COUNCIL OF UNIVERSITY OF CALIFORNIA
STAFF ASSEMBLIES (CUCSA)

COMMUNICATION WORKGROUP
2007-2008
# Table of Contents

Executive Summary ....................................................... Error! Bookmark not defined.  
Workgroup Members: ............................................................................................................. 3  
Initial Observations........................................................................................................... 5  
Key Findings ...................................................................................................................... 6  
  Accessibility of Information............................................................................................. 6  
    Accessibility of information for staff members in non-office locations ............... 6  
    Accessibility of information for non-English speakers and readers.................... 6  
    Location Implemented Solutions............................................................................... 7  
Message Design, Content and Delivery............................................................................. 8  
    Tailoring message content to be appropriate to the intended audience............. 8  
    Many directions of communication ........................................................................... 8  
    UCOP to locations distribution system is inconsistent........................................... 8  
    Inconsistency of campus/lab systems................................................................. 9  
    Location Implemented Solutions............................................................................ 9  
Interference and Overload............................................................................................... 10  
    Increase in the variety of electronic communication ............................................ 10  
    Multiple ways of accessing electronic communication........................................ 10  
    Comprehension of the message................................................................................ 10  
    Location Implemented Solutions.......................................................................... 11  
Case Study A – “Our University – UC Women Creating Change” ................................ 11  
Next Steps: Systemwide Survey ..................................................................................... 12  
Conclusion ...................................................................................................................... 12  
Appendix A (UC Santa Cruz – Food Service Staffing Model).......................................... 13  
Appendix B (UCOP E-mail Distribution List).................................................................... 14  
Appendix C (UCLA BruinPost Guidelines)...................................................................... 15  
Appendix D (Best Practice Content – UCM).................................................................... 18  
Appendix E (Summary of Case Study A)........................................................................ 20  
Appendix F (Details of Case Study A)............................................................................ 24  
Appendix G (Summary of Case Studies B1-B5 Ad-hoc Cases).................................... 29  
Appendix H (Details of Case Studies B1-B5 Ad-hoc Cases).......................................... 34  
Appendix I (Sample Next Steps Systemwide Survey).................................................... 46  
Appendix J (UCSC Staff Communications Survey)......................................................... 48
Executive Summary

Effective communication will be particularly important as the University of California transitions to new leadership and continues efforts to improve the administrative structure and processes. Working with Office of the President’s Communication and Strategic Planning staff, The CUCSA Communications Workgroup studied how electronic communication messages are distributed from the Office of the President to staff at the ten University of California campuses and the Lawrence Berkeley National Laboratory. The work-group also reviewed a sampling of electronic communications between campuses and within a single campus.

Data from the workgroup’s observations indicate that electronic communication delivery from the Office of the President to the campus and lab locations is somewhat inconsistent and is impeded by the UC system’s diverse, decentralized network. CUCSA highlights several structural limitations to effective systemwide communications and identifies successful efforts being made at several locations to address the defined key issues. Finally the report offers suggestions for improving the efficacy of communications by making messages accessible to all staff.
Workgroup Members:

NANCY JOHNSEN HORTON, SENIOR DELEGATE – UCB (WORKGROUP CHAIR)
KYRIE BASS, JUNIOR DELEGATE – UCLA (WORKGROUP VICE CHAIR)
JOSEPH C. ALLEN, JUNIOR DELEGATE – UCR
JENNIFER DAMICO, JUNIOR DELEGATE – UCOP
HOWARD FALLON, SENIOR DELEGATE - UCOP
MARCO GARCIA, SENIOR DELEGATE – UCSC
RICHARD LACLAIR-ZOEHRER – JUNIOR DELEGATE – UCSD
JUDY SCARBOROUGH, INTERIM SENIOR DELEGATE – UCSC
ANGELA WHITE, JUNIOR DELEGATE – LBNL

SPECIAL THANKS TO:
NICOLE SAVICKAS, UCOP STRATEGIC COMMUNICATIONS
Initial Observations
The campuses and LBNL maintain differing communication structures, procedures, and administrative approval points. Each location has unique portals of information entry and employs extremely different methods and conventions to move information.

The workgroup explored two anecdotal beliefs about the transfer of information:

1. Information sent by the Office of the President or The Regents to the campuses and LBNL for distribution to staff is constricted by an incomplete or inconsistent delivery network.

Flow of Information from UC Leadership to the Campuses and LBNL
2. Inconsistencies in how information is distributed at each campus and LBNL contribute to further delays or errors in delivery to staff. The chart, below, uses web-based news as one example.

Web-based News Information Flow from UC Leadership to Campuses and LBNL

**Key Findings**

**Accessibility of Information**

**Key Issue: Accessibility of information for staff members in non-office locations**

- Staff without regular access to computers, including food service workers, groundkeepers, and parking attendants, miss important messages and communication.

The goal of providing basic news, updates, and general information to every University of California employee is not being achieved due to the diversity of staff job duties and work locations, and lack of access to computers and the Internet. Every campus and lab employs staff members whose daily responsibilities do not involve working with computers. This prevents employees from accessing routine electronic communication. The goal is to make all messages accessible to all staff.

**Key Issue: Accessibility of information for non-English speakers and readers**

- Staff with limited English speaking and/or reading skills may not benefit from written electronic communication.
To illustrate a typical non-office staffing scenario, a survey was conducted at UC Santa Cruz of one segment of the food service staff (see charts in Appendix A). The results of this survey show that 23.8 percent of the workers are English-only speakers; 31 percent are bilingual (where one language spoken is English) and 45.2 percent speak only a non-English language. The job descriptions in this unit include: Food Service Manager, Baker, Cook, Assistant Cook, Shift Manager and Food Service Worker. Those who speak and read no English are primarily Food Service Workers. These staff members do not use computers in their regular jobs, nor do they speak, read or write in the predominant language of UC’s electronic communication. It becomes the responsibility of the department manager to assure that all unit employees are fully informed.

**Location Implemented Solutions for Accessibility of Information**

The following locations have implemented solutions that address the identified key issues:

**UC San Diego**

UCSD Facilities Management, grounds, maintenance, and all night shift staff have access to computers and training conducted in Spanish and English. There are future plans to allow staff to choose English or Spanish when initializing a computer session. Until that plan is in place, verbal English-Spanish translation is offered to staff.

The unit also has established a “buddy system” that matches an English or Spanish-fluent employee with one who is not; so that non-readers can receive help accessing electronic communication via computers.

**UC Los Angeles**

At UCLA, newsletters and area bulletin boards also supplement and/or replace e-mail communications for staff who do not have a work e-mail address or do not have easy access to e-mail while at work.

**UC Santa Cruz**

At UC Santa Cruz, communications are routinely provided in Spanish for the largely Spanish-speaking population in Dining Services.

**UC Berkeley**

At UC Berkeley, Parking and Transportation staff clock in at muster stations which are equipped with computers. These employees are given sufficient time to check e-mail or web-based news and also arrive at their remote locations on time. In the Foothill Housing residence hall, computer kiosks are being installed for the linguistically diverse housekeeping and food service staff. Currently, there is no means to provide electronic messages in languages other than English. Administrators have documented that current employees are fluent in Cantonese, Mandarin, Portuguese, Spanish, Tagalog and Vietnamese. Residential and Student
Service Program administrators are studying ways to bring information to all employees in their primary languages.

**Message Design, Content and Delivery**

When considering electronic communication and messaging, it is important to note that not all messages are designed for top down communication. Information travels in any of several directions. Messages that are not concise and well-directed may will be lost or ignored.

**Key Issue: Tailoring message content to be appropriate to the intended audience**

- Information must be presented in a clear and straightforward manner.
- Extraneous, irrelevant or misdirected messages contribute to information overload.

**Key Issue: Many directions of communication**

- Regents communicate to campuses and LBNL through Chancellors and Directors.
- Office of the President communicates to campuses and LBNL through Chancellors and Directors.
- UCOP Human Resources communicates to staff through local HR directors/departments.
- Campuses and LBNL communicate to Office of the President.
- Campuses and LBNL communicate to OP and Regents.
- Campus to campus; campus to LBNL; and LBNL to campus communication

**Key Issue: UCOP to locations distribution system is inconsistent**

The “routing sheet” that the Office of the President’s Communication and Strategic Planning unit uses to send the “Our University” newsletter to campuses and LBNL is grossly inconsistent (see Appendix B). Following is the number of designated contacts at each location:

- UC Berkeley: 2 recipients
- UC Davis: 9 recipients
- UC Irvine: 3 recipients
- UCLA: 4 recipients
- UC Merced: 3 recipients
- UC Riverside: 2 recipients
- UC San Diego: 6 recipients
- UC Santa Barbara: 2 recipients
- UC Santa Cruz: 2 recipients
- Lawrence Berkeley National Lab: 1 recipient
- Los Alamos National Lab: 1 recipient
UC Office of the President: 2 recipients

The above list raises several important questions/issues:

1. Why do some locations have considerably more recipients than others (i.e. UC Davis – 9; UC Berkeley – 2)?
2. Why doesn’t the recipient list include recipient’s names, titles, or other contact information? Lack of detail makes it difficult to track communication and message delivery.
3. Should campuses and LBNL employ more generic addresses – such as e-mail addresses that denote a job or array of responsibilities instead of an individual? (For example, UC San Diego’s use of adminrecs@ucsd.edu seems a “safer” way to contact a campus than b.smith@ucsd.edu. If B. Smith isn’t present on a particular day, does the message get forwarded? Are conventions in place to ensure this? It would be hoped that more than one individual would have access to “adminrecs” and that if the primary recipient were away, a designated substitute would be tasked to distribute important messages to the campus community.)

Key Issue: Inconsistency of campus/lab systems

- How messages are distributed – who controls local distribution?
- What authority do local gatekeepers have to determine what information is to be forwarded and to whom?

Location Implemented Solutions for Message design, content and delivery

The following locations have implemented solutions that address identified key issues:

UC Los Angeles
At UCLA, the main mechanism for contacting staff is using the campus e-mail system, called “BruinPost.” Use of BruinPost is limited to official university announcements from a select group of high level administrators. BruinPost matches employee names from the payroll database with e-mail addresses listed in the online campus directory. Employees not listed in the campus directory will not receive Bruin-Post e-mail. Guidelines for using BruinPost are included in Appendix C. Staff working outside the traditional office setting may be given a work e-mail account, but it is often not possible to check e-mail while at work. So, other mechanisms are in place to assure that workers receive important information. At UCLA Transportation, operations employees receive information via weekly briefings/briefing notes, supervisor staff meetings, unit newsletters, area bulletin boards and posted flyers, in addition to e-mail. Employees can also check their work e-mail at shared workstations located in the office, or from home.
UC Merced
Because UC Merced is such a new campus, it is not constrained by decentralization or outmoded facilities. There are several well-conceived and well-executed practices at UC Merced that the workgroup has detailed in Appendix D.

Interference and Overload
Currently, staff members receive information through various methods. In times before the invention of telephone answering machines and e-mail, official messages arrived in printed form by campus or U.S. mail. One’s paper mailbox would be overflowing, and there were many “while you were out” telephone messages. Today staff also has e-mail, voicemail and websites to check for important information. In earlier times if a ringing telephone was not answered, no message was received. Today we receive a steady flow of information throughout the workday and, indeed, around the clock.

Key Issue: Increase in the variety of electronic communication

- E-mail
- News websites
- Links to websites embedded in e-mail
- Hardcopy mail, newsletters, etc.
- Voicemail

Key Issue: Multiple ways of accessing electronic communication

- PDA/BlackBerry
- Cell phone
- Home computer

Many staff members have multiple ways to access their e-mail and web communications, and often check e-mail and web news from home, even when not required to do so based on job responsibilities. The constant barrage of information can have negative impact on staff work/life balance.

Key Issue: Comprehension of the message

- Perception
- Interpretation
- Comprehension
- Action

When individuals are saturated with messages, they do not read them all. Information must be prioritized. The sheer volume of messages received may result in a person missing a very important message, simply because it became buried in
the overflow. In addition, a poorly developed message (i.e. one that is not concise or seems irrelevant) may not be read.

**Location Implemented Solutions for Interference and Overload**

The following locations have implemented solutions that address identified key issues:

**Lawrence Berkeley National Laboratory**
LBNL has two vehicles of communication for reaching staff lab-wide. The daily eNewsletter, TABL, is the main avenue. All UCOP, UC Regents, and Office of the President communications come to one person at Lawrence Berkeley National Laboratory (LBNL), the head of the Public Affairs Department. This individual filters messages, deciding what to pass along, to whom, and by what method.

Although relying on one individual to select TABL’s daily content is not optimum, the once-a-day communication – which includes significant scientific findings or news, announcements for employees and upcoming events – does reduce a glut of smaller, individual messages. TABL can be found here: http://www.lbl.gov/today/.

Additionally, LBNL publishes a traditional newspaper quarterly called The Berkeley Lab View. It can be found online: http://www.lbl.gov/Publications/Currents/archive/.

Bulletin boards are used to supplement e-mail communications.

**UC Berkeley**
Constantly updated news stories are available at UC Berkeley’s NewsCenter website: http://newscenter.berkeley.edu/ but this information is also encapsulated in a bar on Berkeley’s homepage: http://www.berkeley.edu/.

Frequently, an e-mailed message links to a current news story, and if a staff member misses an e-mailed communiqué, there is a strong chance that the newsworthy item will be found at the NewsCenter.

**Case Study A – “Our University – UC Women Creating Change”**

In this study, workgroup members selected one issue of “Our University”; the electronic newsletter produced and distributed by the Office of the President, and tracked its progress to campuses and LBNL. The issue entitled “Our University – UC Women Creating Change” was e-mailed from UCOP’s Office of Strategic Communication contact list on January 23, 2008.

Workgroup members noted when the newsletter was forwarded to employees at individual campuses and conducted interviews with fellow staff members to gauge how the newsletter was received. (Details of Case Study A can be found in Appendix E-F)

**Observations based on Case Study A**
The “Our University” newsletter is intended for every staff person in the UC system. The fact that it may not be opened or read is actually the lesser concern. Good information is included in it, but as shown by preceding comments, staff cannot be forced to read it. The greater concern is that many staff who do not use computers
or who do not speak or read the English language are omitted from receiving this basic information from the Office of the President. An even greater concern is that occasionally, an entire campus – in this case, Riverside – did not receive the message. We believe that OP should evaluate its distribution methods for this and other communiqués. The current system and list of e-mail addresses appears to be insufficient. The inconsistent processes result in limited distribution of important messages.

**Next Steps: Systemwide Survey**

It is the workgroup’s suggestion that CUCSA continue its work with Office of the President’s Communication and Strategic Planning staff, to develop and implement a survey to gather responses on electronic communication from staff at all locations. This should be a function of the 2008-2009 Communications Workgroup.

A sample survey is provided in the **Appendix I**. In addition, a survey that UC Santa Cruz conducted is included for reference in **Appendix J**.

**Conclusion**

Beyond the nuts and bolts of how messages are sent – up, down and across the system – the content of the messages continues to be a concern for CUCSA. Effective communication shares more than the latest news. It conveys the values and aspirations of the organization. Effective communication helps employees understand the role they play in achieving the organizations goals. Answers to questions are found between the lines of these communication pieces: What is my value? Where do I fit within the institution’s priorities? How can I add value? These examples may sound simplistic but they get at the very heart of the communication issue facing the University.

When the University sends a message about women in leadership, the men of the organization may wonder “what about me?” When the University sends a message about raising student fees the Student Affairs Officers may wonder “will the single parent in my organization be able to stay in school?” Staff who counsel students may think about the impact on their clients. Misfires in communication create the conditions for decreased morale and divert staff focus and energies to worrying about communications resulting in a drop in productivity.

Communication without context or lacking detailed content may cause employees to spend their time trying to get explanations or, worse yet, to make up their own reality which often leads to further drops in productivity. While the risks are significant, the work of communicating with a large and diverse staff organization is very difficult. Balancing the tremendous pressures on all sides of content can drive a communication piece to become quite bland; essentially taking the life out of the content. In addition, organizational imperatives may place writers in a precarious, position especially when communication pieces are politically sensitive. CUCSA is mindful that creating communications for this complex organization is an incredibly difficult job. CUCSA is willing to be a partner in the communication process.
Appendix A

UC Santa Cruz – Food Service Staffing Model

Legend:
- Man English Language
- Woman English Language
- Man Bi-Language
- Woman Bi-Language
- Man Spanish Language
- Woman Spanish Language

F.S.M. = Food Service Manager
S.M. = Shift Manager
F.S.W. = Food Service Worker
## Appendix B

**UC Office of the President – E-mail Distribution list for "Our University" newsletter**

<table>
<thead>
<tr>
<th>Select List:</th>
<th>Narrow:</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR-UNIV-L</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E-mail Address</th>
<th>Name Available</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="mailto:jbrown@SCKTS.UCSB.EDU">jbrown@SCKTS.UCSB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:paul.duffy@UCSD.EDU">paul.duffy@UCSD.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:recody@UCLA.EDU">recody@UCLA.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:reed@caltech.edu">reed@caltech.edu</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:zfeng@UCB.EDU">zfeng@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:casht@UHMC.EDU">casht@UHMC.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:aspengr@UCBF.EDU">aspengr@UCBF.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:cedap@SUPPORT.UCLA.EDU">cedap@SUPPORT.UCLA.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:lee@SUPPORT.UCLA.EDU">lee@SUPPORT.UCLA.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:lina@SUPPORT.UCLA.EDU">lina@SUPPORT.UCLA.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:michael@SUPPORT.UCLA.EDU">michael@SUPPORT.UCLA.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:phil@UCDAVIS.EDU">phil@UCDAVIS.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:raking@UCDAVIS.EDU">raking@UCDAVIS.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:xzhang@UCDAVIS.EDU">xzhang@UCDAVIS.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:xue@UCDAVIS.EDU">xue@UCDAVIS.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:postichert@UCDAVIS.EDU">postichert@UCDAVIS.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:jkartler@UCDAVIS.EDU">jkartler@UCDAVIS.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:white@UCB.EDU">white@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:cmaria@UCB.EDU">cmaria@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:cmaria@UCB.EDU">cmaria@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:kaspar@UCB.EDU">kaspar@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:emne@UCB.EDU">emne@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:ducharme@UCB.EDU">ducharme@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:jbrown@UCB.EDU">jbrown@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:postichert@UCB.EDU">postichert@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:valerie@UCB.EDU">valerie@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:adams@UCB.EDU">adams@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:david@UCB.EDU">david@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:jerome@UCB.EDU">jerome@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:jbrown@UCB.EDU">jbrown@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:postichert@UCB.EDU">postichert@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:valerie@UCB.EDU">valerie@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
<tr>
<td><a href="mailto:adams@UCB.EDU">adams@UCB.EDU</a></td>
<td>No Name Available</td>
</tr>
</tbody>
</table>

- *Total number of users subscribed to the list: 42*
- *Total number of local host users on the list: 2*
Appendix C

UCLA BruinPost Guidelines

BruinPost User Guide

Service Overview

BruinPost is UCLA’s mass email distribution system. It was developed in collaboration between Administrative Information Systems (AIS), University Communications, and Mail, Document and Distribution Services (MDDS). Access to and use of the service is administered by MDDS, with technical support, maintenance and oversight provided by AIS.

University and state anti-scam regulations require mass emails sent to the university population to be of an official nature. For this reason access to the system is restricted to authorized users or their designees, and messages must be reviewed for appropriate content before distribution. Please see below for a listing of authorized users and a description of approved message types.

Authorized Users

UCLA Chancellor
Executive Vice Chancellor
Provosts, Vice Provosts
Deans, Assistant Deans, Associate Deans
Vice Chancellors, Associate Vice Chancellors, Assistant Vice Chancellors
Chair of the Academic Senate
University Librarian
- or the designees of any of the above officials

Message Types

APPROVED TYPES OF COMMUNICATION (Official Communications)

University and campus administrative and academic policy matters;
Senior administrative and executive announcements;
Compensation, benefits and other employment-related subjects;
Campus accounting, purchasing and administration systems procedures;
Academic program announcements, nominations, and appointments;
Safety and security issues;
Administrative communiqués that by law require electronic notification

NON-APPROVED TYPES OF COMMUNICATION (Informal Communications)

Appointments, seminars, open positions, calls for papers or research subjects, deadlines, athletic or art events, discount offers, continued education (university extension), marketing
campaigns, campus transportation, blood drives, Bruin Woods events, etc. The preceding
listing of non-approved message types are examples meant to help BruinPost staff use their
judgment. This is not a comprehensive list. For further detail see UCLA Policy 455 ("UCLA
Email Policy and Guidelines") at
http://www.adminvc.ucla.edu/appm/public/app_0455_0.html.

Emergency Messages

Emergency mass email messages are managed by University Communications. To request
an emergency mass email broadcast, contact Anne Pautler at x46879, or Michael Stone at
x46848.

How to Place a BruinPost Order

A BruinPost mass email involves 6 steps: 1) preparation and submission of email content;
2) selection of message recipients; 3) submission of online recharge order form; 4)
preparation of one or more BruinPost test messages by the BruinPost programmer(s); 5)
review and approval of test email message(s) by client; and 6) scheduling and distribution
of final approved email message by the BruinPost programmer.

Trained Users:

Some BruinPost clients have been trained in the use of the web-based BruinPost interface.
These clients should proceed as follows:

- Prepare and submit email contents at http://www.bruinpost.ucla.edu/Member/Main.aspx.
- Select the message distribution list at http://www.bruinpost.ucla.edu/Member/Main.aspx.
  For detailed step-by-step instructions on how to use the BruinPost interface, please see:
- Submit an online order at http://www.maildoc.ucla.edu/services/bruinpost/bruinpost.asp.
- Review and approve email tests provided by the MDDS Programmer (Angela Rountree).
- Clients may review their BruinPost recharges at http://www.maildoc.ucla.edu/billing.asp.

Clients who are unfamiliar with the web-based BruinPost interface should proceed as
follows:

Other Users:

- Submit email content to Angela Rountree at arountree@be.ucla.edu or angelar@ucla.edu.
- Work with BruinPost programmer(s) to identify the appropriate message distribution
  list(s).
- Submit an online order at http://www.maildoc.ucla.edu/services/bruinpost/bruinpost.asp.
- Review and approve email tests provided by the MDDS Programmer (Angela Rountree).
- Clients may review their BruinPost recharges at http://www.maildoc.ucla.edu/billing.asp.

Service requests are placed through MDDS. BruinPost services are recharged to all campus
clients. Please see below for a summary of our service hours, rates, and contact information.

Service Hours

Monday through Friday, 8:00 am – 5:00 pm
Rates

**General Service** (second day or more service): $ 65.00/hr (minimum 1/2 hr)
**Rush Service** (same day): $ 97.50/hr (minimum 1 hour)
**Super Rush / Overtime Service** (after 5 pm*): $195.00/hr (minimum 1 hour)

* Service after 5:00 pm is available only under extraordinary circumstances. BruinPost is not an emergency broadcast system - see above under Emergency Messages for this type of message.

Contact Information

Angela Rountree
Programmer/Analyst
arountree@be.ucla.edu or angelar@ucla.edu
(503) 871-1051 (working from Salem, Oregon)

Keith Handy
Programmer/Analyst
khandy@be.ucla.edu
x60856
Appendix D

Best Practices, Content – UC Merced

Responses provided by Patti Waid Istas, Executive Director, UC Merced Communications

1. What is the primary web-based method of electronic communication to staff?
The primary Web-based method of electronic communication to staff in general is via e-mail. Supervisors are asked to print news items and updates for employees who do not have computers or who do not have access to the internet. Media alerts are updated regularly on the campus homepage and archived in the site’s News section.

2. How do staff access web-based news and announcements?
Staff can access press releases and other news items produced by the Office of Communications by visiting the campus Web site. Campus announcements are distributed via e-mail. In the near future, staff (and faculty) will have the option of also opting into campus announcements via the portal on a new UC Merced Happenings portal channel.

3. What is the primary e-mailed method of communication to staff?
Listserv going to the group “Staff.”

4. Are e-mail lists available to all, or is access restricted?
Access to send e-mails en masse is limited to key personnel to avoid erroneous or inappropriate mailings to thousands of employees. The new UC Merced Happenings portal channel will enable all employees to post and receive announcements to those who opt-in to receive messages regarding specific topics.

5. For monitored lists, who holds authority to send or withhold a message to staff?
The AVC for Human Resources, the Chancellor’s Office and the Office of Communications have access to sending messages to all staff.

6. Who maintains the mailing lists -- under which administrative unit?
Mailing lists are maintained by the Office of Information Technology.

7. What provisions are made for staff who do not use computers or have access to them in their regular work day?
Supervisors are asked to print news items and updates for employees who do not have computers or who do not have access to the internet.

8. Are there options for shared digital workspace, such as wikis, etc?
The campus portal application allows for some group networking whereby staff members can create groups that share resources and administer discussion threads. Staff members have a landing page within the portal that displays campus information to them. Soon, IT will give departments the ability to create wikis, blogs and podcast on their campus Web sites using a new Content Management System.

9. What are the primary print media on your campus? Primary print media are brochures and booklets aimed primarily at faculty and student recruitment. Panorama, the monthly newsletter for staff and faculty, is in electronic format only due to costs and logistics implied with printed newsletters.
Appendix E

Summary of Case Study A – “Our University – UC Women Creating Change”

In this study, workgroup members selected one issue of “Our University,” the electronic newsletter produced and distributed by the Office of the President and tracked its progress to campuses and LBNL. The issue entitled “Our University – UC Women Creating Change” was e-mailed from UCOP’s Office of Strategic Communication contact list (see Appendix B) on January 23, 2008. The newsletter can be found online: http://www.universityofcalifornia.edu/news/ouruniversity/01_08/welcome.html

Workgroup members noted when the newsletter was forwarded to employees at individual campuses (usually from the chancellor) and conducted interviews with fellow staff members to gauge how the newsletter was received. Respondents were asked the following questions:

☑ Did you receive the message?
☑ What did you do with it (read it, delete it, print it to read later, transfer it to a mailbox, etc.)?
☑ What did you learn from it?

Summary Case Study A – UC Berkeley

The newsletter was forwarded from Chancellor Robert Birgeneau on Friday, January 25, 2008. Three quarters of UC Berkeley’s respondents recall receiving the message, but only one-half read it. Comments included “I saw it in my e-mail on Monday morning, but it was buried with messages that pertained to my work, so I didn’t get to it until later in the week.”

One respondent, a Building Maintenance Worker, who did not open the message, said he did not because the subject title – “UC Women Creating Change” did not pertain to him. Another, a Student Affairs Officer II who opened the message but did not read it, did not because she could not identify the women who were pictured in the newsletter. See data in Appendix F.

Summary of Case Study A – Lawrence Berkeley National Laboratory

On February 1, 2008, nine days after UCOP issued the communication, a summary list of topics found in the “Our University” newsletter was included in the daily TABL. It included a hyperlink for those who wanted to view the original publication.

In an effort to track the success of communications efforts made by UCOP to the campuses and the lab, LBNL surveyed 15 employees across divisions, levels, and functions. The questions answered included whether
the article had been remembered, where it had been seen, and whether or not it was read. Where applicable, questions about potential language barriers were asked. Additionally, supervisors were asked about their personal strategy in passing along information to those who need it.

Following are the results from this case study:

- ✓ 10 employees did not remember seeing the article
- ✓ 1 employee holds a joint appointment at UCB and LBNL and claims to read every email at both locations and was very surprised that she had not seen it
- ✓ 5 employees remembered seeing it in TABL
- ✓ 1 employee also received the eNewsletter via email from a friend

The overall impression was that many people “skim” the TABL articles and often have so much email they don’t get a chance to digest it in any detail. Others read TABL regularly and consistently (however some of those who had not remembered seeing the article are included in this group). Several surveyed employees saw the announcement of the newsletter but did not click through to read it in detail. See data in Appendix F.

**Summary of Case Study A – UC Riverside**
The message was not distributed at UC Riverside. A workgroup member identified UC Riverside’s recipients, but as of the date of this report, had not received a confirmation that the newsletter was received from UCOP or an explanation of why it was not forwarded to the campus community. The workgroup member did not contact those designated receive and route this information, but used their own resources to search ScotMail’s archives – and found no evidence the message was ever sent to the campus community.

**Summary of Case Study A – UC San Diego**
“Our University” was received by UC San Diego and forwarded by Chancellor Marye Ann Fox on January 25, 2008. Interviews were conducted with two staffers who supervise non-computer using employees. In each case, the supervisors indicated that they printed out the newsletter and posted it.

**Summary of Case Study A – UC Office of the President**
On Wednesday January 23, the issue of "Our University" entitled "UC Women Making Change" was emailed to the UC Office of the President via the employee listserv, UCOPL@LISTSERV.UCOP.EDU.

Many comments received by respondents were negative, likely overshadowed by more pressing issues at OP (i.e. impending cuts in staffing and budget.) One respondent commented that the newsletter was meant as a “feel good” piece that did not seem relevant. See data in Appendix F.
Summary of Case Study A – UC Los Angeles

On Friday, January 25, 2008 at 10:00am, the “Our University – UC Women Creating Change” newsletter was sent through the campus BruinPost system from UCLA University Communications.

- 40% remembered receiving the e-mail
- 30% read the e-mail
- Received positive feedback on the bulleted format
- 60% thought that the e-mail was important or very important

The above charts indicate the UCLA’s response was quite positive, with 50 percent of the recipients having read it and many having found the message “very important.” The table of data for these charts is in Appendix F.

Observations based on Case Study A

The “Our University” newsletter is intended for every staff person in the UC system. The fact that it may not be opened or read is actually the lesser concern. Good information is included in it, but as shown by preceding comments, staff cannot be forced to read it. The greater concern is that many staff who do not use computers or who do not speak or read the English language are omitted from receiving this basic information from the Office of the President. An even greater concern is that occasionally, an entire campus – in this case, Riverside – did not receive the message. We
believe that OP should evaluate its distribution methods for this and other
communiqués. The current system and list of e-mail addresses appears to be
insufficient. The inconsistent processes result in limited distribution of
important messages.
Appendix F –

Details of Case Study A” Our University – UC Women Creating Change”

Details of Case Study A – UC Berkeley

Four colleagues were contacted at UC Berkeley after the “Our University” newsletter was e-mailed by Chancellor Robert J. Birgeneau at 6:00 p.m. on Friday, January 25, 2008. They were asked the following questions:

- Did you see this e-mail?
- What did you think it was about?
- Does the message pertain to you?

Responder #1 – Development Director
- Yes, I saw it in my e-mail in box during the weekend
- It was another issue of the President’s newsletter; the lead article about women in the UC system
- Yes, as a woman, I found the article interesting and I scanned the rest of the newsletter

Responder #2 – Student Affairs Officer III
- Yes, I saw it in my e-mail on Monday morning, but it was buried with messages that pertained to my work, so I did not get to it until later in the week
- It is about women at UC
- I suppose it does, but I didn’t know the women in the pictures

Responder #3 – Building Maintenance Worker
- Yes, I saw it but did not open it
- It was about women’s issues
- No, I am not a woman

Responder #3 – Faculty Support Assistant
- No, I did not see it

Details of Case Study A – Lawrence Berkeley National Lab

All UCOP, UC Regents, Office of the President communications come to one contact at the Lab, Reid Edwards who is the head of our Public Affairs department. He filters through it and decides what goes into our daily eNewsletter called TABL. The Lab also produces a monthly hard copy newspaper. Every employee at the Lab is automatically placed on the list serve to receive the daily TABL and cannot opt out
of it. TABL is made up mostly of important announcements for employees, scientific successes and information, and upcoming events.

You can find TABL here: http://www.lbl.gov/today/

In order to search the archives, find a link at the bottom called “Today at Berkeley Lab Archive”.

The workgroup member tracked the following four announcements by (loosely) asking the foregoing three questions of 15 people across the organization, at different levels, and with varied job titles. In addition, the following questions were asked in some cases:

- If you supervise anyone, how do you pass along information?
- Are there bulletin boards in your area?
- Any language barriers in your area? (Asked if applicable)
- In general, do you read TABL? Is there any other way that you rely on receiving information?

<table>
<thead>
<tr>
<th>Division</th>
<th>Job Title</th>
<th>Do you remember seeing an announcement about the Women’s Leadership Symposium at UCSF?</th>
<th>Where did you see it? - TABL</th>
<th>Mail ing</th>
<th>Other (please specify)</th>
<th>Did you read it?</th>
<th>Additional Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>Administrative Assistant II</td>
<td>Yes</td>
<td>Other</td>
<td>Don’t remember where</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Sciences</td>
<td>Administrator</td>
<td>Yes</td>
<td>Other</td>
<td>Not sure where she saw it - possibly Division email</td>
<td>No</td>
<td></td>
<td>Division often sends email notifications out.</td>
</tr>
<tr>
<td>Physical Sciences</td>
<td>Administrator</td>
<td>Yes</td>
<td>Other</td>
<td>In the email of the scientist that she supports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computing Sciences</td>
<td>Computer Staff Sci/Engr</td>
<td>Yes</td>
<td>TABL</td>
<td>Other</td>
<td>Yes</td>
<td>Originally she learned about it somewhere else - can’t</td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td>Position</td>
<td>Email</td>
<td>Direct</td>
<td>Other Notes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------------------------</td>
<td>-------</td>
<td>-----------------</td>
<td>------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Custodian</td>
<td>Yes</td>
<td>TABL</td>
<td>Remember where.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Facilities Technical Supermdt</td>
<td>Yes</td>
<td>TABL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Finance Mgr II, Resource</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Manager</td>
<td>Yes</td>
<td>Other</td>
<td>Email directly from UCSF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Sciences</td>
<td>Physicist Senior Sci/Engr</td>
<td>Yes</td>
<td>TABL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Pr Resource Analyst</td>
<td>Yes</td>
<td></td>
<td>Vaguely rememberers seeing it.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Sciences</td>
<td>Sr Administrator</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Sciences</td>
<td>Sr Mechanical Engr Assoc</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Sciences</td>
<td>Sr Scientific Engr Assoc</td>
<td>Yes</td>
<td>TABL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life &amp; Environmental Sciences</td>
<td>Sr Supervisor, Admin Scvs</td>
<td>Yes</td>
<td>Mailin g</td>
<td>Mailing at home</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Truck Driver</td>
<td>No</td>
<td></td>
<td>Remem bered the previous forum and attended it at the Lab. Thought that's what I was talking about.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Details of Case Study A – UC Office of the President**

On Wednesday January 23, the issue of "Our University" entitled "UC Women Making Change" [http://www.universityofcalifornia.edu/news/ouruniversity/01_08/welcome.html](http://www.universityofcalifornia.edu/news/ouruniversity/01_08/welcome.html) was issued from the UC Office of the President. It was emailed to the UC Office of the President via [UCOP-L@LISTSERV.UCOP.EDU](mailto:UCOP-L@LISTSERV.UCOP.EDU).

1. OP Black Staff & Faculty Organization
   - Deleted it.
   - Not helpful to me since I'll be retiring soon.
2. UC Continuing Education of the Bar (CEB)
   - Did not respond to query
3. UC Continuing Education of the Bar (CEB)
• I never received it
5. UC Continuing Education of the Bar (CEB)
  • Did not respond to query
5. UC Continuing Education of the Bar (CEB)
  • Did not respond to query
6. UC Continuing Education of the Bar (CEB)
  • I never saw the original and your email was the first time I saw any of this.
  • I found it confusing at best. Dutifully, I read the rest of the email and checked out the links.
  • There’s a meta-message? I thought the newsletter was a "feel good" piece that had little significance except to those persons featured in the articles.
  • No, it doesn’t seem to have any relevance to my job, even though I interact with the Berkeley campus several times a week and am not completely separated from "normal" UC activities.
7. OP Office of Technology Transfer
  • Did not respond to query
8. OP Budget Office
  • Did not respond to query
9. OP HR/Benefits
  • I read it cursorily
  • ‘Hey gang! We have some interesting things that we thought we’d put together by way of providing some entertaining or seemingly interesting material to distract you from the fact that we are in the midst of some major surgery with some heavy bleeding coming down the pike. Besides it provides a nice glossy change of subject item to point to when that may come in handy.’
  • Marginally.
10.OP Facilities Administration
  • Deleted it
  • Didn’t think about the meta message?
  • Not pertinent to me but probably to others
11.OP Student Affairs
  • Did not respond to query
12.OP Student Financial Support
  • Did not respond to query

Note: UCOP contact for CUCSA Communications Workgroup did not respond to questions about CEB staff not receiving the newsletter.

**Details of Case Study A – UCLA**

<table>
<thead>
<tr>
<th>Title</th>
<th>Employ ee #1</th>
<th>Employ ee #2</th>
<th>Employ ee #3</th>
<th>Employ ee #4</th>
<th>Employ ee #5</th>
<th>Employ ee #6</th>
<th>Employ ee #7</th>
<th>Employ ee #8</th>
<th>Employ ee #9</th>
<th>Employ ee #10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employee #1</td>
<td>Employee #2</td>
<td>Employee #3</td>
<td>Employee #4</td>
<td>Employee #5</td>
<td>Employee #6</td>
<td>Employee #7</td>
<td>Employee #8</td>
<td>Employee #9</td>
<td>Employee #10</td>
</tr>
<tr>
<td>----------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>Mail</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Female</td>
<td>Female</td>
<td>Female</td>
<td>Female</td>
<td>Female</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td>48</td>
<td>48</td>
<td>26</td>
<td>25</td>
<td>35</td>
<td>32</td>
<td>43</td>
<td>42</td>
<td>52</td>
<td>31</td>
</tr>
<tr>
<td><strong>#2 Receive</strong></td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Not sure</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>#2 What Do</strong></td>
<td>n/a</td>
<td>Read it</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>Read it</td>
<td>Read it</td>
<td>Did not read it – left it in In Box</td>
<td>Did not read it – left it in In Box</td>
<td>Skimm ed it</td>
</tr>
<tr>
<td><strong>#2 What Learn</strong></td>
<td>n/a</td>
<td>Don’t recall</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>Liked the short bulleted format – easier to read; clicked on link for more information</td>
<td>Thought it was just a follow up to the recent visit from UCOP staff on women in leadership at UC</td>
<td>n/a</td>
<td>Though they had receive d a similar e-mail from Staff Assembly, and did not read this one; good topic, but not critical, so did not make time to read it.</td>
<td>It is okay to take time off to vote</td>
</tr>
<tr>
<td><strong>#2 Importance</strong></td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>8</td>
<td>7</td>
<td>5</td>
<td>2</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>
Appendix G

Summary of Case Studies B1-B5 – Ad-Hoc Cases

In these studies, workgroup members selected electronic messages – primarily e-mails – at their individual locations and tracked them by interviewing a wide cross section of employees.

Summary of Case Study B1
Lawrence Berkeley National Laboratory – StayWell Program

On January 16, 2008, TABL included an announcement of the new StayWell Wellness Program, which included a $75 gift certificate offer to employees who completed a wellness health survey. This information originated from LBNL’s local Benefits Office and was sent to Public Affairs. This was not the first announcement of this program. A mailing was also sent to each employee’s home address. Supporting data will be found in Appendix H.

---

<table>
<thead>
<tr>
<th>StayWell Program</th>
<th>Where Did You See It?</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="chart.png" alt="Pie Chart" /></td>
<td><img src="chart.png" alt="Pie Chart" /></td>
</tr>
</tbody>
</table>

- All employees surveyed remembered seeing or reading about this specific program
- Many employees remembered receiving information both in TABL and at home through the hard copy mailing
- A few employees received announcements regarding this program from their Union representatives

Summary of Case Study B2
Lawrence Berkeley National Lab – Dining Hall Survey Request

On January 31, 2008, TABL included an article requesting feedback from employees regarding Cal Dining, LBNL’s new food service provider. The feedback was requested via an online survey. This was one in several TABL announcements about the new management and the survey request. Supporting data will be found in Appendix H.
Most employees saw the request and remembered seeing it in TABL
A few employees indicated they completed the survey

**Lawrence Berkeley National Laboratory – overall summary comments from survey results:**

- Many Divisions utilize bulletin boards for postings and announcements
- Most bulletin boards are kept up to date, but not all of them
- In departments where not all employees have email access, TABL is printed daily and posted on a wall or bulletin board
- One employee surveyed works in a department that includes ~ 30% non-native English speakers but sees only English announcements. However, the employee feels communication is “good and that these folks speak English well enough that it’s not much of a problem”
- One employee commented that her mailbox at work gets “so filled with flyers and announcements that it all starts to look like junk mail”
- Supervisors surveyed pass information along in a variety of ways, including posting important items on bulletin boards or walls, making announcements in meetings, or forwarding specific emails to staff

Direct links below to TABL newsletter that included articles discussed:

**Latest Issue of ‘Our University’ Available**
Women’s Leadership Symposium at UCSF
http://www.lbl.gov/today/2008/Feb/01-Fri/02-01-08.html

**New Wellness Program Available as of Today**
http://www.lbl.gov/today/2008/Jan/16-Wed/01-16-08.html

**Dining Services Seeks Employee Feedback**
http://www.lbl.gov/today/2008/Jan/31-Thu/01-31-08.html

**Summary of UCLA Case Studies B3 – B5**
- B3 – Time Off for Voting
- B4 – Global Warming
- B5 – State of California Budget

Ten employees in the UCLA Transportation department were surveyed regarding receipt of the specific e-mails. Demographic information and access to e-mail was
also included. All ten of the respondents had a personal department e-mail account. Nine had ready access to e-mail via their desktop computer, while one employee who worked in field operations had access either via an office workstation or from a home computer. The age range for employees surveyed was from 25 to 52, with an equal number of men and women represented in the survey. The survey metrics for this report are located in Appendix H.

**Summary of Case Study B3**  
**UCLA Time Off for Voting**

Supporting data for Time off for Voting is found in Appendix H.

<table>
<thead>
<tr>
<th>Did you receive this e-mail?</th>
<th>What did you do with it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% Yes</td>
<td>30% Read It</td>
</tr>
<tr>
<td>30% No</td>
<td>30% Skimmed It</td>
</tr>
<tr>
<td></td>
<td>20% Read - then filed</td>
</tr>
<tr>
<td></td>
<td>10% Printed</td>
</tr>
<tr>
<td></td>
<td>10% Did not receive</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What did you learn from it?</th>
<th>How Important Was It?</th>
</tr>
</thead>
<tbody>
<tr>
<td>30% Time off allowed to vote</td>
<td>30% Not Important</td>
</tr>
<tr>
<td>50% Voting policy</td>
<td>20% Important</td>
</tr>
<tr>
<td>20% Did not receive</td>
<td>10% Very Important</td>
</tr>
</tbody>
</table>

- 70% remembered receiving the e-mail  
- 70% read or skimmed the e-mail, or printed it and read it later  
- 70% understood the e-mail was about voting policy/time off for voting  
- 90% thought that the e-mail was important, very important or highest priority

**Summary of Case Study B4**  
**UCLA Global Warming Event**

Supporting data for Global Warming Event is found in Appendix H.
• 90% remembered receiving the e-mail
• 70% read or skimmed the e-mail, or printed it and read it later
• 60% understood that the e-mail was about a global warming event
• 100% thought that the e-mail was important, very important or highest priority
Summary of Case Study B5
UCLA California Budget

Supporting data for California Budget is found in Appendix H.

- 90% remembered receiving the e-mail
- 90% read or skimmed the e-mail, or printed it and read it later
- 45% understood that the e-mail was about the budget being cut
- 100% thought that the e-mail was important, very important or highest priority
Appendix H

Details of Case Studies B1-B5 (Ad-Hoc Cases)

Detail of Case Study B1
Lawrence Berkeley National Laboratory - StayWell Program

<table>
<thead>
<tr>
<th>Division</th>
<th>Job Title</th>
<th>Do you remember receiving information about the StayWell Wellness Program?</th>
<th>Where did you see it? - TABL</th>
<th>Mail/Email</th>
<th>Other (please specify)</th>
<th>Did you read it?</th>
<th>Do you remember what it was about?</th>
<th>Additional Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>Administrative Assistant II</td>
<td>Yes</td>
<td>Other</td>
<td>Email from the Union</td>
<td>Ye s</td>
<td>Rememb ered that it was not for union people.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Sciences</td>
<td>Administrator</td>
<td>Yes</td>
<td>Mail/Email</td>
<td>Other</td>
<td>Ye s</td>
<td>She received mailing at home. Also saw it somehw here else but wasn't sure where - could have been Division email or bulletin boards.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Sciences</td>
<td>Administrator</td>
<td>Yes</td>
<td>Mail/Email</td>
<td>At home mailing</td>
<td>Ye s</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computing Sciences</td>
<td>Computer Staff Sci/Engr</td>
<td>Yes</td>
<td>TABL</td>
<td>Ye s</td>
<td>Rememb ered that it didn't pertain to Kaiser members.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td>Job Title</td>
<td>Yes/No</td>
<td>Method</td>
<td>Other</td>
<td>Notes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------------------</td>
<td>--------</td>
<td>--------</td>
<td>--------------------</td>
<td>------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Custodian</td>
<td>Yes</td>
<td></td>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Facilities Technical Superndt</td>
<td>Yes</td>
<td>TAB L</td>
<td>Mailng</td>
<td>Flyer and Brochure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Finance Mgr II, Resource Manager</td>
<td>Yes</td>
<td>Mailng</td>
<td>Mailing at home</td>
<td>Took advantage of the offer for a gift certificate.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Manager</td>
<td>Yes</td>
<td></td>
<td>Mailing at home</td>
<td>If you have Kaiser, then you can't do it.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Sciences</td>
<td>Physicist Senior Sci/Engr</td>
<td>Yes</td>
<td>Mailng</td>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Pr Resource Analyst</td>
<td>Yes</td>
<td>TAB L</td>
<td>Mailng</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Sciences</td>
<td>Sr Administrator</td>
<td>Yes</td>
<td>Mailng</td>
<td>Other</td>
<td>Mailing sent to home, Division meeting it was discussed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Sciences</td>
<td>Sr Mechanical Engr Assoc</td>
<td>Yes</td>
<td>TAB L</td>
<td>Mailng</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
- TAB L: Tabular List
- Mailng: Mailing
- Open Enrollment webpage
- Yes: Yes
- No: No
- Received mailing at
<table>
<thead>
<tr>
<th>Physical Sciences</th>
<th>Sr Scientific Engr Assoc</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life &amp; Environmental Sciences</td>
<td>Sr Supervisor, Admin Scvs</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Operations</td>
<td>Truck Driver</td>
<td>No</td>
<td>Maili ng</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Some other way other than email but can't remember where.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Remembers that there was a controversy with the Unions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Participated in the wellness program that the Lab sponsors and assumed this was the one I was talking about. She <em>may</em> have received mail at home and thought it was junk mail.</td>
</tr>
</tbody>
</table>
Detail of Case Study B2
Lawrence Berkeley National Lab -- Dining Hall Survey Request
Detail of Case Studies B3-B5
UCLA Survey Instrument

Name: _________________________________________________________________

Job Title: _______________________________________________________________

Department E-Mail Address: ☐ Yes ☐ No

Access to E-Mail at Work: ☐ Yes ☐ No

☐ Male ☐ Female

Age: __________

Did you receive the e-mail? ☐ Yes ☐ No

What did you do with it? ☐ Read it ☐ Delete it ☐ Print it to read later ☐ Transfer to folder

What did you learn from it?

______________________________________________________________

On a scale of 1 to 10, please rate importance, with 10 being highest.

Low Importance          High Importance
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

The Time Off for Voting E-mail was also distributed by UCLA General Services, with more specific instructions and reminder flyers in English and Spanish.

Note: Employee #1 is a Field Operations employee with a department e-mail account, but who is not listed in the Campus Directory. Currently, the method for sending campus e-mail communications is by matching Payroll names with e-mail addresses in the campus directory.
# Detail of Case Study B3
## UCLA Time off for Voting

<table>
<thead>
<tr>
<th>Title</th>
<th>Employee #1</th>
<th>Employee #2</th>
<th>Employee #3</th>
<th>Employee #4</th>
<th>Employee #5</th>
<th>Employee #6</th>
<th>Employee #7</th>
<th>Employee #8</th>
<th>Employee #9</th>
<th>Employee #10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept E-Mail</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Access to E-Mail</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Female</td>
<td>Female</td>
<td>Female</td>
<td>Female</td>
<td>Female</td>
</tr>
<tr>
<td>Age</td>
<td>48</td>
<td>48</td>
<td>26</td>
<td>25</td>
<td>35</td>
<td>32</td>
<td>43</td>
<td>42</td>
<td>52</td>
<td>31</td>
</tr>
<tr>
<td>Receive</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>What Do</td>
<td>n/a</td>
<td>Read it</td>
<td>n/a</td>
<td>Read it</td>
<td>Skimm ed it</td>
<td>Read it</td>
<td>Read it</td>
<td>Printed it to read later</td>
<td>Read it</td>
<td>Skimm ed it</td>
</tr>
<tr>
<td>What Learn</td>
<td>n/a</td>
<td>Allow time off for employees to vote; also received an e-mail from UCLA General Services which was posted in the briefing room and included in the weekly briefing meeting/notes</td>
<td>n/a</td>
<td>n/a</td>
<td>Need to accommodate staff who need to take time off to vote; did not apply to his unit, since no one needed time</td>
<td>Voting policy</td>
<td>Policy issues on voting</td>
<td>You are able to take time off to vote.</td>
<td>It is alright to let employees have time off to vote.</td>
<td>It is okay to take time off to vote</td>
</tr>
<tr>
<td>Importance</td>
<td>7</td>
<td>8</td>
<td>2</td>
<td>6</td>
<td>10</td>
<td>5</td>
<td>8</td>
<td>9</td>
<td>5</td>
<td>8</td>
</tr>
</tbody>
</table>
MEMBERS OF THE UNIVERSITY OF CALIFORNIA COMMUNITY

Dear Colleagues:

The February 5th election is less than two weeks away, and there are important issues on the California ballot. In accordance with UC Personnel Policy 46, a non-exempt employee shall be granted leave with pay, up to a maximum of two hours, for voting in a statewide primary or general election if the employee does not have time to vote outside of working hours. Any additional time off shall be without pay. Please notify your supervisor in advance if you need to take time off during work hours to vote.

Important issues on this ballot include selecting presidential candidates to appear on the November ballot and propositions related to transportation funding, state legislative term limits, Indian Gaming compacts and Community Colleges, some of which could have an impact on the University of California. I encourage you to read the voter information pamphlets about these issues before you vote.

Sincerely,

Bob Dynes
President
# Detail of Case Study B4
## UCLA Global Warming Event

The Focus the Nation E-mail content was also included on area bulletin boards located throughout the department.

<table>
<thead>
<tr>
<th>#3 Receive</th>
<th>Employee #1</th>
<th>Employee #2</th>
<th>Employee #3</th>
<th>Employee #4</th>
<th>Employee #5</th>
<th>Employee #6</th>
<th>Employee #7</th>
<th>Employee #8</th>
<th>Employee #9</th>
<th>Employee #10</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#3 What Do</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>n/a</td>
<td>Read it</td>
<td>Skimmed it</td>
<td>Skimmed it</td>
<td>Read it</td>
<td>Skimmed it</td>
<td>Read it</td>
<td>Skimmed it</td>
<td>Did not</td>
<td>Read it</td>
<td>Skimm ed it</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>read it</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#3 What Learn</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>n/a</td>
<td>Global Warming event on campus; &quot;I always read e-mails from the Chancellor's Office because it impacts me&quot;</td>
<td>Did not read e-mail, but clicked on link and read information on website</td>
<td>Global warming happening on campus</td>
<td>Event on global warming solutions</td>
<td>Sustainabilty issues; used content from this e-mail for area bulletin boards</td>
<td>Global warming</td>
<td>n/a</td>
<td>Was very impressed that the Chancellor's Office sent out this e-mail on this important issue; liked the fact that supervisors were encouraged to allow employees to attend</td>
<td>The university is doing its part regarding global warming</td>
<td></td>
</tr>
</tbody>
</table>

| #3 Importance | 5 | 7 | 6 | 7 | 10 | 10 | 6 | 6 | 10 | 8 |
To the Campus Community:

On January 31, UCLA students, staff and faculty can participate in an important symposium about global warming, as we join more than 2,400 other U.S. institutions in hosting "Focus the Nation: Global Warming Solutions for America."

The day-long event will feature discussions of climate change through the lens of science, politics and the economy. Events will include presentations by guest speakers and UCLA experts; art and music performances; and a screening of the 2009 documentary, "The 11th Hour." A vendor fair in Bruin Plaza will showcase environmentally friendly businesses and campus organizations.

UCLA has long been a leader in the effort to promote the health of our planet. Since 1995, the Institute of the Environment has generated policy solutions and educational programs promoting sustainability. Another academic and research program focuses on sustainability solutions through engineering, public policy and other disciplines.

Our campus continues to adopt practices to reduce our collective carbon footprint, save energy and conserve water. We have substantially reduced emissions from automobiles by providing substantial on-campus housing for students and an award-winning alternative transportation program. Our cogeneration facility generates electricity for the campus, using a combination of natural and landfill gas. In addition, we expect our "green" building program to increase energy efficiency and reduce our environmental impact for years to come.

Sponsored by several campus organizations, including the Campus Sustainability Committee, the Institute of the Environment and the Office of the Chancellor, Focus the Nation will spotlight how each individual -- and our community -- can help reverse global warming.

Learn more about the event at www.sustain.ucla.edu/PDFs/11thHour.pdf and about the national initiative at www.focusthenation.org. Supervisors are encouraged to provide sufficient release time for employees to attend, provided the time would not infringe upon the performance of required job duties.

I invite you to join the discussion of this critical global challenge. Add your voice and learn from your peers as we imagine new solutions to global warming.

Sincerely,

Gene D. Block
Chancellor

Supervisors: Please pass this message for employees who do not have access to e-mail.

What’s Happening in January

Don't miss the annual Small Business Resource Fair!
Tuesday, January 22, 2008, Adamsen Grand Ballroom 10:30 a.m. - 2:00 p.m.
There will be many formal business vendors available to discuss products and services with potential campus customers.
For more details, visit the UCLA Staff Assembly website at www.staff.assembly.ucla.edu.

The Campus Sustainability Committee, in collaboration with ASUU, Graduate Students Association, Institute of the Environment, over 15 student groups, and several scientific departments on campus will like to invite you to become part of a revolutionary, ground breaking event called Focus the Nation on January 31, 2008. Over 1000 institutions across the United States, including all of the nation's top public and private universities, will participate in a nation-wide teach-in to address the challenge of our generation: global climate change.
Thursday, January 31, 2008
Vocaroo Fair 10 a.m. - 5:00 p.m.
Adamsen Grand Ballroom
Workshop Sessions 1:00 p.m. - 5:00 p.m.
Various locations
Music Screening, Music Concert 7 p.m. - Midnight
Adamsen Grand Ballroom
For more information: www.sustain.ucla.edu

Regents Meeting/UCLA Jan. 15-17, 2008
Meetings of the Regents of the University of California and its committees are scheduled for Tuesday, Wednesday and Thursday, January 15-17, 2008 at UCLA Commons.
Live audio-visual broadcasts of the open sessions are available during the open session meetings.
For more information: www.universityofcalifornia.edu/regents

Martin Luther King Day – Jan. 21, 2008
The Martin Luther King King Holiday Parade has been celebrated for the last 20 years and draws a million people into the streets of Los Angeles to remember the life and works of the great man.
The 2008 parade theme is "Continuing the Dream," commemorates the Martin Luther King Jr. at Coretta Scott King and her two children. It includes more than 150 floats, 15,000 people, thousands of students and celebrities such as the Solutions and the band's favorite The Rolling Stones.
Local businesses and restaurants will be open from 8:30 a.m. on.
If you're planning to drive, you'll need to get up early.

The SAE provides a forum where Transportation leaders from across the organization develop new skills, share information and network on a regular basis.
Wednesday, January 23, 2008
Conference 88214/6, 9:30 a.m. - 1:00 p.m.
Detail of Case Study B5
UCLA Governor’s Budget Message

This message was also included in the Transportation department newsletter.

<table>
<thead>
<tr>
<th>Title</th>
<th>Dept</th>
<th>E-Mail</th>
<th>Access to E-Mail</th>
<th>Gender</th>
<th>Age</th>
<th>#4 Receive</th>
<th>#4 What Do</th>
<th>#4 What Learn</th>
<th>#4 Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employe #1</td>
<td>Pkg Sup</td>
<td>MOI III Admin Spec</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #2</td>
<td>MSO III Sr Pub Coord</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #3</td>
<td>Admin Spec Sr Pub Coord</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #4</td>
<td>MSO II Admin Asst</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #5</td>
<td>Sr Pub Coord Admin Anlyst</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #6</td>
<td>Admin Spec PA III Admin Spec</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #7</td>
<td>Admin Spec</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #8</td>
<td>Admin Spec PA III</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #9</td>
<td>Admin Spec</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Employe #10</td>
<td>Admin Spec</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

#4 Receive

- n/a
- Read it
- Read it
- Skimmed it
- Read it and then transferred it to an online folder
- Printed it to read later
- Read it
- Read it

#4 What Do

- n/a
- Read it
- Read it
- Skimmed it
- Read it and then transferred it to an online folder
- Printed it to read later
- Read it
- Read it

#4 What Learn

- n/a
- Was personally interested in this topic as mentor the e-mail had been mentioned by mentor before it came out
- This was an important issue – it was discussed at staff meeting; also concerned: impact on purchases
- Cutting budgets
- Budget cuts that Schwartzengger proposed.
- Not sure; nothing new
- Budget cuts; very important issues; clicked on the link for more information.
- Particular interest in this topic due to campus involvement at the administrative level
- This e-mail was too long for the content; should be more concise; use bullet points and be more succinct
- Times are bleak; you should have saved

#4 Importance

- 5
- 10
- 8
- 8
- 10
- 5
- 10
- 10
- 6
- 9
UCLA Office of the Chancellor

To the campus community:

As you know, Gov. Arnold Schwarzenegger’s proposed 2008-09 state budget contains significant across-the-board cuts in state spending, which include the University of California. The Regents are in the process of determining how the UC should react to the proposed budget. The Governor, meanwhile, has stated that he expects UC to address cost reduction through a combination of fee increases, limits on enrollments, program reductions and administrative efficiencies.

It is too early to predict the outcome of the budget negotiations. And, while all state agencies are being asked to share their burden of cuts, it is clear that reductions to the UC budget, and to UCLA, will pose tough challenges for our campus and will be detrimental to the economy and to the state of California. I want to assure you that UCLA leadership will play an active role with UC in advocating on behalf of public higher education and the role of UCLA in providing opportunity and improved quality of life for all Californians.

This week, I will be in Sacramento to meet with elected officials individually. I also will speak to a group of about 60 elected officials and key opinion leaders at a dinner. Budget issues will be foremost on my agenda.

Meanwhile, Vice Chancellors Steve Olsen and Sam Morabito are engaged in UC system-wide planning efforts. Steve is helping to develop a strategic plan for guiding our campuses through a tough budget year. Sam is creating a system-wide task force on administrative efficiencies. UCLA’s cost savings initiatives serve as a model for the UC system.

We will keep you informed of the budget process. You will find more information at www.ucla.edu/about/budget, which will be updated as the process continues. If you wish to join our campus advocacy efforts, please click on the advocacy link at the Web site. We welcome your support and involvement.

There is no more credible voice for the importance of UCLA and public higher education than our faculty, staff and students.

Sincerely,

Gene D. Block
Counselor
Appendix I

Sample Next Steps Systemwide Survey

Demographic Information:

1. Payroll Title: __________________________________________________

2. Gender:  □ Male □ Female


4. How long have you worked for the University of California?
   □ Less than one year □ 1 – 3 years □ 4 – 8 years □ 9 – 14 years □ 15 – 20 years □ 21 – 30 years □ 30+ years

5. Does your Department provide you with a work e-mail address? □ Yes □ No

6. Do you have access to e-mail at work? □ Yes □ No

7. How frequently do you check your work e-mail at work?
   □ 1 – 2 times a day □ 3 – 5 times a day □ constantly throughout the day □ never □ Other/please explain ________________

8. How frequently do you check your work e-mail from an off-site computer?
   □ 1 – 2 times a day □ 3 – 5 times a day □ constantly throughout the day □ Never □ Other/please explain ________________

9. How frequently do you check your work e-mail from a mobile device (such as a PDA, Blackberry)?
   □ 1 – 2 times a day □ 3 – 5 times a day □ constantly throughout the day □ Never □ Other/please explain ________________

10. What is your preferred way to receive university communications?
    □ E-mail □ Mail (hardcopy flyer/postcard) □ Article in campus newspaper
    □ Article in online media □ Meetings/Briefings □ Flyer on bulletin board
    □ Other ____________________

11. What “gets in the way” of receiving e-mail communications? (check all that apply)
    □ Do not have regular access to e-mail □ Do not have a work e-mail
    □ Receive too many e-mails □ Do not have time to read e-mails
    □ E-mails are too long/wordy □ Other__________________________
If you work in an area that either does not have work e-mails for all employees, or which has staff who work outside of the office and may not have regular access to e-mail, please answer the following questions:

12. What mechanisms does your department have in place to assure that employees receive the information they need?

- Department/unit briefings
- Bulletin board/posted flyers
- Newsletter
- Staff meetings
- Other __________________________

13. What are your suggestions for improving university communications to employees who work outside the office and may not have regular access to e-mail?

__________________________________________________________________
__________________________________________________________________

Please review the following e-mails, and provide your feedback for improvement:

(Select 2-4 representative e-mails, from campus and from UCOP)

(Answer for each e-mail)

14. Do you recall receiving this e-mail? □ Yes □ No

15. What did you do with it? □ Read it □ Skimmed it □ Deleted it □ Printed it to read later □ Transferred it to an electronic folder □ Other____________________

16. What did you learn from it?

__________________________________________________________________
__________________________________________________________________

17. On a scale of 1 -10, with 10 being Highly Importance, and 1 being Low Importance, please rate how important this e-mail would be for you.

Low Importance □ 1 □ 2 □ 3 □ 4 □ 5 □ 6 □ 7 □ 8 □ 9 □ 10

High Importance

18. What are your suggestions for improving this e-mail?

- Shorter in length
- Use bullets
- The topic does not interest me
- No suggestions for improvement (fine as is)
- Other

19. Overall, what suggestions do you have for improving university e-mail communications?

__________________________________________________________________
__________________________________________________________________

Thank you for your time! Information about the results of this survey will be posted at (weblink) on (date).
Appendix J

UC Santa Cruz Staff Communications Survey

1. How effective do you feel the University (administration) communicates with you?  
   - very satisfied  - somewhat satisfied  - dissatisfied  - very dissatisfied  - Not Applicable

2. How satisfied are you about the ability the University (administration) have to receive your communication?  
   - very satisfied  - somewhat satisfied  - dissatisfied  - very dissatisfied  - Not Applicable

3. How respectful do you feel your supervisor or professor communicate with you?  
   - very satisfied  - somewhat satisfied  - dissatisfied  - very dissatisfied  - Not Applicable

4. How satisfied are you about the ability from your supervisor or professor have to receive your communication?  
   - very satisfied  - somewhat satisfied  - dissatisfied  - very dissatisfied  - Not Applicable

5. Do you feel that communicating your concerns that will result in negative consequences or retribution?  
   - totally agree  - agree  - disagree  - totally disagree  - Not Applicable

6. Do you feel the University or your department is doing something to improve the way they communicate with you?  
   - very satisfied  - somewhat satisfied  - dissatisfied  - very dissatisfied  - Not Applicable

7. What department or group do you least hear from?  
   - Administration  - Office Of the President  - Faculty  - Regents  - Student Government

8. Who are you?  
   - Student  - Faculty  - Staff  - Other

9. Do you think this kind of survey can improve communication on campus?  
   - Yes  - No

This part of the survey is for additional information only and we would really appreciate your input.

10. In what department or office do you work for the campus (e.g. Parking, Housing, Facilities)?

11. Are you satisfied with your job?  
   - very satisfied  - somewhat satisfied  - neutral  - somewhat dissatisfied  - very dissatisfied

12. Are you currently searching for a job outside of the University?  
   - Yes  - No

12. If yes, why?  

13. Do you feel the University gives you enough opportunities for career advancement?  
   - Yes  - No

If is not Why?

We appreciate your input and we will provide the results to the Chancellor oﬃce in an eﬀort to improve campus communication.