

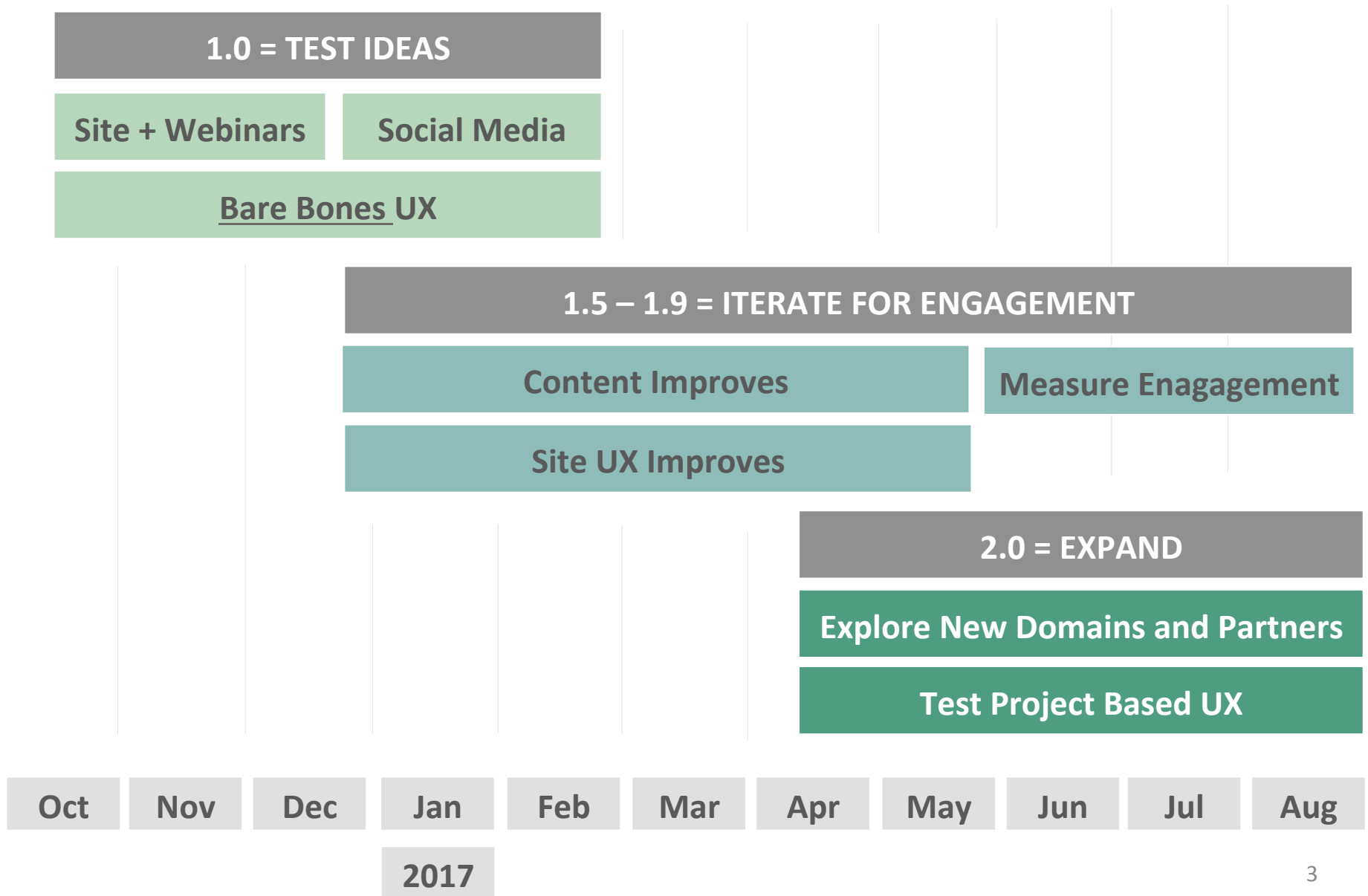
What is MIT Hive?

- An experimental digital platform designed to create deeper forms of engagement between the MIT community and the outside world around areas of strategic impact.
- A partnership between:
 - MIT Office of Digital Learning
 - MIT Office of Communication

Why create an MIT Hive?

- MIT's commitment to digital learning has drawn a significant number of learners from around the world.
- The **most engaged learners** demonstrate the same values, principles, ambition, intellect, and perseverance as the MIT community.
- By creating a digital community for deeper engagement between digital learners and the MIT community, we promote the **exchange of ideas**, create **reciprocal value** for all members, and advance MIT's mission to **educate and transform** the world.

MIT Hive: Activity Timeline



MIT Hive: Experience Strategy

- Run a live, controlled experiment with a modest set of participants.
- Discover and optimize the best methods for engineering community engagement.
- Scale our numbers upon clear evidence that we've optimized the funnel.

We currently have 1300 members for ClimateX

Quality content + Outstanding UX

Expand into new domains (K-12, Civic Design), and launch new membership campaigns.

MIT Hive 2.0: **How** should it perform?

The Product Vision

“A vibrant, enduring, self-perpetuating digital community of MITx learners and the MIT community (students, alumni & faculty) who find value in their shared connections and their passion for problem-solving, and whose activities create value for MIT.”

The Measured Outcomes

- 1 High levels of engagement
 - Traffic
 - Membership
 - Interaction
 - Return visits
 - User generated content
- 2 Balanced audience levels
- 3 Sustained connections
- 4 Addressing real problems
- 5 Enhances MIT reputation

MIT Hive: The engagement funnel

12,000 initial emails
Social media strategy

Aware:

- Social Media / Paid Ads / New Audiences
- Re-Engage – Notifications, Email
- New channels – podcasts

1500 sessions / week (+ 40%)*
64% return visits
5.5 pages / session (+100%)*
7:02 avg duration (+100%)*

Arrive:

- Look and feel / Accessibility
- Clarify value

Explore:

- Search and Navigation
- Quality Content
- Interesting Members

1270 members (+10 per week)
330 high interest members (bio, photo)
25 engagement “events” / week
(post/comment)
(15% → 50% member-based)*

Engage:

- New profiles
- Easy CTA's

* = 1.0 vs. 1.5

ClimateX: Partnerships



	ClimateX: MIT Climate Action	Lemelson-MIT K-12	Center for Civic Engagement	uLab: Social Change
Mission	Broad / Loose: Build a community focused on action	Narrow / Focused: Scale efforts to promote invention curriculum	Narrow / Focused: Execute a civic campaign using a clear framework	Narrow / Focused: Assist in sharing active projects.
Content	No pre-existing content We recruited the experts and experimented to discover right type.	Lots of pre-existing framework and content Some additional content required	Lots of pre-existing framework and content Some additional content required	Lots of pre-existing framework and content Some additional content required
Community	Small, unorganized community. Supplemented w MITx community	Small pre-existing community. Well organized	Small pre-existing community. Well organized	Large pre-existing community. Well organized

MIT Hive

We're scrappy. We're evolving.
Tell us what you want us to do.

Send Feedback

Mark W. Brown
mwbrown@mit.edu

Appendix

- Operations and Roles
- Key accomplishments
- Where does MIT Hive fit at MIT?
- Engagement funnel and framework
- User research – behaviors and services
- Problem statement and approach

MIT Hive Operations & Roles

Drive Traffic and Re-Engagement	Optimize User Experience	Create Engaging Content	User Research and Talent Recruitment
Newsletters New Campaigns Notifications Social Media	Product Roadmap Design Funnel Improvements Agile Dev Cycles	Podcasts / Videos Posts / Comments Course Referrals Teams / Projects	Spotlighting Surveys Interviews Testing
Content and Marketing Manager	UX Designer	Project and Community Manager	
	Developer	Media Production	Subject Matter Experts

Key Accomplishments

The Measured Outcomes

1 High levels of engagement

Traffic

Membership

Interaction

Return visits

User generated content

2 Balanced audience levels

3 Sustained connections

4 Addressing real problems

5 Enhances MIT reputation

ClimateX: Key Accomplishments

1 High levels of engagement

2 Balanced audience levels

- Traffic (30 day rolling)
 - 700 users; 1.5K sessions
 - 7 min avg session
- Membership
 - 1300 members
 - 328 High Interest members (photo, bio, education)
 - 9 recruited for future site activity
 - Diana Chapman Walsh (MIT Corporation and President Wellesley College)
 - George Sassine (Principal at GE and Social Entrepreneur)
 - Neeshad Shafi (Nat'l Coord for Arab Youth Climate Movement, UNFCCC climate)
 - John Fedorovitch (Head of Renewable Energy & Efficiency at Walmart)
 - Timothy Gay (Boston Latin Climate Science Teacher)
 - Sarah Robinson (WeSpire)
 - Nick Obradovich (MIT / Harvard Science Tech and Public Policy)
 - Sarah Simon
 - 3 offsite introductions (Harvard, MIT, Boston Civic Media)
- Engagement
 - Emails: 32% open rate; 44% (retarget); 3.5% click rate
 - Site: 13 posts / 57 comments (**50% non-members**)

ClimateX: Key Accomplishments

4 Addressing real problems

“Your [podcast] **stimulated some deeper reflections** on how this issue has developed, what it means, and how we interact with the public—[It’s] quite powerful by not deluging them with facts but probably **connecting on a personal level**. Again—great job—you have a great format—it makes it seem like sitting on a discussion over a cup of coffee, or beer or something—so it would seem more accessible to many—but I guess that reflects the fact that you know what you doing!”

John Reilly, Co-Director, MIT Joint Program; Sr.Lecturer, Sloan School of Mgmt.

“Engagement is core to MIT’s climate action plan. ClimateX represents a grassroots effort to build a community of people concerned about climate by providing both a platform and the starting points for sustained, robust conversations. In the process **it helps make MIT more approachable for people around the world**. ClimateX does this in an iterative way, making it possible to learn what works and what doesn’t and to make the needed adjustments along the way.”

- Tom Kiley, Sr. Advisor, MIT Office of VP of Research

“Dear Rajesh, Dave and Curt,
Thank you for your note. More important, thank you for your leadership of ClimateX. **The steps you are taking to advance climate solutions are critical to achieving the vision we articulated in the 2015 action plan.**”

-President Rafael Reif

ClimateX: Key Accomplishments

5

Enhances MIT reputation

- Domain Alignment
 - Climate CoLab
 - MIT Energy Initiative
 - Climate Action Plan
 - Environmental Solutions Initiative
- Other Partnerships
 - DUSP – Civic Design Network
 - Lemelson-MIT
 - Presencing Institute - uLab

ClimateX: Key Accomplishments

5

Enhances MIT reputation

- A platform to make MIT more accessible and spark conversations among committed learners:

Julie Newman, Office of Sustainability
John Reilly, Joint Program
Larry Susskind, Professor DUSP
Amy Smith, MIT D-Lab
Maria Zuber, VP of Research
Josue Lopez, PhD and FFMIT
Jeremy Poindexter, PhD and FFMIT
Julie Simpson, MIT D-Lab, MIT Sea Grant

Travis Franck, Climate Interactive
Jessica Trancik, Assoc. Prof. Energy Studies
Valerie Karplus, Asst Prof, MIT Sloan
David Miller, Clean Energy Venture Group
Ian Condry, Professor Anthropology
Elfatih Eltahir, Professor, Center for Global Change
Arun Singh, Master's Tech & Policy Prgm.

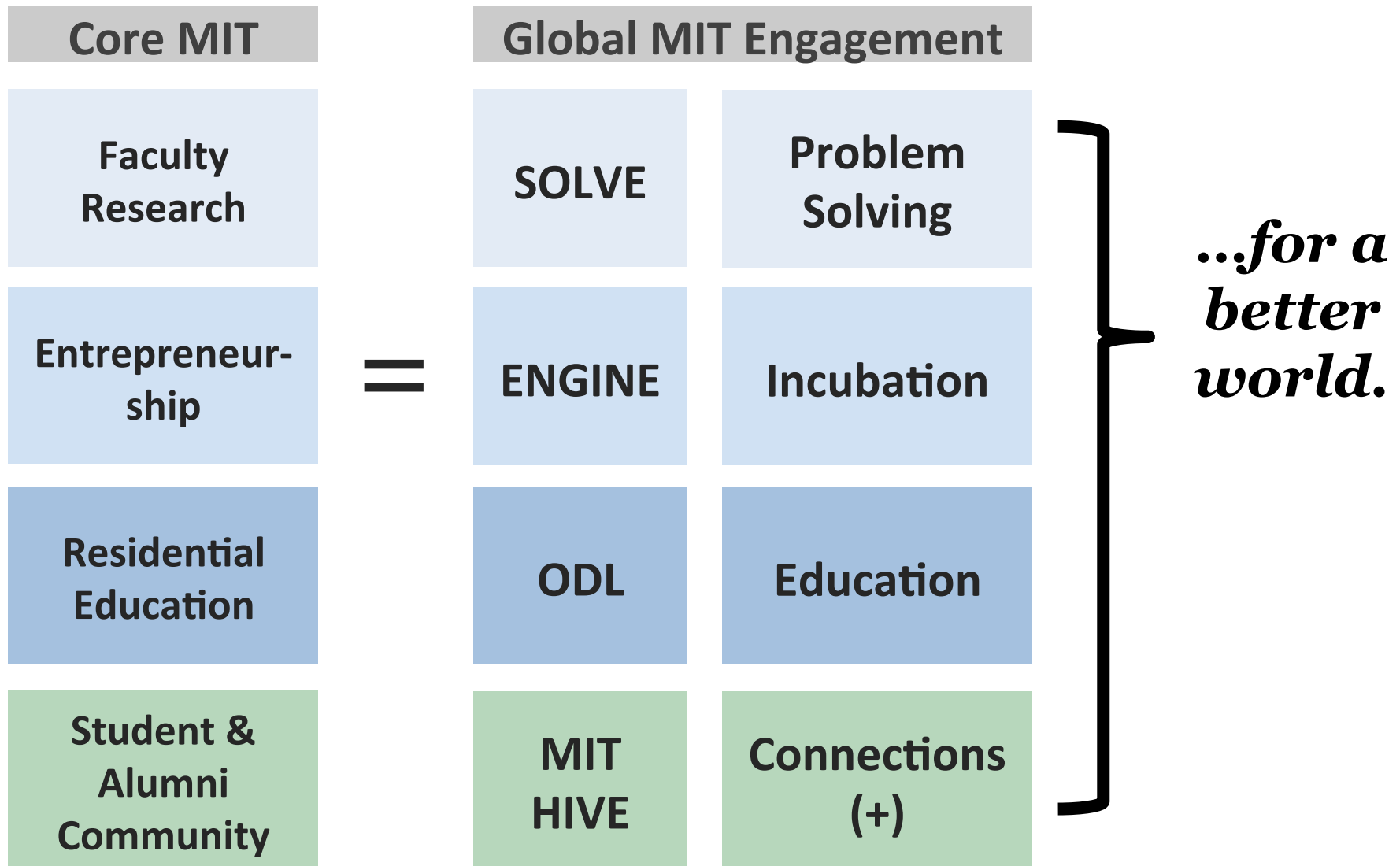
ClimateX: Key Accomplishments

4 Addressing real problems

5 Enhances MIT reputation

- MIT news mentions
 - <https://news.mit.edu/2016/3-questions-maria-zuber-mit-response-climate-change-1020>
 - <https://news.mit.edu/2017/climate-science-takes-streets-gas-leaks-0228>
- Mention in MIT Alumni Association newsletter.
- Mention at MIT Energy Conference from lead speaker, VP Research Maria Zuber
- Lead presenter at Boston Area Sustainability Group (attendance 3000)
- Lead organizer of first ever MIT Climate IAP
- Partnerships
 - Climate CoLab
 - uLab
 - DUSP – Civic Design Network
 - Lemelson-MIT

MIT Hive: **Where** does it fit?



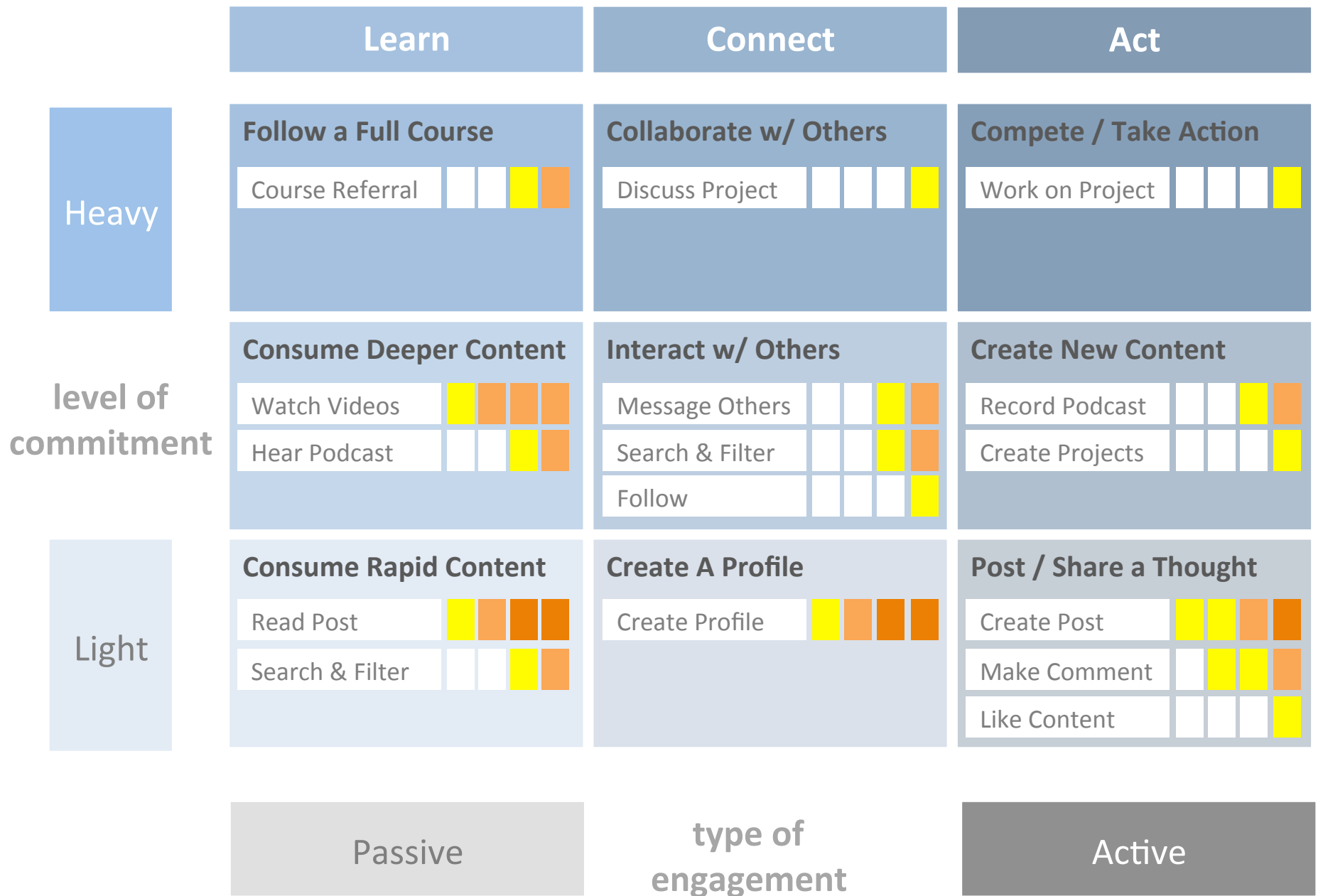
Building the engagement funnel



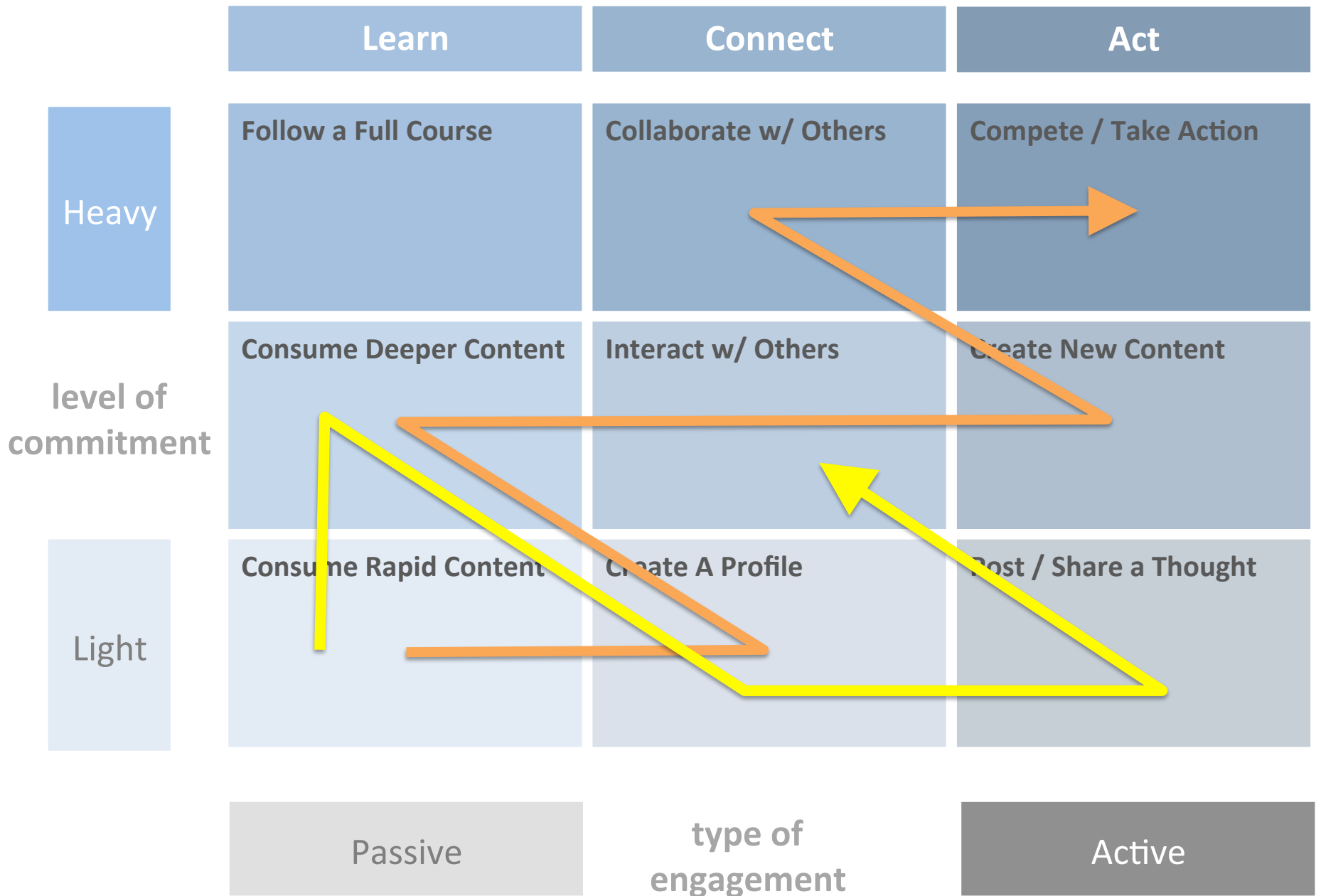
MIT Hive: Engagement Matrix

	Learn	Connect	Act
Heavy	Follow a Full Course	Collaborate w/ Others	Compete / Take Action
level of commitment	Consume Deeper Content	Interact w/ Others	Create New Content
Light	Consume Rapid Content	Create A Profile	Post / Share a Thought
	Passive	type of engagement	Active

MIT Hive: Engagement Matrix



MIT Hive: Engagement Matrix



MIT Hive: The **4 User Behaviors** we observed

The **Uncommitted Curious**

Mild interest in the topic, but no time.

May not come back without a hook

The **Uncommitted Utility Seekers**

Looking for a specific utility – information, career, etc.

Low investment in the site over others

The **Committed Participant**

Highly engaged in the topic, wants to do more.

Not sure how to participate. Looking for suggestions.

The **Committed Contributor**

Committed to the idea, and wants to share his/her work.

Altruistic and engaged.

MIT Hive: The 4 Services Our Users Said They Want

		1. Services	2. Features	3. Content Type
Low Engagement	A	“I want to learn and share knowledge coming from MIT”	Videos and Webinars	Bite-size Interviews w/ Interesting People
	B	“I want to join and interact with a like-minded community”	Profiles / Messages Personalized Topic Forums	User Profiles Posts & Conversations
	C	“I want to make an impact, but I need help figuring out how”	“Project” Portfolio of Case Studies	Scalable Projects to Adopt / Influence
High Engagement	D	“I want help in advancing my career”	Mentor Matchmaking	Expert advice

MIT Hive: The 10 key themes that emerged

1. “Outsiders” are easily drawn to the MIT brand and the chance to **get closer to MIT “experts”**

2. There is a **surplus** of “interesting and undiscovered” work going on at MIT.

3. Video is the biggest driver of traffic / engagement. Capture rapid, **bite-sized** and sharable conversations at low cost.

4. Support **mixed commitment levels**: Edutainment for the curious / Transactional for the engaged.

5. Committed users want to take action and work with others, but have **little time**

6. Create a **simple and focused** value proposition.

7. Make it **mobile-friendly**, intuitive and fun.

8. Increase engagement by reducing **UX friction** barriers in profiles, messaging and posting.

9. Increase session length by promoting **exploratory browsing** through related content

10. Drive repeat visits through alerts, **notifications** and social status indicators

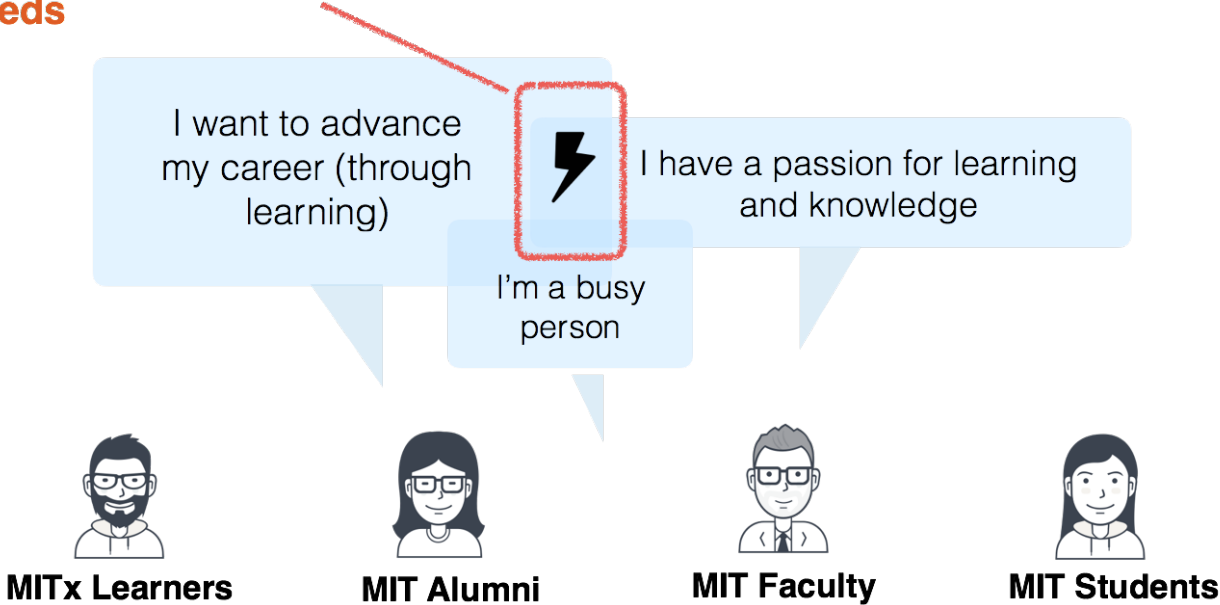
Problem Statement

MIT Hive

How can we create productive engagement between MITx learners and the MIT core community?

- What do they all have in common?
- What are their major differences?
- What are their unique goals?

Deliver value at the intersection of these needs



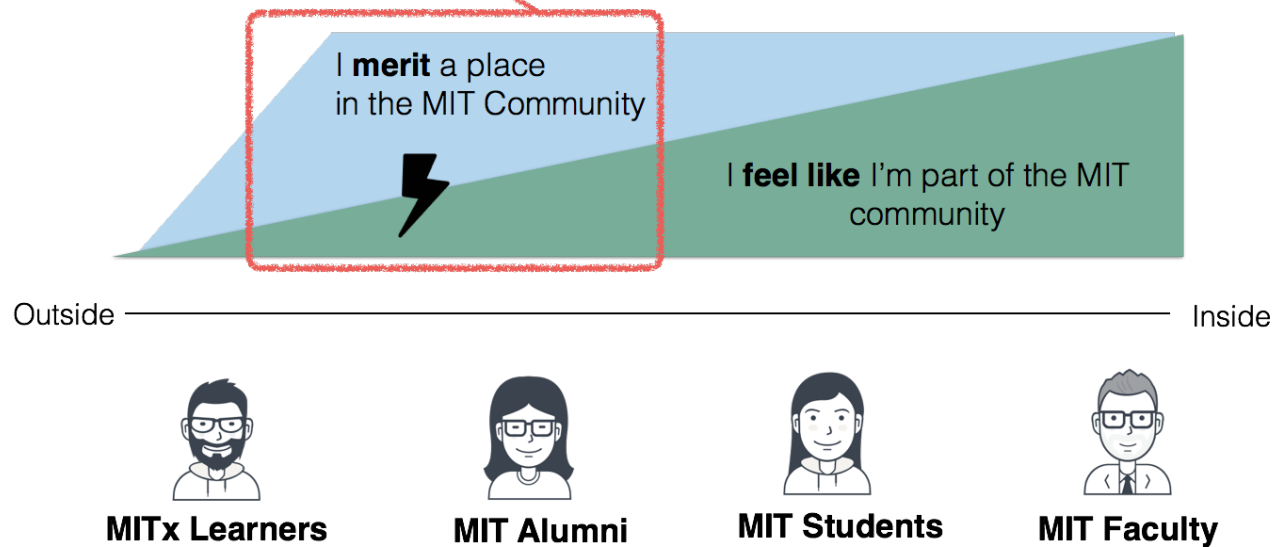
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- **What are their major differences?**
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Create community where it will have the most impact



The Recommended Approach

MIT Hive

Use an interactive approach that integrates learnings at every step, to reduce risk.

