1. **Support Services Report Template**

**Report Info**
- Name of the person completing this report: Don Scoble
- Title of the person completing this report: Interim Director of Communications
- Supervisor/dean reviewing report: VPUA Ara Serjoie
- Service: Communications and Publications
- Division/College: University Advancement

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2. **Mandated Service**

**Link to Scoring Rubric**

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

- Executive Order: EO 1056
- Campus Policy: Emergency Notification Protocol
- Federal Law: Accessibility Section 508

**Provide a brief explanation, if necessary, in < 60 words.**

Communications and Publications include both print and digital communications. Under the heading of communications, are included general communications, targeted communications, publicity, recruitment materials and crisis communications. Crisis communication are stipulated under Executive Order 1056 and University policy as described in the "Emergency Notification Protocol. In addition, federal law requires that all campus webpages are accessible (Section 508).

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3. **Importance of Service**

**Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words**

The University has many stakeholders. In order for the institution to function it is essential that the university provides appropriate communications including publications to its stakeholders with appropriate messaging and various modalities including, the spoken word, print and digital communication media. Publications in both print and digital form are vital for recruiting, fund-raising, friend-raising, publicity, essential information and image-building to enhance the university’s reputation, messages (e.g. essential information regarding policy, public safety, matters of vital interest—i.e. budget, campus planning etc. Messaging may be provide in speeches, web pages, digital publications (the Blog, The View, Friends View, web content) recruiting publications in print, including the University and College View Books, news releases. Other modalities include the magazine and social media (submitted separately).

**Link to Scoring Rubric**

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

- Students: 25%
- Faculty: 15%
- Administrators/staff: 10%
- Colleges/departments: 30%
- Academic Senate and/or committees: 5%
- Alumni: 5%
2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Recruiting publications produced for PEM, and University and College View Books, and the Website provide essential information for prospective students making critical choices relating to entering college.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The website and social media provide information for students such as essential (deadlines, services etc) as well as information to reinforce the positive aspects of campus life and to publicize campus events as part of student life.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Communications maintains contact with alumni through digital media (Friends View) and the Magazine as well as supporting the Alumni Association with flyers, invitations. In addition, stories of alumni success are constantly publicized through the various media controlled by University Communications.</td>
</tr>
</tbody>
</table>

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
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<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

| Evidence submitted to support the chosen selection (<60 words for each selection) |
| University Communications works closely with PEM and the Colleges to design and produce informational and promotional publications. Included are the University View Book and View Books for... |
### Pre-college (helping students to enter the system)

Informational and promotional publications. Includes are the University View Book, and view books for each of the Colleges. In addition, communications publishes critical information through external media as well as though the pages it controls in the University’s Website. All of these efforts are designed to present the University in the most positive way possible while providing necessary information to potential students.

### During college (helping students succeed while they are at Cal State East Bay)

University communications strives to keep students informed with necessary information through digital media including the University Website and Social Media.

### After college (helping students establish meaningful lifework and be socially responsible contributors to society)

See the previous section addressing alumni communications.

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**Link to Scoring Rubric**

### 2.4 Alignment with Shared Strategic Commitments

**How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?**

<table>
<thead>
<tr>
<th>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>Through the news flow and digital media University communications includes messaging that supports this commitment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>All communications and publications highlight the diversity of the campus. We strive to assure that all communications including visual depictions demonstrate the inclusive nature of the campus. Our messages both visual and written promote the academic, professional and personal development of all stakeholder groups which are part of the University community.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td>Since University Communications is a major source of print and media recruitment messaging, we play an important role in promoting access. While we assist in bringing students in we also strive to promote retention through social and other digital media. We serve as a resource to the Student Success Advisory Committee, and have discussed ways in which the Web can be enhance to serve students better. In addition, our messaging highlights the various positive aspects of student and academic life at CSUEB. Social Media does play a vital role resolving student issues and works closely with PEM and Student Affairs.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>While University Communications does not program student life services we support the efforts of those who develop students programs by publicizing student programs to generate participation and provide coverage to depict the vibrancy of the campus.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>University Communications not only provides information to the campus through the website, the department is committed to sustainability in its communication efforts. Through the use of electronic messaging wherever possible we demonstrate our commitment to eliminating the use of paper products whenever possible.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect</td>
<td>With minimal staffing levels and every expanding demands to do more with less we are continuously looking for best practices to meet demands. As an information function we promote university transparency to the media by being open and accessible and promoting those values to</td>
</tr>
</tbody>
</table>

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practicing mutual respect, responsiveness, and collaboration across the University.

Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility.

Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM).

<table>
<thead>
<tr>
<th>Practices</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual respect</td>
<td>our campus stakeholders. As a service which both serves and relies on others in University Advancement we make every effort to respond promptly to stakeholders. Collaboration with peers and others in the campus community is absolutely essential to providing quality service.</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>Our support of this commitment is indirect in that we provide communications which support the work of those entities which promote civic engagement and campus community partnerships. This is accomplished through using all of the communication methods, techniques and modalities available to this division.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>University Communications plays a supporting role in prolonging the work of faculty, staff and the University's leadership in making it known to both the campus and external community University accomplishments including innovative programs and achievements. University communications builds these into the news flow including news releases, social media and special publications aimed at targeted constituencies (e.g. the publication summarizing CSUEB’s outstanding record in Online education.)</td>
</tr>
</tbody>
</table>

5. Quality of Service

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

While we do not have benchmarks, we do use metrics as a form of benchmark for each prior year. These metrics address both quality and quantity. Since we serve numerous “clients” who are both internal to the university as well as external constituencies, we receive constant feedback from the University’s leadership as well as external stakeholders, due in part to the high visibility of our services (e.g. the website, blog, news releases, social media, digital and print publications). The unit is driven by deadlines and the need to provide timely, accurate and attractive materials constantly. The unit’s visibility and the senior-level experience of staff members serve to ensure a culture of quality.
3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

The current leadership at this time in transition. The new vice President for University Advancement arrived in September. University Communications is being led by an Interim Director with the expectation that a permanent full-time Executive Director will be in place by the end for the year. The previous director had hoped to obtain funding for external evaluation of marketing materials, but funding cuts prevented this review. Social Media has very finely tuned metrics to measure the quality of messaging. This will be covered in a separate response to this survey. Quality measurement in messaging in communications and publications is highly subjective and currently measured by client satisfaction. As a whole the unit relies upon best practices to ensure quality.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in <120 words.

Social Media already has a sophisticated system of metrics in place. With respect to the unit's publications (magazine, recruitment materials, digital communications such as the View) the unit will next year explore developing survey instruments, as available, to objectively measure satisfaction as opposed to the current qualitative approach of seeking input as materials are being developed. In terms of media placements of news releases the unit does have objective measures from clipping and other services which are tracked regularly. The Website is in need of evaluation. Please note that University Communications only controls and provides content to several web pages including the home page and the news page. The unit should survey various stakeholder groups to measure effectiveness and satisfaction.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

For the most part the unit struggles with "bandwidth" in terms of its services. In terms of the communications and publications that are produced we believe based on "qualitative" evaluation that the quality runs from very good to excellent. However, if quality is measured by how much is produced (e.g. media placement) then additional resources could enhance the quality. A dedicated admin would release our professionals to do professional work. The website is a major priority. It is in desperate need of a refresh. University Communications only has access to several web pages. There is no person assigned to maintenance of the web. We need a person whose assignment includes web maintenance and content. Further, the University needs a Webmaster.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

For the most part, communication and publication services work with a client. For example in production of a college view book for recruitment, the Dean is the client. We obtain direct feedback regarding satisfaction. In some instances the client is University leadership for a University wide event or program (e.g. the Warren Hall Demolition). Feedback is immediate. In addition, we meet periodically with the Provost and Deans to obtain overall feedback relating to general operation of University Communications. This gives us information on perceptions of overall quality and the level of quality or overall satisfaction with specific aspect of the program components of University Communications (e.g. media relations, the website, etc.)

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.
University Communications was not included in the Customer Satisfaction survey. We would have liked to have had an opportunity to participate.

**Link to Scoring Rubric**

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

**If yes, please describe in <120 words. If no, please explain**

As a client centered operation it is an assumed part of our division culture to provide the best possible customer service given current resources. This aspect of University Communications operation relative to communications and publications is reviewed regularly in one-on-one meetings between management and unit professionals and in team meetings. Each and every professional is aware that satisfying those constituencies who work with us is extremely important. The unit takes complaints or expressions of concern seriously and, more than that since the team works hard to satisfy our constituencies. We recognize that not all constituencies may be forthcoming in letting us know where we might be falling short, but we do our best to obtain feedback.

**Link to Scoring Rubric**

3.8 Does your service have annual goals (targets) of achievement regarding the **quality** of the service provided?

Yes

**If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.**

Our target is 100% satisfaction in everything we do, and we believe we achieve this goal in most aspects of the university Communications program. There is no university-wide governance structure or necessary personnel dedicated to the Website; however, our impression is that there is a widespread misconception that University Communications manages the Website. We do not have the ability to provided quality targets for a service over which we have limited jurisdiction or dedicated resources.

**Link to Scoring Rubric**

3.9 Does your service have annual goals (targets) of achievement regarding the **quantity** of service provided?

No

**If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.**

Given the nature of our service, we do not set quantity targets for some aspects of University Communications. We do expect to produce two issues of the magazine each year. With respect to news flow, this is a process determined externally by University activities and is largely unpredictable; although as university priorities emerge, certain subject matter (e.g., sustainability, STEM, etc.) receives greater emphasis in departmental news coverage. Additionally, we provide support to all major university events including the investiture, commencement, the Honors ceremony, fund raising events, the convocation etc. Support is provided through publicity, programs, invitations, photography, videos, banners and even logistical support.

**6. Efficiency of Service (cost effectiveness)**

**Link to Scoring Rubric**

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.
Attach your allocated spreadsheet here.

4.2 Using the spreadsheet provided, please distribute your department's annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

Attach your allocated spreadsheet here.

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

Attach your allocated spreadsheet here.

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Significant budget cuts over the last three years have reduced the total number of positions by two, flattening the organization. During this time the demand for the unit's services has increased substantially. New publications have been requested including view books for each college; each requires significant investment of staff time and resources. Fundraising activity has also increased and is expected to require ongoing major communications support.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

The unit has been cut to the bone (and currently is down two positions, in addition to the two previously eliminated). All existing staff are producing communications and working collaboratively to meet the needs of the University and specific clients. This model must be evaluated and improved if the university intends to truly 'realize' its place in the community, state, and nationally. Furthermore, the internal processes and way communication materials are produced need to be evaluate and recalibrated to ensure consistency and target audience efficacy.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

The department needs a dedicated administrative assistant. To the extent that professionals are standing at a copy machine or doing basic tasks which could be performed by an admin., the time that could be spent performing professional level tasks is diminished.
4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

No

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

At this point in the transition to a new management team there are no IMMEDIATE plans. The unit’s salaries have been reduced to the point where the department is not able to fully exploit all opportunities to communicate the University’s story. In addition, communication technology is moving so fast and the media world is evolving that changes will be inevitable. We have not fully implemented a new desk top publishing tool, but this should make production of publications more accessible to academic and staff departments.

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

Following is estimated output:
45 website jobs (site only not content); 463 blog posts; 4394 social media posts; 10480 number of time stakeholders engaged with social media posts; 6723 media pitches (including 3076 social media pitches); 1981 mentions of CSUEB faculty; 398 student problems resolved through social media; 235 blog stories; 3588 tweets; 1377 Facebook posts; 334 Instagram posts; 3398 conventional media hits; 15102 media engagements; 170,000 copies of the magazine produced and distributed (also available online and free via personal tablet devices).

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

Yes

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

The Office of University Communications is the only centralized communications department dedicated to advancing and promoting CSUEB to constituents and the public. Specialized communication and publication activities, however, are carried out in athletics, ASI, the Concord Campus, DCIE and Promise Neighborhoods. The College of Business is seeking to establish a dedicated marketing and communications function to build enrollment.

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

While other efforts of other departments seek attention for individual programs, University Communications works on behalf of the entire University. The purpose of the department is to provide coverage at the broad institutional level. It seeks to promote the "brand" and public image of CSUEB through messaging through multiple modes of communication including speeches for University leadership, special messages to the University Community from University leadership, through media outlets, through the social media, through the website (content) and both institutionally based digital and print publications, including Cal State East Bay Magazine.
5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

Without the services provided by University Publications, the University would be COMPLETELY invisible to its stakeholders. There would be NO messaging of any kind other than those produced by departments relying on whatever resources and skills they may have. There would be no coherent messaging, the media and other stakeholders would have no single point of entry to the world of CSUEB. All of the communications through Social Media -- often the main vehicle for communicating to students -- would rely on individual departments resulting in an erratic and incomplete flow of information. Any attempt to build a brand would cease without communication and Publications. Further, with renewed vigor in fundraising activities, we anticipate increased demand from the fundraising arm of University Advancement to require more communications materials to support their work. Much of the University’s communications output is dedicated to building and promoting a positive image for the University in a very competitive environment to buttress the efforts of those involved in friend-raising, which precedes fundraising. Our mission is to enhance public perception of the institution as a high quality University which functions as a major asset of the region. This can only happen with an adequately supported communications function which informs all of the University stakeholders about how the institution contributes to the community.