



The State of Internal Communications in Duke's Schools, Departments and Units

December 2015

Duke
UNIVERSITY

**The State of Internal Communications
in Duke's Schools, Departments and Units**

December 2015

Chair

Leanora Minai, Office of Communication Services

Committee

Jill Boy, School of Medicine

April Dudash, Office of Communication Services

Chris Heltne, Student Affairs

Deborah Hill, Trinity College of Arts & Sciences

Andrea Martin, Community & Family Medicine

Geoffrey Mock, Office of News & Communications

Anna Prince, Office of University Development

Audrey Ward, Divinity School

Table of Contents

Executive Summary	2
Findings and Recommendations	5
Appendices	21
Appendix A: Letter to Committee Members from Kyle Cavanaugh, Mike Schoenfeld and Paul Grantham	
Appendix B1: Staff and Faculty Survey Results	
Appendix B2: Communicator Survey Results	
Appendix C1: Content Topics by Work Area - Staff and Faculty Survey	
Appendix C2: Frequency of Channels - Staff and Faculty Survey	
Appendix D1: Example of Curated Email (e-newsletter) from Office of Information Technology	
Appendix D2: Example of Curated Email (e-newsletter) from Student Affairs	
Appendix D3: Example of Curated Email (e-newsletter) from Community & Family Medicine	
Appendix E: Example of E-newsletter from Duke Medicine	

Executive Summary

Background

A committee of communicators from across Duke has worked since January 2015 to assess “the current state of internal communications within Duke’s schools, departments and units.” Charged by Paul Grantham (assistant vice president, Office of Communication Services), Mike Schoenfeld (vice president, Public Affairs and Government Relations) and Kyle Cavanaugh (vice president for Administration), the committee was tasked with:

- Identifying best practices
- Exploring how central tools might be syndicated or adapted for use within local areas
- Recommending ways to enhance the support and process of internal communications within schools, departments and units

While recommendations in this report may have broader application, the primary audience for the assessment was staff and faculty.

This report presents findings, recommendations and supporting data to Duke communicators and Duke’s senior leadership with the hope that they will be used to further connect staff and faculty with news and information that helps them with their work and personal lives, while engaging them in the university’s mission and priorities.

Research

As part of its assessment, the committee (and its subgroups) met about 25 times and took multiple steps to gather information and data, including:

- Consulting with David Jamieson-Drake, director of Institutional Research and assistant vice provost, to build and conduct two surveys – one for staff and faculty (889 respondents), the other for communicators (143 respondents).
- Interviewing 17 Duke communicators, as well as holding a committee meeting with Blyth Morrell of the Office of Marketing & Strategic Communications.
- Conducting a focus group with eight Duke employees.
- Interviewing two companies and five peer higher education institutions.
- Interviewing six services employees.
- Taking an introspective look into communication strategies crafted by committee members for their schools, departments and units.
- Reviewing various studies and reports on internal communications best practices.

Summary of Key Findings and Best Practices

Overall, internal communications within Duke's schools, departments and units is not broken, but opportunities exist (see full list of findings and recommendations beginning on page 5) to more effectively share and amplify important information with staff and faculty.

Perhaps one of the most important findings is that slightly more than half of Duke communicators feel "somewhat equipped" to provide effective communications for their school, department and unit, and that the line between internal and external communications is blurred in part because communicators make trade-offs in terms of time and resources. A communicator explained, "Every unit is structured differently and has different priorities. Some teams are well resourced and staffed, and some are incredibly understaffed and overworked. Unless a dean makes internal communications a priority or part of the culture, then the communications people aren't going to have much of an incentive to focus on it."

Some recommendations in this report focus on ideas for providing communicators with more resources and tools to better connect with their internal audiences, as well as enhanced professional development opportunities that can help them discern between internal and external news and audiences. The committee also suggests exploring processes that can help communicators share and receive news and information more easily.

It should be noted that during interviews with companies and peer higher education institutions, the committee did not find specific best practices to emulate within schools, departments and units at Duke. In fact, Duke has served as a reference point for some higher education institutions. "...the bar is set by Duke University, where the Working@Duke portfolio includes a Facebook page, a print newsletter six times a year, the Working@Duke web pages, and emails that link stories on those pages," the University of Virginia wrote in its February 2015 report on internal communications.

When researching internal communications best practices, the committee found several principles that school, department and unit communicators might wish to consider:

- Develop an internal communications plan and process in alignment with an overall school, department or unit strategy
- Use a mix of channels, including a focus on face-to-face, to reach your audience "in this era where people are just overwhelmed with everything electronic" [Source: Best in Class Practices, Institute for Public Relations, April 2013]
- Regularly measure and track communications to assess whether strategies and tactics work

Summary Recommendation

The committee makes a number of recommendations intended to enhance the support and process of internal communications within schools, departments and units at Duke. To explore and implement the agreed upon recommendations, the committee suggests that a permanent Internal Communications Working Group be established. This group would examine and suggest ways to help refine the information-sharing process among schools, departments and units and Duke's central news offices. The committee recommends that communicators take full advantage of the information and data available as part of its research and in this report to further understand internal audiences and how best to connect audiences to department goals and Duke's institutional priorities while providing a healthy dose of "what's in it for me." The ultimate aim through the committee's recommendations is to promote understanding, drive engagement and build confidence among employees, who then become better ambassadors for the institution and its reputation.

Findings and Recommendations

Overall Recommendation

Establish an Internal Communications Working Group

This working group of Duke communicators would meet monthly to further explore, develop or implement the recommendations described in this report to help enhance and support the process of internal communications at Duke. This group would identify steps that can be taken to better facilitate the flow of news and information to and from central communications offices to targeted audiences. Operational activity and decision-making would remain at the school, department and unit level.

Finding #1

Slightly more than half of communicators feel “somewhat equipped” to provide effective communications for their school, department and unit, and nearly a third feel “very equipped,” according to the committee’s communicator survey. Through survey comments and interviews, the committee found that Duke communicators would like more resources, such as templates and digital equipment, to support their internal communications efforts.

Recommendations

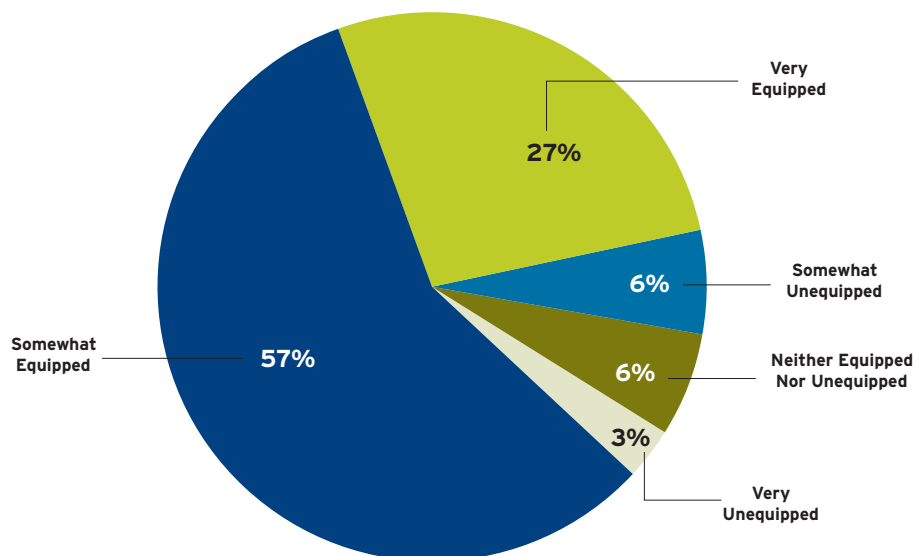
Provide a standard internal communications strategic plan for Duke’s schools, departments and units, which can be borrowed, adjusted and implemented to fill internal communications needs at the local level. The strategic plan would detail effective processes for internal blogs and websites, email, and face-to-face communications with senior leadership.

Develop and package an online “toolkit” with resources available on the Duke Style Guide and additional resources such as:

- Templates and how-to information.
- Best practices for creating internal e-newsletters, including using conventions recommended or developed by the Office of Marketing & Strategic Communications for a systematic approach.
- Best practices for measuring communications.
- A communicator directory with special skills noted, social media handles, etc.

Work with the communicator from the Office of Information Technology to explore an equipment-borrowing program similar to the loaner program at the Link, the teaching and learning center in Perkins Library (i.e. cameras, video cameras and audio equipment).

How Equipped Communicators Feel They Are to Provide Effective Communications for their School, Department or Unit



A total of 115 communicators responded to this portion of the survey.

Finding #2

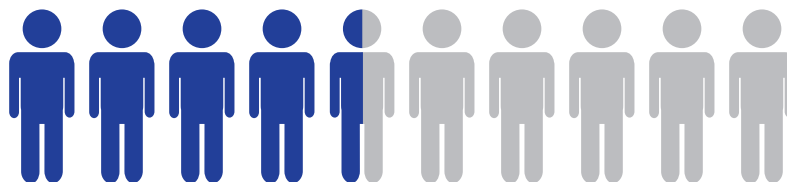
Duke ProComm is an award-winning professional development program, and the committee found that communicators see its classes as an outstanding resource. But classes fill up quickly, and slightly less than half of communicators indicate they have taken ProComm courses. It is important to continue to enhance this opportunity for professional development because nearly half of Duke communicators who responded to the communicator survey have been at Duke less than five years and nearly half come from non-academic communication backgrounds.

Recommendation

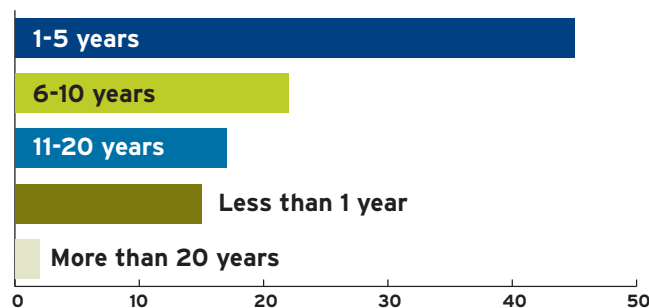
Look for ways to enhance the ProComm professional development program, including the addition of courses and speakers, and increasing awareness of the Communicator Network. Based on the committee's communicator survey and feedback from some communicators, the following are some potential ideas:

- Working closely with ProComm leadership, create a sub-committee of Duke communicators in partnership with the proposed Internal Communications Working Group to identify how to expand ProComm and increase awareness of the Communicator Network to enhance resources and continue to connect communicators.
- Create a ProComm internal communications 101 course that is offered every year.
- Expand ProComm courses to include more advanced-level classes, as well as roundtable discussions and speakers/experts from the local area.
- Create a voluntary "buddy system" to help new communicators get acquainted with Duke.
- Establish and maintain a regular orientation for new communicators. This includes signing up communicators to the main listserv handled by the Office of News and Communications (ONC) and automatically adding all Duke communicators to the ONC media release list.
- Explore tools in addition to the LinkedIn group that enable communicators to connect, share and have conversations with each other more effectively in real-time.
- Create more opportunities for communicators to socialize with colleagues across campus in addition to the Fourth Friday gathering. These could be one-on-one lunch meet-ups or group events.

45% of Surveyed Communicators Have Taken a ProComm Course



Years Communicators Have Worked at Duke



A total of 116 communicators responded to this portion of the survey.

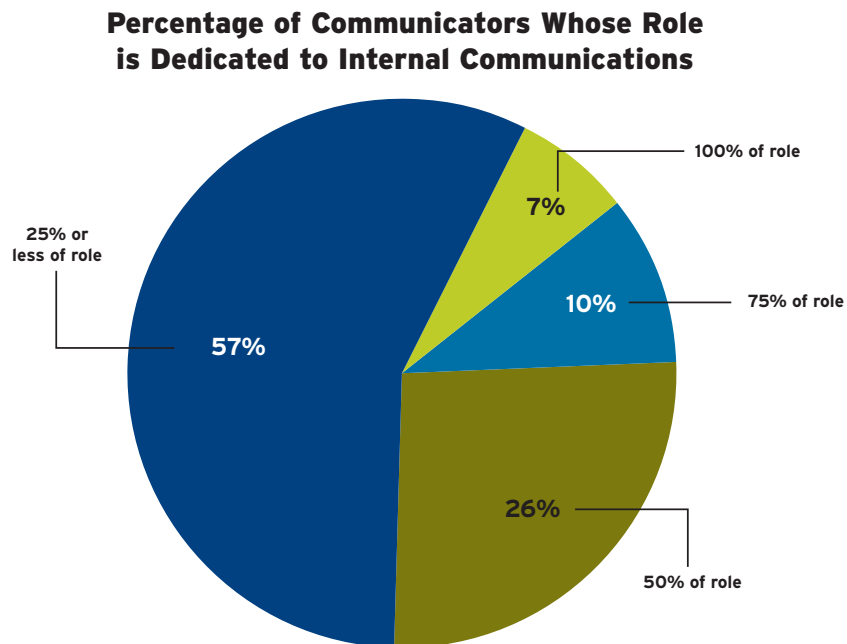
Finding #3

The line between internal and external communications is blurred, in part because communicators have to make trade offs in terms of time and resources, and some do not have a formal strategy for communicating with internal audiences (staff and faculty). Of those surveyed, slightly more than half of communicators spend a quarter or less of their role on internal communications. In addition, slightly less than half of communicators have a formalized plan for internal communications.

Recommendations

As appropriate, communicators should consider **creating an internal communications plan** with strategies, tools and tactics using resources through ProComm and templates developed through the proposed Internal Communications Working Group. If the responsibility of internal communications within a school, department or unit also involves a Human Resources manager or other employee, the communicator should work closely with this person to hone internal messages and examine the effectiveness of channels being used to disseminate information [see Finding #4 for related recommendation.]

Segment audiences by internal and external because messaging may be more effective when targeted this way.



A total of 137 communicators responded to this portion of the survey.

Finding #4

Staff and faculty indicate they want more information about professional development resources, campus events, benefits and services. While more than half of employees indicate they are generally satisfied with information they receive about their school, department or unit, employees still rank school, department or unit news among the top five areas they want more information about.

Many communicators do not feel responsible for sharing or re-purposing content from outside their school or department, such as benefits and services information, since that information is distributed broadly through central channels.

Typically, the content that staff and faculty say they want more information about is featured in central news channels such as the Duke Today news site, The Week at Duke e-newsletter and the Working@Duke print publication; however, confusion exists about Duke's central news channels, what resources are available, and where and how to find them. Through employee feedback, this committee learned that information shared during new employee orientation about internal communications is inconsistent and does not provide a comprehensive overview of how to connect with Duke's news channels.

Recommendations

Develop a process to effectively share and re-purpose news and information among central communication offices, Duke communicators and Human Resources.

This would be a collaborative endeavor between communicators and Human Resources managers, and it would articulate clear goals and responsibilities for internal communications at each level. A clearly defined process would make it easier for university communicators to support internal communications and guide decisions about what information needs to be disseminated or repeated and by whom. As part of this effort, the committee suggests exploring the Human Resources manager/communicator relationship to further integrate announcements, news and information into school, department and unit internal communications.

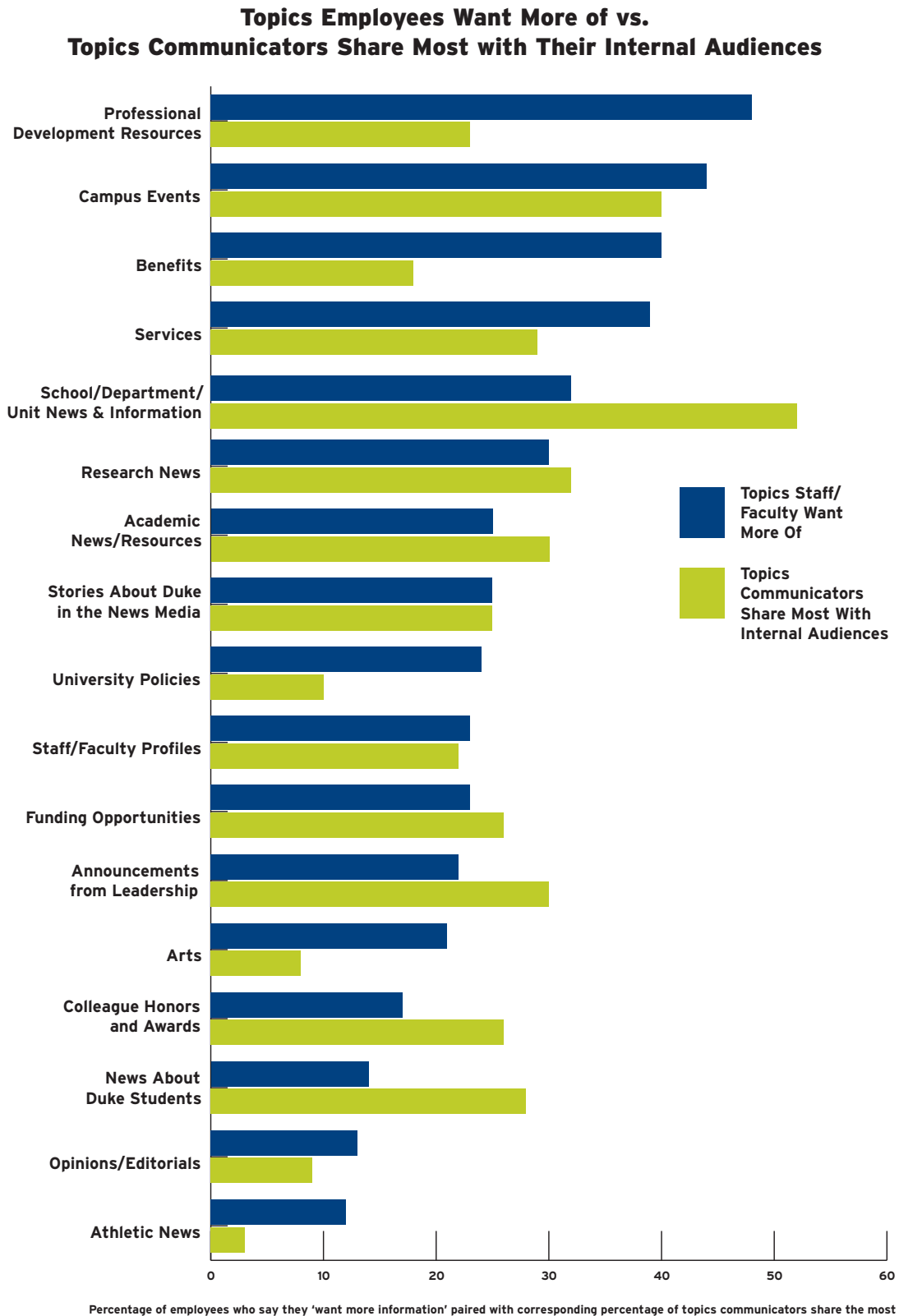
Create an internal marketing communications plan for Duke's central news and information channels, including Duke Today, Working@Duke and The Week at Duke e-newsletter, to increase awareness and foster a better understanding of the channels among faculty and staff.

Duke has a number of robust communications channels that effectively capture and distribute news and information to the campus community. There is an opportunity to strengthen internal communications by raising the visibility of these tools within key internal audiences, including at new employee orientation.

- Ensure that Duke's central communications channels are presented and explained to new employees at orientation.
- Target editorial lineups and content to an internal communications listserv and proposed Internal Communications Working Group so that content can be used as appropriate in school, department and unit communications.

Make links to news items in the weekly Inside Duke Medicine e-newsletter available to all Duke communicators across campus. The current format and functionality limits the ability to easily and effectively disseminate interesting Duke Medicine news across the university because the content is posted on a protected site. [See appendix for example of e-newsletter.]

Finding #4 continued



Finding #5

In the open feedback of the communicator survey and in some one-on-one conversations with communicators, a concern was identified regarding communicators not easily being able to consume and disseminate news content with other schools, departments and units, as well as with Duke's central news offices. Some communicators expressed a desire for a central tool that would allow them to more easily find content to share with their audiences and in turn more easily provide content they are producing. Tools for sharing already exist around Duke. For example, Duke Today allows users to create custom RSS news feeds, however this feature isn't widely used and its functionality is limited when it comes to customizing news and information. Authentication and a lack of comprehensive items within the system have limited its use.

Recommendation

Explore new or existing tools or resources and processes that can be used to help communicators more easily and effectively find and share news and information. Any effort would be undertaken under the guidance, and in partnership, with other relevant offices, and involve further interviews with communicators to gain a deeper understanding of their process and content-sharing needs. The committee discussed solutions to this news-sharing concern, including enhancing the central news repository capability of Duke Today to pull in news from all Duke schools, departments and units and be searchable by an advanced tagging system. With any of these ideas or ones yet to be examined, the committee recognizes there are challenges in creating a central tool that would fit everyone's needs. Also, expanding the content being published on Duke Today could create an oversaturation of content and create more clutter.

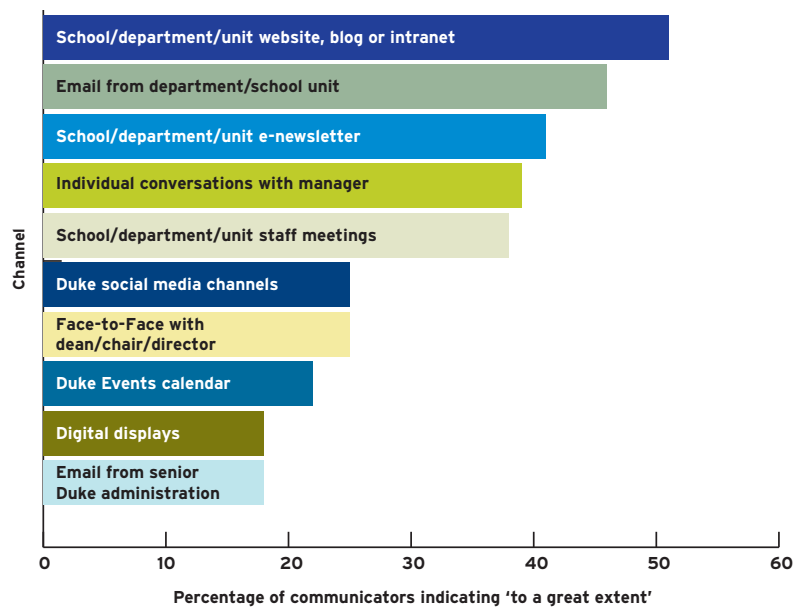
Finding #6

Communicators primarily use a mix of channels to share news and information with their internal audiences. A school, department or unit website, blog or intranet; school, department or unit email; and school, department or unit e-newsletters are the top three web-based resources used to a great extent. Communicators also use face-to-face channels such as individual conversations with managers and staff meetings to communicate directly with staff and faculty.

Recommendation

Communicators should continue using a mix of channels to share messages and regularly use metrics to assess their methods and tactics to understand what's working and what's not and focus energies on bolstering the method that is working well with their internal audiences.

Top 10 Channels Communicators Use 'To a Great Extent' to Share News and Information with Their Internal Audiences



Finding #7

A mix of push channels – email from a school, department or unit, word-of-mouth, and staff meetings – are relied on to a great extent by staff and faculty to get news and information about their **schools, departments and units**.

- Email from a school, department or unit is the top source employees rely on to a great extent for news and information about their school, department or unit.
- While more than half of staff and faculty are generally satisfied with school, department or unit news and information, about one third want even more news about their school, department or unit.

Recommendations

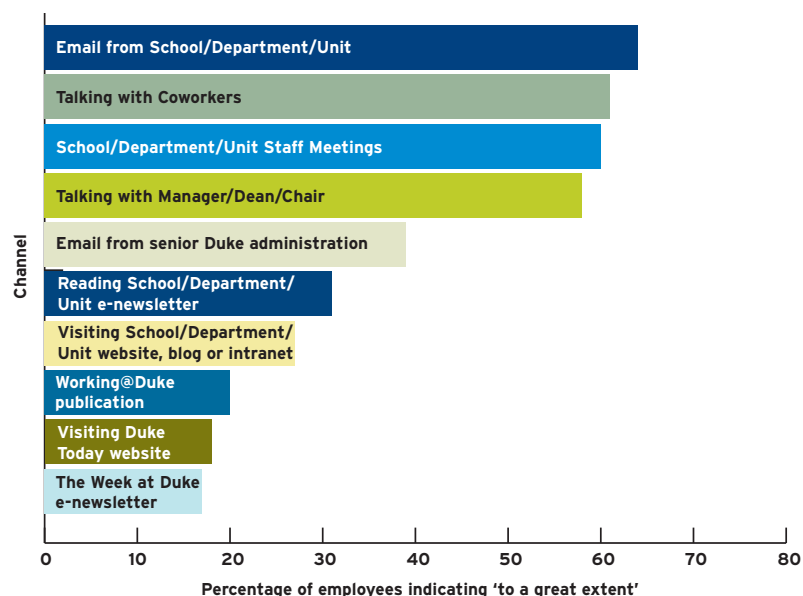
Communicators should consult the data collected as part of this internal communications assessment to further explore and understand what channels for news and information are available to them and what content topics their internal audiences prefer the most or would like more of.

Research how Duke can better take advantage of the effectiveness of the Working@Duke print publication for communications within schools, departments and units.

As more emphasis and resources are placed on digital channels and content, the print version of Working@Duke continues to exceed readership expectations and positively impacts employees. The committee found that while employees don't rely on the print publication to a great extent for news and information about their schools, departments or units, opportunities might exist to use the print publication to help disseminate news within local areas.

- Explore a pilot initiative with interested schools, departments or units to “zone” Working@Duke by including an insert with news and information specific to a school, department or unit, or focused on a specific topic such as the arts. This “zoned” approach could also potentially be targeted at specific units whose employees may not have regular access to a computer at work.

Top 10 Channels Employees Rely on 'To a Great Extent' to Get News and Information About Their School, Department or Unit



Finding #8

To get news and information about **Duke as a whole**, staff and faculty rely to a great extent on these push channels: email from their school, department and unit; email from senior administration; face-to-face conversations with coworkers, managers, deans, department chairs and directors; and the Working@Duke print publication.

- Nearly half of staff and faculty survey respondents indicate they rely to a great extent on email from senior leadership. And, according to the committee's focus group and interviews with services staff, they would like more communication from Duke leaders.
- A majority of employees are satisfied with the frequency of the Working@Duke print publication, according to the staff and faculty survey.

Recommendations

Communicators in schools, departments and units should continue to use email as a primary communication tool with internal audiences.

- Email remains an effective way to disseminate messages, however that does not mean necessarily sending more and oversaturating inboxes. Employees prefer email announcements from their school, department or unit weekly (33 percent), monthly (21 percent), as needed (17 percent), and twice a month (16 percent), according to the committee's staff and faculty survey. An email with curated links to online news and information (or an e-newsletter) could be an effective tool within certain units to re-purpose content from around the university and streamline internal communications while potentially reducing the number of single-subject email. The committee found this method is being done in some areas [see appendix for examples.]
- Staff and faculty rate a school, department or unit e-newsletter **second among the web-based resources they want more often.**

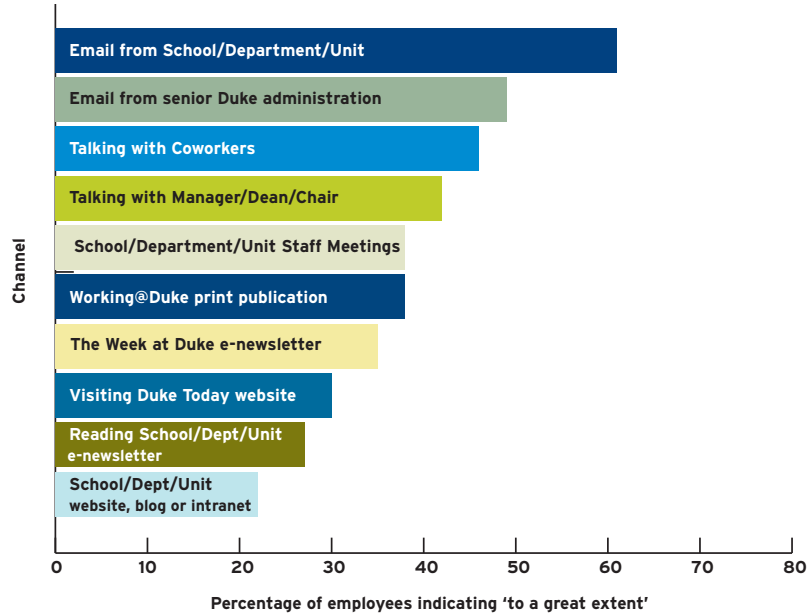
Based on these findings, the committee suggests communicators explore audience needs and the regular volume of shared news and information to determine the best email/e-newsletter approach for his or her school, department or unit.

Identify opportunities for more frequent communication with senior leadership, including deans and directors from schools, departments and units.

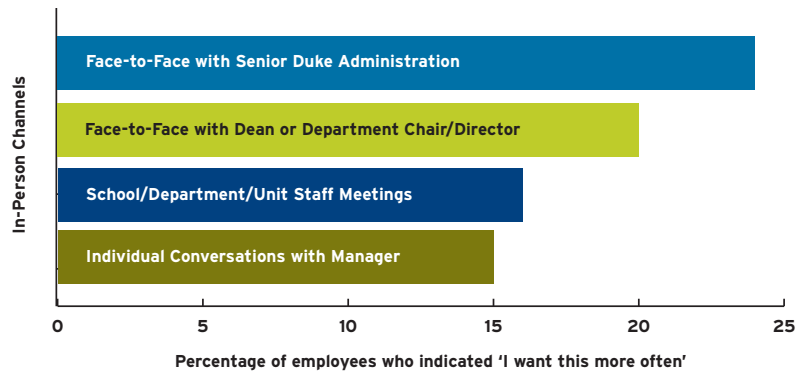
A best practice in internal communications is using a mix of channels to reach an audience. Duke communicators should not lose sight of the importance of fostering a shared sense of community through in-person discussion and dialogue. Department staff meetings, as well as an annual or once-per-semester "state of Duke" forum for all staff and faculty, for example, will help the community understand the "big picture" and build a sense of community. From restoring and constructing new campus buildings to the provost's new strategic plan and a new chancellor for the Health System, there are many meaningful opportunities to connect staff, faculty and leadership with Duke's priorities, initiatives and mission.

Finding #8 continued

Top 10 Channels Employees Rely on 'To a Great Extent' to Get News and Information about Duke as a Whole

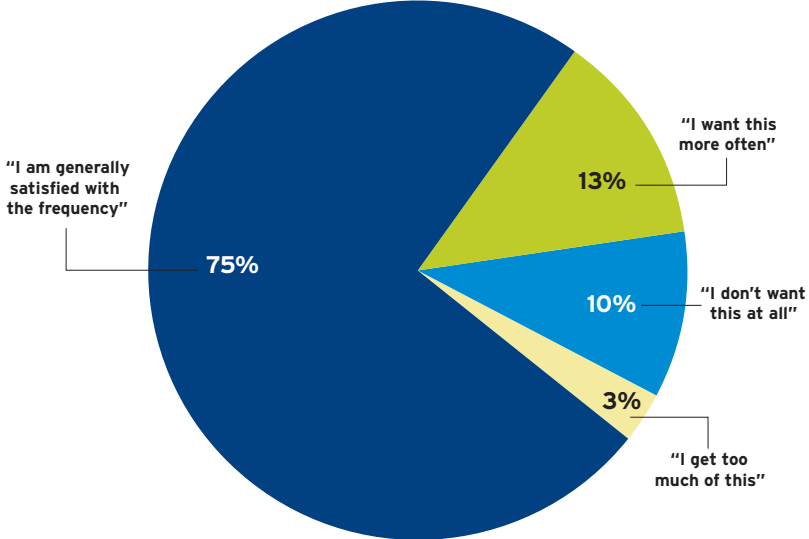


In-Person Channels Employees Want More Often



Finding #8 continued

Frequency at Which Employees Prefer to Receive the Working@Duke Print Publication



A total of 669 staff and faculty members responded to this portion of the survey.

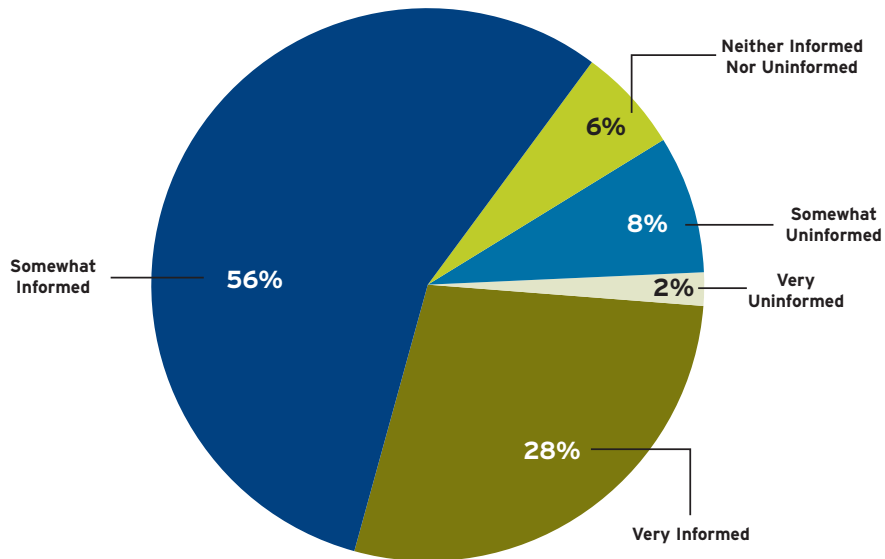
Finding #9

The majority of staff and faculty feel “somewhat informed” and “very informed” about news and happenings in their schools, departments and units and at Duke as a whole.

Recommendation

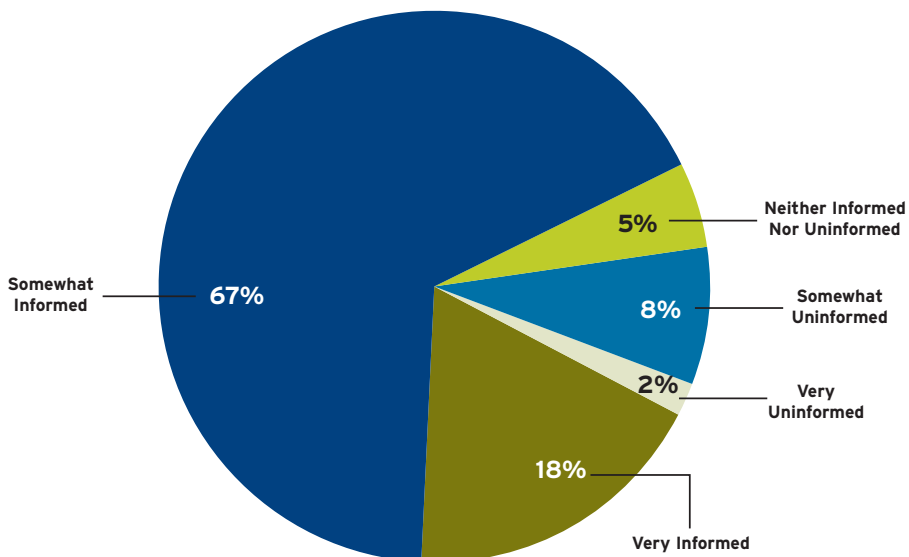
As appropriate, communicators should **implement the recommendations in this report** to help grow the total number of staff and faculty who feel “very informed” about news and happenings in schools, departments and units and at Duke as a whole.

How Informed Staff and Faculty Feel about News and Happenings in their School, Department or Unit



A total of 815 staff and faculty members responded to this portion of the survey.

How Informed Staff and Faculty Feel about News and Happenings at Duke



A total of 814 staff and faculty members responded to this portion of the survey.

Finding #10

The Duke Events Calendar is a primary communications enterprise-wide tool in need of attention. The last internal communications review recommended fixing the calendar, and a new tool was developed. But 11 years later, this committee heard a similar refrain about problems with the current calendar: functionality for users needs improvement, and it remains difficult to import and export items in ways that work with other systems. Communicators also identified improvements to the calendar as a critical need. Campus events ranks second among topics staff and faculty want more of. And the events calendar ranks first among web resources employees say they want “more often.”

Recommendation

Explore ways to enhance and improve the functionality of the current Duke Events Calendar, or replace the calendar, to better support and facilitate event communications.

Before the current calendar is updated or a new calendar tool is developed, the committee suggests that the new calendar supervisor, in conjunction with identified representatives of the Duke strategic marketing and communications community, oversee an assessment of audience needs and explore calendaring solutions in place at other universities and entities. Based on assessment findings, the office overseeing the calendar (the functional owner) should be provided with sufficient resources to perform an evaluation and recommend a new calendaring solution, as well as promote and maintain it when completed.

Finding #11

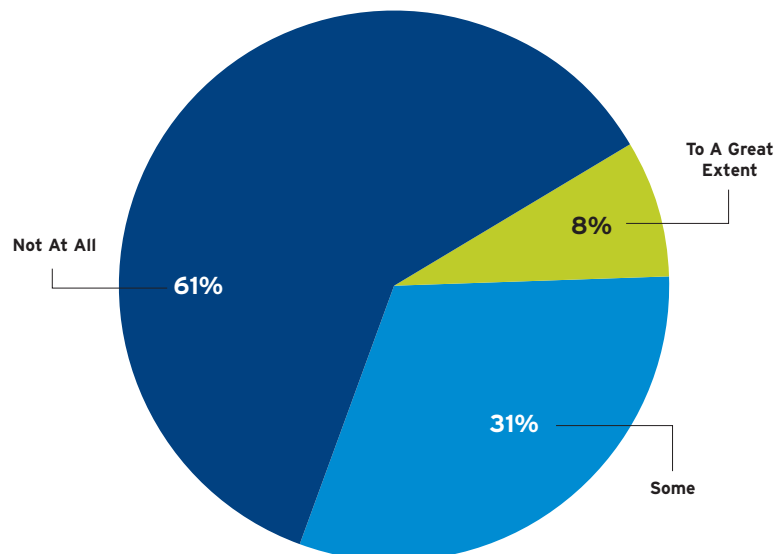
Most communicators use social media to some degree to share news and information with their internal audiences, but more than half of surveyed Duke employees do not rely on social media at all to follow school, department or unit news and information. Of all channels available for internal communications, social media may not be the most optimal tool for every communicator or for certain information. Among the staff and faculty who report using social media to share or stay informed about Duke-related news, a third use Facebook, followed by LinkedIn and then Twitter, according to the staff and faculty survey. The committee heard from some staff during the employee focus group that they choose not to use social media to share or stay informed about their department or Duke-related news because they prefer to keep their work and personal lives separate; they are more likely to use social networks for personal or entertainment reasons.

Recommendation

Conduct an assessment of social media use among employees to uncover the most effective way to use social media to reach internal audiences. Overall, social media referrals to Duke Today are going up. While analytics can't pinpoint all referral traffic to the news site as coming from Duke's internal audience, Facebook traffic to Duke Today has risen from approximately 178,000 page views in 2013-14 to 299,000 in 2014-15 – an increase of 68 percent, although much of these referrals are likely external. Facebook drives nearly 15 percent of all traffic to Duke Today, second only to Google in website referrals.

Working@Duke social media channels such as Facebook and Twitter show a slow but steady growth in followers. Given these indicators and the prevalence of social media today, the committee suggests that schools, departments and units, as well as the Office of Communication Services, work in consultation with the university's social media manager to further assess social media strategy to better understand preferences and whether any opportunities exist for building audiences and engagement as part of internal communications.

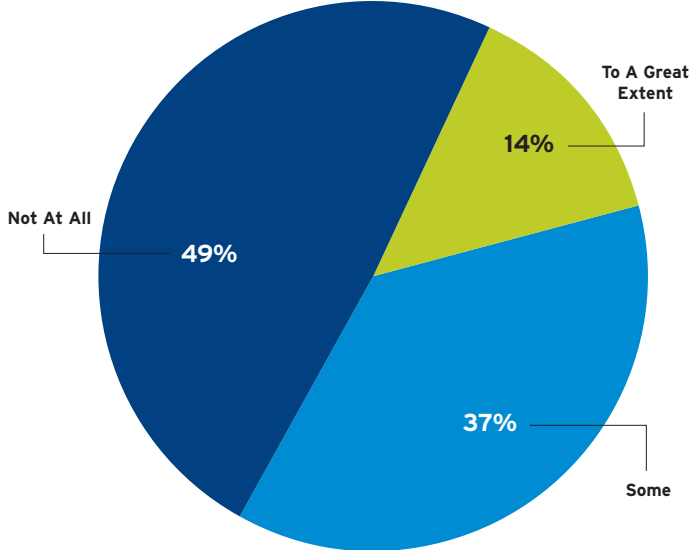
Extent to Which Employees Rely on Duke Social Media Channels for News and Information about Their School, Department or Unit



A total of 690 staff and faculty members responded to this portion of the survey.

Finding #11 continued

Extent to Which Employees Rely on Duke Social Media Channels for News and Information about Duke as a Whole



A total of 745 staff and faculty members responded to this portion of the survey.

Appendix A:
Letter to Committee Members

TO:

Leanora Minai	April Dudash
Jill Boy	Geoffrey Mock
Andrea Martin	Deborah Hill
Chris Heltne	Audrey Ward
Anna Prince	Melissa Schwarting

FROM: Michael Schoenfeld
Kyle Cavanaugh
Paul Grantham

DATE: December 29, 2014

SUBJECT: Internal Communication Review

Much effort has been focused on enhancing internal communications at Duke during the last several years, but one area that has not received as much attention is the place where internal communications can often be most effective – locally within schools, departments and units.

In an effort to address this area, we would like to convene a committee comprised of communicators across Duke, and we invite you to be part of this important initiative. The committee, which will be chaired by Leanora Minai, will be charged with assessing the current state of internal communications within Duke’s schools, departments, and units; identifying best practices; and making recommendations on ways to enhance the support and process of internal communications within these areas. While the recommendations may have broader application, the main audience for this assessment is employees, including both faculty and staff.

The committee should explore how central tools might be syndicated or adapted for use within local areas, as well as how local practices might inform and improve central processes and communication channels.

We would like to hold a kick-off meeting of the committee from noon to 1:30 p.m. on January 29, 2015, in the Allen Building Board Room. Lunch will be served. After the meeting, we hope the committee could take the next several months to review, assess and develop a report with recommendations by October 1.

Thank you for taking on this important charge and helping further enhance internal communications for Duke and its community. Please RSVP to Priscilla Toms at priscilla.toms@duke.edu or by calling 919-684-4345.

Committee members:

- Leanora Minai, Office of Communication Services – chair
- Jill Boy, School of Medicine

- Andrea Martin, Community and Family Medicine
- Chris Heltne, Student Affairs
- Anna Prince, Development
- April Dudash, Communication Services
- Geoffrey Mock, Office of News and Communications
- Deborah Hill, Arts & Sciences
- Audrey Ward, Divinity School
- Melissa Schwarting, Duke Medicine News & Communications

Appendix B1:
Staff and Faculty Survey

1. Today, how informed do you feel about news and happenings at Duke?

#	Answer	Response	%
1	Very informed (Why?)	144	18%
2	Somewhat informed	544	67%
3	Very uninformed (Why?)	13	2%
4	Neither informed nor uninformed	44	5%
5	Somewhat uninformed	69	8%
	Total	814	100%

Very informed (Why?)	Very uninformed (Why?)
Many resources to find information, online and in print	I don't seek about news.
there are so many different avenues to look at to get information about every aspect of what is happening here at duke	I feel disconnected from Duke due to the fact that my organization is a small, grant funded center within Psychiatry
Informative Email	Work downtown
Duke Today, News and Infor office emails I get and personal contacts and	Poor communication of events and other items.
The news is spread via email regularly.	Because a lot of things that are going around is considered secret and the employees are not know what is going on into everything is completed.
I receive emails, text, and check the homepage regularly	Its unclear where the best places to go to get the latest and greatest
I get a LOT of SPAM from Duke..so much that is is a distraction with some unnecessary info	I sometimes read about Duke in the N&O; I get Duke alerts
emails and intranet	There isn't one place to go to check on consolidated news
Emails and Links that Duke provides on locations.	It seems we are limited to optional email lists to stay informed
frequent emails and written publications	I don't get newsletters on the community and what is happening around Duke, nor do I pursue looking for that information on my own.
Get emails letting me know what is happening	
I get emails sent to my Duke email alerts sent to my phone	
Duke Today and Working@Duke keeps us informed of what is going on around campus	
Online Duke Today & Duke University mailings and emails keep me apprised the email and printed newsletters	
I watch sportscenter	
I read my weekly emails from Duke	
I get regular updates from Working@Duke, and I read Duke Today	
I access different modes of communication at Duke.	
The week at Duke email and working at Duke magazine are very informative	
I am one of this family.	
we receive email notifications and I also have text alerts	
I check Duke Today everyday email, Duke websites	
I'm very inquisitive by nature. My position at FMD requires that I know what's coming	






and what has been, so I use all resources available to understand the history as well as the future of Duke. Unfortunately my focus is more toward how events will be impacted by facilities and their operation.	
I use duke.edu and this tells me anything and every thing	
I get the news of Duke everyday from duke e-mail.	
I set Working@Duke as my home page plus receive Managing@Duke newsletters	
I try to read up on Duke news in the working at duke issues and Duke today	
I get information from multiple sources.	
Sufficient publications and emails are distributed	
Mid-level administrator. It is my job. email.	
I am a voricious reader!	
I receive the Duke Digest; working at Duke magazine; alerts when necessary; and by our internal intranet page.	
Communication about activities, events and news are well documented through various media	
through leadership emails and emails with links to news and updates	
Working @ Duke Newsletter	
My co-workers and supervisors share a lot of information with me and our team	
The decentralization of Duke causes people to remain cloistered in their units. I am an explorer. I don't stay cloistered.	
Relative to folks around me I am very aware. Also Google knows I work in Durham and keeps me up to date.	
Because it is my job to be informed	
I get weekly emails	
i get information from DukeToday online and receive the working@Duke magazine	
Online communications	
by email	
consistent, concise communication	
intranet	
As an external-facing representative, I am proactive in following campus news	
Learning tools	
it is a vital part of my job, so i seek information	
DukeToday.	
ongoing communication outlets	

Read every email regarding happenings at Duke and DCRI. Also review the webpage often.	
Need to be for work. Love Duke. Alum as well.	
Intranet	
I set my default page to today.duke.edu see headlines	
I read Working@ Duke as often as possible.	
It's in my professional and personal best interest	
I get constant emails informing me about the going on at Duke	
I read the Week at Duke emails as well as checking Duke Today and read the Chronicle periodically.	
e-mails internet	
I follow Duke at Work twitter feed and look at the website regularly	
By email.	
the DCRI Intranet, duke hr website	
Duke Today, Working at Duke, Staff Meetings with Mike Schoenfeld	
I work in the Human Resources Information Center	
Duke Today, Duke Chronicle, Working@Duke, Facebook	
Communication through emails	
Use of several resources to stay informed newsletters and e-mails received	
I receive Duke News from multiples sources	
Weekly news email, Working@Duke W@D and my job	
Because the info comes through email email updates	
emails from departments	
emailed a lot of information	
Because I peruse the Duke Today website, general website and some social media outlets	
I read Duke Today, Working@Duke, HR website on a regular basis	
Working@Duke gives me more information about my workplace than my own department does	
receive news from many sources	
I think that Duke has many sources and I try to stay on top of all of them	
Duke does a very good job by email &	

intranet keeping employees informed about what's happening around campus.	
I receive emails which keeps me informed.	
Every day I read the Duke Home Page for several of our sites (Regional, PDC, etc) as well as Nasher newsletters, Duke@work newsletters, etc.	
Working@Duke, Duke Research, The Week at Duke	
Twitter, Chronicle, etc	
Managing at Duke emails, Duke magazine and online magazine	
we are always getting emails	
By websites, school newspaper, and Durham Herald	
We receive emails about Duke email	
The Intranet and emails we receive keep us well informed. People need to take time to read them.	
I get lots of emails about things related to the science and health fields.	
I am a newshound, so I follow newspapers and websites	
the information is there for the asking	
the emails and magazines consistently provide useful information	
emails regarding happenings come in on a regular basis	
Receive email reminders of the week at duke	
emails	

Statistic	Value
Min Value	1
Max Value	5
Mean	2.20
Variance	1.13
Standard Deviation	1.06
Total Responses	814

2. Today, how informed do you feel about news and happenings in your department, school or unit?

#	Answer		Response	%
1	Very informed (Why?)		230	28%
2	Somewhat informed		457	56%
3	Very uninformed (Why?)		19	2%
4	Neither informed nor uninformed		47	6%
5	Somewhat uninformed		62	8%
	Total		815	100%

Very informed (Why?)	Very uninformed (Why?)
All staff meetings, newsletters	Very little shared - also raised to not ask questions
emails and meetings	I feel disconnected from Duke due to the fact that my organization is a small, grant funded center within Psychiatry
updates received at meetings, in person etc.	Support staff are the last people who are informed or consulted about anything which will affect their upcoming work life.
small dept, good publicity	Some information is only shared between certain people/departments
am dept chair	I feel that there is a lot that goes on in the department that is shared with certain individuals and not everyone.
there is a lot of internal communication	its the way its always been done-we can find out more from others outside our department first sometimes
The department is always informing us of all things going on via email.	Because I am spending time for experiments
emails and intranet	emails I received from hospital administration about potti scandal seemed to me to be misinformation if not outright lies
The department I work in.	most of news it about Duke practices in Durham, not PDC or in smaller areas such as Cary
Newsletters and emails	Poor communication.
Multiple school and department newsletters, TV slideshows, posters, emails, etc.	No communications
We have bi-weekly staff meetings.	there is very little communication in my current department
We communicate all updates through full staff e mails	I am never informed about what is happening in my division.
Regular emails	There isn't one place to go to check on consolidated news
because of my position I am in the loop on everything	
Great Chair and Bus. Mgr.	
We get daily e-mails about events and news worthy items.	
By having a good personal relationship with my supervisors, they inform me of what will and may happen in our department. It's nice to know the plans even if they don't come to fruition.	
I read our intranet page several times a day	
I attend the Town Hall Meetings	
the nature of my HR job is to be informed :)	
As a manager, I must keep my staff in-the-	

know too so I have to stay on top of news and happenings for their information as well.	
It is a small group with good communication.	
I live in this department.	
we receive information from our leaders, our HR representative, and email notifications that concern our department and school	
They send out regular emails about what is going on in the department	
email, Departmental websites	
see previous answer.	
Again I use duke's web page and my cell phone to keep up on news	
I get all news of Dept, School from duke e-mail.	
The medical school sends many emails from multiple people high up in the dept regarding news	
I'm a manager, I'm clued in to everything.	
my supervisor keeps us informed	
email	
see above	
notices are sent every day	
Anton in Dept of Medicine's Chair's office is great!	
My office is very collaborative and DUMC seems to communicate news/happenings very well.	
we have weekly meetings and managers	
email with updates between as needed	
CFM blog, newsletter	
Open communication from peers and leader	
in a leadership position	
Weekly newsblasts, staff meetings, and learning of developments from colleagues	
Our dept meets monthly to share information; the SOM emails updates	
email messages are delivered to me	
We have a very collaborative culture where being informed is of the utmost importance	
DCRI utilizes the intranet and email	
intranet site	
I'm the chief informer.	
it affects my work	
Receive email updates	
Emails	
Intranet, email circulation	

my unit has only six staff	
Good team dynamic communications	
Email from administration and faculty meetings	
Emails and Calendars	
Allstaff meetings, minutes from divisional meetings	
by email	
department list-serve is very effective	
intranet,management emails	
weekly Monday update newsletter sent out	
variety of communications at DCRI	
Being in the athletics communication office, I generally feel very informed about what is going on	
learning, teamwork,	
I check the website daily	
The area I work in	
OIT Connections newsletter	
ongoing communication outlets	
regular meetings, plus I work in a cubicle, so I can hear what happens around me	
Each day I review the DCRI intranet. It keeps me informed of what is going on.	
Need to be.	
intranet	
Not very informed in my unit, Informed in my School	
We receive regular updates of things happening locally and my manager keeps the team informed from her meetings with upper management.	
receive emails with updates and pertinent information	
I regularly read information provided, often more useful than dept. staff meetings	
My Manager keeps us all informed about what is going on	
good communication	
As part of the leadership team for my unit, I have access to current information in real time.	
Well informed - my RSS reader picks up all the stories from the law school page	
I work in the communications department	
lots of emails	
i talk to my co-workers	
Because my supervisor keeps us informed.	
DCRI commun depart. keeps us informed as well as our communication specialist working in Kann. (Emily Ford)	

monitors and emails	
Constant emails from management, chair of department, staff management of department office, and Dean as well.	
I work in the communicatinos office at the Nich School, so news/happening go thru me.	
We have great interoffice communication.	
very informed about department - small group, lots of meetings and emails	
Work closely with VP	
We typically get a heads up when letters are sent from Corporate Hr to past/present/retirees so we can be prepared in advance for potential phone calls with regards to any publication sent.	
I work in the Dean's Office! Also Duke Law Daily, Duke Law in the News	
Communications from director(s) via emails.	
Monday update	
Morning Updates by DUSON	
Our clinic works together very well as a team so we always share concerns or happenings with all. Also we have clinic meetings and staff meetings every month.	
Just left a staff meeting	
Timely emails from the Dean's office and Admin Services	
I am the head of Communications for me Department	

Statistic	Value
Min Value	1
Max Value	5
Mean	2.08
Variance	1.22
Standard Deviation	1.10
Total Responses	815

3. Information I receive about the following is useful to me:

#	Question	Exceedingly	Greatly	Some	Not At All	Total Responses	Mean
1	Duke as a whole (such as employee benefits, services, policies, institutional/academic priorities, etc.)	304	353	127	2	786	1.78
2	Your school or unit	255	358	140	15	768	1.89
3	Your department	411	278	92	11	792	1.63

Statistic	Duke as a whole (such as employee benefits, services, policies, institutional/academic priorities, etc.)	Your school or unit	Your department
Min Value	1	1	1
Max Value	4	4	4
Mean	1.78	1.89	1.63
Variance	0.51	0.58	0.55
Standard Deviation	0.71	0.76	0.74
Total Responses	786	768	792

4. To what extent do you rely on the following sources for news and information about Duke as a whole? (The next question in this survey will specifically address your department, school or unit.)

#	Question	To A Great Extent	Some	Not At All	Total Responses	Mean
1	Department/school/unit staff meetings	287	303	158	748	1.83
2	Digital displays	84	371	286	741	2.27
3	Duke social media channels	104	278	363	745	2.35
4	Email from my department/school/unit	459	256	33	748	1.43
5	Email from senior Duke administration	369	325	52	746	1.58
6	External news sources	125	478	141	744	2.02
7	Posters/fliers	50	410	279	739	2.31
8	Reading my department/school/unit e-newsletter	200	337	205	742	2.01
9	Reading The Week at Duke e-newsletter	261	346	145	752	1.85
10	Reading the Working@Duke publication	289	349	113	751	1.77
11	Talking with coworkers	347	368	37	752	1.59
12	Talking with my manager, dean or department chair/director	314	313	117	744	1.74
13	Visiting my department/school/unit website, blog or intranet	163	352	228	743	2.09
14	Visiting the Duke Today website	222	347	181	750	1.95
15	Visiting the Duke events calendar	110	338	298	746	2.25

Statistic	Department/school/unit staff meetings	Digital displays	Duke social media channels	Email from my department/school/unit	Email from senior Duke administration	
Min Value	1	1	1	1	1	
Max Value	3	3	3	3	3	
Mean	1.83	2.27	2.35	1.43	1.58	
Variance	0.57	0.43	0.51	0.33	0.38	
Standard Deviation	0.75	0.65	0.71	0.58	0.62	
Total Responses	748	741	745	748	746	

5. To what extent do you rely on the following sources for news and information about your department, school or unit?

#	Question	To A Great Extent	Some	Not At All	Total Responses	Mean
1	Department/school/unit staff meetings	417	211	74	702	1.51
2	Digital displays	61	270	364	695	2.44
3	Duke social media channels	54	215	421	690	2.53
4	Email from my department/school/unit	453	223	28	704	1.40
5	Email from senior Duke administration	273	304	124	701	1.79
6	External news sources	64	326	310	700	2.35
7	Posters/fliers	56	325	317	698	2.37
8	Reading my department/school/unit e-newsletter	213	286	198	697	1.98
9	Reading The Week at Duke e-newsletter	120	298	283	701	2.23
10	Reading the Working@Duke publication	137	281	282	700	2.21
11	Talking with coworkers	428	255	23	706	1.43
12	Talking with my manager, dean or department chair/director	408	232	58	698	1.50
13	Visiting my department/school/unit website, blog or intranet	188	298	217	703	2.04
14	Visiting the Duke Today website	123	260	318	701	2.28
15	Visiting the Duke events calendar	95	239	363	697	2.38

Statistic	Department/school/unit staff meetings	Digital displays	Duke social media channels	Email from my department/school/unit	Email from senior Duke administration	E s
Min Value	1	1	1	1	1	
Max Value	3	3	3	3	3	
Mean	1.51	2.44	2.53	1.40	1.79	
Variance	0.46	0.42	0.41	0.32	0.52	
Standard Deviation	0.68	0.65	0.64	0.57	0.72	
Total Responses	702	695	690	704	701	

6. Do you use social media to share or stay informed about Duke-related news? (Select all that apply)

#	Answer	Response	%
1	Facebook	234	34%
2	Instagram	48	7%
3	LinkedIn	94	14%
4	Twitter	88	13%
5	YouTube	50	7%
6	Other	47	7%
7	I don't use social media	349	50%

Other
I dont use it to get information about Duke
Duke websites
I use social media (facebook) but not to stay informed about Duke news
I use social media buy not Duke
I do not use socail media to stay informed about Duke
I just don't send out any information
emails
I use social media but not to follow Duke-related news
We tweet but I don't generally follow social media
I use social media but not to share info about Duke
I use social media but NOT for Duke info
snapchat
Usually the web or emails are my source
I don't use social media for Duke-related news. I see it as a work/personal life divide
TV,& on-line web news
Duke website
no, i do not use social media to stay informed about Duke
YikYak
use social media but not for duke related news
I use social media, but not to stay informed about Duke
I have a facebook account but I do not discuss Duke on it period. That is for my personal use only.
news alerts
emails from duke to me @ work.
Duke Alert text message
I do not use social media for this purpose. Your survey could have included that as an option.
Just the duke university website
only websites; not social media for this purpose
I use Facebook, but Duke rarely shows up in my newsfeed
I use social media but not for work related items
I do use social media but not regarding Duke related news
I don't use social media to stay informed about Duke. It is for my personal use and usually not work related.
I get nothing from Duke thru these sources
Don't have the time for facebook or social media
sometimes i'll check out the University's ITunes channel
I use social media, but not for Duke related news
I do use social media, but I don't use it for Duke-related news.
None

Statistic	Value
Min Value	1
Max Value	7
Total Responses	692

7. We'd like to know how well the information you receive about each of the following areas meets your

needs. Select the one statement that best describes how you feel.

#	Question	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total Responses	Mean
1	Academic news/resources	415	169	17	87	688	1.67
2	Arts	363	144	24	154	685	1.95
3	Athletics news	377	84	62	162	685	2.01
4	Benefits (health, employee discounts, fitness/wellness, retirement planning, etc.)	405	278	7	7	697	1.45
5	Campus events	318	302	13	60	693	1.73
6	Colleague honors and awards	431	116	40	102	689	1.73
7	Department/school/unit news and information (academic, administrative, budgetary)	429	218	11	32	690	1.49
8	Staff/faculty profiles	411	161	23	94	689	1.71
9	Funding opportunities	305	156	21	208	690	2.19
10	Announcements from leadership	464	151	35	36	686	1.48
11	News about Duke students	377	97	19	195	688	2.05
12	Opinions/editorials	371	90	21	206	688	2.09
13	Professional development resources	314	333	6	43	696	1.68
14	Research news	384	210	15	85	694	1.71
15	Services (technology, dining, parking, transit, construction, safety and security, etc.)	382	271	10	25	688	1.53
16	Stories about Duke in the news media	439	176	22	55	692	1.56
17	University policies	477	168	22	25	692	1.41

Statistic	Academic news/resources	Arts	Athletics news	Benefits (health, employee discounts, fitness/wellness, retirement planning, etc.)	Campus events	Colleague honors and awards	Department news and information (academic, administrative, budget)
Min Value	1	1	1	1	1	1	1
Max Value	4	4	4	4	4	4	4
Mean	1.67	1.95	2.01	1.45	1.73	1.73	1.45
Variance	1.03	1.46	1.59	0.33	0.75	1.20	0.57
Standard Deviation	1.01	1.21	1.26	0.57	0.87	1.10	0.75
Total Responses	688	685	685	697	693	689	695

8. How many total email updates, including email newsletters, do you currently receive each week from Duke entities (Duke University, department, school, and/or unit)?

#	Answer	Response	%
1	0-2	158	23%
2	3-5	304	44%
3	6-10	141	20%
4	More than 10	92	13%
	Total	695	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.24
Variance	0.90
Standard Deviation	0.95
Total Responses	695

9. Publications (print)

#	Question	I am generally satisfied with the frequency	I want this more often	I get too much of this	I don't want this at all	Total Responses	Mean
1	Posters/fliers	352	45	31	210	638	2.16
2	Working@Duke publication	499	87	18	65	669	1.48

Statistic	Posters/fliers	Working@Duke publication
Min Value	1	1
Max Value	4	4
Mean	2.16	1.48
Variance	1.90	0.89
Standard Deviation	1.38	0.94
Total Responses	638	669

10. Web-Based Resources

#	Question	I am generally satisfied with the frequency	I want this more often	I get too much of this	I don't want this at all	Total Responses	Mean
1	Department/school/unit e-newsletter	471	148	14	40	673	1.44
2	Department/school/unit website, blog or intranet	490	108	9	59	666	1.45
3	Digital displays	375	73	17	194	659	2.05
4	Duke events calendar	430	156	8	71	665	1.58
5	Duke social media channels	363	85	12	205	665	2.09
6	Duke Today website	535	74	9	48	666	1.35
7	Email from senior Duke administrators	479	118	42	33	672	1.45
8	Email from your department/school/unit	497	137	24	13	671	1.33
9	The Week at Duke e-newsletter	535	71	15	47	668	1.36

Statistic	Department/school/unit e-newsletter	Department/school/unit website, blog or intranet	Digital displays	Duke events calendar	Duke social media channels	Duke Today website
Min Value	1	1	1	1	1	1
Max Value	4	4	4	4	4	4
Mean	1.44	1.45	2.05	1.58	2.09	1.35
Variance	0.65	0.81	1.77	0.91	1.79	0.69
Standard Deviation	0.80	0.90	1.33	0.95	1.34	0.83
Total Responses	673	666	659	665	665	666

11. Other Channels

#	Question	I am generally satisfied with the frequency	I want this more often	I get too much of this	I don't want this at all	Total Responses	Mean
1	Department/school/unit staff meetings	515	106	24	28	673	1.35
2	Face-to-face with dean or department chair/director	437	135	6	90	668	1.62
3	Face-to-face with senior Duke administration	392	158	5	111	666	1.75
4	Individual conversations with manager	531	99	7	34	671	1.32

Statistic	Department/school/unit staff meetings	Face-to-face with dean or department chair/director	Face-to-face with senior Duke administration	Individual conversations with manager
Min Value	1	1	1	1
Max Value	4	4	4	4
Mean	1.35	1.62	1.75	1.32
Variance	0.55	1.06	1.20	0.54
Standard Deviation	0.74	1.03	1.10	0.74
Total Responses	673	668	666	671

12. How frequently do you prefer to receive email announcements with news and information, such as an email newsletter, from your school, department or unit?

#	Answer	Response	%
1	Quarterly	33	5%
2	Monthly	144	21%
3	Twice a month	109	16%
4	Weekly	228	33%
5	Twice a week	25	4%
6	Daily	21	3%
7	I do not wish to receive any email updates	6	1%
9	As needed	117	17%
	Total	683	100%

Statistic	Value
Min Value	1
Max Value	9
Mean	4.25
Variance	5.90
Standard Deviation	2.43
Total Responses	683

13. Please indicate the type of work you do at Duke:

#	Answer	Response	%
1	Clerical/Administrative Support (staff assistants, office managers, bookkeepers, collectors, etc.)	159	23%
2	Executives/Managers & Officials (executives, deans, directors, department managers, salaried supervisors, etc.)	113	17%
3	Faculty (professors, etc.)	89	13%
4	Professionals (research assistants, librarians, registered nurses, coaches, human resource specialists, program managers, etc.)	237	35%
5	Service Workers (housekeeping, food services, police and security, attendants, etc.)	4	1%
6	Skilled Crafts (electricians, building trades, mechanics, plumbers, repairers, machine operators, etc.)	10	1%
7	Technicians/Paraprofessionals (computer programmers, practical or vocational nurses, multimedia techs, lab techs, radiologic techs, etc.)	68	10%
	Total	680	100%

Statistic	Value
Min Value	1
Max Value	7
Mean	3.17
Variance	3.18
Standard Deviation	1.78
Total Responses	680

14. How old are you?

#	Answer	Response	%
1	Younger than 20	4	1%
2	20-29	68	10%
3	30-39	153	23%
4	40-49	155	23%
5	50-59	193	28%
6	60+	105	15%
	Total	678	100%

Statistic	Value
Min Value	1
Max Value	6
Mean	4.15
Variance	1.56
Standard Deviation	1.25
Total Responses	678

15. Where do you work?

#	Answer		Response	%
1	Central Administration (e.g. Human Resources, Police, Parking & Transportation, OIT, Financial Services, Facilities, etc.)		71	11%
2	Duke University Health System		88	13%
3	Student Affairs		11	2%
4	Private Diagnostic Clinic		54	8%
5	School of Medicine		137	20%
6	School of Nursing		12	2%
7	Trinity College of Arts & Sciences		52	8%
8	The Graduate School		8	1%
9	The Fuqua School of Business		18	3%
10	Duke Law School		18	3%
11	Pratt School of Engineering		10	1%
12	Nicholas School of the Environment		12	2%
13	Duke Divinity School		7	1%
14	Sanford School of Public Policy		13	2%
15	Institute (If yes, which one?)		64	9%
16	Other unit (If yes, what?)		101	15%
	Total		676	100%

Institute (If yes, which one?)	Other unit (If yes, what?)
Duke Cancer Institute	Center for Cognitive Neuroscience
DHVI	Duke University Press
Duke Cancer Institute	University Development
Duke Cancer Institute	joint A&S and Sanford
Duke Molecular Physiology	Duke University Library
Duke Clinical Research Institute	Library
dtri	Duke TIP
Human Vaccine Institute	Nasher Museum of Art
Duke Clinical Research Institute	duke credit union
Duke Clinical Research Institute	DUMAC
SSRI	Athletic department
DCRI	Duke Employee Health & Wellness
DCRI	Alumni Affairs
CMBI	Duke University Athletics Association
DHVI	Athletics
Murdock Study	TIP
SSRI	CAPS
DTMI	Talent Identification Program
DCRI	Duke Libraries
Duke Clinical Research Institute	Division of Lab Animal Resources
Social Science Research Institute	duke Community service center
DTMI	development
DCRI	Perkins Library, University
Duke Clinical Research Institute	music dept
DCRI	University Provost Organization
DCRI	Development Duke University
DCRI	Project site in western NC
DCRI	I work for the Vice Provost for Undergraduate Education, for DukeEngage, the Global Education Office and Duke Office of Civic Engagement
DGHI	Duke Credit Union
Franklin Humanities Institute	Central University Development
Duke Translational Research Institute, Kannapolis, NC	Duke Libraries
Center for Documentary Studies	Libraries
DCI	Duke Lemur Center
Nicholas	Office of the Provost - Finance and Administration
Duke Clinical Research	Provost's Office
Duke Clinical Research Institute	Duke Performances
DHVI	Undergraduate Student Services
Nicholas Institute for Environmental Policy Solutions	Perkins Library
Duke Clinical Research Institute	Talent Identification Program
Duke Clinical Research Institute	work at DGHI for Trinity College of A&S
Talent Identification Program	Alumni Affairs
raleigh eye	Provost's Office
DGHI/Center for Health Policy	Duke Athletics
DCRI	undergraduate admissions

Duke Clinical Research Institute	Duke University Press
Duke Clinical Research Institute	Athletics
Global Health	University Development
Duke Clinical Research Institute	Nasher Museum
Duke Clinical Research Insitute	Sarah P. Duke Gardens
Duke Clinical Research Institute	Duke University Libraries
DCRI	Duke TIP
DCRI	Durham and Regional Affairs
DCI Raleigh	global education office for undergraduates (we report to Steve Nowicki)
retired	DUMAC
DCRI	Duke University Talent Identification Program
Center for applied genomics and precision medicine	Duke University Press
DUMC	Preston Robert Tisch Brain Tumor Center
Duke Human Vaccine Institute	Nasher Museum of Art
Science & Society	Undergraduate Education
DCRI	Center for Child and Family Policy
DCRI	Athletics
John Hope Franklin Humanities Institute	Duke Talent Identification Program
	Duke Reading Center
	University Development
	Duke University Libraries
	Area Studies Center
	Duke University Libraries
	Biological Sciences
	Duke Libraries
	Duke University Libraries
	Duke University Athletics
	Duke University Press
	DUKE unversity medical center
	Alumni & Development
	CHild Dev adn Beh Health
	Durham & Regional Affairs
	Duke University Press
	Provost Area Management Center
	emeritus
	Office for Institutional Equity
	Duke Chapel
	Religious Life- so work with all undergrad, grad, faculty, and staff
	Duke TIP
	Duke Clinical Research Institute
	Duke Clinical Research Institute
	Duke Medicine Development and Alumni Affairs - DMDAA
	Duke University Medial Center
	Marine Lab
	economics
	community and family health division

	Duke University Press
	DCRI
	steam and chilled water plants
	Duke University Press
	Duke University Press
	Durham VAMC and DUMC

Statistic	Value
Min Value	1
Max Value	16
Mean	7.58
Variance	29.06
Standard Deviation	5.39
Total Responses	676

16. Is there any other feedback you'd like to share about internal communications at Duke?

Text Response

The various Duke organizations send out way too many emails to the point where it's an annoying distraction and most just see it as spam and delete without bothering to read because too much of it is irrelevant to our jobs. Can't you guys combine your emails!?? Dean Boulding is great in sharing information. He is an honest and open man and you know you are going to get the real deal when he tells you something. I do not feel the same with my boss. The communication is not clear, the goals seem to change from week to week. There does not seem to be consistency from meeting to meeting and it seems to cause chaos between the team members.

I wish your leaders were required to take leadership class once a year. Or revisit often. It would be great if our department (Pathology) would send out a weekly email with department news/updates and/or a monthly newsletter.

The "Inside Duke Medicine" and perhaps one other internal communications has links to stories, but you have to log in with your Duke ID. Once you do this, the stories that I click on link me to outside websites. I don't understand the sense of making me log in, then connecting me to outside news links.

This survey was much too tedious!

Very impressed with the quality of the printed material distributed by Duke HR and Administration.

I prefer to receive everything, that is possible, electronically. We waste energy, trees, and are not working towards reducing our carbon footprint when printing materials that don't need printed.

When I get so many emails from administration that are irrelevant, I stop reading them. Then, sometimes, the infrequent, important information slips through the cracks.

As a new employee, it would be nice to have various resources available specifically for new employees. For example, instructions on where to find information, or a comment board of handouts or information that have helped employees that are recent new hires, or tricks of the trade that have helped staff in a specific office or branch of Duke. not at this time.

The Chronicle wasn't mentioned specifically as a source of communication but I use that quite a bit to keep up on campus information (both print and online).

Duke's master plan is great and it's good to see we are heading toward that goal but, changes or additions are discussed at higher levels within the administration and then all of a sudden the changes start to take place. It would be nice if the community as a whole were informed as soon as new plans or changes have been confirmed. It would make planning for all other entities a little easier.

I really like the print working@ Duke publication. It feels like one of the few things that is meant specifically for STAFF at Duke, not students, not faculty.

I often get email announcements about things that don't matter to my situation (such as appointees, research awards, etc.) multiple times because I get the initial email from the Duke system and then it is forwarded to by leadership.

There is lots of information...that is wonderful and the source of the issue. If a clinician (which I am) also has lots of other info on the hospital/health system side. Over 300 emails a day! It has exceeded my ability to manage. If I even remember something the ability to go back and "find it" is impossible. Take Duke AHEAD..call for posters..yet I can't find that on their web site (Know it's in my email somewhere!) Would be great if an easily wearable newsletter.

Question about the survey: How and why was the distinction made between "professionals" and "administrative support"? Administrative professionals are professionals as well.

Digital media is great and I am a huge proponent, but since joining Duke in Sept 2014, I have found that I derive the most satisfaction when communicating with others via phone or face-to-face.

Use Duke publications to better share news about changes in student, faculty and staff policies.

I work in DLAR and internal communications in my department are very poor.

When major information is rolled out via Working@Duke, it should be shared via e-mail as well. Example: Recent parking increase. I ONLY saw this because I follow the Working@Duke facebook account. I opt out of the paper version of the Working@Duke publication. As a manager, I had to handle several difficult conversations that yes, you'll likely get a raise this year but it will be cancelled out by the increase in parking fees. This communication should come from the top via a u-wide e-mail.

The information sent to all employees about changes coming to Duke, admin, etc is BS. Nothing but suits with talking points, nothing changes, ideas and comments are noted but nothing. The average employee here at Duke would rather just wait for changes to be made and then go on, rather than the precieved notion that they are being "heard". PEP is demoralizing. Communications with folks up the chain in one's hierarchy are detrimentally affected by the dishonesty and horse-trading. It's a poor HR practice; can we have a culture of continuous feedback and improvement with the health and safety of the university AND the employee as the goals? We're all running around satisfying metrics that are divorced from the realities of the customer (students, staff and faculty). Has anyone ever been to an Apple Store? How did it make you feel? Are we doing that good a job? What appeals to our customers? What then should we be doing differently?

It would be great to develop a consolidated intranet interface to which one could feed relevant streams of news, customized to one's preferences (whether they be events of certain types, Duke news, and so on). Everyone's information needs are different, but using just generic listservs is not going to address effectively the individual's needs.

The choices in the survey weren't always correct. For example, to my knowledge, my department does not have an electronic newsletter, so the frequency is irrelevant. Ditto for some of the otehr questions. I prefer a print newsletter, since I can read it when I am not at my computer ("something to read as I am waking down the hall"). But an electronic newsletter can be Ok if it comes by email or with a link in an email. If I am just supposed to go to a website and look at something, it just won't happen, no matter how much I vow to do better. I am too busy with things that come in definitively into my InBox (electronic or otherwise) to go searching things like that out!!!

Signage is notoriously sparse, which creates something of a barrier to navigation & thus to becoming part of the Duke community.

Some information updates from my department come in the form of hard copy rather than email/e-news. An example would be press clippings from Fuqua in the news. Similarly, the university distributes some information (e.g., benefits) via the mail or hard copy (I receive some of these at home and some at my Duke mail box). I find these informational updates to be useful as well, although I understand the general trend is away from paper-based information distribution.

I didn't even know the Duke@work e-newsletter existing. I just signed up for it. I really enjoy the print publication that you all send out.

The information at Duke is too scattered and difficult to find, and as a consequence rarely read. It would be useful if there were some well organized traffic hub that is

searchable, and emails should hot-link articles or reference points.

Duke Today is awesome! But sometimes it's so good, I get distracted from what I'm doing. I shouldn't look at it so much!

Everyone is doing a great job, I think. I LOVE Working @ Duke and use it for most of my information.

As communication efforts regarding the arts at Duke move forward, it would be great to coordinate those efforts somehow with the Durham arts community as well. Duke's leadership on communicating information about arts events could go a long way to helping the Durham arts community -- and coordinating the dissemination of that information will help the arts both on and off campus.

I like the Duke Today website and check it frequently, and use it to access information I need.

I think the communication is excellent around Duke, but often I hear about something and then forget to take advantage of it. For example, I know the ADF is going on and I have been told that we can get discounted tickets, but I haven't heard about it since. I would love to be reminded of events a week before or even last minute emails like this, "we have 2 seats left in..." Thanks,

Some of the emails I get from "big Duke" seem to be redundant- I'm not really sure I understand the differences- e.g. managing@; working@- then I get another working@ that is forwarded by management that I'm asked to share- but it seems like the content is similar

I don't think I'm receiving any newsletters besides the one that goes out to students. It would be nice if new Duke email addresses were automatically linked to all listservs and then you could opt out of ones that didn't apply to you.

I think Duke's HR website is a wealth of resources. Some of the printed publications though are not so useful, in part because I don't have time to browse through those items when I receive them, and why would I store a paper copy of something that is readily available on the web?

I get too many emails about athletics and merchandise sales. I could use more usable information such as parking restrictions/routes on game days, gym hours/closures, arts/culture events, etc.

Communications between various "silos" at Duke is difficult and sporadic--it depends on finding a good source if she/he even exists.

June is the month I renew my membership for the recreation facilities. There has been no news/email regarding this. There is a poster in front of the Wilson Rec Center / Card Gym but it doesn't say how to renew. It turned out that this year I can't renew it online and I have to stop by the Card Office. Moreover, this year I can't select a payroll deduction. These pieces of information can be found nowhere.

I think Communications have improved mightily over the last few years! Keep up the good work!

The volume of E-mail communication is out of control. But, I would prefer to keep my personal social media accounts separate from my professional workplace, so I don't sign-up for Facebook/Twitter/Updates. There are MANY, MANY channels of communication and different technologies used by each department. This can be really overwhelming and exhausting keeping up with all of them... Simplifying the communication frequencies and channels would be most helpful.

Other newsletters (OESO, Radiation, other policies, benefits, etc.) should be more consistent and provide up-to-date information. I've signed up for several newsletters, forums, etc. and they are either very infrequent with publication or they have little useful information

A centralized department with the financial resources and team to organize and lead the

arts at Duke would be great.

Please convert "Working@Duke" (or whatever it's called) into an e-newsletter. I think it's horrible how much paper is wasted on that thing.

A faculty member is typically drowning in professional reading matter, whether internal or external, paper or electronic. Bear this in mind!

The president, provost, executive vice president, and chancellor of health affairs are much less visible now than 5 years ago, following the economic downturn.

Please be "green" and stop printing Working @ Duke and make it electronic instead!

It would be great to have all the different websites, media, happenings that are Duke specific on one landing page. For instance, up until a year ago, I had no idea I could go into the library system and check out an e-book, or that there's a student broadcasting website or "Blue Sky" - - not to mention the Duke List-, and yes, the Duke Chronicle comes to my email-all these different things that happen that I wouldn't know about unless someone mentioned it to me in passing.. Thanks!

I think a comprehensive package of communication is helpful with easy to click on links to drill down to the specific school/unit area as one would like or based on particular subject matters. This would be easier for someone to read and locate all the information that matters about them without having to cull through the entire communication. If it were school/unit specific, twice a month is plenty of communication. If it's Duke Wide, once a month is the max I would want to see that scale of information.

I get a lot of my Duke news from newspapers - N&O, Herald Sun, and even the Chronicle - generally filtered through Google news but sometimes directly from the source

Great to see they are gaining feedback

NO.

Overall, I think the Office of Communications Services is do a fine job of disseminating information.

All event calendars should roll up to the Duke events calendar

Generally, there isn't a lot of information shared about the goals of the Health System and where it's heading.

There is not a clear, simple way to navigate the Duke web site to (1) find what you want and (2) quickly discern options available. Suggest simplifying the structure and using an easier to read series of fonts and colors. Observations: * Three horizontal nav bars with different color fonts with caps vs. sentence case. Medium blue font for Admissions/Academics/etc. is different from Duke Medicine/Libraries, etc., font. Neither stands out enough from the backgrounds. * The web page content is way too long - takes multiple clicks to get to the bottom it. People will not take the time to do that. * Streamline the number of fonts used and bump up the small ones so they stand out more. * The Students/Faculty/Staff/Alumni choices are visually unnoticeable at the top left corner of the screen. The Students/Visitors/Faculty/Alumni/Staff/News Media sections are way down at the bottom. Note that the Faculty landing pages are different. There is no Visitors option at the top of the page but it is at the bottom. * What is the difference between DukeTODAY and What's up @ Duke? * Who is the audience and what is the purpose of My Duke? If it's students, then what is the difference between the students link at the top of the page, the link at the DukeTODAY bar, and the link at the bottom of the page? * Is there a place to go if I just want to watch Duke videos? The site has very interesting content, beautiful videos and photos. There are fascinating people doing amazing things going on at Duke! Please simplify, streamline and organize it tighter to improve its usability and access to information. Thank you for listening.

No.

If some of my marketing answers seem odd or indicated dissatisfaction that is misleading as in many cases your questions were not applicable to my type of unit (noncredit) which does not handle faculty, research, grants or work with typical duke students. For example, we do not have a "newsletter" for our unit. I had to answer something and I was given no option to choose "not applicable" on this survey in many instances. Overall I feel Duke does an adequate job in keeping employees updated on events. I still wonder however, in the interest of saving money, why a paper copy is still being printed of Working at Duke. Thanks for allowing me to participate in the survey. It would be nice to have department meetings once a month to share any issues or concerns and also to be abreast on what's going on or what's down the pipeline.

I acknowledge how challenging it can be to communicate with all staff in a manner they prefer. I think email and websites are nice as they are easy to share with staff.

This survey does not have much relevance to a retired faculty member--also, there is no such thing as "how do you feel about this that and the other" when it comes to relevance issues; you either know or don't know.

Our Center could use more, effective communication

Seems pretty good to me!

Good, could be better. Managing@Duke is useful, but there should be a parallel format that we can just forward to our staff if we choose. Some managers forward the "management view" to staff to make sure they get the information, which of course makes the "spin" in the newsletter look bad. I should but don't know if there is a Duke Today daily newsletter. I'd subscribe. It's much easier to scan a nicely formatted newsletter in the middle of my email than to remember to go to a website.

If you count my graduate school years I have been at Duke over 7 years.

The links in The Week email rarely work. The pages won't load in Firefox.

My PDC wastes a lot of time on sending out birthday greetings, quotes of the day and other rather non-important e-mails. I would prefer just getting business related e-mails. I am an emeritus faculty member.

None

Like I said earlier, I believe my department heads and coworkers are decent honest people, and I value and trust the information I get from them. I have seen quite a few scandals during my 35 years at Duke, and top administrators typically misinform, lie and cover up, so I do not trust them at all. I think this does great harm to The Medical Center and wish something could be done about it. But I doubt it will and I suspect you people are not at all interested and thus part of the problem.

Thank you for asking for input!

I am now retired.

Although I work at DCRI and that falls under the university it does seem like the majority of communications are heavy on the university side and DCRI feels like an afterthought.

Too many resources are used, and not all are updated at the same time (e.g., where to get severe weather updates in the winter). Simple, reliable and easily accessible is more important than visual appeal and tricky to find useful info.

It would be nice to acknowledge/provide more information more regularly) regarding PDC clinics and other Duke entities OUTSIDE of Durham.

I prefer paper rather than emails.

I read my email daily and is very pleased that my department keeps us informed about changes, and updates on a daily basis.

Having worked for various departments throughout my years at Duke, I am still attached to email chains for other entities that I am no longer a part of. Such as PRMO, where they send out frequent emails about lunch vendors and whether or not they will be on site at the PRMO campus that given day. Having never worked at the PRMO campus, but still

considered a PRMO employee, it's quite annoying to still be included on these emails that never pertained to me even when I was under their umbrella.

Overall, I'm very happy with the communication Duke provides.

It seems like there is a lot of news out there but sometimes, as a newer employee, it is hard to find those avenues to the right/good information. It took me a while to find the Duke calendar of events only to find that it is not really a calendar of events, just of some of the events that are added. We know that Duke has a lot of arms (and legs) but it would be helpful if your staff wants to be more involved in the community they don't have to spend most of their day looking for the information.

I love working at Duke and getting communications about what's happening in different areas of Duke is wonderful.

Consider an opt-out for print publications to save on printing and to further our Duke Sustainability mission.

I am retired but have been surprised by how little info I now receive about my department and Duke in general. The University occasionally asked for money and invites me to a lunch once a year but that's it.

Often the stories from the Working at Duke source are pats on the back for Duke. I would like to see more articles on how we can improve. What are other schools doing well that we are not and how can we get there. For example, other schools are extremely bike friendly while Duke is not, relatively speaking. Instead of chirping about "bike to work day", how about investigating what it might take to create a more bike friendly campus...

Just found about the Delta Air discounts through Duke on Facebook. That's good news to share.

I did not know there was a Duke calendar. There are so many resources at Duke but so hard to find them! The event calendar is an example Also - the Duke map(s) need to be updated. Including internal maps of buildings like Med Pav, DS, etc. Thanks.

I like the working at Duke tab on Today at Duke site a lot, and people in our office enjoy reading the print publication. However, I think it would be better if you printed less of them, and sent a set number per office, or have some people opt out of the print version. It may be different in other offices, but we don't all need our own here. We usually put them all in the lounge and read it during lunch or free time. I always feel bad about having so many of them that get recycled, even though we do all like to read it.

I should take more advantage of the information that is available

not at this time i reserve the right to respond at a latter time though you should know that i am very happy here at Duke University!!!!

Statistic	Value
Total Responses	90

Statistic	Value
Total Responses	527

19. How important is it to be well-informed about news and happenings at Duke, such as employee benefits, services and institutional priorities, outside your department, school or unit?

#	Answer	Response	%
1	Very important	497	63%
2	Neither important nor unimportant	25	3%
3	Somewhat important	259	33%
4	Somewhat unimportant	12	2%
5	Very unimportant	2	0%
	Total	795	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	1.74
Variance	0.97
Standard Deviation	0.98
Total Responses	795

20. What is your gender identity?

#	Answer	Response	%
1	Female	491	73%
2	Female to male transgender	0	0%
3	Male	182	27%
4	Male to female transgender	0	0%
5	Other (please specify):	3	0%
6	Not sure	1	0%
	Total	677	100%

Other (please specify):

Gender is a social construct. People more closely aligned with their gender stereotypes are more likely to have advancement. Sucks for people who don't care about gender. is that a serious Q?
Why is this relevant?

Statistic	Value
Min Value	1
Max Value	6
Mean	1.56
Variance	0.87
Standard Deviation	0.93
Total Responses	677

21. How many years have you worked at Duke?

#	Answer	Response	%
1	Less than one year	70	10%
2	1-5	217	32%
3	6-10	134	20%
4	11-20	130	19%
5	More than 20 years	128	19%
	Total	679	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	3.04
Variance	1.68
Standard Deviation	1.30
Total Responses	679

Appendix B2:
Communicator Survey

Initial Report

Last Modified: 06/12/2015

1. How much of your role is dedicated to internal communications? (For example, planning, developing or disseminating communications materials for the staff and faculty audience within your department/school/unit.) Pick the closest answer.

#	Answer	Response	%
1	100%	9	7%
2	75%	14	10%
3	50%	36	26%
4	25% or less	78	57%
Total		137	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	3.34
Variance	0.83
Standard Deviation	0.91
Total Responses	137

2. What educational background do you have in communications or an industry related to communications such as journalism or marketing??

#	Answer	Response	%
1	Bachelor's degree or higher	84	61%
2	Certificate	1	1%
3	Some formal training	22	16%
4	No formal training	30	22%
Total		137	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.99
Variance	1.66
Standard Deviation	1.29
Total Responses	137


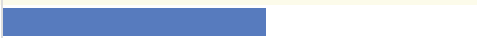
3. What experience do you have in communications or a related industry? (Select all that apply)

#	Answer	Response	%
1	Former journalist	35	26%
2	PR/marketing/advertising firm	31	23%
3	Higher education	69	51%
4	Corporate	43	32%
5	No past experience	15	11%
6	Other	28	21%

Other
design
Consulting
Nonprofit
Small Business Owner of a Multimedia Production Company
Nonprofit
Government
Non-profit
Development and communications for nonprofits and educational institutions- roughly 12 years.
Graphic design; professional writing
Library communications training
freelance graphic designer
Clinical Research, IT
In-house marketing & communications for large nonprofit
State government museum
Freelance writer
Non-profit
B2B and B2C publishing, nonprofit communications
Produced a monthly newsletter for a country club.
work experience
Internship at local newspaper, journalism course at UNC - both years ago
State government communications
Consulting
Radio producer; freelance writer.
PIO for government agency

Statistic	Value
Min Value	1
Max Value	6
Total Responses	136

4. Have you taken a course through Duke ProComm, the professional development program designed for and by communication professionals at Duke?



#	Answer		Response	%
1	Yes (If so, what course(s) have you taken?)		61	45%
2	No		75	55%
	Total		136	100%

Yes (If so, what course(s) have you taken?)
Social Media Course
Marketing Plans, Metrics
storytelling (journalism), video production, video creation
Comm/Mktg plans; Web redesign; Google Analytics
Creating a Marketing Plan; Writing for the Web
Social media
Becoming a More Effective Storyteller, Issues Management, Working with the Media
Creating Communications Plans
Working with the media, Better storytelling, Writing for the web, Crisis Management
Issues Management
Comm Plans, Web
Marketing Communications Plans, Google Analytics
Comm plan, working with media, issue management
Marketing and Communications Strategy
developing a communications plan
Photography Basics for Communicators, Putting Web Metrics to Work
Writing for the Web
Communications Plans
Social Media, working with the media, and a short course on photography for websites.
Writing Op-Eds, Consulting: Negotiating and Influencing
social media, photography, web analytics
Marketing and planning
Photography by Megan Mendenhall
Building a Marketing Plan, Video Production, OpEd, Social Media Mgt, etc.
Story telling
Social Media, Think Like a Producer (video)
Photography
Video editing, photography - I am more of a writer/producer. I took a video editing course to learn how to edit (needed for work.) I am taking two photography classes this summer to become a more skilled photographer. (Helpful for my position.)
Social Media class with Cara
Analytics, Photography, Social Media, Media Relations, Writing for the Web
Managing a Multi-Channel Publication Program; Issue Management
Writing for the Web
social media; strategic planning
Developing a Communication Plan
Issues management; thinking like a producer (video storytelling)
writing for the web, demystifying the web redesign process
Photography
Writing for the web / and redesigning websites -
social media, marketing and communications plan
Demystifying the Web Redesign Process; Google Analytics: Putting Web Metrics to Work
Google analytics
Developing Communication and Marketing Plans, Managing a Multi-Channel Publication Program
Photography, Communications Plans, Social Media Strategy, OpEd, Storytelling, Video
Issues Management
comm plan, social media, issue communications
Website Redesign, Storytelling, Developing Strategic Communication Plans

Photography, communications plans, Web analytics, social media
 Writing for the Web
 taken a few (Headlines, style guide?, an overview with Mike and David J.)
 Writing for Web, Social Media
 Working with the Media, Writing for the Web
 Web Redesign, Web Metrics, marketing & communications plans
 media relations planning, social media, strategic planning
 Effective Storytelling
 Photo, video, social media
 Crisis Communications/Leadership with David and Mike
 Social Media, Google Analytics, Marketing & Communication Plans, Writing Headlines
 Social Media

Statistic	Value
Min Value	1
Max Value	2
Mean	1.55
Variance	0.25
Standard Deviation	0.50
Total Responses	136

5. Have you participated in a communications-related professional development program outside of Duke?

#	Answer	Response	%
1	Yes (What topics/programs?) 	59	44%
2	No 	74	56%
	Total	133	100%

Yes (What topics/programs?)
CASE multimedia workshop
Writing for the Web, using PhotoShop, Graphic Design
SXSW Interactive, Social Media Week
PR Society of America
Center for Documentary Studies classes
CASE programs - marketing, strategy
Mostly web-related
Writing workshops (at Brooklyn Brainery in NYC when I worked at Columbia University), Google Analytics training (at Google in NYC)
Writing workshop with Ann Wylie, professional conferences
Coursera courses on telling your story
AAU public affairs network, PRSA counselors to higher education, AMA seminars
AAMC Group on Institutional Advancement, ScienceOnline
PRSA
UNC's certificate in technology and communication
Nielsen Norman Usability Week, Lynda.com classes
UNC Master of Arts in Technology & Communication
Marketing, Innovation
UNC- MATC certificat program
CASE marketing and social media
AMWA, Council of Science Editors, Internet Summit, Science Writers Conference, etc.
College Media Conference
Ann Wylie's workshop May 2015
NCTech4Good conference, Nonprofit Management certificate courses (somewhat focused on communications)
PRSA NC chapter
marketing, brand management, public relations
Writing/storytelling, how to focus a story, new media
National Arts Marketing Project Conference, hosted by Americans for the Arts
CASE III regional conferences; science writing conferences
Higher Ed Web, APSIA, etc.
Media databases, web content
Member of IABC, member of CASE; attended conferences for both groups. Also have participated in multiple online classes/webinars, particularly from Poynter.
More about general leadership: numerous leadership development programs through Junior League; Leadership Durham before it was discontinued; also training through Lynda.com and webinars related to nonprofit communications planning
Confab Higher Ed (content strategy), PRSA social media workshop
PRSA
Digital Project Management Summit
grantwriting, social media
peer school communications conferences
TRLN (Triangle Research Library Network) Annual conference presentations
Member of AMA
effective communications/public speaking
Writing course taught by George Gopen
Online master's program through UNC journalism school
a few communications classes through Duke U (former) short course program
Duke continuing ed/interviewing; CASE programs & other conferences
CASE summer institute on development communications

assessment, unconscious bias, social media, building an integrated marketing plan, etc.
 Higher Ed Web conferences
 Content Strategy, Communications Strategy, Higher Ed marketing, Web design and development/HigherEdWeb, CASE Senior Communicators,
 Development/Advancement, Higher Ed Marketing, Writing Workshops
 media relations, corporate communications, higher ed communications
 CASE marketing
 NC Tech For Good conference, Internet Summit conference
 Lynda.com
 General PR; documentary production
 Crucial Conversations, Facilitative Leadership, CDS courses
 web development, print process management

Statistic	Value
Min Value	1
Max Value	2
Mean	1.56
Variance	0.25
Standard Deviation	0.50
Total Responses	133

6. In your department/school/unit, is money allocated for conferences and similar activities, which can be used for communications-oriented professional development?

#	Answer	Response	%
1	Yes	88	66%
2	No	16	12%
3	Don't Know	30	22%
	Total	134	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.57
Variance	0.70
Standard Deviation	0.84
Total Responses	134

7. Who is your primary audience for internal communications? (Select only 1)

#	Answer	Response	%
1	faculty	34	27%
2	staff	37	29%
3	students	26	20%
4	parents	0	0%
5	alumni	12	9%
6	other:	19	15%
	Total	128	100%

other:

fans
 postdocs
 Internal communications is not managed by the marketing office, it is managed by HR for staff, by the faculty leadership for faculty, by development for alumni and by program teams for students
 All of the above!
 We consider faculty, staff and students to be equally important audiences
 prospective students and families
 everyone
 Donors
 donors and prospects
 faculty, staff, and students
 Full Frame audience (festival goers, filmmakers, donors, etc.)
 rarely do internal
 Faculty, Staff, and Students
 Researchers -- this includes both faculty AND staff. Neither can do research without the other.
 all of the above
 Faculty and Staff are equal. One is not more important than the other in terms of internal communications activities.
 Donors
 varies

Statistic	Value
Min Value	1
Max Value	6
Mean	2.81
Variance	3.05
Standard Deviation	1.75
Total Responses	128

8. Who is/are your secondary audience(s) for internal communications? (Select all that apply)

#	Answer	Response	%
1	faculty	49	42%
2	staff	52	44%
3	students	39	33%
4	parents	22	19%
5	alumni	33	28%
6	other:	19	16%

other:

recruits
 outside vendors
 medical staff, volunteers, Board of Trustees members
 the general public; patients and friends of patients
 Trainees (medical residents and fellows)
 alumni/prospective students
 rarely do internal
 I don't think of alums and parents as audiences for internal communications
 Researchers -- this includes both faculty AND staff. Neither can do research without the other.
 groups of Duke University and Duke Medicine faculty, students, and executive leaders
 Trainees such as fellows, postdocs, and residents
 donors/funders/foundations
 Hospital employees, visitors, patients
 community members
 Faculty and Staff are equal. One is not more important than the other in terms of internal communications activities.
 varies

Statistic	Value
Min Value	1
Max Value	6
Total Responses	118

9. Do you have a formal internal communications plan that guides your communications strategy?

#	Answer	Response	%
1	Yes	54	44%
2	No	70	56%
	Total	124	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.56
Variance	0.25
Standard Deviation	0.50
Total Responses	124

10. What are your top three priorities when communicating with your internal audience? (Select 3)

#	Answer	Response	%
1	Increase engagement	88	72%
2	Change behavior	30	24%
3	Build community	67	54%
5	Boost job satisfaction	5	4%
6	Encourage collaboration	32	26%
7	Connect employees to benefits/resources	28	23%
8	Increase productivity	9	7%
9	Highlight staff/faculty accomplishments	48	39%
10	Enhance transparency around department/school/unit goals and priorities	32	26%
11	Other	13	11%

Other
Increase awareness of activities and opportunities
Communicate policies and how-tos
encourage alumni to give back to the school
Educate
Inform, educate
Keep students informed
Highlight student accomplishments
Connect students/faculty to academic resources
Increase awareness of deadlines and opportunities
provide information as needed
Centralize the internal communications effort and minimize ad-hoc and one-off email communications
share information about activities
Convey information about classes and students

Statistic	Value
Min Value	1
Max Value	11
Total Responses	123

To what extent do you use the following channels to share news and information with your internal audiences?

11. Printed Materials

#	Question	To A Great Extent	Some	Not At All	Total Responses	Mean
1	Working@Duke publication	9	31	82	122	2.60
2	Posters/fliers	18	45	57	120	2.33

Statistic	Working@Duke publication	Posters/fliers
Min Value	1	1
Max Value	3	3
Mean	2.60	2.33
Variance	0.39	0.52
Standard Deviation	0.63	0.72
Total Responses	122	120

12. Web-based Resources

#	Question	To A Great Extent	Some	Not At All	Total Responses	Mean
1	Email from senior Duke administration	21	48	45	114	2.21
2	Email from your department/school/unit	56	44	17	117	1.67
3	Department/school/unit e-newsletter	48	38	31	117	1.85
4	The Week at Duke e-newsletter	7	38	71	116	2.55
5	Duke social media channels	29	65	22	116	1.94
6	Department/school/unit website, blog or intranet	59	44	12	115	1.59
7	Duke Today website	18	55	42	115	2.21
8	Duke events calendar	25	50	41	116	2.14
9	Digital displays	21	41	55	117	2.29

Statistic	Email from senior Duke administration	Email from your department/school/unit	Department/school/unit e-newsletter	The Week at Duke e-newsletter	Duke social media channels
Min Value	1	1	1	1	1
Max Value	3	3	3	3	3
Mean	2.21	1.67	1.85	2.55	1.94
Variance	0.54	0.52	0.66	0.37	0.44
Standard Deviation	0.73	0.72	0.81	0.61	0.66
Total Responses	114	117	117	116	116

13. Other Channels

#	Question	To A Great Extent	Some	Not At All	Total Responses	Mean
1	Individual conversations with manager	45	61	9	115	1.69
2	Face-to-face with dean or department chair/director	29	62	25	116	1.97
3	Face-to-face to with senior Duke administration	12	57	45	114	2.29
4	Department/school/unit staff meetings	44	62	11	117	1.72

Statistic	Individual conversations with manager	Face-to-face with dean or department chair/director	Face-to-face to with senior Duke administration	Department/school/unit staff meetings
Min Value	1	1	1	1
Max Value	3	3	3	3
Mean	1.69	1.97	2.29	1.72
Variance	0.37	0.47	0.42	0.39
Standard Deviation	0.61	0.68	0.65	0.63
Total Responses	115	116	114	117

14. What content topics do you share most with your internal audience? (Select up to 5)

#	Answer	Response	%
1	Benefits (health, employee discounts, fitness/wellness, retirement planning, etc.)	21	18%
2	Services (technology, dining, parking, transit, construction, safety and security, etc.)	34	29%
3	Professional development resources	27	23%
4	Colleague honors and awards	30	26%
5	News about Duke students	33	28%
6	Announcements from leadership	35	30%
7	Staff/faculty profiles	26	22%
8	Academic news/resources	35	30%
9	Athletics news	3	3%
10	Research news	38	32%
11	University policies	12	10%
12	Department/school/unit news and information (academic, administrative, budgetary)	61	52%
13	Campus events	47	40%
14	Arts	9	8%
15	Stories about Duke in the news media	29	25%
16	Opinions/editorials	10	9%
17	Funding opportunities	30	26%
18	Other	12	10%

Other
Social Media Metrics
Legislative developments (federal and state)
Career/internship opportunities, academic requirements
Faculty profile/CV management (Scholars@Duke)
Events
Speakers, conferences, and department events
Information about program offerings (either as potential participants, or to help advertise/recruit)
opportunities for students
Focus is external
Foundation news
Outside policies and regulations that impact Duke

Statistic	Value
Min Value	1
Max Value	18
Total Responses	117

15. How often do you send mass email, such as an email newsletter, to share news and information internally?

#	Answer	Response	%
1	Quarterly	10	8%
2	Monthly	20	17%
3	Twice a month	18	15%
4	Weekly	30	25%
5	Twice a week	1	1%
6	Daily	3	3%
8	I do not send any email updates	18	15%
9	As needed (What frequency?)	19	16%
	Total	119	100%

As needed (What frequency?)
At least weekly; sometimes multiple times a week
4 to 6 weeks
at least weekly
Occasionally
E-newsletter monthly, Events email weekly, Other emails as needed
Once or twice a week
4-6 times per year
we post everything to our intranet
infrequently -- do not send an email newsletter but do send occasional group emails
3-4/year
More likely I would work with a colleague to include a notice in a regularly scheduled publication. Maybe 3-5 times a year.
Quarterly for majority; weekly leading up to events
targeted emails 3-4 times per year
Varies depending on the need....sometimes monthly, but it isn't scheduled. We have a weekly e-newsletter that handles most of the routine communication
several times a month during academic year
3-4 times/week, some regular and some as needed, formality varies
few times each year



Statistic	Value
Min Value	1
Max Value	9
Mean	4.72
Variance	7.64
Standard Deviation	2.76
Total Responses	119

16. How likely are you to send the same news and information multiple times by mass email to your internal audience?

#	Answer	Response	%
1	Very Likely	14	12%
2	Likely	24	21%
3	Unlikely	44	38%
4	Very Unlikely	35	30%
	Total	117	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.85
Variance	0.97
Standard Deviation	0.98
Total Responses	117

17. Do you measure your communications? (Possible tools could include Google Analytics, a hyperlink engagement tracker such as bitly, social media data, surveys, usage reports, etc.)

#	Answer		Response	%
1	Yes (If so, how and what tools do you use?)		82	69%
2	No		36	31%
	Total		118	100%

Yes (If so, how and what tools do you use?)

google analytics
Google Analytics, Hootsuite, bitly, social media data, Bronto email stats
Google Analytics
Google Analytics, Sprout, Quintly, Talisma, Salesforce
Surveys
Google Analytics for web, not able to use email tracker for internal email lists through lists.duke.edu. Wish this could be changed.
Googlr analytics, surveys
Google Analytics, bitly, web surveys, focus groups
email newsletter metrics
Google analytics, iContact analytics, socia media analytics
newsletter analytics, google analytics, individual feedback
Facebook Pages Analytics, YouTube Analytics
GA, Bronto, meeting attendance
Google Analytics, surveys
Google Analytics, bit.ly
google analytics, social media data
google and social analytics
iContact e-newsletter reporting, Google Analytics, social media data
Google Analytics, Bronto, surveys, social media data, quarterly reports, etc.
Google analytics
social media data, application rates, engagment numbers, donations
Google Analytics; newsletter analytics tool
open-rate data from newsletter provider, Facebook stats (opens, shares, etc.)
Google Analytics, Facebook Insights, Twitter Analytics
Bitly, social media stats
Google Analytics, usage reports
Google Analytics on blog, MailChimp built-in analytics on newsletter
Google Analytics, Hootsuite, surveys, combination of social media data tools
Google Analytics, Twitter data
Analytics and Bronto
MailChimp reports
Google Analytics
Google Analytics, bitly, e-mail tracker, social media data
Internal tools on Twitter and Facebook, website analysis from Student Affairs IT
Hootsuite
Google Analytics, Qualtrics surveys
google, bronto
open rates, click tracking
All of the above.
Google Analytics
Google analytics for web usage; iContact analytics for enewsletter engagement; twitter for social media tracking
google analytics and surveys, primarily
youtube and facebook analytics
google analytics
bitly, social media data, surveys
bitly, google analytics, surveys
YouTube analytics
hootsuite, social media data, bitly, analytics

Analytics
 Google Analytics, website tracker, shortened URL trackers and Bitly, surveys, social media analytics, Hootsuite, Bronto
 twitter, mail chimp
 analytics
 Google Analytics, MailChimp analytics, social media data
 google analytics
 Google Analytics used to measure web hits
 Google Analytics, social media analytics, iContact analytics, in-person usability tests
 Almost any channel's analytics (or other option like Hootsuite), some in person focus groups though rare
 Annual e-newsletter readership survey
 Mainly monitor access to our internal Sharepoint site.
 litmus, bronto, reeher, technique codes
 Google Analytics, surveys
 Email newsletter analytics, surveys, Google Analytics
 google analytics
 Constant Contact analytics, will have analytics for new website
 usage reports, web analytics
 Bronto analytics
 Google Analytics, Bitly, Facebook Insights, Twitter Analytics, iContact Data Reports
 Bitly, Bronto, Google Analytics, Surveys
 google analytics and mailchimp
 Google Analytics
 Hootsuite
 Analytics for Google, Twitter, Facebook, iTunes, YouTube, cable TV and radio
 Google Analytics, email marketing analytics

Statistic	Value
Min Value	1
Max Value	2
Mean	1.31
Variance	0.21
Standard Deviation	0.46
Total Responses	118

18. How informed do you feel about news and happenings at Duke outside your department, school or unit?

#	Answer	Response	%
1	Very informed (Why?)	34	29%
2	Somewhat uninformed	9	8%
4	Very uninformed (Why?)	1	1%
5	Somewhat informed	68	58%
6	Neither informed nor uninformed	5	4%
	Total	117	100%

Very informed (Why?)	Very uninformed (Why?)
DukeToday	new to duke
work in central news office	
Dean Boulding tries to make sure we know what's going on at the school	
Am on several listserves	
i check all tabs on Duke Today every day	
I utilize many different Duke news outlets during the day	
It's my job to be as informed as possible - reading, talking, listening, wandering, observing.	
Duke Today, Working@Duke	
I attend Communicators meetings, read Duke Today frequently	
Email with press clips and vids from Duke ONC	
I get Duke and School newsletters, and visit Duke Today and Working@Duke and other sites on a regular basis.	
I'm a staff photographer- I'm generally there when it happens	
Personally on a lot of mail lists, participate in networking activities and events, personally engaged	
I read Duke Today and TWAD and keep tabs on social media channels	
I subscribe to A LOT of campus listservs/ mailing lists.	
Because it is my job to be informed and I'm on a million lists	
I read Duke Today daily	
Because I am nosy and read everything I can get my hands on.	
Duke Today, Events@Duke, The Week at Duke, Working@Duke	
constantly checking	
emails and Working@Duke	
for external communication, our office needs to be informed	
Work with Duke Today closely.	
Keeping up with Duke events via other newsletters and social media	
receive numerous newsletters, can access news on websites, etc.	
Set Duke Today as home page, get news clips and read Working@Duke	
Emails from Communicators, academic advising and Student Affairs as well as Undergrad Communicators' meeting	
online Duke Today, mass email	

I scan Duke Today nearly everyday and receive press releases sent to local media	
--	--

Statistic	Value
Min Value	1
Max Value	6
Mean	3.64
Variance	3.58
Standard Deviation	1.89
Total Responses	117

19. In general, how equipped do you think you are to provide effective communications for your department, school or unit?

#	Answer	Response	%
1	Very equipped (Why?)	31	27%
2	Somewhat unequipped	7	6%
4	Very unequipped (Why?)	4	3%
5	Somewhat equipped	66	57%
6	Neither equipped nor unequipped	7	6%
	Total	115	100%

Very equipped (Why?)	Very unequipped (Why?)
work in central news office	limited budget for communications equipment (pro microphones, pro audio capture equipment, pro video equipment, pro photography equipment, premium WordPress themes)
I've been here a long time, have training in this field and an engaged Division Chief	Although internal communication is not in my portfolio; I do it ad hoc because I am asked to do it and no one else is doing it
Support from leader, resources, communicators networks, clear goals and objectives	standard platforms are not in place that can easily be leveraged
Staff resources available; I know who has the info I need	no information transparency/channel to me within my department
good communication between people within our department	
My background is in the discipline of my department, so I understand the needs of the students and professors in my area (competition information, grants available, etc.)	
Time is allocated in my job description for this work	
I think my past jobs have given me the skills to do this job well.	
Not sure what you mean by equipped but I have the writing skills & knowledge of the main news on campus	
It's my job! I read a lot of emails and newsletters from diff. units.	
I have the tools I need.	
have Geoff Mock in the building; Leanora at our meetings	
19 years of experience.	
I'm a part of a good team and have solid resources and know how to use them	
have the skills, need to make connections to people and programs	
By now, I've figured out the most effective communication channels and have a decent sense of our audience and how they engage with us.	
We can communicate quickly with either the entire school community, or specific segments. The tools are in place to reach out to everyone with various media.	
Familiarity with academic calendar and opportunities, communication among office staff, following Duke news via social media	
Robust creative environment with talented	

colleagues	
we have good channels in place and people are good at letting us know when there is something that needs to be communicated out	
Experience and available resources	
very equipped in terms of availability of tools and resources, less equipped in terms of time due to other duties	

Statistic	Value
Min Value	1
Max Value	6
Mean	3.77
Variance	3.46
Standard Deviation	1.86
Total Responses	115

20. How important is it to be well-informed about news and happenings at Duke, such as employee benefits, services and institutional priorities, outside your department, school or unit?

#	Answer	Response	%
1	Very important	75	65%
2	Somewhat important	35	30%
3	Neither important nor unimportant	2	2%
4	Somewhat unimportant	4	3%
5	Very unimportant	0	0%
	Total	116	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.44
Variance	0.49
Standard Deviation	0.70
Total Responses	116

21. What other feedback would you like to share about the state of internal communications within schools, departments and units at Duke? Please explain.

Text Response

Would be great to have a shared resource pool for digital cameras/video cameras. Internally from our Dean, I would say that the communication is very good. Dean Boulding is very upfront and to the point when he shares information. I do feel that within the individual departments through the school though that the communication is lacking. It seems like our department leaders change the department goals without any explanation and at times causing confusion for the staff members within that department. The department goals and strategy seem to be scattered. Sometimes you feel like you are just doing tasks rather than working towards a goal. I don't believe that the school can benefit from that type of leadership.

News is sporadically shared and in weird formats--why DukeToday stories for launches but no follow up? Hard to know where larger Duke is going. Where is Brodhead? I learn more about Duke from the media than I do from people who work here.

Communications between departments and schools, and even within many departments and schools, is rather poor. There are a few islands of good communication (Department of Medicine, DCI, Division of Internal Medicine), but most of the rest do not appear to devote the time or resources to communicate well.

I work on the medical system side, and I feel very disconnected from "corporate" internal and marketing communications here, as well as from other communicators here. I work at staying connected with the university side, especially with employee communications because I see one of my charges as building employee satisfaction, but this, too, is a struggle.

It would be handy if there was a one-stop guide on how to have information about our department shared in Duke Today and other campus-wide publications, particularly events we are having that are open to the public.

I would like for Trinity College to offer a yearly budget for communications specialists to spend discretionary money on communication equipment (e.g. microphones, audio capture devices, pro video equipment). And I would like for Duke to buy into premium WordPress themes that have more options, and scale themselves to different browser platforms (e.g. mobile vs. desktop computers).

Duke needs a news river, a la Dave Winer's scripting.com, where we can pull in major RSS feeds from across the university so we have a central place to view the river of news at our institutions. I'd be happy to show you what I mean. I might even be able to bootstrap this myself this weekend. (This is Anton, btw.) A tagging convention would also be important, especially as our websites start to share information. So, people would be tagged LastnameFirstname, e.g. JarmulDavid, and schools would be tagged SchoolMedicine or SchoolFuqua. That way, a communicator in Fuqua could tag something that would be of interest to the med school faculty, and it could just show up on my site where I want it. We need domain mapping at sites.duke.edu, if only for major departments and units. We need a leader to tell OIT to just make that happen. Would be nice if Duke Photography updated their terms, or otherwise made their services more amenable, especially for images to be used on websites.

As someone who is new to the Duke system, I have found it a bit difficult to determine who are my best resources to engage. I am a Communications Specialist with an Institute that is part of the School of Medicine, so I don't do much, if anything with the University side. However, when I have reached out to other Duke communicators,

sometimes I've been steered in the direction of University communications, which can conflict with separate standards that apply to the School of Medicine/Duke Medicine. I don't know how this could be improved with a system the size of Duke. But, as a new employee coming from the private corporate sector, I thought it'd be important to note that it's been my biggest challenge so far.

We are a small Center. We appreciate the incredible help we get from the central communications office, and the communications office of our school.

I think Duke does a good job sharing information. The communicators newsletter David started a year or two ago is very helpful.

I wonder if I've erroneously filled out this survey. Since students were listed as an internal audience, and my main communications purpose is to drive applications to our programs, I communicate primarily with students and secondarily with the faculty/staff who interact with students. But it's marketing/recruitment type communication, not traditional internal communication in the sense you might be trying to measure. Not sure! I'm in the School of Medicine and I think communication could be better between departments and the school. We have meetings, but they don't offer much of a chance for networking. I've had to make connections with my peers on my own. I also think that the structure, the way it is now, for how department communicators share information with the school could be improved upon. The current structure requires us to send department news and events to Jill Boy and Beky Branagan. They then are to share it with the communicators listserve for the dept. communicators to pass along to their departments. The problem with that is that if Jill or Beky miss something, the information never gets out. It seems there could be a way for dept. communicators to reach out to each other without having to go through Jill/Beky.

Speaking from a Duke Medicine department perspective, so some answers may be inconsistent based on different models of outreach, and different audience needs. While we don't yet measure reach internally (since our Intranet is behind a firewall, etc.) there is a lot of effort currently to build/rebuild accurate distribution lists and use Constant Contact (or similar tool) to measure email effectiveness, for instance.

Information about benefits, etc. is quite strong.

I am the only full time staff person in my unit, so communications is only a small part of my job. We are situated administratively in a very small academic department in Trinity College. None of the three staff members are at all focused on communications in that department. Duke (and particularly Trinity College) desperately needs to provide more communications support, guidance, and resources to small departments/units that do not have staff with professional communications backgrounds or dedicated roles.

My role is a new one, so currently there isn't an infrastructure in place for internal communication and I need to build it... I think the resources available to me (including colleague support) is actually quite good. I think overall internal comm within schools and depts is good, considering the size of Duke.

Too many event emails both internally (within my department) and comign to me from other departments. I iike the manager emails (short). I like the week at Duke e-newsletter; otherwise I would not go to Duke Today

A lot of faculty say they receive too many emails about events and conferences at Duke, but if I don't send out emails about events at Duke they get mad because they don't know what is going on at Duke. We started a department calendar and put all the Humanities events on the calendar, but they don't want to go to the website to see the calendar. I don't know what to do!

I especially appreciate the calendar highlights on Working@Duke site and Blue Devil of the Week features on staff.

A challenge in internal communications (and in filling out this survey) is walking the line

between providing MY targeted news to MY target audience, and the pressure to use my internal communication channels to provide OTHER people's news. For example, my communication surveys show that researchers want information in a newsletter about research services (such as availability of reagents or how what new capabilities in genetic testing are available). They don't expect me to pass along information about parking, because the newsletter is specifically about Research. Ditto for the website: I can't put HR news on a website that is about an NIH-funded research project. I want to help other communicators "get the word out" but have to be careful. A second challenge is that the more interdisciplinary work people are involved with, the more their email fills up with duplicate messages. If you have connections to an institute that works with three schools and 7 divisions, you get a lot of "local email" that is repetitive. Ideally, each local communicator puts a "spin" on the message from a dean or a senior leader or a central administrative unit to make it more local, but in practice, the same message just gets copied and pasted into multiple different formats. A lot of energy is spent at Duke reporting on our HR benefits and centrally managed services such as parking, and a lot of energy is spent on reporting on the 'cool research' that is done and on other stories that enhance Duke's reputation. Less energy seems to be spent on talking about how to get your work done - making it easy to figure out where to get things copied; how to save money in ordering supplies; how to write a grant that the NIH will accept; how to put on an event. I think this is where there should be more communication that cuts across departments but focuses on particular jobs -- for example, the Research Professionals Network (run by Duke Office of Clinical Research); the Event Planners group; the Duke Communicators group; the Administrative Professionals group. THAT's where a lot of learning can take place, rather than within the confines defined by a division/department/unit/school.

I think that many of the tools/resources offered by Duke are good. I am in a management role but do not supervise others, and my job is much more externally focused, so there is limited need to pass on information to others internally. However, I will say that I feel much more informed as a result of receiving the automatic emails sent to managers than I did before I was at that level. Those messages put information in front of me in ways that ensure I see it (otherwise I don't always think to seek it out.)

Duke's internal communications among faculty and staff seems fragmented and disconnected. This includes within the university, within the medicine realm, and between the university and medicine. It is unclear who the communicators are, what communications are being distributed and to whom, inconsistent branding and messaging --- across the different schools, departments, and units. Building a solid network of communicators and the opportunity to share resources may help to bolster communication efforts and consistency across Duke.

I think my dept needs to do more to streamline communications but convincing faculty is difficult. I'd like more training and to have a branding plan, but not a priority for supervisors. I think there's too much going on at Duke and it's hard to get events noticed by students who are not our regular customers. Would like more internal training from Duke offices that specialize in this.

There are many opportunities to leverage technology and make it easier to communicate but most individuals are heavily focused on reporting rather than distributing or amplifying.

It would be great to have a centralized list of contacts and resources for messaging the University and Hospital community, e.g. a "one stop shop" for all internal channels such as the digital bulletins, social media administrators, etc.

The Communicator's Group is an excellent resource.

Need to reduce duplicate emails.

Seems that university governance structures and politics get in the way of internal communications. Often presents barriers for those that might report to multiple groups or have anomalous job titles.

A comment about the earlier question regarding how likely we are to communicate information multiple times -- although we are careful to avoid bombarding people with messages, we often send strategically timed reminders on important subjects as we know that it is a good way to reach people who might have overlooked earlier messages. The other comment is that we generally keep the scope of internal communications to our own school/unit to avoid repeating communications coming from central Duke. This seems to work well.

Duke does a really good job with internal communications through its website, online and print versions of Duke Today, and emails from departments such as HR and Parking; can't address the state of internal communications within other schools, departments and units except for my own. Our school does a good job with internal communications, especially with streamlined biweekly newsletter for faculty and staff, but has opportunity to grow when additional web resources become available.

I think there is room for improvement with communications in the school of medicine. While a group of communicators exist, it still is extremely hard to get the word out with your event -- it seems the funnel at the top is too small, ie maybe there should be more folks at a school level helping with communications/marketing versus having only 1-2 folks in charge of distributing things to the masses. We know what we're trying to advertise and who we try to advertise things to -- it would be nice to have the freedom and ability to get the word out about our events without pushback.

Statistic	Value
Total Responses	32

22. Where do you work?

#	Answer	Response	%
1	Central Administration (e.g. Human Resources, Police, Parking & Transportation, OIT, Financial Services, Facilities, etc.)	18	16%
2	Duke University Health System	8	7%
3	Student Affairs	5	4%
4	Private Diagnostic Clinic	0	0%
5	School of Medicine	14	12%
6	School of Nursing	2	2%
7	Trinity College of Arts & Sciences	9	8%
8	The Graduate School	0	0%
9	The Fuqua School of Business	9	8%
10	Duke Law School	2	2%
11	Pratt School of Engineering	4	3%
12	Nicholas School of the Environment	0	0%
13	Duke Divinity School	4	3%
14	Sanford School of Public Policy	2	2%
15	Institute (If yes, which one?)	2	2%
16	Other unit (If yes, what?)	36	31%
	Total	115	100%

Institute (If yes, which one?)	Other unit (If yes, what?)
DCRI	Provost
Duke Global Health Institute	Duke Libraries
	Athletics
	Provost's Office
	Office of Postdoctoral Services
	Duke Institute for Brain Sciences
	Online Education Initiatives/Duke Libraries
	Government Affairs
	Development
	DeWitt Wallace Center, Sanford School
	Center for Instructional Technology
	Office of Undergraduate Education
	Department of Athletics
	Duke University Libraries
	Photo
	Central development
	University Development
	Center for Documentary Studies
	Duke Clinical Research Institute
	Provost's Office
	Duke Translational Medicine Institute - not one of the major "interdisciplinary" institutes at Duke, but a group that bridges SoM, SoN, Pratt, Trinity,
	Office of News and Communications
	university development
	Office of News and Communications
	University Development
	Undergraduate Admissions
	Libraries! (What, we don't get our own button?)
	University Development, Annual Fund
	Duke University Development
	Academic Advising Center
	University Development
	Duke University Press
	Duke Chapel

Statistic	Value
Min Value	1
Max Value	16
Mean	8.91
Variance	34.82
Standard Deviation	5.90
Total Responses	115

23. How old are you?

#	Answer	Response	%
1	Younger than 20	0	0%
2	20-29	17	15%
3	30-39	45	39%
4	40-49	32	28%
5	50-59	20	17%
6	60+	1	1%
	Total	115	100%

Statistic	Value
Min Value	2
Max Value	6
Mean	3.50
Variance	0.95
Standard Deviation	0.98
Total Responses	115

24. What is your gender identity?

#	Answer	Response	%
1	Female	79	68%
2	Female to male transgender	0	0%
3	Male	35	30%
4	Male to female transgender	0	0%
5	Not sure	1	1%
6	Other (please specify):	1	1%
	Total	116	100%

Other (please specify):

former Trekkie converted to Furry

Statistic	Value
Min Value	1
Max Value	6
Mean	1.68
Variance	1.11
Standard Deviation	1.05
Total Responses	116

25. How many years have you worked at Duke?

#	Answer	Response	%
1	1-5	52	45%
2	6-10	25	22%
3	11-20	20	17%
4	More than 20 years	2	2%
5	Less than one year	17	15%
	Total	116	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	2.20
Variance	1.99
Standard Deviation	1.41
Total Responses	116

27. Department/School/Unit:

Text Response

Office of DKU Programs

OIT Training

ONC

Pratt School of Engineering

The Fuqua School of Business

DUHS Government Relations

Athletics

Global Marketing/Fuqua School of Business

Fuqua

Division of General Internal Medicine/ Duke Cancer Institute/ DMPI

Duke Institute for Brain Sciences

Duke Health Technology Solutions

Online Education Initiatives

Pratt School of Engineering

Fuqua School of Business

Center for the Advancement of Social Entrepreneurship/Fuqua

Public Affairs and Government Relations

Department of Political Science

Department of Medicine

Dept Surgery

Duke Human Vaccine Institute (DHVI)

Development

Sustainable Duke

DeWitt Wallace Center for Media & Democracy, Sanford School of Public Policy

Center for Instructional Technology

Department of Music

Sports Information

Radiology Dept, School of Medicine

Photo

Duke Clinical Research Institute

Duke Medicine Development and Alumni Affairs

Office of News and Communications

School of Medicine/Department of Neurosurgery

Sanford School

UCAE Center for Leadership Development and Social Action

Duke Clinical Research Institute - Corporate Communications

Sanford

ONC

Duke Translational Medicine Institute

Duke Divinity School / Leadership Education at Duke Divinity

School of Nursing

Office of News and Communications / Development Communications

University Development

Law

University Registrar

Marketing/IT Fuqua

Duke University Libraries

UCAE

School of Nursing
Immunology
Duke Development, Annual Fund
OIT
Office of Foundation Relations, Duke University Development
University Development
Department of Psychiatry and Behavioral Sciences
Duke University Press
University Development - Marketing and Communications
Office of Government Relations - DUHS
Duke Chapel

Statistic	Value
Total Responses	59

Appendix C1:

Content Topics by Work Area - Staff and Faculty

“How well the information you receive about the following areas meets your needs”

AcadNews_Athletics_WorkAreas

Where do you work?	We'd like to know how well the information you receive about each of the following areas meets yo... - Academic news/resources			We'd like to know how well the information you receive about each of the following areas meets yo... - Arts			We'd like to know how well the information you receive about each of the following areas meets yo... - Athletics news					
	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total	
Central Administration (e.g. Human Resources, Police, Parking & Transportation, OT, Financial Services, Facilities, etc.)	40 54.79%	20 27.40%	0 0.00%	13 17.61%	34 47.88%	21 29.58%	1 1.41%	42 60.00%	12 17.14%	6 8.57%	10 14.29%	70 100.00%
Duke University Health System	46 54.12%	19 22.35%	3 3.53%	17 20.00%	45 52.94%	15 17.68%	2 2.35%	46 52.97%	17 19.54%	3 3.45%	21 24.14%	87 100.00%
Student Affairs	3 30.00%	5 50.00%	1 10.00%	1 10.00%	4 36.36%	4 36.36%	2 18.18%	7 63.64%	3 27.27%	1 9.09%	0 0.00%	11 100.00%
Private Diagnostic Clinic	33 62.26%	8 15.09%	1 1.89%	11 20.75%	25 47.17%	9 16.96%	1 1.89%	31 58.49%	8 15.09%	1 1.89%	13 24.53%	53 100.00%
School of Medicine	79 58.52%	36 26.67%	5 3.70%	15 11.11%	77 56.62%	26 19.12%	2 1.47%	76 56.72%	21 15.67%	9 6.72%	28 20.90%	134 100.00%
School of Nursing	10 76.92%	2 15.38%	0 0.00%	1 7.69%	7 53.85%	1 7.69%	1 7.69%	8 61.54%	1 7.69%	0 0.00%	4 30.77%	13 100.00%
Trinity College of Arts & Sciences	34 65.38%	14 26.92%	1 1.92%	3 5.77%	37 71.15%	7 13.46%	4 7.69%	24 46.15%	5 9.62%	9 17.31%	14 26.92%	52 100.00%
The Graduate School	5 62.50%	3 37.50%	0 0.00%	0 0.00%	5 62.50%	2 25.00%	0 0.00%	5 71.43%	0 0.00%	0 0.00%	2 28.57%	7 100.00%
The Fuqua School of Business	10 55.56%	5 27.78%	0 0.00%	3 16.67%	8 47.08%	2 11.76%	1 5.88%	13 72.22%	1 5.56%	3 16.67%	1 5.56%	18 100.00%
Duke Law School	17 100.00%	0 0.00%	0 0.00%	0 0.00%	13 72.22%	2 11.11%	0 0.00%	13 81.25%	0 0.00%	1 6.25%	2 12.50%	16 100.00%
Pratt School of Engineering	6 60.00%	4 40.00%	0 0.00%	0 0.00%	4 40.00%	3 30.00%	1 10.00%	6 60.00%	0 0.00%	3 30.00%	1 10.00%	10 100.00%
Nicholas School of the Environment	6 50.00%	5 41.67%	0 0.00%	1 8.33%	6 50.00%	4 33.33%	1 8.33%	6 50.00%	1 8.33%	4 33.33%	1 8.33%	12 100.00%
Duke Divinity School	5 71.43%	2 28.57%	0 0.00%	0 0.00%	4 57.14%	2 28.57%	0 0.00%	3 42.86%	1 14.29%	0 0.00%	3 42.86%	7 100.00%
Sanford School of Public Policy	8 61.54%	4 30.77%	0 0.00%	1 7.69%	9 69.23%	3 23.08%	0 0.00%	5 38.46%	0 0.00%	5 38.46%	3 23.08%	13 100.00%
Institute (If yes, which one?)	44 67.69%	11 16.92%	2 3.08%	8 12.31%	28 44.44%	16 25.40%	5 7.94%	31 48.44%	8 12.50%	3 4.69%	22 34.38%	64 100.00%
Other unit (if yes, what?)	62 60.76%	25 24.51%	4 3.92%	11 10.78%	51 50.00%	23 22.55%	3 2.94%	55 53.40%	4 3.86%	12 11.65%	32 31.07%	103 100.00%
Total	408 60.62%	163 24.22%	17 2.53%	85 12.63%	357 53.20%	140 20.86%	24 3.58%	371 55.37%	82 12.24%	60 8.96%	157 23.43%	670 100.00%

Where do you work?	Chi Square	49.06*	We'd like to know how well the information you receive about each of the following areas meets yo... - Academic news/resources	88.45*	We'd like to know how well the information you receive about each of the following areas meets yo... - Athletics news
	Degrees of Freedom	45		45	
	p-value	0.31		0.00	

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

Benefits_Colleagues_WorkAreas

Where do you work?	We'd like to know how well the information you receive about each of the following areas meets yo...- Campus events and awards					We'd like to know how well the information you receive about each of the following areas meets yo...- Colleague honors and awards									
	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total
Central Administration (e.g. Human Resources, Police, Parking & Transportation, OIT, Financial Services, Facilities, etc.)	55 75.34%	17 23.29%	1 1.37%	0 0.00%	73 100.00%	35 47.95%	36 49.32%	0 0.00%	2 2.74%	73 100.00%	46 63.89%	14 19.44%	2 2.78%	10 13.89%	72 100.00%
Duke University Health System	46 52.27%	40 45.45%	1 1.14%	1 1.00%	88 100.00%	41 46.25%	32 37.65%	2 2.35%	10 11.76%	85 100.00%	52 61.19%	13 15.29%	4 4.71%	16 18.82%	85 100.00%
Student Affairs	4 36.36%	7 63.64%	0 0.00%	0 0.00%	11 100.00%	4 36.36%	7 63.64%	0 0.00%	0 0.00%	11 100.00%	4 36.36%	7 63.64%	0 0.00%	1 9.09%	11 100.00%
Private Diagnostic Clinic	25 46.30%	26 48.15%	1 1.85%	2 3.70%	54 100.00%	22 40.74%	18 33.33%	2 3.70%	12 22.22%	54 100.00%	33 61.11%	6 11.11%	2 3.70%	13 24.07%	54 100.00%
School of Medicine	75 54.74%	61 44.33%	1 0.73%	0 0.00%	137 100.00%	63 46.32%	64 47.06%	2 1.47%	7 5.15%	136 100.00%	85 62.04%	27 19.77%	11 8.03%	14 10.22%	137 100.00%
School of Nursing	9 69.23%	4 30.77%	0 0.00%	0 0.00%	13 100.00%	5 38.46%	8 61.54%	0 0.00%	0 0.00%	13 100.00%	9 75.00%	0 0.00%	2 16.67%	1 8.33%	12 100.00%
Trinity College of Arts & Sciences	32 61.54%	20 38.46%	0 0.00%	0 0.00%	52 100.00%	24 46.15%	23 44.23%	1 1.92%	4 7.69%	52 100.00%	36 69.23%	7 13.46%	3 5.77%	6 11.54%	52 100.00%
The Graduate School	3 37.50%	5 62.50%	0 0.00%	0 0.00%	8 100.00%	5 62.50%	3 37.50%	0 0.00%	0 0.00%	8 100.00%	4 50.00%	2 25.00%	0 0.00%	1 12.50%	7 100.00%
The Fuqua School of Business	12 66.67%	5 27.78%	1 5.56%	0 0.00%	18 100.00%	10 55.56%	8 44.44%	0 0.00%	0 0.00%	18 100.00%	13 76.47%	2 11.76%	0 0.00%	2 11.76%	17 100.00%
Duke Law School	10 55.56%	8 44.44%	0 0.00%	0 0.00%	18 100.00%	10 55.56%	8 44.44%	0 0.00%	0 0.00%	18 100.00%	13 72.22%	3 16.67%	1 5.56%	1 5.56%	18 100.00%
Pratt School of Engineering	5 50.00%	5 50.00%	0 0.00%	0 0.00%	10 100.00%	4 40.00%	5 50.00%	0 0.00%	1 10.00%	10 100.00%	7 70.00%	3 30.00%	0 0.00%	0 0.00%	10 100.00%
Nicholas School of the Environment	5 41.67%	6 50.00%	1 8.33%	0 0.00%	12 100.00%	5 41.67%	7 58.33%	0 0.00%	0 0.00%	12 100.00%	7 58.33%	4 33.33%	0 0.00%	1 8.33%	12 100.00%
Duke Divinity School	5 71.43%	2 28.57%	0 0.00%	0 0.00%	7 100.00%	5 71.43%	2 28.57%	0 0.00%	0 0.00%	7 100.00%	7 100.00%	0 0.00%	0 0.00%	0 0.00%	7 100.00%
Sanford School of Public Policy	7 53.85%	6 46.15%	0 0.00%	0 0.00%	13 100.00%	4 30.77%	7 53.85%	0 0.00%	2 15.38%	13 100.00%	11 84.62%	2 15.38%	0 0.00%	0 0.00%	13 100.00%
Institute (if yes, which one?)	38 58.46%	26 40.00%	0 0.00%	1 1.54%	65 100.00%	26 40.00%	32 49.23%	1 1.54%	6 9.23%	65 100.00%	37 57.81%	7 10.94%	7 10.94%	13 20.31%	64 100.00%
Other unit (if yes, what?)	65 63.11%	35 33.98%	0 0.00%	3 2.91%	103 100.00%	50 48.54%	36 34.95%	3 2.91%	14 13.59%	103 100.00%	63 61.17%	17 16.59%	4 3.88%	19 18.45%	103 100.00%
Total	396 58.06%	273 40.03%	6 0.88%	7 1.03%	682 100.00%	313 46.17%	296 43.86%	11 1.62%	58 8.55%	678 100.00%	427 63.35%	111 16.47%	36 5.64%	98 14.54%	674 100.00%

Where do you work?	Chi Square	Degrees of Freedom	p-value
	49.00*	45	0.32
	47.67*	45	0.36
	50.63*	45	0.26

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

Dept_Funding_WorkAreas

Where do you work?	We'd like to know how well the information you receive about each of the following areas meets yo... - Department/unit news and information (academic, administrative, budgetary)				We'd like to know how well the information you receive about each of the following areas meets yo... - Staff/faculty profiles				We'd like to know how well the information you receive about each of the following areas meets yo... - Funding opportunities						
	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total
Central Administration (e.g. Human Resources, Police, Parking & Transportation, OIT, Financial Services, Facilities, etc.)	45 61.64%	20 27.40%	2 2.74%	6 8.22%	73 100.00%	37 52.11%	17 23.94%	2 2.82%	15 21.13%	71 100.00%	24 33.80%	15 21.13%	2 2.82%	30 42.25%	71 100.00%
Duke University Health System	55 63.22%	25 28.74%	1 1.15%	6 6.90%	87 100.00%	55 63.95%	18 20.93%	3 3.49%	10 11.63%	86 100.00%	42 48.84%	19 22.09%	2 2.33%	23 26.74%	86 100.00%
Student Affairs	4 36.36%	4 36.36%	2 18.18%	1 9.09%	11 100.00%	4 36.36%	2 18.18%	1 9.09%	4 36.36%	11 100.00%	6 54.55%	2 18.18%	1 9.09%	2 18.18%	11 100.00%
Private Diagnostic Clinic	32 59.26%	17 31.48%	1 1.85%	4 7.41%	54 100.00%	30 55.56%	18 33.33%	2 3.70%	4 7.41%	54 100.00%	20 37.04%	17 31.48%	2 3.70%	15 27.78%	54 100.00%
School of Medicine	82 60.14%	51 37.76%	0 0.00%	2 1.48%	135 100.00%	84 61.76%	32 23.53%	3 2.21%	17 12.50%	136 100.00%	68 48.16%	32 23.36%	5 3.65%	34 24.62%	137 100.00%
School of Nursing	11 84.62%	2 15.38%	0 0.00%	0 0.00%	13 100.00%	8 61.54%	3 23.08%	1 7.69%	1 7.69%	13 100.00%	4 30.77%	4 30.77%	0 0.00%	5 38.46%	13 100.00%
Trinity College of Arts & Sciences	32 62.75%	19 37.25%	0 0.00%	0 0.00%	51 100.00%	34 65.38%	9 17.31%	3 5.77%	6 11.54%	52 100.00%	21 40.38%	14 26.92%	2 3.85%	15 28.85%	52 100.00%
The Graduate School	4 50.00%	4 50.00%	0 0.00%	0 0.00%	8 100.00%	7 87.50%	1 12.50%	0 0.00%	0 0.00%	8 100.00%	5 62.50%	1 12.50%	0 0.00%	2 25.00%	8 100.00%
The Fuqua School of Business	11 64.71%	6 35.29%	0 0.00%	0 0.00%	17 100.00%	10 58.82%	5 29.41%	0 0.00%	2 11.76%	17 100.00%	9 50.00%	2 11.76%	1 5.56%	6 33.33%	18 100.00%
Duke Law School	15 83.33%	3 16.67%	0 0.00%	0 0.00%	18 100.00%	13 72.22%	4 22.22%	0 0.00%	1 5.56%	18 100.00%	10 62.50%	3 18.75%	0 0.00%	3 18.75%	16 100.00%
Pratt School of Engineering	4 40.00%	6 60.00%	0 0.00%	0 0.00%	10 100.00%	5 50.00%	3 30.00%	1 10.00%	1 10.00%	10 100.00%	5 50.00%	4 40.00%	0 0.00%	1 10.00%	10 100.00%
Nicholas School of the Environment	6 50.00%	5 41.67%	0 0.00%	1 8.33%	12 100.00%	5 41.67%	5 41.67%	0 0.00%	2 16.67%	12 100.00%	5 41.67%	2 16.67%	0 0.00%	5 41.67%	12 100.00%
Duke Divinity School	5 71.43%	2 28.57%	0 0.00%	0 0.00%	7 100.00%	5 71.43%	1 14.29%	0 0.00%	1 14.29%	7 100.00%	3 42.86%	2 28.57%	1 14.29%	1 14.29%	7 100.00%
Sanford School of Public Policy	9 69.23%	4 30.77%	0 0.00%	0 0.00%	13 100.00%	11 84.62%	2 15.38%	0 0.00%	0 0.00%	13 100.00%	6 46.15%	3 23.08%	0 0.00%	4 30.77%	13 100.00%
Institute (if yes, which one?)	44 67.69%	15 23.08%	4 6.15%	2 3.08%	65 100.00%	36 55.38%	16 24.62%	4 6.15%	9 13.85%	65 100.00%	27 41.54%	14 21.54%	3 4.62%	21 32.31%	65 100.00%
Other unit (if yes, what?)	63 61.76%	28 27.45%	2 1.96%	9 8.62%	102 100.00%	61 59.80%	24 23.53%	1 0.98%	16 15.69%	102 100.00%	48 47.06%	19 18.63%	1 0.98%	34 33.33%	102 100.00%
Total	422 62.43%	211 31.21%	12 1.78%	31 4.58%	676 100.00%	405 60.00%	160 23.70%	21 3.11%	89 13.19%	675 100.00%	301 44.59%	153 22.67%	20 2.96%	201 29.78%	675 100.00%

Chi-Square	64.38*	38.28*	32.63*
Degrees of Freedom	45	45	45
p-value	0.03	0.75	0.92

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

2015 Staff and Faculty Communications Survey Cross Tabulation(1)

Where do you work?	We'd like to know how well the information you receive about each of the following areas meets yo... - Announcements from leadership				We'd like to know how well the information you receive about each of the following areas meets yo... - News about Duke students				We'd like to know how well the information you receive about each of the following areas meets yo... - Opinions/editorials						
	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't know if I need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't know if I need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't know if I need information about this	Total
Central Administration (e.g. Human Resources, Police Parking & Transportation, OTT, Financial Services, Facilities, etc.)	49 67.12%	19 26.03%	1 1.37%	4 5.48%	73 100.00%	38 52.78%	13 18.06%	1 1.39%	20 27.78%	72 100.00%	36 50.00%	16 22.22%	1 1.39%	19 26.39%	72 100.00%
Duke University Health System	56 65.88%	14 16.47%	6 7.06%	9 10.59%	85 100.00%	44 51.76%	5 5.88%	2 2.35%	34 40.00%	85 100.00%	43 51.19%	12 14.29%	2 2.38%	27 32.14%	84 100.00%
Student Affairs	6 54.55%	1 9.09%	3 27.27%	1 9.09%	11 100.00%	5 45.45%	3 27.27%	2 18.18%	1 9.09%	11 100.00%	4 36.36%	3 27.27%	1 9.09%	3 27.27%	11 100.00%
Private Diagnostic Clinic	30 56.60%	18 33.96%	2 3.77%	3 5.66%	53 100.00%	28 51.85%	1 1.86%	2 3.70%	23 42.59%	54 100.00%	27 50.94%	4 7.55%	3 5.66%	19 35.85%	53 100.00%
School of Medicine	88 72.59%	24 17.78%	6 4.44%	7 5.19%	135 100.00%	75 55.15%	18 13.24%	6 4.41%	37 27.21%	136 100.00%	82 59.85%	19 13.87%	3 2.19%	33 24.09%	137 100.00%
School of Nursing	12 92.31%	1 7.69%	0 0.00%	0 0.00%	13 100.00%	6 46.15%	3 23.08%	0 0.00%	4 30.77%	13 100.00%	8 61.54%	0 0.00%	0 0.00%	5 38.46%	13 100.00%
Trinity College of Arts & Sciences	37 71.15%	11 21.15%	2 3.85%	2 3.85%	52 100.00%	33 63.46%	9 17.31%	1 1.92%	9 17.31%	52 100.00%	32 62.75%	2 3.92%	1 1.96%	16 31.37%	51 100.00%
The Graduate School	6 75.00%	2 25.00%	0 0.00%	0 0.00%	8 100.00%	7 87.50%	1 12.50%	0 0.00%	0 0.00%	8 100.00%	4 50.00%	2 25.00%	0 0.00%	2 25.00%	8 100.00%
The Fuqua School of Business	13 76.47%	3 17.65%	1 5.88%	0 0.00%	17 100.00%	10 58.82%	4 23.53%	0 0.00%	3 17.65%	17 100.00%	12 70.59%	2 11.76%	0 0.00%	3 17.65%	17 100.00%
Duke Law School	12 70.59%	5 29.41%	0 0.00%	0 0.00%	17 100.00%	10 58.82%	5 29.41%	0 0.00%	2 11.76%	17 100.00%	9 52.94%	2 11.76%	1 5.88%	5 29.41%	17 100.00%
Pratt School of Engineering	5 50.00%	4 40.00%	1 10.00%	0 0.00%	10 100.00%	8 88.89%	1 11.11%	0 0.00%	0 0.00%	9 100.00%	4 40.00%	0 0.00%	3 30.00%	3 30.00%	10 100.00%
Nicholas School of the Environment	7 63.64%	2 18.18%	0 0.00%	2 18.18%	11 100.00%	7 56.33%	2 16.67%	0 0.00%	3 25.00%	12 100.00%	9 75.00%	0 0.00%	0 0.00%	3 25.00%	12 100.00%
Duke Divinity School	4 57.14%	3 42.86%	0 0.00%	0 0.00%	7 100.00%	7 100.00%	0 0.00%	0 0.00%	0 0.00%	7 100.00%	5 71.43%	1 14.29%	0 0.00%	1 14.29%	7 100.00%
Stanford School of Public Policy	10 76.92%	3 23.08%	0 0.00%	0 0.00%	13 100.00%	7 53.85%	4 30.77%	0 0.00%	2 15.38%	13 100.00%	7 53.85%	3 23.08%	0 0.00%	3 23.08%	13 100.00%
Institute (if yes, which one?)	44 67.69%	11 16.92%	7 10.77%	3 4.62%	65 100.00%	29 44.62%	8 12.31%	0 0.00%	28 43.08%	65 100.00%	26 40.00%	12 18.46%	1 1.54%	26 40.00%	65 100.00%
Other unit (if yes, what?)	67 66.34%	25 24.75%	5 4.95%	4 3.96%	101 100.00%	60 58.82%	16 15.69%	1 0.98%	25 24.51%	102 100.00%	60 58.82%	9 8.82%	2 1.96%	31 30.39%	102 100.00%
Total	466 67.98%	146 21.76%	34 5.07%	35 5.22%	671 100.00%	374 55.77%	93 13.82%	15 2.23%	191 28.38%	673 100.00%	368 54.78%	87 12.95%	18 2.68%	169 29.61%	672 100.00%

Where do you work?	Chi Square	Degrees of Freedom	p-value
Central Administration (e.g. Human Resources, Police Parking & Transportation, OTT, Financial Services, Facilities, etc.)	76.04*	45	0.01
Duke University Health System	76.06*	45	0.01
Student Affairs	76.06*	45	0.01
Private Diagnostic Clinic	76.06*	45	0.01
School of Medicine	76.06*	45	0.01
School of Nursing	76.06*	45	0.01
Trinity College of Arts & Sciences	76.06*	45	0.01
The Graduate School	76.06*	45	0.01
The Fuqua School of Business	76.06*	45	0.01
Duke Law School	76.06*	45	0.01
Pratt School of Engineering	76.06*	45	0.01
Nicholas School of the Environment	76.06*	45	0.01
Duke Divinity School	76.06*	45	0.01
Stanford School of Public Policy	76.06*	45	0.01
Institute (if yes, which one?)	76.06*	45	0.01
Other unit (if yes, what?)	76.06*	45	0.01
Total	76.06*	45	0.01

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

ProfessionalDev_Services_WorkAreas

Where do you work?	We'd like to know how well the information you receive about each of the following areas meets yo... - Professional development resources				We'd like to know how well the information you receive about each of the following areas meets yo... - Research news				We'd like to know how well the information you receive about each of the following areas meets yo... - Safety, security, parking, transit, construction, safety and security, etc.)						
	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't need information about this	Total
Central Administration (e.g. Human Resources, Police, Parking & Transportation, OIT, Financial Services, Facilities, etc.)	32 45.07%	36 50.70%	0 0.00%	3 4.23%	71 100.00%	41 56.16%	22 30.14%	0 0.00%	10 13.70%	73 100.00%	40 55.56%	30 41.67%	1 1.39%	1 1.39%	73 100.00%
Duke University Health System	49 55.68%	30 34.09%	1 1.14%	8 9.09%	88 100.00%	52 59.77%	22 25.29%	2 2.30%	11 12.64%	87 100.00%	54 62.07%	32 36.78%	0 0.00%	1 1.15%	87 100.00%
Student Affairs	1 9.09%	8 72.73%	1 9.09%	1 9.09%	11 100.00%	6 54.55%	2 18.18%	0 0.00%	1 18.16%	11 100.00%	5 45.45%	4 36.36%	1 9.09%	1 9.09%	11 100.00%
Private Diagnostic Clinic	22 40.74%	26 48.15%	0 0.00%	6 11.11%	54 100.00%	31 58.49%	13 24.53%	0 0.00%	9 16.98%	53 100.00%	28 51.85%	14 25.93%	2 3.70%	10 18.52%	54 100.00%
School of Medicine	61 44.53%	72 52.85%	0 0.00%	4 2.92%	137 100.00%	68 49.64%	58 42.34%	2 1.46%	9 6.57%	137 100.00%	75 55.19%	59 43.38%	0 0.00%	2 1.47%	138 100.00%
School of Nursing	4 30.77%	9 69.23%	0 0.00%	0 0.00%	13 100.00%	6 46.15%	5 38.46%	1 7.69%	1 7.69%	13 100.00%	5 38.46%	8 61.54%	0 0.00%	0 0.00%	13 100.00%
Trinity College of Arts & Sciences	29 55.77%	19 36.54%	1 1.92%	3 5.77%	52 100.00%	31 59.62%	12 23.08%	2 3.85%	7 13.46%	52 100.00%	29 55.77%	19 36.54%	1 1.92%	3 5.77%	52 100.00%
The Graduate School	3 37.50%	5 62.50%	0 0.00%	0 0.00%	8 100.00%	5 62.50%	2 25.00%	0 0.00%	1 12.50%	8 100.00%	5 62.50%	3 37.50%	0 0.00%	0 0.00%	8 100.00%
The Fuqua School of Business	5 27.78%	13 72.22%	0 0.00%	0 0.00%	18 100.00%	10 58.82%	4 23.53%	0 0.00%	3 17.65%	17 100.00%	10 58.82%	7 41.18%	0 0.00%	0 0.00%	17 100.00%
Duke Law School	10 55.56%	8 44.44%	0 0.00%	0 0.00%	18 100.00%	13 72.22%	1 5.56%	0 0.00%	4 22.22%	18 100.00%	7 38.89%	11 61.11%	0 0.00%	0 0.00%	18 100.00%
Pratt School of Engineering	4 40.00%	6 60.00%	0 0.00%	0 0.00%	10 100.00%	4 40.00%	6 60.00%	0 0.00%	0 0.00%	10 100.00%	4 40.00%	6 60.00%	0 0.00%	0 0.00%	10 100.00%
Nicholas School of the Environment	5 41.67%	6 50.00%	0 0.00%	1 8.33%	12 100.00%	8 66.67%	4 33.33%	0 0.00%	0 0.00%	12 100.00%	8 66.67%	4 33.33%	0 0.00%	0 0.00%	12 100.00%
Duke Divinity School	4 57.14%	3 42.86%	0 0.00%	0 0.00%	7 100.00%	5 71.43%	1 14.29%	0 0.00%	1 14.29%	7 100.00%	4 57.14%	3 42.86%	0 0.00%	0 0.00%	7 100.00%
Sanford School of Public Policy	7 53.85%	4 30.77%	0 0.00%	2 15.38%	13 100.00%	6 46.15%	5 38.46%	0 0.00%	2 15.38%	13 100.00%	9 69.23%	3 23.08%	1 7.69%	0 0.00%	13 100.00%
Institute (if yes, which one?)	30 46.15%	30 46.15%	1 1.54%	4 6.15%	65 100.00%	34 52.31%	24 36.92%	4 6.15%	3 4.62%	65 100.00%	36 56.25%	23 35.94%	1 1.56%	4 6.25%	64 100.00%
Other unit (if yes, what?)	42 40.78%	49 47.57%	1 0.97%	11 10.68%	103 100.00%	58 56.31%	25 24.27%	2 1.94%	18 17.48%	103 100.00%	57 57.56%	38 38.38%	1 1.01%	3 3.03%	99 100.00%
Total	308 45.25%	324 47.65%	5 0.74%	43 6.32%	680 100.00%	378 55.67%	206 30.34%	14 2.06%	81 11.93%	679 100.00%	376 55.87%	284 39.23%	8 1.19%	25 3.71%	673 100.00%

Where do you work?	Chi Square	Degrees of Freedom	p-value
	52.98*	45	0.19
	54.54*	45	0.16
	73.34*	45	0.00

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

Stories_Policies_WorkAreas

Where do you work?	We'd like to know how well the information you receive about each of the following areas meets yo... - Stories about Duke in the news media					We'd like to know how well the information you receive about each of the following areas meets yo... - University policies					Total
	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't#39; need information about this	Total	I am generally satisfied with the information I have about this	I want more information about this	I get too much information about this	I don't#39; need information about this	Total	
Central Administration (e.g. Human Resources, Police, Parking & Transportation, OIT, Financial Services, Facilities, etc.)	48 65.78%	21 28.77%	0 0.00%	4 5.46%	73 100.00%	53 72.60%	17 23.29%	1 1.37%	2 2.74%	73 100.00%	
Duke University Health System	51 56.62%	28 32.18%	2 2.30%	6 6.90%	87 100.00%	60 68.97%	17 19.54%	2 2.30%	8 9.20%	87 100.00%	
Student Affairs	6 54.55%	5 45.45%	0 0.00%	0 0.00%	11 100.00%	6 54.55%	4 36.36%	1 9.09%	0 0.00%	11 100.00%	
Private Diagnostic Clinic	35 66.04%	10 18.87%	3 5.66%	5 9.43%	53 100.00%	36 66.87%	11 20.37%	1 1.85%	6 11.11%	54 100.00%	
School of Medicine	89 64.96%	32 23.36%	5 3.65%	11 8.03%	137 100.00%	101 74.81%	26 19.26%	6 4.44%	2 1.48%	135 100.00%	
School of Nursing	8 61.54%	3 23.08%	1 7.69%	1 7.69%	13 100.00%	11 84.62%	2 15.38%	0 0.00%	0 0.00%	13 100.00%	
Trinity College of Arts & Sciences	33 63.46%	10 19.23%	1 1.92%	8 15.38%	52 100.00%	31 59.62%	18 34.62%	1 1.92%	2 3.85%	52 100.00%	
The Graduate School	6 75.00%	2 25.00%	0 0.00%	0 0.00%	8 100.00%	6 75.00%	2 25.00%	0 0.00%	0 0.00%	8 100.00%	
The Fuqua School of Business	13 76.47%	2 11.76%	1 5.88%	1 5.88%	17 100.00%	13 76.47%	4 23.53%	0 0.00%	0 0.00%	17 100.00%	
Duke Law School	13 72.22%	5 27.78%	0 0.00%	0 0.00%	18 100.00%	11 61.11%	7 38.89%	0 0.00%	0 0.00%	18 100.00%	
Pratt School of Engineering	4 40.00%	4 40.00%	0 0.00%	2 20.00%	10 100.00%	5 50.00%	4 40.00%	1 10.00%	0 0.00%	10 100.00%	
Nicholas School of the Environment	6 50.00%	4 33.33%	1 8.33%	1 8.33%	12 100.00%	9 75.00%	3 25.00%	0 0.00%	0 0.00%	12 100.00%	
Duke Divinity School	6 85.71%	1 14.29%	0 0.00%	0 0.00%	7 100.00%	6 85.71%	1 14.29%	0 0.00%	0 0.00%	7 100.00%	
Sanford School of Public Policy	7 53.85%	4 30.77%	1 7.69%	1 7.69%	13 100.00%	11 84.62%	2 15.38%	0 0.00%	0 0.00%	13 100.00%	
Institute (if yes, which one?)	39 60.94%	17 26.56%	3 4.69%	5 7.81%	64 100.00%	44 67.69%	17 26.15%	2 3.08%	2 3.08%	65 100.00%	
Other unit (if yes, what?)	67 65.69%	23 22.55%	4 3.92%	8 7.84%	102 100.00%	70 68.63%	26 25.49%	4 3.92%	2 1.96%	102 100.00%	
Total	431 63.66%	171 25.26%	22 3.25%	53 7.85%	677 100.00%	473 69.87%	161 23.76%	19 2.81%	24 3.55%	677 100.00%	

Where do you work?	Chi Square	31.54*	We'd like to know how well the information you receive about each of the following areas meets yo... - Stories about Duke in the news media	44.92*	We'd like to know how well the information you receive about each of the following areas meets yo... - University policies
Degrees of Freedom	45			45	
p-value	0.94			0.48	

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

Appendix C2:

Frequency of Channels - Staff and Faculty

Print_WorkAreas

Where do you work?	Publications (print) - Posters/fliers				Publications (print) - Working@Duke publication				Total
	I am generally satisfied with the frequency	I want this more often	I get too much of this	I don't want this at all	I am generally satisfied with the frequency	I want this more often	I get too much of this	I don't want this at all	
Central Administration (e.g. Human Resources, Police, Parking & Transportation, OIT, Financial Services, Facilities, etc.)	32 45.07%	4 5.63%	4 5.63%	31 43.66%	71 100.00%	55 75.34%	10 13.70%	2 2.74%	6 8.22%
Duke University Health System	50 60.98%	11 13.41%	3 3.66%	18 21.95%	82 100.00%	65 78.31%	14 16.87%	2 2.41%	2 2.41%
Student Affairs	4 36.36%	2 18.18%	3 27.27%	2 18.18%	11 100.00%	7 63.64%	2 18.18%	2 18.18%	0 0.00%
Private Diagnostic Clinic	26 52.00%	7 14.00%	1 2.00%	16 32.00%	50 100.00%	36 66.67%	13 24.07%	1 1.85%	4 7.41%
School of Medicine	85 66.89%	12 9.30%	4 3.10%	28 21.71%	129 100.00%	102 75.00%	24 17.65%	3 2.21%	7 5.15%
School of Nursing	8 61.54%	0 0.00%	0 0.00%	5 38.46%	13 100.00%	10 76.92%	2 15.38%	0 0.00%	1 7.69%
Trinity College of Arts & Sciences	23 46.94%	3 6.12%	4 8.16%	19 38.78%	49 100.00%	33 66.00%	3 6.00%	2 4.00%	12 24.00%
The Graduate School	5 83.33%	0 0.00%	0 0.00%	1 16.67%	6 100.00%	8 100.00%	0 0.00%	0 0.00%	0 0.00%
The Fuqua School of Business	9 56.25%	0 0.00%	1 6.25%	6 37.50%	16 100.00%	13 76.47%	1 5.88%	0 0.00%	3 17.65%
Duke Law School	9 56.25%	0 0.00%	2 12.50%	5 31.25%	16 100.00%	17 94.44%	1 5.56%	0 0.00%	0 0.00%
Pratt School of Engineering	3 30.00%	1 10.00%	3 30.00%	3 30.00%	10 100.00%	6 60.00%	1 10.00%	2 20.00%	1 10.00%
Nicholas School of the Environment	4 36.36%	0 0.00%	1 9.09%	6 54.55%	11 100.00%	9 75.00%	0 0.00%	0 0.00%	3 25.00%
Duke Divinity School	4 57.14%	0 0.00%	0 0.00%	3 42.86%	7 100.00%	7 100.00%	0 0.00%	0 0.00%	0 0.00%
Sanford School of Public Policy	8 66.67%	0 0.00%	1 8.33%	3 25.00%	12 100.00%	7 53.85%	3 23.08%	0 0.00%	3 23.08%
Institute (if yes, which one?)	32 55.17%	1 1.72%	2 3.45%	23 38.66%	58 100.00%	49 77.78%	3 4.76%	0 0.00%	11 17.46%
Other unit (if yes, what?)	48 50.00%	4 4.17%	2 2.08%	42 43.75%	96 100.00%	76 75.25%	10 9.90%	4 3.96%	11 10.89%
Total	350 54.95%	45 7.06%	31 4.87%	211 33.12%	637 100.00%	500 74.74%	87 13.00%	18 2.69%	64 9.57%

Chi-Square	81.67*	Publications (print) - Posters/fliers	Publications (print) - Working@Duke publication
Degrees of Freedom	45		86.13*
p-value	0.00		0.00

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

SF_WebResources_WorkAreas

Where do you work?	Web-Based Resources - Department/Institutional resources			Web-Based Resources - Department/Institutional website, log in portal			Web-Based Resources - Digital display			Web-Based Resources - Date event calendar			Web-Based Resources - Date social media channels			Web-Based Resources - Date Today website			Web-Based Resources - Email from your department/institution			Web-Based Resources - The Week of Duke newsletter								
	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total						
Central Resources (e.g. Human Resources, Finance, IT, Marketing & Communications, OTI Financial Services, etc.)	48	18	66	68.2%	26.0%	94.2%	46	13	59	77.2%	22.8%	100.0%	72	24	96	84.8%	15.2%	100.0%	50	19	69	72.6%	27.4%	100.0%	73	2	75	100.0%	0.0%	100.0%
Duke University Health System	81	10	91	91.5%	8.5%	100.0%	87	4	91	97.8%	2.2%	100.0%	86	5	91	93.4%	6.6%	100.0%	84	7	91	92.3%	7.7%	100.0%	87	4	91	94.5%	5.5%	100.0%
Private Diagnostic Clinic	37	10	47	100.0%	0.0%	100.0%	54	3	57	94.7%	5.3%	100.0%	50	7	57	87.7%	12.3%	100.0%	42	15	57	73.7%	26.3%	100.0%	54	3	57	94.7%	5.3%	100.0%
School of Nursing	89	35	124	92.6%	7.4%	100.0%	131	26	157	100.0%	0.0%	100.0%	133	16	149	100.0%	0.0%	100.0%	106	47	153	70.6%	29.4%	100.0%	134	15	149	100.0%	0.0%	100.0%
School of Education	10	1	11	100.0%	0.0%	100.0%	13	0	13	100.0%	0.0%	100.0%	13	0	13	100.0%	0.0%	100.0%	12	1	13	92.3%	7.7%	100.0%	13	0	13	100.0%	0.0%	100.0%
Trips, College of Arts & Sciences	95	10	105	95.2%	4.8%	100.0%	101	4	105	96.2%	3.8%	100.0%	91	14	105	86.7%	13.3%	100.0%	88	17	105	83.8%	16.2%	100.0%	95	10	105	90.5%	9.5%	100.0%
Trips, College of Arts & Sciences	75	0	75	100.0%	0.0%	100.0%	77	0	77	100.0%	0.0%	100.0%	73	4	77	94.8%	5.2%	100.0%	73	4	77	94.8%	5.2%	100.0%	75	0	75	100.0%	0.0%	100.0%
The Forum School of Law	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
The Forum School of Business	82.8%	36.2%	119.0%	111.1%	15.6%	126.7%	114	5	119	95.8%	4.2%	100.0%	117	2	119	98.3%	1.7%	100.0%	103	16	119	86.5%	13.5%	100.0%	117	2	119	98.3%	1.7%	100.0%
Peel School of Engineering	70.0%	30.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
Nichols School of the Arts	75.0%	0	75	100.0%	0.0%	100.0%	73	2	75	98.7%	1.3%	100.0%	73	2	75	97.3%	2.7%	100.0%	73	2	75	97.3%	2.7%	100.0%	73	2	75	97.3%	2.7%	100.0%
Duke Divinity School	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
Sanford School of Public Policy	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
Institute (if you have a job, yes, what?)	49	11	60	77.8%	17.4%	95.2%	55	5	60	91.7%	8.3%	100.0%	62	7	69	90.1%	9.9%	100.0%	47	22	69	68.1%	31.9%	100.0%	62	7	69	90.1%	9.9%	100.0%
Other unit (if you have a job, yes, what?)	67	26	93	65.9%	26.6%	92.5%	74	19	93	80.7%	19.3%	100.0%	90	12	102	88.2%	11.8%	100.0%	63	39	102	61.8%	38.2%	100.0%	90	12	102	88.2%	11.8%	100.0%
Total	491	147	638	71.8%	23.6%	95.4%	489	107	596	81.2%	18.8%	100.0%	500	98	600	83.3%	16.7%	100.0%	479	118	597	78.4%	21.6%	100.0%	471	15	626	75.2%	24.8%	100.0%

Where do you work?	Web-Based Resources - Department/Institutional resources			Web-Based Resources - Department/Institutional website, log in portal			Web-Based Resources - Digital display			Web-Based Resources - Date event calendar			Web-Based Resources - Date social media channels			Web-Based Resources - Date Today website			Web-Based Resources - Email from your department/institution			Web-Based Resources - The Week of Duke newsletter								
	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total	I am generally satisfied with the frequency	I get more than I want	Total						
When do you work?	44.9%	4%	48.9%	50.3%	4%	54.3%	44.9%	4%	48.9%	52.7%	4%	56.7%	44.9%	4%	48.9%	50.3%	4%	54.3%	44.9%	4%	48.9%	50.3%	4%	54.3%	44.9%	4%	48.9%	50.3%	4%	54.3%
Chi-Square	0.45			0.45			0.45			0.45			0.45			0.45			0.45			0.45			0.45			0.45		
p-value	0.64			0.64			0.64			0.64			0.64			0.64			0.64			0.64			0.64			0.64		

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

SF_OtherChannels_WorkAreas

Where do you work?	Other Channels - Department/school/unit meetings			Other Channels - Face-to-face with dean or department chair/director			Other Channels - Face-to-face with senior Duke administration			Other Channels - Individual conversations with manager						
	I am generally satisfied with the frequency	I want this more often	I don't want this at all	I am generally satisfied with the frequency	I want this more often	I don't want this at all	I am generally satisfied with the frequency	I want this more often	I don't want this at all	I am generally satisfied with the frequency	I want this more often	I don't want this at all				
Central Administration (e.g. Human Resources, Police, Parking & Transportation, OIT, Financial Services, Facilities, etc.)	57 78.08%	13 17.81%	0 0.00%	47 64.38%	17 23.29%	8 10.96%	73 100.00%	40 54.79%	23 31.51%	1 1.37%	9 12.33%	73 100.00%	61 83.56%	8 10.96%	2 2.74%	2 2.74%
Duke University Health System	66 77.65%	12 14.12%	2 2.35%	48 56.47%	16 18.82%	1 1.18%	85 100.00%	42 50.60%	22 26.19%	1 1.20%	21 25.30%	83 100.00%	69 80.23%	11 12.79%	1 1.16%	5 5.81%
Student Affairs	9 72.73%	3 27.27%	0 0.00%	6 54.55%	3 27.27%	0 0.00%	11 100.00%	6 54.55%	3 27.27%	2 18.18%	0 0.00%	11 100.00%	9 72.73%	2 18.18%	0 0.00%	0 0.00%
Private Diagnostic Clinic	40 75.47%	10 18.87%	2 3.77%	32 60.38%	12 22.64%	0 0.00%	53 100.00%	31 59.62%	13 25.00%	0 0.00%	8 15.38%	52 100.00%	38 70.37%	12 22.22%	0 0.00%	4 7.41%
School of Medicine	96 71.11%	27 20.00%	4 2.96%	83 62.41%	30 22.96%	2 1.50%	135 100.00%	77 57.04%	35 25.93%	0 0.00%	23 17.04%	135 100.00%	96 71.64%	27 20.15%	2 1.49%	9 6.72%
School of Nursing	10 76.92%	1 7.69%	0 0.00%	12 92.31%	1 7.69%	0 0.00%	13 100.00%	10 76.92%	3 23.08%	0 0.00%	0 0.00%	13 100.00%	13 100.00%	0 0.00%	0 0.00%	0 0.00%
Trinity College of Arts & Sciences	42 80.77%	5 9.62%	3 5.77%	37 72.55%	9 17.65%	0 0.00%	51 100.00%	36 70.59%	8 15.69%	0 0.00%	7 13.73%	51 100.00%	43 82.69%	5 9.62%	0 0.00%	4 7.69%
The Graduate School	7 87.50%	1 12.50%	0 0.00%	7 87.50%	1 12.50%	0 0.00%	8 100.00%	6 75.00%	1 12.50%	0 0.00%	1 12.50%	8 100.00%	7 87.50%	1 12.50%	0 0.00%	0 0.00%
The Fuqua School of Business	14 82.35%	3 17.65%	0 0.00%	12 70.59%	4 23.53%	1 5.88%	17 100.00%	11 64.71%	4 23.53%	0 0.00%	2 11.76%	17 100.00%	14 82.35%	2 11.76%	0 0.00%	1 5.88%
Duke Law School	13 72.22%	3 16.67%	0 0.00%	16 88.89%	2 11.11%	0 0.00%	18 100.00%	13 72.22%	4 22.22%	0 0.00%	1 5.56%	18 100.00%	16 88.89%	2 11.11%	0 0.00%	0 0.00%
Pratt School of Engineering	5 50.00%	5 50.00%	0 0.00%	5 50.00%	5 50.00%	0 0.00%	10 100.00%	5 50.00%	4 40.00%	0 0.00%	1 10.00%	10 100.00%	6 60.00%	4 40.00%	0 0.00%	0 0.00%
Nicholas School of the Environment	9 75.00%	3 25.00%	0 0.00%	5 41.67%	5 41.67%	0 0.00%	12 100.00%	7 58.33%	3 25.00%	0 0.00%	2 16.67%	12 100.00%	8 66.67%	3 25.00%	0 0.00%	1 8.33%
Duke Divinity School	5 71.43%	1 14.29%	0 0.00%	5 71.43%	0 0.00%	0 0.00%	7 100.00%	4 57.14%	0 0.00%	0 0.00%	3 42.86%	7 100.00%	5 71.43%	1 14.29%	0 0.00%	1 14.29%
Sanford School of Public Policy	11 84.62%	1 7.69%	0 0.00%	11 84.62%	2 15.38%	0 0.00%	13 100.00%	7 53.85%	3 23.08%	0 0.00%	3 23.08%	13 100.00%	11 84.62%	2 15.38%	0 0.00%	0 0.00%
Institute (if yes, which one?)	52 81.25%	5 7.81%	4 6.25%	43 68.25%	10 15.87%	0 0.00%	63 100.00%	37 58.73%	11 17.46%	1 1.59%	14 22.22%	63 100.00%	54 84.38%	9 14.06%	0 0.00%	1 1.56%
Other unit (if yes, what?)	82 81.19%	11 10.89%	3 2.97%	69 69.00%	17 17.00%	0 0.00%	100 100.00%	60 60.61%	23 23.23%	0 0.00%	16 16.16%	99 100.00%	84 85.71%	8 8.16%	1 1.02%	5 5.10%
Total	517 76.93%	104 15.48%	23 3.42%	438 66.67%	134 20.09%	69 13.34%	667 100.00%	392 58.95%	157 23.61%	5 0.75%	111 16.69%	665 100.00%	533 79.55%	97 14.48%	7 1.04%	33 4.93%

Where do you work?	Other Channels - Department/school/unit meetings	Other Channels - Face-to-face with dean or department chair/director	Other Channels - Face-to-face with senior Duke administration	Other Channels - Individual conversations with manager
Chi-Square	45.27*	82.00*	76.45*	43.30*
Degrees of Freedom	45	45	45	45
p-value	0.46	0.00	0.00	0.54

*Note: The Chi-Square approximation may be inaccurate - expected frequency less than 5.

Appendix D1:

**Example of Curated Email (e-newsletter)
from Office of Information Technology**

Subject: OIT NEWS: November 12, 2015

Date: Thursday, November 12, 2015 at 4:09:32 PM Eastern Standard Time

From: Martay Smith (sent by oit-announce-request@duke.edu <oit-announce-request@duke.edu>)

To: oit-announce@duke.edu

OIT CONNECTIONS @ CONNECTIONS.OIT.DUKE.EDU

OIT NEWS: NOVEMBER 12, 2015

TECH NEWS AND TRAINING

- **❖ [Adobe Creative Cloud and Acrobat Pro DC Licensing Now Available](#)**

Duke has entered into an Enterprise Term License Agreement with Adobe, Inc., click to learn more!

- **❖ [Register Now for Duke IT Security Certificate Program](#)**

Duke IT Security Offices are piloting an IT security certificate program in 2016 – register today!

- **❖ [Tech Tip Winner Announced – More Prizes Available](#)**

Congratulations to Heather Mabry in DHTS! Enter to win a Harris Teeter gift card!

- **❖ [Interdisciplinary Studies at Duke: Creating Artists Who Understand Technology, and Engineers Who Understand Art](#)**

Learn more about engineers overcoming their fear of performance art, and performance artists overcoming their fear of technology.

UPDATES

- **❖ [Duke In Pics: Veterans Day Ceremony](#)**

Duke honors all who have served!

❖ [Five Free, Fun Things to do at Duke in November](#)

Catch a movie and more throughout the month!

LIVING WELL @ DUKE

- **❖ [Take Ten “Energize Your Work Day”](#)**

Improve your health and earn up to \$260 [LIVE FOR LIFE DOLLARS!](#)

APPRECIATION STATION

❖ [Give Kudos](#)

Check them out and thank someone for doing a great job today!

❖ Want to show your appreciation for someone but need ideas? Take a look at OIT's Appreciation Program's Gifts and Resources page!
<https://connections.oit.duke.edu/recognition-ideas/>

❖ Make saying "Thank You" meaningful, creative and fun by designing an award template or send an interactive e-card using the free [iAppreciate](#) website.

CAREER OPPORTUNITIES

For more details regarding job postings, click on the links below or visit [OIT Job Opportunities](#):

❖ [Mobile Application Developer](#)

❖ [IT Analyst, SR \(PeopleSoft\)](#)

❖ [IT Analyst, SR \(Web Developer\)](#)

GOT NEWS?

We would love to hear from you!

Great technical news to share?

Attended any interesting conferences recently?

Would you like your team featured in the upcoming Know (O)IT Session?

Want to thank someone for a job well done?

Send your good news to us at oit-connections@duke.edu

Note: Connections postings are listed in reverse chronological order, you may have to use the "Older" link just below the Home tab to find some of the stories further down on the list.

Appendix D2:

Example of Curated Email (e-newsletter) from Student Affairs

Thursday, November 12, 2015 at 4:51:13 PM Eastern Standard Time

Subject: SA News Shorts, 10/26-11/1

Date: Monday, October 26, 2015 at 2:28:20 PM Eastern Daylight Time

From: Christian Heltne

To: Cynthia Baker, J. Philip Duhart, Deborah Hill, Minnie Glymph, Susan M. Kauffman, Geoffrey Mock, Leanora Minai, Cara Rousseau, Amy Unell, Michael Penn, Christina Holder, Jennifer Haslip, Anne Light, Sam Miglarese, Sofia Caballero Stafford

Join the Conversation

Duke University Presents Patrisse Cullors, Co-Founder of the #BlackLivesMatter Movement.
Wednesday, October 28, 7pm, Page Auditorium. [Tickets at tickets.duke.edu](http://tickets.duke.edu).



A Few Highlight Events ([more events](#))

All week, various locations: [#BlackLivesMatter](#)

This week there are multiple opportunities to process, express, and channel energies for the purpose of positive change. Check 'em out!

Mon., 10/26, 6:30-7:30pm, Freeman Center: [Meet Jon Scheyer](#)

Jon Scheyer, T'10 was a key member of the Duke Men's basketball 2010 NCAA championship team. Come hear him answer questions about his Duke experience, playing professional basketball and growing up Jewish.

Tue., 10/27, noon-1pm, Plaza: [Taste of West Union](#)

Join us for Taste of West Union featuring Tandoor, serving an authentic Indian menu and operated by PC Davis of Sitar Indian Cuisine, a favorite among students and the Durham community!

Wed., 10/28, 11am-5:30pm, **Bryan Center: Flu Clinic Bryan Center Blitz**

Get your flu shot already!

Thu., 10/29, noon-1:30pm, Von Canon: [Mirror Effect](#)

Mirror Effect professional development session for all employees who were hired after January and any of you who were unable to attend last year.

Thu., 10/29, 5pm, Rubenstein Library: [Reflecting on Race and Medicine](#)

A Conversation between Duke President Richard H. Brodhead and Damon Tweedy, MD, assistant professor of psychiatry and author of the new book, "Black Man in a White Coat".

Thu., 10/29, 6-8pm, Women's Center: [Consent is Sexy Halloween Party](#)

Join the student interns for a fun wrap-up party for GVAPM! There will be food, candy, a photo booth, and button making. Come share why consent is important to you and have a blast as well. You don't want to miss this!

Fri.-Sun., 10/30-11/1, various locations: [Family Weekend](#)

Family Weekend is an informative, engaging and important yearly tradition! Over the course of the Weekend, Duke welcomes parents and families to visit campus in order to interact with the organizations, people and places that have become so important to your student.

Friday., 10/30, 11:59pm, Griffith Film Theater: [The Rocky Horror Picture Show](#)

It's time again for the Duke University Union's Freewater Presentations's showing of the cult classic, THE ROCKY HORROR PICTURE SHOW.

Sat., 10/31, the spookiest places on campus: BOO!

Have a happy and safe Halloween!

Recent Blogs, Stories and More

There's always more to read [right here](#).

[Meet Suhiba, A First-Year Undergraduate](#), by International House

International Student Profile: "My name is Suhiba Firuz and I'm a freshman! I'm at Duke and am a Karsh International Scholar. I've lived in Chittagong, Bangladesh my whole life, until now."

[A Somewhat Less Vivacious Reflection on Pride](#), by Jennifer Park, '18

The difficulty arises when you identify as a minority identity in the LGBTQ+ community. (Now, I am only one asexual person, and I won't try to speak for everyone else, but I suspect others might feel similarly.) I saw only one asexual flag. One. Last year, it was bitterly discouraging; this year, I knew better what to expect, but it was still difficult.

[Duke Sororities Hold Mentorship Event for Local High School Girls](#), Fraternity & Sorority Life

Members of Duke's Iota Mu chapter of Alpha Kappa Alpha Sorority, Inc. and the Lambda Omega chapter of Delta Sigma Theta Sorority, Inc., spent an afternoon of mentorship with young women from Durham's North Carolina School of Science and Mathematics.

[Duke Dining Brings Sustainable Seafood to Campus](#)

"Duke Dining will be the first and only university in the Southeast and only 1 of 12 in the nation to become MSC certified and we are proud to partner with the Marine Stewardship Council, building on our sustainable food service program."

[Inside Open Enrollment](#), Duke HR

Hear from those who know from first-hand experience about the value of their health insurance benefits.

Mark Your Calendars, Sue Wasiolek

Please mark your calendars for a mandatory all-day, all-Student Affairs staff conference on **December 16, 2015**, entitled "**Life Well-Lived: A Healthy Reflection on Wellness.**" Registration information and conference details to follow.

Image of the Week

[facebook.dukecma](https://www.facebook.com/dukecma)

[#OurCulturesAreNotCostumes](#) is a collaborative project between the Center for Multicultural Affairs at Duke University and students.

This visual campaign addresses the issues of cultural appropriation and caricature, particularly during the Halloween season.



Appendix D3:

**Example of Curated Email (e-newsletter)
from Community & Family Medicine**



Duke Physician Assistant Program holds White Coat Ceremony



In a ceremony Aug. 21 at the Duke Physician Assistant Program building, students in the Class of 2017 were presented with their white coats. Ninety-one students listened to faculty members talk about the symbolism of the white coat, professionalism and the Duke PA Program legacy.

[Read more about the White Coat Ceremony](#)

Staff Spotlight



Meet *Cynthia McGill*, administrative assistant and payroll representative in the chair's office.

Nominate a Duke CFM staffer for our ongoing "Staff Spotlight" feature.

E-mail [Meghan Melton](#) with your nomination, and include a brief description of why this person deserves to be in the spotlight.

Upcoming CFM Faculty & Staff Development Opportunities

AUGUST 26

"Engaging the Modern Learner: It's Not Just for Millennials"

Presented by Amanda Gunter, MS, educational technology specialist, Duke Physician Assistant Program
5:30-6:30 p.m. Aug. 26,
Hanes House, Room 302
[RSVP here](#)

SEPTEMBER 15

"Teaching Population Health: From the Clinic to the Neighborhood"

Presented by Viviana Martinez-Bianchi, M.D., program director, Duke Family Medicine Residency Program
5:30-6:30 p.m. Sept. 15,
John Hope Franklin Center,
Conference Room 240
[RSVP here](#)

Upcoming Events

Visit the [Events page](#) on the CFM blog for more information about each event.

Family Medicine conferences are open to all members of the department unless otherwise noted. Schedule is subject to change.

Aug. 25: Family Medicine Panel

SAVE THE DATE

"Challenges of Health Care Reform at the State Level"

November 12, noon-1 pm • Hanes House 131



presented by
Bruce Goldberg, MD

Dr. Goldberg has been a national leader on state health policy. As former director of the Oregon Health Authority, he led Oregon's nationally recognized health reforms and served two Oregon governors from 2003 to 2013. Dr. Goldberg completed his family medicine training at Duke University.

Part of the CFM Lecture Series

 **Duke Community & Family Medicine**
Duke University School of Medicine

More CFM News

Duke Physician Assistant Program alumna Lisa Varnes-Epstein featured in program's 50th anniversary video

Duke Family Medicine Center to begin recognizing employees of the month

Monthly e-newsletter will focus on population health news and resources at Duke University and beyond

Resident Roundup: A tribute to beloved Duke Family Medicine Center nurse Pam Terry

August Honors & Awards

Debbie Royster, a community health organizer in the Division of Community Health, was recognized as the Engaged Blue Devil of the Month by the Duke University Office of Civic Engagement.

Viviana Martinez-Bianchi, M.D., FAAFP, assistant professor and program director of the Duke Family Medicine Program, was named on a list of "20 Doctors You Should Be Following on Twitter" by *MD Connect*.

Martin Kus, M.D., a resident in Occupational and Environmental Medicine, has become a senator in the UNC-Chapel Hill student government, representing the Public Health Leadership Program at the UNC Gillings School of Global Public Health.

Kenny Railey, M.D., assistant professor, was awarded the Henry "Buddy" Lee Treadwell Award by the Duke Physician Assistant Program Class of 2015.

Shahsahebi, M.D.
12:15-1:15, Pickens Classroom. *CME

Aug. 25: APHA Webinar, 2 p.m.
Unequal Treatment: Disparities in Access, Quality and Care

Aug. 26: EOHW Journal Club, 12:30-1:30 p.m., 200 Trent Drive, Medical Board Room,
"Discussion about Vaccination with Dr. Samuel Katz

Aug. 26: CFM Faculty & Staff Development: "Engaging the Modern Learner: It's Not Just for Millennials"

Aug. 27: Family Medicine Team Leader Meeting. 12:15-1 p.m. Room 020A, Pickens Classroom.

Aug. 27: Veggie Van Mobile Market. 3-5 p.m. Duke Family Medicine Center

Aug. 28: Pickens Clinic August Birthday Social. 12:15-1 p.m. Room 020A, Pickens Classroom.

Aug. 28: Family Medicine Work Culture Group Celebration. 12:15-1 p.m. Room 020A, Pickens Classroom.

Sept. 1: APHA Webinar, 2 p.m.
Racism: The Silent Partner in High School Dropout and Health Disparities

Sept. 3: Veggie Van Mobile Market. 3-5 p.m. Duke Family Medicine Center

Sept. 7: Labor Day Holiday

Sept. 8: Walk With a Doc, 5:30 p.m., Marshall I. Pickens Building.

August Mentions In the News

Bernard F. Fuemmeler, Ph.D., MPH, associate professor of community and family medicine, was asked to comment in *MedPageToday* on a new study examining adolescent physical activity and adult mortality and cancer.

The Herald-Sun ran a story about the Duke Physician Assistant Program certificate ceremony.

Nicholas M. Hudak, MEd, MPA, PA-C, assistant professor and clinical coordinator for the Duke Physician Assistant Program, was interviewed for a PAEA article on developing an international clinical rotation.

MORE ON THE CFM BLOG

- [Job Opportunities](#)
- [Calendar of Events](#)
- [Honors and Awards](#)
- [In the News](#)
- [Publications](#)

AROUND DUKE

[Use MFA to protect yourself and our patients](#)

[ECMO program passes 1,000th patient milestone](#)

[Employees asked to verify health plan dependents](#)

[Nominations Open for Teamwork and Diversity Awards](#)

[Duke-UNC CTSA Pilot Grant Expands to Include Population Health Research](#)

[Interested in brushing up on a foreign language? Check out the Duke Language Partners](#)

Sept. 10: Managing a Diverse Workforce. 8 a.m.-noon, 402 Oregon St., Shaner Room. Register by going to [Duke@Work](#) site.

Sept. 10: Veggie Van Mobile Market. 3-5 p.m. Duke Family Medicine Center

Sept. 11-12: 4th Annual Conference Improving the Health of Individuals and Families Living with Sickle Cell-Day, School of Nursing. Register [here](#).

Sept. 15: Duke Health Innovation Jam, 8:30 a.m.-12:30 p.m., Duke North 2001. RSVP [here](#).

Sept. 15: CFM Faculty & Staff Development: "Teaching Population Health: From the Clinic to the Neighborhood"

Sept. 16: Continue the Conversation About Race

Sept. 17: Veggie Van Mobile Market. 3-5 p.m. Duke Family Medicine Center

Sept. 18: Health Professions Education Day

Sept. 18-20: Triangle Health Innovation Challenge



Twitter



Blog



Email

Copyright © 2015 Private, All rights reserved.

You are receiving this email because you are a Duke Community and Family Medicine employee or student.

[unsubscribe from this list](#) [update subscription preferences](#)

Appendix E:

Example of Inside Duke Medicine e-newsletter

Thursday, November 12, 2015 at 4:49:06 PM Eastern Standard Time

Subject: Excelling in safety, honoring our veterans, Duke LifePoint continues to evolve, a new pulse for pain relief, and more ...

Date: Wednesday, November 4, 2015 at 7:00:00 AM Eastern Standard Time

From: Inside Duke Medicine (sent by dukemedicineneeds=dm.duke.edu@reply.brnto.com <dukemedicineneeds=dm.duke.edu@reply.brnto.com>)

To: Leanora Minai

[View The Online Version](#)

November 4, 2015

Inside Duke Medicine

A Digital Digest of Duke Medicine News



Duke hospitals excel in Leapfrog survey

Duke University Health System's three hospitals earned A's in the Leapfrog Group's fall survey of 28 measures of hospital safety, such as infections, bed sores and errors. [Read more.](#)



Brain tumor therapies win coveted NCI award

Two novel immune approaches developed at the Preston Robert Tisch Brain Tumor Center to treat deadly brain tumors have received nearly \$7 million under the National Cancer Institute's prestigious Outstanding Investigator Award program. [Read more.](#)



Duke LifePoint partnership continues to evolve

Duke LifePoint Healthcare and Tenet Healthcare Corporation announced that they have entered into a definitive agreement for the sale of Tenet's North Carolina hospitals and related operations. [Read more.](#)



Commemorate Veterans Day with colleagues

As part of Duke's annual tradition, students, employees and visitors will gather together Nov. 11 to commemorate Veterans Day. [Read more.](#)



Team spirit inspires flu 'blitz' success

DUHS again came together to show outstanding team spirit through the peer approach to rapidly vaccinating DUHS' large workforce during the Sept. 17 flu vaccination "blitz." A total of 13,128 employees received the vaccinations. [Read more.](#)



AAAS inducts Washington, Caron

Two members of the Duke community have been inducted as members of the American Academy of Arts and Sciences: A. Eugene Washington, M.D., chancellor for health affairs at Duke University and president of Duke University Health System, and Marc G. Caron, Ph.D., James B. Duke Professor in the Department of Cell Biology. [Read more.](#)



Items of interest from around the web

- [Open enrollment ends Friday](#)
- [Employees asked to verify health plan dependents](#)
- [Free food, iPad mini raffle during 'Compliance Week'](#)
- [Doraiswamy heads global council on brain research](#)
- [N.C. Medical Society honors Ravin](#)

Trying a new pulse for pain relief

For people with incurable chronic pain, a small device that periodically stimulates the spinal cord with a small electric pulse can bring much needed relief. But the implantable devices don't work for everyone. Duke researchers think they have found the key to solving the problem. [Read more.](#)



DukeMedicine

Please note that in order to review the links included in this email, you must be on the Duke Medicine Network as well as using your Duke NetID and password.
© 2015 Duke Medicine. All rights reserved.

[Change E-mail Address](#) | [Unsubscribe](#) | [Privacy Policy](#)



