

# **STUDENT SERVICES**

## **INTRODUCTION**

The Division of Student Services is a dynamic comprehensive unit that focuses on academic success and quality of life for students. Core to the focus is the identification of needed services that are properly staffed and funded to carry out their respective missions.

Each department within the division has completed a self-study process in harmony with the CAS standards and have developed action plans to address future goals and areas of concern. The information that follows in this section relates to over-all direction and focus relating directly to the Vice President's Office. The information presented will follow the general standards as outlined in the CAS self-assessment guide.

## **MISSION & GOALS**

### **Mission Statement**

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.

### **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.

## **PROGRAM**

## Organization chart

A current organization chart for the division of Student Services is found at <http://aaa.usu.edu/factsfigures/>.

## Service Teams

In 2007, the concept of having service teams network within the Division was created. This concept was developed to do the following: (1) Create a philosophical climate that fosters horizontal communication; (2) Provide a structure for sharing information; (3) Develop a model that will both identify challenges and address them with the appropriate departments; (4) Identify division and individual accomplishments and celebrate them both internal and external to the division; and (5) Provide administrative opportunities for staff within the division. To accomplish this, departments were identified that would meet regularly to discuss issues pertinent to their general focus of responsibility. Service teams were identified and a coordinator was chosen. Each coordinator was given the following responsibilities:

- Call appropriate meetings of the Service Team
- Set agenda for the meeting in consultation with primary administrator
- Report Service Team issues in the monthly SS Director's Council
- Serve as a member of the Student Services Cabinet
- Serve as a member of the Student Advisory Council
- Ensure that identified issues are shared with the Service Team and action plans developed

The following three service teams are currently organized:

Student Life: Executive Director for Student Life (coordinator), Retention First-Year Experience, Counseling, University Police, Student Publications, International Students & Scholars, Campus Recreation, GLTBA, Multi-cultural Students, SAAVI, Student Wellness, Student Involvement & Leadership Center, Chief Conduct Officer, Taggart Student Center, Utah Conservation Corp, Outreach Coordination, and Housing.

Enrollment Services: Vice President for Student Services (coordinator), Registrar, Financial Aid, University Advising, Admissions, Retention & First-Year Experience.

Student Assistance: Interim Associate Vice President for Student Assistance (coordinator), Student Support Services, Career Services, Disability Resource Center, Student Health & Wellness, Women's Center & Re-Entry Students, Counseling Center, Academic Resource Center.

## Work Groups

In addition to the Service Teams, work groups are also used at various times and as the needs arise. An example of a work group was the creation of an ad hoc committee to

review alcohol education on the campus. This group included a variety of people both within the division and on-campus that deal with this issue.

The objectives in the development and implementation of divisional work groups include:

1. Tap into the rich and underutilized talents within the division, among support, professional, and administrative staff.
2. Create opportunities for cross-pollination between departments, both enhancing services and programming efforts, and decreasing duplication of services/programs where possible.
3. Increase the flow of communication among all division staff.
4. Create staff development opportunities among all division staff.
5. Create a sense of “ownership” in the division among all staff and enhance teamwork and partnerships across departments and other campus entities.

## **LEADERSHIP, ORGANIZATION AND MANAGEMENT**

### Cabinet Meeting

The Vice President of Student Services holds a weekly cabinet meeting. This meeting includes the Associate Vice President for Student Assistance, as well as other key directors from within the division. An ad hoc member assignment also rotates yearly from within the other directors. This meeting serves as a first approval and sounding board for new programs, ideas and concepts that affect the division. Assignments and information coming from the central administration is shared within this group as well.

### Director’s Council

A director’s council is held monthly. This meeting includes the cabinet meeting members, as well as all other directors from the division. Items that have been discussed and approved from cabinet meeting are then taken to this council for implementation.

### Annual Calendar and Timeline

An annual calendar and timeline was developed to help facilitate and schedule reoccurring events each year. This calendar is updated semi-annually to reflect new additions as well as deadline changes. This allows the division flexibility in scheduling task oriented things during slower times, as well as setting deadlines for critical items. This calendar includes timelines for such items as division initiative process, budget timeline, and equity. Training in a variety of areas is also offered annually to each employee within the division. This training, “Section I Training”, is mandatory for all employees, and includes ADA, FERPA, Violence in the Workplace, SAAVI, Media Relations, Contract Agreements, FLSA and AAEO. A comprehensive emergency preparation and training timeline for the Taggart Student Center is also included in this calendar.

<b><u>STUDENT SERVICES ANNUAL TIME LINE</u></b>			
<b><u>Sample</u></b>			
<b><u>JANUARY</u></b>	<b><u>FEBRUARY</u></b>	<b><u>MARCH</u></b>	<b><u>APRIL</u></b>
Section I Training (annual training)	Upward Evaluations & Performance Appraisals	Salary Budgets	Budget Hearings
	Emergency Prep - Classroom & Sections	AA/EO SHPT on-going	AA/EO SHPT on-going
	AA/EO SHPT on-going	Diversity Awards Nominations	Employee Recognition & Retirement Dinners
	Distribute equity information to departments	Prepare packet for VP's budget hearing.	
<b><u>CP Step #1</u></b>	<b><u>CP Step #2</u></b>		<b><u>CP Step #5</u></b>
Update departmental initiatives and prepare new initiatives for consideration	Participate in oral presentation of new initiatives to SSVP	<b><u>CP Step #4</u></b>	Central Admin determines funding of Initiatives
Submit to SSVP by Jan 26th		Division CP discussed with Directors	
	<b><u>CP Step #3 (if needed)</u></b>		
	Submit revised department initiatives to SSVP		
<b><u>MAY</u></b>	<b><u>JUNE</u></b>	<b><u>JULY</u></b>	<b><u>AUGUST</u></b>
Emergency Preparedness (mock disaster)		Update and distribute SS annual calendar	Update main Student Services Dashboard
		Update department Dashboards	
		Update division-wide equity information	
<b><u>CP Step #6</u></b>			
Notification of funding to departments.			
<b><u>SEPTEMBER</u></b>	<b><u>OCTOBER</u></b>	<b><u>NOVEMBER</u></b>	<b><u>DECEMBER</u></b>
Driver Video on-going	AA/EO on-going (also night shift)	First Aid Training & Certification	Student Services Xmas Employee Appreciation
AA/EO SHPT on-going		AA/EO session for evening shift employees	Employee training info sheet to Directors
	October retreat		
		AA/EO session for evening shift employees	
Note:			<b><u>USU Repeat Guidelines:</u></b>
CP = Compact Plan			Driver's Video = Every 3 years
PEA and CEA Employee of the Quarter nominations may be submitted on-line at any time.			Violence in/Workplace = Once
Section I Training includes the following: ADA, FERPA, Travel, Violence in the Workplace, SAAVI, Media Relations, Contract Agreements, IRB, and AEO SHPT			

## **HUMAN RESOURCES, EQUITY AND ACCESS**

### **Employee Evaluations**

An employee evaluation process is administered annually on all employees within the Division. The process focuses on both a one-on-one evaluation with the employee and his/her immediate supervisor and an upward evaluation on directors and selected associate and assistant directors. More analysis is conducted at the director level with upward evaluation by both the director's employees and colleagues. The results of these upward evaluations are shared personally with the directors and the numeric rankings are collectively shared with all directors within the division. Anonymity is maintained and only the numeric summaries are shared. The upward evaluations were performed on

eighteen questions using a Likert Scale of 1-5, with 5 being the highest satisfaction rating. Table A provides information on directors from both employees and colleagues. Table B prioritizes the summary rankings from low to high. This ranking is used throughout the division to focus on areas of needed improvement and training programs are then developed to address these issues. All directors are given copies of their individual rankings and the over-all rankings of all directors. Additional detail on this process and results is available in the Office of the Vice President.

<b>STUDENT SERVICES</b>			
<b>Director's 360 Evaluation Summary Report</b>			
<b>Student Services Directors</b>			
	Average	Average	
	Employee	Colleague	Summary
<u>Question</u>	<u>Ratings</u>	<u>Ratings</u>	<u>Average</u>
University Leadership	4.55	4.59	4.57
Land-Grant Mission	4.63	4.82	4.73
Mission and Planning	4.43	4.55	4.49
Sets and Clearly articulates priorities	4.28	4.53	4.41
Follows projects through to on-time completion	4.29	4.54	4.42
Continuing administrative visibility	4.45	4.46	4.46
Administrative management and resourcefulness	4.55	4.37	4.46
Retention and recruitment	4.24	4.48	4.36
Demonstrates integrity	4.46	4.68	4.57
Promotes excellence	4.17	4.58	4.38
Promotes diversity	4.50	4.55	4.52
Willingly explores new approaches	4.43	4.53	4.48
Stimulates and rewards/recognizes innovation and imagination	4.32	4.45	4.39
Good communicator	4.30	4.44	4.37
Availability	4.20	4.58	4.39
Exhibits an encouraging and positive attitude	4.54	4.56	4.55
Fair and consistent decision-maker	4.38	4.60	4.49
Conflict and dispute resolution	4.16	4.37	4.26
<b>OVERALL AVERAGE</b>	<b>4.38</b>	<b>4.54</b>	<b>4.46</b>
<b>SUMMARY</b>			
<b><u>Prioritization of upward evaluations (Lowest to Highest)</u></b>	<b><u>Average</u></b>	<b><u>Employee Rating</u></b>	<b><u>Colleague Rating</u></b>
Conflict and dispute resolution	4.26	4.16	4.37
Retention and recruitment	4.36	4.24	4.48
Good communicator	4.37	4.30	4.44
Promotes excellence	4.38	4.17	4.58
Stimulates and rewards/recognizes innovation and imagination	4.39	4.32	4.45
Availability	4.39	4.20	4.58
Sets and Clearly articulates priorities	4.41	4.28	4.53
Follows projects through to on-time completion	4.42	4.29	4.54
Administrative management and resourcefulness	4.46	4.55	4.37
Continuing administrative visibility	4.46	4.45	4.46
Willingly explores new approaches	4.48	4.43	4.53

Fair and consistent decision-maker	4.49	4.38	4.60
Mission and Planning	4.49	4.43	4.55
Promotes diversity	4.52	4.50	4.55
Exhibits an encouraging and positive attitude	4.55	4.54	4.56
University Leadership	4.57	4.55	4.59
Demonstrates integrity	4.57	4.46	4.68
Land-Grant Mission	4.73	4.63	4.82

### Staffing

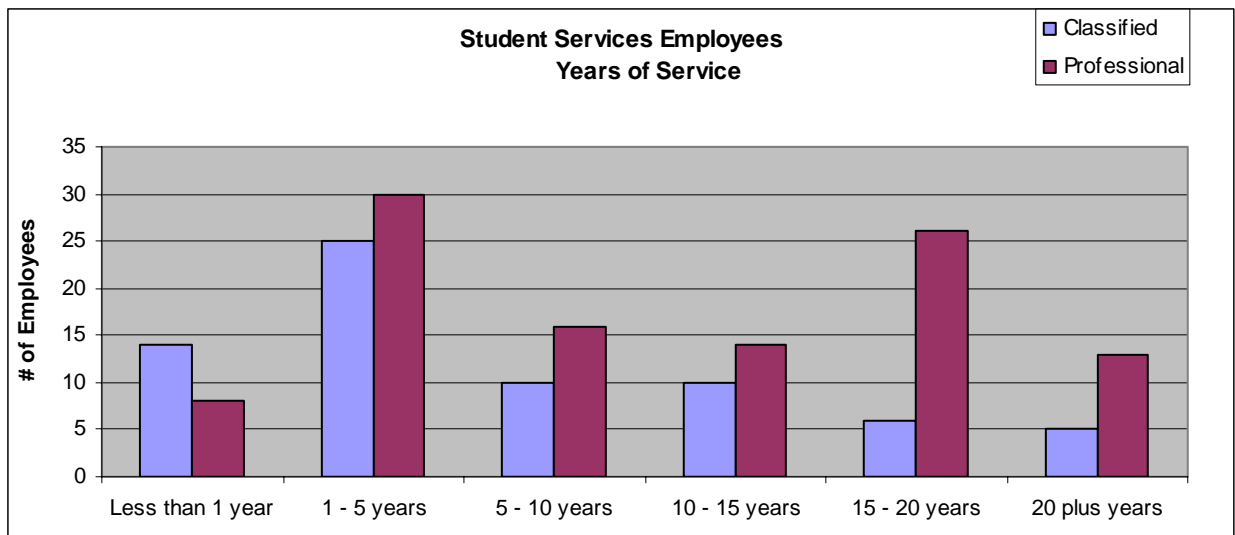
Directors have a formal method each year to bring forward staffing needs for their departments. Through the division initiative process, directors present their needs and requests for both additional staffing and additional operational needs. These requests are evaluated by the Vice President and Associate Vice President. Items are addressed based on available resources.

The Division maintains a balanced staffing philosophy between exempt, non-exempt and student employees. This balance is defined by both needed credentials and training and financial resources. It is, however, recognized that student help is critical for both insight prospective and for supporting the processes of the various departments. Employing students is also a means of providing financial aid to students.

The following table will provide a demographic overview of the Division's staff.

<b>Student Services Staff Profile</b>				
	<b>Professional</b>	<b>Support</b>	<b>Student</b>	<b>Other</b>
<b>Female</b>	63	61	197	28
<b>Male</b>	44	9	26	33
<b>Degrees:</b>				
Ph.D, Ed.D.	12			
MD, JD, MSW	8			
MA, MS	40	1	3	3
BA, BS	47	29	2	4
AA, AAS, Certificate, etc.	1	15	7	
<b>Years Experience in field:</b>				
none		1	13	
less than 5	27	34	82	3
5 - 10	22	14	5	4
11 - 15	18	4		
16 - 20	35	8		
more than 20	18	11		
<b>Full-time:</b>				
9/10 months	7	2		
12 months	91	49		
<b>Part-time:</b>				
9/10 months	1	9	70	4
12 months	4	9	43	

In addition to the above staff demographics, the following table shows the over-all tenure status for contract employees within the division.



## Salary Equity

Salary equity studies are prepared annually and updated throughout the year as changes in service, salary adjustments, etc. are recorded. Staff members are compared against an equity index that is, in part, determined by comparable positions within the institution and within the geographical area. As salary dollars become available through turnover, restructuring, and retirements, equity adjustments are made after consultation with the appropriate administrator or director. The equity study is divided into several sub-groups to focus on gender, grade and employee status, to ensure that equal treatment is being given to all employees. The following table gives an overview for the Division. As noted from the table, the area of compensation continues to be the number one concern and issue. Additional detail is available in the Office of the Vice President.

### All Employees by Status

	# of	% of	Cumulativ	# of	% of	Cumulativ	Total	% of
<u>% of Predict</u>	<u>Classified</u>	<u>Total</u>	<u>e</u>	<u>Professional</u>	<u>Total</u>	<u>e</u>	<u>Employees</u>	<u>Total</u>
			<u>%</u>			<u>%</u>		
65.01 - 70	0	0%	0%	0	0%	0%	0	0%
70.01 - 75	1	1%	1%	0	0%	0%	1	1%
75.01 - 80	1	1%	3%	0	0%	0%	1	1%
80.01 - 84	1	1%	4%	10	9%	9%	11	6%
84.01 - 87	4	6%	10%	9	8%	18%	13	7%
87.01 - 90	1	1%	11%	14	13%	31%	15	9%
90.01 - 95	19	27%	39%	23	22%	53%	42	24%
95.01 - 100	22	31%	70%	18	17%	70%	40	23%
100.01 - 105	11	16%	86%	8	8%	77%	19	11%
105.01 - 110	8	11%	97%	8	8%	85%	16	9%
110.01 - 115	1	1%	99%	7	7%	92%	8	5%
115.01 - 120	0	0%	99%	3	3%	94%	3	2%
120.01 - 125	0	0%	99%	1	1%	95%	1	1%
125.01 & up	1	1%	100%	5	5%	100%	6	3%
	70	100%		106	100%		176	100%

**Note:**

- (1) As indicated in "Red" above, 70% of Classified and 70% of Professional employees are below "Predict Salary"
- (2) See accompanying graphs for details.
- (3) Above table does not include Vice President for Student Services

**Definition of Predict Salary:**

This is the predicted salary for an employee if the salary is moving through the salary range at the projected rate based on the total yeas of service. It is also adjusted for title changes and promotions. **NOTE: These numbers are the 2008-09 salary ranges.**

### Equity and Tenure Summary Notes

The following information is taken from the Student Services Employee Equity and Tenure Analysis. The information is divided into two sections. **Section 1** deals with highlights from the attached report. **Section 2** deals with observations.

Section 1

<b>Data Measurement</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
<b>Tenure Data</b>						
Classified staff employed in Student Services less than 5 years	32%	48%	42%	56%	56%	56%
Prof staff employed in Student Services less than 5 years	19%	36%	36%	36%	37%	36%
<b>Equity Data</b>						
Classified staff below 100% equity	66%	72%	52%	51%	22%	70%
Male Classified staff below 100% equity	60%	65%	54%	27%	20%	67%
Female Classified staff below 100% equity	71%	77%	50%	55%	22%	70%
Professional staff below 100% equity	65%	65%	56%	49%	35%	78%
Male Professional staff below 100% equity	63%	61%	54%	50%	36%	58%
Female Professional staff below 100% equity	67%	69%	58%	49%	35%	78%
All male staff, Classified & Professional, below 100% equity	61%	64%	54%	45%	33%	60%
All female staff, Classified & Prof, below 100% equity	70%	73%	53%	52%	29%	74%
Minority Classified staff below 100% equity	0%	0%	0%	0%	0%	100%
Minority Male Classified staff below 100% equity	0%	0%	0%	0%	0%	100%
Minority Female Classified staff below 100% equity	0%	0%	0%	0%	0%	100%
Minority Professional staff below 100% equity	25%	13%	14%	14%	14%	38%
Minority Male Professional staff below 100% equity	0%	17%	17%	20%	20%	17%
Minority Female Professional staff below 100% equity	50%	50%	0%	0%	0%	100%

Section 2 - Observations

Data for the six years measure above are based on the same salary grade levels with no adjustments for inflation or market comparisons. It should be noted that 2004-2008 comparisons are against salary ranges 2002. Human Resources published a new salary range for the various grades for FY 07, but it was not approved by the university for

publication. However, anew salary ranges were adjusted and approved in January of 2008, and again in July of 2008. With this in mind, the following observations are noted:

- The number of classified staff with five or less years of experience has remained constant. A further breakdown of this would show that 20% of classified staff has been with us less than one year. This raises issues of training, knowledge and customer service.
- All areas were improving at a very small rate. However, when the new salary ranges were approved in2008, we lost ground in all areas. The issue of equity and salaries remains the biggest concern for the division.

The following information is taken from the Student Services Employee Equity and Tenure Analysis. The information is divided into two sections. Section 1 deals with highlights from the Equity Report. Section 2 deals with observations.

## **FINANCIAL RESOURCES**

### Sources

Funding for the Division of Student Services comes from several sources: (1) State Education and General funds, (2) State Educationally Disadvantaged funds, (3) Auxiliary units generated funds, (4) Student Fees and associated generated funds, and (5) Contracts and Grants. A general breakdown would reflect the following percentages from the various funding sources: (1) State Education and General funds 50%, (2) State Educationally Disadvantaged funds 2%, (3) Auxiliary units 20%, (4) Student fees and generated funds 24%, and (5) Contracts & Grants 4%. Federal and state funds for Pell Grants, Aid, Loans, private scholarships, and university supported funds for scholarships are not included in the above percentages. (A more specific breakdown of the funding detail can be obtained in the Office of the Vice President).

### Budget Cuts

Budget cuts have been a big challenge for the Division. Since 2002, there have been five permanent and six one-time budget cuts. This history, coupled with the fact that there has not been an increase in E&G operating budgets for twenty years, has created some difficulty in delivering services at desired levels. Most departments within the Division would suggest inadequate funding to meet their desired goals. However, basic services are being provided and the Division continues to adapt to the changing demands of today's students.

### Resource Management

Departments within the Division are delegated budgetary responsibilities. On-going reconciliation and day-to-day accounting practices are assigned to staff within each

department. The Vice President's Office administers over-all resources allocation for the division. The establishment of resource support to the various departments within the Division takes into account ten variables. A review of these ten variables is discussed with the Division Cabinet and then with the Division Directors. All of these variables are considered when dealing with budget cuts, expansion of services, salary adjustments, and restructuring considerations. These variables are as follows:

- Operating budgets
- Salary equity
- Department initiative requests
- FTE contract adjustments
- Hold harmless departments
- Permanent vs. one-time budget reallocations
- Equalization of budget cuts based on operating exclusive of salaries
- Centrally held funds
- Ability for departments to generate funds
- Restructuring of units

The Vice President's Office has a level of funds to deal with one-time requests and emergency situations. While all requests cannot be addressed, it provides a means to address those of the highest need and priority. Addressing on-going needs requires new funding from central administration or reallocation of existing funds within the Division.

## **FACILITIES, TECHNOLOGY AND EQUIPMENT**

### Facilities

Student Services has been dynamic and aggressive in enhancing space for its departments, as well as providing better service to students in a more centralized location. During the past 10 years, the following projects have been accomplished to make student access easier, and help units better coordinate their services and functions.

- Cashier's office moved to Registration Office. This move centralized registration with tuition payment into a one-stop location for students, as well as gave students critical student lounge space for programming and study area.
- Student Support Services relocation to basement of University Inn. This move enhanced that office with private office space and gave students a larger math tutoring area.
- Major remodeling in the third floor of the Student Center to enhance much needed space for department operations. This included remodeling in the office of Academic Resource Center, Counseling Center, Multi-Cultural Student Services, University Advising, and International Students & Scholars. New departments that moved into remodeled space on the third floor includes Retention & First-Year Experience, Women's Center and Re-Entry Students,

Advance at USU, GLBT program advisor and resource library, Gear-Up and a student radio station.

- Remodeling on the first floor of the Student Center involved enhanced office space for Admissions and Financial Aid offices. The student newspaper operation also moved to the first floor, providing better visibility and access to students.
- A dividing wall was installed in the large 10,502 square foot ballroom. This enhanced and increased much-needed space for student programming.
- The Vice President’s office suite was remodeled to create an additional office space for a new Outreach Coordinator, a larger conference room, more accessible workroom, and storage space.
- Remodeling in the Registration Office to bring distance education registration into the same location as all on-campus registration processes.

**LEGAL RESPONSIBILITIES**

The office of Vice President for Student Services has access to legal advice as provided by the University through Utah State University General Counsel and the Assistant Attorney General located on campus.

**CAMPUS AND EXTERNAL RELATIONS**

Most Student Service units are in regular contact with their government and local counterparts. The units have established excellent working relationships with those counterparts and enjoy positive interchanges and collegiality. Many Student services staff serve on community agency boards and committees. Staff members also give freely of their time and talents to groups in the community. The staff serve the University community as a whole in the same way. Many hold adjunct or clinical faculty rank, teach for academic departments within the University, and serve on numerous committees. Student Services staff are often sought for their expertise, knowledge, and skills.

**DIVERSITY**

Student Profile Data

<u>Main Campus - 2008</u>	
Headcount	15,099
Full-time	12,126
Part-time	2,973
Under graduate	13,394
Graduate	1,705
Male	7,818
Female	7,281
<u>Ethnicity</u>	
Am Ind/AK Native	79

Asian/Pac Islander	236
Black, non-Hispanic	131
Hispanic	397
Minority total	843
White, non Hispanic	12,577
Other/Unspecified	752
Non-Resident Alien	927
Total	15,099

### Staff Profile Data

Of the 177 employees within the division, only 8 are minority, representing 4.5% of the total. There are 124 female employees (70%) and 53 male employees (30%).

### Student Advisory Council

In the fall of 2006, a Student Advisory Council was formed to help group and cluster various student teams together for a more collaborative effort on the campus. The council consists of approximately 24 student representation from a wide variety of student organizations. This group meets monthly during fall and spring semesters with the Vice President for Students Services and his cabinet members to discuss student issues and concerns. A meeting held at the President's residence in the fall and spring of each year allows the students a unique opportunity to share first-hand concerns and follow-up information with the University President. A detailed plan and process is available in the office of the Vice President. Items identified with the Student Advisory Council are shared with appropriate departments for follow-up. Fall semester focuses on the student friendly nature of processes and procedures.

During Spring Semester, the Student Advisory Council focused on the topic of inclusiveness, and particularly the question, "Is USU an inclusive campus that creates an environment of safety and acceptance for all students?" A survey was created, based on CASS standard questions on diversity. Each student on the Student Advisory Council was asked to complete the survey and get five or six other students, from within their respective organizations, to complete the survey. A rating scale of 1-Strong Disagree to 4-Strongly Agree was used, with 4 being the most positive response. Results from the survey are shown below:

Group	Representation	Number of surveys returned	Overall evaluation
E	*ASUSU, A-Team, Ambassadors, Religious Organizations	59	3.17
P	International, Multi-cultural, Non-traditional, Continuing-Education, Graduates	39	2.71

S	Housing/RA's, Greeks	13	2.99
C	GLBTQ, Student Athletes	17	2.64
B	Students-at-large, Alumni	31	3.05
A	Greeks (submitted later)	93	2.69
	*Of this total, 17 were new ASUSU officers that gave an overall rating of 2.96.		
	Total surveys returned:	252	2.87

The two final meetings for spring semester focused on the results and considered where to begin addressing these concerns with the council next fall. New members from each organization will be selected for fall semester. As the Student Advisory Council is established on a yearly basis, comparative data will be used to assess progress.

### **ETHIC**

Utah State University (USU) is committed to maintaining high standards of integrity and ethical practice in the discharge of its three-fold mission in learning, discovery and engagement. In keeping with this commitment institutional officials' conduct should be characterized by integrity and dignity, and they should expect and encourage such conduct by others. The complete document on ethics can be found at the following web site: [http://www.usu.edu/aa/ethics/code\\_of\\_conduct.cfm](http://www.usu.edu/aa/ethics/code_of_conduct.cfm).