



# Administrative Process Redesign (APR)

*“Working Together for Service Excellence”*

---

## Internal Communications

---

### Final Report & Recommendations

#### Appendix

June 26, 2014

Authors:

Alice Gustafson, Administrative Process Redesign

John Lucas, University Communications

Lisa Hull, Office of the Vice Chancellor for University Relations

Janet DesChenes, Administrative Process Redesign

Scott Hildebrand, Office of the Vice Chancellor for Finance and Administration

Don Schutt, Office of Human Resources

Dennis Chaptman, University Communications

Greg Bump, University Communications

Brian Rust, Division of Information Technology Communications

Tara Vasby, Business Services

Brendon Dybdahl, University Housing

Liz Hammen, Facilities Planning and Management

Alisa Santiesteban, University Health Services

Dan Koetke, Administrative Process Redesign / Office of Quality Improvement

## **Appendices**

### Background:

- Project Charter
- High-Level Project Scope

### Customer Needs Assessment

- Campus Engagement Schedule
- Voice of the Customer Interview Schedule

### Benchmarking

- Survey Results – Private Industry
- Survey Results – Peer Institutions

**Background**

**Appendix One: Project Charter**

*As of 3/7/2014*

|                           |  |
|---------------------------|--|
| <b>Project Name</b>       | UW Madison Internal Communications   |
| <b>Executive Sponsors</b> | Vice Chancellor Darrell Bazzell, Vice Chancellor Vince Sweeney   |
| <b>Process Owner(s)</b>   | tbd  |
| <b>Problem Statement</b>  | <p>Communicating effectively with our students, faculty and staff is a challenging proposition at UW-Madison. The decentralized nature of the schools and colleges contributes to the complexities of the issue, as does the diversity of audiences and communication tools available to those audiences. Access to and cost to utilize certain communication vehicles is also a contributing factors. For instance, not all employees have access to computers and emails, and employees work different shifts across campus.</p> <p>Information related to work life on campus -- including announcements, status updates, policies, procedures and new initiatives -- isn't always heard or understood by the intended audience.</p> <p>Employees are sometimes frustrated by not knowing where to find information. Many times, important announcements related to changes in procedures and policies are missed entirely.</p> <p>Although a variety of communication vehicles are employed across campus, there is no single communications method that serves all audiences. For example:</p> <ul style="list-style-type: none"> <li>• Mass emails to faculty and staff are costly, as much as several hundred dollars per message, and they are often overlooked simply because of the volume of email a typical employee receives in a day.</li> <li>• Mass emails can become an irritant or are ignored if they are sent too frequently, or if the receiver is not the intended recipient.</li> <li>• Campus news to faculty/staff delivered via <u>Inside UW-Madison</u> or posted on the home page of wisc.edu is generally focused on non-administrative news.</li> <li>• Websites are dependent on employees seeking out the information rather than being recipients of a "pushed" message.</li> </ul> |
| <b>Business Case</b>      | <p>The importance of having strong internal communications can't be overemphasized. A clear internal communications strategy can offer:</p> <ul style="list-style-type: none"> <li>• Increased productivity.</li> <li>• Higher probability of achieving organizational goals.</li> <li>• Ability to approach situations, problems or crises proactively.</li> </ul>  |

Internal Communications  
 Final Report & Recommendations - Appendix

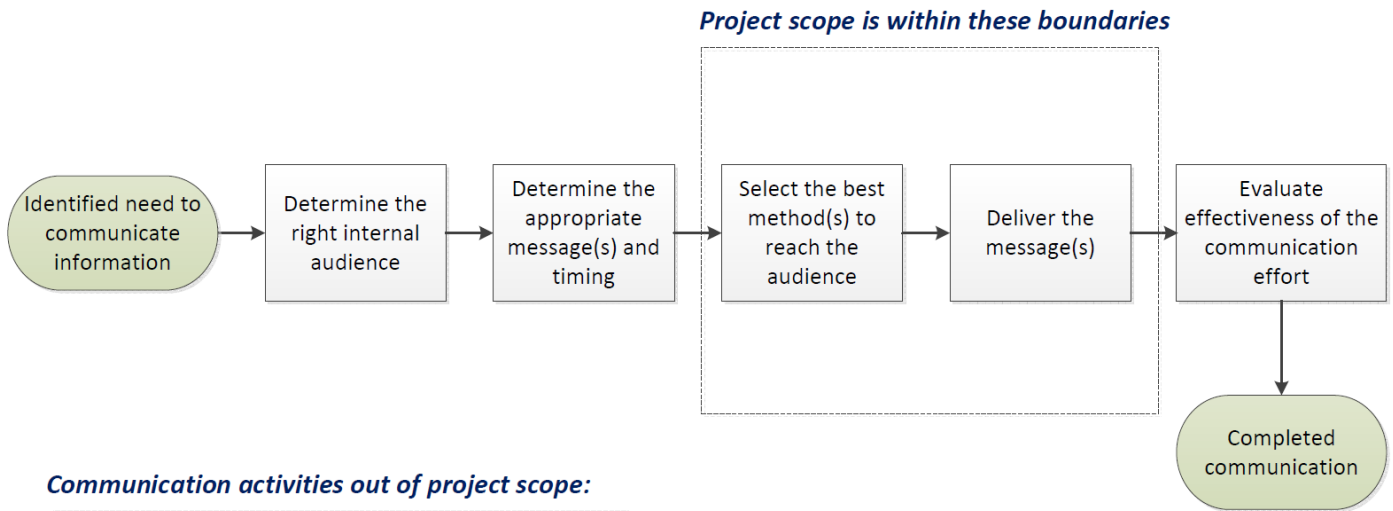
|   |  |  |
|---|--|--|
|   | <ul style="list-style-type: none"> <li>• More effective, empowered and engaged work force.</li> <li>• A better workplace understanding of organizational values and purpose.</li> <li>• Smarter decision-making on all levels, reducing the need for micro-managing.</li> <li>• Reduced day-to-day conflict between team members.</li> <li>• Higher employee retention rates.</li> </ul> <p>In fact, effective communication is a key organizational success factor.</p>   |  |
| <b>Goal</b>   | Present to the Executive Sponsors proposed set of improvements that will create dependable avenues for university faculty and staff to post, receive and retrieve work-related information.  |  |
| <b>Scope / Boundaries</b>   | <p><b>In Scope:</b></p> <ul style="list-style-type: none"> <li>• All internal communications including announcements, updates and information related to administration, policies, procedures and new initiatives.</li> <li>• Gathering input from a variety of campus stakeholders prior to recommending solutions.</li> <li>• Investigating possible technical solutions and presenting recommendations to the Executive Sponsors.</li> <li>• Special needs associated with the office of the Vice Chancellor of Finance and Administration, second and third shift employees, employees with little or no computer access, and non-native English speaking employees.</li> </ul> <p><b>Out-of-Scope:</b></p> <ul style="list-style-type: none"> <li>• All communications associated with external audiences</li> <li>• All communications associated with non- UW-Madison employees</li> <li>• Communications associated with students except as members of the university community or as employees.</li> <li>• All emergency communications</li> <li>• Solution implementation</li> </ul> |  |
| <b>Potential Team Members Identified</b>  | <b>Team Role</b>   | <b>Home Organization</b>   |
| Alice Gustafson<br>John Lucas<br>Lisa Hull<br>Janet DesChenes<br>Scott Hildebrand<br>Don Schutt<br>Dennis Chaptman<br>Greg Bump<br>Brian Rust<br>Tara Vasby | Team Co-Leader<br>Team Co-Leader<br>Team Member<br>Team Member<br>Team Member<br>Team Member<br>Team Member<br>Team Member<br>Team Member<br>Team Member   | Administrative Process Redesign<br>University Communications<br>Office of the Vice Chancellor for Univ Relations<br>Administrative Process Redesign<br>Office of the VCFA<br>Office of Human Resources<br>University Communications<br>University Communications<br>DoIT Communications<br>Business Services |

Internal Communications  
 Final Report & Recommendations - Appendix

|   |  |  |
|---|--|--|
| Brendon Dybdahl<br>Liz Hammen<br>Alisa Santiesteban<br>Dan Koetke | Team Member<br>Team Member<br>Team Member<br>Project Manager   | University Housing<br>FP&M<br>University Health Services<br>APR/OOI                                  |
| <b>Additional Subject Matter Experts</b>                          | <b>Area of Expertise</b>   | <b>Home Organization</b>   |
| Marc Lovicott<br>Mark Walters<br>Sarah Artz                       |  | UW Police<br>OHR<br>Wisconsin Union  |
| <b>Project Timeline</b>   | Charter approved by Executive Sponsors<br>Project Team kickoff meeting<br>Identify related initiatives underway<br>Employee needs assessment<br>Develop criteria for measuring success<br>Identify a variety of possible solutions<br>Narrow down to recommended solution(s)<br>Final report and / or presentation drafted<br>Present recommendations to Executive Sponsors:   | Feb 28, 2014<br>March 14<br>March 28<br>March 31<br>April 7<br>April 18<br>May 2<br>May 23<br>June 6 |
| <b>Support Required</b>   | <p><b>Team Members</b> will be expected to regularly attend and fully participate during weekly 1-2 hour meetings, and have sufficient time to complete assigned tasks between meetings.</p> <p><b>Team Leaders</b> will be expected to contribute significantly more time than Team Members. In addition to leading the weekly 1-2 hour meetings, Team Leaders will partner with the Project Manager to complete activities such as team meeting preparation, project planning, drafting communication materials (presentations, announcements, reports, etc...) and leading presentations to Project Sponsors and other campus stakeholders.</p> |  |
| <b>Document Revisions</b>   | <p>March 4, 2014 (to reflect the confirmation of several team members)</p> <p>March 6, 2014 (corrections to name and home location of team members)</p> <p>March 7, 2014 (added new team member – Alisa Santiesteban)</p>  |  |
| <b>Date(s) Approved by Executive Sponsors</b>                     | February 28, 2014  |  |

**Appendix Two: High-Level Project Scope**

**High Level Process Flowchart: Enterprise-Level Internal Communications**



**Communication activities out of project scope:**

- Communication within one unit, department, division, etc...
- Intranet sites, unless at the UW-Madison level
- Emergency communications
- Most communications with students (see charter)
- Communications with non- UW-Madison employees
- All communications associated with external audiences

## Customer Needs Assessment

### Appendix Three: Campus Engagement Schedule

#### Internal Communications Customer Needs Assessment - Campus Engagement Schedule

Updated 5.21.2014

| Activity                      | Task                              | Who   | Customer                                     | Timeline |
|-------------------------------|-----------------------------------|---|--|----------|
| Recipient Interviews          | Refine questions for script       | Sub team  | Recipients - general                         | Done     |
|                               | Approve questions for script      | Full team   | Recipients - general                         | Done     |
|                               | Assign teams                      | Dan K   | Recipients - general                         | Done     |
|                               | Establish timeline                | Team Co-Leads                                       | Recipients - general                         | Done     |
|                               | Assign /determine interviewees    | Full team   | Recipients - general                         | Done     |
|                               | Schedule interviews               | Interview Teams                                     | Recipients - general                         | Done     |
|                               | 80% of Interviews completed       | Full team   | Recipients - general                         | Done     |
|                               | Team check-in                     | Full team   | Recipients - general                         | Done     |
|                               | Initial data analysis             | Dan K   | Recipients - general                         | Done     |
| Recipient Focus Group         |                                   | <b>bold type = coordinator</b>                      |  |          |
|                               | Housing / Dining Services         | <b>Brendon &amp; Dan</b> (Brenda Krueger)           | Recipients - 2nd / 3rd shift                 | Done     |
|                               | FP&M                              | <b>Janet &amp; Liz</b> (Shoko Miyagi)               | Recipients - no computer access              | Done     |
|                               | Housing                           | <b>Brendon &amp; Alisa</b> (Brenda Krueger)         | Recipients - English 2nd language            | Done     |
|                               | WI Union                          | <b>Janet</b> (Tom Hogan)                            | Recipients - classified staff                | Done     |
|                               | FP&M                              | <b>Alice &amp; John</b> (Barb Brante,Carmen Romero) | Recipients - Spanish speaking, 2nd 3rd shift | Done     |
| Recipient Opinion Poll        | Campus Poll/Survey development    | Janet/Lisa  | Recipients                                   | Done     |
|                               | Proof and approve poll            | Full team   | Recipients                                   | Done     |
|                               | Distribute poll to campus         | John  | Recipients                                   | Done     |
|                               | Distribute poll via campus email? | John  | Recipients                                   | Done     |
|                               | Begin to analyze qualitative data | Janet / Lisa  | Recipients                                   | Done     |
| Content Owner Data Collection | Internal Communications Team      | All   | Content Owners                               | Done     |
|                               | Administrative Council            | <b>Alice &amp; Scott</b> (George Watson)            | Content Owners                               | Done     |
|                               | CSEC                              | <b>John</b> (John Lease)                            | Content Owners                               | Done     |
|                               | ASEC                              | <b>John &amp; Alice</b> (Heather Daniels)           | Content Owners                               | Done     |
|                               | Distributed HR Reps               | <b>Janet</b> (Mark Walters)                         | Content Owners                               | on hold  |
|                               | University Committee              | <b>Alice</b> (Darrell Bazzell)                      | Content Owners                               | Done     |

**Appendix Four: Voice of the Customer Interview Schedule**

| <b>APR Internal Communication Team - VOC Interview Schedule (Recipients) <i>completed as of 05.14.2014</i></b> |                         |                                |   |                          |              |
|--|-------------------------|--------------------------------|---|--------------------------|--------------|
| <b>Interview Team</b>  | <b>Name</b>             | <b>Division / Dept</b>         | <b>Role / Title or Recipient Category</b> | <b>Date of Interview</b> | <b>Done?</b> |
| Liz, John  | Sean Leary              | FPM-Carpenter Shops            | FP&M supervisors (grounds, custodial)     | 4/9/2014                 | Y            |
| Liz, John  | Marla Ostby             | FPM-Business Ofc               | FP&M supervisors (grounds, custodial)     | 4/9/2014                 | Y            |
| Liz, John  | Dennis Benson           | FPM-Machine Shop               | FP&M supervisors (grounds, custodial)     | 4/9/2014                 | Y            |
| Liz, John  | Josh Weber              | L&S / Physics                  | Research Assistant / TA                   | 5/1/2014                 | Y            |
| Liz, John  | Laura Peterson          | FPM- Grounds                   | FP&M supervisors (grounds, custodial)     | 4/10/2014                | Y            |
| Liz, John  | Kim Corcoran            | FPM- Stores                    | FP&M supervisors (grounds, custodial)     | 4/14/2014                | Y            |
| Liz, John  | Katie Hermesen          | Campus and Visitor Relations   | student employee 1                        | 4/11/2014                | Y            |
| Liz, John  | Kelsey Koss             | Campus and Visitor Relations   | Tour Supervisor                           | 4/11/2014                | Y            |
| Liz, John  | Molly Trerotola         | Campus and Visitor Relations   | student employee 3                        | 4/11/2014                | Y            |
| Liz, John  | Heather Melcher         | Campus and Visitor Relations   | student employee 4                        | 4/11/2014                | Y            |
| Greg, Janet  | Kevin Cherek            | AIMS                           | Manager / Supervisor                      | 4/15/2014                | Y            |
| Greg, Janet  | Jennifer Klippel        | Budget Office                  | Budget Analyst                            | 4/15/2014                | Y            |
| Greg, Janet  | Katie Culver            | L&S, Journalism                | Assistant Professor                       | 4/14/2014                | Y            |
| Greg, Janet  | Michelle Young          | Enrollment Mgmt                | Administrator                             | 4/8/2014                 | Y            |
| Don, Brendon   | Shawn Dunn              | Housing                        | 2nd / 3rd shift employee                  | 4/17/2014                | Y            |
| Don, Brendon   | Shay Dicken             | Housing                        | 2nd / 3rd shift employee                  | 4/14/2014                | Y            |
| Don, Brendon   | Lauren Hill             | Housing                        | employee without computer access          | 4/15/2014                | Y            |
| Don, Brendon   | Gabriel Javier          | Student Life                   | Student Life, academic staff              | 4/25/2014                | Y            |
| Don, Brendon   | Susan Fenton            | L&S, Religious Studies         | Academic Staff, Program Manager           | 4/15/2014                | Y            |
| Brian, Scott   | Annette Stratman-Durrer | DoIT                           | Academic Staff                            | Done                     | Y            |
| Brian, Scott   | George Watson           | OQI                            | Academic Staff, Individual contributor    | Done                     | Y            |
| Brian, Scott   | Terry Warfield          | School of Business             | Professor, Department Chair               | Done                     | Y            |
| Brian, Scott   | Josh Olson              | DoIT                           |   | Done                     | Y            |
| Dennis, Tara   | Josh Cutler             | Law School                     | Admin                                     | Done                     | Y            |
| Dennis, Tara   | Tammy Kuhn-Martin       | Engineering                    |   | Done                     | Y            |
| Dennis, Tara   | Kathy Cramer-Walsh      | Political Science              | Faculty                                   | 4/22/2014                | Y            |
| Dennis, Tara   | Amy Smith               | Wisconsin Union                | Hourly employee                           | Done                     | Y            |
| Alice, Alisa   | Justin Gay              | RSP                            | Administration                            | 4/15/2014                | Y            |
| Alice, Alisa   | Tammy Starr             | HR                             | OHR Training Officer                      | 4/8/2014                 | Y            |
| Alice, Alisa   | Mike Matschull          | Business Services - Purchasing | IS BUS AUTO SPEC                          | Done                     | Y            |
| Alice, Alisa   | Brian Hutchinson        | Business Services - Purchasing | PURCH AGENT MGMT SUPV                     | Done                     | Y            |
| Alice, Alisa   | Michelle Hoppmann       | Financial Specialist           |   | 4/14/2014                | Y            |
| Alice, Alisa   | Bradley Thomas          | Business Services              | MDS                                       | 4/7/2014                 | Y            |
| Alice, Alisa   | Jesse Winters           | So Education                   | Building Manager                          | 4/10/2014                | Y            |
| Lisa, Dan  | Liz Reznicek            | University Relations           | Student Employee                          | 4/4/2014                 | Y            |
| Janet, Dan   | Kevin Galles            | SMPH                           | Sr Research Spec                          | 5/2/2014                 | Y            |
| Lisa, Dan  | Terry Ruzicka           | Enrollment Management          | Administration                            | Done                     | Y            |
| Lisa, Dan  | Todd Finkelmeyer        | Education, Administration      | ASSOC UNIV REL SPEC                       | 4/11/2014                | Y            |
| Lisa, Dan  | Megan Costello          | L&S, Administration            | Outreach Specialist                       | 4/11/2014                | Y            |



**Benchmarking**

**Appendix Five: Benchmarking Survey Results – Private Industry**

Survey participants were not required to indicate the name of their institution. Of the 6 survey responses received, only 2 opted to self-identify:

- Aurora Health Care
- Roundy’s Supermarkets

**Initial Report**

Last Modified: 05/20/2014

1. What are the primary sources where you currently get information regarding policies, systems, administrative processes or initiatives for employees? (Select up to 3)

| # | Answer  | Bar | Response | %   |
|---|---|-----|----------|-----|
| 1 | Department emails/e-newsletter                |     | 3        | 50% |
| 2 | Staff Meetings                                |     | 3        | 50% |
| 3 | From my supervisor                            |     | 1        | 17% |
| 4 | Intranet                                      |     | 5        | 83% |
| 5 | Paper mailings/notices                        |     | 2        | 33% |
| 6 | Emails from CEO or Board                      |     | 2        | 33% |
| 7 | I have to seek out information when I need it |     | 0        | 0%  |
| 8 | Other   |     | 1        | 17% |

| Other      |
|------------|
| Accounting |

| Statistic       | Value |
|-----------------|-------|
| Min Value       | 1     |
| Max Value       | 8     |
| Total Responses | 6     |

Internal Communications  
 Final Report & Recommendations - Appendix

2. How is this type of information delivered to you? (Select up to 3)

| # | Answer                        | Bar | Response | %   |
|---|-------------------------------|-----|----------|-----|
| 1 | E-news or similar type format |     | 2        | 33% |
| 2 | Email                         |     | 5        | 83% |
| 3 | Staff meetings                |     | 1        | 17% |
| 4 | From my supervisor            |     | 1        | 17% |
| 5 | Paper mailings/notices        |     | 2        | 33% |
| 6 | Text messages                 |     | 0        | 0%  |
| 7 | Twitter                       |     | 0        | 0%  |
| 8 | Email from CEO or Board       |     | 1        | 17% |
| 9 | Intranet                      |     | 3        | 50% |

| Statistic       | Value |
|-----------------|-------|
| Min Value       | 1     |
| Max Value       | 9     |
| Total Responses | 6     |



3. How is "high priority" information delivered to you? (Select up to 3)

| # | Answer                        | Bar | Response | %   |
|---|-------------------------------|-----|----------|-----|
| 1 | E-news or similar type format |     | 0        | 0%  |
| 2 | Email                         |     | 4        | 67% |
| 3 | Staff Meetings                |     | 2        | 33% |
| 4 | From my supervisor            |     | 3        | 50% |
| 5 | Paper mailings/notices        |     | 2        | 33% |
| 6 | Text messages                 |     | 0        | 0%  |
| 7 | Twitter                       |     | 0        | 0%  |
| 8 | Email from CEO or Board       |     | 2        | 33% |
| 9 | Intranet                      |     | 2        | 33% |

| Statistic       | Value |
|-----------------|-------|
| Min Value       | 2     |
| Max Value       | 9     |
| Total Responses | 6     |



Internal Communications  
Final Report & Recommendations - Appendix

4. How often is this type of information delivered to you?

| #     | Answer            | Bar   | Response | %   |
|-------|-------------------|---|----------|-----|
| 1     | Daily             |  | 1        | 17% |
| 2     | Weekly            |   | 0        | 0%  |
| 3     | Monthly           |   | 0        | 0%  |
| 4     | Quarterly         |   | 0        | 0%  |
| 5     | As needed (Other) |  | 5        | 83% |
| Total |                   |   | 6        |     |

| Statistic          | Value |
|--------------------|-------|
| Min Value          | 1     |
| Max Value          | 5     |
| Mean               | 4.33  |
| Variance           | 2.67  |
| Standard Deviation | 1.63  |
| Total Responses    | 6     |

5. Are you satisfied with how your organization communicates internal policy and administrative employment related info?

| #     | Answer | Bar  | Response | %   |
|-------|--------|--|----------|-----|
| 1     | Yes    |   | 5        | 83% |
| 2     | No     |  | 1        | 17% |
| Total |        |  | 6        |     |

| Statistic          | Value |
|--------------------|-------|
| Min Value          | 1     |
| Max Value          | 2     |
| Mean               | 1.17  |
| Variance           | 0.17  |
| Standard Deviation | 0.41  |
| Total Responses    | 6     |

6. If no, what, in your opinion, can your organization do better?

**Text Response**  
Work is being done to streamline and improve communications. Too many emails make it difficult to find information.

| Statistic       | Value |
|-----------------|-------|
| Total Responses | 1     |

7. If you are comfortable doing so, please include an archived version of an internal communication (newsletter or other) OR a screen-shot of your Intranet page.

| File Upload  | File Type | File Size |
|--|-----------|-----------|
| <a href="#">Example_Aurora Physician Newsletter_05132014.png</a> | image/png | 76.7KB    |

| Statistic       | Value |
|-----------------|-------|
| Total Responses | 1     |

Internal Communications  
Final Report & Recommendations - Appendix

8. Which organization do you represent? (Optional)

| Text Response      |  |
|--------------------|--|
| Aurora Health Care |  |
| Roundy's           |  |

| Statistic       | Value |
|-----------------|-------|
| Total Responses | 2     |

**Appendix Six: Benchmarking Survey Results – Peer Institutions**

Survey participants were not required to indicate the name of their institution. Of the 14 survey responses received, the following 10 opted to self-identify:

- University of Notre Dame
- Duke University
- University of Minnesota
- Seattle Pacific University
- University of Kansas
- University of Waterloo
- Clemson University
- Harper College
- University of California – Berkeley
- University of North Carolina – Chapel Hill

**Initial Report**

Last Modified: 05/13/2014

1. What are the primary vehicles you currently use to distribute information regarding policies, benefits, administrative processes or campus initiatives that impact employees? (select up to 3)

| # | Answer  | Bar | Response | %   |
|---|---|-----|----------|-----|
| 1 | Department emails/e-newsletter                              |     | 4        | 29% |
| 2 | Staff meetings  |     | 4        | 29% |
| 3 | Campus-wide enews or email                                  |     | 12       | 86% |
| 4 | Distribute to other groups or departments for dissemination |     | 3        | 21% |
| 5 | Intranet  |     | 2        | 14% |
| 6 | Paper mailings/notices                                      |     | 5        | 36% |
| 7 | Email from campus leadership                                |     | 6        | 43% |
| 8 | Other:  |     | 2        | 14% |

**Other:**  
 We use all of the above plus other means like town hall mtgs but only selected 3 per instructions. We also plan to incorporate Twitter as a new internal comms tool in the very near future.  
 Staff and faculty pathway pages

| Statistic       | Value |
|-----------------|-------|
| Min Value       | 1     |
| Max Value       | 8     |
| Total Responses | 14    |

## Internal Communications Final Report & Recommendations - Appendix

2. What are your primary methods for delivering this information to employees who have limited or no computer access?

| Text Response   |  |
|---|--|
| Posting notices near time clocks. For most major policy or process changes we have open meetings as well.   |  |
| To managers electronically in a communications brief format that they can copy/distribute or speak to at meetings/walk-arounds. Every employee has an email address. We know there are some who don't check it, but they do receive notices electronically too. We also conduct a special evening session of our town hall meetings for night shift staff. (Two town hall meetings each year with HR VP, EVP and President. President does not attend evening session -- EVP and HR VP cover it.) |  |
| We print and distribute a 16-page news magazine/newsletter six times a year. It is delivered to the employee boxes on campus. We also sent out biweekly emails to manager to keep their employees informed.   |  |
| campus mail or verbal messages from supervisors   |  |
| Face to face meetings   |  |
| All staff members and employees have computer access, even though they may not have a dedicated computer or work in an office.  |  |
| Staff meetings, paper notices posted on bulletin boards, distributed via supervisors  |  |
| Mass emails include directives for supervisors to post hard copies in locations for employees with limited access to email.   |  |
| Depend on supervisors to pass info to their direct reports.   |  |
| Department meetings and posters by time clocks.   |  |
| Ask supervisors to print and post.  |  |
| Departmental HR reps  |  |

| Statistic       | Value |
|-----------------|-------|
| Total Responses | 12    |

3. Does staff from schools/units have access to post or include information in your primary campus wide vehicles?

| #     | Answer  | Bar | Response | %   |
|-------|---|-----|----------|-----|
| 1     | Yes, they can freely post                     |     | 2        | 14% |
| 2     | Yes, they can request inclusion via an editor |     | 9        | 64% |
| 3     | No, all content is generated centrally        |     | 3        | 21% |
| Total |   |     | 14       |     |

| Statistic          | Value |
|--------------------|-------|
| Min Value          | 1     |
| Max Value          | 3     |
| Mean               | 2.07  |
| Variance           | 0.38  |
| Standard Deviation | 0.62  |
| Total Responses    | 14    |

## Internal Communications Final Report & Recommendations - Appendix

4. Have you conducted any research or received input from employees on the success of your communications of this type of information? If yes, please briefly describe.

| # | Answer   | Bar | Response | %   |
|---|----------|-----|----------|-----|
| 1 | Yes      |     | 1        | 7%  |
| 2 | No       |     | 8        | 57% |
| 3 | Comment: |     | 5        | 36% |
|   | Total    |     | 14       |     |

### Comment:

We conduct surveys and focus groups to solicit feedback

We 2 readership surveys/year for the print publication. We have also done broader internal communication benchmark surveys.

Survey about weekly internal newsletter. High marks for information content. Low marks for readability, which we are working on.

Conducted an employee communications survey last year and will conduct another in Q1 2015

Recently completed an internal communication survey to establish a baseline for communication effectiveness

| Statistic          | Value |
|--------------------|-------|
| Min Value          | 1     |
| Max Value          | 3     |
| Mean               | 2.29  |
| Variance           | 0.37  |
| Standard Deviation | 0.61  |
| Total Responses    | 14    |

5. If you could change one aspect of communicating this type of information to campus, what would it be?

### Text Response

The complexity of the information can be cumbersome at times.

We need a more well-defined channel for hourly/non-computer using employees. I would love to see the results from this survey. Thanks, John!

Establish more kiosks in work areas without regular online access.

We have tried to reduce campus wide emails because of low open rates and complaints of too much email. For info with more lead time we try to communicate through deans and depts and through our email newsletter. We also use social media such as faculty and staff twitter feed.

Wish we had an Intranet.

We are hoping to survey campus over the summer on the effectiveness of two of our primary vehicles for communications, KU Today and alternating Monday messages from the chancellor and provost. Even without having that information, the biggest change I would make is aggregating the campus wide e-mails that are sent in addition to KU Today.

I would increase the frequency of such communications.

I'd love to get away from the emails, but it's tough to get audiences to adopt new media and dissemination vehicles like Yammer.

We are about to launch an entirely revamped Intranet. As me this question in 6 months!

More granularity -- smaller buckets to target specific audience segments

Change the campus-wide email distribution tool to allow more attractive formatting and attachments


| Statistic       | Value |
|-----------------|-------|
| Total Responses | 11    |

## Internal Communications Final Report & Recommendations - Appendix

6. Please share comments, ideas, do's and don'ts that we may not have asked about.

| Text Response  |       |
|--|-------|
| <p>We are looking to start an internal comm Twitter account to reach a population of employees who are not engaging with our traditional internal comms tools. Duke University has the most well-coordinated internal comms effort I've seen. If you're not familiar with their work, you can reach out to Paul Grantham there. He's a super nice guy and is a fountain of information.</p> <p>Don't assume print is dead. It remains our most effective means of internal communication.</p> <p>The weekly internal newsletter to faculty and staff has become the main vehicle for distributing campus information, thus reducing the amount of individual emails from departments and groups on campus. Here is the link to the email version <a href="http://spu.edu/newsletter/faculty-staff-bulletin/5-5-14?emailview=true">http://spu.edu/newsletter/faculty-staff-bulletin/5-5-14?emailview=true</a></p> <p>KU uses Microsoft Exchange for e-mail, and to manage its campuswide e-mail lists. Several schools and departments, though, use 3rd party software and/or maintain their own lists for additional communications. In addition, KU Today, our daily news and information digest, uses MailChimp. Over the summer we will be contacting vendors about a campuswide 3rd party solution. It would be interesting to know how other campuses have dealt with the issue of managing access to internal e-mails. Most recent edition of KU Today is at <a href="http://us2.campaign-archive1.com/?u=be359a42d05a0b6055c05aba4&amp;id=5f66b72d89&amp;e=2cea8e9bc4">http://us2.campaign-archive1.com/?u=be359a42d05a0b6055c05aba4&amp;id=5f66b72d89&amp;e=2cea8e9bc4</a></p> <p>The University of Waterloo doesn't have an Intranet but there is a publication called the Daily Bulletin - <a href="http://www.bulletin.uwaterloo.ca">http://www.bulletin.uwaterloo.ca</a> that performs many of the same functions.</p> <p>I have attached a screen shot of our Intranet that is currently under development. We are in the beta testing phase and expect to launch after Memorial Day. Once completed, I will overhaul our enewsletter. Current versions (a hybrid of a legacy email and a new format) are available here <a href="http://newsletter.harpercollege.edu/newsletter-archives/">http://newsletter.harpercollege.edu/newsletter-archives/</a> with the caveat that I know they are too long, but need the new Intranet finalized before I rework it. Please use this for your reference only. It is not intended to be shared publicly (as you can see, I need to host articles on an external blog site until I get the new Intranet up and running). I would appreciate it if you would share the results of the survey with me: <a href="mailto:cmuci@harpercollege.edu">cmuci@harpercollege.edu</a> Thanks, Carolyn</p> <p>People complain about getting too much email, but when asked how they want to know about new policies, etc., they always rank email very highly. There doesn't seem to be an easy solution.</p> |       |
| Statistic  | Value |
| Total Responses  | 7     |

7. If you are comfortable doing so, please include a link to an archived version of an internal communication (newsletter or other) OR a screen-shot of your Intranet page.

| File Upload   | File Type       | File Size |
|---|-----------------|-----------|
|  <a href="#">Click here to download all files.</a> |                 |           |
| <a href="#">W@D April-May2014.pdf</a>   | application/pdf | 2.7MB     |
| <a href="#">Screen Shot 2014-05-07 at 10.54.51 AM.png</a>   | image/png       | 866.7KB   |
| <a href="#">HIP Screen Shot 2014-05-07.jpg</a>  | image/jpeg      | 404KB     |
| Statistic   | Value           |           |
| Total Responses   | 3               |           |

8. Which University or College do you represent? (optional)

| Text Response  |       |
|--|-------|
| Notre Dame   |       |
| Duke University  |       |
| small (  |       |
| University of Minnesota  |       |
| Seattle Pacific University   |       |
| University of Kansas   |       |
| University of Waterloo.  |       |
| Clemson University   |       |
| Harper College, Carolyn Muci, <a href="mailto:cmuci@harpercollege.edu">cmuci@harpercollege.edu</a> |       |
| UC Berkeley  |       |
| UNC-Chapel Hill  |       |
| Statistic  | Value |
| Total Responses  | 11    |