1. Support Services Report Template

Report Info

Name of the person completing this report: Monique Beeler
Title of the person completing this report: Assoc. Dir., Public Relations; Dir., Employee & Alumni Publications
Supervisor/dean reviewing report: Don Scoble
Name of second reviewer (if necessary): Ara Serjoie
Service: Cal State East Bay Magazine
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.

N/A

4. Importance of Service

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

Published twice annually, CSUEB’s magazine is sent (free) to approximately 85,000 readers, including alumni, donors, prospects and friends and electeds. Keeping constituents informed of the successes and contributions of students, alumni and faculty allows the magazine to serve its mission to promote CSUEB as a regional leader, a community resource supporting student success and a high-access university of choice — a position aligned with CSUEB’s mission and shared strategic commitments. Through newsstand caliber editorial, design and photographic content, the magazine promotes institutional pride while building a broad-based case for support and choice in priority areas including: fundraising, partnership development, enrollment (through alumni and friends referrals) and advocacy. Surveys indicate it is alumni’s primary source of information and connection to 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: 1%
Faculty: 1%
Administrators/staff: 1%
Colleges/departments: 1%
Alumni: 95%
Community outside University: 1%
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).
### Direct Impact on Students

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>PEM distributes copies of the magazine at recruiting events. I have received calls from alums who work as high school counselors who use the magazine for recruitment. It also influences alums with college-bound children.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Major gift officers and others in University Advancement employ Cal State East Bay Magazine as an outreach tool. Portraits of high quality Pioneers and CSUEB program facilitates fundraisers’ work with individuals and corporations in making the case for support and raising dollars that support current students’ academic and co-curricular activity.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>As a means of communicating the value of the institution to the community and the value of a CSUEB education. As public awareness of the outstanding contributions made by members of the university community rises, so too will post-college networking and professional opportunity expand for recent graduates.</td>
</tr>
</tbody>
</table>

### Indirect Impact on Students

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>PEM recruiters and others who would otherwise use the magazine as a communications piece for encouraging prospective students to consider applying/enrolling at Cal State East Bay would be left without an effective and enticing recruitment tool. Fewer college-bound children of alumni may consider attending their parent’s alma mater.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>When meeting with prospective donors, University Advancement major gift officers and others would be left without the most tangible illustration of the high caliber research and scholarly opportunities available to students at the university.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Alumni/readership survey data indicates the magazine: positively affects readers’ views of CSUEB</td>
</tr>
</tbody>
</table>
Students establish meaningful lifework and be socially responsible contributors to society and increases affinity; prepares them to advocate on its behalf to lawmakers; and encourages them to want to support the university financially. Such responses would be diminished without it and could result in less of an alumni support and resource system for new graduates to tap.

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>Each edition of Cal State East Bay Magazine features stories about innovative research and classroom techniques used by faculty.</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>Story choices, images and magazine cover all work together to showcase the rich and diverse backgrounds of members of the inclusive Cal State East Bay 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>Every issue of the magazine highlights a student story illustrating the in-depth access to faculty, research and innovative academic or co-curricular activities such as professional internships or programming such as the Peer Mentor Program.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Magazine content regularly focuses on university activity that contributes to a vibrant student life experience, such as the successes of student-athletes, the social cohesiveness the freshman learning communities provide to participants and opportunities provided to those interested in the performing arts.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>In recent years, the magazine theme has twice focused directly on issues of sustainability, promoting the research findings of faculty and dedication of alumni and students to related causes. The magazine itself is printed using soy-based inks. The cover and inside pages are printed on paper stock containing recycled content composed of 10 percent post-consumer waste.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Despite expanding the page-count and quality over the preceding few years, the per copy price declined by approximately 20 cents. At a cost of approximately $0.44 per issue — less than $1/year per alumnus (not including postage) — the magazine provides a strong return on investment.</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>Content generated for the magazine on subjects from the Hayward Promise Neighborhood to the recent cover story detailing how alumni and students have stepped up in providing social services to the community that local/state/federal governments don’t fund, directly demonstrate the university’s support of and partnerships with communities throughout the region and beyond.</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>STEM is integrated into nearly every magazine and was at forefront of the most popular issue of the magazine to date, “Beyond CSI: CSUEB trains future law, order and forensic science pros.” The most recent cover story about alumnus Scott Chambliss, a successful Hollywood production designer, also discussed the role of technology in the work of this one-time theatre major.</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric

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.

As the total number of alumni creeps up annually, it is reasonable to expect the number of magazine copies printed would rise accordingly. As the comprehensive campaign gains momentum, it is possible that additional copies may be requested for distribution to new prospects and corporate partners.

5. Quality of Service

Link to Scoring Rubric

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.

Past surveys: CSU Alumni Affinity Survey and Council for Advancement and Support of Education Magazine Readership Surveys (1-4% for most recent). In several key categories CSUEB alumni/friends rated the magazine higher than their counterparts at like institutions. Example: "How much of each magazine do you read?" 17% responded "all of it" (vs. 7%); 38% responded "most of it" (vs. 35%).

Link to Scoring Rubric

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

Yes. As the university has refined its mission and shared strategic commitments and identified desired Institutional Learning Outcomes, magazine planning has adjusted accordingly. The director for social media relations has extended the reach of content by posting to CSUEB social media channels that link back to the magazine Web site, gaining greater recognition for faculty experts and the university. Readers have been provided with multiple tools for receiving the magazine content in their chosen format, whether in hard copy, online or by downloading to a personal tablet device. An additional alumnus freelancer has been added to strengthen the relevance of stories to other alumni.

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.

Reader engagement has increased as indicated by receipt of sufficient correspondence from alumni following publication of the fall magazine to introduce the first "Letters to the Editor" column in the next edition. Other ideas for standing feature(s) focusing on student experience in development. New VP for University Advancement also has indicated interest in making changes to the publication. Once any changes have been implemented, it’s considered best practice to publish at least twice under new format before conducting a follow-up readership survey (approx. summer/fall 2014) to determine reader response.

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.

Future improvements under consideration would include making magazine mobile device accessible.

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.

The aforementioned CASE Readership Survey provides participants the opportunity to indicate satisfaction with a range of magazine features, including: the quality of content, photography, design, etc.; his/her interest in knowing about specific types of stories from curriculum and faculty awards and achievements to athletics and student community service. Other questions invite readers to discuss how the magazine strengthens -- or does not strengthen -- his/her connection to his alma mater. Each issues of Cal State East Bay Magazine invites readers to contact the editor with any inquiries. The upcoming addition of a Letters to the Editor section will provide an additional opportunity for alumni and other readers to voice their level of satisfaction.

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.
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 costs. 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.

Through a competitive bidding process, CSUEB ensures that printing costs are kept competitive. They have consistently declined in recent years. In collaboration with the former AVP, the editor has regularly reviewed the data request form criteria to limit distribution of magazine when the budget particularly constrained resources.

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.

Ongoing efforts to "clean up" the database will result in fewer magazine returns, thereby reducing inefficient magazine mailings and mailing costs to the university.

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.

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.)?

Yes
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.

Only in continuing the competitive bidding process, which could result in lower (or conversely higher, if the market changes) costs as long as printing costs remain on the decline.

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.

170,000 copies of the magazine produced.

7. Other

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

No

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

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

Cal State East Bay Magazine is the premier publication for the university that promotes the most compelling stories of alumni achievement, faculty innovation, student success and donor generosity and support.

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 the past five years, faculty -- and occasionally alumni -- increasingly contact the magazine staff to “pitch” their stories for inclusion in a future edition, a telling sign of the quality, reach and status of the publication among our target audience(s).