Strategic Communications Workgroup Report

2008-2009 Campus Leadership Survey

Kyrie Bass (Chair), *University of California, Los Angeles*

Connie Croker, *University of California, Santa Cruz*

Stephanie-Jean Hinojosa, *University of California, Irvine*

Chuck Morgan, *University of California, San Diego*

Christopher M. Rivers (Vice-Chair), *University of California, Office of the President*

Maryann Villavert, *Lawrence Berkeley National Laboratory*

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Executive Summary

At a time when the role of the public university is constantly challenged by decreasing revenue from the State, the critical need to provide effective organizational communications to all UC stakeholders who participate in the University's tripartite mission has never been greater.

As the voice of non-represented staff across the UC system, the Council of University of California Staff Assemblies (CUCSA) is uniquely positioned to evaluate how communication between the Office of the President, campus leadership ("information gatekeepers") and one of the University's key stakeholders, staff, is functioning.

- Working in coordination with the Office of the President Internal Communications Unit in developing this project allowed members of the CUCSA Strategic Communication Workgroup to design a survey (Attachment III) that took into consideration many of the subtle strategic nuances that effect the success or failure of communications across the system as well as the basic impacts these daily communications have on staff.

According to Lester R. Potter, ABC, "If you are to survive and prosper or even be considered relevant as an organizational communicator in today's fast-paced era of tight resources and all-too-ready-to-downsize mindset, then you must contribute significantly and measurably to strategic management. You must think, act and manage communication programs strategically, recording measurable results that contribute to the accomplishment of the organization's mission. **The only reason organizational communication programs exist is to achieve measurable results that help the organization realize its mission."**

Communications objectives do not exist in isolation; they must have criteria upon which their success or failure can be judged and that criteria needs to be woven into the design of a communication program from its inception. Also, a communication program must be driven by business or organizational objectives.

The University's fundamental mission is teaching, research and public service. More specifically: "The distinctive mission of the University is to serve society as a center of higher learning, providing long-term societal benefits through transmitting advanced knowledge, discovering new knowledge, and functioning as an active working repository of organized knowledge. That obligation, more specifically, includes undergraduate education, graduate and professional education, research, and other kinds of public service, which are shaped and bounded by the central pervasive mission of discovering and advancing knowledge."*(University of California Academic Plan, 1974-1978)*

While it is not possible to investigate communications programs that crisscross the breadth, depth and complexity of a $18 billion global enterprise such as the University of California, even just those targeted at staff, it is possible to investigate basic communication processes and perceptions among narrowly identified audiences in order to draw conclusions about how those dynamics might be effecting larger groups.

As a follow up to the Council for the University of California Staff Assembly (CUCSA) Communications Workgroup Report in 2007-2008, the CUCSA Strategic Communications Workgroup for 2008-2009 offered the University of California Office of the President (UCOP) Internal Communications Unit support in addressing the opportunity to "gather feedback and questions from staff about communication…in order to help…serve the University's communication efforts" (CUCSA 2008).

Furthermore, in response to an observation outlined in the 2008 report, a recommendation was that CUCSA would support the UCOP Strategic Communications to provide more effective messaging content that would address staff concerns by gathering feedback and questions from the staff. This was in reference to key findings in terms of:

1. Accessibility
2. Message delivery and content design
3. Interference and overloading of messages

This 2009 report only addresses message delivery (receiving and distribution) and content design (in terms of its effectiveness). Throughout the past year, the Strategic Communications Workgroup started by outlining goals with UCOP Director of Internal Communications, Paul Schwartz, that would best support his office and the Regents, as well as each of the campus and lab locations; and continues from where the 2008 report left off by conducting a survey with the higher-level administrators at each campus and lab location.

CUCSA prepared a list of survey takers and worked with Director Schwartz to obtain a list from his office to distribute the survey. One immediate finding was the differences between the email distribution lists.

An immediate recommendation by CUCSA is to support the UCOP Internal Communication Unit in developing a more comprehensive list of campus and lab location contacts.

Also note, during the course of this project, several communications lists were compiled and are further referenced below:
- Attachment I – Comprised of contacts generated by CUCSA delegates that would likely be the appropriate individuals or offices at their respective campus locations who would receive communications from UCOP.
- Attachment II – Comprised of contacts from each campus location that was managed by and made available from UCOP Internal Communications.
- Attachment V – Comprised of contacts compiled from the survey respondents who identified others that have received communication from UCOP.

Background/Situation Overview

Due to the size and scope of UC (more than 220,000 students and more than 170,000 faculty and staff, with more than 1.5 million alumni), and its decentralized nature as a series of campuses, each with its own distinct identity and interest areas, managing strategic communications from the Office of the President presents unique and significant challenges.

These challenges, particularly with regard to electronic communication, were noted in the 2007-2008 CUCSA Strategic Communication Report as follows, "Delivery of electronic communication 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 . . . and several structural limitations to effective system wide communications."

Key findings in the 2007-2008 report centered on:
- Accessibility of information for staff members in non-office locations
- Accessibility of information for non-English speakers and readers
- Tailoring message content to be appropriate to the intended audience
- Multiple directions of communication flow
- UCOP to locations distribution system is inconsistent
- Inconsistency of campus/lab systems

As that report noted, "Effective communication helps employees understand the role they play in achieving the organizations goals: What is my value? Where do I fit within the institution's priorities? How can I add value? While the risks are significant, the work of communicating with a large and diverse staff organization is very difficult. 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.**"

The report went on to suggest that the work group 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.

Consistent with these roles and recommendations, CUCSA began this year's project by partnering with UCOP Strategic Communications Director Paul Schwartz with a goal of drilling down to the next level of communication flow. This next level included the gatekeepers at each of the campuses, labs and health centers for whom contact information could be located via a list of official communications recipients provided by Director Schwartz as well as campus information contacts provided by the full membership of CUCSA.

It was collectively decided that this intermediary step was necessary before a system wide survey could be undertaken, as the mapping of the flow of communication from UCOP to the University constituencies was incomplete. Conducting a robust survey of the communication gatekeepers at the campuses, it was thought, would reveal a more full range of communication issues to consider before potentially undertaking a larger survey, as well as help define and more precisely articulate the goals and objectives of such a survey.

In meeting the communication needs of the campuses and the system, it is critical to have a clear understanding of the beliefs and opinions of campus administrators with regard to the performance of UCOP strategic communication. Likewise it must be noted, as did several of the survey respondents, that regardless of the potential improvements to communication flow suggested by the results of this survey, the UCOP Internal Communications team led by Director Schwartz continues to perform extraordinarily well in managing such a complex portfolio of communications demands and programs. These communications are implemented under extreme deadline pressure with multiple review cycles from UCOP senior leadership, as well as HR and legal teams.

Goals and Objectives

While the 2007-2008 report spotlighted the importance of achieving and managing effective communication for staff in the general sense, and recommended the work group continue its work and report its findings on an annual basis, it is important to recognize that this year's work group decided to define specific goals and objectives based on the classic communications planning and measurement model.

There is an exchange from Lewis Carroll's 1872 masterpiece *Through the Looking Glass* in which the following dialogue takes place:

> **Alice:** Which way should I go?
> **Cat** That depends on where you are going.
> **Alice:** I don't know where I'm going!
> **Cat:** Then it doesn't matter which way you go!

In addition to illustrating the need for strategic communication planning, it reminds us of the importance of intention in crafting communication for key stakeholders. UC leadership and communication professionals, both at UCOP as well as the campuses, are actively engaged in the process every day. Once the target audiences, key messages, and delivery methods have been determined and the communication sent, there is another step that is often skipped before the cycle tends to rapidly begin again: measurement and evaluation. This step is particularly challenging when the communication dynamic being measured is generalized (that is, communication about all topics and to all audiences, as opposed to a single communication initiative).

According to Potter, in traditional communication program measurement, a single initiative is measured according to a number of common rubrics:

- What is the issue or problem you are trying to address with the communication activity?
- What is the outcome you expect from your communication activity?
- What is it that we want to see change as a result of the communication activity? (Attitude? Knowledge? Change in behavior?)

As will be described in Section 5, many of the insights this survey was able to measure were compelling and eye-opening, but some limitations prevented more conclusive findings. As the communication audit undertaken by this work group attempts to measure a relatively small, finite set of key generalized communication dynamics, its goals and objectives were informed by high-level functional and structural communication issues. It was hoped these issues might shed light on systemic strengths and weaknesses in the communication system, as well as possibly identify specific issues that might warrant deeper study using more of the traditional single-issue methodologies described above. The survey response rate of twenty (20) individuals also presented statistical challenges to drawing more meaningful conclusions. In addition, evaluations such as the survey that forms the foundation of this report are best planned in advance as a part of a given set of communication activities so the survey results more closely parallel the goals and objectives of specific communication campaigns from the start.

Thus, while we cannot seek to answer the ultimate high-level question (How effective are UCOP communications in achieving UC's organization objectives?), we can hope to identify discrete points of the communication infrastructure that are either strongest and highest functioning, or, conversely, most in need of repair.

According to Potter, "Surveys are used whenever there is a need to explain the motivations and attitudes driving a public's behavior, to anticipant likely reaction to an announcement, or to establish a baseline of information in order to measure the effects of a communication program." This survey would certainly fulfill the baseline criteria and could be used for future efforts in many areas.

Goal 1: How effective is the content and message delivery between UCOP and the campus leadership ("information gatekeepers")?

Goal 2: How effective is the content and message delivery between campus leadership and staff?

Flowing from these goals, the workgroup defined the following objectives:

1. Map a path of strategic communications that are received by the higher-level administrators (which UCOP offices are sending communications and to whom?)

2. Determine what messages are/are not forwarded on by the higher-level administrators, who it is forwarded to, and by what means it the message being distributed.

3. Identify issues that impact message distribution (content, timeliness, audience-specific messaging, distribution methods).

Methods and Activities

The work group's activities were divided into three phases:

- Work with UCOP Internal Communications Director Paul Schwartz to solicit input about project strategy, procure email addresses for survey recipients at campuses, and design survey content based on mutual interest areas;
- Design and develop online survey for distribution to public information "gatekeepers" at the campuses, labs and health centers. Distribute survey, follow up with non-respondents to request they complete and submit the survey
- Analyze survey results and develop findings and recommendations based on survey results

This 2009 report focuses on analyzing message delivery (receiving and distribution) and content design (in terms of its effectiveness). The Strategic Communications Workgroup started by outlining goals with UCOP Director of Internal Communications, Paul Schwartz, that would best support his office and UC Regents, as well as each of the campus and lab locations. Director Schwartz also provided information on other areas of interest that would be included in a survey.

Continuing from the 2008 recommendation of conducting a survey with the higher-level administrators at each campus and lab location, the workgroup held several conference calls with the UCOP Internal Communications Director, Paul Schwartz and first presented a draft of a survey that would be sent to the email distribution list that UCOP-ICD had from his office. In addition, the Strategic Communications Workgroup prepared its own distribution list based on information that each workgroup member had from their local campus and lab.

The survey period was Tuesday, May 5, 2009 through Wednesday, May 20, 2009. The total number of people surveyed was 45; the total number of respondents was 20; the response rate was 44%. Participation includes representation from 9 of the 10 campuses, with UC Merced not responding, most likely due to the timing of the survey coinciding with their first graduation ceremonies. Responses were also received from Lawrence Berkeley Lab, and the Davis, Irvine and Los Angeles Medical Centers.

The levels and job titles of the survey takers varied from campus to campus, and included:
- Chief Human Resources Officer
- Director, Health Sciences Media Relations
- Associate Vice Chancellor, University Communications and Public Affairs
- Head, Public Affairs
- Associate Vice Chancellor, Strategic Communications
- Associate Vice Chancellor, Human Resources
- Editor, Public Affairs
- Assistant Vice Chancellor, University Communications
- Media Relations Director, University Communications
- Director, Distribution and Document Management
- Executive Director, HR and Customer Service, Human Resources

- Assistant Vice Chancellor, Communications and Public Affairs
- Director of Media Relations, Strategic Communications
- News Director, Office of Public Affairs
- Associate Vice Chancellor, Public Affairs
- Director, Human Resources

A complete copy of the survey can be found in Attachment III.

Findings and Analysis

Throughout the course of the 2008-2009 year, the Strategic Communications Workgroup discovered several findings which are subdivided according to the goals previously outlined in Section 3.

Map of Strategic Communication to Administrators

The 2008 report analyzed the delivery and receipt of information at the staff level and outlined and created a flow chart of the flow of information from UC Leadership to the staff. What it revealed was the diverse nature and organization of each campus communications in terms of how and what is shared to the staff (CUCSA 2008).
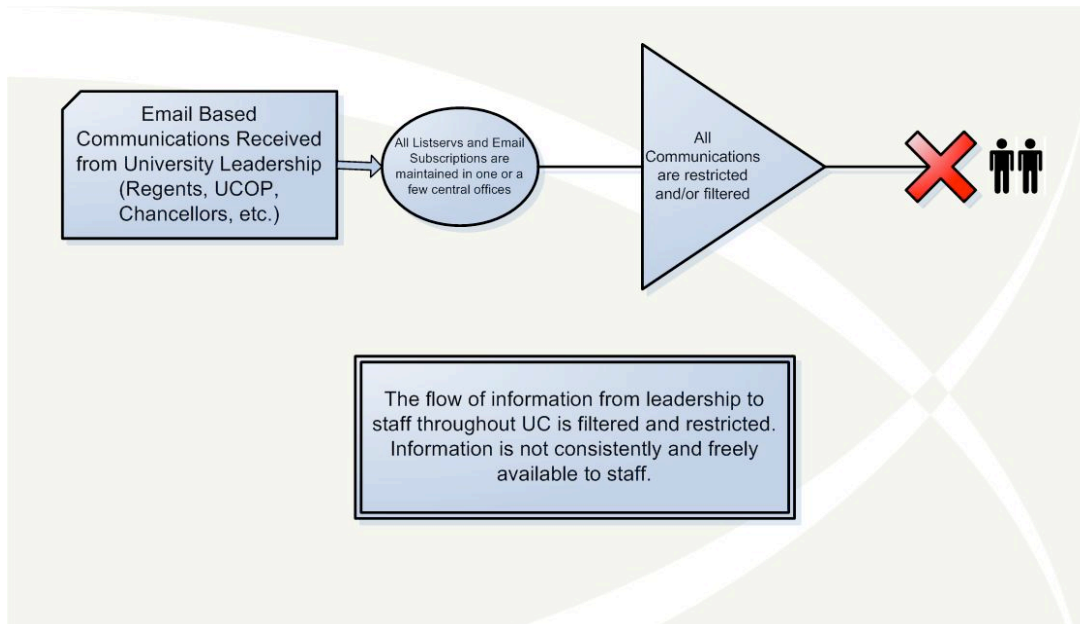

Figure 1.　　Flow chart depicting flow of information from UC Leadership to the staff (CUCSA 2008).

Furthermore, from some initial findings and through survey results, below is a summary that highlights additional qualities that add to the representation of the diverse nature of the communication network at each UC campus and lab locations.

Initial finding: Email Distribution List Issues

The diverse nature and changes in organizational structure within each campus and lab location (see Figure 1) continues to hinder the flow of communication from UCOP to the appropriate administrators. The CUCSA Strategic Communications Workgroup prepared a list of contacts from each campus and lab location (see Attachment I) and proceeded to request the email distribution list utilized by Director Schwartz's office (Attachment II).

**Survey Results**

Section 1: Receiving UCOP messages

The survey's first four questions were designed to chart the flow of communications to campus leadership from the Office of the President. The responses revealed the following:

- Most communications were of a high-level organizational messaging nature (e.g., institutional updates from President Yudof, press releases, Human Resources (HR) policy changes and updates, benefits information, reminders and updates, along with the University-wide online newsletter *Our University*.
- 75% of survey respondents reported receiving communications from UCOP either "a few times a week" or "daily."
- Electronic communications now seem to have all but completely supplanted other means of communications, as all survey respondents reported receiving "email directly from UCOP", and 60% reported receiving forwarded emails (with the remainder relying on the UCOP website).

One interesting finding related to situations in which the respondent was not the primary recipient of messages from the Office of the President, but received those messages from someone else on their campus. The survey showed that no fewer than 10 different job titles were responsible for forwarding these messages.

While no conclusive findings can be drawn about this fact without further inquiry, it appears likely that this fact may be due to the variation in position levels represented by the respondents, or to campuses constructing their own message filtering systems to accurately inform the appropriate stakeholders for a given UCOP message, or a combination of both.

What types of communications do you receive from UCOP which need to be distributed out to campus audiences? (check all that apply)
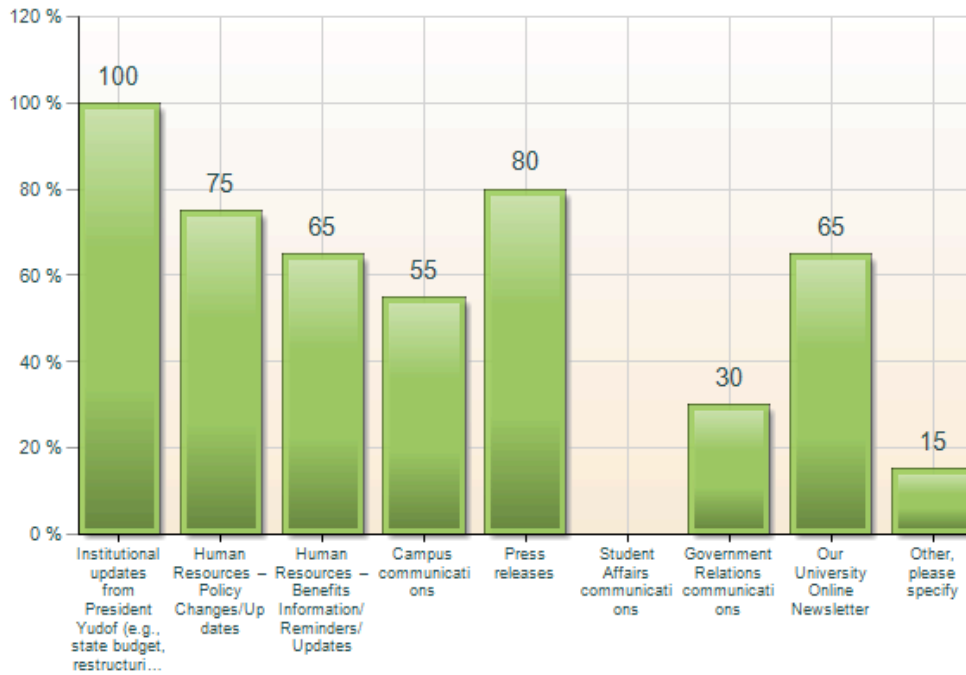
0% stated they received "Student Affairs communications

How do you receive information from UCOP? (check all that apply)
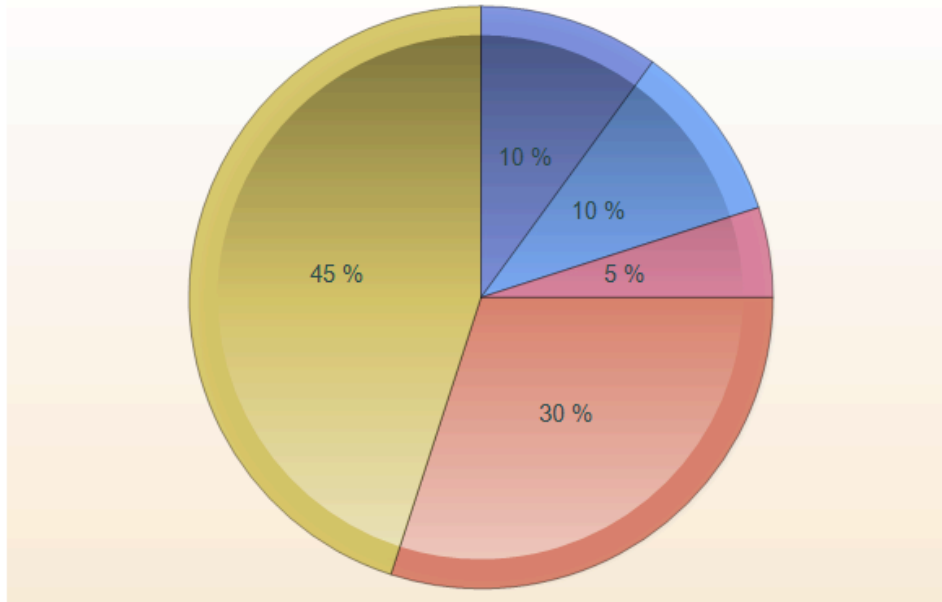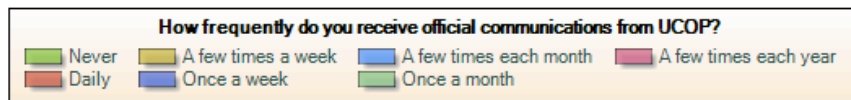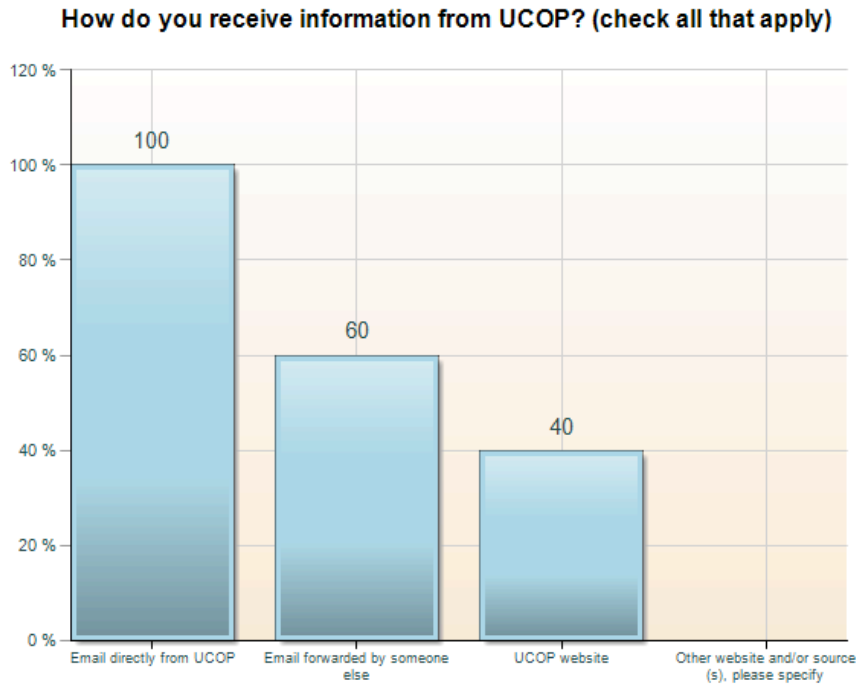
0% stated "Other website and/or source(s)

Q6 and Q7: If email is forwarded by someone else, who typically forwards it to you?

· Answers include Campus Human Resources, Chancellor's Office, Vice Chancellor of Administration, Associate Vice Chancellor, Media Relations, Resource Management and Planning, Government Affairs, Labor Relations, Benefits, Strategic Communications

**Section 2: Distributing UCOP messages to campus communities**

For the next four questions, the objective was to measure what the campus contacts do with the communications after they receive them. Although generally consistent, in this section we begin to note the first signs of discord between presumed communications objectives at OP and the communications needs at the campus level.

This phenomenon is first apparent in question 4, which asked respondents to state how many UCOP communications are actually distributed? While 60% reported distributing the messages more than half the time, 40% stated they distributed the messages less than half the time. Of those who do distribute, the majority said they used either a website posting or multiple email lists.

When asked what criteria they used to determine whether to distribute the messages, respondents overwhelmingly (80%) chose relevance of subject matter, followed by prioritization of importance, timing/deadlines, and sensitivity of topic.

Perhaps the most revealing question in this section, "For those messages you choose not to distribute, what are the primary reasons you choose not to do so?" the vast majority of responses fell into two categories: either the messages were redundant (80%) or irrelevant (55%).

Of these communications from UCOP, how many are actually distributed?

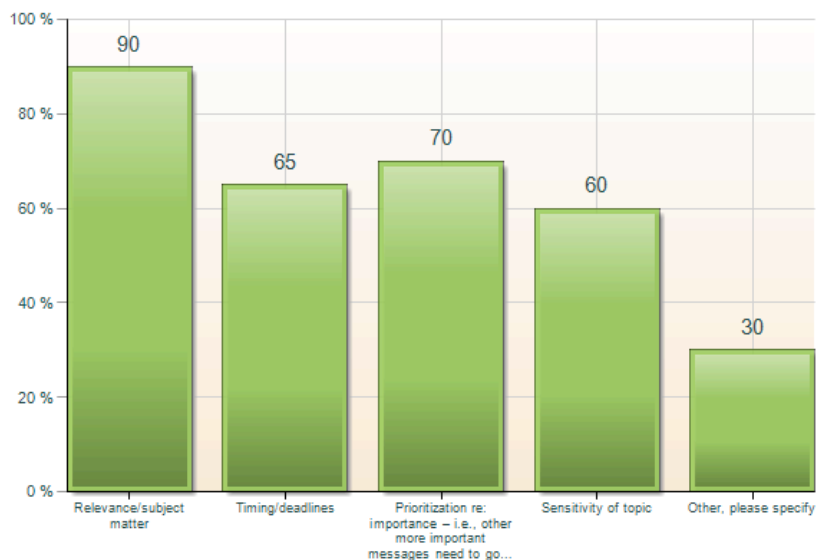0-25%   26-50%   51-75%   76-100%
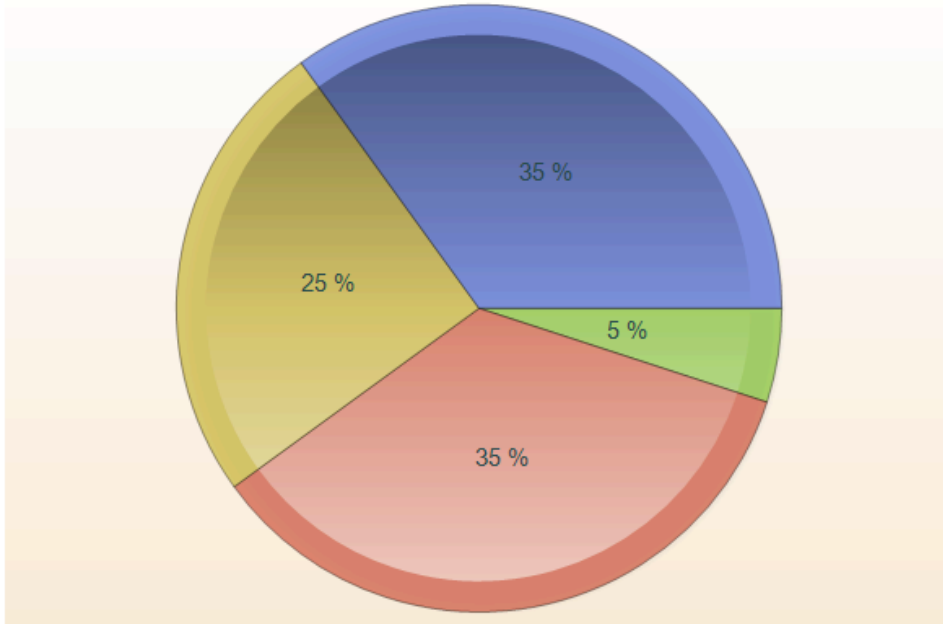
How do you distribute information from UCOP to your campus? (check all that apply)
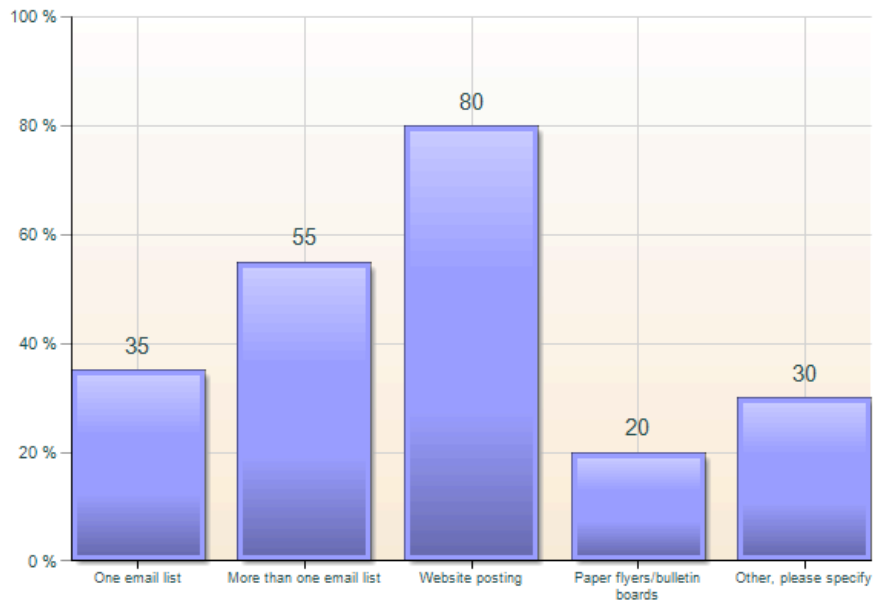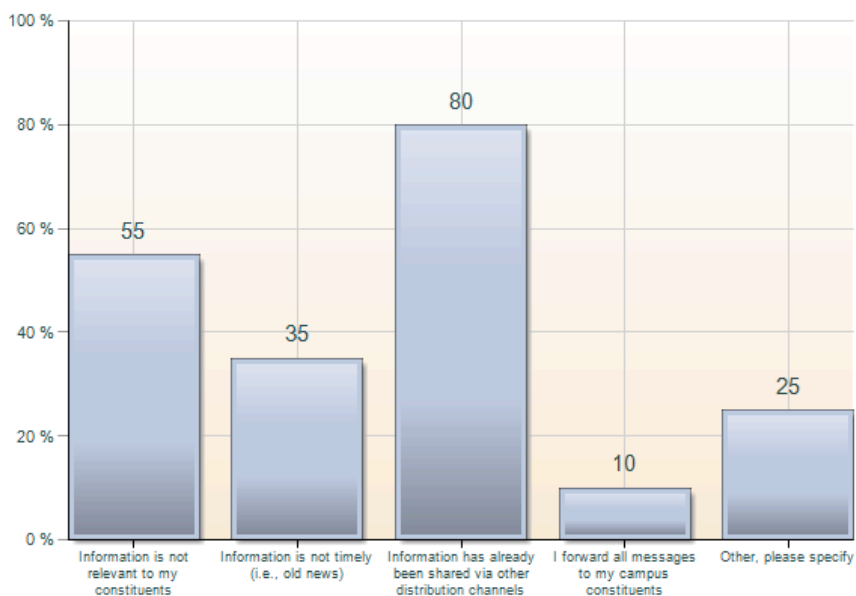

Other methods noted: 1) small email group; 2) faculty/staff newspaper; 3) all campus email; 4) rewriting with Berkeley angle; 5) Inside UCR (faculty/staff newspaper); 6) faculty/staff periodical in article form

What criteria do you use to distribute information from UCOP? (check all that apply)

	Relevance/subject matter	Timing/deadlines	Prioritization re: importance – i.e., other more important messages need to go...	Sensitivity of topic	Other, please specify
%	90	65	70	60	30

Other methods noted: 1) frequency of messages/redundancy; 2) confidentiality of messages; 3) how/whether it impacts location; 4) some messages are only posted on web (not distributed); 5) request from OP that a message be sent out

For those messages from UCOP that you choose not distribute, what are the primary reasons you choose not to do so? (check all that apply)

|	Information is not relevant to my constituents	Information is not timely (i.e., old news)	Information has already been shared via other distribution channels	I forward all messages to my campus constituents	Other, please specify
%	55	35	80	10	25

Other reasons noted: 1) sensitive information, not appropriate to share; 2) message is too general and/or not contextualized; 3) Chancellor already communicated it; 4) not accountable for distribution

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Section 3: Modifying messages for target audiences
The following three questions dealt with the ways in which campus leadership chooses to modify UCOP messages for different purposes.

Generally speaking, there were few surprises:

- Most respondents said they determined if a message needed to be modified based on appropriateness for audience (70%) (The preparers of this report acknowledge that the difference between two options offered to respondents – "segment by audience" and "audience appropriateness" - was not clear and thus could have skewed the results).
- The majority, 90% of respondents, said they modified messages either "less than half the time" (55%) or "never" (35%).
- Communications dealing with human resources dominated respondents' answers to the question "What types of communications do you typically modify to fit the campus context?"
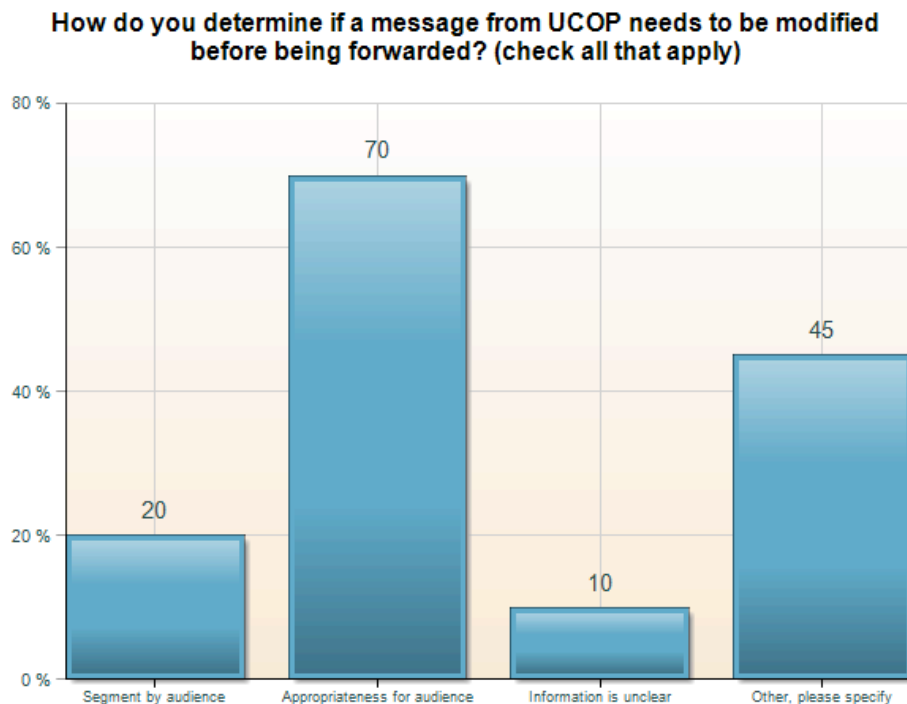

Other responses noted: 1) do not modify actual message; 2) overlap with HR; 3) some messages are posted online but not distributed; 4) consult with Executive Vice Chancellor; 7) relevance/applicability to campus; 8) some labor communications are less/not relevant

How frequently do you modify messages from UCOP before distributing them?

Never ▢ | Less than half the time ▢ | More than half the time ▢ | All the time ▢
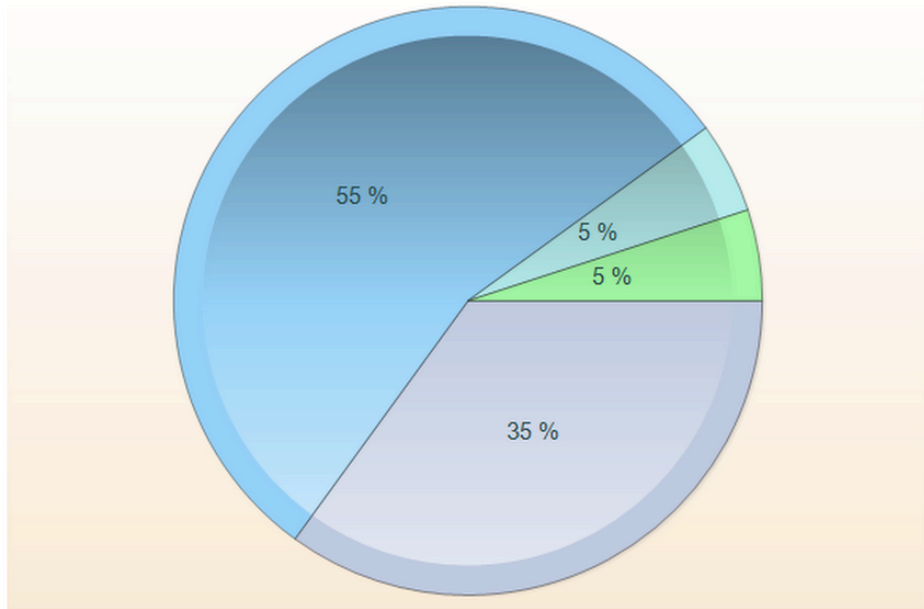
5% gave no response to this question

What types of UCOP communications do you typically modify to fit the campus context?
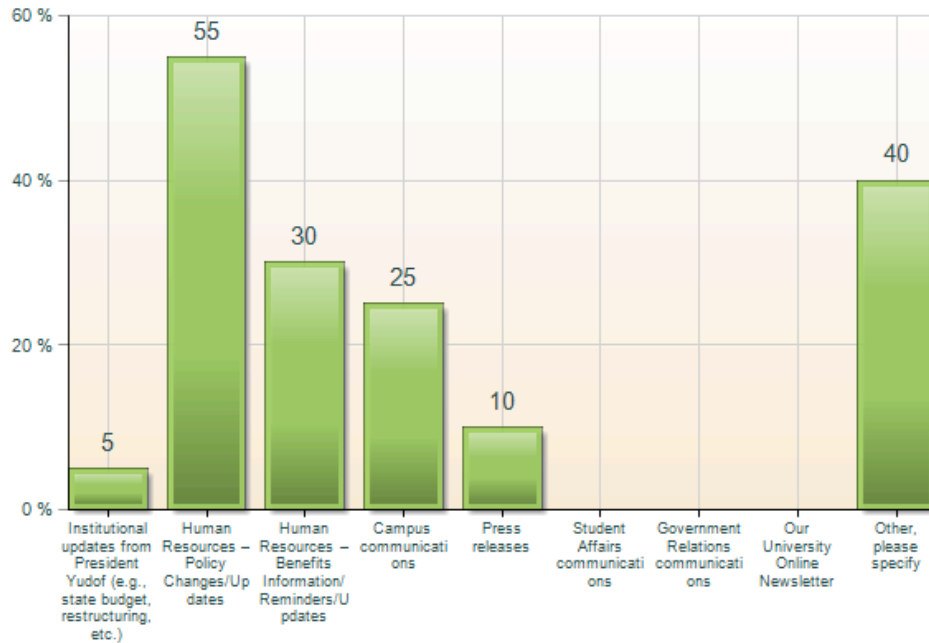
0% stated "Student Affairs communications"; 0% stated "Government Relations communications"; 0% stated "Our University Online Newsletter"; Other responses included: 1) none; 2) rarely is UCOP content edited; 3) content is not changed, just the cover memo

Section 4: Potential improvements and optimizations
The Strategic Communications Workgoup believes the results and findings of this final section provide the most compelling evidence yet of opportunities for strategic adjustment in the communication flow from UCOP to the campuses. Campus leadership appeared to be very candid in their responses to the perceived deficiencies in current communication dynamics and to the ways that processes might be improved.

There was a range of opinion about both why the current system falls short of meeting institutional objectives as well as what can be done to correct the deficiencies. In instances where UCOP sends messages directly to stakeholders and constituencies on campus, 60% of respondents said "content" could be improved, and 53% identified "audience appropriateness."

Respondents offered an extremely diverse self-generated list of specific comments that carried a number of implications for further investigation. They included:

CONTENT:
• Messages should be shorter and more transparent – communications don't answer the hard questions.
• Include information on the labs
• Sometimes feels like we are being spun.

TIMING/TIMELINESS OF DELIVERY:
• Not enough lead time to get information out in a timely fashion.

AUDIENCE APPROPRIATENESS:
• Assure that information is appropriate for a hospital setting.
• Occasionally messages are unclear or not written with the appropriate level of customer orientation.
• Many messages are not written with the audience in mind and are too complicated/detailed for many who are just seeking basic information/reassurance.
• Communications should occur through the hierarchy rather than to all.

COMMUNICATIONS PROCESS:
• Assure that UCOP communications are in sync with campus communications so that the same message does not go out twice, or message could be from UCOP and campus leadership (together), if appropriate.
• Too many paper copies are still being received.
• It is unclear as to who will send the message on – should have one point person for each campus.

OTHER:
• Do not use the advocacy list to constantly push institutional message – it was created to be an action vehicle, but is being overused and losing its effectiveness.

Respondents also said they believed message delivery from UCOP could be improved by more focus on UCOP communication to the campus audiences directly, as well as to the campus locations (points of contact, or campus leadership). The results of question 16 show that campus leadership have identified opportunities for improvement not in one or the other, but in both those communication flow dynamics.

In soliciting further comment to this question, again, a range of interesting responses was noted, including:

- Campus should be the communication link to employees because they will have questions about the application of issues to them, and there are campus procedures that apply in the HR area.
- Should be one point of contact for each kind of communication (HR issues, advocacy, general updates, etc.)
- Could use shorter, web-friendly pieces that then link to the longer versions on UCOP web site.
- It is confusing for employees to get a common message that goes out to all audiences – they are not sure how it applies to them.
- People don't want to be overwhelmed with information, but they do want to be informed.

Question 18 asked respondents to state which types of communications are best coming from UCOP to campus audiences directly vs. which ones are best coming from campus administrators to those audiences. Responses included:

Best sent directly from UCOP to campus audiences	Best sent from campus administrators to campus audiences
- Benefits and collective bargaining information need to be modified by each particular location. - System-wide communications that apply to the majority of campus community (budget information, changes to retirement, benefits, etc.) - Newsletter – Your University, Our University - Legislative updates from President, advocacy, system wide initiatives, labor issues, Regental actions - Marketing pieces that help individuals feel good about working at UC	- Collective bargaining, local programs and initiatives, local press releases, campus-specific information or campus-related decisions - Communications that have a more targeted audience - Budget, human resources, salaries, furloughs - Local administration of University-wide policies - Policy or practice changes should go through Human Resources to interpret them for the audience - Business information and most policy information

We also asked respondents to provide any additional feedback on areas of potential improvement in UCOP strategic communication practices. They offered the following responses:

Positive Feedback	Potential improvement areas
• UCOP employees are doing an excellent job working quickly and responding to campuses' varying needs. • The current process works well, especially when UCOP provides a model communication that can be adapted for campus use.	• Develop a streamlined system with designated campus contacts and stick with it • There have been many changes in the communications process and people. • Paper should be eliminated. • Too much fragmentation in terms of where the communications are distributed from UCOP to the campuses. • Needs to be a cleaner distribution channel using a matrix to decide who should receive the information. • Responsibility for distributing UCOP information on campus is spread among a few offices.

With a focus on official communications from UCOP through to constituents, for each area checked below, please provide comments on specifically how it can be improved in the space below:
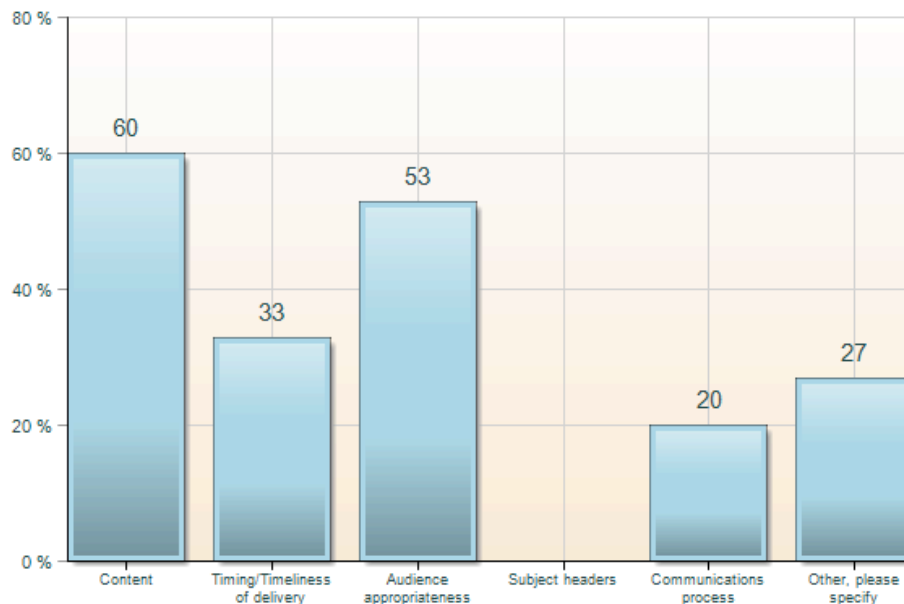
Comments included: 1) make sure to check with the Chancellor; 2) manage frequency of messages and use lists sparingly; 3) all are fine – issue is relevance; 4) Medical Centers are affected differently

Conclusions and Recommendations

The communication challenges and opportunities facing the Office of the President in communicating with staff stakeholders on the campuses are to some extent as varied as the University's 10 campuses, 5 medical centers and 3 laboratories themselves.

Although there is a fairly clear central path of travel for communications from the Office of the President to the campus locations, it would be helpful for both the Office of the President and the campus locations to formalize their communications contact lists to assure completeness and accuracy and mutually agree on who contacts are for specific types of communications to provide better clarity and avoid duplication of efforts.

How communications are distributed at the campus level varies based on the preferred campus communications channels and campus culture. Most campuses have several points of contact for communications from the Office of the President, based on the content of the communication. For example, communications pertaining to Human Resource policy typically travel through the campus level Human Resource administrator. Some campuses prefer to post information online only, while others may send notices via email or e-newsletter, or some combination these methods.

Several campus locations highlighted the fact that there is sometimes confusion about who at the campus is on point for distributing a message the campus from the Office of the President. A suggestion offered in the survey responses was designating one campus contact to distribute or coordinate the distribution of campus messages.

Relevance of the information was key for each location in determining how or if communications would be distributed. Hospital locations and the Berkeley Lab in particular mentioned that communications were not either relevant or written for their audience.

Typically, campus locations distribute messages from the Office of the President "as is" with little or no modification other than a campus specific cover note. Having messages customized for specific campus locations as well as specific audiences would assist with strategic message delivery and understanding of the message.

The original intent of this work group was to work with Director Schwartz to develop a system-wide all-staff survey that explored communication flow, however it was determined in conference with Director Schwartz that a logical first step might be to chart the effectiveness of communications with campus senior leadership (the "information gatekeepers" surveyed in this report).

Therefore, a preliminary recommendation for the 2009-2010 Strategic Communications Workgroup might be to move the survey on to this next step, bearing in mind the key findings and lessons learned here to inform that survey.

Based on the themes that emerged in this survey, we also believe the following issues merit further investigation:

- Consider establishing a communication protocol from UCOP Internal Communications to the locations such as:
  - For email distribute to your staff, students, faculty, administrators, or all as necessary.
  - For printed matter, provide the documentation so that the communication process is supported for easier communication to locations. Locations can simply print out the documentation and post as is rather than spending the time to recreate it.

- Work with UCOP Internal Communications to determine if it is best to also request from each location to provide a role-based email such as "communications@..." Then develop a protocol for each campus to have one, if one is not available, and if one is available, have a protocol established.

- For future surveys, consider re-evaluating the current Internal Communications distribution list to ensure it is current for the year. CUCSA can take first step in working with the UCOP Internal Communications Unit on generating names from each location that should be on the distribution list. This list can then be compared with UCOP Internal Communications Unit's original list for further vetting and fine-tuning.

- Consider a measuring the progress and impact of a specific communication campaign already planned for distribution from the Office of the President that the CUCSA Strategic Communications Workgroup could track, measure and evaluate based on rubrics such as reach, response, and potential corresponding behavioral and/or attitudinal shifts.

ATTACHMENTS

ATTACHMENT I: CUCSA Workgroup list of contacts

ATTACHMENT II: UC Office of the President, Internal Communications Unit email distribution list

ATTACHMENT III: CUCSA Strategic Communications Leadership Survey 04-2009

ATTACHMENT IV: CUCSA Strategic Communications Leadership Survey Invitation

ATTACHMENT V: List of other people who receive messages from UCOP as identified from the Survey Takers

ATTACHMENT I: CUCSA Workgroup List of Contacts

List of campus contacts for CUCSA/UCOP Online Survey of Campus Contacts for Strategic Communications (DRAFT 070609)

Campus	Contact Name	Title	Email Address
UCLA	Lubbe Levin	Associate Vice Chancellor Campus Human Resources	llevin@chr.ucla.edu
	Lawrence Lokman	Assistant Vice Chancellor University Communications	llokman@support.ucla.edu
	Susan Abeles	Associate Vice Chancellor Finance/Controller Corporate Financial Services	sabeles@finance.ucla.edu
	Keith Handy	BruinPost Administrator Mail and Document Services	khandy@be.ucla.edu
UCI	Ramona Agrela	Associate Chancellor	ragrela@uci.edu
	Susan Menning	Assistant Vice Chancellor University Communications	smenning@uci.edu
	Penny White	Director of Human Resources	plwhite@uci.edu
	Penny White	Director Distribution and Document Management	plwhite@uci.edu
LBNL	Jeff Miller	Public Affairs Officer Operations Division	jwmiller@lbl.gov
	Vera Potapenko	Department Head of Human Resources	VPotapenko@lbl.gov
	Lyn Hunter	Public Affairs Department, Web Editor	LHunter@lbl.gov
UCSD	Tom Leet	Assistant Vice Chancellor Human Resources	tleet@ucsd.edu
	Clare Kristofco	Associate Chancellor/Chief of Staff	ckristofco@ucsd.edu
UCOP	Paul Schwartz	Director Internal Communications	Paul.Schwartz@ucop.edu
	Katie Lapp	Executive Vice President Business Operations	Katherine.Lapp@ucop.edu
	Katherine Edwards	Director Integrated Communications	Katherine.Edwards@ucop.edu
UCSC	Jim Burns	Director Public Information Office	jburns@ucsc.edu
	Willeen McQuitta	Assistant Vice Chancellor Staff Human Resources	willeen@ucsc.edu
UCB	Jeannine Raymond	Assistant Vice Chancellor Human Resources	jraymond@berkeley.edu
UCM	Patti Waid Istas	Executive Director	pistas@ucmerced.edu
UCR	Marilyn Voce	Assistant Vice Chancellor Human Resources	marilyn.voce@ucr.edu
	Marcia McQuern	Associate Vice Chancellor Strategic Communications	marcia.mcquern@ucr.edu
UCSB	Cynthia Cronk	Director of Human Resources	Cynthia.cronk@hr.ucsb.edu
UCSF	Barbara French	Associate Vice Chancellor University Relations	bfrench@uap.ucsf.edu
	Corinna Kaarlela	News Director, Public Affairs - News Services	ckaarlela@pubaff.ucsf.edu

ATTACHMENT II: UC Office of the President, Internal Communications Unit email distribution list

The following list was distributed through Director Paul Schwartz Internal Communications Unit email distribution list consisting of Communications and Human Resources offices as of May 4, 2009.

1. "French, Barbara" <bfrench@uap.ucsf.edu>
2. "Kaarlela, Corinna" <CKaarlela@pubaff.ucsf.edu>
3. claireholmes@berkeley.edu
4. dmogulof@berkeley.edu
5. mfelde@berkeley.edu
6. Janet Gilmore jangilmore@berkeley.edu
7. Mitchel Benson <mdbenson@ucdavis.edu>
8. Andy H. Fell" ahfell@ucdavis.edu
9. Bonnie Hyatt bonnie.hyatt@ucdmc.ucdavis.edu
10. Barry Shiller bshiller@ucsc.edu
11. Jim_Burns jrburns@ucsc.edu
12. Patti Istas pistas@ucmerced.edu
13. Paul Desruisseaux paul.d@ia.ucsb.edu
14. George Foulsham George.Foulsham@ia.ucsb.edu
15. "Lokman, Lawrence H." llokman@support.ucla.edu
16. "Stogsdill, Carol" cstogsdill@support.ucla.edu
17. "Tate, Dale Triber" dtate@mednet.ucla.edu
18. "Moster, Roxanne Yamaguchi" rmoster@mednet.ucla.edu
19. "Menning, Susan" smenning@uci.edu
20. "Lawhon, Cathy" clawhon@uci.edu
21. tvasich@uci.com
22. Marcia McQuern marcia.mcquern@ucr.edu
23. Kris Lovekin kris.lovekin@ucr.edu
24. "Spector, Stacie" ss@ucsd.edu
25. pacraig@ucsd.edu
26. marilyn.voce@ucr.edu
27. "Mcclain, Booker" Booker.McClain@ceb.ucop.edu
28. "Taber, KayHarrison" Kay.Taber@ucop.edu
29. cynthia.cronk@hr.ucsb.edu
30. david.odato@ucsfmedctr.org
31. kshull@ucdavis.edu
32. plmacias@uci.edu
33. dalyj@uci.edu
34. gloria.alvarado@ucdmc.ucdavis.edu
35. ffoley@ucmerced.edu
36. "Levin, Lubbe" llevin@chr.ucla.edu
37. "Speare, Mark A." mspeare@mednet.ucla.edu
38. mtyburski@hr.ucsf.edu
39. VPotapenko@lbl.gov
40. pdthatch@uci.edu
41. tleet@ucsd.edu
42. Rene Jackson Rene.Jackson@ucop.edu
43. jraymond@berkeley.edu
44. willeen@ucsc.edu
45. John Cammidge John.Cammidge@ucop.edu

ATTACHMENT III: CUCSA Strategic Communications Leadership Survey 04-2009

☐ Press releases

☐ Student Affairs communications

☐ Government Relations communications

☐ *Our University* Online Newsletter

☐ Other, please specify _____

☐ I forward all messages to my campus constituents

☐ Other, please specify _____

SUBMIT

Survey Page 3

CUCSA Campus Strategic Communications Leadership Survey, May 2009

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Would you like a copy of the final report of this survey data?

■ Yes

■ No

22

Please provide an email address to which we can send your copy of the report.

_____

SUBMIT ▶

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ATTACHMENT IV: CUCSA Strategic Communications Leadership Survey Invitation

Invitation sent 5/5/09

Dear Campus Administrators,

As a key partner in sharing information from the UC Office of the President with constituents at your campus locations, I am contacting you on behalf of the Council of University of California Staff Assemblies (CUCSA) Strategic Communications Work Team to collect your feedback on the process of receiving and disseminating information from UCOP. The goal of the survey is to better understand the current process for distributing information and obtain your feedback and insight on what is working and what could be improved with strategic communications from UCOP to the campus locations. The survey results will be analyzed and compiled in a report which will be submitted to the UC Regents at the end of the 2008-09 Fiscal Year, in conjunction with other CUCSA year-end reports. The report will provide recommendations to enhance the flow of communication and improve efficiency, effectiveness and outreach. The survey should take less than five minutes to complete. We ask that you please complete the survey by no later than Wednesday, May 13, 2009.

Please click here to take the online survey:
http://www.zoomerang.com/Survey/?p=WEB22965GXZNBG

If you have any questions, please feel free to contact me, or CUCSA Strategic Communications Work Team Vice Chair Chris Rivers at chris.rivers@ucop.edu or (510) 987-0990.

We thank you in advance for your participation and your candid feedback to help improve university strategic communications.

Kyrie Bass
Senior Delegate, CUCSA
Chair, CUCSA Strategic Communications Work Team
(310) 825-4557; kbass@ts.ucla.edu
http://www.ucop.edu/cucsa/

CUCSA Strategic Communications Work Team Members:
Kyrie Bass, Chair – UC Los Angeles
Chris Rivers, Vice Chair – UC Office of the President
Connie Croker – UC Santa Cruz
Stephanie-Jean Hinojosa – UC Irvine
Chuck Morgan – UC San Diego
Maryann Villavert – Lawrence Berkeley National Lab

Reminder sent 5/11/09

Dear Campus Administrators,

Just a reminder to please complete the CUCSA Strategic Communications Work Team survey by Wednesday, May 13. We thank you for your time and participation!

http://www.zoomerang.com/Survey/?p=WEB22965GXZNBG

Kyrie Bass
Senior Delegate, CUCSA
Chair, CUCSA Strategic Communications Work Team
(310) 825-4557; kbass@ts.ucla.edu
http://www.ucop.edu/cucsa/

ATTACHMENT V: List of other people who receive messages from UCOP as identified from the Survey Takers

Question 7 on the Survey asked takers: "*Aside from yourself, who else that you know of receives messages from UCOP (please list job title or department/division group name):*"

The following list is the result of survey takers input to this question. They had up to 2 names they could input. The survey did not clarify whether these people directly receive information from UCOP or indirectly receives information via other communication lines. In some cases, only the Department/Division name is provided.

Org	Name	Department/Division
LBNL	lyn hunter/ communications	public affairs
UCB	blank	HR
UCB	Various managers in our Department	Human Resources
UCD	Steve Chilcott	Labor Relations Manager, HR
UCD	Kelly Ratliff	Office of Resource Management & Planning
UCD	Mary Anne Keenan	Comp. Collect. Bargaining Manager, HR
UCD	Stan Nosek	Office of Administration
UCI	Blank	human resources
UCI	Blank	human resources
UCI	Blank	Communications Chancellor's Office
UCI	Dee Molina	Compensation
UCI	Blank	distribution and document management
UCI	Blank	distribution and document management
UCI	Susan Menning	Assistant VC
UCI	Paul Kronheim	Labor Relations
UCLA	Phil Hampton	Asst Director, UCLA Office of Media Relations
UCLA	Carol Stogsdill	Exec Director, UCLA Office of Media Relations
UCR	Media relations director/Advancement	Chancellor's Office, Human Resources
UCR	Jessica Kump	Chancellor's office
UCR	Kris Lovekin/	Strategic Communications
UCR	Tony Giorgio/Labor Relations	Director/Human Resources
UCR	Marcia McQuern	Associate Vice Chancellor, Strategic Communication
UCSB	Lynn McLaughlin-Hill, Administrative Services	Asst to VC, Admin Services
UCSB	blank	Government Affairs
UCSB	Paul Desruisseaux	Associate Vice Chancellor
UCSB	Cynthia Cronk, Human Resources	Director of Human Resources
UCSC	Suzanne Purcell, Labor Relations Office	Senior Manager of Labor Relations
UCSC	Julie Putnam, Benefits Office	Senior Manager of Benefits

Org	Name	Department/Division
UCSD	blank	Resource Management and Planning
UCSD	Business Affairs	Human Resources
UCSF	Blank	Assistant Chancellor