

Positioning your organization

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U.S. DEPARTMENT *of* STATE
★ CAREERS REPRESENTING AMERICA ★



world
anti-doping
agency



Different industries but the priority remains the same: protect and promote an organization's reputation



Stanford

by the numbers

7,289

Undergraduate students

10,025

Graduate students

2,402

Faculty

17,678

Staff

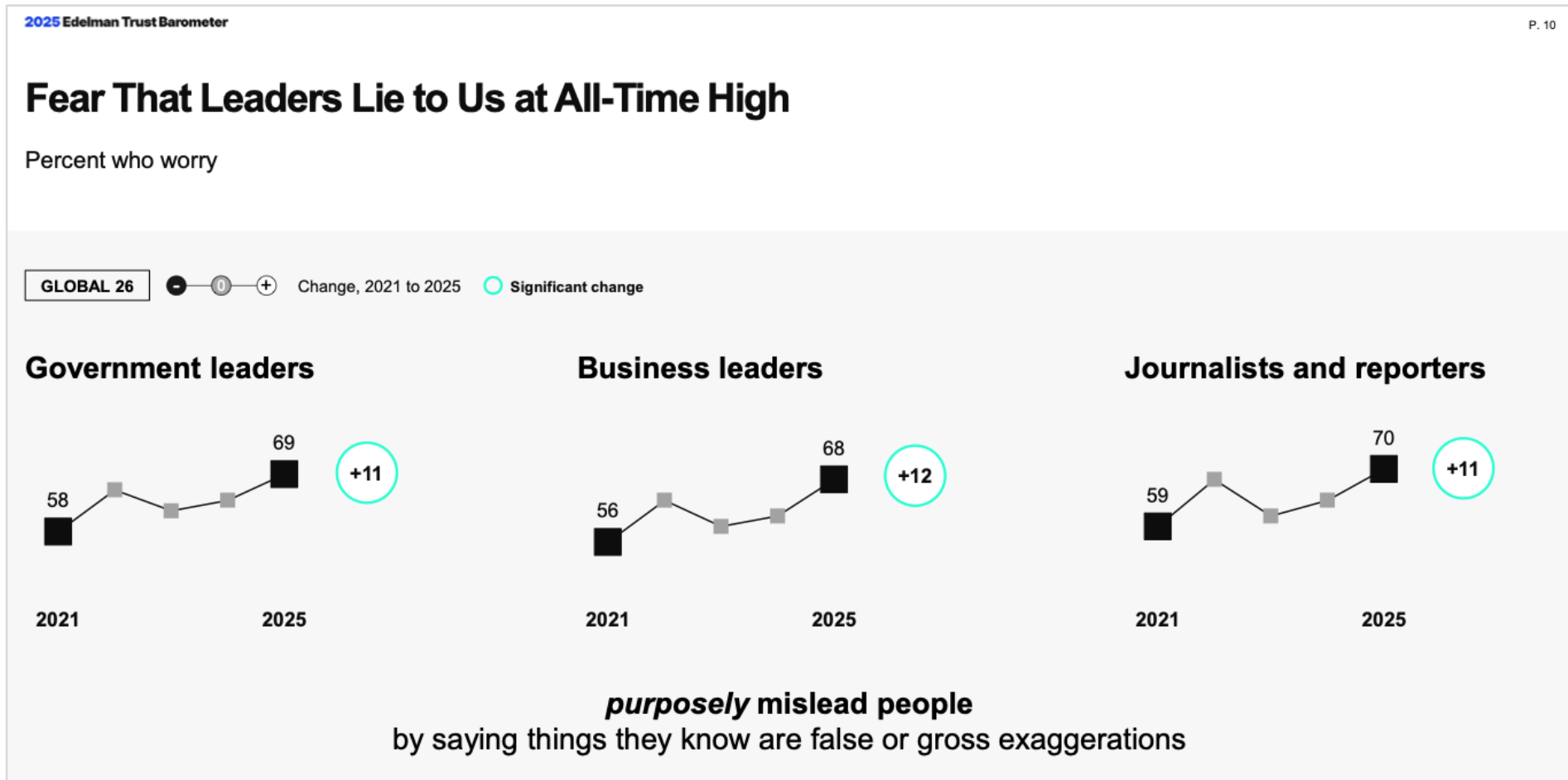
8,353

Acres of land

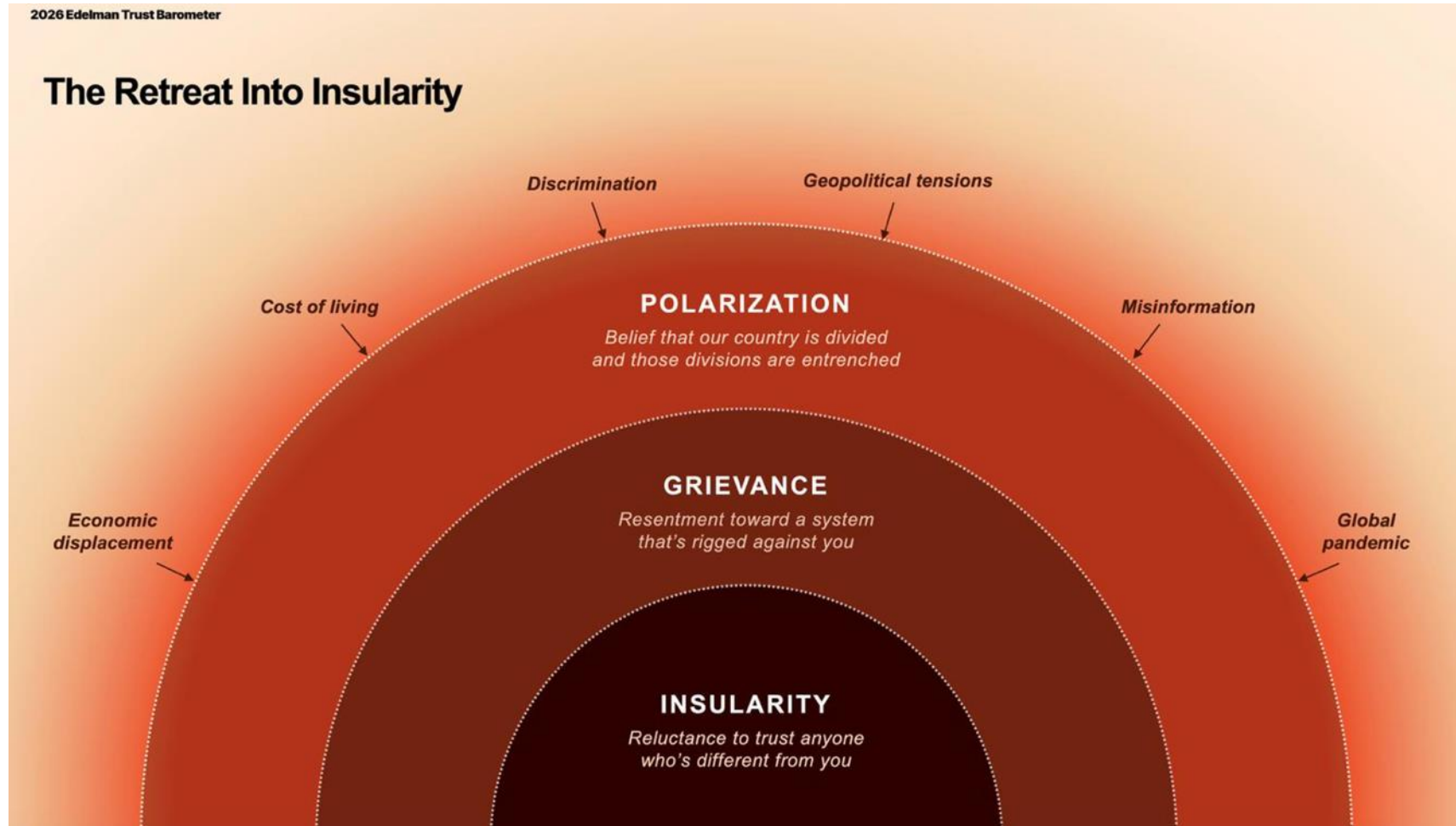
\$10.3B

Consolidated '25-'26 budget

A difficult time to gain and keep trust...



.... Which makes it more difficult to reach people with a message they believe



A particularly challenging time for communicators

Bot web traffic has overtaken human web traffic, data shows

Cloudflare says 57.4% of requests to a selection of websites it hosts are now automated bot requests, while 42.6% are human-generated.



Listen to this article with a [free profile](#)

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03:39



1x



NEWS RELEASE 26-MAY-2026

Just five posts may be enough to shape what people believe online, new study finds

New research reveals how quickly social media users begin forming lasting impressions, often before evaluating whether information is true

The Grim Conclusions of the Largest-Ever Study of Fake News

Falsehoods almost always beat out the truth on Twitter, penetrating further, faster, and deeper into the social network than accurate information.

By Robinson Meyer • March 8, 2018



Much easier to spread misinformation than the truth

6×

False news online reaches people six times faster than the truth (MIT study)

70%

Falsehoods are 70% more likely to be reshared on X than the truth

How Fake News Goes Viral: A Case Study



By Sapna Maheshwari



Three ways to strengthen an organization's credibility and advance priorities

01

Know your “True North”

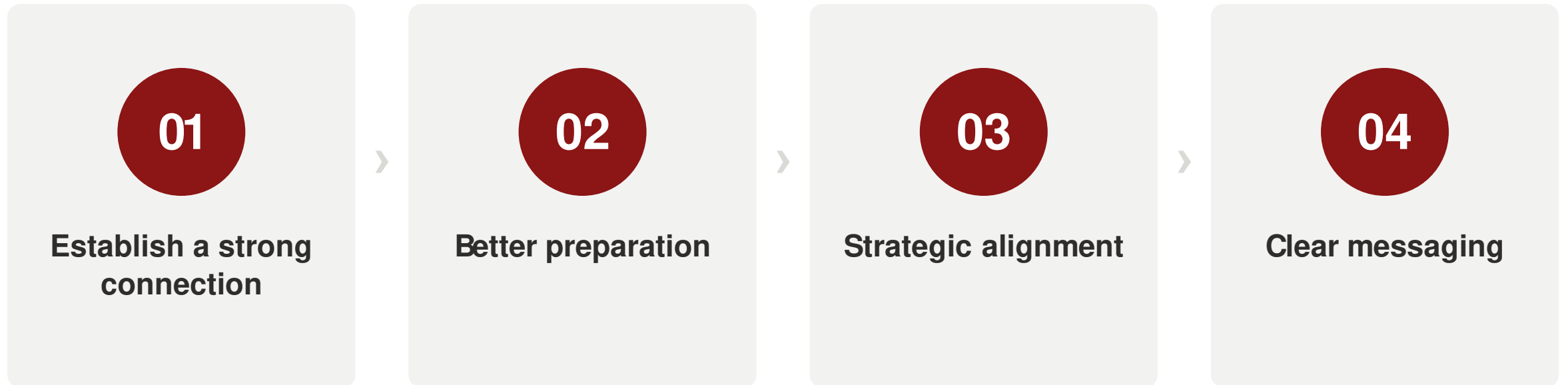
02

Make data your best friend

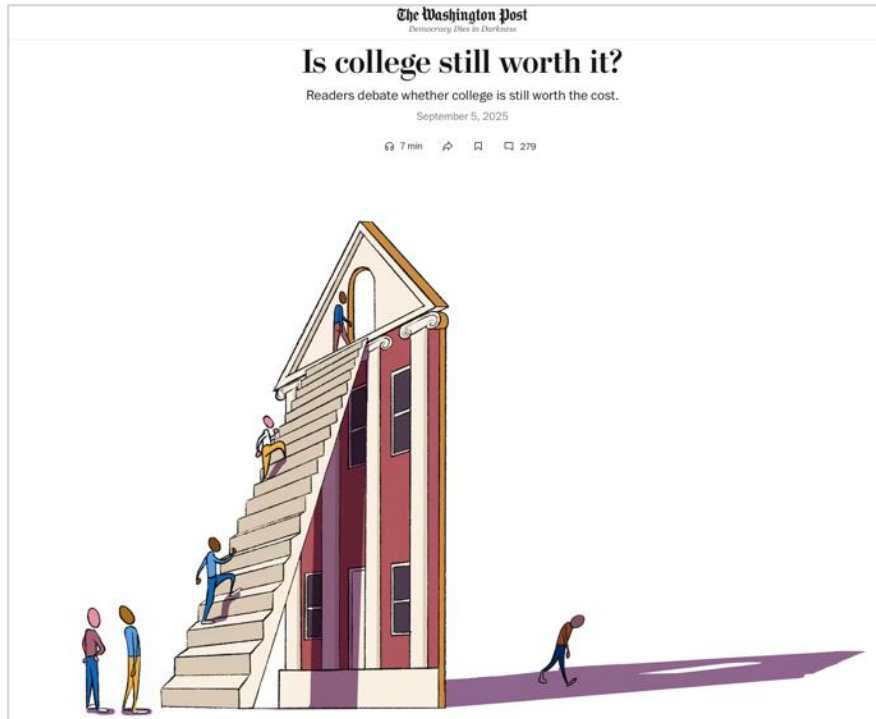
03

Be the convener and the conduit

First step: It all starts with the leaders



Know your “True North” – what can you consistently stand behind?



Why America has lost faith in college and what to do about it

Summarize



Students make their way on the Janss Steps on the UCLA campus in Westwood on September 10, 2025. (Genaro Molina/Los Angeles Times via Getty Images)

American higher education faces a credibility crisis: [Fewer than half](#) of Americans believe colleges are headed in the right direction. Stories of unemployed graduates saddled with crushing debt fuel skepticism about whether college is worth the investment.



Articulate your priorities as often as possible



At a time of significant change, Stanford has an enduring north star: to excel in the university's fundamental mission of research and education. Essential to this goal is to sustain Stanford's atmosphere of freedom and pluralism, and to support all of the members of our campus community in pursuing excellence.

- **Promoting a culture of curiosity and inquiry:** We want Stanford to model the open, constructive dialogue essential to a thriving academic community. Campus-wide programs, including COLLEGE, ePluribus, and the Stanford Civics Initiative will continue to foster a robust exchange of ideas.
- **Enhancing student academic and residential life:** As we welcome back our undergraduate and graduate students, we see many opportunities to nurture and improve our academic culture, adapt to AI's arrival in education, and foster a vibrant residential life. We plan to make that a focus for the coming year.
- **Advancing data-driven discovery and human-centered artificial intelligence:** We intend for Stanford to be the world leader in realizing new opportunities for research and in ensuring that artificial intelligence develops to benefit humanity. We are excited to push forward the vast array of work across the university.
- **Renewing public support for universities:** We believe that building stronger public support requires us to demonstrate and communicate the value of research, the benefits of innovation, and the expansiveness of thought and dialogue that characterize American universities at their best. We aim to enlist more members of the university in efforts to bolster public trust and communicate the university's contributions to the country.
- **Making Stanford work better for faculty, students, and staff:** We think Stanford excels when faculty, students, and staff can make good things happen. We launched Simplify Stanford to foster an agile work environment and reduce red tape, with many successes due to the efforts of Stanford's staff, and that work continues.

Becoming Life Technologies

Newlyweds Invitrogen and Applied Biosystems get to know one another

by [Celia Henry Arnaud](#)

May 18, 2009 • 7 min read

A version of this story appeared in [Volume 87, Issue 20](#)

SHARE  SAVE 

INVITROGEN and Applied Biosystems (AB) tied the knot last November and became [Life Technologies](#), a power couple in laboratory supply. Despite the stormy economy, the new company's honeymoon period has been relatively sunny.

Invitrogen, a life sciences reagents provider, bought AB, an instrument and reagents company with particular strength in genetics, molecular biology, and mass spectrometry, in a cash and stock transaction valued at \$6.7 billion. The deal

TWO BECOME ONE



The Invitrogen and Applied Biosystems names live on at Life Technologies. |

Credit: Life Technologies

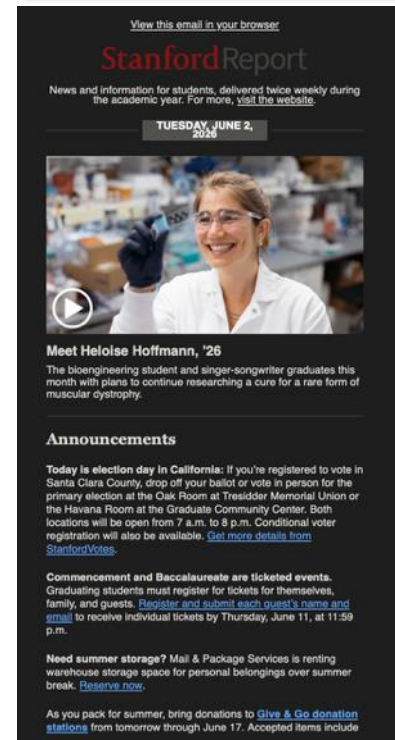
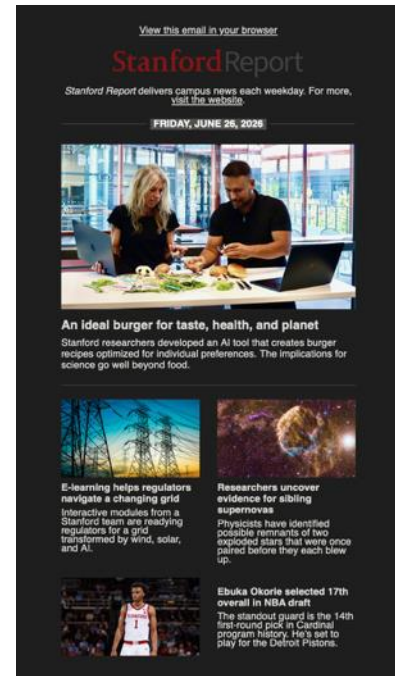
“ The benefits from the merger flow both ways, Smedley argues. "On the AB side, they have access to a portfolio of 30,000 reagents they didn't have. We can do a lot of work on extending those matched reagent-instrument pairs," he points out. Invitrogen, in turn, will benefit from AB's expertise in genetics and molecular biology.

The two companies used slightly different business models, Smedley says. Invitrogen's model was "very transactional," with average order sizes around \$500. AB, in contrast, was selling high-priced instruments such as mass spectrometers, which are often considered capital equipment. ”

Make data your best friend

Use it to:

- Know your audience – rely on surveys and sophisticated audience mapping tools
- Learn how each audience connects with your “True North”
- Find the best channels to reach them
- Measure reach and impact. Educate your bosses



Financial and social challenges are most immediate associations of higher ed among focus group participants

Financial

- High sticker price hampers perceptions
- Campus budgets can be seen as bloated
- Student debt crisis affecting decisions to attend college

Barriers to Entry

- Not accessible for all Americans in terms of qualifications for acceptance and affordability
- Financial aid seen to only help lower class, not middle class

Sociopolitical Landscape

- Recent challenges across campuses from student demonstrations
- Politicization / liberalization of higher education (only among Republicans)

"The cost of tuition has skyrocketed over the last 20-30 years. And then also the number of administrators relative to students and teachers has just gone up dramatically."
—DC (R)

"Indoctrinate our kids ... I can tell you from experience ... [one of my kids] completely changed. His thinking and everything was never anything the way he was raised"
—CA (R)

"They're cutting funding ... to all the schools. I think there's fear of ideas right now, and colleges are a good place for people to think and generate ideas."
—Iowa (D)



University Communications
May 2026 Monthly Report

Stanford | University Communications
Office of External Relations

Measurement

- Media monitoring – are we increasing coverage? (weekly and quarterly media analyses)
- Web analytics – what pages are being visited? For how long? What are people interested in?
- Internal communications – who is reading vehicles like SLAC Today? Which articles?
- Public lectures – who attends?
- Tours – who signs up?

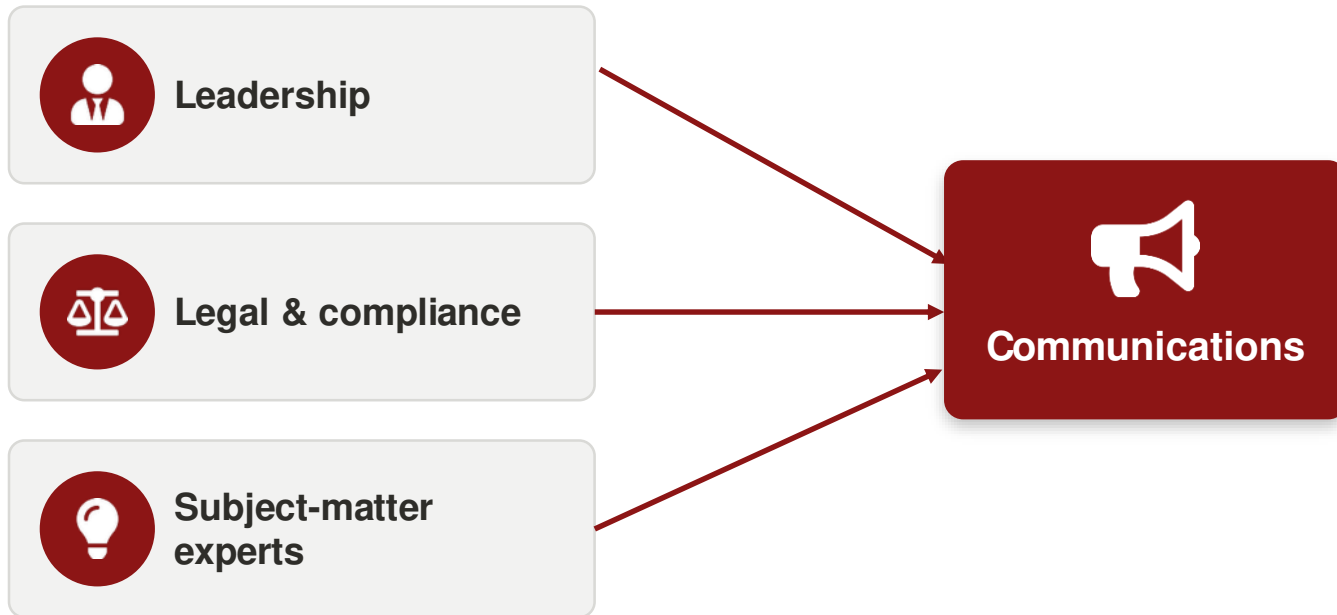


SLAC
Stanford Linear Accelerator Center

Be the convener — and the conduit

CONVENER

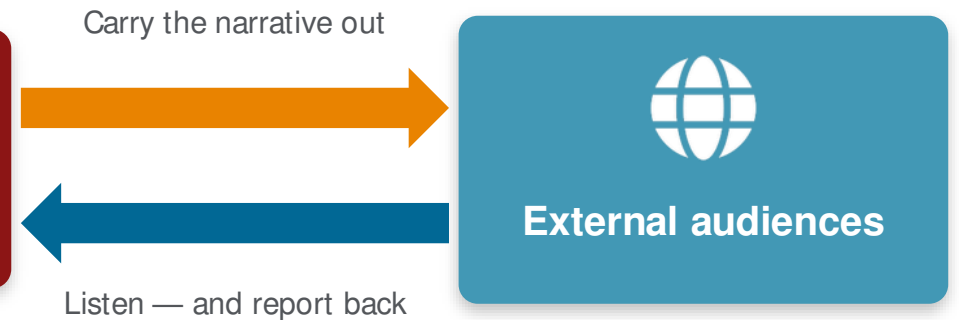
Internal · gather the right people



Convene leadership, legal, and subject-matter experts to shape one narrative

CONDUIT

External · a two-way channel



Serve as the two-way channel to the outside world: carry the message out and bring what you hear back to leaders

The background of the image is a solid dark red color. Overlaid on this background are numerous question marks of varying sizes and shades of red. Some question marks are in a lighter, more vibrant red, while others are in a darker, more muted red. They are scattered across the frame, creating a textured, layered effect. The word "Questions?" is written in a clean, white, sans-serif font, positioned in the upper left quadrant of the image. The text is centered vertically within its own bounding box and is clearly legible against the dark background.

Questions?