

## General Information

<b>Academic Year:</b>	2014-2015
<b>Division:</b>	Student Affairs
<b>Unit:</b>	Dean of Students
<b>Department:</b>	LBJ Student Center
<b>Outcome Type:</b>	Administrative / Educational Support
<b>Coordinator/Contact:</b>	Lanita Legan
<b>Status:</b>	Data Entry Closed

## Mission Statement

The LBJ Student Center facilitates learning, leadership and personal development in a comfortable, safe, educational environment, by providing co-curricular programs and services including meeting rooms, office space, retail and food services and organizational advising, which build a sense of community, enhance student success and celebrate diversity integral to the academic experience.

## Evidence of Improvement

We have experienced improvement in a number of areas and have been able to look at longitudinal data to determine areas of improvement.

### Outcome 1

Measurement of Managerial Leadership Skills -

**FY15 = 100% of employees met or exceeded expectations (12.4% improvement)**

FY14 = 87.6%

FY13 = 78%

FY12 = 63%

FY11 = 60%

FY10=44%

The outcome has significantly increased each year, more than doubling since we began to measure this outcome. Student Employees are receiving more and better on-boarding as well as on the job training as proposed in our action plan. Our retention rate of staff is significant in this area as well. Experienced staff continue to learn and perform at a high level while mentoring and training newer employees.

Student Employee Performance evaluations were revised and a baseline measurement for the future was established this year with an overall average score of 19.4 and an average level of 64% manager..

### Outcome 2

Students indicated that their experience enhanced their life and leadership (Factor 5 on EBI survey)

FY15 - 5.1 (73%) (+1%)

FY14 - 5.05

FY13 -4.92

FY12 - 4.31

FY11 - 4.95

We are pleased to see this growth in satisfaction as a result of implementing our action plan of relaying information and communicating the value of involvement. Our colleagues across the country who also use this benchmarking survey have similar scores, and they are all consistently lower than other factors.

Other measures using the revised Student Leadership rubric will be base-lined this year.

### Outcome 3

Student Center Cleanliness

**FY15 - 5.88 (84%) +2.71**

FY14 - 79,58%

FY13 - 79.53%

FY12 - 78.14%

Providing a Positive Environment

**FY15 - 6.01 (86%) +5.86**

FY14 - 5.64

FY13 - 5.73

FY12 - 5.80

Student Center Staff

**FY15 -5.70 (81.4%) +1.82**

FY14 - 5.57  
FY13 - 5.73  
FY12 - 5.80

Student Center is Student Oriented

**FY15 - 5.88 (84%) +2.86**

FY14 -5.70  
FY13 - 5.65  
FY12 - 5.63

Our staff has worked very hard to increase contact with students, instituting a point of contact through the HUB, departmental newsletters, and to continue to include students in the development of future plans for the expansion and renovation of the student center as proposed in last year's action plan.

The focus on **SERVICE** as a core value motivated increased involvement in serving the community and others. Department staff collectively served during retreats and training opportunities. Efforts continued into the summer with Bobcat Build serving the community in the aftermath of the Memorial Day flood and staff working together to address needs of those affected.

#### Action Plan

##### Outcome 1

Method 1 - (continued from FY 14 action plan) a comprehensive in-service program will be implemented for all staff employees. On-boarding will begin with a 'LBJ101' presentation, followed by a meeting with the director to discuss mission and vision. Monthly in-service workshops will be available to address issues and needs of staffing as well as those focusing on the core values. Completion of the core value workshops as well as the position specific training will result in certification.

Method 2 - Certification opportunities for all positions will be available utilizing the student employee handbook and certification manual. Collaboration with other departments for student employee training will include working with Campus Recreation to host and present workshops and a campus wide workshop for Career Services.

##### Outcome 2

Method 1 - the implementation of the new brand in Student Involvement has resulted in an increased focus on engaging students. The Student Organization Leadership Conference will be enhanced to address the needs of student leaders, increased marketing strategies will be implemented and programs will be offered to develop stronger leaders, better organization management and increased membership.

##### Outcome 3

Method 1 - The electronic signage system FourWinds will be implemented and utilized to promote information, programs and services in the building. Way-finding, general announcements and university information will be promoted. Policy and procedures will be implemented and screens programmed.

Method 2 - Staff will work diligently to address repair satisfaction and response time. The filling of open positions will help, and further training will take place to emphasize the importance of this area.

**Core value focus this year will be STEWARDSHIP.** The staff will participate in an 'adopt a spot' connected to the San Marcos River Clean up, all staff will be involved in the recognition program 'Stars of the Month' and each unit will be challenged to address stewardship of people and resources in their areas.

#### Outcome 1

80% of student employees in the LBJ Student Center will effectively utilize leadership skills.

##### Outcome 1 - Method 1

Employees will be evaluated each semester through direct observation and an annual benchmarking survey based on observation and analysis of performance in the execution of skills such as working on a team, decision making, project management, work ethics, time management, and problem solving. 75% will show improvement or satisfactory maintenance of their skill level.

##### Outcome 1 - Method 1 - Result

Student employee performance evaluations were revised this year, to measure more specific skills and improvement levels. The instrument focused on Attitude, Respectfulness, Job Knowledge, Professionalism, Competency, Safety/Work Environment and Supervisory Skills (if applicable). Managerial leadership skills were incorporated into the overall categories.

The scale was 1= needs improvement, 2 = meets expectations and 3 = exceeds expectations. N=86

48% exceeded expectations  
52% met expectations  
0% needed improvement.

All of our student employees are effectively utilizing leadership skills and are above our goal of 80%.

We participated in a benchmarking survey for student employee satisfaction for the first time since 2012. The survey operates on a 7 point scale. Satisfactory levels start at 5.5 or 78.5%. It measures 12 factors. The top predictor of success is Satisfaction: Support and Training in 2012 the score was below the goal at 5.25. In 2015, it is nearly at the goal at 5.44. Improvements in on-boarding, staff training, professional development and departmental communication have been key elements in this higher score.

Overall Satisfaction of our student employees in 2012 was above the goal at 5.8. It has improved in 2015 to 6.13. We can see this improvement in students staying employed at the student center longer. Student Center employees stay an average of 2.84 semesters (+.01). This is a slight improvement from 2014. This longevity allows student staff to improve their skills as well as to take advantage of leadership and professional development opportunities. Student staff are more connected and perform better at their jobs.

N=78

The 12 factors and our 2015 scores:

Satisfaction/Support and Training = 5.44  
Satisfaction/Quality of Supervision = 6.07  
Satisfaction/Collaboration with Co-Workers = 5.96  
Learning/Co-Workers are Respectful = 5.83  
Learning/Empathy = 5.88  
Learning/Self knowledge and skills = 5.78  
Learning/Personal Competence = 5.89  
Learning/Diverse Interactions = 6.17  
Overall Satisfaction = 6.13  
Overall Learning = 5.96  
Overall Program Effectiveness = 6.06

With the exception of Satisfaction/Support and Training, ALL factors were above goal.

The core value focus this year was **SERVICE**. Staff were involved in a number of service projects, incorporating them into the all staff trainings, retreats and planned events per our action plan. Staff constructed gifts for children at the Women's Shelter, served at the Wimberley Library, participated in four alternative spring break programs (up from one the year before) and have 'adopted a spot' in San Marcos related to the San Marcos river cleanup. The Association of College Unions International celebrated its 100th anniversary this year and in recognition of that, challenged all of its member institutions to perform 100 hours of service. The student center staff took the challenge and completed **176** hours of service. One staff member took the challenge personally and accumulated 156 hours as well. A comprehensive in-service program will continue to be implemented for employees.

#### Outcome 1 - Method 2

A rubric that identifies the development of leadership skills will be used in evaluations in the fall semester and at the end of each academic year to determine identified skills and proficiency levels of student employees. 75% of student employees will show development through at least one growth stage on the rubric.

#### Outcome 1 - Method 2 - Result

The Student Employee Leadership Rubric was also revised to ease in scoring. Each area of the rubric was given a numerical score, rather than the previous yes/no system. This will also help us further refine needed training topics as indicated in last year's action plan. The levels in each variable were given points as follows:

**Tasker=1** (complete repetitive tasks, work mainly for a paycheck, do not identify as part of the team)

**Employee=2** (complete general tasks, able to answer minimal questions, positive job attitude, feel a sense of belonging, take ownership in their specific tasks)

**Manager=3** (knows and completes all tasks of functional area, trained to supervise other employees, volunteers to help student center projects, able to attend conferences and receive management training)

**Leader=4** (regularly completes tasks including opening, closing, cash handling, see themselves as important part of the student center, serve on committees and are seen as a leader among students)

**Team Member=5** (fully understand their functional area as well as the student center, make important decisions and take on full time staff member responsibilities when needed, see job as important resume and career builder, understand and assist in fulfilling the vision and goals of the student center)

Total possible points = 30

N=41

Variables	Average Score	Average Level
Task Types	2.95	Employee/Manager
Discretion Level	2.78	Employee
Supervisory Resp.	3.05	Manager
Role within LBJSC	3.46	Manager
Reward from Job	4.17	Leader
Benefit to LBJSC	3.41	Manager
Overall Average:	19.4	64% Manager

We will use these numbers as a baseline for the future assessments. They will be more accurate and help us to identify areas that need to be addressed in training and supervisory skill building.

## Outcome 2

80% of student leaders in organizations directly advised by LBJ Student Center staff will learn and effectively utilize leadership skills.

### Outcome 2 - Method 1

A benchmarking survey of chartered organization presidents and officers will be administered alternating spring semesters with the opposing year, a general random sampling of students will be measured in self reported proficiency in leadership skills.. Students responding should indicate program effectiveness in 80% of factors such as Leadership Training, Interpersonal Competence, Diverse Populations, Principled Dissent, Sense of Belonging, Self Worth, Advisor Satisfaction, and Programming.

### Outcome 2 - Method 1 - Result

The student center benchmarking survey cycle this year included student leadership and involvement questions in the pen and paper survey that also included student center satisfaction. This was administered to a random sample of students in the student center over the course of April in varying times and locations. N=142 (28% response rate). The previous survey had resulted in consistent scores above 80% goal, so our focus is more on general student experiences within the student center to bring their perceptions of the benefit of involvement up. As one can see, these scores are also high.

72.8% indicated that their experiences in activities and organizations had impacted their Life and Leadership experiences.

85.2% indicated their involvement outside the classroom had contributed to their personal growth. Specific areas of growth and comparison to FY14 are below.

- 21.5% - Appreciation of diversity (+7.7)
- 5.0%- Being a team player (-5.4)
- 14.9% - Collaboration (+3.9)
- 28.9% - Interpersonal and Social skills (-9.1)
- 7.4 % - Problem Solving (-1.8)
- 9.1% - Project Management (+.2)
- 13.2% Showing Initiative (+4.6)

82.4% indicated that their leadership skills were enhanced or they learned them through organizations or programs of the Student Center. Specific skills developed and the change from FY14 are below.

- 39.3% - Communication (+4.5)
- 7.7% - Conflict Management (-1.0)
- 15.4% - Decision Making (+4.8)
- 6.0% - Delegation (+1.0)
- 6.0% - Ethics (-3.4)
- 12.0% - Organizational Management (-4.4)
- 13.7% - Time Management (-3.8)

These are also above the goal, but continue to guide us in specific training and workshop topics to offer in order to enhance students' experiences further. The Student Organization Council implemented an annual Organizations Conference each fall as proposed in our action plan. Organization registration continues to grow with well over 350 organizations registered with the Student Involvement office. Regular in service workshops, leadership workshops by request and individual advising will continue to support the development of student leaders.

### Outcome 2 - Method 2

A rubric with identified skills and proficiency levels will be used in ongoing observation and analysis of student performance in evaluating at least

three areas of leadership (communication skills, mentoring, negotiating, instructing, supervising, persuading, taking instructions, organizational management, emotional/spiritual development, human awareness, serving, intellectual skills, vocational skills, and personal life management) throughout their term in office. 80% of student leaders should show improved development through at least one of the growth stages.

### Outcome 2 - Method 2 - Result

Student leaders in organizations advised by the LBJ Student Center staff were assessed using the revised Student Leadership Rubric at the end of the academic year. Each level for the variables was assigned a point value with the total points available on the rubric = 15. This will assist us in a more accurate measurement of each area, rather than the yes/no used before.

**Member = 1** (participates at minimum level, learning about organization)

**Volunteer/Contributor = 2** (learning how to contribute to organization purpose, building skills for future leadership role)

**Coordinator = 3** (beginning to take on leadership roles, learning campus resources, can manage personal commitments)

**Organization Veteran = 4** (knows how the organization operates, shares leadership, and sees connections in the organization's mission to that of the overall community)

**Visionary = 5** (knows how organization fits into the bigger picture, can turn ideas into action, networks beyond campus on behalf of organization, and knows how to translate campus leadership experience to life after college)

Variables	Average Score	Average Level
Nuts & Bolts	3.13	Coordinator
People & Places	3.47	Coordinator
Personal Skills	3.32	Coordinator

Individual organization evaluations show a natural bell curve with a good balance of members/volunteers compared to veterans/visionary's. It would be natural for a majority of the memberships evaluated to fall in the coordinator category. Continued opportunities for development will be provided to make sure that the progression into the more advanced leadership roles continues for each group.

We will use this year's measurements as the baseline for future assessment of the students we advise.

We have continued using a common staff application for chartered student organization officers as per our action plan. This model was successful in it's inaugural year FY14 and will continue. Support between the CSOs is high and collaboration will assist in developing new experiences as well as opportunities for individual growth.

### Outcome 3

80% of customers and users of the LBJ Student Center will rate their customer service experience as good or very good (highest factors on scale of benchmarking survey).

### Outcome 3 - Method 1

A benchmarking survey for satisfaction of users regarding customer service experience will be administered annually each spring semester. Customer service factors such as Positive Environment, Cleanliness, and Staff, will indicate 80% satisfaction. .

### Outcome 3 - Method 1 - Result

An annual benchmarking survey satisfaction survey was administered in April in partnership with Skyfactor (formerly Educational Benchmarking, Inc.) and the Association of College Unions International. A pen and paper survey, it was attempted to 500 users in the building. We had a 142 response for a 28.4% rate of return. We are moving the administration of this survey to an earlier date in order to obtain a larger sample. This return rate is still acceptable, but we expect more from our past experience.

The survey measures 12 factors on a 7 point scale. The factors measure satisfaction of programs, staff and services in the student center. The goal is 5.5 on the 7 point scale (78%). We surveyed heavy users, first year students, occasional users and visitors to get a wide variety of responses.

The four factors that specifically measure this outcome:

Student Center Cleanliness 5.88 (84%) +2.71

Providing a Positive Environment 6.01 (86%) +5.86

Student Center Staff 5.7 (81.4%) +1.82

Student Center is Student Oriented 5.88 (84%) +2.86

We are pleased that all of these factors exceed our 80% objective for satisfaction. The average satisfaction level is 83.85%. This is an increase of 3.31%. The changes in furnishings, renovations and clear communication about planned expansion and renovations have contributed to students being more engaged in the Student Center as a facility as well as a program as indicated in our action plan. They were very vocal about their approval of changes they had experienced this year. Specific changes include updating furnishings and relocating some offices, providing new lounge furnishings in the Paseo (2nd floor) and Lilly's Lounge (4th floor) as well as Boko's Theater. The Design Center opened, providing a much needed expansion for staff and equipment to serve student organizations within the Student Center. The HUB has been used extensively by the

department and with collaboration for other departments in the building.

### Outcome 3 - Method 2

User focus groups from tenants will be asked quarterly to evaluate the levels of customer service including cleanliness, timeliness, problem solving, service provided as requested. 80% of tenants will indicate receiving good or very good customer service in their responses.

Customer satisfaction cards and user satisfaction surveys will be administered throughout the year to users of services. 80% of user respondents will indicate a customer service experience of at least good or very good in areas such as helpfulness, receiving desired service, accurate information, timeliness and politeness.

### Outcome 3 - Method 2 - Result

Tenants in the building were surveyed at the end of the academic year to solicit feedback on their experiences with the services provided to them by the student center staff. They meet regularly to address timely issues, so a pen and paper survey was determined to be adequate to measure satisfaction again this year. All 13 tenants responded this year to the survey.

The survey measured satisfaction on a five point Lichert scale from Very Satisfied to Very Dissatisfied.

Response	%Very Satisfied or Satisfied
Building Cleanliness	100% (+14.3)
Restroom Cleanliness	100% (+14.3)
Custodial Service	100% (+20)
Building Staff Courtesy	100% (+8.6)
Repair Satisfaction	78% (-10.6)
Response Time	78% (-10.6)
Overall Service Satisfaction	100% (+11.4)

Specifics impacting this much improved satisfaction score include the addition of new staff, continued customer service training and a renewed commitment to the building's condition as we work toward a renovation and expansion project per our action plan from last year. We are pleased that our tenants not only are happy with their experiences but chose to participate in this survey. Work will continue on the Repair Satisfaction and Response Time issues to address needs of the building. Issues that could contribute to this satisfaction level include open positions for part of the year, collaboration with other university departments to address issues outside of our perview, and the sheer number of requests the building staff gets daily. The entire building is excited to see the renovation and expansion project get underway.

### Approval History

#### Approval History Event

Outcomes Approved Level 1  
Outcomes Approved Level 2  
Outcomes Audit Report Submitted  
Results Approved Level 1  
Results Approved Level 2  
Results Audit Report Submitted

#### Approver

Margarita Arellano (ma33)  
Joanne Smith (js14)  
Ana Garza (ag02)  
Margarita Arellano (ma33)  
Joanne Smith (js14)  
Ana Garza (ag02)