



Examining Twitter Influence of Campus Executives

A CAMPUS SONAR SOCIAL LISTENING REPORT
FEATURING DR. JOSIE AHLQUIST

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Executive Summary

We partnered with Dr. Josie Ahlquist to analyze the online presence of campus executives with the goal of improving higher education's understanding of digital leadership trends and providing recommendations for effective executive digital presence.

This report analyzes six months of tweets from 196 higher education institution presidents and vice presidents to understand how they use Twitter and what influences their online impact. Our findings can help your institution create or improve executives' online presence (specifically Twitter) to support campus strategy.

RESEARCH HIGHLIGHTS

- ⦿ No particular institution type, size, or executive role leads to greater online influence for higher ed executives. However, **the most influential presidents differed from the average president—they were younger, more racially diverse, and more likely to be male.** Historically Black College or University (HBCU) presidents outperformed their peers in social media influence.
- ⦿ All of the executives in **our top 10 influencer list manage their own Twitter accounts.**
- ⦿ **Executives are most active Monday through Friday**, although they are online through the evening (generally until about 9:00 p.m.), and tweet two or three times per day on average.
 - Presidents with longer tenure tweet more.
 - Executives from U.S. public institutions tweet about 40 percent more than those from U.S. private institutions.
 - Influential executives tweet more often. During the study period, the 10 most influential executives tweeted 22,868 percent more often than the 10 least influential based on the median tweets per author, and 658 percent more than the overall group.
- ⦿ **The most common topic is students.**
- ⦿ Eight content themes surfaced in our data set, based on prior research and emerging themes. **Executives were most likely to tweet community-based, endorsements, and expressive content. Influential executives were much more likely to tweet about political and social issues.**
- ⦿ **Executives tweet text and image posts most frequently**, tweeting very few videos or links.
 - Text-only posts are most likely to elicit replies (i.e., start a conversation).
 - Image posts are most likely to be retweeted (increase visibility).
 - Low video sharing surprised us, and may highlight an area where executive social media under-performs compared to institutional social media.
- ⦿ Executives' sentiment is 22 percent positive, 77 percent neutral, and one percent negative. Executives tend to be more positive than general conversation about higher education institutions. Influential executives are slightly less positive (i.e., more neutral) than the other execs in this study, indicating that **positivity is not necessarily related to the impact** of an executive on Twitter.

SIX STEPS FOR SUCCESS ON TWITTER

Campus Sonar and Dr. Ahlquist identified six steps to starting an intentional executive presence on Twitter, or to assist an executive with strategy development.



SET YOUR STRATEGY

Determine your goals for social media. Do you want visibility with your campus and your audience, within the industry, or nationally? Your strategy will differ based on your goals.



INVEST IN SOCIAL SUPPORT

Think strategically about who should manage your account. In our data, self-managed accounts had the highest impact and influence. It's still good practice to collaborate with your marketing or university relations department even if managing your own accounts, as your online presence impacts their work and your institution's reputation.



PLAN OUT CONTENT THEMES

Find the right focus for your posts. If your goal is to start a conversation, focus on text-only posts. Include eye-catching visuals if you want to reach a larger audience.



RECOGNIZE CONSISTENCY MATTERS

Tweet multiple times per day. Executives in our study tweeted two to three times per day on average and influential executives tweeted much more. The more you tweet, the more you're building your brand and staying top-of-mind with your audience.



DEVELOP AN INTENTIONAL BRAND

Think about your content. What type do you want to post? Executives focus on community, endorsements, and expressive content, and political or social issues. But other types of strategic executive content covered in this study (executive story, day-in-the-life, higher education industry) may resonate more with your personal brand. Talk about what is meaningful to you.



REMAIN AUTHENTIC

Stay true to yourself. Don't worry about being positive all the time. Executives tend to be more positive than the higher education sector in general. But being too much of a cheerleader may not seem genuine. Posting about your family, vacations, and pets adds positivity to your feed without forcing it.

Introduction

Whether you're on social or not, people form opinions of higher education institutions and leaders based on what they see online. Journalists scour Twitter and cite it as a source, leaving your reputation in the hands of the general public. Higher education leaders are 10 percent more likely to use social media than corporate leaders according to research from "[The Social Campus Report: 8 Opportunities for Higher Ed in 2018](#)".¹ And 63 percent of higher education executives believe a social media presence is fundamental to an institution's strategic planning and fulfillment of its mission². But research doesn't tell us what that Twitter presence looks like.

"Your president is on social even if they're not on social."

– WALTER KIMBROUGH, PRESIDENT OF
DILLARD UNIVERSITY

Dillard University's Walter Kimbrough is one of a handful presidents already on social—he's been tweeting as [@HipHopPrez](#) since 2009—using social media as a platform to celebrate people's accomplishments, build relationships, and develop trust with reporters³. Other presidents like Michael Sorrell ([@michaelsorrell](#)), president of Paul Quinn College, use it to increase their institution's visibility nationally, generate funding, increase enrollment, and engage current students⁴.

Through social listening data analysis and collaboration with Dr. Ahlquist, we wanted to dig deeper and explore the digital presence of campus executives. Campus Sonar analyzed online conversation metrics related to online behavior, influence, and engagement for campus executives, and answered the following questions.

- How do campus executives use Twitter?
- What makes an executive more impactful online?

Our findings can help your institution leverage executives' online presence to support strategy and provide recommendations for effective executive digital presence.

OUR PARTNERSHIP WITH DR. JOSIE AHLQUIST

Digital engagement, influence, and leadership are at the core of Dr. Josie Ahlquist's work. She will soon publish [Digital Leadership in Higher Education](#) to share her campus executive research and strategic application. She's also spoken with dozens of campus executives for her podcast, [Josie & The Podcast](#), extensive [campus and conference speaking](#), and individual executive coaching through her [The Connected Exec program](#).

Combining Dr. Ahlquist's knowledge with Campus Sonar's expertise of finding and analyzing online conversation to provide strategic insights offers an authoritative source higher ed executives can use to shape their digital presence. Dr. Ahlquist is the perfect partner for this research, and we're thankful for her insight and analysis.

¹ Hootsuite Media Inc. "The Social Campus Report: 8 Opportunities for Higher Ed in 2018." *Hootsuite*. hootsuite.com/webinars/social-campus-report.

² Donachie, Pat. "Higher Ed Leaders Are 10% More Likely to Use Social Media than Their Corporate Counterparts." *Education Dive*. 3 Oct. 2017. www.educationdive.com/news/higher-ed-leaders-are-10-more-likely-to-use-social-media-than-their-corporate-counterparts/506325/.

³ "CASE—College Presidents on Social Media: A 2018 Snapshot." *Council for Advancement and Support of Education*. Apr. 2018. www.case.org/Publications_and_Products/April_2018_BriefCASE/College_Presidents_on_Social_Media_A_2018_Snapshot_.htm.

⁴ Gasman, Marybeth. "The Changing Face of Historically Black Colleges and Universities." *University of Pennsylvania Graduate School of Education, Center for Minority Serving Institutions*. www.gse.upenn.edu/pdf/cmsi/Changing_Face_HBCUs.pdf.

CONTRIBUTORS

This report was a group effort from many talented individuals.

Gail Martineau, Senior Manager for Digital and Executive Strategy at Ohio State, provided valuable insight during the early stages of the analysis and through her collaboration with Dr. Liz Gross and Dr. Ahlquist at the 2018 American Marketing Association Higher Education Symposium, where they previewed this research.

Lindsey Hinkel and Rochelle Kulas performed social media data analysis. Dr. Liz Gross was the research strategist and Amber Sandall was the methodology consultant and research reviewer. Stephen App and Bri Krantz served as reviewers, and Michelle Mulder edited and coordinated the production of the report. We're also incredibly thankful to Mikaela Ehly for partnering with us on the report's design.

AUTHOR

Lindsey Hinkel is a marketing professional with a background in market research, communications, and data analysis. She is a market researcher at heart and has used social listening for research in the higher education industry since 2015. Her favorite things include live music, dogs, and Netflix. She has a (hopefully endearing) habit of dropping "Arrested Development" and *Mean Girls* references into everyday conversations.

FEATURED CONTRIBUTOR

Dr. Ahlquist is a digital engagement and leadership consultant who wrote the book on connecting social media and leadership in higher education. She believes in challenging how we think about social media for building community, showing up online with authenticity, and embracing our roles as leaders in digital spaces. A speaker, author, and coach, Dr. Ahlquist supports organizations, institutions, executives, and college students with digital leadership.

Supporting her content with her own grant-funded and award-winning research, Dr. Ahlquist maintains an active research agenda and is currently engaged in numerous research projects with colleagues around the globe. She holds an instructor position with Florida State University and her research has been published in a number of journals and books including the *Contested Issues in Student Affairs*, *Handbook for Student Affairs*, *Journal of Leadership Studies*, *New Directions for Student Services*, and *New Directions for Student Leadership*.

Dr. Ahlquist's consultation services include [1-1 coaching with senior executives](#), [one- to two-day intensives working with an entire team/organization](#), and ongoing short- and long-term consulting support.

As a content creator, Dr. Ahlquist was named to the "Top 50 Must-Read Higher Education Technology Blogs" by Ed Tech Magazine in 2014, 2015, 2016, and 2017. You can find her blogging and podcasting at www.josieahlquist.com.

THE CONNECTED EXEC FACEBOOK GROUP

Dr. Ahlquist created an online community to support current and aspiring higher education executives who want to engage, influence, and lead online, on campus, and in life. This group is for you if you:

- Currently serve or aspire to serve as an executive in higher education.
- Are interested in establishing or enhancing your online presence in order to genuinely engage with your campus community and influence positive change in higher education.
- Desire a community with and for university executives who are willing to support, celebrate, and mentor.

[Join Today!](#)

OPPORTUNITIES FOR HIGHER ED LEADERSHIP IN THE DIGITAL AGE

The changing pace of social media can be nearly impossible to keep up with for higher education leaders. The platforms swiftly update multiple times in one semester, and each freshman class brings different platforms and uses for social media. Articles say millennials or Gen Z are no longer on Facebook, and that Snapchat is dead. Countless people push you to be more active on social—create an Instagram page, blog, or Twitter account. This report seems to be just another reminder, and you may have reservations.

You wonder—as the chancellor, provost, or vice president—“do students, parents, faculty, or alumni even **want** to connect with me on social media?!”

But you desire to truly connect with and help your students. Every day you worry about how to keep your students engaged with your campus through graduation day and beyond.

Could social media tools fill the gap between your campus leadership position and your ability to better serve your community?

I get it; these platforms can be intimidating! Instagram feeds look far too perfect, and you’re confused about whether you should have a personal Facebook account or a branded page—and what the heck is the difference? With limited time, you may not even run your calendar let alone feel like you have the bandwidth to post something weekly on social media.

This report is a macro methodology, documenting how critical it is to prioritize your brand, reach, and engagement on digital communication platforms. And you don’t have to figure it out on your own.



Use this research, as well as the extensive resources we’ve added at the end, to create a digital strategy that works for you and your institution.

Cheering on your digital leadership journey,



Dr. Josie Ahlquist
Higher Education Digital Engagement & Leadership
Author, Consultant, and Executive Coach
www.josieahlquist.com
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ABOUT CAMPUS SONAR

Campus Sonar is a specialized social listening agency that empowers colleges and universities to find and analyze conversations that matter, seize engagement opportunities, and develop data-informed strategies. We identify your high-priority needs, and our skilled analysts build custom queries and analyze online conversation data to deliver actionable insights and automated alerts.

We offer [solutions](#) from flexible, project-based services that fulfill short-term needs to ongoing subscription services that provide lasting value. Whether you need a few tools to supplement your own social efforts, or a full-blown program and analysis, our analysts provide expert strategy and guidance to fit your needs.

Learn more about our services; [sign up for our Brain Waves newsletter](#).

Methodology

Campus Sonar Social Media Data Analysts identified a sample of higher education executives on Twitter using convenience sampling and analyzed six months of tweets between July 1, 2018 and December 31, 2018. Gathering a representative sample of all college and university leaders active on Twitter was not achievable for this early-stage research, but our findings provide a starting point for understanding how executives portray themselves and their institutions on Twitter.

CONVENIENCE SAMPLING: A method of sampling where the sample taken is a group of people who are easy to find. The sample is not randomized and may or may not be representational of the larger group (population).

We identified a convenience sample using lists of campus presidents⁵ and vice presidents⁶ compiled by Dr. Ahlquist and searching Twitter profiles using Brandwatch® Audiences. We looked for approximately 100 individuals at both the president and vice president/provost levels who appeared to tweet regularly (e.g., at least once per week). We included executives from a variety of institution types including four-year public, community college, private nonprofit, and historically black colleges and universities. Vice presidents represented a variety of functional areas. Our resulting sample was 196 active Twitter accounts (103 presidents and 93 vice presidents).

CHARACTERISTICS OF THE SAMPLE

GENDER

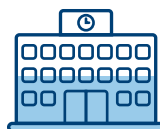


MALE
139
(71%)



FEMALE
57
(29%)

CONTROL OF INSTITUTION



PUBLIC
88
(45%)



PRIVATE
97
(49%)



INTERNATIONAL
11
(6%)

DEGREES OFFERED



TENURE



⁵ Ahlquist, Josie. "@Josieahlquist/Higher Ed Presidents on Twitter." *Twitter*, Twitter. twitter.com/josieahlquist/lists/higher-ed-presidents.

⁶ Ahlquist, Josie. "@Josieahlquist/Tweet the Veep on Twitter." *Twitter*, Twitter. twitter.com/josieahlquist/lists/tweet-the-veep.

Once we identified the sample, we collected our data by:


- Writing a query in Brandwatch that captured all public tweets from identified authors' accounts.
- Determining the role and tenure of authors using LinkedIn and college press releases (roles were determined as of October 2018).
- Categorizing the sample by institution enrollment size, Carnegie classification (degree types offered), and control of institutions (e.g., public, private nonprofit, or international).

Note: The sample is not representative across all categories; rather, the segmentation was performed to better understand the types of schools represented in the report.

We captured 86,791 mentions from 196 authors during the reporting period. For a full list of authors in the sample, refer to [Appendix B](#).

IDENTIFYING INFLUENTIAL EXECUTIVES

To add context to our findings, we identified the top 10 most influential executives. Influencer analysis is interwoven throughout the report to examine how impactful executives' online behavior differs from the behavior of the group as a whole. We identified influential executives using an impact score.

 **IMPACT SCORE:** Impact is a proprietary score developed by Brandwatch, and is determined by the probability that an author's posts will be seen, and how much their posts have already been viewed or retweeted.

Influencers came from all tenures, enrollment sizes, institution types, and control of institutions. There were no trends in influencer background when examining institution type or length of time in the job. When considering the demographics of those who ascend to the role of president, our influencers differ from the norm.

Compared to the demographics of all presidents, the influential presidents in our report are:

- **Younger.** According to [The American College President Study 2017](#)⁷, 58 percent of college presidents are over 60 years old. Of the six presidents on our list of top 10 influential executives, 67 percent are under 60.
- **More racially diverse.** Seventeen percent of college presidents are minorities, but 67 percent of the six influential presidents on our list are minorities. Presidents of HBCUs occupy three of the 10 spots on our influential executives list.
- **Likely to be male.** Thirty percent of all college presidents are women, but nine out of 10 of our influential executives are male.

We reached out to each influencer and confirmed that all 10 independently manage their personal Twitter accounts. It's not uncommon for executives to delegate all or some of the management of their social media accounts to campus communications staff, but our top influencers don't employ that strategy.

⁷ *The American College President Study 2017*, American Council on Education. www.acenet.edu/news-room/Pages/American-College-President-Study.aspx.

TOP 10 INFLUENTIAL EXECUTIVES

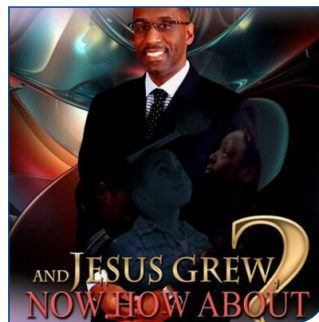


DR. WALTER M. KIMBROUGH

President, Dillard University

[@HipHopPrez](#)

IMPACT SCORE: 96



DR. KEVIN W. COSBY

President, Simmons College of Kentucky

[@KWCosby](#)

IMPACT SCORE: 96



DR. SANTA J. ONO

President and Vice Chancellor, University of British Columbia

[@ubcpres](#)

IMPACT SCORE: 96

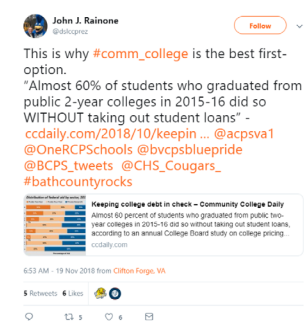


DR. MARCIA G. WELSH

President, East Stroudsburg University of Pennsylvania

[@PresidentWelsh](#)

IMPACT SCORE: 95

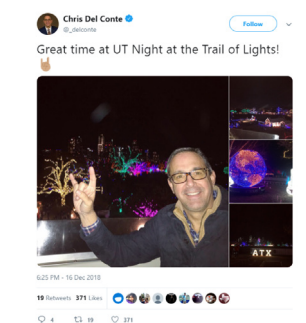
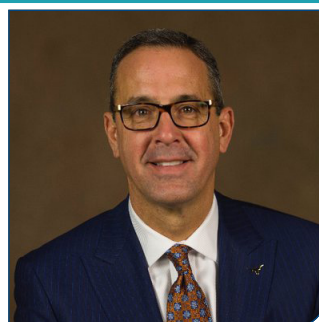


DR. JOHN J. RAINONE

President, Dabney S. Lancaster Community College

[@dslccpres](#)

IMPACT SCORE: 95



CHRIS DEL CONTE

Vice President and Athletics Director, University of Texas

[@delconte](#)

IMPACT SCORE: 95



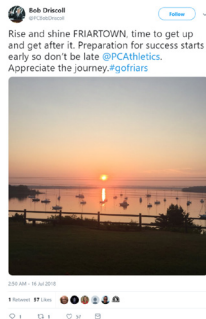
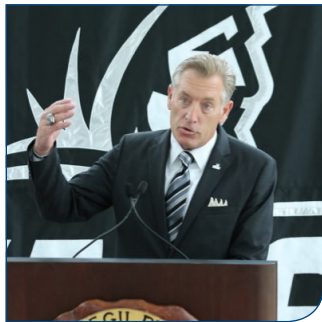
DR. MAKOLA M. ABDULLAH
President, Virginia State University

[@makolaabdullah](#)
IMPACT SCORE: 90



DR. DAVID ROSOWSKY
Provost and Senior Vice President, University of Vermont

[@UVMProvost](#)
IMPACT SCORE: 85



BOB DRISCOLL
Vice President and Athletics Director, Providence College

[@PCBobDriscoll](#)
IMPACT SCORE: 84



DR. BRUCE MCPHERON
Executive Vice President and Provost, The Ohio State University

[@medflygenes](#)
IMPACT SCORE: 82


Online Activity of Campus Executives

We examined executives' Twitter activity to determine how often they post, when they post, and what they post, and compared influencers to non-influencers. We also looked at post types (text only, links, videos, and images) to determine which type received the most retweets and replies.

TWITTER ACTIVITY

Executives are most active Monday through Friday, 8:00 a.m. to 9:00 p.m. On average, executives tweet two or three times per day. Executives tweet the most on Wednesdays and Fridays, and are least active on Sundays. Per Sprout Social⁸, Friday is the best day to tweet to maximize engagement and reach.

 **ENGAGEMENT:** The number of likes, comments, and/or retweets a tweet receives.

 **REACH:** The number of people who potentially see a post. This is calculated by Brandwatch based on the number of followers the author has, as well as the number of followers each retweeter has (if the post was retweeted).



The 10 most influential executives tweeted **22,868% more often** than the 10 least influential based on the median tweets per author, and **658% more** than the overall group.

During the analysis period, the 10 most influential executives tweeted 22,868 percent more often than the 10 least influential based on the median tweets per author, and 658 percent more than the overall group.

Tweeting behavior was very similar across segment groups (tenure, institution enrollment size, institution type, and control of institution). Two differences stood out in our analysis.













Presidents with a longer tenure seem to tweet more, on average. This may be because presidents with a longer tenure feel more comfortable tweeting or they're simply able to find a bit more time in the day to engage on Twitter.



In the U.S., executives from public institutions tweet more than those from private institutions. During the analysis period, the median number of tweets for public institution executives (340) was about 40 percent higher than the medium number of tweets for executives at private institutions (245).

For a breakdown of tweeting behavior for each segment, see [Appendix A](#).

⁸ York, Alex. "Best Times to Post on Social Media: 2018 Industry Research." *Sprout Social*, Sprout Social. 11 June 2018. sproutsocial.com/insights/best-times-to-post-on-social-media/#twitter.

NUMBER OF AUTHORS					
	196 ALL EXECUTIVES	103 PRESIDENTS	93 VICE PRESIDENTS	10 10 MOST INFLUENTIAL	10 10 LEAST INFLUENTIAL
NUMBER OF TWEETS (WHOLE GROUP)					
	86,250 ALL EXECUTIVES	47,311 PRESIDENTS	38,878 VICE PRESIDENTS	21,826 10 MOST INFLUENTIAL	133 10 LEAST INFLUENTIAL
MEDIAN NUMBER OF TWEETS PER AUTHOR					
	288 ALL EXECUTIVES	272 PRESIDENTS	306 VICE PRESIDENTS	2,182.6 10 MOST INFLUENTIAL	9.5 10 LEAST INFLUENTIAL
MINIMUM NUMBER OF TWEETS PER AUTHOR					
	2 ALL EXECUTIVES	2 PRESIDENTS	2 VICE PRESIDENTS	1,559 10 MOST INFLUENTIAL	2 10 LEAST INFLUENTIAL
MAXIMUM NUMBER OF TWEETS PER AUTHOR					
	4,378 ALL EXECUTIVES	4,378 PRESIDENTS	1,832 VICE PRESIDENTS	4,378 10 MOST INFLUENTIAL	41 10 LEAST INFLUENTIAL
MEDIAN NUMBER OF TWEETS PER DAY (INDIVIDUAL)					
	1.5 ALL EXECUTIVES	1.4 PRESIDENTS	1.6 VICE PRESIDENTS	11.86 10 MOST INFLUENTIAL	0.05 10 LEAST INFLUENTIAL
MINIMUM NUMBER OF TWEETS PER DAY (INDIVIDUAL)					
	0.01 ALL EXECUTIVES	0.01 PRESIDENTS	0.01 VICE PRESIDENTS	8.47 10 MOST INFLUENTIAL	0.01 10 LEAST INFLUENTIAL
MAXIMUM NUMBER OF TWEETS PER DAY (INDIVIDUAL)					
	23 ALL EXECUTIVES	23 PRESIDENTS	10 VICE PRESIDENTS	32.75 10 MOST INFLUENTIAL	0.22 10 LEAST INFLUENTIAL
DAY OF WEEK WITH MOST TWEETS					
	FRIDAY ALL EXECUTIVES	WEDNESDAY PRESIDENTS	FRIDAY VICE PRESIDENTS	FRIDAY 10 MOST INFLUENTIAL	FRIDAY 10 LEAST INFLUENTIAL
DAY OF WEEK WITH FEWEST TWEETS					
	SUNDAY ALL EXECUTIVES	SUNDAY PRESIDENTS	SUNDAY VICE PRESIDENTS	SUNDAY 10 MOST INFLUENTIAL	SUNDAY 10 LEAST INFLUENTIAL

We investigated top topics and themes in executives' Twitter content, and reviewed the types of content posted (e.g., links, images, videos, or text-only) by volume. Additionally, we measured engagement with executives' content to determine which themes and types of content generate the most engagement.

We generated a word cloud to illustrate which words and phrases are the most common in our data set of executives' posts. A few key words stand out.



THEMES IN EXECUTIVE SOCIAL MEDIA CONTENT

- **Community:** Recognition of staff, students, and faculty, including athletics, honors, and residence halls.
- **Educational:** Posts that inform students on resources available to them.
- **Expressive:** Encouragement, inspiration, and motivation during times when your students and community may need it the most.
- **Your Story:** Background on why you went into higher education and what you're passionate about.
- **Endorsements:** Posts promoting the institution, local community, or an initiative on campus.
- **Day in the Life:** A peek behind the scenes to see what it's really like to be an executive. This is "what it's really like to be you"—as an executive, but also as a human being.

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We also noticed a pattern emerge for two themes that didn't fit into Dr. Ahlquist's original six content types.

- **Political and Social Issues:** Posts that participate in larger discussions beyond what affects the campus community, including commentary on racism, sexism, global politics, etc.
- **Higher Education Industry:** Posts connecting the author to other higher ed execs. While the majority of posts connect with students, faculty, and alumni, we noticed a trend of executives connecting with each other and commenting on issues and strategies that impact the broader higher education industry.



FIGURE 1

Example of a Community tweet.



FIGURE 2

Example of an Educational tweet.

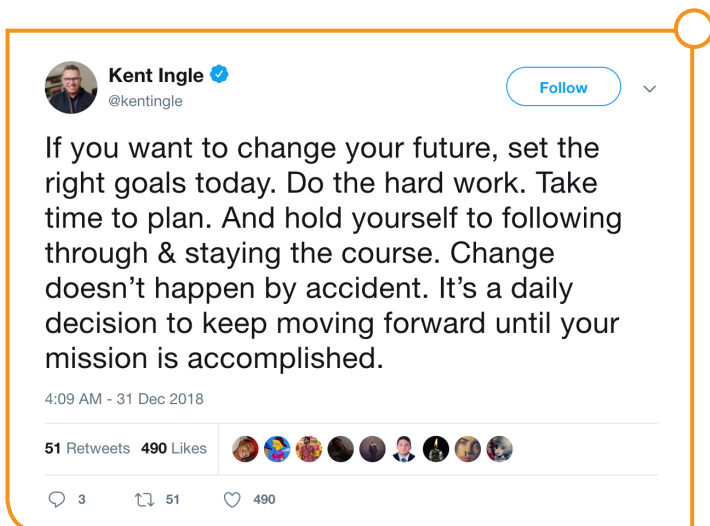


FIGURE 3

Example of an Expressive tweet.

FIGURE 4

Example of a Your Story tweet.

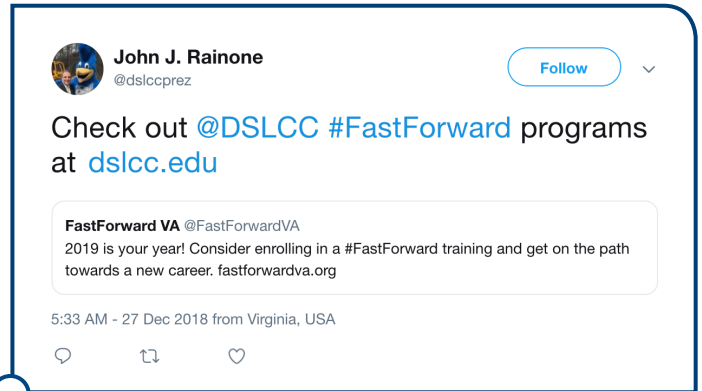
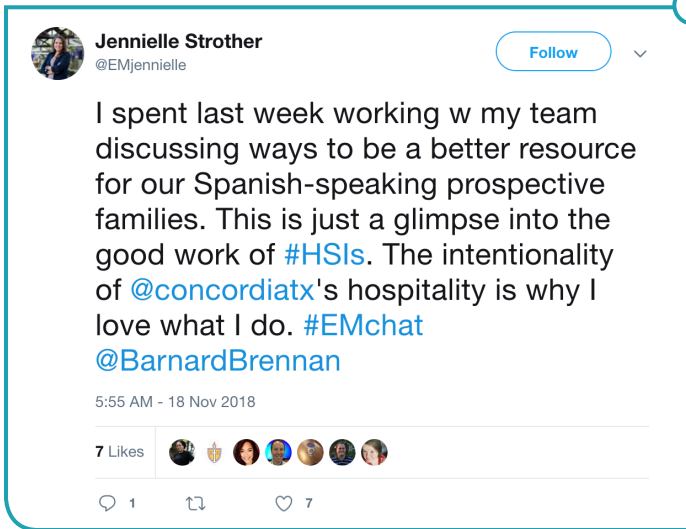


FIGURE 5

Example of an Endorsement tweet.

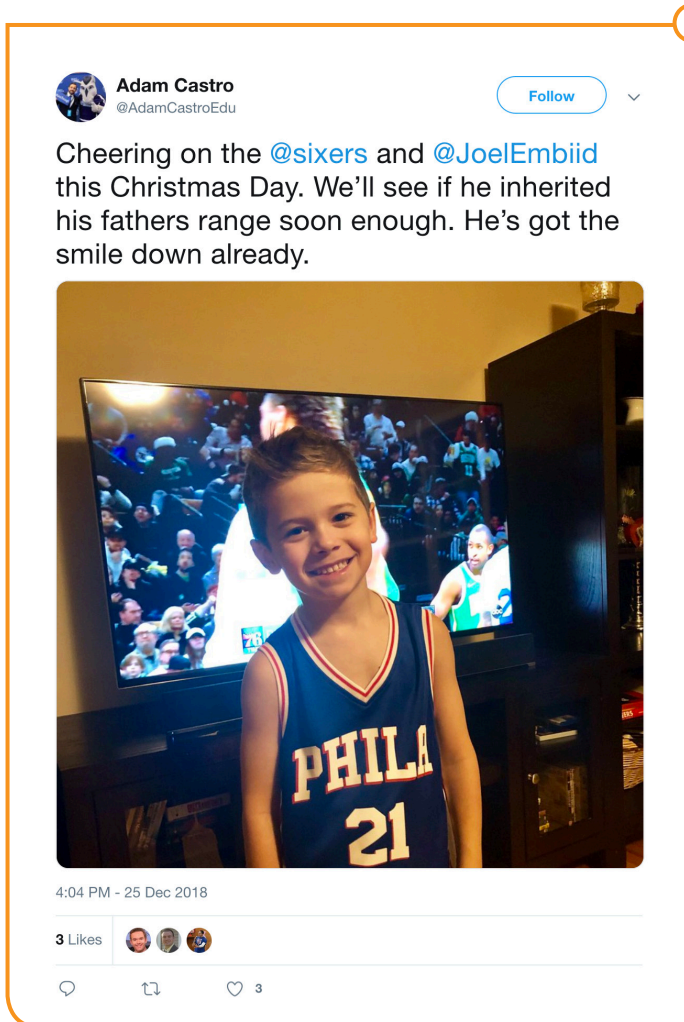


FIGURE 6

Example of a Day-in-the-Life tweet.

FIGURE 7

Example of a Political/Social Issue tweet.

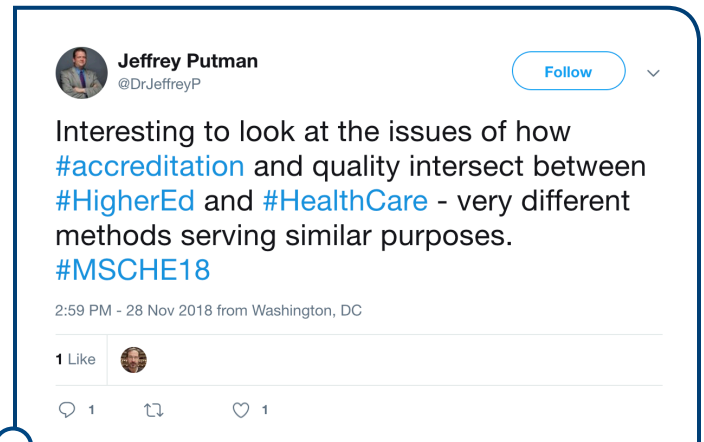
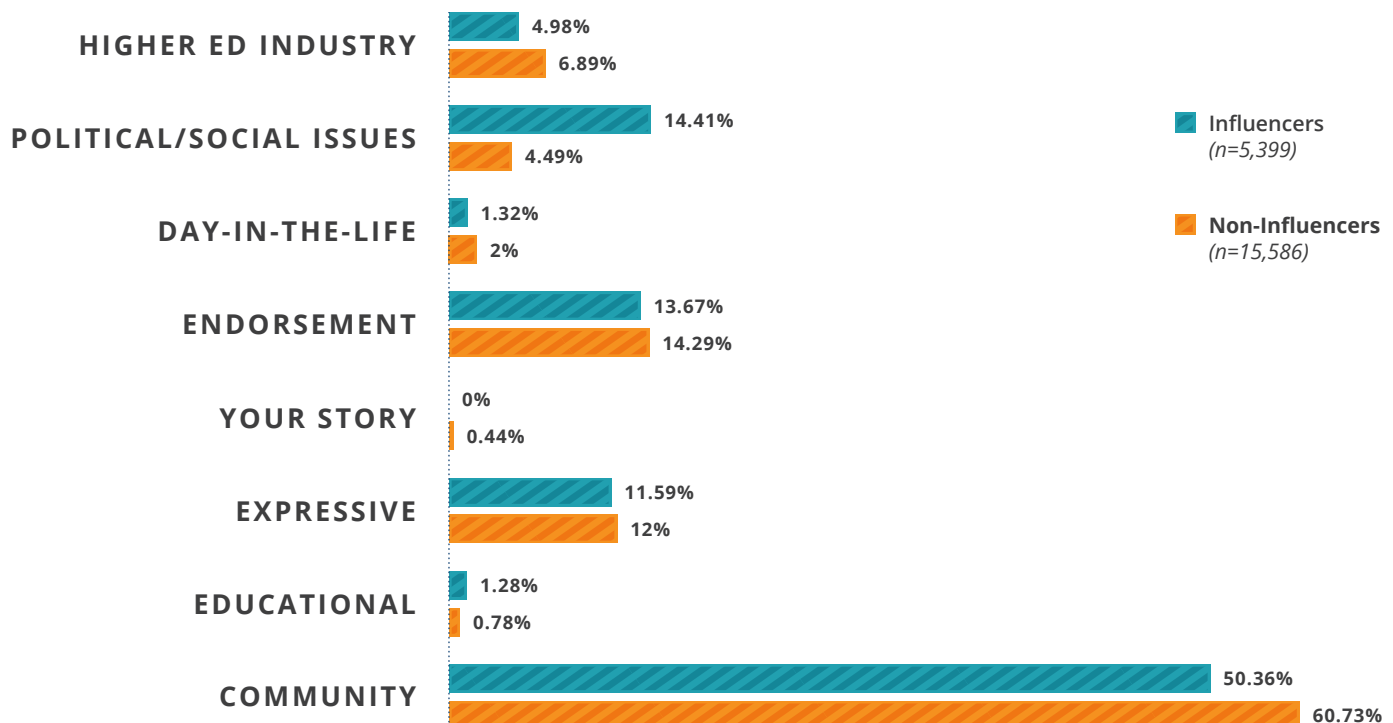


FIGURE 8

Example of a Higher Ed Industry tweet.

We further explored how influential executives use these themes compared to non-influencers.

THEMES: INFLUENCERS VS. NON-INFLUENCERS



Although the top 10 influencers follow a similar thematic pattern to the non-influencer executive overall, there are some variations. Influencers post about social and political issues much more frequently than non-influencers.

MOST EFFECTIVE POST TYPES

We categorized the entire data set by post type: link, image, video, or text-only. To determine which type is most effective at reaching the intended audience, we looked at the 100 tweets with the most retweets, and the 100 tweets with the most replies.

Executives tweet text-only posts (41,000 mentions) and images (35,887 mentions) most frequently.

POST TYPE: ALL MENTIONS

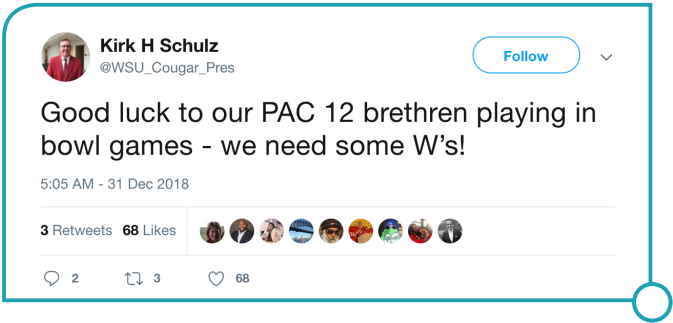
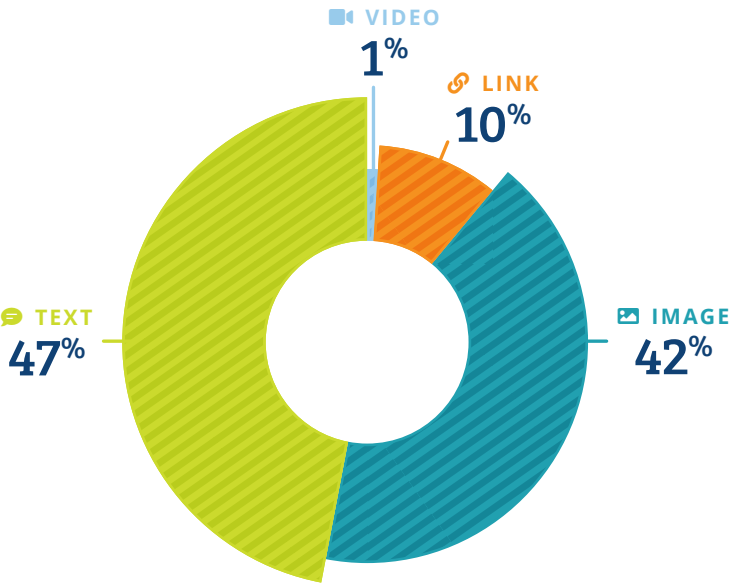


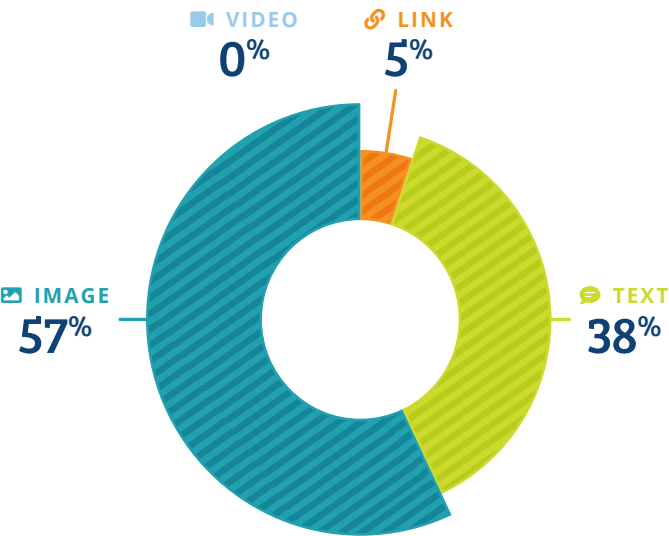
FIGURE 9
Example of a text-only post.



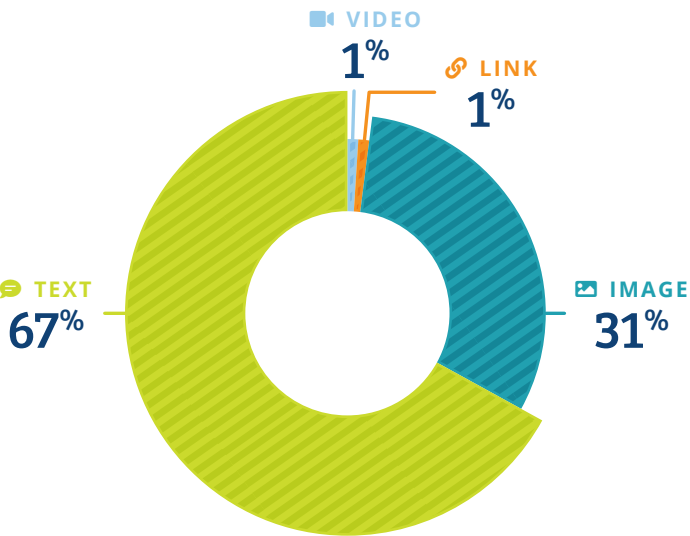
FIGURE 10
Example of a post with image.

When we take a deep-dive into the posts with the most online interaction, we see that images get the most retweets and text-only posts get the most replies. The 100 most retweeted posts received between 131–4,047 retweets, and the 100 posts with the most replies received between 17–750 replies.

POST TYPE: TOP 100 RETWEETS



POST TYPE: TOP 100 REPLIES



Dr. M. David Rudd
@UofMemphisPres

Follow

How do you make a fabulous BB poster even better?
Put it on a bus.
So you can share it with a City #GoTigersGo

8:41 AM - 30 Oct 2018

185 Retweets 825 Likes

9 185 825

FIGURE 11
Example of an image post in the top 100 retweets.

Renu Khator
@UHpres

Follow

Good Morning from Ruby!

5:38 AM - 5 Sep 2018

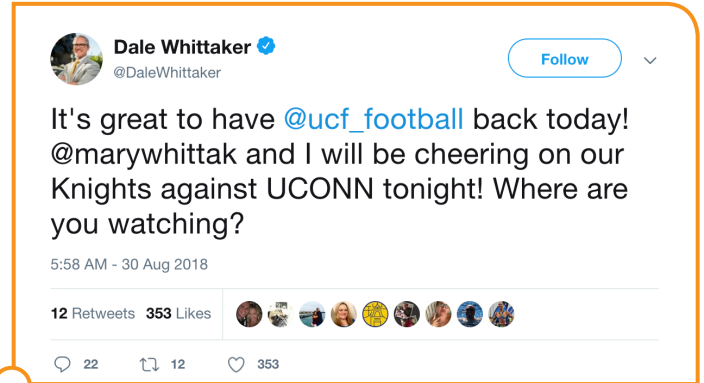
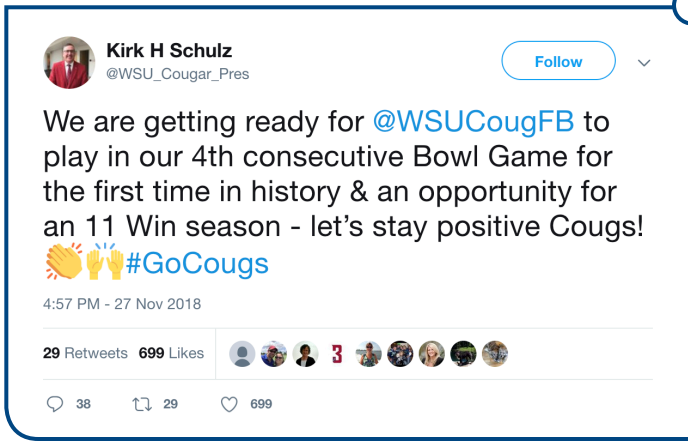
262 Retweets 1,866 Likes

31 262 1.9K

FIGURE 12
Example of an image post in the top 100 retweets.

FIGURE 13

Example of a text-only post in the top 100 replies.

**FIGURE 14**

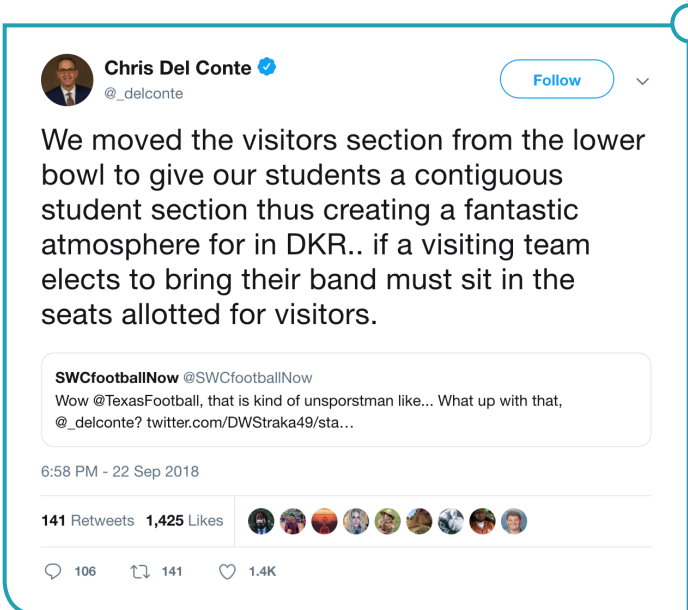
Example of a text-only post in the top 100 replies.

What this Means for Your Strategy

Skimmable content is more likely to earn high levels of engagement. If followers have to watch a video or click through a link, the post is less likely to break into the top 100 for most replies or retweets.

FIGURE 15

Example of a text-only post that is in the top 100 for both retweets and replies.



THE “SO WHAT”

If you want a lot of amplification, an eye-catching visual may help you get more retweets. And it certainly doesn't hurt if you include pictures of your pets¹⁰. If you want to start a conversation, say something meaningful in 280 characters or less without any of the flashy add-ons.

WHAT ABOUT VIDEO?

According to a [survey](#) of 1,000 adults conducted by Usurv¹¹, people are more likely to share, comment, and like online videos. However, our data shows that **video is no more effective** than any other type of content in generating retweets and replies—18 percent of all posts in this report were retweeted at least once, 15 percent of all video posts were retweeted at least once, and two percent of posts in this report received two or more replies compared to one percent of posted videos.

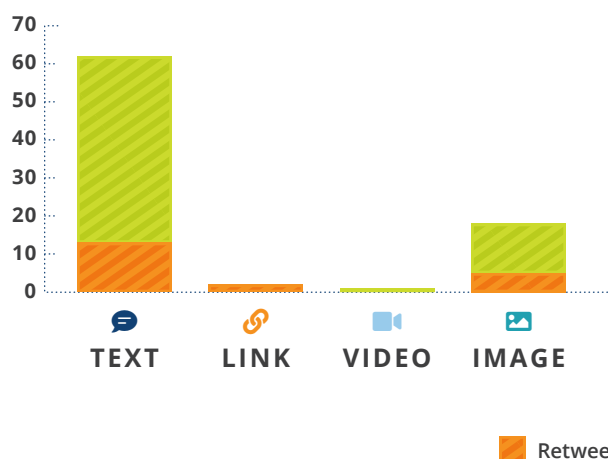
If anything, videos posted by executives on Twitter received slightly *less* engagement.

When looking at the top 100 retweets and replies—not a single video made it into one of the top 100 most retweeted slots, and only one video generated enough replies to get into the top 100. If video is truly more effective than other types of content, we would expect to see more videos in those top spots, even though there were fewer videos shared than any other type of content.

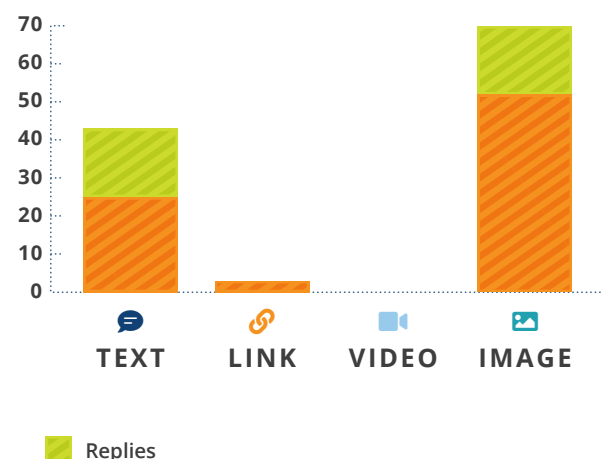
This may indicate that video, often touted as an engaging content type, performs differently on a platform like Twitter that is intended for shorter, scrolling interactions. Additional analysis of content performance on Facebook or Instagram may have different results. It's also possible that the videos executives share are less interesting to their audience than other videos on social media. Note: we do not have access to other indicators of engagement with videos, such as the number of unique views on a post or the watch time of a video. However, we can definitively say that tweets with videos from the executives in this sample did not generate retweets and replies like images and text posts did.

We found that the top 10 influencers garnered more engagement via text posts while the non-influencer executives received the most engagement when posting images.

MOST ENGAGEMENTS: INFLUENCERS



MOST ENGAGEMENTS: NON-INFLUENCERS



¹⁰ Ahlquist, Dr. Josie. "Secret Sauce of Social Media for Executives." *Digital Leadership in Higher Education*. 5 April 2018. www.josieahlquist.com/2018/04/05/secretsauce/.

¹¹ Steers, Natalie. "Online Videos More Engaging than Text, Study Finds." *MyCustomer*. 28 April 2013. www.mycustomer.com/marketing/technology/online-videos-more-engaging-than-text-study-finds.

SENTIMENT OF EXECUTIVE SOCIAL MEDIA CONTENT

Sentiment is the percentage of the conversation that is positive, negative, or neutral. It's automatically coded by social listening tools (in this case, Brandwatch) using words included in the text of a tweet.

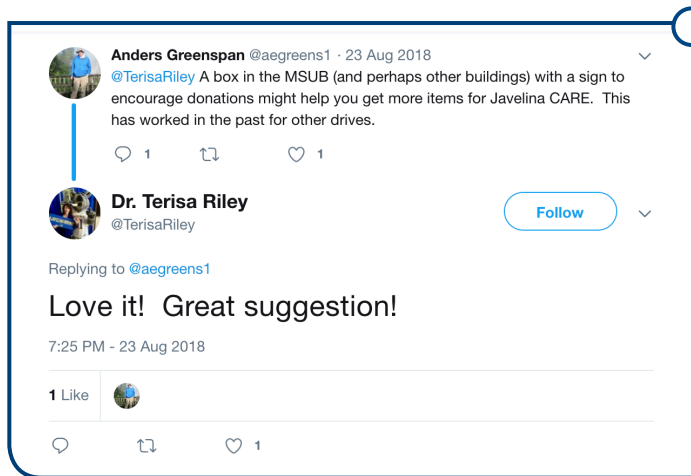


FIGURE 16

Example of positive sentiment.



FIGURE 17

Example of neutral sentiment.

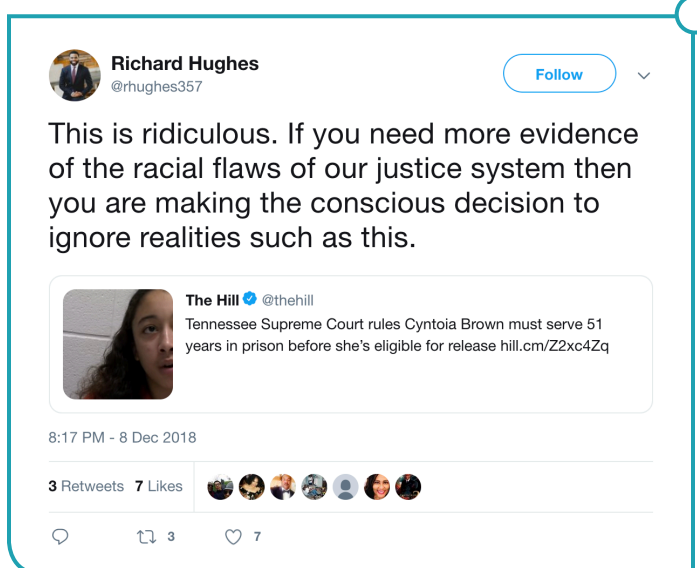


FIGURE 18

Example of negative sentiment.

Executives' sentiment is 22 percent positive, 77 percent neutral, and one percent negative. In [2019 Online Conversation Benchmarks for Higher Education](#)¹², the Campus Sonar team found that sentiment for the overall higher education industry is 14 percent positive, 84 percent neutral, and two percent negative. Executives tend to be more positive than the general conversation about higher education institutions.

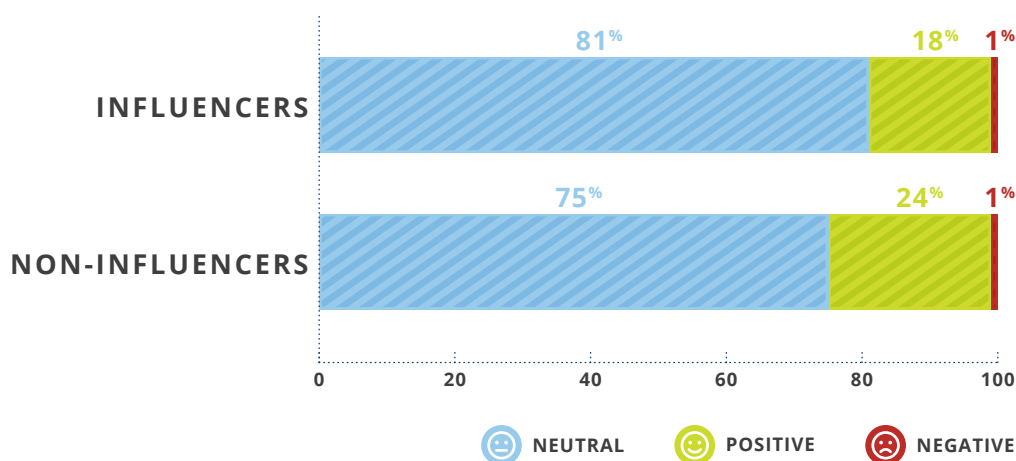
¹² Sandall, Amber. "Online Conversation Benchmarks for Higher Ed." *2019 Online Conversation Benchmarks for Higher Education: A Campus Sonar Social Listening Study*, Campus Sonar. 14 Feb. 2019. info.campussonar.com/benchmarks.

SENTIMENT: ALL EXECUTIVES



Digging deeper, we found that the mentions from influencers have a less positive (more neutral) sentiment composition. We even looked at the influencers for each month compared to the sentiment of the rest of the group, but our finding held true, as the list of top 10 most influential authors changed each month. This finding indicates that positivity of mentions is not necessarily related to the impact of a tweet. In other words, a positive post from an influencer wouldn't necessarily achieve a higher impact for the institution.

SENTIMENT: INFLUENCERS VS. NON-INFLUENCERS



Conclusion

Our exploration into the digital presence of campus executives found that the most influential tweet frequently, tweet mostly text posts, and tweet about students as well as community, political, and social issues that matter to them. Authenticity—that is, posting things that are truly interesting and personal about themselves—is a universal characteristic that makes an executive most influential online.

TAKE ACTION

Use the research in this report and the examples from executives included in our sample to develop a digital strategy that works for you or your campus executive.

1. Develop goals for your digital presence.
2. Determine if you'll manage your own account or collaborate with your communications team.
3. Focus your posts using images, videos, and links as needed to support your content.
4. Tweet often to build your personal brand and stay at the forefront of your audience's mind.
5. Consider the type of content you want to post, based on our eight content types.
6. Be authentic—positive, negative, or neutral, your audience wants to see the real you.

Appendix A: Data Segmented by Author and/or Institutional Characteristics

As detailed on [page 11](#), median tweets per day was very similar across segment groups (tenure, enrollment size, etc.). We chose this metric to account for the fact that the sample isn't representative across segments, and to mitigate the impact of more active individuals skewing the volume. The tables that follow detail tweeting behavior by segment, and are provided for reference.

TENURE

METRIC	ALL EXECUTIVES	<1 YEAR	1-4 YEARS	5-9 YEARS	>10 YEARS
ALL EXECUTIVES					
# of Authors in the Sample	196	20	109	48	19
# of Tweets (Whole Group)	86,144	8,644	40,129	26,834	10,537
Median # of Tweets per Author	288	374	241	305	323
Minimum # of Tweets per Author	2	2	2	14	21
Maximum # of Tweets per Author	4,371	9.95	10.3	4,371	2,989
Median Tweets per Day (Individual)	1.5	2.03	1.30	1.65	1.75
Minimum Tweets per Day (Individual)	0.01	0.01	0.01	0.07	0.11
Maximum Tweets per Day (Individual)	23.75	9.95	10.34	23.75	16.24
Day of Week with Most Tweets	Friday	Friday	Friday	Tuesday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Sunday
PRESIDENTS					
# of Authors in the Sample	103	5	58	30	10
# of Tweets (Whole Group)	47,311	1,191	21,660	19,096	5,364
Median # of Tweets per Author	272	53	238	295	305
Minimum # of Tweets per Author	2	2	2	64	21
Maximum # of Tweets per Author	4,371	629	1,903	4,371	2,989
Median Tweets per Day (Individual)	1.4	0.28	1.29	1.60	1.65
Minimum Tweets per Day (Individual)	0.01	0.01	0.01	0.34	0.11
Maximum Tweets per Day (Individual)	23.75	3.41	10.34	23.75	16.24
Day of Week with Most Tweets	Wednesday	Wednesday	Friday	Tuesday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Sunday
VICE PRESIDENTS					
# of Authors in the Sample	93	15	51	18	9
# of Tweets (Whole Group)	38,878	7,453	18,469	7,738	5,173
Median # of Tweets per Author	306	409	245	361	383
Minimum # of Tweets per Author	2	41	2	14	97
Maximum # of Tweets per Author	1,832	1,832	1,560	1,693	1,614
Median Tweets per Day (Individual)	1.66	2.22	1.33	1.96	2.08
Minimum Tweets per Day (Individual)	0.01	0.22	0.01	0.07	8.77

METRIC	ALL EXECUTIVES	<1 YEAR	1-4 YEARS	5-9 YEARS	>10 YEARS
Maximum Tweets per Day (Individual)	9.95	9.95	8.47	9.20	0.52
Day of Week with Most Tweets	Friday	Friday	Friday	Friday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Sunday

INSTITUTION TYPE

METRIC	ASSOCIATES/ TWO-YEAR	BACCALAUREATE/ FOUR-YEAR	MASTER'S UNIVERSITIES	DOCTORAL UNIVERSITIES	INTERNATIONAL UNIVERSITIES
ALL EXECUTIVES					
# of Authors in the Sample	19	45	50	71	11
# of Tweets (Whole Group)	8,369	18,758	20,738	31,683	5,877
Median # of Tweets per Author	346	192	304	275	306
Minimum # of Tweets per Author	40	2	2	9	79
Maximum # of Tweets per Author	1,895	4,371	2,353	1,820	1,888
Median Tweets per Day (Individual)	1.88	1.04	1.65	1.49	1.66
Minimum Tweets per Day (Individual)	0.21	0.01	0.01	0.04	0.42
Maximum Tweets per Day (Individual)	10.29	23.75	12.78	9.89	10.26
Day of Week with Most Tweets	Friday	Tuesday	Thursday	Friday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Sunday
PRESIDENTS					
# of Authors in the Sample	14	28	26	27	8
# of Tweets (Whole Group)	6,527	13,931	10,183	11,209	5,161
Median # of Tweets per Author	342	184.5	230	287	437.5
Minimum # of Tweets per Author	40	2	2	87	79
Maximum # of Tweets per Author	1,895	4,371	2,353	1,434	1,888
Median Tweets per Day (Individual)	1.85	1.00	1.25	1.55	2.37
Minimum Tweets per Day (Individual)	0.21	0.01	0.01	0.47	0.42
Maximum Tweets per Day (Individual)	10.29	23.75	12.78	7.79	10.26
Day of Week with Most Tweets	Friday	Wednesday	Tuesday/ Friday	Tuesday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Sunday
VICE PRESIDENTS					
# of Authors in the Sample	5	17	24	44	3
# of Tweets (Whole Group)	1,842	4,827	10,555	20,474	716
Median # of Tweets per Author	346	280	374	267.5	238.7
Minimum # of Tweets per Author	188	2	27	9	196
Maximum # of Tweets per Author	570	824	1,608	1,820	306
Median Tweets per Day (Individual)	1.88	1.52	2.03	1.45	1.16
Minimum Tweets per Day (Individual)	1.02	0.01	0.14	0.04	1.06

METRIC	ASSOCIATES/ TWO-YEAR	BACCALAUREATE/ FOUR-YEAR	MASTER'S UNIVERSITIES	DOCTORAL UNIVERSITIES	INTERNATIONAL UNIVERSITIES
Maximum Tweets per Day (Individual)	3.09	4.47	8.73	9.89	1.66
Day of Week with Most Tweets	Tuesday/ Friday	Friday	Thursday	Friday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Saturday

CONTROL OF INSTITUTION

METRIC	PUBLIC	PRIVATE NONPROFIT	INTERNATIONAL
ALL EXECUTIVES			
# of Authors in the Sample	88	97	11
# of Tweets (Whole Group)	44,162	35,386	5,877
Median # of Tweets per Author	340	245	306
Minimum # of Tweets per Author	30	2	79
Maximum # of Tweets per Author	2,353	4,371	1,888
Median Tweets per Day (Individual)	1.84	1.33	1.66
Minimum Tweets per Day (Individual)	0.16	0.01	0.42
Maximum Tweets per Day (Individual)	12.78	23.75	10.26
Day of Week with Most Tweets	Friday	Thursday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday
PRESIDENTS			
# of Authors in the Sample	51	44	8
# of Tweets (Whole Group)	25,701	16,149	5,161
Median # of Tweets per Author	334	176.5	437.5
Minimum # of Tweets per Author	27	2	79
Maximum # of Tweets per Author	2,353	4,371	1,888
Median Tweets per Day (Individual)	1.81	0.95	2.37
Minimum Tweets per Day (Individual)	0.14	0.01	0.42
Maximum Tweets per Day (Individual)	12.78	23.75	10.26
Day of Week with Most Tweets	Friday	Wednesday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday
VICE PRESIDENTS			
# of Authors in the Sample	37	53	3
# of Tweets (Whole Group)	18,461	1,608	716
Median # of Tweets per Author	340	292	238.7
Minimum # of Tweets per Author	30	2	196
Maximum # of Tweets per Author	1,820	1,608	306
Median Tweets per Day (Individual)	1.84	1.58	1.16
Minimum Tweets per Day (Individual)	0.16	0.01	1.06

METRIC	PUBLIC	PRIVATE NONPROFIT	INTERNATIONAL
Maximum Tweets per Day (Individual)	9.89	8.73	1.66
Day of Week with Most Tweets	Friday	Thursday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Saturday

INSTITUTION SIZE

METRIC	TWO YEAR	LARGE FOUR YEAR	MEDIUM FOUR YEAR	SMALL FOUR YEAR	INTERNATIONAL
ALL EXECUTIVES					
# of Authors in the Sample	17	68	47	53	11
# of Tweets (Whole Group)	7,859	30,073	20,081	21,535	5,877
Median # of Tweets per Author	362	328	255	202	306
Minimum # of Tweets per Author	40	9	2	2	79
Maximum # of Tweets per Author	1,895	1,820	2,353	4,371	1,888
Median Tweets per Day (Individual)	1.96	1.78	1.38	1.09	1.66
Minimum Tweets per Day (Individual)	0.21	0.04	0.01	0.01	0.42
Maximum Tweets per Day (Individual)	10.29	9.89	12.78	23.75	10.26
Day of Week with Most Tweets	Friday	Friday	Friday	Thursday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Sunday
PRESIDENTS					
# of Authors in the Sample	13	24	26	32	8
# of Tweets (Whole Group)	6,205	10,154	10,622	14,869	5,161
Median # of Tweets per Author	362	328	247.5	177.5	437.5
Minimum # of Tweets per Author	40	77	2	2	79
Maximum # of Tweets per Author	1,895	1,434	2,353	4,371	1,888
Median Tweets per Day (Individual)	1.96	1.78	1.34	0.96	2.37
Minimum Tweets per Day (Individual)	0.21	0.41	0.01	0.01	0.42
Maximum Tweets per Day (Individual)	10.29	7.79	12.78	23.75	10.26
Day of Week with Most Tweets	Friday	Friday	Tuesday	Wednesday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Sunday
VICE PRESIDENTS					
# of Authors in the Sample	4	44	21	21	3
# of Tweets (Whole Group)	1,654	19,919	9,459	6,666	716
Median # of Tweets per Author	396	340	263	314	238.7
Minimum # of Tweets per Author	292	9	14	2	196
Maximum # of Tweets per Author	570	1,820	1,608	764	306
Median Tweets per Day (Individual)	2.15	1.67	1.42	1.70	1.16
Minimum Tweets per Day (Individual)	1.58	0.04	0.07	0.01	1.06
Maximum Tweets per Day (Individual)	3.09	9.89	8.73	4.15	1.66
Day of Week with Most Tweets	Friday	Friday	Friday	Thursday	Wednesday
Day of Week with Least Tweets	Sunday	Sunday	Sunday	Sunday	Saturday

Appendix B: Twitter Handles of the Sample

To easily follow the presidents and vice presidents in this report, follow Campus Sonar's Twitter lists—[presidents](#) and [vice presidents](#).

TWITTER HANDLE	INSTITUTION	ROLE
 _delconte	The University of Texas at Austin	Vice President
accidentalcio	University of Georgia	Vice President
AdamAtDenison	Denison University	President
AdamCastroEdu	Mercy College	Vice President
AggieVP	Texas A&M University	Vice President
alisonbyerly	Lafayette College	President
Allison_Crume	Florida State University	Vice President
AngelBPerez	Trinity College	Vice President
AngeloStatePres	Angelo State University	President
AnthonySmithVP	University College London (International)	Vice President
APSUPresWhite	Austin Peay State University	President
ArtisRoslyn	Benedict College	President
awsunleaf	Loras College	Vice President
barkowitz	Valencia College	Vice President
BCPresAnderson	CUNY Brooklyn College	President
BillMcGillisUSD	University of San Diego	Vice President
BlacknGoldVP	University of Iowa	Vice President
bobbrinkmann	Hofstra University	Vice President
BobMong1949	University of North Texas at Dallas	President
brentdunn	Missouri State University	Vice President
BUADCcollier	Butler University	Vice President
BVUPres	Buena Vista University	President
CabreraAngel	George Mason University	President
carolquillen	Davidson College	President
casonjeff	Middlebury College	Vice President
cbrentcolburn	Princeton University	Vice President
cissypetty	George Washington University	Vice President
coachfern	St Lawrence University	Vice President
CoppinPresident	Coppin State University	President
CreightonPres	Creighton University	President
CSUPrezHammond	Central State University	President
CyDeanHurte	Iowa State University	Vice President
DakotaDoman	Philander Smith College	(During the reporting period.) Former Vice President
DalPres	Dalhousie University (International)	President

TWITTER HANDLE	INSTITUTION	ROLE
davidsdockery	Trinity International University	President
DC_Pres	Durham College (International)	President
DD_Lawlor	Marquette University <small>(During the reporting period.)</small>	Former Vice President
deandad	Brookdale Community College	Vice President
DeanRameen	University of California—Irvine	Vice President
DiazFrancisco	William Paterson University of New Jersey	Vice President
dmanderscheid	University of Tennessee—Knoxville	Vice President
DordtPresident	Dordt College	President
drakepresident	Drake University	President
drbullard	Dillard University	Vice President
DrChrisHoward	Robert Morris University	President
DrIrmaBecerra	Marymount University	President
DrJeffreyP	SUNY Downstate Medical Center	Vice President
DrJoyceEster	Normandale Community College	President
DrMCB2	Kentucky State University	President
DrNancyCrimmin	Becker College	President
drpattyperillo	Virginia Polytechnic Institute and State University	Vice President
DrPollard_MC	Montgomery College	President
drrbowen	Arkansas Tech University	President
DrRobKelly	Loyola University Maryland	Vice President
DrSteveSutton	University of California—Berkeley	Vice President
DSchmidtRogers	Loyola University Chicago	Vice President
 dslccprez	Dabney S. Lancaster Community College	President
EagleInChief12	North Carolina Central University	President
EdCabellon	Bristol Community College	Vice President
EduardoJPadron	Miami Dade College	President
EKUPrez	Eastern Kentucky University	President
ellenvjohnson	The College of Saint Scholastica	Vice President
EloyOakley	California Community Colleges	President
EMjennielle	Concordia University—Texas	Vice President
enichols679	Saint Anselm College	Vice President
erichogue	Colorado Christian University	Vice President
erinbiddlecombe	Simon Fraser University (International)	Vice President
Ferrum_Prez	Ferrum College	President
FiskPres	Fisk University	President
G_MacDonald	Lafayette College	Vice President
garytray	Texas State University	Vice President
GC_President	Grayson College	President
geneveith	Patrick Henry College	Vice President
GordonPres	Gordon College	President
HalHigdon	Ozarks Technical Community College System	President
HarrietHopfMD	University of Utah	Vice President

TWITTER HANDLE	INSTITUTION	ROLE
HelenGraceRyan	Bellarmino University	Vice President
HermanFelton	Wiley College	President
 HipHopPrez	Dillard University	President
hkeithwade	Webber International University	President
holdenWU	Washington University in St. Louis	Vice President
HUPrez17	Howard University	President
ItsDrMordecai	St. Philip's College	Vice President
JamesEKHildreth	Meharry Medical College	President
JCCCprez	Johnson County Community College	President
jcupresident	John Carroll University	President
JenkinsWVSU11	West Virginia State University	President
jgdbears	Baylor University	Vice President
JLMeriwether06 <small>No longer active.</small>	Rhode Island College <small>(During the reporting period.)</small>	Former Vice President
JMUTimMiller	James Madison University	Vice President
joelperezdp	Whittier College	Vice President
JonBoeckenstedt	DePaul University	Vice President
JosephICastro	California State University—Fresno	President
JRGuardiaUCDOS	University of Cincinnati	Vice President
KaraKolomitz	Regis College	Vice President
KarenMScolforo	Castleton State College	President
kathywoughter	Alfred University	Vice President
kentingle	Southeastern University	President
KSubbaswamy	University of Massachusetts—Amherst	President
 KWCosby	Simmons College	President
LaurieLPatton	Middlebury College	President
LaurieMJoyner	Saint Xavier University	President
LC_President	Lethbridge College (International)	President
LDCC_Chancellor	Louisiana Delta Community College	President
LMUSnyder	Loyola Marymount University	President
LoweryHart	Amarillo College	President
MacLeodJS	University of New Brunswick (International)	Vice President
 makolaabdullah	Virginia State University	President
mar10s	Purdue University—Main Campus	Vice President
Marcella_R_Hall <small>No longer active.</small>	Mount Holyoke College	Vice President
MarcWais	New York University	Vice President
mark_c_elliott	Harvard University	Vice President
MarkMorvant	Tarleton State University	Vice President
MC_President	McPherson College	President
 medflygenes	Ohio State University	Vice President and Provost
melissarichards	Sweet Briar College	Vice President
MesaVeep	Colorado Mesa University	Vice President
MicheleMMasucci	Temple University	Vice President

TWITTER HANDLE	INSTITUTION	ROLE
MikeChristakis	SUNY at Albany	Vice President
MillennialPrez1	Edward Waters College	President
MorehousePrez	Morehouse College	President
MUDaveLawlor	Marquette University	Former Vice President
mzyw	Stony Brook University	Vice President
nathanafinn	North Greenville University	Vice President
nobtspres	New Orleans Baptist Theological Seminary	President
NOVA_Prez	Northern Virginia Community College	President
nscpatterson	Nevada State College	President
OSUPrezDrake	Ohio State University	President
PauletteDalpes	Community College of Aurora	Vice President
PaulLanning	San Jose State University	Vice President
 PCBobDriscoll	Providence College	Vice President
Preeminent_MW	Cuyahoga Community College District	Vice President
PresBreauX	Bowie State University	President
president_BCC	CUNY Bronx Community College	President
PresidentEighmy	University of Texas at San Antonio	President
PresidentFuchs	University of Florida	President
presidentjazz	Northwest Missouri State University	President
PresidentMearns	Ball State University	President
 PresidentWelsh	East Stroudsburg University of Pennsylvania	President
PresKnapp	Washington & Jefferson College	President
PresLovell	Marquette University	President
PresWesternU	Western University President (International)	President
PrezBlackhurst	Minnesota State University Moorhead	President
PrezGores	Southwest Minnesota State University	President
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raycrossman	Adler University	President
robertsg15	Bradley University	President
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rovybranon	University of Washington—Seattle Campus	Vice President
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RyanTLombardi	Cornell University	Vice President
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ScottZeman	Alverno College	Vice President
SDMesaPrez	San Diego Mesa College	President
SeanTFrazier	Northern Illinois University	Vice President
SF_State_VPSAEM	San Francisco State University	Vice President
SherryMallory	University of California—San Diego	Vice President

TWITTER HANDLE	INSTITUTION	ROLE
skilltd	University of Dayton	Vice President
SLUPresident	Saint Louis University	President
smwcpres	Saint Mary-of-the-Woods College	President
soonerad	University of Oklahoma—Norman Campus	Vice President
spetrusch	Presbyterian College	Vice President
TerisaRiley	Texas A&M—Kingsville	Vice President
ThomChesney	Brookhaven College	President
TimCloyd	Drury University	President
TKaleGober	University of Central Arkansas	Vice President
TU_President19	Trinity University	President
TUFitts	Tulane University of Louisiana	President
twgordo	SUNY Buffalo State	Vice President
TWUpres	Texas Woman's University	President
 ubcpres	University of British Columbia (International)	President
UCFWhittaker	<i>No longer active.</i> University of Central Florida <i>(During the reporting period.)</i>	Former President
Uhpres	University of Houston	President
uncgvcsa	University of North Carolina at Greensboro	Vice President
UNOpresidentJN	University of New Orleans	President
UNTPrez	University of North Texas	President
UofMemphisPres	University of Memphis	President
UsaskPresOffice	University of Saskatchewan (International)	President
USDpres	University of San Diego	President
 UVMProvost	University of Vermont	Vice President
VaillancourtA	University of Arizona	Vice President
VCSA_ASUN	Arkansas State University—Newport	Vice President
VistaspKarbhari	University of Texas at Arlington	President
VP_BJEanes	California State University—Fullerton	Vice President
VPEstabrook	Northeastern University	Vice President
VPSAMeyer	Missouri Western State University	Vice President
VTSandsman	Virginia Tech	President
vuupresident	Virginia Union University	President
WFURue	Wake Forest University	Vice President
WholsHLM	North Carolina A & T State University	President
willsimpkins	Metropolitan State University of Denver	Vice President
WPeaceUPrez	William Peace University	President
WSU_Cougar_Pres	Washington State University	President
YorkUPresident	York University (International)	President

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