

COUNCIL OF UNIVERSITY OF CALIFORNIA
STAFF ASSEMBLIES (CUCSA)

COMMUNICATION WORKGROUP
2007-2008

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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:

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KYRIE BASS, JUNIOR DELEGATE – UCLA (WORKGROUP VICE CHAIR)

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SPECIAL THANKS TO:

NICOLE SAVICKAS, UCOP STRATEGIC COMMUNICATIONS

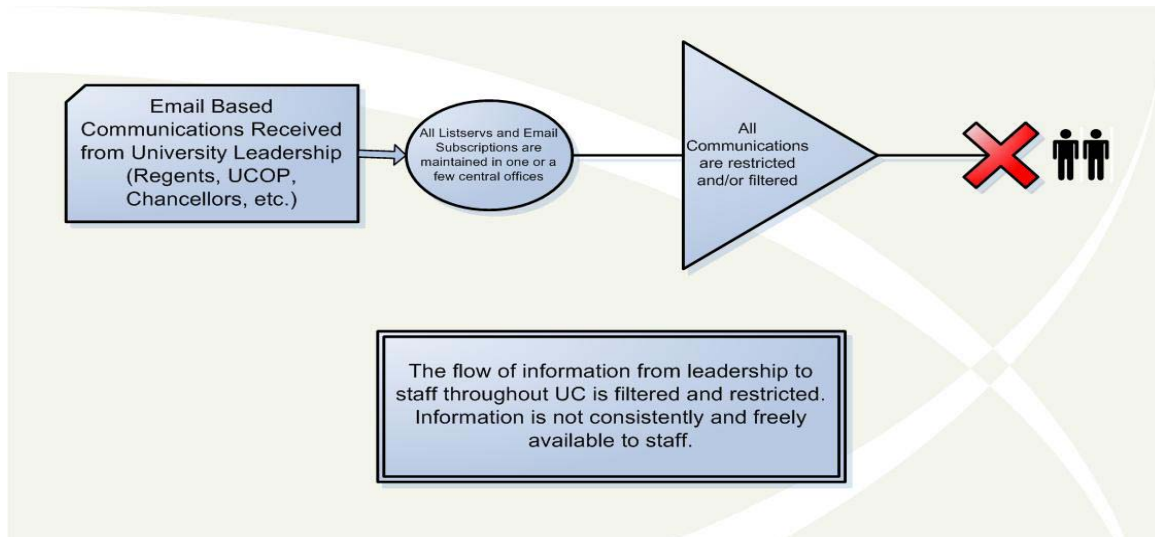
Initial Observations

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.

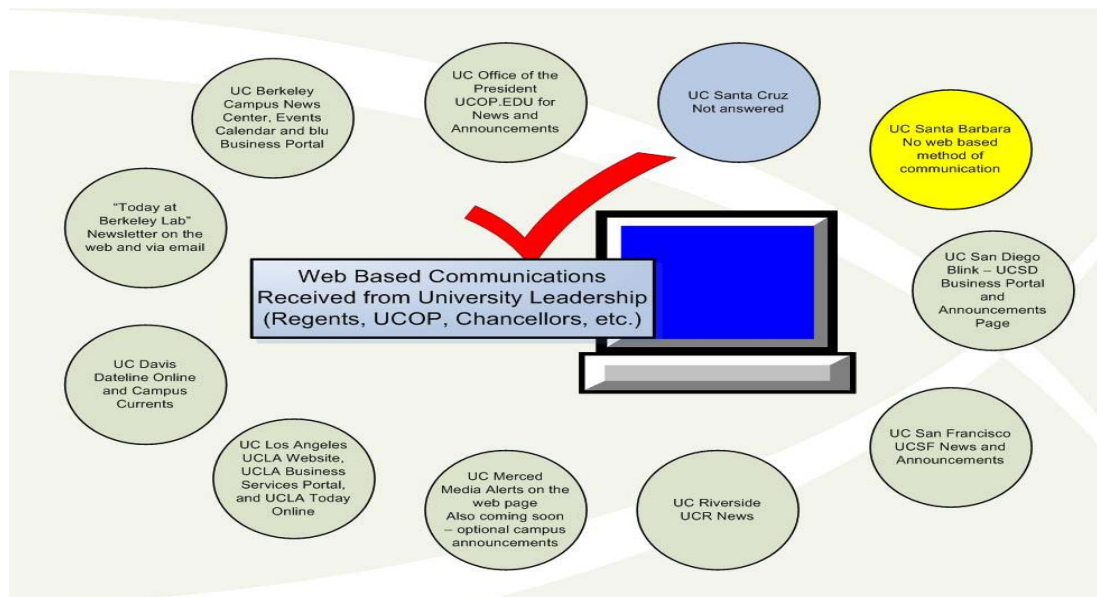
The workgroup explored two anecdotal beliefs about the transfer of information:

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, groundskeepers, 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



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

Narrow:

Select List: OUR-UNIV-L Our University List

khandy@EE.UCLA.EDU	(No Name Available)
jrburns@CATS.UCSC.EDU	(No Name Available)
paul.d@IA.UCSB.EDU	(No Name Available)
mccumber@LANL.GOV	(No Name Available)
rsedwards@LBL.GOV	(No Name Available)
mff@PA.UREL.BERKELEY.EDU	(No Name Available)
ckarl@le@PUBAFF.UCSF.EDU	(No Name Available)
apsutler@SUPPORT.UCLA.EDU	(No Name Available)
costogdille@SUPPORT.UCLA.EDU	(No Name Available)
lbarlett@SUPPORT.UCLA.EDU	(No Name Available)
llokman@SUPPORT.UCLA.EDU	(No Name Available)
michaels@SUPPORT.UCLA.EDU	(No Name Available)
lthelp@UCDAVIS.EDU	(No Name Available)
jatsingh@UCDAVIS.EDU	(No Name Available)
lalapin@UCDAVIS.EDU	(No Name Available)
mxstratton@UCDAVIS.EDU	(No Name Available)
mmellor@UCDAVIS.EDU	(No Name Available)
postmaster@UCDAVIS.EDU	(No Name Available)
swright@UCDAVIS.EDU	(No Name Available)
postmaster@UCDMC.UCDAVIS.EDU	(No Name Available)
ygadois@UCI.EDU	(No Name Available)
plwhite@UCI.EDU	(No Name Available)
smanning@UCI.EDU	(No Name Available)
cmajor@UCLINK4.BERKELEY.EDU	(No Name Available)
ristas@UCMERCED.EDU	(No Name Available)
swysn@UCMERCED.EDU	(No Name Available)
vadrover@UCMERCED.EDU	(No Name Available)
paul.schwartz@UCOP.EDU	(No Name Available)
dawn.saenz@UCR.EDU	(No Name Available)
diane.martin@UCR.EDU	(No Name Available)
sioweb@UCSC.EDU	(No Name Available)
adminrec@UCSD.EDU	(No Name Available)
ddavies@UCSD.EDU	(No Name Available)
dverno@UCSD.EDU	(No Name Available)
jehoward@UCSD.EDU	(No Name Available)
postmaster@UCSD.EDU	(No Name Available)
valerie@UCSD.EDU	(No Name Available)
lynn.McLaughlin-Hill@VCADMIN.UCSE.EDU	(No Name Available)
postman2@UCDAVIS.EDU	Deborah Brennan
deborah.brennan@UCSF.EDU	Brenda DeFerralta
bg@CHANOFF.UCSF.EDU	Donna Hemmila
donna.hemmila@UCOP.EDU	

* 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-spam 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: <http://www.maildoc.ucla.edu/services/bruinpost/help/UserGuide.htm> (online user guide).
- 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
aroundtree@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.

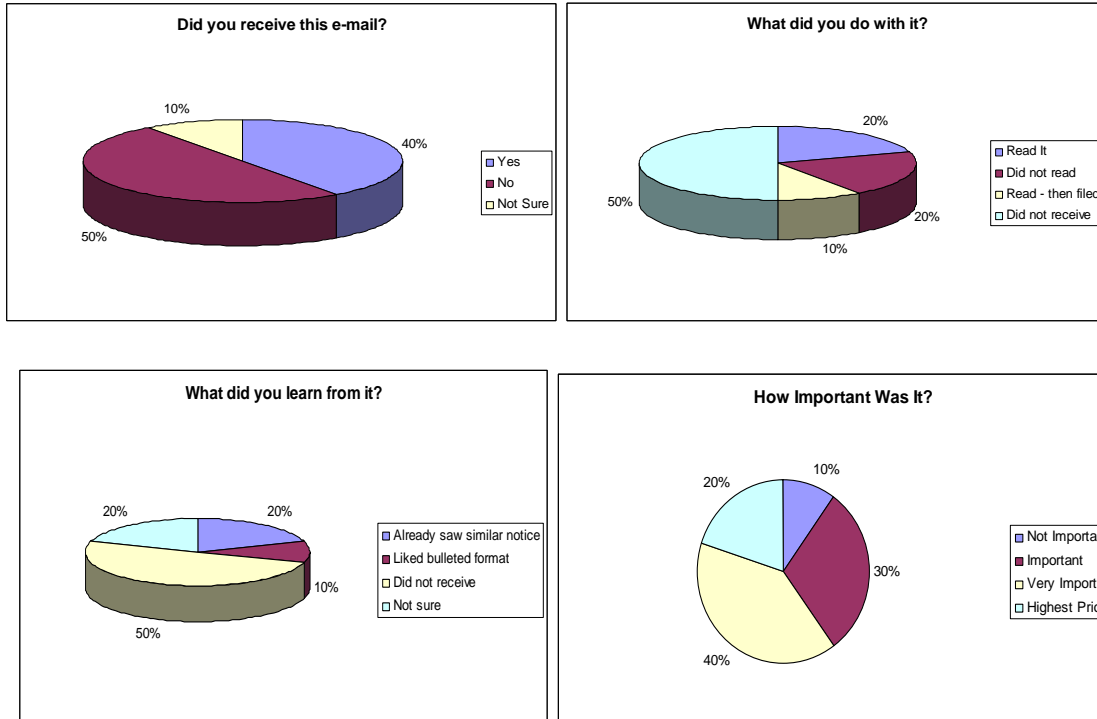
Summary of Case Study A – UC Office of the President

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 listserve, 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?

Division	Job Title	Do you remember seeing an announcement about the Women's Leadership Symposium at UCSF?	Where did you see it? - TABL	Mailing	Other	Other (please specify)	Did you read it?	Additional Comments
Operations	Administrative Assistant II	Yes			Other	Don't remember where	No	
General Sciences	Administrator	Yes			Other	Not sure where she saw it - possibly Division email	No	Division often sends email notifications out.
Physical Sciences	Administrator	Yes			Other	In the email of the scientist that she supports		
Computing Sciences	Computer Staff Sci/Engr	Yes	TABL		Other		Yes	Originally she learned about it somewhere else - can't

								remember where.
Operations	Custodian	Yes	TABL				Yes	
Operations	Facilities Technical Superndt	Yes	TABL				Yes	
Operations	Finance Mgr II, Resource	No						
Operations	Manager	Yes			Other	Email directly from UCSF	Yes	
General Sciences	Physicist Senior Sci/Engr	Yes	TABL				Yes	
Operations	Pr Resource Analyst	Yes						Vaguely remembers seeing it.
Physical Sciences	Sr Administrator	No						
General Sciences	Sr Mechanical Engr Assoc	No						
Physical Sciences	Sr Scientific Engr Assoc	Yes	TABL					
Life & Environmental Sciences	Sr Supervisor, Admin Scvs	Yes		Mailing		Mailing at home	Yes	Sort of remembers an email about it - maybe directly from the organizers?
Operations	Truck Driver	No						Remembered the previous forum and attended it at the Lab. Thought that's what I was talking about.

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 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.

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
4. UC Continuing Education of the Bar (CEB)

	Employee #1	Employee #2	Employee #3	Employee #4	Employee #5	Employee #6	Employee #7	Employee #8	Employee #9	Employee #10
Mail										
Access to E-Mail	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender	Male	Male	Male	Male	Male	Female	Female	Female	Female	Female
Age	48	48	26	25	35	32	43	42	52	31
#2 Receive	No	Yes	No	No	No	Yes	Yes	Yes	Not sure	Yes
#2 What Do	n/a	Read it	n/a	n/a	n/a	Read it	Read it and then transferred it to an online folder	Did not read it – left it in In Box	Did not read it – left it in In Box	Skimmed it
#2 What Learn	n/a	Don't recall	n/a	n/a	n/a	Liked the short bulleted format – easier to read; clicked on link for more information	Thought it was just a follow up to the recent visit from UCOP staff on women in leadership at UC	n/a	Thought they had received 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.	It is okay to take time off to vote
#2 Importance	5	5	2	5	8	7	5	2	4	8

Appendix G

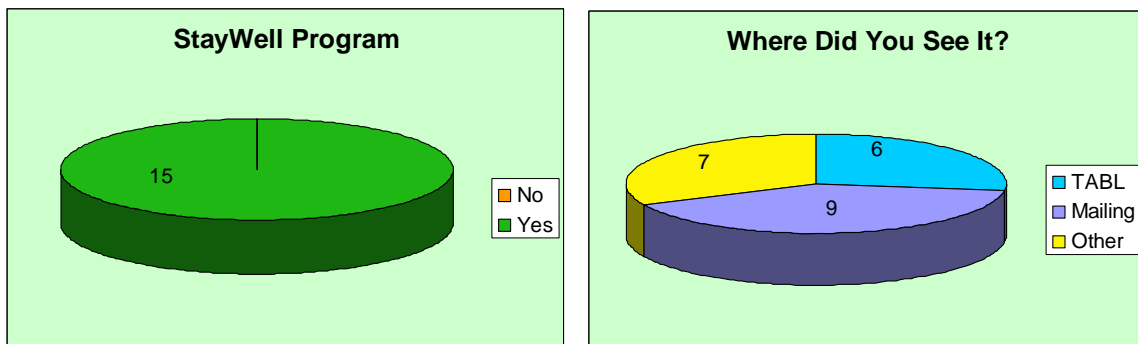
Summary of Case Studies B1-B5 – Ad-Hoc Cases

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**.

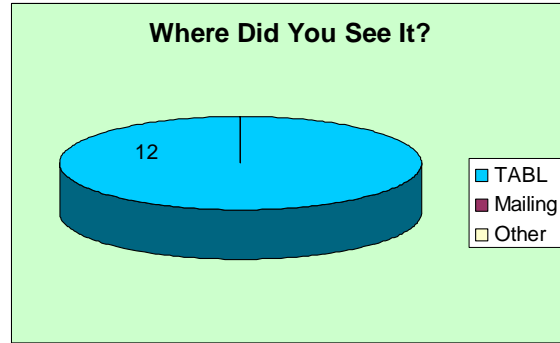
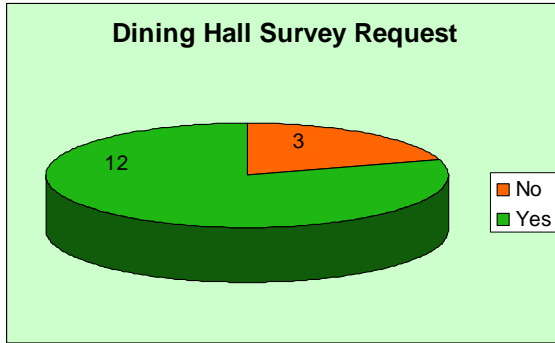


- All employees surveyed remembered seeing or reading about this specific program
- Many employees remembered receiving information both in TABL and at home through the hard copy mailing
- A few employees received announcements regarding this program from their Union representatives

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 mail box 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

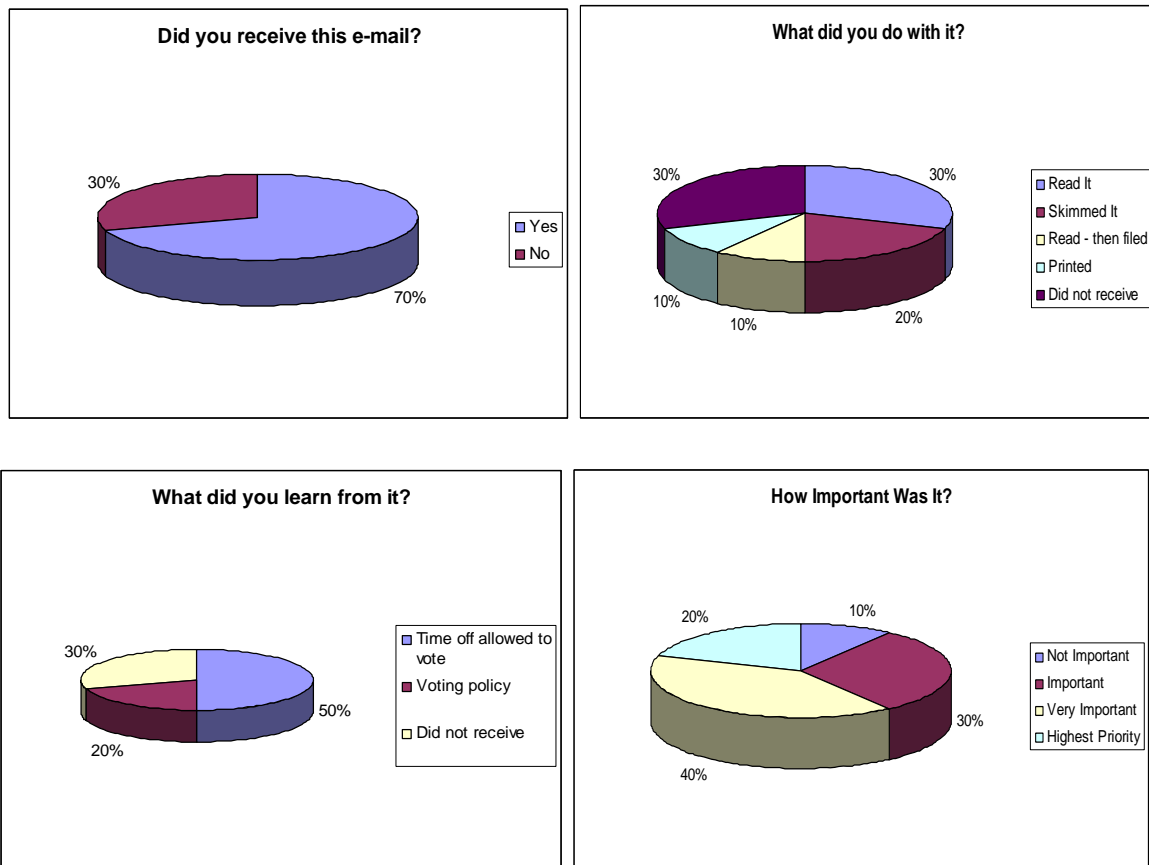
- B3 – Time Off for Voting
- B4 – Global Warming
- B5 – State of California Budget

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

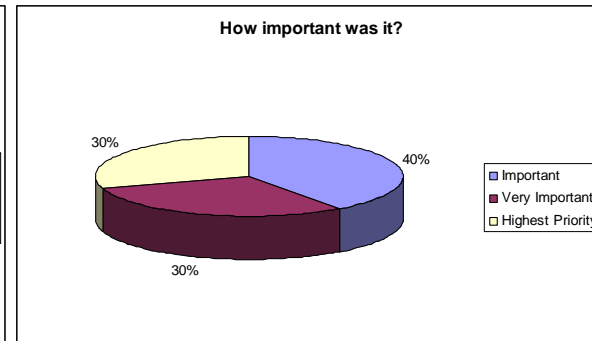
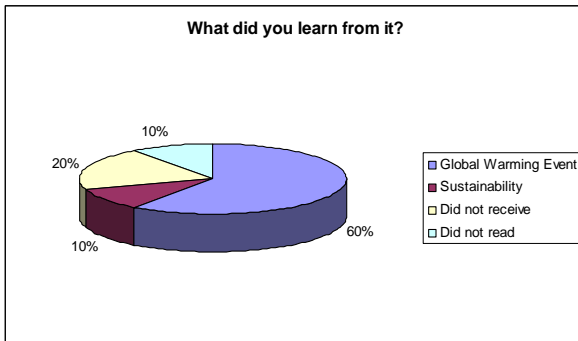
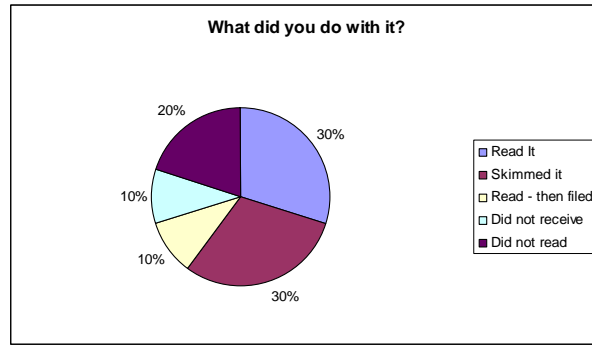
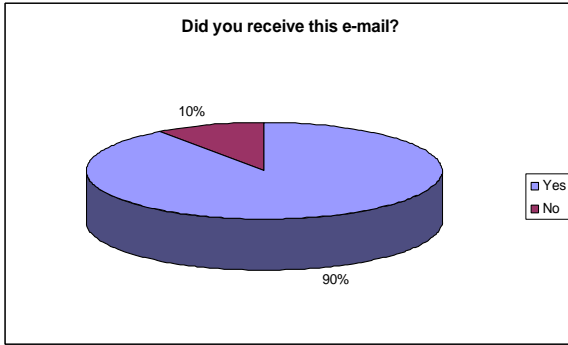
Supporting data for Time off for Voting is found in **Appendix H**.



- 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

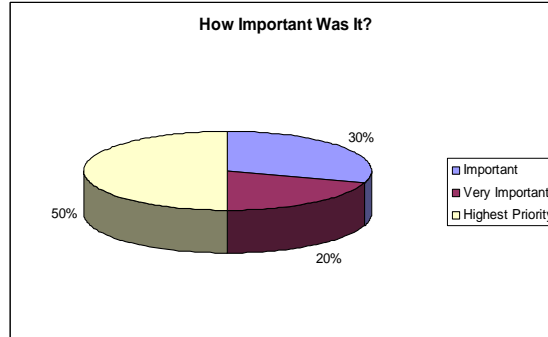
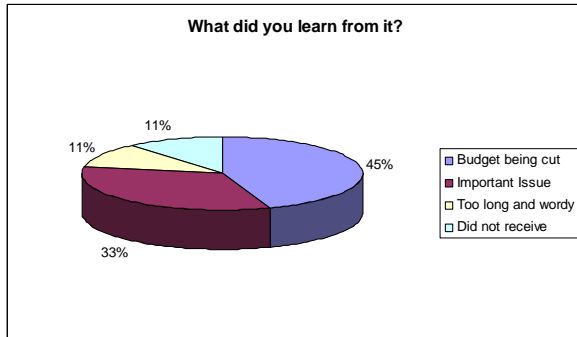
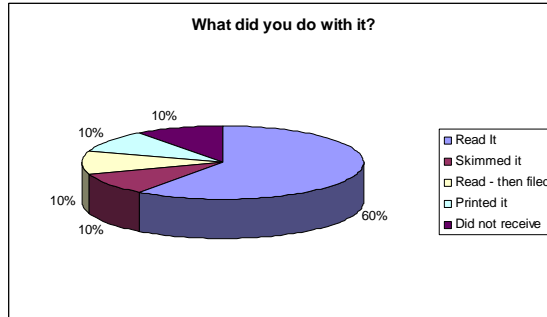
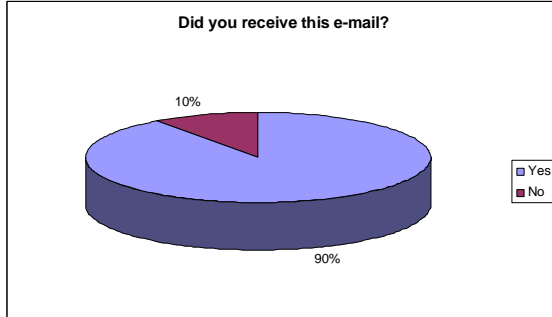
Supporting data for Global Warming Event is found in **Appendix H**.



- 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

Division	Job Title	Do you remember receiving information about the StayWell Wellness Program?	Where did you see it? - TAB L	Mailing	Other	Other (please specify)	Did you read it?	Do you remember what it was about?	Additional Comments
Operations	Administrative Assistant II	Yes			Other	Email from the Union	Yes	Remembered that it was not for union people.	
General Sciences	Administrator	Yes		Mailing	Other		Yes		She received mailing at home. Also saw it somewhere else but wasn't sure where - could have been Division email or bulletin boards.
Physical Sciences	Administrator	Yes		Mailing		At home mailing	Yes		
Computing Sciences	Computer Staff Sci/Engr	Yes	TABL				Yes	Remembered that it didn't pertain to Kaiser members.	

Operations	Custodian	Yes			Other	Open Enrollment webpage	No		
Operations	Facilities Technical Superndt	Yes	TABL	Mailing		Flyer and Brochure	Yes		
Operations	Finance Mgr II, Resource	Yes		Mailing		Mailing at home	Yes	Took advantage of the offer for a gift certificate.	
Operations	Manager	Yes			Other	Mailing at home and during Open Enrollment as an addition on the website.	Yes	If you have Kaiser, then you can't do it.	
General Sciences	Physicist Senior Sci/Engr	Yes		Mailing	Other	Mailing at home and through a link on UCOP's Retirement page	Yes		
Operations	Pr Resource Analyst	Yes	TABL	Mailing			Yes		He received an email from the Union and a mailing at home.
Physical Sciences	Sr Administrator	Yes		Mailing	Other	Mailing sent to home, Division meeting it was discussed	Yes		
General Sciences	Sr Mechanical Engr Assoc	Yes	TABL	Mailing					Received mailing at

									home.
Physical Sciences	Sr Scientific Engr Assoc	Yes	TABL				No		
Life & Environmental Sciences	Sr Supervisor, Admin Scvs	Yes	TABL		Other	Some other way other than email but can't remember where.		Remembers that there was a controversy with the Unions.	
Operations	Truck Driver	No		Mailing					Participated in the wellness program that the Lab sponsors and assumed this was the one I was talking about. She *may* have received mail at home and thought it was junk mail.

CALENDAR

A full listing of the Lab's activities is available on the Events Calendar

Today

10 a.m.
 EHS 26
 EHS for Managers and Supervisors
 Bldg. 70A-3377

Noon
 Dance Club
 Intermittent Swing
 Bldg. 51 Lobby

12:15 p.m.
 Yoga Club
 Class with Chris Hoskins
 Bldg. 70-191

1 p.m.
 Berkeley Lab Institute
 Fiscal Advances
 Bldg. 90-0026

3 p.m.
 CIRC
 S22704: A Mott Insulator With J2/J2
 Changyoung Kim, Yonsei U., Korea
 Bldg. 6-2202

Tomorrow

7 a.m. to 3:30 p.m.
 EHS
 RedWing Steamobile
 Bldg. 51 Parking Lot

Noon
 Environmental Energy Technologies
 Water, Energy, and Climate Change in California
 Larry Dale
 Bldg. 90-3122

1 p.m.
 EHS 62
 WorkSmart Ergonomics
 Bldg. 70A-3377

4 p.m.
 Physics
 Baryon vs. Neutronium: Return of an Old Controversy
 Louis Lyons, Oxford U.
 Bldg. 50A-5132

CAFETERIA MENU

Daily Specials: Jan. 14-18

Today: Hot Link Sausage, Macaroni & Cheese, Cole Slaw
Thursday: Peppered Salmon, Tempah and Tofu Stir Fry, Brown Rice
Friday: Roasted Leg of Lamb, Mashed Potatoes, Green Beans

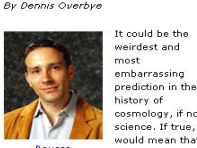
Breakfast: 6:30 - 9:30 a.m.
Lunch: 11 a.m. - 3 p.m.
Coffee Bar: 6:30 a.m. - 3 p.m.

IN THE NEWS

The New York Times

Is Universe a Product Of Random Fluctuation?

By Dennis Overbye



Bousso

It could be the weirdest and most embarrassing prediction in the history of cosmology, if not science: If true, it would mean that you yourself reading this article are more likely to be some momentary fluctuation in a field of matter and energy out in space than a person born through billions of years of evolution in an orderly star-spangled cosmos. Welcome to what physicists call the Boltzmann brain problem, named after a 19th-century physicist who suggested the mechanism by which such fluctuations could happen in a gas or in the universe. People have their own favorite measures of probability in the multiverse, said Berkeley Lab physicist Raphael Bousso. "So Boltzmann brains are just one example of how measures can predict nonsense; anytime your measure predicts that something we see has extremely small probability, you can throw it out." Full story.

San Francisco Chronicle

Critics Cool to 'Smart Thermostat' Proposal

By Charles Burress



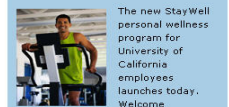
New thermostats in homes and businesses would be fitted with technology that would allow utilities to change a building's temperature by remote control under a proposal being considered by state energy officials.

Yet after a public outcry, officials with the California Energy Commission said they will change the proposed regulation so that customers would have the option of blocking outside control of their thermostats. Commissioner Arthur Rosenfeld, a physicist famed for his energy-efficiency discoveries at Berkeley Lab, said he supports changing the proposal because of the "public concern" and because he expects most consumers will agree to grant utilities the authority to control their air conditioners in emergencies. Full story.

BENEFITS UPDATES

New Wellness Program Available as of Today

The new StayWell personal wellness program from StayWell University of California employees launches today.



Welcome communication from StayWell is being mailed to eligible staff this week.

Participation in the program is voluntary and free. StayWell benefits include a health assessment (with \$75 gift certificate for participants) and information on health topics, drugs and nutrition. StayWell is not available to Kaiser members. Several unions at UC - AFSCME 3299, CNA, CUE, SETC, UAW 2863, UC-AFT, and UPTE-CWA - have notified the University that they are not participating in StayWell on behalf of their bargaining unit members. Go [here](#) for more information on the program.

Reimbursement Cards Good for Three Years

Those enrolled in the UC Health Care Reimbursement Account (HCRA) program and using a SHPS spending account card should know that cards issued to you and any family members are valid for three consecutive calendar years after issuance, provided that you are enrolled in HCRA each year. Re-enrollment in HCRA must be done each year during November Open Enrollment. Those enrolled for 2007 and who re-enrolled for 2008 can continue to use the cards they were previously issued. New members to HCRA in 2008 should receive their cards by Jan. 20.

ANNOUNCEMENT

New Coordinator For Activities Group

The Lab's Employee Activities Association (EAA) has a new leader for 2008. Loida Bartolome-Mingao, the Lab's Health Care Facilitator and Wellness Coordinator, will assume the role from Arabella Schmidt. Mingao formerly served as coordinator from 2000-2002. The EAA, which is sponsored by the Lab's Human Resources Department, offers a range of cultural, educational, recreational, and social activities for Lab employees, retirees and their families. For more information, go [here](#).

WEATHER	EMERGENCY INFO	INFO
Clear High: 57° (14° C)	Emergency: Call x7911 Cell Phones: Call 911 Non-emergency Incident Reporting: Call x6999	Current Issue Previous Issue Submission Guidelines Today at Berkeley Lab Archive Press Market Contact the Editor
	SEC0N level 3 More Information	
Extended Forecast		

CALENDAR

None on this date and future activities is available on the Events Calendar

Today

11 a.m.
 Molecular Foundry
 Synthesis and Self-Assembly of Block Copolymers: Tempering Strategy Towards Nanostructured Carbon and Nanobiography
 Chuanqing Tang
 Bldg. 67-5111

Noon
 Yoga Club
 Class with Anami Hartwig
 Bldg. 70-191

Noon
 Environmental Energy Technologies
 How High the Precautionary Principle Is Applied to the Environmental and Occupational Health Implications of New Energy Technology?
 Raymond Richard Neutra
 Bldg. 90-3122

2 p.m.
 Rens Institute
 Mesoscale Zoning and Patterning With Self-Organizing and Self-Organizing
 David Atwood
 160 Tan Hall

2:15 p.m.
 Virtual Institute of Molecular Stress and Survival
 Molecular Chaperone Overexpression and Tofu
 Parvathi Dalal
 Sudar Auditorium - Potter St.

3 p.m.
 Environmental Science, Policy and Management
 Molecular 3D: What Gene Projects Using Orange?
 Todd DeWitt
 502 Davis Hall

3:15 p.m.
 Environmental Energy Technologies
 How High the Precautionary Principle Is Applied to the Environmental and Occupational Health Implications of New Energy Technology?
 Raymond Richard Neutra
 Bldg. 90-3122

Monday

Noon
 Yoga Club
 Class with Inna Belgorodskaya
 Bldg. 70-191

3:45 p.m.
 Nuclear Engineering
 ADPA Report for the Nuclear Power Reactor
 Fred Southworth
 3105 Ethchewery

4 p.m.
 CITRE
 Service Systems and Value Networks: Business Case Studies, Models and Design Principles
 3. Saravesh
 290 Hearst Mining Bldg.

4:15 p.m.
 Physics Department
 Myrta, Bob, and
 Reinhold Senzel
 1 LaCona

CAFETERIA MENU

Breakfast: Strawberry French Toast
Monday's Breakfast: Apple French Toast
Salad: Salmon Provencal
Blue Plate 1: Bumble Bee
Blue Plate 2: Tri-Tip, Potato Salad, Baked Beans
Grill: Sloppy Joe
Del: Turkey and Cheese Panini
Pizza: Kichen Sink

Breakfast
 6:30 - 10:30 a.m.
Lunch
 11 a.m. - 3 p.m.
Coffee Bar
 Mon-Fri: 6:30 a.m. - 7:30 p.m.
 Weekends: 7:30 a.m. - 3 p.m.

IN THE NEWS

physicworld.com

Distortions Shed Light On Cosmic Acceleration



This time ten years ago, the world found out that the expansion of the universe is accelerating, probably driven by the "dark energy" that makes up 75 percent of the universe. Fast-forward a decade and physicists still have no idea what dark energy is. The measurements involved Type-Ia supernovae. "It is still early days for the galaxy red-shift distortion technique," says Berkeley Lab physicist Eric Linder, who points out that a similar analysis of an earlier cosmic epoch is currently being undertaken by the DEEP2 survey in the US. "But this work opens up a new window on the mystery of dark energy, and right now we can use all the views we can get." Full story.

level rises outside, the number of people inside suffering from so-called "sick building syndrome" also increases. "We found that outdoor air pollution, ozone, is associated with symptoms of lower-respiratory and upper-respiratory stress that occur in buildings to workers," says Berkeley Lab environmental health scientist Michael Apté. Full story.

SCIENTIFIC AMERICAN

Lab Smog Study Featured In 'Scientific American'

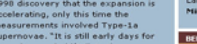


Smog caused by ground-level ozone isn't just an outdoor air problem. A new study shows that when the irritant's level rises outside, the number of people inside suffering from so-called "sick building syndrome" also increases. "We found that outdoor air pollution, ozone, is associated with symptoms of lower-respiratory and upper-respiratory stress that occur in buildings to workers," says Berkeley Lab environmental health scientist Michael Apté. Full story.

level rises outside, the number of people inside suffering from so-called "sick building syndrome" also increases. "We found that outdoor air pollution, ozone, is associated with symptoms of lower-respiratory and upper-respiratory stress that occur in buildings to workers," says Berkeley Lab environmental health scientist Michael Apté. Full story.

ANNOUNCEMENTS

Café Open Weekends; Snacks, Drinks Available



Lab staff are reminded that the cafeteria's coffee bar is open every Saturday and Sunday from 7:30 a.m. to 3 p.m. The café features Peet's coffee and teas as well as cold drinks, sandwiches, sushi and snacks.

Latest Issue of 'Our University' Available

The latest edition of "Our University," the Office of the President newsletter for UC faculty and staff, is now available. In it are stories on women at UC who are creating change, the budget, and how health care reform may impact UC hospitals. A new feature, "Ask It," in which readers to submit questions to UC experts, also debuts. Go [here](#) to read the publication.

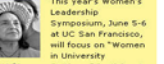
BENEFITS UPDATE

New StayWell Program Is Voluntary for Staff

The University of California's new StayWell Wellness Program has been the target of some misleading information in the press. The program is completely voluntary and is offered to eligible employees at no charge. Note: Kaiser members and all union employees are currently not eligible for this program. Go [here](#) for additional information on the program.

SPECIAL EVENT

Women's Leadership Symposium at UCSF

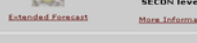


Huerfina Huerta

This year's Women's Leadership Symposium, June 5-6 at UC San Francisco, will focus on "Women in University Settings." Participants will get the opportunity to examine women's current access to leadership positions in higher education and develop strategies to increase their power and influence. Attendees can attend workshops and keynote sessions, including famed journalist Helen Thomas, union pioneer Dolores Huerta and enter Maureen Hong Kingston. Entertainment will be provided by comedian Marga Gomez. Go [here](#) for more information.

WEATHER

Partly cloudy.
 High: 52° (11° C)



[Extended Forecast](#)

EMERGENCY INFO

Emergency: Call x7911
 Cell Phones: Call 911
 Non-emergency Incident Reporting: Call x6999

SEC0N level 3
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Detail of Case Study B2 Lawrence Berkeley National Lab -- Dining Hall Survey Request

Today at Berkeley Lab
Thursday, Jan. 31, 2008

CALENDAR

More on these and future activities is available on the Events Calendar

Today

11 a.m.
Molecular Foundry
New Approaches to Holographic Data Storage
Christopher Erben
Bldg. 66-316

1:30 p.m.
Materials Sciences
Investigating Lipid Membranes at the Liquid/Solid Interface
Paul Cremer
Bldg. 66 Auditorium

Tomorrow

11 a.m.
Molecular Foundry
Synthesis and Self-Assembly of Block Copolymers: Templating Strategy towards Nanostructured Carbon and Nanolithography
Chuanbing Tang
Bldg. 67-3111

Noon
Yoga Club
Class with Naomi Hartwig
Bldg. 70-191

Noon
Environmental Energy Technologies
How might the Precautionary Principle be Applied to the Environmental and Occupational Health Implications of New Energy Technologies?
Raymond Richard Neutra
Bldg. 90-3122

2 p.m.
Nano Institute
Nanoscale Imaging and Patterning With Soft X-Rays and EUV Radiation
David Attwood
180 Tan Hall

2:30 p.m.
Virtual Institute of Microbial Stress and Survival
MicrobesOnline Overview and Tutorial
Paramvir Dehal
Sudar Auditorium - Potter St.

3 p.m.
Environmental Science, Policy and Management
Managing Large, 16S rRNA Gene Projects Using GreenGenz
Todd DeSantis
502 Davis Hall

3:30 p.m.
Environmental Energy Technologies
The EPA's ENERGY STAR Product Labeling Program: Voluntary Approaches to Delivering Energy Efficiency
Marla Sanchez
Bldg. 90-3122

CAFETERIA MENU

Breakfast: Waffle with Fruit Compote
Tomorrow's Breakfast: Strawberry French Toast
Salad: Chinese Chicken
Blue Plate 1: Baked Potato Bar
Blue Plate 2: Pork Chop, Roasted Red Potatoes, Green Beans
Grill: Fried Chicken Sandwich
Deli: Margherita Panini
Pizza: Whole Wheat with Ham

Breakfast: 6:00 - 9:30 a.m.
Lunch: 11 a.m. - 3 p.m.
Coffee Bar: 6:30 a.m. - 3 p.m.

IN THE NEWS

TIME

Biology Turns Corner With Man-Made Genome

Colonies of the transformed *Mycoplasma mycoides* bacterium

J. Craig Venter has devoted much of his career to understanding the engineering of other organisms. He was the leader of one of two teams that sequenced the human genome, and according to a just-released paper, he has designed and built a genome, using *Mycoplasma mycoides* bacterium. In other words, he may have created life. Man-made genomes could lead to new species that churn out drugs to treat disease, finely tuned vaccines that target just the right lethal bug, even cells that convert sunlight into a biofuel. "We are starting to turn the corner," says **Jay Keasling**, director of Berkeley Lab's Physical Biosciences Division. "The technologies are starting to be put in place, and it's crazy to keep doing biology the way we are doing it." [Full story.](#)

tricityherald.com

Lab Aids Oregon Ethanol Demo Plant

Sacramento-based Pacific Ethanol will build a demonstration plant in Boardman, OR to produce ethanol from byproducts such as corn stalks, wheat straw and poplar trees with the help of up to \$24.3 million from the Department of Energy. The award was announced Tuesday, as part of the \$114 million the U.S. Department of Energy plans to spend over four years on four small-scale biorefinery demonstration projects across the nation. Berkeley and Sandia Labs are participating as part of DOE's **Joint Bioenergy Institute**. [Full story.](#)

The Sacramento Bee

Study Shows Truckers' Deaths Linked to Diesel

The odds of dying from heart disease are nearly 50 percent higher for truck drivers than the general U.S. population, and diesel exhaust is a likely culprit, according to a new Harvard University study. The findings are important not only for transportation workers but also for people who commute in heavy diesel-fueled traffic or who live or work near truck terminals, ports and railroad yards, said Cynthia Garcia, a California state air pollution scientist. She cited a **Berkeley Lab** study published earlier this month showing that diesel soot in the Bay Area has decreased nearly three-fold in the past 40 years even as fuel consumption increased six-fold. [Full story.](#)

ANNOUNCEMENTS

Lab Software Download Site Has New Updates

A new version of Symantec antivirus (SAV 10.1.7) has replaced the prior version for Windows operating systems up through XP. In addition, 7-zip, an open source utility for file compression, has been added to the unsupported downloads link. Go [here](#) for the software download site. Read more about this topic and other IT news [here](#).

Dining Services Seeks Employee Feedback

Cal Dining, Berkeley Lab's new food service provider, invites employees to offer their comments on the recent changes at the cafeteria by filling out a brief survey. The information will assist Cal Dining in providing the best possible service and menu to staff. The last day to send in comments is tomorrow. Go [here](#) to take the survey.

WEATHER

50% chance of rain.
High: 50° (10° C)

Extended Forecast

EMERGENCY INFO

Emergency: Call x7911
Call Phones: Call 911
Non-emergency Incident Reporting: Call x6999

SECON Level 3

[More Information](#)

INFO

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Published by the Berkeley Lab Communications Dept. and Creative Services Office

**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

	Employee #1	Employee #2	Employee #3	Employee #4	Employee #5	Employee #6	Employee #7	Employee #8	Employee #9	Employee #10
Title	Pkg Sup	MSO III	Admin Spec	Sr Pub Coord	MSO II	Sr Pub Coord	Admin Asst	Admin Analyst	PA III	Admin Spec
Dept E-Mail	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Access to E-Mail	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender	Male	Male	Male	Male	Male	Female	Female	Female	Female	Female
Age	48	48	26	25	35	32	43	42	52	31
Receive	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
What Do	n/a	Read it	n/a	n/a	Read it	Skimmed it	Read it and then transferred it to an online folder	Printed it to read later	Read it	Skimmed it
What Learn	n/a	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	n/a	n/a	Need to accommodate staff who need to take time off to vote; did not apply to his unit, since no one needed time	Voting policy	Policy issues on voting	You are able to take time off work to vote.	It is alright to let employees have time off to vote.	It is okay to take time off to vote
Importance	7	8	2	6	10	5	8	9	5	8

Time Off for Voting - Message (HTML)

File Edit View Insert Format Tools Actions Help

Reply Reply to All Forward

From: University President Bob Dynes [communications@ucop.edu] Sent: Fri 1/25/2008 3:15 PM
To: Bass, Kyrie L.
Cc:
Subject: Time Off for Voting

UC *Office of the President*

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.

	Employee #1	Employee #2	Employee #3	Employee #4	Employee #5	Employee #6	Employee #7	Employee #8	Employee #9	Employee #10
#3 Receive	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
#3 What Do	n/a	Read it	Skimmed it	Skimmed it	Read it	Skimmed it	Read it and then transferred it to an online folder	Did not read it – left it in In Box	Read it	Skimmed it
#3 What Learn	n/a	Global Warming event on campus; "I always read e-mails from the Chancellor's Office because it impacts me"	Did not read e-mail, but clicked on link and read information on website	Global warming happening on campus	Event on global warming solutions.	Sustainability issues; used content from this e-mail for area bulletin boards	Global warming	n/a	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	The university is doing its part regarding global warming.
#3 Importance	5	7	6	7	10	10	6	6	10	8

Campus Event - Global Warming Solutions - Message (HTML)

File Edit View Insert Format Tools Actions Help

From: Chancellor Gene D. Block [chancellor@ucla.edu] Sent: Thu 1/24/2008 8:00 AM
 To: Bass, Kyrle L.
 Cc:
 Subject: Campus Event - Global Warming Solutions

UCLA Office of the Chancellor

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 1,400 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 lenses 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 2007 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 1997, the Institute of the Environment has generated policy solutions and educational programs promoting sustainability. Another 20 academic and research programs focus 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 shed light on how each individual – and our community – can help reverse global warming.

Learn more about the event at www.sustain.ucla.edu/FUN_sched_Jan3.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 print this message for employees who do not have access to e-mail.

What's Happening in January

January 2008

S	M	T	W	T	F	S
	1	2	3	4	5	
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Small Business Resource Fair – Jan. 22, 2008

Don't miss the annual Small Business Resource Fair:

**Tuesday, January 22, 2008,
 Ackerman Grand Ballroom
 10:30 a.m. - 2:00 p.m.**

There will be an array of small business vendors available to discuss their products and services with potential campus customers.

For more details, visit the UCLA Staff Assembly website at www.staffassembly.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 Covel Commons.

Live audio Internet broadcasts of the open sessions are available during the open session meetings.

For more information: www.universityofcalifornia.edu/regents

Focus The Nation - Jan. 31, 2008



The Campus Sustainability Committee, in collaboration with ASUCLA, Graduate Students Association, Institute of the Environment, over 15 student groups, and several academic departments on campus, would 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
 Vendor Fair 10 a.m. - 3:00 p.m.
 Bruin Plaza**

**Workshop Sessions 1:30 p.m. - 5:00 p.m.
 Various Locations**

**Movie Screening, Music Concert 7 p.m. - Midnight
 Ackerman Grand Ballroom**

For more information: www.sustain.ucla.edu

Martin Luther King Day - Jan. 21, 2008



The Martin Luther King Kingdom Day Parade has been celebrated for the last 20 years and over a million people take to the streets of Los Angeles to remember the life and works of this great man. The 2008 parade, theme "30 Years of Continuing the Dream", commences on Martin Luther King Blvd at Crenshaw and lasts for two miles until Western. It includes more than 150 floats, 20 drill teams, ten dance groups, celebrities aplenty and the bombastic tunes of a military marching band.

Local vendors and restaurants spill out onto the street in a carnival atmosphere. Streets around the parade area are closed off at 8:30 am, so if you're planning to drive, you'd better get up early.

Transportation Extended Management Group (EMG) - Jan. 23, 2008

The EMG provides a forum where Transportation leaders from across the organization can develop new skills, share information and network on a regular basis.

**Wednesday, January 23, 2008
 Conference RM 124 C & D
 11:30 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.

	Employee #1	Employee #2	Employee #3	Employee #4	Employee #5	Employee #6	Employee #7	Employee #8	Employee #9	Employee #10
Title	Pkg Sup	MSO III	Admin Spec	Sr Pub Coord	MSO II	Sr Pub Coord	Admin Asst	Admin Analyst	PA III	Admin Spec
Dept E-Mail	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Access to E-Mail	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender	Male	Male	Male	Male	Male	Female	Female	Female	Female	Female
Age	48	48	26	25	35	32	43	42	52	31
#4 Receive	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
#4 What Do	n/a	Read it	Read it	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 re: impact on purchases	Cutting budgets	Budget cuts that Schwarzenegger proposed.	Not sure; nothing new	Budget cuts; very important issues; clicked on the link for more information.	Particularly interested 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

California Budget - Message (HTML)

File Edit View Insert Format Tools Actions Help

Reply Reply to All Forward

From: Chancellor Gene D. Block [chancellor@ucla.edu] Sent: Mon 1/28/2008 1:00 PM
 To: Bass, Kyrie L.
 Cc:
 Subject: California Budget

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 the 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 chairing a system-wide task force on administrative efficiencies; UCLA's cost-saving 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
 Chancellor

Qi Gong & Tai Chi are Back

You have probably seen some of your colleagues participating in the art of Qi Gong and Tai Chi during the lunch hour. Qi Gong and Tai Chi are meditative exercises that help you relax, concentrate, and maintain well-being. They help cultivate the body's vital energy, or chi, for health and longevity which builds strength and wellness both physically and mentally.

The new session began February 6th. The new series continues to instruct participants on the different movement techniques of Qi Gong and Tai Chi. You need not have participated in the prior series to join this new series. It's fun and it's energizing. Sign up now. Participation is voluntary and is part of your lunch hour. If you are interested in participating and learning about the art of Qi Gong and Tai Chi, contact Robin Bell at: x87341.

A Message from Chancellor Block

To the campus community:

As you know, Governor 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 the 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.

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 chairing a system-wide task force on administrative efficiencies; UCLA's cost-saving 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.

AutoFill tips from IT

With Microsoft Word's AutoFill option many commonly used words such as days of the week or months of the year can be completed by just typing a few letters of each word. When the program recognizes them, the whole word will appear in a text box. By pressing the "Enter" key, the remainder of the text will automatically appear. If this feature is turned off on your computer you can turn it on by following these steps:

- Click the "Tools" option in the menu bar and select "Auto Correct Options"
- Select the "AutoText" tab and click on the "Show Auto-Correct suggestions" check box so that it is checked. The feature will now be active.
- You can personalize this feature by adding words that you commonly use such as your name, address, or department. To do so follow these steps:
 - Follow the two previous steps listed above, then personalize this feature by typing in the text box below the "Enter Auto-Text Entries Here" each word that you want to include.
 - Once completed, click on the "Add" button on the right and your personalized text will be added to the list. You can verify by scrolling down the list to find your new entry.
 - To remove any entries on the list, scroll down and click to highlight the text, then just click the "Delete" button on the right and it will be removed.
 - You can add and delete text anytime by following these steps. Once you personalize this feature you will save time by not having to type the complete word or phrase again.

By Javier Vuj

Doing your part

Each of us in Transportation can play a positive role in helping UCLA deal with the UC's new fiscal realities. Here's one example of a money saving tip that doesn't take much energy but saves a lot of it for the University: unplugging all unused electrical devices.

Does your work area have any electrical devices that stay plugged in overnight or that you rarely use? Most electric devices constantly use a small amount of electricity, known as a phantom charge. To eliminate this usage, unplug the items.

Consider utilizing a power strip to turn electrical devices on and off. A power strip with a switch on it, when turned off, blocks the phantom charge on those devices. This is a great way to eliminate the phantom charge on your electronic equipment: overnight and, if everyone cooperates where they can (i.e. two-way radios do need to recharge and are not applicable in this case), the savings to the University will add up.

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 February 2008 | Volume 6 | Issue 2

Appendix I

Sample Next Steps Systemwide Survey

Demographic Information:

1. Payroll Title: _____
2. Gender: Male Female
3. Age: 18 – 25 26 – 32 33 – 42 42 – 50 51 – 60 60+
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 High Importance
 1 2 3 4 5 6 7 8 9 10

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

[Submit by Email](#)

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 received 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 received 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.)

Text

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

12. Are you current 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 carrier 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