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: Graphic design and creative services
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.

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
The Department of Creative Services is housed within the Office of University Communications and provides strategic marketing, design, and publication services to students, staff, faculty, and administration. Creative Services provides direction, development, and implementation of the University's overall communications and marketing programs such as prospective student marketing publications and collateral; Cal State East Bay Magazine (twice yearly); philanthropic publications, design direction for the CSUEB website as well as ancillary electronic publications and websites; the Office of the President publications; University Honors and Commencement publications; academic programs marketing publications and collateral; special event publications; and the outdoor streetscape banner program.

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: 5%
Administrators/staff: 15%
Colleges/departments: 10%
Alumni: 35%
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>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>Creative services supports and is the primary creator of prospective student marketing publications for the Division of Planning and Enrollment. Creative services also produces marketing publications for the Division of Academic Affairs supporting Graduate Programs, college and department marketing efforts.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Creative Services supports current students by producing publications for fundraising and philanthropy--bringing in dollars for student scholarships and programatic support. The department also produces the Honors Convocation and Commencement publications and collateral.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The visual story-telling in the alumni magazine communicates 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>

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>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>
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<td>Pre-college (helping students to enter the system)</td>
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Provide a brief narrative (<60 words each) explaining your choice.

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</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Without prospective student marketing publications, CSUEB would not be able to compete with similar institutions for enrollment. It would be difficult to tell the university’s story to potential students.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Although philanthropy is primarily about relationship building, leave-behind publications act as a reminder of that relationship once the conversation has ended. Again, publications tell CSUEB’s story.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Visual story-telling in the alumni magazine positively affects readers’ views of CSUEB and increases affinity, preparing them to advocate on its behalf to lawmakers and encourage them to...</td>
</tr>
</tbody>
</table>
meaningful lifework and be socially responsible contributors to society.

Incentives exist, preparing them to advocate on its behalf to lawmakers and encourage 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.

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>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most publications created for marketing purposes speak to academic quality through visual story-telling.</td>
<td></td>
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<tr>
<th>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</th>
<th>Most publications created for marketing purposes speak to university diversity through visual story-telling and diverse photography.</th>
</tr>
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<tr>
<td>Projects such as the street-scape banners and the Commencement program are designed to promote student pride and enhance the prospect for success.</td>
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<th>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</th>
<th>Projects such as the street-scape banners and the Commencement program are designed to promote student pride and enhance the prospect for success.</th>
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<tr>
<td>Most publications created for marketing purposes accurately portray CSUEB with a vibrant campus life through visual story-telling.</td>
<td></td>
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<th>Foster a vibrant community through enriched student services and student life that support student engagement and learning</th>
<th>Many publications created for marketing purposes speak to the theme of sustainability through visual story-telling. The magazine itself is printed using soy-based inks. The magazine cover and inside pages are printed on paper stock containing recycled material partially composed of post-consumer waste.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative Services has addressed university community and regional support through design and photography in Cal State East Bay Magazine. These stories are published in and sent to roughly 85,000 alumni.</td>
<td></td>
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<tr>
<th>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</th>
<th>Creative Services is continuously working at efficiency and cost reduction of publication printing. One example of this is the low cost of printing Cal State Easy Bay Magazine at $.44 per issue.</th>
</tr>
</thead>
<tbody>
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<td>Creative Services has also worked on multiple projects for the STEM Education Center.</td>
<td></td>
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</table>

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<tr>
<th>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</th>
<th>Creative Services has addressed university community and regional support through design and photography in Cal State East Bay Magazine. These stories are published in and sent to roughly 85,000 alumni.</th>
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<tr>
<th>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</th>
<th>Creative Services has also worked on multiple projects for the STEM Education Center.</th>
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<tr>
<th>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</th>
<th>Many publications created for marketing purposes speak to the a STEM infused university through visual story-telling and photography. Creative Services has also worked on multiple projects for the STEM Education Center.</th>
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<tbody>
<tr>
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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.

Depending on enrollment targets, it's likely that the Division of Academic Affairs is interested in increasing marketing publications for colleges, departments, and programs. This will require an increased effort and output from Creative Services. It's also likely that the university website will need to be re-imagined and redesigned, looking to design direction from Creative Services. The university is also gearing up the fundraising campaign requiring many new supporting case-statement publications, as well as video and photography. The Creative Services Department will struggle to accommodate new requests without additional staffing and resources.
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.

There hasn’t been research reviewing brand development and marketing strategies/publication design for several years. Because of this, Creative Services assesses quality primarily by informal means. We measure our marketing/design work by comparing it to that of similar institutions, universities that have far greater resources and commercial companies and corporations that represent the best-in-the-business practices.

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. Over the last three years there have been continuous improvement in in publication and collateral design. One instance of this is Cal State East Bay Magazine. Creative Services is tirelessly researching commercial editorial photography and magazine layout to influence their designs and help promote compelling CSUEB story to alumni and friends. Recently, for the first time, Creative Services created a Commencement video that interviewed students and parents during the event--asking “How has CSUEB changed their lives?”

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.

In the near future Creative Services plans on releasing an Online Desktop Publishing System (ODPS) which will allow faculty, staff and students to generate consistently branded publications online. The system will allow a customer to design, print and mail--small or large quantities--using a Purchasing card for payment. This will improve quality of university publications because users will publish their work within standardized, visually branded templates, giving the university a consistent look/feel to most publications. Consistent brands are often perceived by external audiences as whole, solid and strong.

Additionally, Creative Services will also be releasing an online, keyword-searchable photography library. This will allow users access to most of the photos produced by the CSUEB, which is currently archived by Creative-Services.

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.

If Creative Services were to add staffing, the two areas that need the most help are website design/implementation and marketing for academic programs. Both areas often get put on hold to complete more time-sensitive projects, creating large and unfortunate delays in serving marketing needs. Also, additional resources could allow the university to hire an external group to conduct brand perception research, giving Creative Services a baseline on which to build and direct marketing and design strategies.
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.

Again, there hasn't been research reviewing customer satisfaction for several years. Any informal process is inadequate and does not give Creative Services accurate information.

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.

NA

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?

No

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

Creative Services staff rarely interact with receivers of marketing and publication services.

Link to Scoring Rubric

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.

Creative Services does not have annual quality goals but rather the ongoing goal is to provide the highest-achievable-quality in all projects undertaken by the department. Quality control is the responsibility of the Assistant Director in cooperation with the "client/customer".

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.

Creative Services do not have quantity goals other than producing two Cal State East Bay Magazines per year, which was achieved in FY 2011-12. Prospective student marketing publications requests change depending on enrollment targets, so publications and collateral are designed on demand. In addition, at the current time, many projects are requests from other units and are often unique and driven by external events (e.g. Investiture, development events etc.). Some projects are determined by the calendar (e.g. the Commencement Program). Typically much of the activity of the unit has been quite difficult to predict.

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.

155219

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.

10915

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.

197

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.

Creative Services is continuously looking at ways to be more efficient in annual projects. Printed projects require contractual specifications that vendors bid-on to win jobs. They must be the low-bidder to do so. Annual project specs are evaluated ever year to reduce printing costs for clients. One example of cost savings by specs modification, is the reduction of the cost of Cal State East Bay Magazine, from $.75 to $.44 per magazine, while the page-count was increased from 30 to 54.

Another efficiency implemented: re-engineered production of the annual commencement program. For years the production was a confused mess with a questionable, mistake-ridden result. With modified procedures, the production is less-challenging and the final product is accurate, predictable and well-designed.

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.

With the upcoming release of the Online Desktop Publishing System (ODPS)--again, allowing faculty, staff and students to design, print and mail small or large quantities of consistently branded publications, using a Purchasing card for payment--efficiency of university desktop publishing should be improved because more users will have access to the service.

The future release of the online, keyword-searchable photography library will also create efficiency through access.
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.

It would be difficult to lower the cost of printing below what it is currently. If additional staff were added to Creative Services, the department can boost the quantity of live projects, while giving new and needed attention to areas such as website design and academic program marketing.

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.

Please see answer to question 4.5.

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.

In FY 2011-12, Creative Services completed 188 projects working closely with the Office of the President, Division of Academic Affairs, Division of Planning and Enrollment, Division of Administration and Finance and of course Creative Services’ home Division of University Advancement. Many of these projects take months to complete while others are done quickly, on an urgent turn-around schedule. Creative Services often has anywhere from 25-40 live projects throughout the year, completing them whenever possible. Examples of projects not yet mentioned in this report: iPad/tablet application for Cal State East Bay Magazine, fourth floor Honorary Degree and Alumna/Alumnus of the Year framing project, and inner-campus lamp-post banners for commencement.

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.

DCIE produces it's own marketing material and publications, but it's focus and scope are narrower. Athletics often produces its own materials.

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

• Creative Services is the only department on campus that includes graphic designers on staff who are experts in publication design
• It also houses and organizes most CSUEB institutional photography
• It produces Cal State East Bay Magazine twice yearly, which is currently the most effective outreach to all CSUEB alumni
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.

Creative Services is a busy department. It provides service to the entire university and it touches most graphic design projects. It takes on large unwieldy projects and makes them a reality, usually under-budget. The service could be expanded where the need is greatest: website design and academic program marketing, which is covered earlier in this survey form. If the university were to shrink or eliminate this service, the cost of producing the equivalent amount of design and marketing publications and collateral would increase significantly.