

RESEARCH ADVISORY BOARD
February 6, 2018
8:30-10:00 a.m.
Medical Sciences Building- S118

AGENDA

1. Updates from Michael and Wallace (8:30-8:35)
 2. RAB Charter Review, Michael and Wallace (8:35-9:10)
 - a. How can RAB become more visible and communicate more effectively?
 - b. What action items are concerning for researchers?
 - c. EVCP vs. VCR in regards to executing action items that come from RAB
 3. Lisa Cisneros, Comprehensive Communications Project (9:10-9:40)
 4. Suggestion Box, MC Gaisbauer and Winona Ward (9:40-10)
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Upcoming Meetings in 2018:

March 6
April 3
May 1
June 5
July 3
August 7
September 4
October 2
November 6
December 4

RESEARCH ADVISORY BOARD (RAB)

February 6, 2017

8:30-10am

Medical Sciences Building, Chancellors Conference Room S-118

Attendees: Christine Razzler, MC Gaisbauer, Wallace Marshall, Clarice Estrada, Jim Kiriakis, Brian Smith, Lindsey Criswell, Winona Ward, Gretchen Kiser, Vanessa Jacoby, Eunice Stephens, Julene Johnson, Jennifer Grandis, John Ellis, Michael Nordberg, David Erle, Elizabeth Sinclair, Suzanne Murphy, Mounira Kenaani, Georgina Lopez

Guests: Lisa Cisneros

RAB Charter Review

As follow up from the December 2018 RAB meeting, discussion regarding the communication about RAB and its existence to the community is lacking. Some topics discussed were:

- Who are the constituents for RAB?
- How does RAB differ from the academic senate?
- What is the process for issues to be brought to RAB and how does RAB address the issues?

RAB has invited people to present on various occasions and subjects. Sometimes people have new initiatives and reach out to RAB to present or at other times RAB will identify issues and reach out to the subject matter expert to present. RAB was initiated in 2005 when there were issues with pre-award contract and grants under RMS. RAB continued with Jeff Bluestone and has focused on addressing issues brought to the RAB over time.

Relationship between RAB and Academic Senate

- Who on the RAB also serves on the academic senate? If no one, who should?
- How can RAB and the Academic Senate work together to address issues among the research community?

The difference between RAB and the Academic Senate is that there are researchers who are not members of the Academic Senate and RAB provides an avenue for those researchers to bring issues to be considered. The Academic Senate has a [Committee on Research](#), and their charter can be found [here](#).

RAB members suggested that RAB should communicate the following somehow:

- How does the RAB function?
- Is there a longitudinal follow-up process for issues?
- Describe/Share RAB successes/accomplishments that have impacted the research community in a positive way.

Questions/Comments

1. RAB is wondering now that Lindsey Criswell is the Vice Chancellor for Research, who will RAB report up to?
2. A request to send minutes out to RAB within a week or two post-meeting

Comprehensive Communications Project, Lisa Cisneros, Senior Director of Strategic Communications

Lisa presented on an internal communications project she is working on with her team with the goal to streamline communication to researchers. The initiative began first with effectively communicating PRIDE values across the university. From the Gallup survey Lisa and her group identified that UCSF staff and employees were dissatisfied with not being recognized for their work. In response, UCSF launched a new recognition platform (recognize.ucsf.edu).

Lisa and her team conducted a communications audit between January 2017-May 2017 and identified strengths, weaknesses, and how to improve. The project focused on UCSF-wide communications, surveys and assessments across UCSF. They conducted independent research on best practices across multiple industries. Results were that very little follow-through was conducted after surveys were sent out.

Some positive impressions from Deans and Vice Chancellors were that the communications is getting better and doing reasonably well. The negative impressions were that communications were reactive, non-strategic, inconsistent, cluttered, and repetitive.

Summary:

- The goal is to have one centralized location and have all communication streamlined.
- Email is overused for communication
- Reach is inconsistent and managers are being inundated
- Navigation is problematic, people are unable to find the resource they are looking for
- Push vs. pull need a better balance

- Leadership visibility- people want more in-person interaction with all leadership at all levels, schools, and departments
- Topics of interest- people want more internally focused information on professional development, employee programs and services.
- Recommendations provided to leadership were tools, standards, and structure.

Questions/Comments

1. Did the scope of what you inventoried include research specific communications (webinars, seminars, etc.)? Yes
2. What is the data that shows people will go out and find the information? Depends on what product you give them that will encourage users to go out and find the information they are looking for. Some push is necessary but needs to be strategic.
3. Would this communication effort include medical center and campus staff and faculty? Yes

Suggestion Box, MC Gaisbauer and Winona Ward

A mock-website was created to gather feedback that can be taken to RAB for discussion. There was some debate about whether what was presented was a suggestion box or a combination of suggestion box and survey. A suggestion was made to eliminate the questions and replace it with a brief description of RAB's function.

Suggestions:

- Define what types of services are being referred to?
- Categories of services?
- Add some language in regards to administrative burdens
- Explain further the purpose of RAB and its purpose to tackle issues and achieve successes.



Great People, Great Place

*Improving Internal
Communications at UCSF*

Lisa Cisneros

Senior Director, Strategic Communications

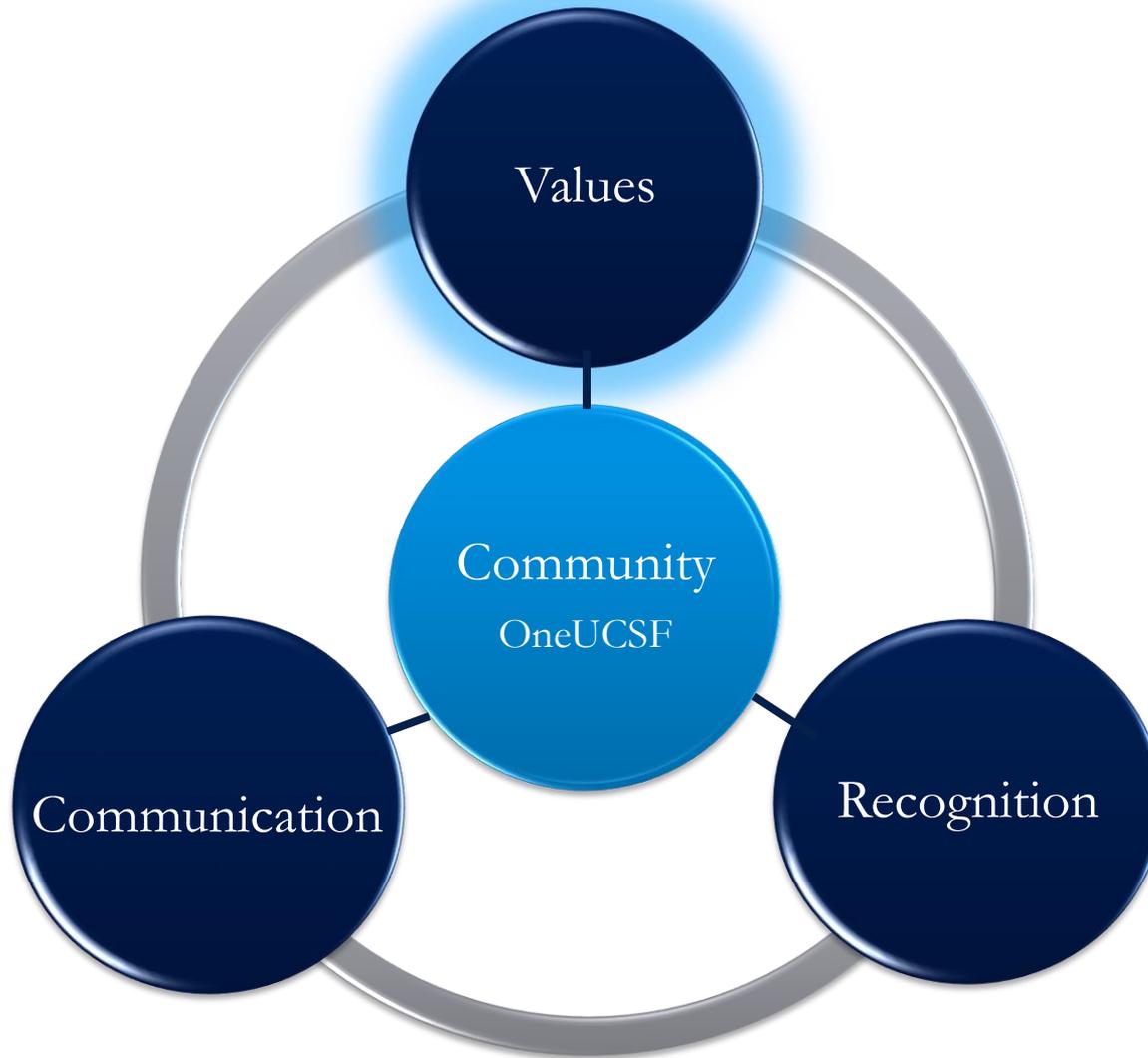
University Relations



UCSF

Building the Foundation: Focus for year 1

All key parts of culture are connected



Adopted PRIDE Values for campus

Year 1: Raise awareness across UCSF

Professionalism
Respect
Integrity
Diversity
Excellence



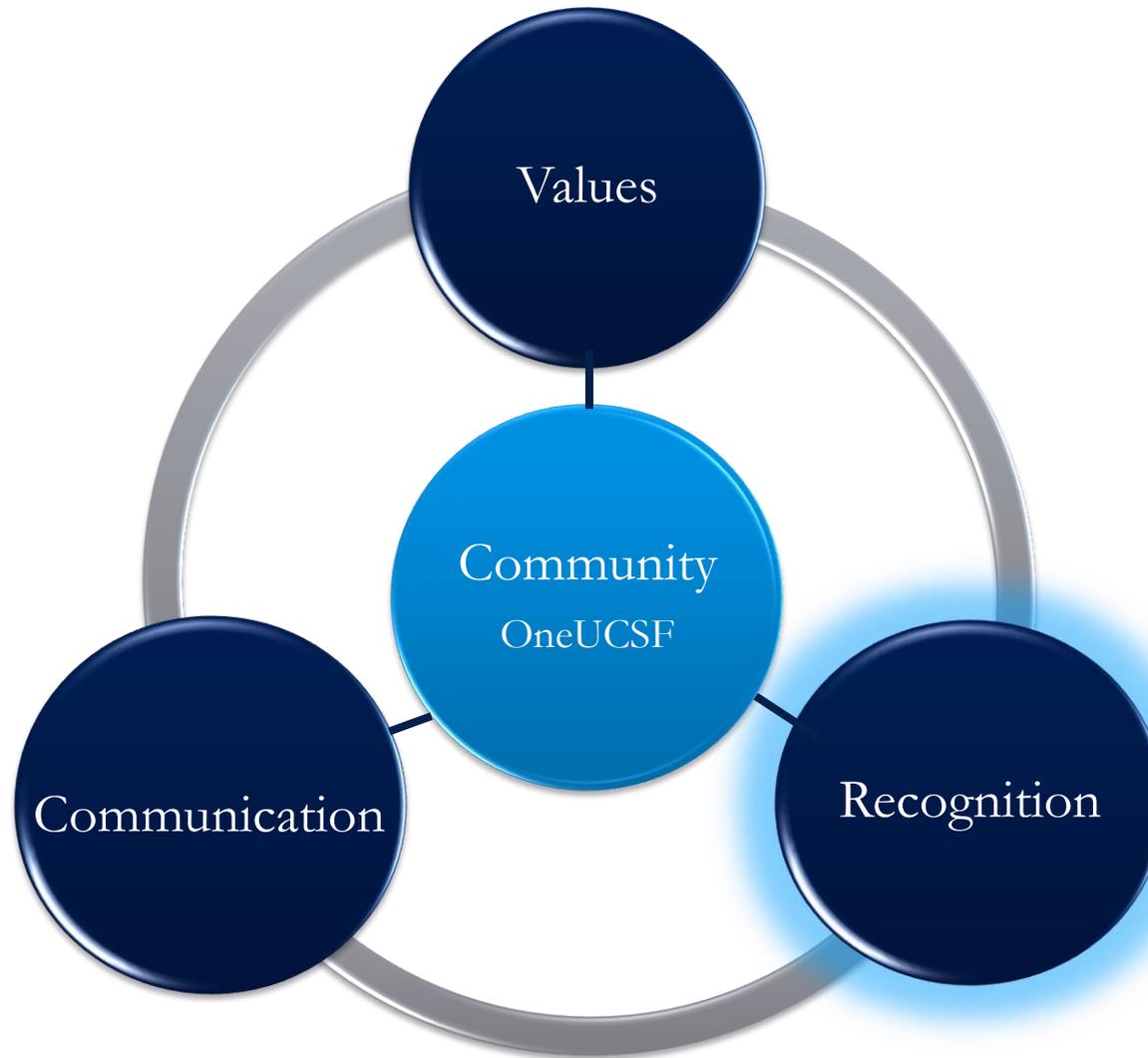
94%

Employees
strongly/somewhat
agree that they are
familiar with our
values.

Edelman communications survey, 2017

Building the Foundation: Focus for year 1

All key parts of culture are connected



Recognition at UCSF

Current state

Gallup:

*In the last seven days,
I have received recognition
or praise for doing good
work.*

3.53

Grand Mean

48% National Ranking

Only up 0.07 from last year



1 in 4

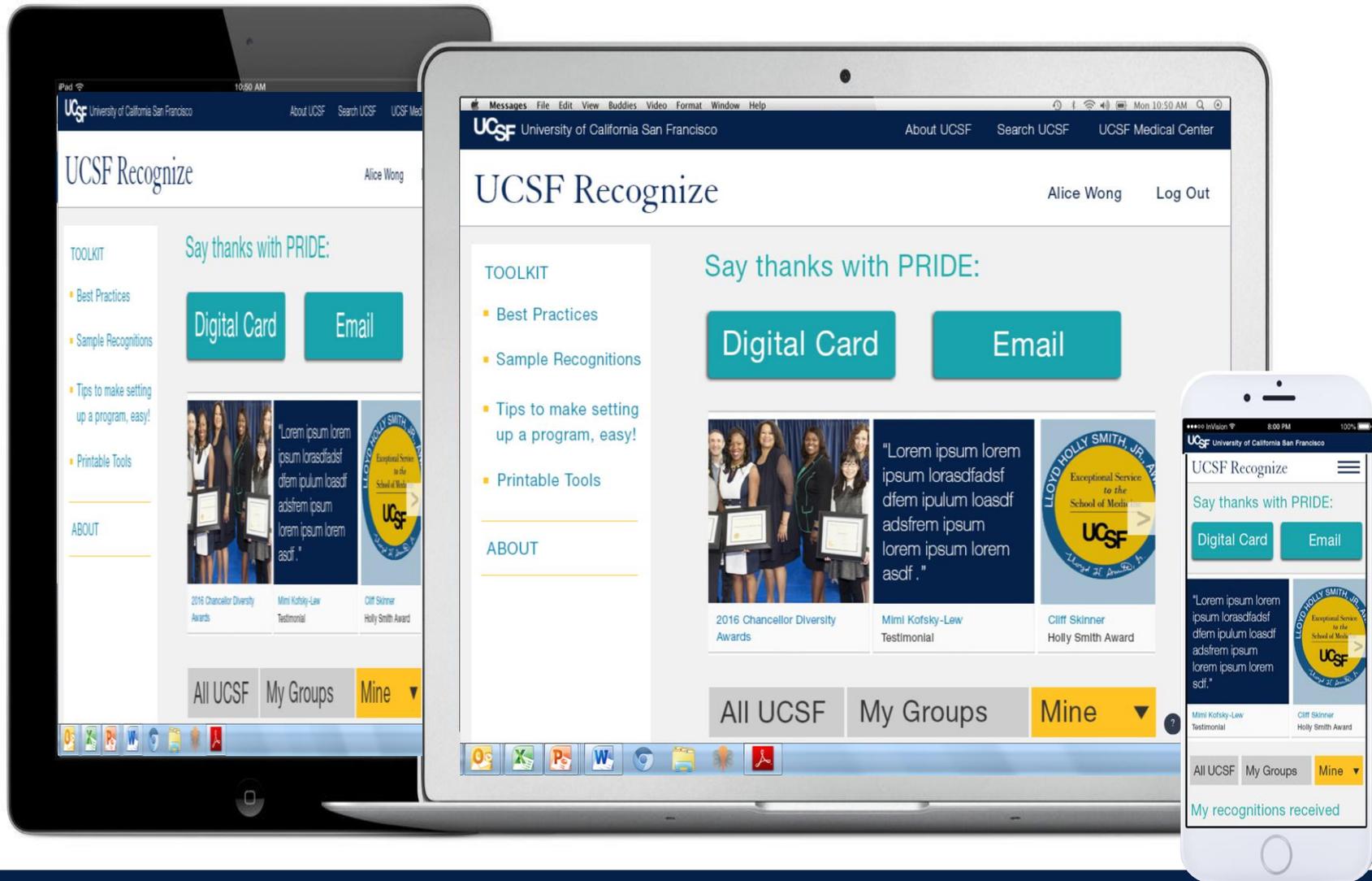
23%

**Do not feel
valued as an
employee**

Edelman communications survey, 2017

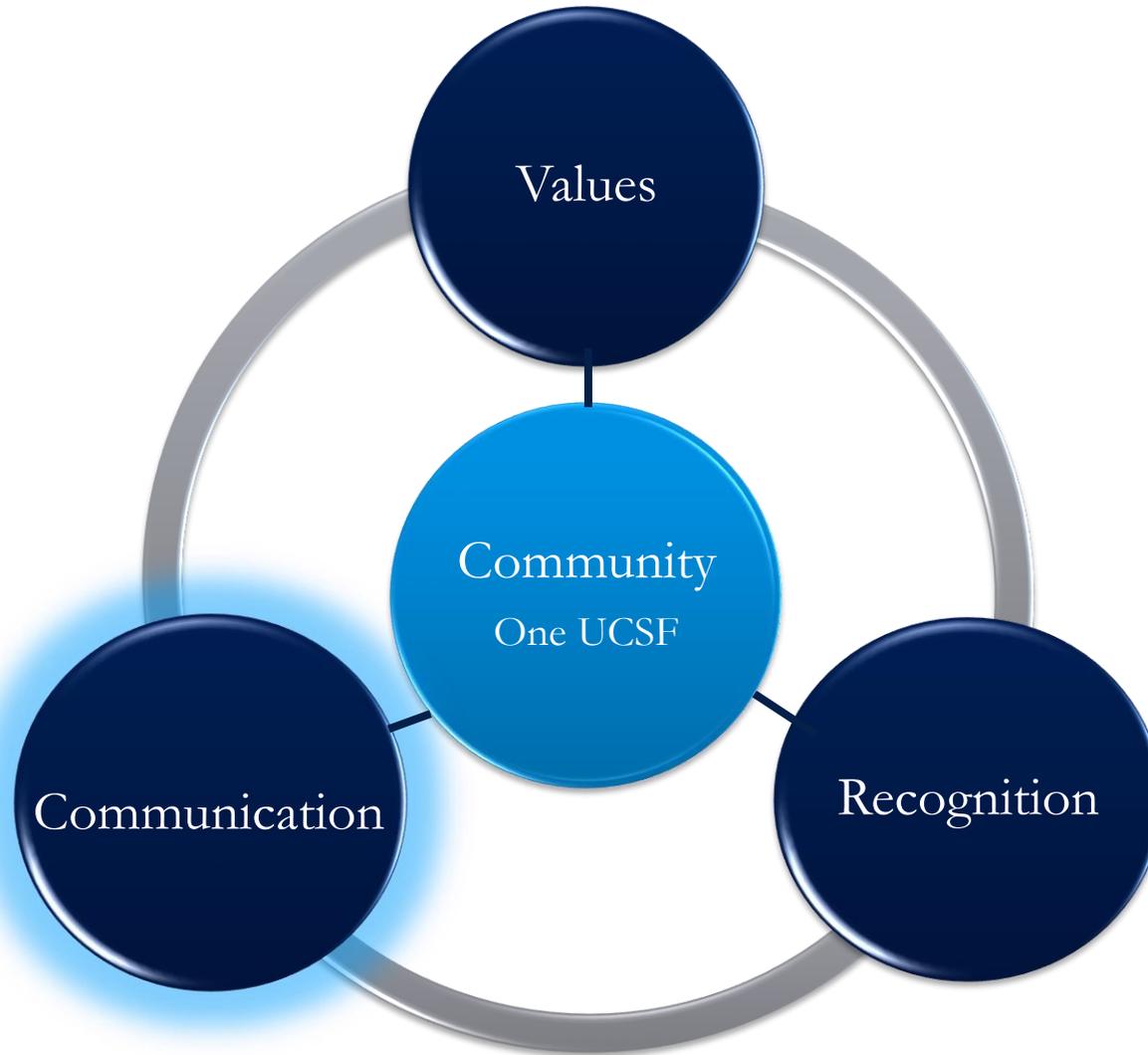
Launched new recognition platform

Recognize.ucsf.edu



Building the Foundation: Focus for year 1

All key parts of culture are connected



Led Internal Communications Audit

Discovery process – January through May 2017

Objective: Identify our strengths and weaknesses and how we can improve, so that we can best [engage and inform our employees](#) and [build our brand](#) from within.

With Edelman, we conducted;

- ✓ 3 focus groups (medical center and campus, managers, non-managers, faculty)
- ✓ 12 leader interviews (deans, vice chancellors)
- ✓ Campus-wide survey (N=33,000, n=4,575)
- Engaged a group of UCSF communicators: “Communicators Network”
- Inventoried lists of UCSF e-newsletters, websites and other channels
- Paid special attention to UCSF-wide communications, surveys and assessments across UCSF ([Academic Senate survey](#))
- Conducted independent research on best practices across multiple industries

Leadership Interview Findings

Overall Impressions of Internal Communications

- **Positive impressions include:**
 - Feel that communications is getting better
 - Feeling that communications is doing reasonably well
 - Genuine desire to be transparent
 - Increased communications from senior leaders
- **Negative impressions include:**
 - Reactive
 - Not strategic
 - Inconsistent
 - Cluttered
 - Repetitive

Survey findings: Strengths and weaknesses

UCSF Communications Attribute Ratings

What's working



71%
Helps me understand UCSF's mission and priorities



68%
Strikes the right tone

What's not



52%
Easy to search and find



49%
Following up on issues that are raised



44%
Offers two-way communication or avenues for feedback

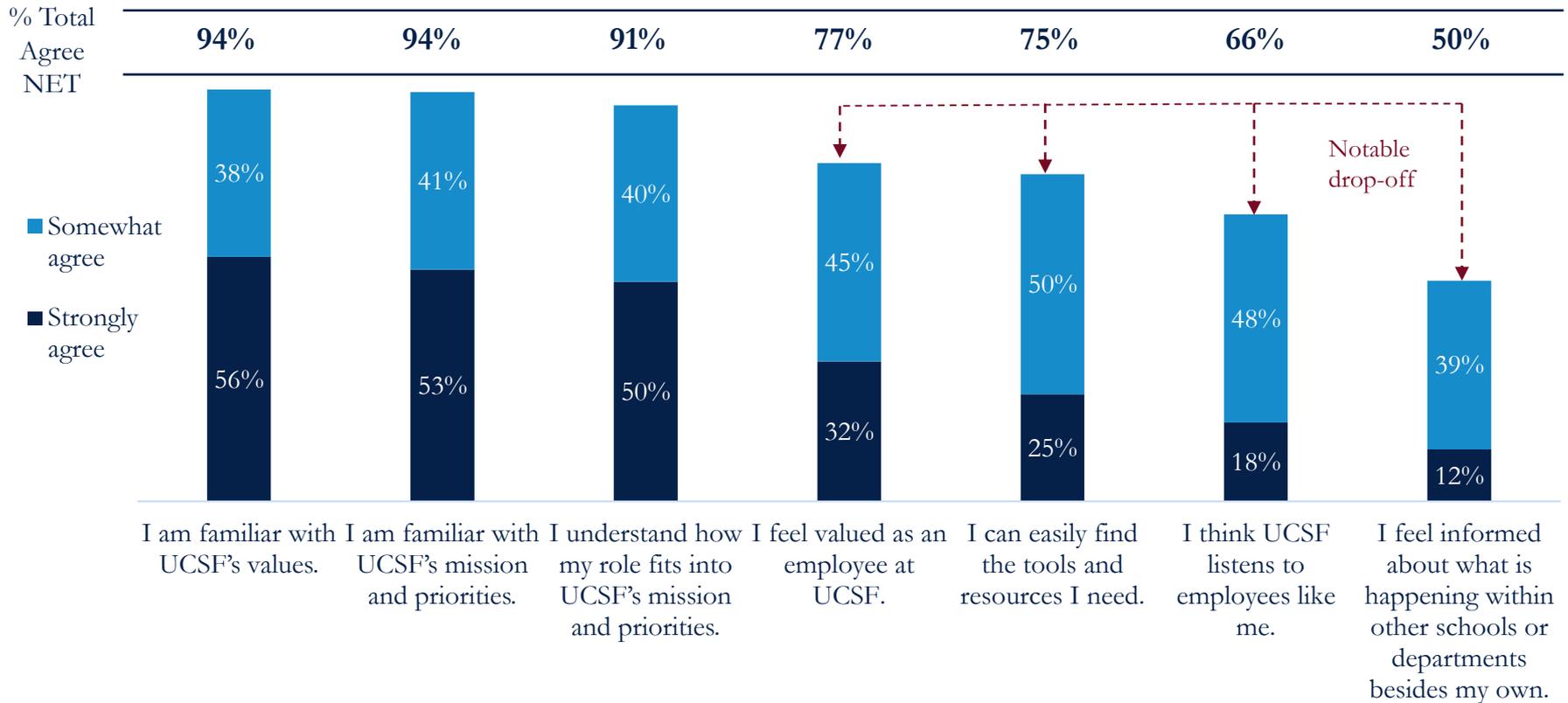
Compared to employees in general, **Academic Staff** (34%) and **Mid-Level Management Staff** (43%) are **less likely** to report excellent or good

Compared to employees in general, **Medical staff** is **more likely** (48%), **Academic faculty** is **less likely**

Familiar with mission and values, but lower satisfaction on tools, resources, listening and finding information

Employee Experiences at UCSF

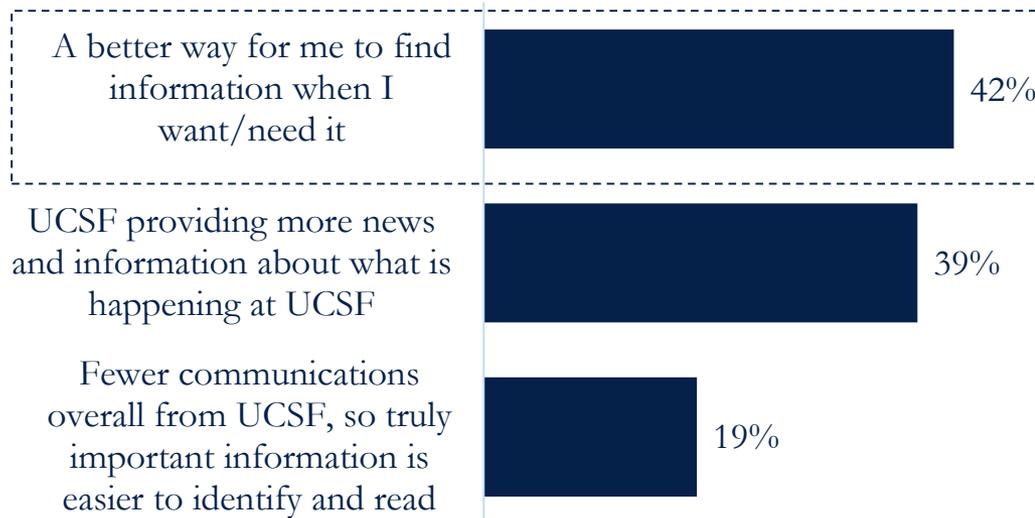
N=4,575



Rather than fewer communications, employees seek the opportunity to access information when *they* want it

N=4,575

What would most help you feel more in the loop about what is happening at UCSF as an institution?



“If I could change one thing it would be to **stop pushing information out to us** through email, and **more providing a resource for information for the user to look at** and be able to find it.”
-Focus Group Participant

No one size fits all: Communications reach varies by position

Sources Received Info From in Past Week

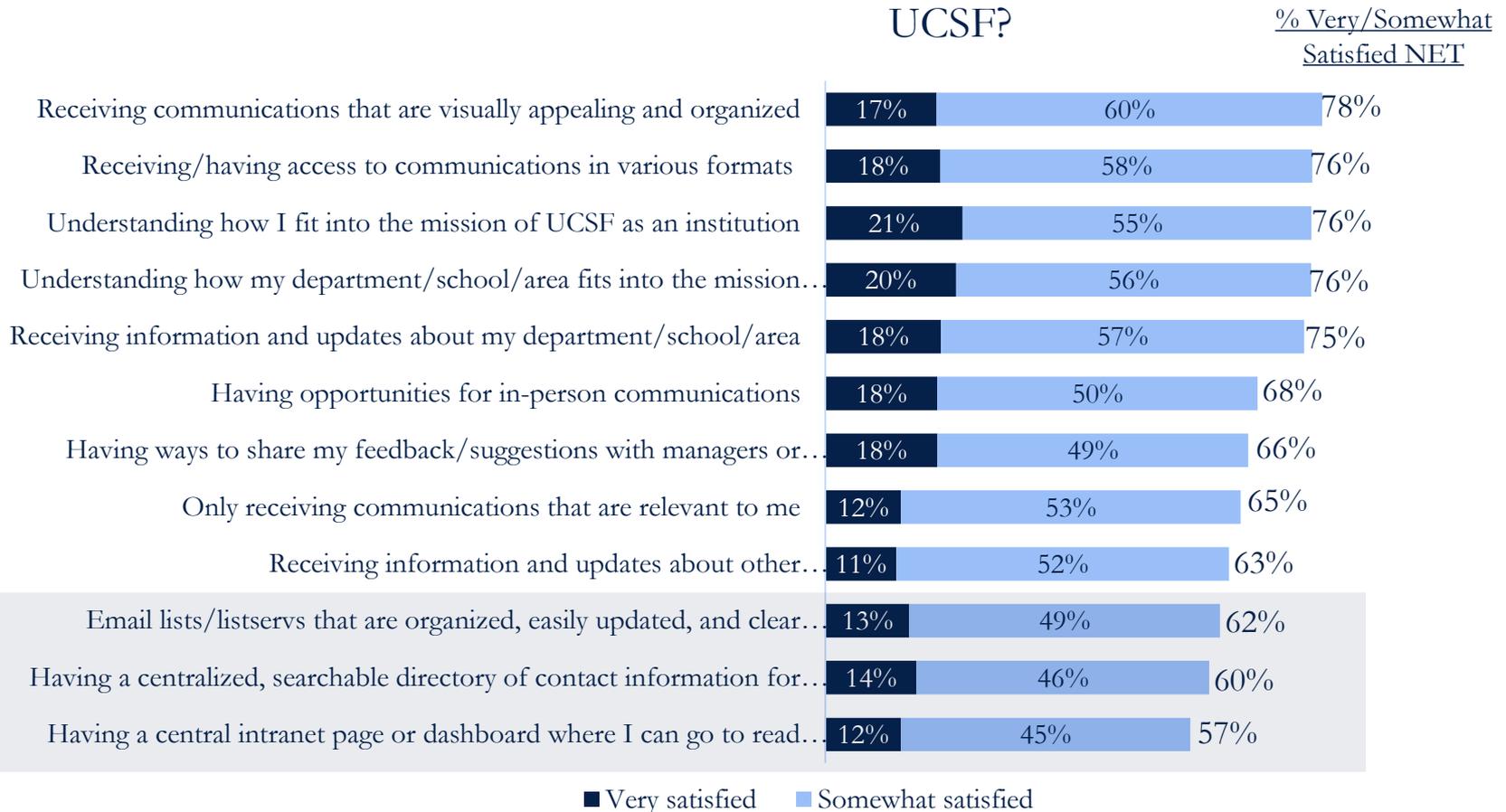
% in parentheses are among Total Employees (N=4575)

	Mid-level Management (N=585)	Academic Faculty (N=334)	Service Staff (N=164)	Medical Staff (N=887)	Admin/Prof Staff (N=1138)	Researcher / Research Assoc (N=535)
Emails (90% total)						
E-newsletters (57%)						
UCSF's websites / intranet (49%)						
School/ dept / team meetings (32%)						
1:1 meetings with manager (26%)						
Shuttle posters (22%)						
UCSF's social media pages (17%)						
The media (14%)						
Text messages (13%)						
Phone calls (12%)						
Physical mail (10%)						
Live streamed/on-demand videos of key meetings (8%)						

■ Significantly less likely than Total Employees
 ■ Significantly more likely than Total Employees

Employee satisfaction lowest for finding information they need

How satisfied are you with the following aspects of communications at UCSF?



Summary of key findings

6 major themes

EMAIL

Overused. Too many emails are viewed as unimportant, irrelevant and nearly half aren't read in full.

REACH

Inconsistent. Managers inundated, but communications cascade is lacking to other employees.

NAVIGATION

Problematic. Information described as “overwhelming,” “siloeed,” “repetitive,” “difficult to prioritize”

PUSH VS. PULL

Need better balance. Desire and high willingness to check a centralized, organized and consolidated source for information like an intranet.

LEADERSHIP VISIBILITY

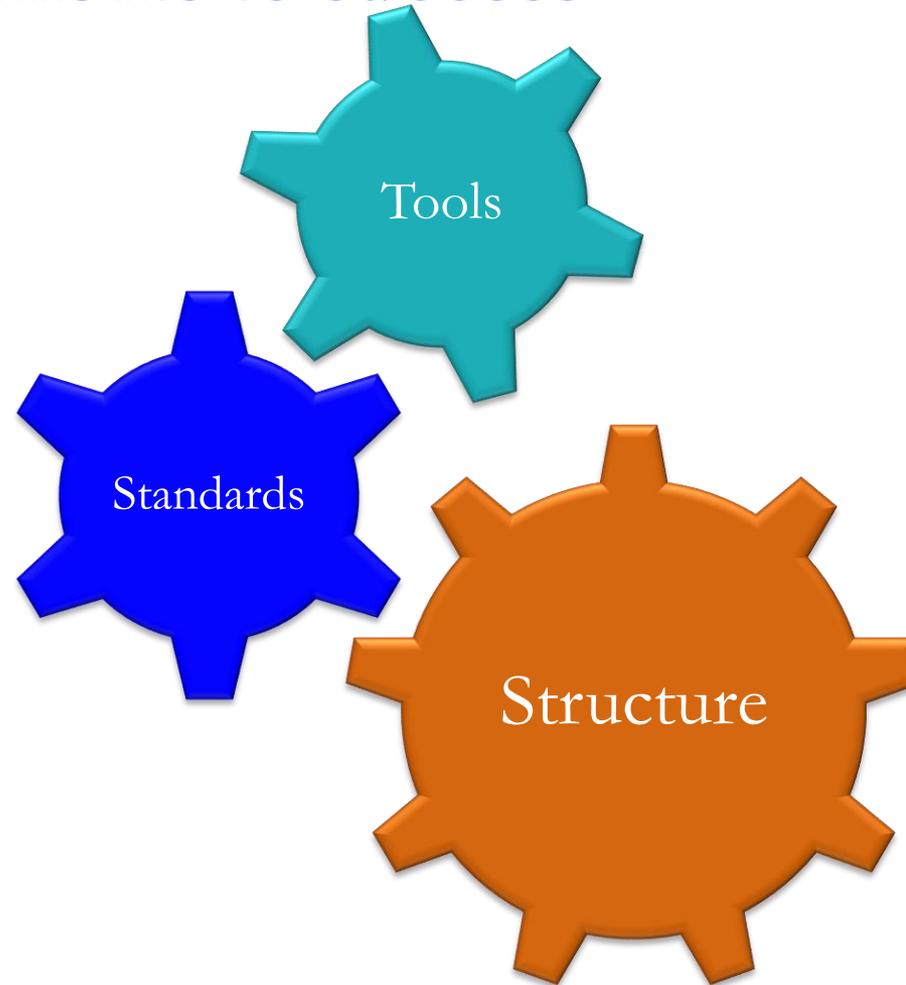
Want more in-person interaction with leadership across all levels, schools and departments.

TOPICS OF INTEREST

Want more internally focused information on professional development, employee programs and services.

Recommendations

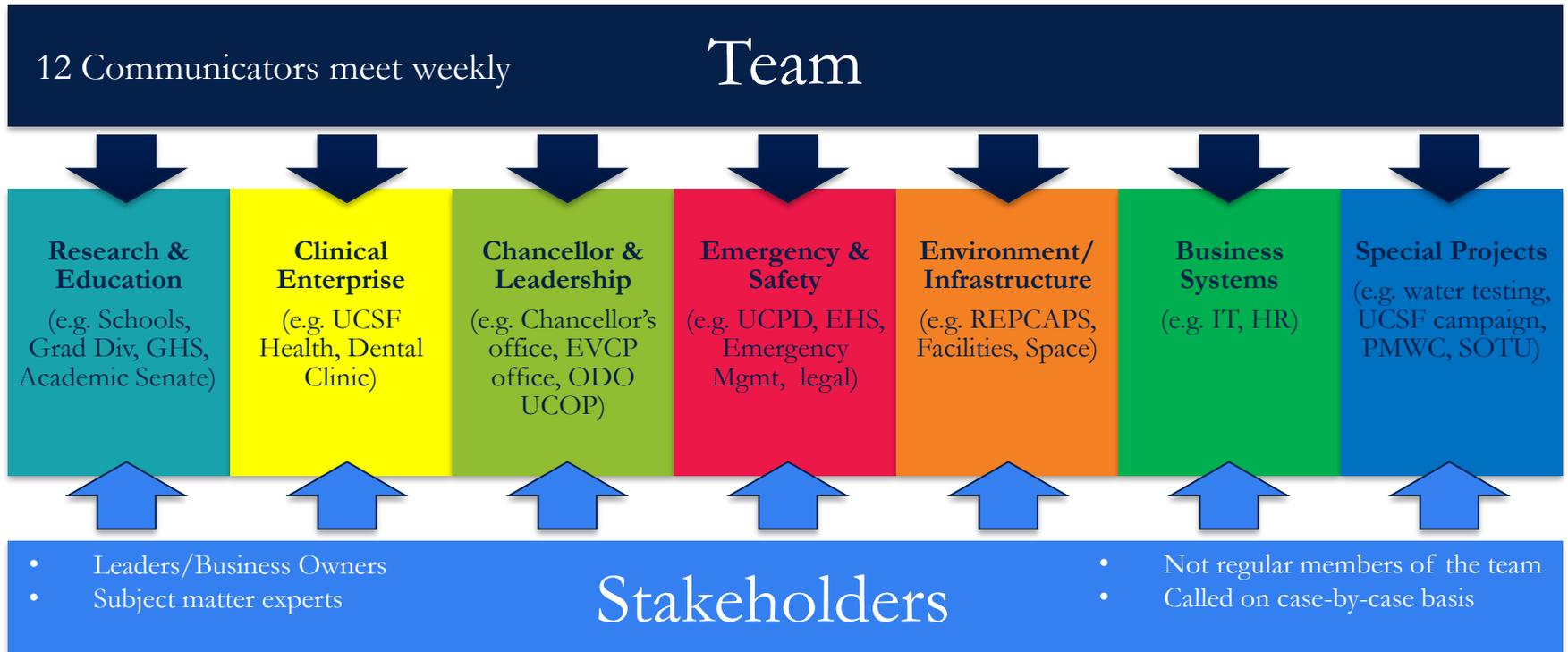
Three components to success

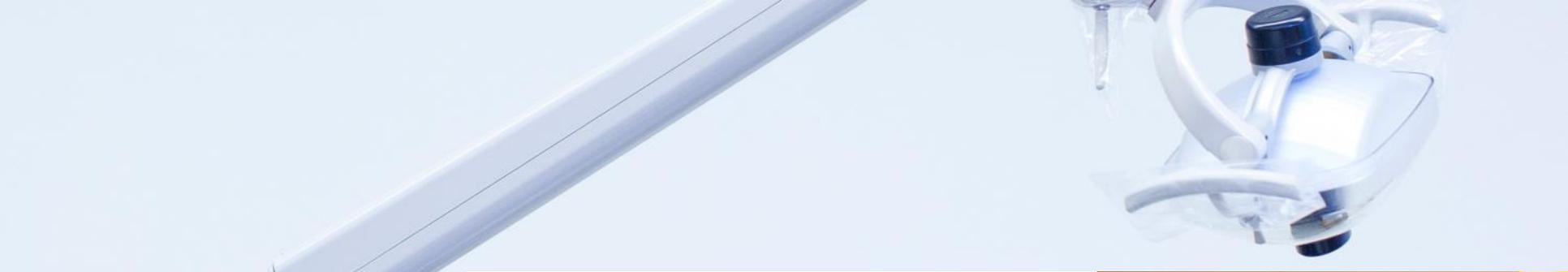


Pilot internal communications team



- Convenes and sets agendas for team
- Fosters partnerships across UCSF
- Oversees shared calendar for news and information
- Aims to align internal and external messaging across UCSF
- Champions brand and consistent messaging
- Develops communications plan





UCSF

