels of activism, media and public scrutiny, and reputational damage.

Effective social media management practices are essential for colleges and universities to navigate rapidly evolving flashpoints and crises. However, most institutions still struggle with limited and siloed monitoring efforts.

EAB recommends institutions invest in proactive and continuous monitoring efforts, as described by the concept of social listening. Social listening can improve an institution's ability to identify emerging risks, rightsize responses, and mitigate negative impacts on prospective and current students and the campus community at-large. This resource introduces the concept of social listening and how to apply it to climate flashpoints and crises.

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This primer introduces the concept of social listening. It includes a comparison of social media management and social listening, advice on how to apply social listening to climate flashpoints or crises, and considerations for investment.

Social Media Management Audit

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Use this audit to assess the current state of your institution's social media strategy for campus flashpoints. The audit and discussion questions will help you identify strengths and areas of opportunity in four key areas: data gathering, data analysis, data sharing, and data-informed action.

Social Listening Platform Buyer Guide

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Use this tool to jumpstart your institution's evaluation process for an enterprise-level technology platform to support social listening. This Buyer Guide includes two components: a vendor compendium and a ready-to-use vendor scorecard. These tools can help your institution compare vendors based on cost and preferred capabilities.

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Many institutions struggle to identify key actors and common topics of conversation to evaluate in their social media strategy. Use these appendix resources to inform the data gathering parameters of your social media strategy.

The Enduring Challenge of Social Media

10+ Years Since Twitter...Yet Institutions Still Struggle to Keep Pace

Despite years of investment, social media monitoring is an enduring challenge for colleges and universities. Most campus efforts remain siloed across individual departments, monitoring efforts are reactive (i.e., tuning into the conversation as it goes viral), and responses are too slow to keep pace with the rapidly moving conversations happening on various platforms. Managing climate flashpoints and crises underscores these challenges, as incidents rapidly ignite on social media and require coordinated institutional responses.

Current Monitoring Efforts Are Limited in Scope and Coordination...



Communications Department

Monitors media mentions and trending news stories



Student Affairs Division

Monitors campus life accounts, student events, and known student influencers



Public Safety

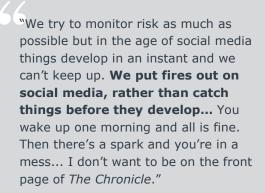
Monitors incoming tweets and department social media mentions



President's Office

Monitors president's social media accounts, mentions, and trending campus news

...Leading to Reactive Responses



President Public University

Social Listening 101

Capturing Real-Time Intel to Inform Action on Climate Flashpoints and Crises

Progressive institutions recognize the need for continuous and centralized monitoring. Social listening provides actionable information on critical topics through continuous and sophisticated social media monitoring. Businesses and other organizations —and increasingly higher ed— recognize the potential of social listening for a variety of strategic uses, including flashpoint and crisis management.

Social Listening: collecting and analyzing social data to generate actionable intel on specific topics or stories of interest

Key Elements



Monitor channels for your name, brand, competitors, and stakeholders



Analyze information for micro and macro insights to drive action



Develop longitudinal understanding of issues and sentiment and how they compare to past scenarios



Typically requires investment in an enterprise-level social listening platform

How Companies (and Higher Ed) Use Social Listening



Crisis management



Brand management



Influencer marketing



Proactive engagement with customers



Audience research and conversation analysis

eab.com

Defining the Difference

Key Characteristics Distinguish Social Listening and Social Media Monitoring

Social listening and social media monitoring share the same goal: keep a running pulse on campus sentiment and prevent, mitigate, and/or respond to flashpoints or crises. Social listening uses more sophisticated technology platforms, data analytics, and metrics to achieve this goal. Below is a fuller comparison of social media monitoring and social listening.

Use the included <u>Social Media Management Audit</u> to assess the current state of your institution's social media strategy for climate flashpoints and crises.



Social Media Monitoring

Reactive and manual observation of issues as they unfold

- Traditionally a manual function: team member(s) check social media accounts and raise potential areas of concern
- Drives micro-level responses to individual incidents
- Information is siloed across departments and depends on social-savvy staff
- Limited tech capabilities to produce actionable data and insights



Social Listening

Proactive and continuous monitoring of social conversations about your institution

- Automated analytics track developing issues, trending stories, and key influencers
- Enables macro-level identification of emerging trends and rapid response
- Data and insights are more easily accessible and shared in real-time
- Requires investment in an enterprise-level technology platform

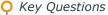
How to Apply Social Listening to a Climate Flashpoint

Monitor Three Key Factors to Evaluate Risk and Rightsize Response

Social listening technology platforms provide access to advanced analytics and substantial data about the social conversations involving your institution. When applying social listening to climate flashpoints and crises, focus on three key factors: volume (the size of the conversation), voice (who is influencing the conversation), and sentiment (the tone of the conversation). Social listening tech platforms often capture these metrics with key datapoints, as illustrated by the sample dashboard below.



Volume



- How often is the university being mentioned?
- How many people are talking about the issue?
- Which media outlets are reporting on it most?

Sample Metrics

- Number of online mentions
- Growth rate of online mentions



Voice

Key Questions

- Who are the primary influencers driving the conversation?
- Is the conversation growing or fading over time?
- Which institutional actors are involved?

Sample Metrics

- Percentage of conversation that references the campus
- Top social influencers to engage



Sentiment

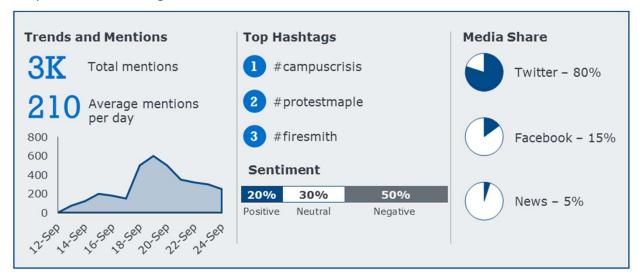
Key Questions

- Is the conversation positive, neutral, or negative?
- How is the media covering the conversation?
- Are there factual inaccuracies that need to be corrected?

Sample Metrics

- Most common words and phrases
- Percentage of conversation that is positive or negative

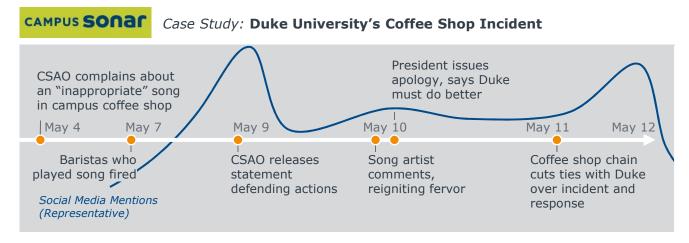
Sample Social Listening Dashboard



Keeping an Eye On Developing Incidents

Social Listening Metrics Inform Response Strategy and Next Steps

Social listening improves an institution's ability to identify potential flashpoints and address them before they ignite on social media by providing data about the trajectory and tone of the online conversation. Social listening makes it easy for institutions to monitor key metrics that can be used to identify emerging issues, size the volume of the online conversation, and rightsize the institution's response.



Key Crisis Metrics

VOLUME

2033%

Increase in online mentions in the 10 days following the incident, compared to previous 10-day period

VOICE

Actions by the coffee shop and rapper changed social conversation volume, trajectory, and sentiment over the course of the crisis

SENTIMENT

Trending Hashtags

- · #firemoneta
- #firecoffey
- #DismantleDukePlantation

Above is an illustration from Campus Sonar, a social listening agency for colleges and universities, of how social listening tactics might have informed Duke University's response to a flashpoint in spring 2018. Monitoring key metrics, such as volume, voice, and sentiment, allows institutions to identify potential risks earlier and deliver a proportional response throughout a developing situation.

To effectively use social listening technology to inform future actions, institutions should identify and monitor key actors and terms. See the <u>Appendix</u> for compendiums of key actors and terms.

Should Your Institution Invest?

Considerations for Enhancing Monitoring with Social Listening

Social listening technologies can provide easily accessible data and insights to drive future strategy and action on campus. However, investing in an enterprise-level social listening technology platform can represent a significant undertaking with respect to purchasing the platform, dedicating staff to execute on social listening analytics and strategy, and integrating social data into decision-making on campus. Institutions should carefully consider the below benefits and drawbacks of investment.

Weighing the Decision to Invest



Benefits

- Proactive approach increases likelihood of early risk identification and mitigation
- Platforms provide easy access to realtime social data
- Automated, advanced analyses track key metrics and topics of interest
- Highly customizable inquiries can yield actionable data and insights
- Continuous monitoring allows for longitudinal analysis

Drawbacks

- Platforms can be a costly upfront and ongoing investment
- · Few vendors specific to higher ed
- Effective use of data to derive insights requires skilled data analysts
- Could require dedicated and/or highly skilled staff
- Difficult to integrate platform and data into existing processes and culture

If your institution is ready to invest in a tech platform, use the included <u>Social Listening Platform</u> <u>Buyer Guide</u> to jumpstart your institution's vendor evaluation process. The Buyer Guide includes a vendor compendium and scorecard that your campus can use to evaluate social listening capabilities across various technology platforms.



Toolkit

- Tool 1: Social Media Management Self-Audit
- Tool 2: Social Listening Platform Buyer Guide
 - Tool 2A: Vendor Compendium
 - Tool 2B: Vendor Scorecard

Purpose of This Tool

Use this tool to reflect on how you currently use social media to identify and respond to climate flashpoints and crises. This audit will be most useful for campus leaders and staff who are directly involved with your institution's current social media monitoring efforts. As a group, you can use the content and questions of this audit to identify strengths and areas for improvement in your institution's current social media management strategy as it relates to climate flashpoints and crises.

How to Use This Tool

This self-audit assesses four areas of your institution's social media management practices:

- 1. Data Gathering
- 2. Data Analysis
- 3. Data Sharing
- 4. Data-Informed Action

Each section includes two elements: a quick self assessment of current practice and reflection questions. Start by completing the self assessment in each section. For each statement, rate your institution's current practice based on the following scale:

- 0 if the corresponding statement is "usually not true" (marked as never)
- 1 if it is "sometimes true"
- 2 if it is "almost always true" (marked as always)

At the end of each section, total your scores and use the accompanying scoring guide to contextualize your total score. Finally, use the included reflection questions to prompt further discussion about how to build on existing strengths and make progress on areas of improvement.

Data Gatherine						
Statement is true		<i>Never</i> 0	1	<i>Always</i> 2		
_	media metrics, like number of posts that mention our asis so that we have a baseline to compare against when occurs on campus.					
	news and our own social media accounts (e.g., YouTube, tions about a climate flashpoint or crisis.					
	We can assess how fast the conversation is growing online in terms of mentions and posts, and what sites or platforms the conversation is primarily happening on.					
We can identify the primary talked about by campus sta						
	social media, either to manage monitoring technology cial conversations about our campus.					
	Total So	core:				
Interpret Your Score						
0-3 pts: Develop a strategy to gather social media data to improve your preparedness to identify and respond to climate flashpoints and crises. Social media can give valuable insights into how students and stakeholders view your institution.						
4-7 pts: Your institution's data-gathering practices could be more comprehensive. Consider additional investments in staff or technology to boost your ability to gather social media data.						
8-10 pts: Your institution effectively gathers key data metrics regularly. Consider which datapoints your team finds the most useful and develop longitudinal analyses based on these points for richer future analyses and insights.						

Reflection Questions

- Are we consistently gathering quantitative and qualitative data from social media? Do we currently invest in a social listening tech platform? How might more advanced tech solutions support or enhance what we are already doing?
- How would we fund investment in an enterprise-level tech platform to more efficiently collect and analyze data? What department would oversee the social listening tech platform? Who else would have access?
- Do we have staff with the expertise to analyze social data and distill actionable insights? If no, how might we provide upskilling opportunities for current staff or hire new staff with relevant expertise?

Data Analysis						
Statement is true		Never		Always		
Statement is true		0	1	2		
We regularly produce reports that include both quantitative and qualitative metrics from social media. These reports provide data we can use to improve flashpoint management and response.						
	me of conversation about our institution, and we can ikes in the conversation occur.					
	are contributing to the social conversation or if the tained by the same group of people.					
We adjust our communica statements on similar issu changing issue on social i						
T	identify improvements and make changes to institutional ated to climate flashpoints and crises.					
	Total Sc	core:				
Interpret Your Score						
0-3 pts: Your institution should conduct more analysis of social data to improve your social media monitoring efforts and response strategies. Start by identifying key terms and key actors who influence the social conversation on campus.						
4-7 pts: Look for ways to empower staff to produce and analyze quantitative social data. Tech tools, including free ones like advanced searches on Twitter, can ease this process. Consider upskilling opportunities for key staff.						
8-10 pts: Analyzing data is a strength for your campus. Incorporating data into decision-making, creating protocols for data sharing, and finding ways to make data collection and analysis more efficient can round out your strategy.						

Reflection Questions

- What social data and metrics do we use most often to inform flashpoint decision-making processes and response strategies? What other datapoints and metrics would be most valuable? Why?
- How do we define the "baseline" of social conversation about our institution? What are the primary metrics we monitor to track potential spikes, particularly spikes related to climate flashpoints or crises?
- What insights have we gained from past climate flashpoints or crises? How do we integrate social data into our institution's decision-making processes?

A Data Sharing						
Data Sharing Statement is true		Neve 0	<i>r</i> 1	Always 2		
When a climate flashpoint managed by a centralized						
	e conversation volume, sentiment, and key influencers, are used by a variety of campus leaders.					
	ns about potential risks, flashpoints, or crises on social nd how to elevate that information on campus.					
Staff feel comfortable shar institution or specific units						
As a climate flashpoint or cand staff to inform ongoing	crisis is unfolding, we share data with affected departments g strategy and next steps					
	Total So	core				
Interpret Your Score						
0-3 pts: Your institution's response to climate flashpoints and crises would benefit from a more coordinated strategy around data sharing. Develop or refine communication processes to expedite information sharing.						
4-7 pts: Your institution elevates and shares some social data. Consider additional opportunities to share social data, especially as it relates to climate flashpoints and crises. Establish policies and mechanisms that encourage data sharing.						
8-10 pts: Data sharing is likely embedded in your institutional culture. Consider how you might share additional insights with campus leaders and staff or how to formalize existing practices to ensure long-term sustainability.						

Reflection Questions

- How could we better coordinate campus communications and social media activity as climate flashpoints and crises unfold? What have we learned from our past experiences in coordinating social activity?
- How and when do we share key metrics before, during, and after climate flashpoints and crises across departments? Could we make it easier for key leaders and staff to access real-time updates?
- How do we expect staff to elevate potential risks and emerging flashpoints or crises on campus? How do we inform staff about these expectations?

Source: EAB interviews and analysis.

\rightarrow Data-Informed A	Action ————					
Statement is true		Never 0	1	Always 2		
response to climate flashpoir	Campus leaders regularly use social media insights to inform the institution's response to climate flashpoints and crises, including the content and frequency of university communications and next steps on campus.					
·	crisis is unfolding, we monitor, remove, correct, and/or at is spreading on social media.					
our social media accounts to	When a climate flashpoint or crisis occurs, we frequently release statements through our social media accounts to articulate the institution's perspective and/or					
When a climate flashpoint or crisis is unfolding, we use key metrics to adapt and rightsize our strategy to respond to emerging concerns and new influencers.						
	to identify improvements and make changes to cesses related to climate flashpoints and crises.					
	Total So	core:				
Interpret Your Score						
0-3 pts: Identify opportunities to use social data to inform how your institution respond to climate flashpoints and crises. Consider how staff might use data to inform action and create processes that formalize data-driven decision-making.						
4-7 pts: Further improve your institution's response by using social media insights before, during, and after a climate flashpoint or crisis. Integrate social insights with other data about related issues to improve data-informed actions.						

Reflection Questions

8-10 pts:

How might we reduce the negative impact of climate flashpoints or crises on our institution's reputation through our communications on social media?

Integrate these insights into future response efforts.

Your institution effectively incorporates social media insights into its response. Monitor how students and other stakeholders receive your institution's actions.

- What metrics do we most often use to inform our institution's response to climate flashpoints and crises? What data do we currently overlook that we could use in the future?
- How might we use information about incidents at other institutions to help us respond to future climate flashpoints and crises? What lessons can we glean from how they used-and continue to use-social media?

Source: EAB interviews and analysis.

Social Listening Platform Buyer Guide

Purpose of This Tool

Use this tool to jumpstart your institution's evaluation process for investing in an enterprise-level technology platform to support social listening. This Buyer Guide includes two components: a vendor compendium and a vendor scorecard.

Vendor Compendium

This tool provides an overview of the most common social media management and social listening technologies on the market. Each vendor profile includes an overview of the software's capabilities, information on cost, and select higher education clientele. Vendor profiles are sourced from publicly available information online. You should directly follow up with the vendor to learn more. Please note that EAB does not recommend or endorse specific vendors.

Vendor Scorecard

This ready-to-use tool can be used to evaluate vendors to determine which is best for your institution. This scorecard can be adapted to meet your institution's specific needs.

Vendor Compendium

** brandwatch **Brandwatch**

A data-focused social media analytics platform that includes social listening and influencer **Profile:**

identification tools. Recently acquired Crimson Hexagon, another popular platform.

Starting at \$1,000 per month for 10,000 mentions Price:

Selected HEI Clients: None

Website: https://www.brandwatch.com/

CAMPUS sonar **Campus Sonar**

The only non-software provider on this list, Campus Sonar is a social listening firm for **Profile:**

higher education that can help develop your strategy and conduct listening for you.

Varies by service Price:

Selected HEI Clients: Beloit College, Loyola Marymount University

Website: https://www.campussonar.com/

Hootsuite® Hootsuite

A social media management software provider with built-in analytics, designed to be a **Profile:**

one-stop shop for social media management; has limited social listening capabilities.

Price: Starting at \$29 per month per user

Selected HEI Clients: University of Miami, University of New Hampshire

Website: https://hootsuite.com/

Social Sentinel' **Social Sentinel**

A social media threat alert service that aims to detect and warn about threats brewing on

Profile: social media before they occur in real life.

Varies; based on size of population within monitored area Price:

Selected HEI Clients: University of Virginia

Website: https://socialsentinel.com/

Vendor Compendium, cont.

	Sprout Social
sproutsocial Profile:	Suite of social media analytics tools with some CRM and limited social listening capabilities.
Price:	From \$99 to \$249 per user per month
Selected HEI Clients:	Marquette University, Oklahoma State University, Seneca College, Yale University
Website:	https://sproutsocial.com/

synthesio	Synthesio
Profile:	Social media management & listening platform designed for larger organizations; has targeted social listening and influencer identification tools.
Price:	Starting at \$1,200 per month. License includes unlimited users and data storage.
Selected HEI Clients:	University of Georgia
Website:	https://www.synthesio.com/

sysomos	Sysomos
Profile:	Social media management tool designed to analyze social media conversations and deliver analysis that informs decision-making with marketing campaigns.
Price:	Starting at \$1,000 per user
Selected HEI Clients:	Midwestern State University
Website:	https://sysomos.com/

talkwalker	Talkwalker
lainwainti	Social media analytics platform with above-average social influencer identification
Profile:	capabilities and some social listening ability.
Price:	Starting at \$700 per month
Selected HEI Clients:	Gardner-Webb University
Website:	https://www.talkwalker.com/

Vendor Scorecard

Name of Technology:	Department:
Type of Technology:	Cost to User:

Analytics		Assessi	ment		Notes
Automation	Includes automated analytic capabilities that update regularly	YES	NO	N/A	
	Able to customize analyses and/or complete one-off data pulls	YES	NO	N/A	
Customization	Integrates with the relevant internal systems and processes	YES	NO	N/A	
Search Capabilities	No or few limits on the number of search terms	YES	NO	N/A	
	Search includes wide range of social media platforms and traditional news with other sites (e.g., Yelp)	YES	NO	N/A	
Data	Includes bar/line graphs, word clouds, etc.	YES	NO	N/A	
Visualization	Data dashboard provides quick access to key stats	YES	NO	N/A	
Conversation Analysis	Identifies potential and/or emerging influencers across platforms	YES	NO	N/A	
	Categorizes sentiment (e.g., positive, neutral, negative) and allows for manual corrections	YES	NO	N/A	

Publishing		Assessment			Notes
Posting	Able to post to linked social media accounts from within the platform	YES	NO	N/A	
Scheduling	Able to schedule multiple posts ahead of time and/or recurring posts	YES	NO	N/A	

Cost		Assessment			Notes
Licenses	Includes many or an unlimited number of users per license	YES	NO	N/A	
	Able to share logins among staff, if desired	YES	NO	N/A	
Client Support	Includes on-demand or customized technology support	YES	NO	N/A	
	Vendor provides dedicated analyst who completes requested reports	YES	NO	N/A	
Pricing	Pricing scaled based on institution size and/or number of users	YES	NO	N/A	

General Feedback		
Overall Impressions		
Recommended Uses		
Other		



Appendix

- Appendix A: Compendium of Social Media Actors
- Appendix B: Compendium of Key Terms to Monitor

Compendium of Social Media Actors

How to Use This Tool

Use this compendium to identify social media accounts affiliated with university, student, and community actors in your social listening efforts. Proactively monitor a broad swath of accounts to quickly identify emerging flashpoints and key influencers.

Type of Actor	Examples
Official University Accounts	 Main institution social media handle Office-specific accounts (e.g., admissions, president's office)
University Leadership	 Chancellor or president Provost Deans of colleges Athletics director
Well-Known Faculty and Staff	 Sports coaches Popular or controversial professors Professors nationally recognized in their field
Student Groups and Sports Teams	 Basketball team Political groups (e.g., college republications and democrats) Black student movement Student newspaper
Student Leaders	 Student body president Campus award winners Campus activists Student athletes Fraternity and sorority life leaders Well-known students or students with significant social followings Fan and anonymous student accounts (e.g., student basketball fan account, @studentsofmapleu)
Local Government and Political Officials	 Mayor Governor Local activists Town councilmembers Police chief Local celebrity
Local Community Entities	Popular restaurants and companiesStudent bars

Compendium of Key Terms to Monitor

How to Use This Tool

Monitor hashtags and keywords related to your institution and potential flashpoints and crises to size the scale of the conversation, identify key influencers, and track issues over time. Use this compendium, including institution-specific and incident-specific terms, as a starting point to identify the topics, keywords, and hashtags most salient to your institution's context and social media strategy.

Institution-Specific

Topic	Notes
Institution Name and Nicknames	 Consider Boolean search operators ("", AND, OR, NOT) Exclude universities and secondary schools with similar names Examples: "Maple University," "Maple U," "MU," Not "Maple Technical College"
University Mascot and Brand	 Common institution-wide phrases Mascot name Official sports songs/chants or alma mater Official university hashtags Examples: #gomaple, #leafpride, #gooddaytobealeaf, #leafbornandbred
University Buildings and Events	 Common study areas and important venues (e.g., athletic facilities) University-sponsored event hashtags or keywords Annual events and one-off events Examples: #undergradlibrary, #maplestadium, #maplehomecoming
Related to Local Community	 Local town or neighborhood name Popular restaurants, companies, and activities Community actors Town idioms or unofficial slogans Examples: #mapleville, #biergartenmapleville, #mayorpine
Campus Actors	 University officials Popular or controversial professors Student leaders and organizations Student activists Popular student groups Examples: #chancelloroak, #maplebsm, (SBP AND maple)

Compendium of Key Terms to Monitor, cont.

Incident-Specific

Topic	Selected Terms
Free Speech	 Free speech, freedom of speech Political correctness, politically correct, PC, counter culture Constitution, founding fathers, democracy First amendment, censorship, #freepress Tip: When a campus speaker is announced, search social media for relevant hashtags and keywords to monitor.
Sexual and Relationship Violence	 Title IX Sexual assault, sexual violence, sexual harassment, sexism Rape, rapist, #Endrapeoncampus Catcalling, #catcallingsucks #MeToo, #timesup #whyididntreport, #whyistayed #womensmarch #believewomen, #believesurvivors
Race-based Issues	 Racism, racist, bigot, bigotry, black face Nationalism, white nationalism Immigration, illegal immigration, DACA, #DREAMer Islamaphobia, xenophobia #blacklivesmatter, #black, #livingwhileblack #fightracism, #stopracism, #stophate, hate speech Indigenous, #indigenousrights, #indigenouspeoples, #firstnations, #nativepride, #dearnonnatives
LGBTQIA and Gender Issues	 Gay rights, LGBT rights, #equalrights #lgbt, #lgbtq #pride, #gaypride Transgender, #trans, transrights #loveislove Equal pay Gaslight, gaslighting #equality, #humanrights
Other Political Issues	 Abortion, prochoice, prolife, antichoice, proabortion, Roe V. Wade #resist, #theresistance #refusefascism, #antifa #MAGA, #makeamericagreatagain
Types of Incident	 Graffiti, vandalism, vandals Assault, harassment, attack, crime, incident Protest, march, demonstration, rally Bill, law, amendment, prop Speaker, speech, flier, flyer, brochure, poster Party, costumes, #culturenotcostume Police brutality, police activity, police violence

How EAB Can Help

Research and Resources to Guide Your Next Steps

To equip institutions with the information they need to better prepare for and manage climate flashpoints, EAB offers several white papers, tools, on-demand webinars, and more. Members can access, download, and order hardcopies of these and related resources at eab.com.

Selected Resources from EAB



Improving Institutional Preparation and Response

Executive Briefing: Addressing Campus Climate Flashpoints

Risk Management Tactics for Climate Flashpoints (Forthcoming, 2019)

Prep Pack: Case Study Compendium and Resources (Forthcoming, 2019)



Managing Free Speech Issues

Free Speech Policy Audit and Compendium

How to Educate and Engage Today's Student Activists

Strategies for Responding to Bias-Related Incidents



Building Stakeholder Awareness on Campus

Cabinet Briefing: Navigating the New Wave of Student Activism

Student Unrest: What Advancement Leaders Need to Know

Strategic Communication to Mitigate the Enrollment Impact of Campus Climate Crises (Forthcoming, 2019)

EAB

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