1. Support Services Report Template

Report Info
Name of the person completing this report: Jesse Cantley
Title of the person completing this report: Associate Director of Creative Services and Publications
Supervisor/dean reviewing report: Don Scoble
Name of second reviewer (if necessary): Ara Serjoie
Service: Web site
Division/College: Division of University Advancement

3. 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.

Federal Law: HHS Section 508

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

Section 508 requires Federal agencies to ensure that their procurement of information technology takes into account the needs of all users, including people with disabilities. CSUEB complies with this mandate by captioning videos and writing alternative content for all photography in the site. This requires additional resources and is ongoing.

4. Importance of Service

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

The Office of University Communications owns the following sections of the Web site: home page, “About CSUEB” and “News & Events.” It also provides creative web design and web content creation services in the following areas: overall look-feel design--applied to all pages, mastheads, footers, typography, color fields, etc.; page layout design (a variety of page templates designed to meet the needs of offices, departments, programs and colleges); homepage and unique first-level page design; web graphic element design (including banners, photography, videography, info graphics, word marks, etc); graphic email design; and third-party website design.

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: 20%
Administrators/staff: 20%
Colleges/departments: 20%
Alumni: 5%
Community outside University: 10%
Total: 100%

Link to Scoring Rubric

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>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>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✓</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>✓</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<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>
</tr>
<tr>
<td>Prospective students often explore the CSUEB website as one of the early avenues to learn/get to know the University. A professional designed site enables students to access the information they seek. If students' impressions of the website meet or exceed their expectations, they are more likely to visit campus for a tour and potentially enroll.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
</tr>
<tr>
<td>A clear, easy-to-navigate website enables current students to access information for programs, departments, etc., and can directly attribute to students success through ease-of-use. A well designed website can directly help students succeed by being easy-to-navigate, enabling current students to access information for programs, departments, etc. and avoid a frustrating experience.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric

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>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>
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<td>✓</td>
<td></td>
<td></td>
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Provide a brief narrative (<60 words each) explaining your choice.

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
</tr>
</tbody>
</table>
During college (helping students succeed while they are at Cal State East Bay)

Based upon Google Analytics for AY12-13, the two most clicked areas on the CSUEB home page are "Current Students" (43%) and Quicklinks (22% - where students access MYCSUEB and Blackboard). Current students will also perceive the University as broken if they have a bad overall experience while navigating the website. These same students can share their poor experience by word-of-mouth and social media, further damaging CSUEB’s brand.

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

### 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>SSC Description</th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>This SSC is promoted both visually and through relevant content on the pages owned and managed by University Communications.</td>
</tr>
<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>This SSC is promoted both visually and through relevant content on the pages owned and managed by University Communications.</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 lifelong learner</td>
<td>This SSC is promoted both visually and through relevant content on the pages owned and managed by University Communications.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>This SSC is promoted both visually and through relevant content on the pages owned and managed by University Communications.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>This SSC is promoted both visually and through relevant content on the pages owned and managed by University Communications.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>University Communications reviews Google Analytics Web site reports and responds to public inquiries submitted via the Web site.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td>This SSC is promoted both visually and through relevant content on the pages owned and managed by University Communications.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td>This SSC is promoted both visually and through relevant content on the pages owned and managed by University Communications.</td>
</tr>
</tbody>
</table>

2.5 How might the demand for this service change over the next five years? (Please choose one category below).

**Likely to increase**

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

The CSUEB website hasn’t been radically redesigned since 2008. Rather, it has slowly evolved with the changes in programs, enrollment targets, development goals, and staff and resource availability. Because of the lack of staff resources, the website is now...
falling behind university academic and administrative needs. The site architecture may no longer be adequate and the website design is appearing dated. Placing band-aids (incidental design changes) will not be worthwhile. CSUEB will need to reinvest in its website and consider web trends, rising technologies and next generation student expectations and perspectives.

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.

University Communications informally measures website design quality based on current web design trends and similar institution website comparisons. The office will need additional resources, both funding and staff, to formally assess 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.

No

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.

Based on what's considered best practices, University Communications could focus resources on a website redesign. This would be an important and wise undertaking for the university since our website is no longer meeting the expected requirements and does not have the appropriate competencies.

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.

The Office of University Communications is in need of a web designer/programmer. This position, with the support of the Associate Director of Creative Services and fellow graphic designers, would help lead the effort of rethinking and re-designing the CSUEB website. The designer would consult and work closely with the administration and the university community, and base key design decisions on current research and contemporary practices. The new design would be student-centered and unrelentingly focused on academic quality and student success.

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

No

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

The only measuring technology we have currently is Google Analytics. However, this does not measure user satisfaction.
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.

NA

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?

No

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

University Communications responds to any inquiries received via the Web site.

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

No

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.

The Office of University Communications has not invested resources in web design for several years. In fact, positions that partially support website development have left the university and replacement resources have not been reinstated. This makes setting and achieving quality goals near impossible without allowing a competing project fail.

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.

The office does not have an annual quantity goal, but it is desirable to keep fresh content moving through the CSUEB homepage, University News and About Us sections.

6. Efficiency of Service (cost effectiveness)

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.

63102

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.

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.

86

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.)?

No

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.

The service cannot be more efficient within current resource allocations.

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 service cannot be more efficient within current resource allocations.

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.

CSUEB needs to offer student-related content and functionality as part of a mobile-friendly Web design and as mobile apps. Based upon analytics, more than 60% of Web site traffic is assumed to be current students. Feedback via social media channels indicate their desire to access key areas like MyCSUEB and Blackboard using mobile apps rather than traverse the Web site. 16% of traffic in AY12-13 came from mobile and tablets - vs. 10% in AY11-12.

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.

No plans within existing and resources.
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.

There were an estimated 45 website jobs completed in 2011-12. Examples of projects are Cal State East Bay Magazine (Spring and Fall issue online), Presidential Investiture website, numerous graphic emails and online photography galleries.

7. Other

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.

CSUEB Athletics designed their website about 2 years ago. They were permitted to do this because they needed to meet NACC Division II standards for competition coverage. DCIE is currently working on a website redesign.

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

University Communications maintains the CSUEB brand, therefore, design decisions made by this office can effect web design for the entire university community. All key decisions concerning overall web look-feel need to be deliberated carefully with this in mind. Also, the office is responsible for designing printed marketing publications to prospective students, allowing for crossover design strategies between printed collateral and web design. This leads to a more consistent look/feel to the university's brand expression.

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.

Web sites today are no longer a simple URL accessed via a desktop. Current students and prospective students are expecting their university to stay current with their needs by offering Web content via mobile-friendly sites and a wide range of mobile applications. As CSUEB responds to this requirement, resources must be added to University Communications to provide branding direction and guidance on a more frequent and ongoing basis.

It is important to reiterate the lack of resources that have been allocated towards improving CSUEB’s website and web content design in the past several years. There has been no research to help determine strengths or weaknesses, just conjecture based on subjective opinions. The fact is, the university knows little about the current site’s effectiveness or how it can be improved. An external research firm should be hired to determine a baseline (website effectiveness), and an internal website steering committee should formed to develop guidelines for improvement and redesign. Staffing resources need to be added accordingly.