

**TAP POST-SURVEY
WORKSHOPS
MAY 24 & 25, 2017**

AGENDA

- Introduction: Angela Song
Survey Overview -- Big Picture
 - Response Rate
 - Overall findings, score distribution, themes
 - Aggregate Influential Strengths / Primary Opportunities
 - Special Recognition
- Review Sample Report
- Action Planning
 - Specific examples from UCSD / other schools
 - Case Study -- “soft savings” and “redeployment”
- Reporting results to our customers
- Survey Response to the Provost

TAP SURVEY BIG PICTURE

SURVEY RESPONSES

- Total **invited** to take TAP Survey (Jan 30-Feb 27, 2017): **39,090**
- # of people who selected a dept/unit but did not answer any satisfaction questions: **416**
- # of people who selected a dept/unit and also answered at least one satisfaction question: **4,277 (11%)**

TAP SURVEY BIG PICTURE

MOST COMMONLY ASKED QUESTIONS ABOUT THE SURVEY RESULTS

- What if I see responses from areas that are not our customers?
- Are these results “statistically significant?”
- How much attention should I pay to the verbatim comments?
- We have resource constraints. Where should I start to make improvements that will make the most impact?
- The nature of our work means our unit will always have low scores ...what can I do about that?
- We are about to launch a new initiative and the customers are not going to like it at first. What do we do about the survey results that come back?

TAP SURVEY BIG PICTURE

OVERALL FINDINGS, SCORE DISTRIBUTION, THEMES

- 2 Areas in **Excellent** Range (4.30 and Higher)
- 61 Areas in **Good** Range (3.6 to 4.29)
- 29 Areas in **Marginal** Range (3.0 to 3.59)
- 2 Areas in **Low** Range (Below 3.0)

Largest # of responses per service area/unit: 1,475

Smallest # of responses per service area/unit: 1

Average # of responses per service area/unit: 257

TAP SURVEY BIG PICTURE

YOUR FIRST YEAR: PUTTING IT IN PERSPECTIVE A BIT...

When UC San Diego launched their first Customer Satisfaction Survey, there were **ZERO** units that received a 4.0 or higher.

➤ UW has 18% of their units in the 4.0 range or higher in your first year.

UC San Diego did not reach over 4,000 responses to the Customer Satisfaction Survey until its 12th year.

➤ UW reached 4,277 respondents in your first year.

TAP SURVEY BIG PICTURE

EXAMPLES OF HIGH SCORING WITH LARGE # OF RESPONDENTS

- UW NetID
- Transportation Services
- Library Services
- Reimbursement for UW Travel
- Husky Card
- Printing & Copying
- Professional & Organizational Development
- Payroll and Tax Administration
- Admissions
- Mailing

TAP SURVEY BIG PICTURE

COMMON THEMES

- Strengths are in Courteous, Professional Staff
- Primary Opportunities are in
Understanding Customer Needs
Moving in a Positive Direction

The above are the most commonly seen strengths and opportunities

- What stands out about UW strengths?
 - Responsive to Requests
 - Resolves Problems Effectively

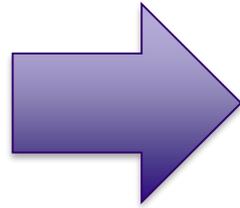
Use the data, i.e. the “voice of the customer” to inform continuous improvement projects

UW CUSTOMER SERVICE RECOGNITION

Is there a specific unit or team that you feel should be recognized for their Customer Service?

YES!

- ✓ Personal Experience
- ✓ Effort Despite Adversity
- ✓ Moving in Right Direction
- ✓ Absolutely Critical



- ❖ Data & Analysis
- ❖ Transportation Services
- ❖ Printing & Copying
- ❖ Building Services
- ❖ Facilities Maintenance & Construction
- ❖ Procurement, Contracting, Purchasing & Payment Services
- ❖ Human Subjects Review
- ❖ Grant and Contract Accounting
- ❖ UW Human Resources

Sixty-One individuals were cited by survey respondents two or more times for providing exceptional customer service.

SAMPLE REPORT

- Organizational Excellence

80
respondents

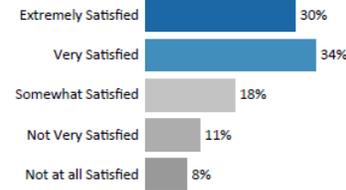
Primary Opportunities

- Moving in a Positive Direction
- Understands My Needs and Requirements
- Resolves Problems Effectively

Overall Satisfaction

Thinking of your OVERALL experience with this department, how would you rate your satisfaction with it during the past 12 months in meeting your department's needs?

3.66
mean



Mean Scores Below 3.00 - Low | 3.00 to 3.59 - Marginal | 3.60 to 4.29 - Good | 4.30 & above - Excellent

#	Question	2017
1	Thinking of your OVERALL experience with Organizational Excellence (OE) Consulting, how would you rate your satisfaction with it during the past 12 months?	3.66
2	Understands my needs and requirements	3.64
3	Provides effective online documentation service information	3.65
4	Responds to requests or problems within an acceptable time	3.81
5	Courteous, professional staff	4.16
6	Resolves problems effectively	3.65
7	Is making changes in a direction that better meets my needs	3.52

Background

- 2017 was the first year for the TAP Central Administrative Unit Customer Service Survey.
- We asked for feedback on 94 different services, across 28 Vice President and Vice Chancellor led administrative units.
- The survey included 7 standard quantitative questions and 1 open-ended question.
- We invited 39,090 faculty, students, and staff to provide their feedback. That's all faculty, all staff, 25% of students at UW-Seattle, 50% of students and UW-Bothell, and 50% of students at UW-Tacoma.
- Each survey participant could select which services they wanted to rate and respond to.
- Because some services are only used by faculty, or students, or staff, not all survey invitees saw all services as options to select.
- The survey was accessible from January 30 – February 27, 2017.
- 16% (6,308) of invitees participated in the survey, and 11% (4,277) responded / provided answers to survey questions.
- N/As and blank responses did not count in calculations for mean scores.
- Please contact assessuw@uw.edu if you have any questions about this report.

Strengths & Opportunities Scatterplot by Question



List of Strengths & Opportunities by Question ST - Strength | IS - Influential Strength | PO - Primary Opportunity | SO - Secondary Opportunity

#	Question	Mean	Corr	Str/Opps
2	Understands my needs and requirements	3.64	0.93	PO
3	Provides effective online documentation service information	3.65	0.86	SO
4	Responds to requests or problems within an acceptable time	3.81	0.87	ST
5	Courteous, professional staff	4.16	0.79	ST
6	Resolves problems effectively	3.65	0.92	PO
7	Is making changes in a direction that better meets my needs	3.52	0.90	PO

Number of respondents in parenthesis: (N). N not shown when # of responses is less than 5	Overall Satisfaction	Understands My Needs and Requirements	Effectively Uses Websites, Online Documentation	Responds to Requests Within an Acceptable Time	Courteous, Professional Staff	Resolves Problems Effectively	Moving in a Positive Direction
Faculty	4.00 (13)	4.08 (13)	4.50 (13)	4.18 (13)	4.58 (13)	4.27 (13)	4.22 (13)
Staff	3.59 (64)	3.56 (66)	3.50 (66)	3.73 (65)	4.08 (66)	3.53 (66)	3.41 (65)

Number of respondents in parenthesis: (N). N not shown when # of responses is less than 5		Overall Satisfaction	Understands My Needs and Requirements	Effectively Uses Websites, Online Documentation	Responds to Requests Within an Acceptable Time	Courteous, Professional Staff	Resolves Problems Effectively	Moving in a Positive Direction
ADVANCEMENT	Staff	4.00	4.00	5.00	5.00	5.00	5.00	5.00
COLLEGE OF ARTS & SCIENCES, NATURAL SCIENCES	Staff	3.00	3.00	3.00	3.00	3.00	3.00	3.00
COLLEGE OF ARTS & SCIENCES, OTHER	Staff	4.00	5.00		5.00	5.00		
COLLEGE OF EDUCATION	Faculty	4.50 (6)	4.50 (6)	4.60 (5)	4.60 (5)	5.00 (6)	4.60 (5)	4.67
	Staff	5.00	5.00	5.00	5.00	5.00	5.00	5.00
COLLEGE OF ENGINEERING	Faculty	5.00	5.00	5.00	5.00	5.00	5.00	5.00
COLLEGE OF THE ENVIRONMENT	Faculty	1.00						
EXECUTIVE OFFICE OF THE PRESIDENT & PROVOST	Staff	4.50	4.50	4.50	5.00	5.00	5.00	4.50
FOSTER SCHOOL OF BUSINESS	Staff	4.00	4.00	4.00	4.00	5.00	4.00	4.00
HEALTH SCIENCES ADMIN	Faculty	4.00	3.00	4.00	3.00	4.00	4.00	4.00
	Staff	3.33	3.67	3.00	4.00	4.00	4.50	4.00
HUMAN RESOURCES	Staff	3.00	3.00	4.00	3.00	4.00	4.00	
INTERCOLLEGIATE ATHLETICS	Staff		2.00	2.00	2.00	3.00	1.00	1.00
OFFICE OF EXTERNAL AFFAIRS	Staff	2.00	2.67	2.67	3.00	3.33	3.00	2.67
OFFICE OF RESEARCH	Staff	3.75	3.50	3.75	3.50	4.25	3.50	3.25
PLANNING & MANAGEMENT	Staff	4.00 (10)	3.91 (11)	4.14 (7)	4.20 (10)	4.45 (11)	3.73 (11)	3.67 (6)
SCHOOL OF DENTISTRY	Faculty	5.00	5.00	5.00	5.00	5.00	5.00	5.00
SCHOOL OF LAW	Faculty	2.00	1.00		2.00	3.00	2.00	2.00
SCHOOL OF MEDICINE	Staff	3.43 (7)	3.43 (7)	3.29 (7)	3.00 (6)	4.14 (7)	3.50 (6)	3.57 (7)
SCHOOL OF PUBLIC HEALTH	Staff	2.00	2.50	3.00	3.00	3.50	2.00	3.00

Number of respondents in parenthesis: (N). N not shown when # of responses is less than 5		Overall Satisfaction	Understands My Needs and Requirements	Effectively Uses Websites, Online Documentation	Responds to Requests Within an Acceptable Time	Courteous, Professional Staff	Resolves Problems Effectively	Moving in a Positive Direction
STUDENT LIFE	Faculty	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Staff	5.00	5.00	5.00	5.00	5.00	5.00	5.00
UNDERGRADUATE ACADEMIC AFFAIRS	Staff	3.00	3.00	4.00	4.00	4.00	4.00	4.00
UW BOTHELL	Staff	5.00	5.00	5.00	5.00	5.00	5.00	5.00
UW BOTHELL, CENTRAL ADMINISTRATION	Staff	5.00	5.00		5.00	5.00	5.00	5.00
UW FINANCE & FACILITIES	Faculty	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Staff	3.29 (14)	3.21 (14)	2.93 (14)	3.36 (11)	3.53 (15)	3.08 (13)	2.79 (14)
UW TACOMA, DEAN'S OFFICE	Staff	4.00	4.00	4.00	4.50	4.33	3.67	3.67
UW TACOMA, STUDENT AFFAIRS	Staff	2.00	2.00	2.00	2.00	4.00	1.00	2.00
UW-IT	Staff	4.50	4.00	4.00	4.00	4.50	4.00	4.00

DATA → ACTIONS/INITIATIVES

EXAMPLES OF ACTIONS TAKEN AT OTHER PUBLIC UNIVERSITIES

- UC Irvine Office of Information Technology
- Cal State University Chancellor's Office
- UC San Diego

Changes OIT is making based on YOUR feedback from our 2016 Customer Satisfaction Survey



Improve Search in ZotPortal

We are investigating predictive search to see if this is possible and feasible. We are running weekly reports of top search terms and adjusting key matches accordingly.

Streamline Security Requests

We have created new ServiceNow request forms to simplify requesting services and improving communication with the OIT Security Team.

More Self Help Information

We will be consolidating all of our knowledge base articles in ServiceNow and will make them easy to find on the OIT website.

Software Licensing Information

We will create knowledge base articles with public licensing information making them easier to find and keep up to date.

Complexity of KFS

The Accounting department holds regular in-person training classes in addition to online training. Registration is available through UCLC.

Continual Improvements to KFS

We regularly release new enhancements to the Kuali Financial System (KFS) to simplify the process and fix errors.

Facilities Management Portal

The Facilities Management Self Service portal now works with more browsers including Firefox and Chrome, in addition to Internet Explorer.

Improve Delivery Time for New Employee O365 Email Accounts

We have automated the process to create new accounts. New Office 365 and Active Domain (AD) accounts are created within 24 hours of new employees entering the payroll system.

Simplify Service Requests

We've made Voicemail Passcode Reset requests easier with a direct Service Now form. More request forms are in development.

Improve Customer Communication

We will be reviewing open tickets on a regular basis to make sure they are updated with descriptive information for the clients.

Server Request Improvements

We are re-engineering the server request and provisioning process with a focus on streamlining the process and identifying bottlenecks.

Default Employee Email Delivery

New employees no longer have Enterprise Services (IMAP) email accounts created as the default. They may now choose from available options.

Follow Up on Resolution

On tickets that are closed and re-opened by the client, we will follow up to ensure that the issue was resolved to the client's satisfaction.

Transition Plans for Canvas in EEE

We are implementing a transparency plan that includes publicly accessible content with quarterly updates featuring current highlights and future plans for EEE tools and services.

OIT Computer Labs Improvements

We will be using the Quarterly Classroom Technology Survey to include questions about the OIT Computer Labs. We will use the survey data to make adjustments to lab and classroom AV and IT environments throughout the year.

2016-17

Business & Finance

Customer Satisfaction

Survey



WE HEARD YOU!

Actions taken due to survey responses include reducing network upgrade costs, improving response times, creating intuitive resources on Calstate and CSYou websites, improving the State Fire Marshal review process, and integrating Greenhouse Gas projections into the 2017-18 Capital Improvement Plan.



2016 Faculty and Staff Customer Satisfaction survey

Tell us how we're doing. Help us help you.



Thank you! Now let's see the results...

Fast Facts

- 73 administrative departments and service units assessed
- 22 years in the making
- 7 Vice Chancellor areas represented
- 1 improved campus



Who is considered a customer?

A "customer" is any stakeholder of UC San Diego's mission and success. Faculty, academic staff, administrative staff, and students are all customers of the services that are provided by campus departments.

11,092 customers invited



69% Staff (7,656)
31% Academic/Faculty (3,436)

22%

Participation Rate
(2,388 customer responses)



Applause!

Following are the highest scored departments in the survey

- Black Resource Center
- Cross Cultural Center
- Messenger Services
- Women's Center

A word

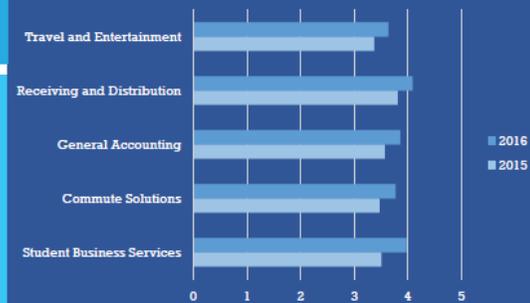
"The Black Resource Center is invaluable to students, staff, and faculty alike!"

"Messenger Service has always provided top notch service."

"The (Commute) Staff are truly stellar and handle (transportation policies) with grace and aplomb."

from our customers

Most Improved Ratings



UC San Diego examples of actions taken

- ❑ Creation of a Professional Development and Training Program in Business and Financial Services which has **resulted in career advancement and salary increases** of an average of 21% for participants, 8 graduate level degrees and 20 professional certifications
- ❑ Dining **enhanced their menu** choices to include healthier and vegan options
- ❑ Housing **improved lounge** and shared living spaces in response to student feedback
- ❑ Facilities Management instituted a client response system to **more quickly address** customer requests
- ❑ Transportation offered specific commuting **alternatives** per the feedback received
- ❑ Campus Shuttle **brought back** a shuttle route after hearing the **feedback** from customers
- ❑ Equipment Management created a **new inventory process** to alleviate the burden on departments and resulted in successful inventory of approximately 80 campus buildings and 6,000 pieces of equipment with minimal intrusion into research or operational processes
- ❑ Procurements created a Department Outreach program to **address the specific needs** of targeted customers
- ❑ Career Services Center updated their Port Triton system to make their search feature **more user friendly** for students seeking quality internships
- ❑ The BFS STRIVE Leadership Development Program was created and implemented to support development of high-potential employees in the department through mentorship. The program increased diversity, spurred career growth, **encouraged professional development** and fostered mentorships for the participants. It is now identified as a University “best practice” in succession planning
- ❑ E-Communications responded to customer feedback stating that 57% of students used Apple enabled devices and has thus better accommodated **students’ technology preference**.
- ❑ Facilities Management instituted a **note system** to notify clients of visits which saved FTE time in handling phone call inquiries and on investigation of the work order.
- ❑ Staff Education and Development updated 70% of existing pages to **increase staff understand of opportunities**.
- ❑ Student Business Services responses to students’ request of electronic payment methods and now, **80% can and do pay through the e-check option**.
- ❑ Mail Services **no longer delivers junk mail** and now sends email alerts to students about USPS packages to make receiving packages more convenient.
- ❑ **Faculty and Staff Assistance Program (FSAP)** FSAP counselors now routinely call new clients after their first sessions if they have not already scheduled for a follow up appointment, because they received feedback from a few clients that they would have enjoyed more follow up.
- ❑ UC Learning Center established **customer service response time standards** to insure timely feedback to customer inquiries
- ❑ Parking, due to the feedback, an **online option of purchasing parking permits** was implemented. They also added more student employees and a coupon code option at the pay stations.
- ❑ Library used the results to add several additional tech tools to their Tech Lending Program and also used it to **inform how to specifically renovate key areas** of the Library’s main building (ie **putting money towards the things they care about the most**).

Customer Satisfaction Survey CASE STUDY

Quantification of impact of data-driven
decisions

EXAMPLE: Faculty and Staff Customer Satisfaction Survey results

- The scores are generally high but dropping
- The ANALYTICS from the customer's perspective:
 - Understand** my needs and **Resolve** issues
 - Website** satisfaction is low, but that is not as important to overall satisfaction
 - Keep up the good work in staff's **professionalism, knowledge and accessibility**

- VERBATIMS have identified two themes:
 - Your staff are wonderful – knowledgeable, helpful, responsive, professional
 - Please help us understand your process!
 - Unclear process steps
 - Wasting our time hunting down the answers, literally hours of my time!

NOTE: the combination of quantitative data and open comments gives a clear indication of the exact type of administrative burden that needs to be addressed

Satisfaction Summary

All Responses	2014	2015	** 14-15
Overall	4.16	3.87	↓
Understand	4.14	3.80*	↓
Accessible	4.21	3.98	↓
Responsive	4.12	3.92	↓
Advice	4.14	3.92	↓
Resolves		3.83	
Knowledgeable	4.27	4.06	↓
Professional	4.29	4.08	↓
Website	4.24	3.57*	↓
PosDir	4.19	3.81*	↓

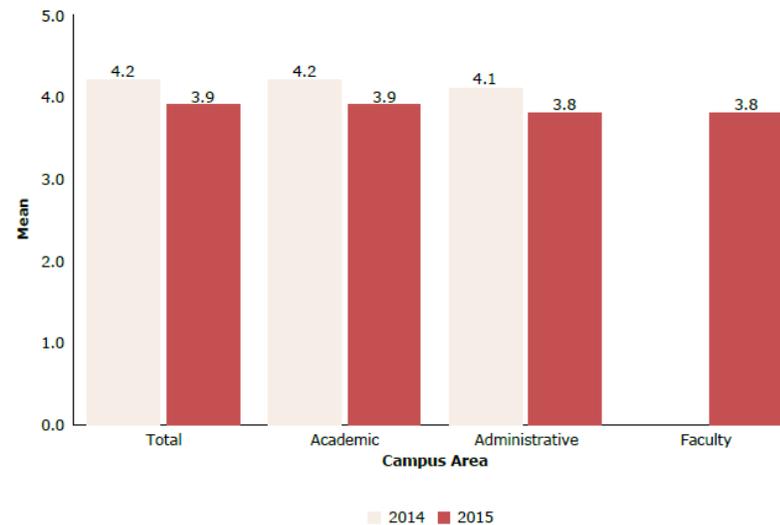
2015 Total Responses: 63/ 2287 3%

*Mean score change from the previous year statistically significant (P<0.05)

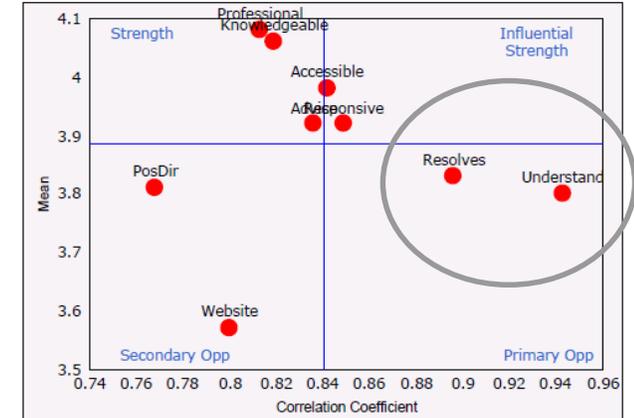
Mean Score: ■ Low - Below 3.0 ■ Marginal - 3.0 to 3.5 ■ Good - 3.6 to 3.9 ■ Excellent - 4.0 & Above

** Changes .09 or greater.

Overall Satisfaction Mean Scores

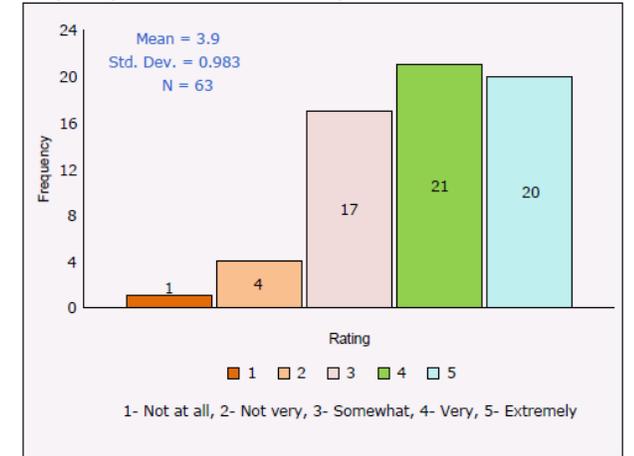


Strengths and Areas of Opportunity



Scattergraph of all questions correlated to Overall Satisfaction
 Mean Average = 3.89, Correlation Coefficient Average = 0.84
 Correlation Coefficient - Weak: 0.1, Moderate: 0.3, Strong: 0.5

Frequency Distribution of All responded to Overall Satisfaction



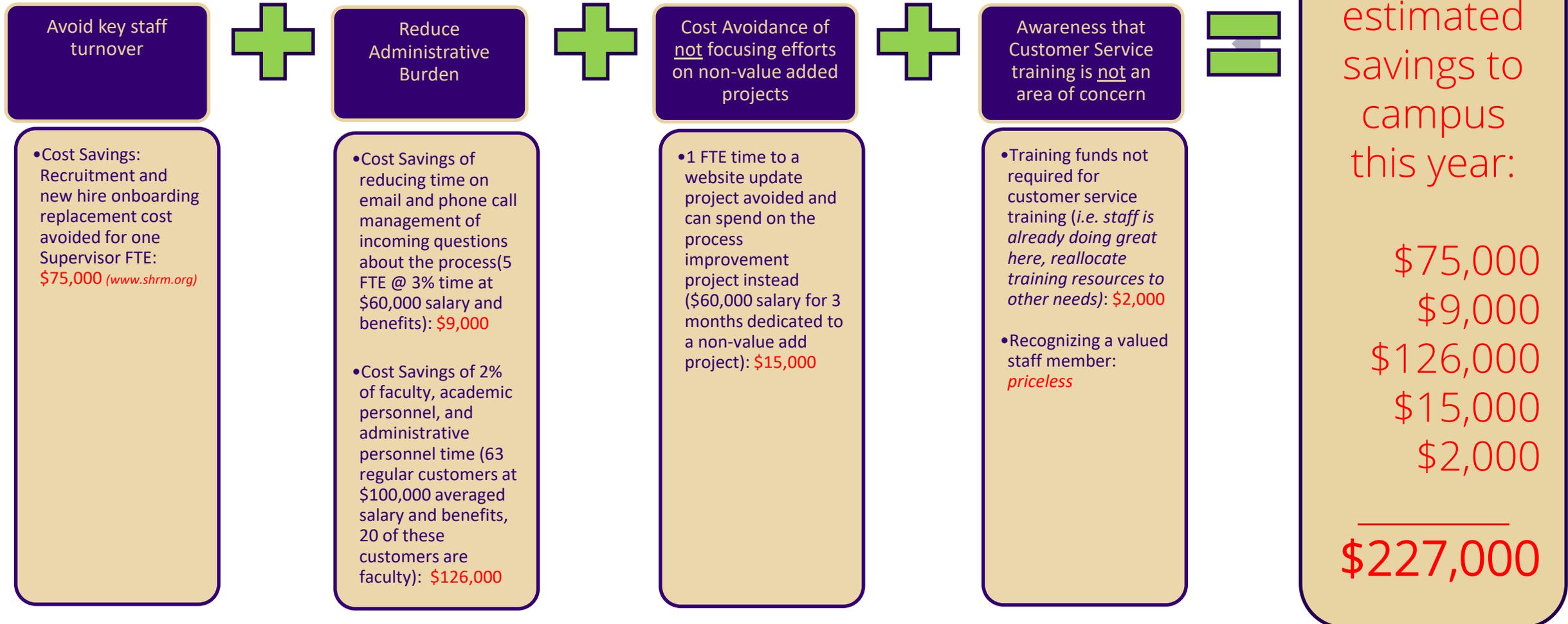
Using Lean Six Sigma approaches to calculating “soft savings”...

✓ *Communicating vision and mission and clarify key misunderstanding points to team (per Staff@Work Survey)*

✓ *Creating transparency, clarify steps, expectations, timelines*
Note: Customer satisfaction issues were not turnaround time or quality but about not understanding what and where they are in the process

✓ *Strategic data-driven decision to NOT focus on improving their website based on customer feedback that it is not a priority for them*

✓ *Leveraging staff members that are repeatedly noted in the verbatims for exceptional customer service. Learn best practices and standardize approach across the team*



REPORTING RESULTS TO CUSTOMERS – LIVE ON JULY 1

TAP Survey Results - Strategy Management

Below are results for core services as identified by the unit. Each chart shows mean scores for each of seven questions. The seven questions include an overall question and performance in specific customer service areas. Each question was rated on a scale from extremely unsatisfied to extremely satisfied.

In his April 2017 letter, the Provost has asked each unit to work on a plan for acting on the results. A link to the plan can be found directly below each chart.

Services

- **Business Diversity Purchasing Awareness:** Raising awareness and influencing purchasing behavior across UW in support of business diversity objectives and vision
- **Environmental Sustainability Programs and Outreach:** Developing and facilitating events and outreach programs to engage the campus community and improve sustainability
- **Organizational Excellence (OE) Consulting:** Consulting, project management, training services, tools, and facilitation to help UW departments and units identify and solve problems, build capacity, and increase effectiveness
- **Student Sustainability Engagement and Experience:** Provides formal/informal learning opportunities for students to engage in sustainability efforts, including paid, academic (credit based) and voluntary internships, resources, and other support

Strategy Management	N of Respondents	Possible Survey Responses:						
		1. Not At All Satisfied	2. Not Very Satisfied	3. Somewhat Satisfied	4. Very Satisfied	5. Extremely Satisfied		
Business Diversity Purchasing Awareness	39	3.82	3.67	3.55	3.81	4.12	3.67	3.57
Environmental Sustainability Programs and Outreach	70	3.91	3.83	3.78	3.95	4.30	3.94	4.02
Organizational Excellence (OE) Consulting	80	3.66	3.64	3.65	3.81	4.16	3.65	3.52
Student Sustainability Engagement and Experience	12	No Means Shown where <25 Respondents						

REPORTING RESULTS TO CUSTOMERS – LIVE ON JULY 1

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REPORTING RESULTS TO CUSTOMERS – LIVE ON JULY 1

Strategy Management	N of Respondents	Overall Satisfaction	Understands my Needs and Requirements	Provides Effective Online Documentation	Responds to Requests Within an Acceptable Time	Courteous, Professional Staff	Resolves Problems Effectively	Making Changes in a Positive Direction
Business Diversity Purchasing Awareness	39	3.82	3.67	3.55	3.81	4.12	3.67	3.57
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Possible Survey Responses:

1. Not At All Satisfied

2. Not Very Satisfied

3. Somewhat Satisfied

4. Very Satisfied

5. Extremely Satisfied

POST SURVEY APPROACH & TIMELINE FOR UNITS

SURVEY RESPONSE TO THE PROVOST

April	May/June		July/August	September +
PREPARE	IDENTIFY OPPORTUNITIES	UNDERSTAND ENVIRONMENT	PLAN	IMPLEMENT
<ul style="list-style-type: none"> ❑ Understand how to interpret and use results ❑ Learn about recommended approach for addressing feedback ❑ Check-in with unit leadership to discuss expectations 	<ul style="list-style-type: none"> ❑ When available, review and understand unit-specific survey results ❑ Identify top opportunities for improvement ❑ Work with leaders and others within unit to gain additional insight on identified improvement areas 	<ul style="list-style-type: none"> ❑ Identify possible projects already in-flight that may impact improvement areas ❑ Identify available unit resources to work on improvement efforts ❑ Further prioritize and focus improvement efforts base on information gathered 	<ul style="list-style-type: none"> ❑ Identify 2-3 efforts that will be practical to achieve ❑ Determine timeline, expected results, and success measures ❑ Optional: Complete planning template ❑ Complete Survey Response to the Provost Template by 8/1 	<ul style="list-style-type: none"> ❑ Complete Action Plan/Project Plan ❑ Determine unit approach for communicating results to customers ❑ Launch improvement effort ❑ Ongoing measurement and evaluation ❑ Report efforts and results to leadership and customers

ANGELA'S OFFICE HOURS

- Gerberding, Suite 280
- Thursday, May 25
1-4 PM

Drop in or contact tapteam@uw.edu to schedule.

UW PARTICIPATION RATE

	UW TAP		UCSD CSS		UCSD SSS
Invited	39090		11092		34300
Staff	2881	67%	2033	85%	
Acad/Faculty	783	18%	355	15%	
Student	613	14%			8980
Responses	4277		2388		8980
	11%		22%		26%