

## INTRODUCTION

### ASSESSMENT SELF-STUDY & EVALUATION REPORT

The following document covers the assessment self-study and evaluation report for the Taggart Student Center. The report is divided into six main parts. An explanation of the contents of each of the six parts follows.

INTRODUCTION	This covers the purpose of the report and defines the sections that will be addressed in the report. An explanation of the contents of each section is provided. It provides a general overview and outlines the self-assessment process that is followed.
SECTION I	This section covers the mission statement, goals, purpose, and philosophy of the Taggart Student Center. It is a narrative description with supporting documentation found in the Appendix of the Assessment Report.
SECTION II	This section outlines the processes and instruments that are used to collect assessment data. This is tied directly to the goals and the Dashboard measurements. Results from this section lead into Section III which deals with the actual implementation of the instruments.
SECTION III	This section identifies the results of the assessment instruments. The thirteen components of the self-assessment guide are addressed and results are recorded. These results lead to Section IV which addresses the action plan to improve the measured areas that are deficient.
SECTION IV	This section identifies an action plan. It addresses specific topics and timelines for implementation.
APPENDIX	Contains all the supporting data used for the findings in Section I thru IV.

The purpose of the Taggart Student Center is to complement the academic program of studies and enhance the overall educational experience of students through development of, exposure to, and participation in social, cultural, intellectual, and governance programs. The use of student center facilities is also extended to faculty and staff, and when possible, to the greater community.

# **SECTION I**

## **SELF-STUDY EVALUATION & REPORT**

### **TAGGART STUDENT CENTER**

#### Section Description

This section will outline the philosophy and purpose of the Taggart Student Center. It will be divided into the following areas of focus:

- Mission Statements
  1. Taggart Student Center
  2. Student Services Division
  3. Utah State University
  
- Goals
  1. Taggart Student Center
  2. Student Services Division
  3. Utah State University
  
- Charter
- Philosophy & Procedures

These statements provide the framework for both assessment and day-to-day operations of the center. Outcome measurements, planning and administration are conducted and evaluated based on these documents.

## **MISSION STATEMENTS**

### **Utah State University**

The mission of Utah State University is to be one of the nation's premier student-centered land-grant and space-grant universities by fostering the principle that academics come first, by cultivating diversity of thought and culture, and by serving the public through learning, discovery, and engagement.

### **Student Services Division**

The Student Services Division is committed to students' global learning and environments, by enhancing the academic, personal, ethical, social and cultural experiences of students. Our vision is to promote academic success, health and wellness, service to others, civic engagement, appreciation of diversity, personal responsibility, and leadership.

### **Taggart Student Center**

The Taggart Student Center is the community center of the University, for all the members of the university family – students, staff, faculty, administration, alumni and guests. It is not just a building; it is an organization and a program. Together they represent a well considered plan for the community life of the university.

As the “living room” or the hearthstone” of the University, the Taggart Student Center provides for the services, conveniences, and amenities that members of the university family need in their daily life on the campus and for getting to know and understand one another through informal association outside the classroom.

### **Utah State University**

1. Enhance the reputation of the University for learning, discovery, and engagement.
2. Expand and diversify the revenues of the University.
3. Adopt new business models that embrace accountability, responsiveness, and efficiency, and a budget process that is responsive to University goals.
4. Strengthen the recruitment, retention, graduation, and placement of students and, as part of that goal, reduce the student-faculty ratio.
5. Raise the base level of compensation for faculty and staff to be more competitive with peer institutions, and reward especially outstanding faculty and staff achievements.

6. Build a socially and intellectually vibrant campus community, enhanced by the diversity of its faculty, staff, and students.
7. Infuse new energy into graduate programs, particularly at the doctoral level.
8. Foster new partnerships, both internally and externally.
9. Communicate the success of the University to the world.
10. Launch and complete a successful comprehensive campaign in support of the other nine goals generally and establish the central proposition that, at Utah State, academics come first.

Taggart Student Center Goals:

1. Maintain a student-centered organization that values participatory decision-making. Through volunteerism, boards, committees, and student employment, provide programs that offer first-hand experience in citizenship, leadership, social responsibility and values.
2. Establish fiscally sound budget models to ensure the financial viability of the Taggart Student Center.
3. Maintain the Taggart Student Center as a multi-use facility for students, faculty, staff and alumni. Provide a one-stop concept for student needs. When appropriate, extend facility, services and programs to the greater community.
4. Establish quality customer service standards to meet or exceed user expectations.
5. Establish and monitor staff tracking programs that focus on fairness, compensation and training.
6. Develop and maintain a current policy and procedures manual that includes building policies, risk management and emergency evacuation procedures.

### Student Services Goals:

1. Improve and promote positive relationships and satisfaction throughout the division, within and between various levels and offices and between students and the division, including relationships with students.
2. Partner and collaborate with all University departments, programs, and services to provide communication, training, and expertise that support student learning and development in and out of class.
3. Create and implement a model for developing and allocating resources (space, staff, operations, personal and professional growth and development) and matching resources to prioritized departmental functions.
4. Develop and implement a student services information and assessment system for planning, decision-making and marketing.
5. Create a unified image and theme for the Division.
6. Serve as advocates for students in all University matters.
7. Promote ethical behavior among and between students, staff and faculty.
8. Promote academic success through courses, tutoring and mentoring activities.

**Charter of the  
Utah State University  
Glen L. Taggart Student Center**

**CHARTER OF THE UTAH STATE UNIVERSITY  
GLEN L. TAGGART STUDENT CENTER**

September 23, 2004

**PURPOSE**

We the students, by and with the consent of the State Board of Regents, governing Utah State University, do hereby adopt this CHARTER OF THE UTAH STATE UNIVERSITY GLEN L. TAGGART STUDENT CENTER, with the purpose of serving all the members of the University community, i.e. students, faculty, administration, alumni, and guests, as a UNION and COMMUNITY CENTER of the University and to enhance the education and social environment of the University. The purpose of this charter will also be to establish a Taggart Student Center Policy Board and an ASUSU Programming Board.

**ACKNOWLEDGEMENT**

**Power of the State Board of Regents**

It is the present policy of the governing Board of this University to provide a medium of self-government to the students of Utah State University in order to develop the democratic process inherent in our social and economic life. However, there are constitutional and statutory powers and duties imposed in the State Board which cannot and should not be delegated. Therefore, no provision of this charter shall or may be construed to restrict or prevent the State Board from making any change, alteration, or amendment in this charter, as in its considered judgement may be deemed necessary to comply with the constitutional and statutory powers and duties imposed upon the State Board of Regents.

**ACKNOWLEDGEMENT**

**Relation of the Utah State University Glen L. Taggart Student Center  
to the Administration of the University**

The Utah State University Glen L. Taggart Student Center shall operate under the administrative authority of the University President, through the direct line authority of the Vice President for Student Services, or such other employee of this University as the President may, from time to time, designate. The President shall have veto power over all Taggart Student Center Policy Board action.

**ARTICLE I**

**Name**

Section 1: The official name shall be the Utah State University Glen L. Taggart Student Center.

## ARTICLE II

### Relation to the Utah State University Glen L. Taggart Student Center to the Vice President for Business and Finance

- Section 1: All fiscal affairs of the Utah State University Glen L. Taggart Student Center shall be under the control and supervision of the chief fiscal officer of the University, the Vice President for Business and Finance.
- Section 2: The business policy of the Utah State University Glen L. Taggart Student Center program shall be to serve the students well and efficiently at competitive prices such as will allow for a safe operating margin in addition to debt service.

## ARTICLE III

### Ratification and Amendment

- Section 1: This charter shall become the operating charter of the Utah State University Glen L. Taggart Student Center when ratified by the ASUSU Executive Council and with the approval of the President, approved by the ASUSU Executive Council by majority vote, and be approved by the University President and the State Board of Regents.

## ARTICLE IV

### Functions

- Section 1: The Utah State University Glen L. Taggart Student Center programs shall include service and activity functions that carry out the purpose of its organization as determined by the Taggart Student Center Policy Board.

## ARTICLE V

### Organization

- Section 1: The Utah State University Glen L. Taggart Student Center organization shall include:
- a. The Taggart Student Center Policy Board
  - b. Director
  - c. Operating staff for business, activity, and service functions in the Utah State University Glen L. Taggart Student Center
  - d. The ASUSU Programming Board

## ARTICLE VI

### Taggart Student Center Policy Board

Section 1: The Taggart Student Center Policy Board shall consist of the following members with the Director responsible for executive secretary functions:

- a. ASUSU Activities Vice President
- b. ASUSU President
- c. ASUSU Student Advocate Vice President
- d. ASUSU Campus Diversity Vice President
- e. ASUSU Organizations & Traditions Vice President
- f. Vice President for Student Services
- g. Associate Vice President for Student Services
- h. Vice President for Business and Finance
- i. A faculty member selected by the University President to serve for a term of three years.
- j. An alumni member selected by the Alumni Office to serve for a term of three years.
- k. Non-voting members to include: Assistant Director of the Taggart Student Center, and Assistant Director of Student Involvement and Leadership Center.

Section 2: The ASUSU Activities Vice President shall serve as Chairperson.

## ARTICLE VII

### Duties and Powers of the Taggart Student Center Policy Board, the Director, and the Department Managers

Section 1: It shall be the duty of the Taggart Student Center Policy Board:

- a. To hold meetings in January of each school year, and such special meetings as may be deemed necessary and convenient.
- b. To serve as an advisory committee on all matters of Taggart Student Center policy.

Section 2: It shall be the duty of the Director to administer the Taggart Student Center program in accordance with the policies as recommended by Taggart Student Center Policy Board under the direction of the University President in accordance with the policies of the State Board of Regents. Such duties will from time to time be outlined by the University President.

Section 3: All University departments, private businesses, leased operations, etc., housed within the Taggart Student Center shall comply to: (a) Taggart

Student Center Policy, and (b) adhere to all University policy and procedures.

## ARTICLE VIII

### Duties and Powers of the ASUSU Programming Board

- Section 1: The ASUSU Programming Board shall have the responsibility of planning, initiating, and administrating all student oriented activities as established by the ASUSU Executive Council. It shall be the function of the ASUSU Programming Board to plan, organize, and direct all student campus activities sponsored by the Taggart Student Center. All other student activities that take place within the Taggart Student Center shall be correlated through the Student Involvement and Leadership Center.
- Section 2: The ASUSU Programming Board shall consist of as many committees as needed to provide quality, activity-related programs at Utah State University. Each member of the ASUSU Programming Board shall be responsible for recruiting committee members for his/her respective committee. In addition, each member of the ASUSU Programming Board shall also be responsible for planning and carrying out programs in his/her respective field.
- Section 3: The nature and scope of the committees shall be determined by the ASUSU Programming Board with advice from the Director of Student Involvement and Leadership Center and staff.
- Section 4: The ASUSU Programming Board shall be comprised of the following ASUSU Executive Council officers: Activities Vice President, Organizations & Traditions Vice President, Arts & Lecture Vice President, Service Vice President, Campus Diversity Vice President, and Public Relations Vice President. The ASUSU Program Board is elected by the general student body of Utah State University.
- Section 5: The ASUSU Programming Board shall meet at least once a week while school is in session.

## ARTICLE IX

### Functions of the ASUSU Programming Board and Committees

- Section 1: It shall be the function of the ASUSU Programming Board to plan, organize, and direct student campus activities held in the Taggart Student Center. It shall also coordinate all other student activities that take place within the Taggart Student Center as per the Taggart Student Center

Policy, and make recommendations to the Taggart Student Center Policy Board on policies through the ASUSU Activities Vice President.

Section 2: The ASUSU Programming Board will assume its duties as the newly elected Executive Council officers, as stated in the ASUSU Constitution. Pre-scheduled activities will be completed by the outgoing board.

## ARTICLE X

### Taggart Student Center Policy Manual

Section 1: The Taggart Student Center Policy Board will develop, keep current, and make available a Taggart Student Center Policy Manual, outlining current policies and procedures.

## ARTICLE XI

### Revisions

Section 1: Revisions to the Utah State Glen L. Taggart Student Center Charter may be initiated by 2/3 vote of the Taggart Student Center Policy Board and recommended to the University President.

**Taggart Student Center  
Reservation Philosophy  
and Procedures**

Date: September 23, 2004

**TAGGART STUDENT CENTER**  
**RESERVATION PHILOSOPHY & PROCEDURES**  
September 23, 2004

**PURPOSE:**

The purpose of the Taggart Student Center at Utah State University is to contribute to the social, recreational, cultural, and educational well-being of the students, faculty, staff, and alumni through programs conducted within the Taggart Student Center. All policies concerning the use of the building will be consistent with general University policies. The Taggart Student Center's primary responsibility is to provide its services and facilities to University groups which are direct affiliates of the institution: student, faculty, staff, and alumni groups. In addition, the University frequently has the opportunity to serve off-campus organizations with which it has no direct affiliation. The Taggart Student Center and the University benefit in a positive public relations manner by appropriately extending their facilities, services, and programs to the greater community.

**EXPENDITURE CLASSIFICATION AND FUNDING:**

Auxiliary Enterprises

An Auxiliary Enterprise is an entity which exists to furnish a service to students, faculty, or staff, and which charges a fee that is directly related to the cost of the service. The distinguishing characteristics of auxiliary enterprises is that they are managed as essentially self-supporting, revenue-producing enterprises.

Student Services

This category includes expenditures for activities whose primary purpose is to maintain the student's academic records as well as to contribute to his intellectual, cultural, and social development outside of the formal instruction program.

Student Centers

A student center is defined as a community center of the institution for all members of the college or university family, students, faculty, administration, alumni, and visitors. The student center is considered a building, an organization, as well as an educational, social and cultural program.

Operation of student center building facilities and programs is complex. There are often two separate student center building operations. One operation deals with physical use of the building

and includes financing principal and interest payments on outstanding bonded debt. The second operation concerns itself with the activities and programs for social and cultural refinement of students.

Students are generally assessed two separate fees to help finance union building facilities and programs. One fee is used to repay bonded debt and interest. The other fee is used to defray the cost of student programs conducted by the student center director and his staff. In return for the student building fee assessment, students receive space for student government offices, lounge areas, meeting rooms, and dance facilities. In addition to the payment of personnel services, the union building operation fee is used to pay for supplies and expenses associated with the union building activities and programs.

Quite often student centers house proprietary activities such as food services, bookstores, barber shops, recreation games, etc. Income derived from leasing space to these and other types of activities should be used to pay for heat, power, water, janitorial service, administrative expenses of operating the building, and should contribute to the payment of debt service obligations.

Good management is essential for effective operation of the student center. Student center managers should have access to data for sales revenue, cost of goods sold, cost of payroll, other direct operating expenses, and indirect expenses of operation whether charged directly or allocated.

Many student centers with debt service obligations depend on a student building fee for amortization of the bonded debt and payment of interest. Operating revenues are usually obtained from a variety of sources, such as student fees, rents, appropriations, and other sales and services.

Student center operations also render important services to the institution and community by providing meeting rooms and facilities for recreation. These accommodations require the student center to operate long hours which increases operating expenditures. Use of the student center by faculty and administration should be paid, by the institution, based on scheduling records maintained in the student center offices.

Charges for use of the student center and its facilities are often based on operating costs plus the debt service payments for principal, interest, and required reserves. Use charges to the University should be calculated at least annually, using some valid measure of space and time used.

Charging rent to proprietary activities housed in the student center building makes it possible to indirectly charge those who use these facilities for the convenience and service provided them. Students, faculty, staff, and the general public share operating costs and debt service obligations through this mechanism. Without the imposition of rent or some other use charge for space and facilities, the entire burden of financing the union building activities and programs would be placed on the students.

## **USER GROUP**

For purposes of clarification, three categories of usage are defined. The three categories differentiate college groups and off-campus organizations which may request use of the Taggart Student Center facilities and services. Charges for use of the Taggart Student Center facilities differ as determined by the Taggart Student Center Policy Board. The Taggart Student Center was built primarily to serve students, faculty, staff, alumni groups and guests of the University. The Taggart Student Center is expected to generate significant income through users of its facilities and services to cover its operational expenses. Rates assessed to various user groups are determined by operational and maintenance costs and bond indebtedness.

### Category 1 - Student Organizations

1. ASUSU - Members of the elected Associated Students of Utah State University (ASUSU) Executive Council and their respective committees comprise this group.
2. ASUSU Registered - those registered under the jurisdiction of the ASUSU Organizations & Traditions Vice President and approved by the ASUSU Council of Student Clubs and Organizations (CSCO).

3. Non-ASUSU Student Organizations - Those student organizations that are supported in their programming by an academic department/unit or a non-academic department, i.e. multi-cultural student organizations, international student organizations, club sports teams.

#### Category 2 - Utah State University direct affiliates

1. University departments of Utah State University.
2. University groups hosting their professional associations and intercollegiate organizations, agencies, or other organizations of the University.
3. University groups sponsoring off-campus organizations' noncommercial functions which interrelate with various departments, organizations, and agencies of the University as colleagues and fellow students.

In all of the above uses of the Taggart Student Center facilities, an authorized member of the University group must assume the responsibility for requesting reservations, providing set-up and catering information, and assuring payment of any applicable charges.

#### Category 3 - Off-campus organizations which have no direct affiliation with Utah State University

Provided that extension of services and facilities does not interfere or conflict with direct University use of the Taggart Student Center, off-campus reservations may be accepted according to Taggart Student Center Policy as established by the Taggart Student Center Policy Board. Any applicable charges will be assessed as per Taggart Student Center Policy Manual. In such instances it is important that the University not unnecessarily offend other operations within the community which provide facilities and services specifically designed to serve similar functions of off-campus organizations. Such requests for use should be initiated by off-campus organizations and not directly solicited by the Taggart Student Center through off-campus advertising.

#### Category 3 - Use Restrictions

- a. General fund-raising events for profit purposes are not appropriate to be held in the Taggart Student Center. Vendors requesting use of tables will be subject to policy as outlined in the Taggart Student Center Policy Manual. Registered charities and recognized political parties may be excepted from this restriction as outlined in the Taggart Student Center Policy Manual.

- b. As the Taggart Student Center is not intended to be a public facility, per se, non-university groups may not host or present events for other than their own membership unless sponsored by a University Department.
- c. Reservations may not be confirmed prior to the Taggart Student Center general calendaring meeting held annually each April. This restriction is made in order to preserve the availability of the Taggart Student Center facilities for University use.

### Category 3 - Classification of Use

- a. Universities and colleges other than Utah State University:  
Organizations of other institutions of higher education are both welcome and encouraged to use the Taggart Student Center facilities when appropriate.
- b. Government organizations:  
City, county, state, and federal offices may request the use of the Taggart Student Center facilities and services and are encouraged to do so as Utah State University is a public institution of higher education. Due to the nature of these organizations, their functions are not always restricted to only the organizations' members/employees (e.g., public hearings).
- c. High schools and high school reunions:  
The hospitality and exposure of the University through the Taggart Student Center to high school students, faculty, and parents is considered a valuable asset to the University as it seeks to attract new students and support for the institution. It is important that such functions, particularly when they involve high school students are appropriate ones for taking place on the University campus and within the Taggart Student Center. Recognized high school organizations with faculty advisors (e.g., student governments, activities councils, pep clubs, etc.) desiring to sponsor dances to which only members of the sponsoring high school may attend are most welcome to consider the Taggart Student Center facilities as they may be available. The Taggart Student Center is not deemed appropriate for functions to which all high school students in the community are invited or functions directed to high school students sponsored by organizations not directly affiliated with a high school.
- d. Community service and recreational organizations:  
Community service, recreational organizations and any of their affiliated groups may request use of the Taggart Student Center facilities and services (Rotary and Lions Clubs, Jr. Chamber of Commerce, Boys Clubs, etc.). However, the Taggart Student Center facilities may not be reserved for their weekly or monthly meetings on a regular basis.
- e. Religious organizations (not registered as a student organization with CSCO):  
Religious organizations may request use of the Taggart Student Center facilities for social, recreational and educational activities. It is not generally appropriate to use the Taggart Student Center facilities for actual worship services.

- f. Political organizations (other than registered CSCO groups):  
Requests for the use of space in the Taggart Student Center by recognized organizations of a political nature are to be submitted to the Taggart Student Center Director. In order to recognize the sensitivity of the University non-partisan position, each request will be coordinated with the University President's office and/or designee.
  
- g. Professional associations, national/regional organizations and clubs (non-college):  
Professional associations and clubs not affiliated in any direct manner with the University may request the use of the Taggart Student Center facilities. Such requests should be forwarded to the Conference & Institute office for further review.
  
- h. Commercial organizations:  
It will often be appropriate for commercial organizations and companies to be sponsored by a University department or agency before using the Taggart Student Center facilities, e.g., educational seminars or training workshops. However, commercial organizations may be eligible to directly make reservations for their non-commercial activities in the Taggart Student Center. Activities with proclivity to the University climate are especially welcome, e.g., those using other University resources as well. Decisions concerning these requests will be made with particular regard to the propriety of the activity and sensitivity to community interests. Reserving the Taggart Student Center facilities by commercial organizations for purposes of carrying out their business operation as it regards soliciting and selling to the actual customer is inappropriate unless arranged for through a University department in order to specifically serve other University departments and agencies. (Refer to Taggart Student Center Policy Manual.)
  
- i. Individuals may reserve the Taggart Student Center for weddings, anniversaries, and family reunions.

**RESERVATIONS FOR ALL USER GROUPS:**

- a. Any member of a University Department or organization may make room reservations for functions of his or her group.
  
- b. University faculty and staff members may make reservations for University groups who are sponsoring, through their department, functions of off-campus groups or University functions to which primary attendance by other than members of the University community is anticipated.
  
- c. Off-campus reservations may be accepted, provided that extension of services and facilities does not interfere or conflict with direct University use of the Taggart Student Center, according to Taggart Student Center Policy as established by the Taggart Student Center Policy Board.

- d. Reservations will generally be made at the annual Taggart Student Center general calendaring meeting. Administration emergency events and on-going regular University programs which depend on regular use of the Taggart Student Center facilities will have priority. Priority of requests at the Taggart Student Center general calendaring meeting are as follows:
1. Administration emergency events (i.e. those events that serve the student body as a whole)
  2. University-wide on-going events
  3. ASUSU Programming Board
  4. ASUSU Executive Council
  5. Non-ASUSU student organizations
  6. University departments
  7. ASUSU registered organizations (CSCO)
  8. Non-campus organizations
- e. Following the Taggart Student Center general calendaring meeting, scheduling requests will be filled on a first-come/first-serve basis. However, administration emergency events may require adjustments in scheduling.

# SECTION II

## SELF-STUDY EVALUATION & REPORT

### TAGGART STUDENT CENTER

#### Section Description

This section outlines the processes and instruments that are used to collect assessment data. The first instrument is referred to as the Taggart Student Center 'DASHBOARD'. This instrument is updated on an annual basis and is tied directly to the center's goals. The purpose of this instrument is to track specific categories that are critical in meeting the purposes and objectives of the Taggart Student Center. The connection between the goals and the Dashboard is demonstrated in the following table.

<u>Goal #</u>	<u>Goal Statement</u>	<u>Dashboard Measurement</u>
1	Maintain a student-centered organization that values participatory decision-making. Through volunteerism, boards, committees, and student employment, provide programs that offer first-hand experience in citizenship, leadership, social responsibility and values.	1. Student Payroll 2. Student offices, lounge & activity square feet 3. Student employment hours
2	Establish fiscally sound budget models to ensure the financial viability of the Taggart Student Center.	1. Debt Service Ratio 2. \$'s available for capital 3. Utility costs/sq.' 4. O&M costs/sq.'
3	Maintain the Taggart Student Center as a multi-use facility for students, faculty, staff and alumni. Provide a one-stop concept for student needs. When appropriate, extend facility, services and programs to the greater community.	1. Student program hours 2. University program hours 3. Off-campus program hours 4. Total use of center
4	Establish quality customer service standards to meet or exceed user expectations.	1. Customer service office contacts
5	Establish and monitor staff tracking programs that focus on fairness, compensation, and training.	1. FT staff tenure 2. Staff equity index
6	Develop and maintain a current policy and procedures manual that includes building policies, risk management and emergency evacuation procedures.	Manuals are updated and in place, but not measured on Dashboard.

The second instrument used in data collection is the CAS Self-Assessment Guide. A SAG survey was developed and distributed to five different user groups of the Taggart Student Center. The survey followed the outline as contained in the thirteen component parts as defined in the CAS standards. This survey was used to gain informed perspectives on the strengths and deficiencies of the services and programs offered in the Taggart Student Center. A copy of the master survey used is contained in this section. Actual distribution and results will be discussed in Section III.

# SELF ASSESSMENT SURVEY

## TAGGART STUDENT CENTER

### PURPOSE:

The purpose of the Taggart Student Center and Student Development is to complement the academic program of studies and enhance the overall educational experience of students through development of, exposure to, and participation in social, cultural, intellectual, and governance programs. The use of student center facilities is also extended to faculty and staff, and when possible, to the greater community.

### ORGANIZATION:

Questions within the survey relate to the Taggart Student Center. Responses should deal with your personal opinion about the questions being asked. Your responses should be honest and reflect your true feelings.

### INSTRUCTIONS FOR COMPLETING SURVEY:

#### Rating Scale

The following scale is used to rate all the assessment criteria contained in the survey. Circle your response on the right side of each question listed. Use NR if you have no response.

ND Not Done	1 Not Met	2 Minimally Met	3 Well Met	4 Fully Met	NR Not Rated
----------------	--------------	--------------------	---------------	----------------	-----------------

## MASTER SURVEY

### PART 1: MISSION

#### Criteria Measures:

1.1	A Taggart Student Center mission and goals statement is in place and is reviewed periodically.	ND	1	2	3	4	NR
1.2	Student learning, development, and educational experiences are incorporated in the mission statement.	ND	1	2	3	4	NR
1.3	The mission is consistent with that of Utah State University and the CAS standards.	ND	1	2	3	4	NR
1.4	The program functions as an integral part of Utah State University's overall mission.	ND	1	2	3	4	NR
1.5	The primary goals are to maintain facilities, provide services, and promote programs that are responsive to student development needs and to the physical, social, recreational, and continuing needs of the campus community.	ND	1	2	3	4	NR

PART 2: PROGRAM

Criteria Measures:

2.1	The Taggart Student Center promotes student learning and development that is purposeful and holistic.	ND 1 2 3 4 NR
2.2	The Taggart Student Center has identified student learning and development outcomes that are relevant to its purpose.	ND 1 2 3 4 NR
2.3	The Taggart Student Center provides students with opportunities designed to encourage achievements of the identified outcomes.	ND 1 2 3 4 NR
2.4	The Taggart Student Center provides evidence of its impact on the achievement of student learning and development outcomes in the domains checked  <u>List student learning and/or developmental outcomes in spaces provided:</u>	ND 1 2 3 4 NR
	2.4.1 <input type="checkbox"/> Intellectual Growth	
	2.4.2 <input type="checkbox"/> Effective Communication	ND 1 2 3 4 NR
	2.4.3 <input type="checkbox"/> Enhanced Self-Esteem	ND 1 2 3 4 NR
	2.4.4 <input type="checkbox"/> Realistic Self-Appraisal	ND 1 2 3 4 NR
	2.4.5 <input type="checkbox"/> Clarified Values	ND 1 2 3 4 NR
	2.4.6 <input type="checkbox"/> Career Choices	ND 1 2 3 4 NR
	2.4.7 <input type="checkbox"/> Leadership Development	ND 1 2 3 4 NR
	2.4.8 <input type="checkbox"/> Healthy Behavior	ND 1 2 3 4 NR
	2.4.9 <input type="checkbox"/> Meaningful Interpersonal Relationships	ND 1 2 3 4 NR
	2.4.10 <input type="checkbox"/> Independence	ND 1 2 3 4 NR
	2.4.11 <input type="checkbox"/> Collaboration	ND 1 2 3 4 NR
	2.4.12 <input type="checkbox"/> Social Responsibility	ND 1 2 3 4 NR
	2.4.13 <input type="checkbox"/> Satisfying and Productive Lifestyle	ND 1 2 3 4 NR
	2.4.14 <input type="checkbox"/> Appreciate Diversity	ND 1 2 3 4 NR
	2.4.15 <input type="checkbox"/> Spiritual Awareness	ND 1 2 3 4 NR
	2.4.16 <input type="checkbox"/> Personal and Educational Goals	ND 1 2 3 4 NR
2.5	Program offerings are intentional, coherent and based on theories of learning and human development	ND 1 2 3 4 NR
2.6	Program offerings are designed to meet the developmental needs of relevant student populations and communities	ND 1 2 3 4 NR
2.7	The Taggart Student Center is appropriate to the size and diversity of the campus.	ND 1 2 3 4 NR
2.8	The Taggart Student Center provides opportunities for student, staff, and faculty participation, interaction, and collaboration on policy establishment, facility operation, and program activities.	ND 1 2 3 4 NR
2.9	The Taggart Student Center strives to enhance intellectual and behavioral learning.	ND 1 2 3 4 NR

PART 3: LEADERSHIP

Criterion Measures:

3.1	Utah State University has selected, positioned, and empowered a Taggart Student Center Administration.	ND 1 2 3 4 NR
3.2	Taggart Student Center Administration at all levels are qualified on the basis of education, experience, competence, and professional credentials.	ND 1 2 3 4 NR

3.3	Taggart Student Center Administration apply effective practices that promote student learning and institutional effectiveness.	ND 1 2 3 4 NR
3.4	Clearly defined accountability expectations are in place.	ND 1 2 3 4 NR
3.5	Taggart Student Center Administration performance is fairly assessed on a regular basis.	ND 1 2 3 4 NR
3.6	Taggart Student Center Administration exercises authority over program resources and uses them effectively.	ND 1 2 3 4 NR
3.7	Taggart Student Center Administration .....	
	3.7a articulates an organizational vision and goals that include promotion of student learning and development based on the needs of the population served.	ND 1 2 3 4 NR
	3.7b prescribed and practices appropriate ethical behavior.	ND 1 2 3 4 NR
	3.7c recruits, selects, supervises, instructs, and coordinates staff members	ND 1 2 3 4 NR
	3.7d manages fiscal, physical, and human resources effectively.	ND 1 2 3 4 NR
	3.7e applies effective practices to educational and administrative processes.	ND 1 2 3 4 NR
3.8	Taggart Student Center Administration communicates effectively and initiates collaborations with individuals and agencies to enhance program functions.	ND 1 2 3 4 NR
3.9	Taggart Student Center Administration deals effectively with individuals and environmental conditions that inhibit goal achievement.	ND 1 2 3 4 NR
3.10	Taggart Student Center Administration encourages campus environments that promote multiple opportunities for student learning and development.	ND 1 2 3 4 NR
3.11	Taggart Student Center Administration strives to improve the program in response to evolving student needs and institutional priorities.	ND 1 2 3 4 NR
3.12	Taggart Student Center Administration promotes campus environments that result in multiple opportunities for student learning and development.	ND 1 2 3 4 NR
3.13	Taggart Student Center Administration continuously improves programs, services in response to changing needs of students and other constituents, and evolving institutional priorities.	ND 1 2 3 4 NR

#### PART 4: ORGANIZATION AND MANAGEMENT

##### Criterion Measures:

4.1	The Taggart Student Center is structured purposefully and managed effectively.	ND 1 2 3 4 NR
4.2	Written policies, procedures, performance expectations, workflow graphics, and clearly stated delivery expectations are in place.	ND 1 2 3 4 NR
4.3	Effective management practice exists that includes access to and use of relevant data, clear channels of authority, and viable communications, accountability, and evaluation systems.	ND 1 2 3 4 NR
4.4	Channels are in place for regular review of administrative policies and procedures.	ND 1 2 3 4 NR
4.5	The Taggart Student Center is organized to maintain its physical plant.	ND 1 2 3 4 NR
4.6	The Taggart Student Center provides for cultural, intellectual, and recreational programming according to the union's mission.	ND 1 2 3 4 NR
4.7	The Taggart Student Center operates business enterprises and delivers services according to its mission.	ND 1 2 3 4 NR

PART 5: HUMAN RESOURCES

Criterion Measures:

5.1	The Taggart Student Center is staffed adequately with personnel qualified to accomplish its mission.	ND 1 2 3 4 NR
5.2	Procedures are in place for staff selection, training, evaluation, supervision, and professional development opportunities.	ND 1 2 3 4 NR
5.3	The Taggart Student Center strives to improve the professional competence and skills of all staff members.	ND 1 2 3 4 NR
5.4	Professional staff members hold either a relevant graduate degree or possess an appropriate combination of formal education and related work experience.	ND 1 2 3 4 NR
5.5	Degree of credential-seeking interns are qualified by enrollment in an appropriate field of study and by relevant experience and are trained and supervised by professional staff members with appropriate credentials and work experience.	ND 1 2 3 4 NR
5.6	Student employees and volunteers are carefully selected, trained, supervised, and evaluated and have access to a qualified supervisor for guidance when exposed to situations beyond their training.	ND 1 2 3 4 NR
5.7	Student employees and volunteers are provided precise job descriptions, pre-service training, and continuing staff development.	ND 1 2 3 4 NR
5.8	Technologically trained and proficient staff members who are knowledgeable of ethical and legal uses of technology are in place to carry out essential program functions.	ND 1 2 3 4 NR
5.9	Staffing and workload levels are adequate and appropriate to meet the demands placed on the program by students and other constituents.	ND 1 2 3 4 NR
5.10	Staff member compensation is commensurate with those in comparable positions in comparable institutions and situations in the relevant geographical region.	ND 1 2 3 4 NR
5.11	Hiring and promotion practices are fair, inclusive, and non-discriminatory.	ND 1 2 3 4 NR
5.12	A diverse Taggart Student Center staff is in place that provides readily identifiable role models for students.	ND 1 2 3 4 NR
5.13	Position descriptions for all staff members are in place and used for performance appraisal and planning purposes.	ND 1 2 3 4 NR
5.14	The Taggart Student Center has a system for regular staff evaluation.	ND 1 2 3 4 NR
5.15	The Taggart Student Center provides staff members with continuing education and professional development opportunities including in-service programs and professional conferences and workshops.	ND 1 2 3 4 NR

PART 6: FINANCIAL RESOURCES

Criterion Measures:

6.1	The Taggart Student Center has adequate funding to accomplish its mission and goals.	ND 1 2 3 4 NR
6.2	Funding priorities are determined within the context of its mission, student needs, and available fiscal resources.	ND 1 2 3 4 NR
6.3	The Taggart Student Center demonstrates fiscal responsibility and cost effectiveness consistent with institutional protocols.	ND 1 2 3 4 NR

## PART 7: FACILITIES, TECHNOLOGY, AND EQUIPMENT

### Criterion Measures:

7.1	The Taggart Student Center has adequate, suitably located facilities, technology, and equipment to support its mission.	ND 1 2 3 4 NR
7.2	The Taggart Student Center's facilities, technology, and equipment are evaluated regularly.	ND 1 2 3 4 NR
7.3	Facilities, technology, and equipment is in compliance with relevant legal and institutional requirements that ensure access, health, safety, and security of students and other users.	ND 1 2 3 4 NR

## PART 8: LEGAL REPOSIBILITIES

### Criterion Measures:

8.1	Staff members are knowledgeable about and response to laws and regulations relevant to their respective responsibilities.	ND 1 2 3 4 NR
8.2	Staff members inform users and officials of legal obligations and limitations associated with implementing the program	ND 1 2 3 4 NR
8.3	Staff members use informed practice to limit the liability exposure of the institution and its personnel.	ND 1 2 3 4 NR
8.4	Staff members are informed about institutional policies regarding personal liability and related insurance coverage options.	ND 1 2 3 4 NR
8.5	Legal advice is available to staff members as needed to carry out assigned responsibilities.	ND 1 2 3 4 NR
8.6	Both staff and students are informed in systematic fashion about extraordinary or changing legal obligations and potential liabilities.	ND 1 2 3 4 NR

## PART 9: EQUITY AND ACCESS

### Criterion Measures:

9.1	All Taggart Student Center programs and services are provided on a fair and equitable basis.	ND 1 2 3 4 NR
9.2	Taggart Student Center facilities and services are accessible to prospective user.	ND 1 2 3 4 NR
9.3	Operations and delivery are responsive to the needs of all students and other users.	ND 1 2 3 4 NR
9.4	All services adhere to the spirit and intent of equal opportunity laws.	ND 1 2 3 4 NR
9.5	Policies and practices do not discriminate against any potential users.	ND 1 2 3 4 NR
9.6	The Taggart Student Center acts to remedy imbalances in student participation and staffing.	ND 1 2 3 4 NR
9.7	Services are conveniently available and accessible to distance learner students or arrangements have been made for students to have access to related services in their geographical area.	ND 1 2 3 4 NR

PART 10: CAMPUS AND EXTERNAL RELATIONS

Criterion Measures:

10.1	The Taggart Student Center has established, maintained, and promoted effective relations with relevant campus and external individuals and agencies.	ND 1 2 3 4 NR
10.2	The Taggart Student Center maintains good relationships with students, faculty, administrators, alumni, the community at large, contractors, and support agencies.	ND 1 2 3 4 NR
10.3	Staff members encourage participation in union programs by relevant groups.	ND 1 2 3 4 NR

PART 11: DIVERSITY

Criterion Measures:

11.1	The Taggart Student Center nurtures environments wherein commonalities and differences among people are recognized and honored.	ND 1 2 3 4 NR
11.2	The Taggart Student Center promotes experiences characterized by open communication that deepens understanding of identity, culture, and heritage.	ND 1 2 3 4 NR
11.3	The Taggart Student Center promotes respect for commonalities and differences in historical and cultural contexts.	ND 1 2 3 4 NR
11.4	The Taggart Student Center addresses characteristics and needs of diverse populations when establishing and implementing policies and procedures.	ND 1 2 3 4 NR

PART 12: ETHICS

Criterion Measures:

12.1	All Taggart Student Center staff members adhere to the principles of ethical behavior adopted, published, and disseminated by the program to guide ethical practice.	ND 1 2 3 4 NR
12.2	The Taggart Student Center has a written statement of ethical practice that is reviewed periodically.	ND 1 2 3 4 NR
12.3	Privacy and confidentiality are maintained with respect to all communications and records to the extent protected under the law and program statements of ethical practice.	ND 1 2 3 4 NR
12.4	Information contained in students' education records is never disclosed without written consent except as allowed by law and institutional policy.	ND 1 2 3 4 NR
12.5	Information judged to be of an emergency nature when an individual's safety or that of others is involved is disclosed to appropriate authorities.	ND 1 2 3 4 N
12.6	Staff members avoid personal conflicts of interest or appearance thereof in transactions with students and others.	ND 1 2 3 4 N
12.7	Staff members strive to ensure the fair, objective, and impartial treatment of all persons with whom they deal and do not condone or participate in behavior that demands persons or creates an intimidating, hostile, or offensive campus environment.	ND 1 2 3 4 N

12.8	Staff members ensure that funds are managed in accordance with established institutional fiscal accounting procedures, policies, and processes.	ND 1 2 3 4 N
12.9	All staff members perform assigned duties within the limits of training, expertise, and competence and when these limits are exceeded referrals are made to persons possessing appropriate qualifications.	ND 1 2 3 4 N
12.10	Staff members confront and otherwise hold accountable others who exhibit unethical behavior.	ND 1 2 3 4 N
12.11	Staff members practice ethical behavior in the use of technology.	ND 1 2 3 4 N

PART 13: ASSESSMENT AND EVALUATION

Criterion Measures:

13.1	The Taggart Student Center conducts regular assessment and evaluations and employs both qualitative and quantitative methodologies to determine how effectively its stated mission and student learning and development outcomes are being met.	ND 1 2 3 4 N
13.2	The assessment process employs measures that ensure comprehensiveness and data collected include responses from students and other affected constituencies.	ND 1 2 3 4 N
13.3	The Taggart Student Center evaluates periodically how well it complements and enhances Utah State University's stated mission and educational effectiveness.	ND 1 2 3 4 N
13.4	Results of these evaluations are used to revise and improve the program and to recognize staff performance.	ND 1 2 3 4 N

# SECTION III

## SELF-STUDY EVALUATION & REPORT

### TAGGART STUDENT CENTER

#### Section Description

This section identifies the results of the SAG assessment instrument. In the first sub-section, the thirteen components of the self-assessment guide are addressed and results are recorded. There are five target groups identified to complete the survey. The following table identifies the groups, the sample size, and which of the thirteen component parts were given to each group. (Copies of surveys summaries are in the Appendix.)

Group Surveyed	n	Component Parts Issued												
		1	2	3	4	5	6	7	8	9	10	11	12	13
TSC Administration	5	X	X	X	X	X	X	X	X	X	X	X	X	X
TSC Full-time staff	12	X			X	X		X	X	X	X	X	X	
TSC Part-time staff	20	X			X	X		X	X	X	X	X	X	
Student Leaders	21	X	X		X			X		X	X	X		
Other TSSC Depts.	6	X	X		X			X	X	X				

The second sub-section summarizes the over-all survey results from all respondents and gives a comparative average of all parts from the 1996 self-assessment study.

PART 1: MISSION

Criteria Measures:

		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
1.1	A Taggart Student Center mission and goals statement is in place and is reviewed periodically.	2.40	3.40	2.31	2.43	2.50	2.61
1.2	Student learning, development, and educational experiences are incorporated in the mission statement.	3.00	3.09	2.54	2.94	3.33	2.98
1.3	The mission is consistent with that of Utah State University and the CAS standards.	3.50	3.30	2.75	2.91	3.67	3.23
1.4	The program functions as an integral part of Utah State University's overall mission.	3.20	3.36	3.10	2.93	3.67	3.25
1.5	The primary goals are to maintain facilities, provide services, and promote programs that are responsive to student development needs and to the physical, social, recreational, and continuing needs of the campus community.	3.40	3.50	3.29	3.11	3.50	3.36

**SUMMARY - PART 1 MISSION**

Over-all average from all respondents:	3.09
Administration respondents average:	3.10
TSC Full-time staff respondents average:	3.33
TSC Part-time staff respondents average: (New respondent group 2006)	2.80
Student Leaders respondents average:	2.86
Other TSC Departments staff respondents average: (New respondent group 2006)	3.33

**COMPARATIVE DATE**

	1996	2006	Direction Indicator
Over-all Results from Accreditation Study	3.23	3.09	▼
Administration respondents average:	3.45	3.10	▼
TSC Full-time staff respondents average:	3.18	3.33	▲
Student Leaders respondents average:	3.03	2.86	▼

PART 2: PROGRAM

Criteria Measures:

		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
2.1	The Taggart Student Center promotes student learning and development that is purposeful and holistic.	3.00	NR	NR	3.10	3.17	3.09
2.2	The Taggart Student Center has identified student learning and development outcomes that are relevant to its purpose.	3.50	NR	NR	2.94	3.40	3.28
2.3	The Taggart Student Center provides students with opportunities designed to encourage achievements of the identified outcomes.	3.33	NR	NR	2.78	3.40	3.17
2.4	The Taggart Student Center provides evidence of its impact on the achievement of student learning and development outcomes in the domains checked						
	<u>List student learning and/or developmental outcomes in spaces provided:</u>						
	2.4.1 <input type="checkbox"/> Intellectual Growth	3.50	NR	NR	2.67	3.00	3.06
	2.4.2 <input type="checkbox"/> Effective Communication	3.00	NR	NR	3.00	3.25	3.08
	2.4.3 <input type="checkbox"/> Enhanced Self-Esteem	3.00	NR	NR	2.61	3.25	2.95
	2.4.4 <input type="checkbox"/> Realistic Self-Appraisal	3.00	NR	NR	2.56	3.00	2.85
	2.4.5 <input type="checkbox"/> Clarified Values	2.00	NR	NR	2.78	3.33	2.70
	2.4.6 <input type="checkbox"/> Career Choices	3.00	NR	NR	2.68	3.60	3.09
	2.4.7 <input type="checkbox"/> Leadership Development	3.00	NR	NR	2.95	3.40	3.12
	2.4.8 <input type="checkbox"/> Healthy Behavior	3.00	NR	NR	3.00	3.00	3.00
	2.4.9 <input type="checkbox"/> Meaningful Interpersonal Relationships	3.00	NR	NR	2.90	3.40	3.10
	2.4.10 <input type="checkbox"/> Independence	3.00	NR	NR	2.84	3.50	3.11
	2.4.11 <input type="checkbox"/> Collaboration	3.00	NR	NR	2.68	3.50	3.06
	2.4.12 <input type="checkbox"/> Social Responsibility	3.00	NR	NR	2.90	3.50	3.13
	2.4.13 <input type="checkbox"/> Satisfying and Productive Lifestyle	3.00	NR	NR	2.67	3.00	2.89
	2.4.14 <input type="checkbox"/> Appreciate Diversity	3.00	NR	NR	3.15	3.40	3.18
2.4.15 <input type="checkbox"/> Spiritual Awareness	3.00	NR	NR	2.65	3.67	3.11	
2.4.16 <input type="checkbox"/> Personal and Educational Goals	3.00	NR	NR	2.75	3.33	3.03	
2.5	Program offerings are intentional, coherent and based on theories of learning and human development	2.75	NR	NR	2.89	3.67	3.10
2.6	Program offerings are designed to meet the developmental needs of relevant student populations and communities	3.25	NR	NR	3.05	3.20	3.17
2.7	The Taggart Student Center is appropriate to the size and diversity of the campus.	2.50	NR	NR	2.43	2.20	2.38
2.8	The Taggart Student Center provides opportunities for student, staff, and faculty participation, interaction, and collaboration on policy establishment, facility operation, and program activities.	3.40	NR	NR	2.90	2.60	2.97
2.9	The Taggart Student Center strives to enhance intellectual and behavioral learning.	3.20	NR	NR	2.71	3.00	2.97

**SUMMARY - PART 2 PROGRAM**

Over-all average from all respondents:	3.02
Administration respondents average:	3.02
TSC Full-time staff respondents average:	NR
TSC Part-time staff respondents average: (New respondent group 2006)	NR
Student Leaders respondents average:	2.82
Other TSC Departments staff respondents average: (New respondent group 2006)	3.24

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	3.54	3.02	▼
Administration respondents average:	3.10	3.02	▼
TSC Full-time staff respondents average:	NR	NR	
Student Leaders respondents average:	3.10	2.82	▼

PART 3: LEADERSHIP

Criterion Measures:							
		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
3.1	Utah State University has selected, positioned, and empowered a Taggart Student Center Administration.	3.60					3.60
3.2	Taggart Student Center Administration at all levels are qualified on the basis of education, experience, competence, and professional credentials.	3.40					3.40
3.3	Taggart Student Center Administration apply effective practices that promote student learning and institutional effectiveness.	3.20					3.20
3.4	Clearly defined accountability expectations are in place.	3.25					3.25
3.5	Taggart Student Center Administration performance is fairly assessed on a regular basis.	3.20					3.20
3.6	Taggart Student Center Administration exercises authority over program resources and uses them effectively.	3.40					3.40
3.7	Taggart Student Center Administration .....						
	3.7a articulates an organizational vision and goals that include promotion of student learning and development based on the needs of the population served.	3.20					3.20
	3.7b prescribed and practices appropriate ethical behavior.	3.60					3.60
	3.7c recruits, selects, supervises, instructs, and coordinates staff members	3.40					3.40
	3.7d manages fiscal, physical, and human resources effectively.	3.80					3.80
	3.7e applies effective practices to educational and administrative processes.	3.40					3.40
3.8	Taggart Student Center Administration communicates effectively and initiates collaborations with individuals and agencies to enhance program functions.	3.40					3.40
3.9	Taggart Student Center Administration deals effectively with individuals and environmental conditions that inhibit goal achievement.	3.40					3.40
3.10	Taggart Student Center Administration encourages campus environments that promote multiple opportunities for student learning and development.	3.40					3.40
3.11	Taggart Student Center Administration strives to improve the program in response to evolving student needs and institutional priorities.	3.00					3.00
3.12	Taggart Student Center Administration promotes campus environments that result in multiple opportunities for student learning and development.	3.20					3.20
3.13	Taggart Student Center Administration continuously improves programs, services in response to changing needs of students and other constituents, and evolving institutional priorities.	3.20					3.20

**SUMMARY - PART 3 LEADERSHIP**

Over-all average from all respondents:	3.36
Administration respondents average:	3.36
TSC Full-time staff respondents average:	NR
TSC Part-time staff respondents average: (New respondent group 2006)	NR
Student Leaders respondents average:	NR
Other TSC Departments staff respondents average: (New respondent group 2006)	NR

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	<u>Direction</u> <u>Indicator</u>
Over-all Results from Accreditation Study	NR	3.36	
Administration respondents average:	NR	NR	
TSC Full-time staff respondents average:	NR	NR	
Student Leaders respondents average:	NR	NR	

PART 4: ORGANIZATION AND MANAGEMENT

Criterion Measures:							
		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
4.1	The Taggart Student Center is structured purposefully and managed effectively.	3.2	3.25	3.45	3.00	3.50	3.28
4.2	Written policies, procedures, performance expectations, workflow graphics, and clearly stated delivery expectations are in place.	3.60	3.17	2.89	2.75	3.33	3.15
4.3	Effective management practice exists that includes access to and use of relevant data, clear channels of authority, and viable communications, accountability, and evaluation systems.	3.20	3.00	3.10	2.88	3.33	3.10
4.4	Channels are in place for regular review of administrative policies and procedures.	3.00	3.18	2.82	2.80	3.25	3.01
4.5	The Taggart Student Center is organized to maintain its physical plant.	3.60	3.64	3.56	3.29	3.50	3.52
4.6	The Taggart Student Center provides for cultural, intellectual, and recreational programming according to the union's mission.	3.00	3.45	3.37	2.95	3.50	3.25
4.7	The Taggart Student Center operates business enterprises and delivers services according to its mission.	3.20	3.30	3.31	2.82	3.50	3.23

**SUMMARY - PART 4 ORGANIZATION & MANAGEMENT**

Over-all average from all respondents:	3.22
Administration respondents average:	3.26
TSC Full-time staff respondents average:	3.28
TSC Part-time staff respondents average: (New respondent group 2006)	3.21
Student Leaders respondents average:	2.93
Other TSC Departments staff respondents average: (New respondent group 2006)	3.42

**COMPARATIVE DATE**

	1996	2006	Direction Indicator
Over-all Results from Accreditation Study	3.88	3.22	▼
Administration respondents average:	4.13	3.26	▼
TSC Full-time staff respondents average:	2.91	3.28	▲
Student Leaders respondents average:	NR	2.93	

PART 5: HUMAN RESOURCES

Criterion Measures:							
		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
5.1	The Taggart Student Center is staffed adequately with personnel qualified to accomplish its mission.	3.20	3.58	3.53	NR	NR	3.44
5.2	Procedures are in place for staff selection, training, evaluation, supervision, and professional development opportunities.	3.40	3.18	3.39	NR	NR	3.32
5.3	The Taggart Student Center strives to improve the professional competence and skills of all staff members.	3.20	3.40	3.17	NR	NR	3.26
5.4	Professional staff members hold either a relevant graduate degree or possess an appropriate combination of formal education and related work experience.	3.00	3.33	3.18	NR	NR	3.17
5.5	Degree of credential-seeking interns are qualified by enrollment in an appropriate field of study and by relevant experience and are trained and supervised by professional staff members with appropriate credentials and work experience.	3.00	3.00	3.17	NR	NR	3.06
5.6	Student employees and volunteers are carefully selected, trained, supervised, and evaluated and have access to a qualified supervisor for guidance when exposed to situations beyond their training.	2.80	3.56	3.35	NR	NR	3.24
5.7	Student employees and volunteers are provided precise job descriptions, pre-service training, and continuing staff development.	2.60	3.33	3.10	NR	NR	3.01
5.8	Technologically trained and proficient staff members who are knowledgeable of ethical and legal uses of technology are in place to carry out essential program functions.	2.40	3.18	3.35	NR	NR	2.98
5.9	Staffing and workload levels are adequate and appropriate to meet the demands placed on the program by students and other constituents.	2.80	3.18	3.45	NR	NR	3.14
5.10	Staff member compensation is commensurate with those in comparable positions in comparable institutions and situations in the relevant geographical region.	1.80	2.50	2.61	NR	NR	2.30
5.11	Hiring and promotion practices are fair, inclusive, and non-discriminatory.	3.60	3.17	3.35	NR	NR	3.37
5.12	A diverse Taggart Student Center staff is in place that provides readily identifiable role models for students.	3.00	3.42	3.10	NR	NR	3.17
5.13	Position descriptions for all staff members are in place and used for performance appraisal and planning purposes.	3.60	3.33	3.05	NR	NR	3.33
5.14	The Taggart Student Center has a system for regular staff evaluation.	3.60	3.55	3.44	NR	NR	3.53
5.15	The Taggart Student Center provides staff members with continuing education and professional development opportunities including in-service programs and professional conferences and workshops.	3.40	3.42	2.83	NR	NR	3.22

**SUMMARY - PART 5 HUMAN RESOURCES**

Over-all average from all respondents:	3.17
Administration respondents average:	3.03
TSC Full-time staff respondents average:	3.28
TSC Part-time staff respondents average: (New respondent group 2006)	3.20
Student Leaders respondents average:	NR
Other TSC Departments staff respondents average: (New respondent group 2006)	NR

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	3.61	3.17	▼
Administration respondents average:	3.44	3.03	▼
TSC Full-time staff respondents average:	3.59	3.28	▼
Student Leaders respondents average:	NR	NR	

PART 6: FINANCIAL RESOURCES

Criterion Measures:							
		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
6.1	The Taggart Student Center has adequate funding to accomplish its mission and goals.	2.60	NR	NR	NR	NR	2.60
6.2	Funding priorities are determined within the context of its mission, student needs, and available fiscal resources.	3.20	NR	NR	NR	NR	3.20
6.3	The Taggart Student Center demonstrates fiscal responsibility and cost effectiveness consistent with institutional protocols.	3.40	NR	NR	NR	NR	3.40

**SUMMARY - PART 6 FINANCIAL RESOURCES**

Over-all average from all respondents:	3.07
Administration respondents average:	3.07
TSC Full-time staff respondents average:	NR
TSC Part-time staff respondents average: (New respondent group 2006)	NR
Student Leaders respondents average:	NR
Other TSC Departments staff respondents average: (New respondent group 2006)	NR

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	2.50	3.07	▲
Administration respondents average:	2.50	3.07	▲
TSC Full-time staff respondents average:		NR	
Student Leaders respondents average:		NR	

PART 7: FACILITIES, TECHNOLOGY, AND EQUIPMENT

Criterion Measures:							
		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
7.1	The Taggart Student Center has adequate, suitably located facilities, technology, and equipment to support its mission.	3.00	3.42	3.15	2.57	2.50	2.93
7.2	The Taggart Student Center's facilities, technology, and equipment are evaluated regularly.	3.40	3.30	3.21	2.73	3.33	3.19
7.3	Facilities, technology, and equipment is in compliance with relevant legal and institutional requirements that ensure access, health, safety, and security of students and other users.	3.40	3.27	3.32	2.94	3.67	3.32

**SUMMARY - PART 7 FACILITIES**

Over-all average from all respondents:	3.15
Administration respondents average:	3.27
TSC Full-time staff respondents average:	3.33
TSC Part-time staff respondents average: (New respondent group 2006)	3.23
Student Leaders respondents average:	2.75
Other TSC Departments staff respondents average: (New respondent group 2006)	3.17

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	3.24	3.15	▼
Administration respondents average:	NR	3.27	
TSC Full-time staff respondents average:	3.48	3.33	▼
Student Leaders respondents average:	3.00	2.75	▼

PART 8: LEGAL RESPONSIBILITIES

Criterion Measures:

		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
8.1	Staff members are knowledgeable about and response to laws and regulations relevant to their respective responsibilities.	3.00	3.25	3.16	NR	NR	3.14
8.2	Staff members inform users and officials of legal obligations and limitations associated with implementing the program	3.00	3.00	2.81	NR	NR	2.94
8.3	Staff members use informed practice to limit the liability exposure of the institution and its personnel.	3.00	3.10	3.14	NR	NR	3.08
8.4	Staff members are informed about institutional policies regarding personal liability and related insurance coverage options.	3.00	3.00	2.82	NR	NR	2.94
8.5	Legal advice is available to staff members as needed to carry out assigned responsibilities.	2.40	3.00	2.94	NR	NR	2.78
8.6	Both staff and students are informed in systematic fashion about extraordinary or changing legal obligations and potential liabilities.	2.60	3.00	2.87	NR	NR	2.82

**SUMMARY - PART 8 LEGAL RESPONSIBILITIES**

Over-all average from all respondents:	2.95
Administration respondents average:	2.83
TSC Full-time staff respondents average:	2.80
TSC Part-time staff respondents average: (New respondent group 2006)	2.75
Student Leaders respondents average:	NR
Other TSC Departments staff respondents average: (New respondent group 2006)	NR

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	3.23	2.95	▼
Administration respondents average:	NR	2.83	
TSC Full-time staff respondents average:	3.23	2.80	▼
Student Leaders respondents average:	NR	NR	

PART 9: EQUITY AND ACCESS

Criterion Measures:

		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
9.1	All Taggart Student Center programs and services are provided on a fair and equitable basis.	3.40	3.17	3.50	3.10	3.00	3.23
9.2	Taggart Student Center facilities and services are accessible to prospective user.	3.40	3.55	3.45	2.95	3.33	3.34
9.3	Operations and delivery are responsive to the needs of all students and other users.	3.20	3.30	3.38	3.00	3.50	3.28
9.4	All services adhere to the spirit and intent of equal opportunity laws.	3.40	3.42	3.44	3.00	3.60	3.37
9.5	Policies and practices do not discriminate against any potential users.	3.40	3.50	3.56	3.05	3.60	3.42
9.6	The Taggart Student Center acts to remedy imbalances in student participation and staffing.	3.40	3.36	3.18	2.82	3.17	3.19
9.7	Services are conveniently available and accessible to distance learner students or arrangements have been made for students to have access to related services in their geographical area.	3.00	3.22	3.18	2.71	NR	3.03

**SUMMARY - PART 9 EQUITY ACCESS**

Over-all average from all respondents:	3.26
Administration respondents average:	3.31
TSC Full-time staff respondents average:	3.30
TSC Part-time staff respondents average: (New respondent group 2006)	3.28
Student Leaders respondents average:	3.30
Other TSC Departments staff respondents average: (New respondent group 2006)	3.27

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	3.66	3.26	▼
Administration respondents average:	NR	3.31	
TSC Full-time staff respondents average:	3.93	3.30	▼
Student Leaders respondents average:	3.00	3.30	▲

PART 10: CAMPUS AND EXTERNAL RELATIONS

Criterion Measures:

		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
10.1	The Taggart Student Center has established, maintained, and promoted effective relations with relevant campus and external individuals and agencies.	3.40	3.10	3.15	2.89	3.20	3.15
10.2	The Taggart Student Center maintains good relationships with students, faculty, administrators, alumni, the community at large, contractors, and support agencies.	3.60	3.50	3.21	3.15	3.67	3.43
10.3	Staff members encourage participation in union programs by relevant groups.	3.00	3.10	2.92	3.06	3.50	3.12

**SUMMARY - PART 10 CAMPUS AND EXTERNAL RELATIONS**

Over-all average from all respondents:	3.23
Administration respondents average:	3.33
TSC Full-time staff respondents average:	3.23
TSC Part-time staff respondents average: (New respondent group 2006)	3.09
Student Leaders respondents average:	3.03
Other TSC Departments staff respondents average: (New respondent group 2006)	3.46

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	2.50	3.23	▲
Administration respondents average:	2.50	3.33	▲
TSC Full-time staff respondents average:	NR	3.23	
Student Leaders respondents average:	NR	3.03	

PART 11: DIVERSITY

Criterion Measures:

		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
11.1	The Taggart Student Center nurtures environments wherein commonalities and differences among people are recognized and honored.	3.20	3.42	3.32	2.85	3.00	3.16
11.2	The Taggart Student Center promotes experiences characterized by open communication that deepens understanding of identify, culture, and heritage.	3.40	3.58	3.47	3.00	3.20	3.33
11.3	The Taggart Student Center promotes respect for commonalities and differences in historical and cultural contexts.	3.25	3.42	3.37	2.95	3.20	3.24
11.4	The Taggart Student Center addresses characteristics and needs of diverse populations when establishing and implementing policies and procedures.	3.00	3.27	3.39	2.85	3.20	3.14

**SUMMARY - PART 11 DIVERSITY**

Over-all average from all respondents:	3.22
Administration respondents average:	3.21
TSC Full-time staff respondents average:	3.42
TSC Part-time staff respondents average: (New respondent group 2006)	3.39
Student Leaders respondents average:	2.91
Other TSC Departments staff respondents average: (New respondent group 2006)	3.15

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	3.50	3.22	▼
Administration respondents average:	3.50	3.21	▼
TSC Full-time staff respondents average:	NR	3.42	
Student Leaders respondents average:	NR	2.91	

PART 12: ETHICS

Criterion Measures:

		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
12.1	All Taggart Student Center staff members adhere to the principles of ethical behavior adopted, published, and disseminated by the program to guide ethical practice.	3.40	3.45	2.95	NR	NR	3.27
12.2	The Taggart Student Center has a written statement of ethical practice that is reviewed periodically.	3.50	2.67	2.67	NR	NR	2.95
12.3	Privacy and confidentiality are maintained with respect to all communications and records to the extent protected under the law and program statements of ethical practice.	3.60	3.27	3.12	NR	NR	3.33
12.4	Information contained in students' education records is never disclosed without written consent except as allowed by law and institutional policy.	3.60	3.42	3.29	NR	NR	3.44
12.5	Information judged to be of an emergency nature when an individual's safety or that of others is involved is disclosed to appropriate authorities.	3.60	3.36	3.33	NR	NR	3.43
12.6	Staff members avoid personal conflicts of interest or appearance thereof in transactions with students and others.	3.60	3.33	3.24	NR	NR	3.39
12.7	Staff members strive to ensure the fair, objective, and impartial treatment of all persons with whom they deal and do not condone or participate in behavior that demands persons or creates an intimidating, hostile, or offensive campus environment.	3.40	3.42	3.18	NR	NR	3.33
12.8	Staff members ensure that funds are managed in accordance with established institutional fiscal accounting procedures, policies, and processes.	3.60	3.42	3.38	NR	NR	3.47
12.9	All staff members perform assigned duties within the limits of training, expertise, and competence and when these limits are exceeded referrals are made to persons possessing appropriate qualifications.	3.20	3.50	3.42	NR	NR	3.37
12.10	Staff members confront and otherwise hold accountable others who exhibit unethical behavior.	3.00	3.09	2.87	NR	NR	2.99
12.11	Staff members practice ethical behavior in the use of technology.	3.20	3.42	3.41	NR	NR	3.34

**SUMMARY - PART 12 ETHICS**

Over-all average from all respondents:	3.30
Administration respondents average:	3.43
TSC Full-time staff respondents average:	3.30
TSC Part-time staff respondents average: (New respondent group 2006)	3.17
Student Leaders respondents average:	NR
Other TSC Departments staff respondents average: (New respondent group 2006)	NR

**COMPARATIVE DATE**

	1996	2006	Direction Indicator
Over-all Results from Accreditation Study	3.70	3.30	▼
Administration respondents average:	2.95	3.43	▲
TSC Full-time staff respondents average:	4.02	3.30	▼
Student Leaders respondents average:	3.00	NR	

PART 13: ASSESSMENT AND EVALUATION

Criterion Measures:

		Admin	FT Staff	PT Staff	Std	Non TSC Staff	Average
13.1	The Taggart Student Center conducts regular assessment and evaluations and employs both qualitative and quantitative methodologies to determine how effectively its stated mission and student learning and development outcomes are being met.	3.20	NR	NR	NR	NR	3.20
13.2	The assessment process employs measures that ensure comprehensiveness and data collected include responses from students and other affected constituencies.	3.00	NR	NR	NR	NR	3.00
13.3	The Taggart Student Center evaluates periodically how well it complements and enhances Utah State University's stated mission and educational effectiveness.	2.60	NR	NR	NR	NR	2.60
13.4	Results of these evaluations are used to revise and improve the program and to recognize staff performance.	3.00	NR	NR	NR	NR	3.00

**SUMMARY - PART 13 ASSESSMENT AND EVALUATION**

Over-all average from all respondents:	2.95
Administration respondents average:	2.95
TSC Full-time staff respondents average:	NR
TSC Part-time staff respondents average: (New respondent group 2006)	NR
Student Leaders respondents average:	NR
Other TSC Departments staff respondents average: (New respondent group 2006)	NR

**COMPARATIVE DATE**

	<u>1996</u>	<u>2006</u>	Direction <u>Indicator</u>
Over-all Results from Accreditation Study	2.63	2.95	▲
Administration respondents average:	2.63	2.95	▲
TSC Full-time staff respondents average:	NR	NR	
Student Leaders respondents average:	NR	NR	

**SUMMARY - AVERAGE ALL PARTS ALL RESPONDENTS**  
**2006**

Over-all average from all respondents:	3.15
Administration respondents average:	3.17
TSC Full-time staff respondents average:	3.25
TSC Part-time staff respondents average:	3.12
Student Leaders respondents average:	2.94
Other TSC Departments staff respondents average:	3.29

**COMPARATIVE DATE**  
**AVERAGE ALL PARTS ALL RESPONDENTS**

	<u>1996</u>	<u>2006</u>	
Over-all Results from Accreditation Study	3.27	3.15	▼
Administration respondents average:	3.13	3.15	▲
TSC Full-time staff respondents average:	3.48	3.25	▼
Student Leaders respondents average:	3.03	2.94	▼

