1. Support Services Report Template

Report Info

Name of the person completing this report: Kimberly Legocki
Title of the person completing this report: Director, Social Media Relations
Supervisor/dean reviewing report: Don Scoble
Name of second reviewer (if necessary): Ara Serjoie
Service: Social Media
Division/College: 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.

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

4. Importance of Service

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

CSUEB University Communications uses social media channels to support the university’s mission, goals, programs, and sanctioned efforts by increasing visibility of the University’s brand, strengthening our connection between the University and the stakeholders we serve and listening and responding to what people really think of CSUEB.

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: 30%
Faculty: 20%
Administrators/staff: 20%
Alumni: 10%
Colleges/Departments: 20%
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>Impact 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)</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>Pre-college (helping students to enter the system)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Media Relations (SMR) leads the cross-functional effort to create, monitor and maintain new social media accounts for each of the entering freshmen classes (e.g. Class of 2017 Facebook page, Twitter, etc...). The goal is to develop both a sense of community and establish a single point of communication between students and the University. Working with peers in admissions, financial aid, housing, registrar, ASI, and other key areas, SMR shares information directly with freshmen and responds to student inquiries, questions and issues. SMR also schedules and hosts real-time Facebook chats between incoming freshmen (average participation of 150 students) and the directors of housing, orientation and financial aid.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>During college (helping students succeed while they are at Cal State East Bay)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Media Relations (SMR) uses the University’s social media program to communicate important information to current students and responds directly to all issues/problems posted on Facebook, Twitter, LinkedIn and Instagram.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Media Relations (SMR) indirectly supports alumni but using social media channels to promote and share stories about alumni successes and achievements. We share our knowledge of alumni successes with ASI, AACE, department chairs, etc... who may be seeking alumni to be campus guest speakers.</td>
<td></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>Pre-college (helping students to enter the system)</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>☑️</td>
<td></td>
<td></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>
<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>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Pre-college (helping students to enter the system)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMR is the only support function that monitors and tracks online social media discussions between the University and incoming freshmen then marshalls internal resources to respond and resolve problems and issues.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>During college (helping students succeed while they are at Cal State East Bay)</th>
<th>Social media channels offer an additional communication pathway between current students and the University.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media channels offer an additional communication pathway between current students and the University.</td>
<td></td>
</tr>
</tbody>
</table>
After college (helping students establish meaningful lifework and be socially responsible contributors to society)

SMR writes and publishes 50+ alumni news stories and posts 150+ posts on alumni social media channels. This activity would cease to occur.

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</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>Social Media Relations writes stories related to this SSC to reinforce the University's commitment. News stories are search engine optimized and posted to yield the highest number of mentions and highest ranking in search results.</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>Social Media Relations writes stories related to this SSC to reinforce the University's commitment. News stories are search engine optimized and posted to yield the highest number of mentions and highest ranking in search results.</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>Social Media Relations writes stories related to this SSC to reinforce the University's commitment. News stories are search engine optimized and posted to yield the highest number of mentions and highest ranking in search results.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Social Media Relations writes stories related to this SSC to reinforce the University's commitment. News stories are search engine optimized and posted to yield the highest number of mentions and highest ranking in search results.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Social Media Relations writes stories related to this SSC to reinforce the University's commitment. News stories are search engine optimized and posted to yield the highest number of mentions and highest ranking in search results.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Social Media Relations writes stories related to this SSC to reinforce the University's commitment. News stories are search engine optimized and posted to yield the highest number of mentions and highest ranking in search results.</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>Social Media Relations writes stories related to this SSC to reinforce the University's commitment. News stories are search engine optimized and posted to yield the highest number of mentions and highest ranking in search results.</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>Social Media Relations writes stories related to this SSC to reinforce the University’s commitment. News stories are search engine optimized and posted to yield the highest number of mentions and highest ranking in search results.</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.

In AY09-10, SMR identified and resolved 86 issues and reviewed/monitored 1,194 incidents of engagement (comments, shares, likes, etc..) across CSUEB social media channels. In AY12-13, SMR handled 522 issues and monitored 15,102 interactions with the University. This increase reflects the growing acceptance of using mobile phones to access the Website. In 2009, 31% of adults...
used their mobile phones to access the Internet; in 2013, that number was 63%. (Source: Pew Research Center's Internet & American Life Project.)

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.

Social Media Relations reviews weekly usage reports from Facebook Insights, Hootsuite, Statigram and LinkedIn to measure which stories generate the most interaction (likes, comments, etc...) and shareability (retweets, click-thru rates of links, etc...). We then adjust how, what and when we post real-time to yield maximum engagement.

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

We review the weekly reports mentioned in 3.1 then adjust how, what and when we post real-time to yield maximum engagement. It is a continuous adjustment cycle throughout the academic year.

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.

I would like to post more frequent surveys on the social media platforms asking fans and followers for input on stories, quality, etc... National benchmarks are difficult to incorporate because social media usage by CSUEB stakeholders differs significantly from other CSUs. For example, we have much more activity on Twitter than do other CSUs. One reason could be that Twitter is the preferred social media platform for young urban African-Americans (Pew Internet Research).

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.

I would suggest a cross-collaborative survey to better determine how, why and when our stakeholders use social media - (1) General Education to target incoming/current freshmen (2) Alumni Relations to target new alumni (3) Student Affairs to target current students (4) LEEP to target current staff and (5) Provost to target faculty.

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.

Social Media Relations reviews monthly reports from Facebook Insights, Hootsuite, Statigram and LinkedIn to gauge increase/decrease of followers and engagement level on social media. We monitor daily news feeds to determine the virability of
our stories.

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.

N/A

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

CSUEB published the first social media guidelines in the CSU system. It was reviewed and approved by both the University’s cabinet in 2009 and by CSU legal department in 2010.

http://www20.csueastbay.edu/ua/communications/social-media-guidelines.html

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.

Every year we track how strategic UComm has been in terms of generating and pushing stories related to SSCs and the overall goals of the University.

Following is the strategic quotient measured for academic years (AY):

AY09-10 = 75% of all communication efforts supported SSCs or similar
AY 10-11 = 81%
AY11-12 = 84%
AY12-13 = 87%

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

Yes

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.

Blog - With current staffing levels, we target writing 20 blog stories per month (one per day). This provides the minimum amount of content to fuel our social media pipeline. More would be ideal if additional writing resources were hired or contracted.

Facebook - Target of 4-6 per day. We try to push the maximum number of stories on social media platforms without saturating readers to the point that they stop following. Based upon weekly reports, we understand that Facebook users are especially sensitive in terms story quantity. We see a measurable rate of “unfollows” if we post more than six stories per day on Facebook.
Twitter - 10-15 times per day

Instagram - 3-5 times/week

LinkedIn - 1 time/week

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.

46139

Attach your allocated spreadsheet here.

Link to Scoring Rubric

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.

5015

Link to Scoring Rubric

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.

96

Attach your allocated spreadsheet here.

Link to Scoring Rubric

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.

Working with ITS, we structured the news blog so that updates can be provided via RSS feeds. We then use technology to push updates every morning as a way to reduce the amount of manual labor required to update multiple platforms. For example, when a new story is posted to the CSUEB Web site, it automatically releases to Twitter.

Link to Scoring Rubric

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.

We need more stories to increase the University's visibility online and with the media. If UComm does not have funding to hire
more writers then the only suggestion is to have departments, campus leaders, etc... provide written stories to UComm for release across social media channels and the Web site.

Link to Scoring Rubric

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.

We currently manage and monitor our social media program used a home grown, patch system of low cost technology like Hootsuite ($9.99/month) and free reports from Hootsuite, Facebook, LinkedIn together with free technology like Google alerts, RSS feeds. It is complicated and only provides the very minimum in understanding and responding to stakeholders. A more efficient and streamlined approach would be to utilize a web-based offering like Social Chorus or Uversity (Inigral) which combines content, monitoring, search engine optimization and metrics in one dashboard.

Link to Scoring Rubric

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.

With no budget for additional technology, the plan is to remain status quo.

Link to Scoring Rubric

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.

# of CSUEB news blog posts - 463*
# of social media posts - 4,394
# of times stakeholders engaged with CSUEB via social media - 10,840
# of media pitches using Cision technology - 3,076
# of mentions of CSUEB faculty experts - 1,778
# of problems/issues found on social media and resolved - 398
# of Facebook fans in FY11-12 - 4500
# of Twitter followers in FY11-12 - 1,400
# of reporters following CSUEB on social media - 107

*Note - In FY11-12, UComm had a full-time writer (Sarah Stanek) plus two additional communication professionals and CLASS had a full-time publicity professional (Diane Daniel).

7. Other

Link to Scoring Rubric

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.
Departments, student organizations, faculty members, etc... have a social media presence at CSUEB. Their accounts may be viewed on the social media directory maintained by Social Media Relations:
http://www20.csueastbay.edu/ua/communications/social-media-directory.html

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

Social Media Relations is the only department that monitors all mentions of the University online, responds to problems and issues (including conducting additional research for UPD and Judicial Affairs), ensures adherence by campus social media accounts to the University's social media guidelines, communicates and shares current best practices to social media campus participants, leads workshops for LEEP, transfer students, AACE, incoming freshmen and student leadership, measures and monitors strategic quotients for University Communications (how many stories support the SSCs, ILO, cabinet goals, etc...)

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.

In 2009, it was best practice to post stories to Facebook 1-2 times per week and 4-6 times per day on Twitter. Instagram didn’t exist. LinkedIn was not a major player in terms of sharing University content. Few students - especially incoming freshmen - had smartphones so engagement rates with the University via social media platforms was relatively low.

In 2013, almost all stakeholders have smartphones. The number of comments posted online that Social Media Relations has to review has increased from 1194 in AY09-10 to 15,102 in AY12-13. The number of issues/complaints/problems also increased during the same time period from 86 to 522. Best practice for Facebook is now 4-6 posts per day and 4-6 times per HOUR (during business hours) on Twitter. Instagram is now the preferred platform for incoming freshmen and LinkedIn has redesigned and launched a new company platform where daily updates are now the norm.

With only a $10 monthly tool (Hootsuite), CSUEB has done its best to evolve with social media but we have gone from setting the standards for the CSU to now falling behind other campuses in terms of creatively using social media to interact and engage with students. Our resources (one FTE) and budget has not kept pace with the explosive growth and acceptance rate of social media.