

Austin Community College
Internal Customer Satisfaction Survey

Spring 2003
Analysis of College-wide Services

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Internal Customer Satisfaction Survey

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Note: Tables and figures were prepared with the assistance of Charlene Knight. Data were compiled by Ziv Shafir

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Summary

The Internal Customer Survey of Fall 2002 services was conducted in Spring 2003; therefore, it is important to remember that improvements implemented in Spring 2003 were not taken into account by the respondents.

In general, compared to the Spring 2001 and Spring 2002 surveys:

- ❑ The overall response rate dropped slightly from 18% in Spring 2002 to 17% for the Spring 2003 survey.
- ❑ The largest group of employee responses was from Adjuncts at 25% of total responses. Proportionally, more Administrators (47%) and Professional/ Technical employees (23%) responded to the survey than other employee groups.
- ❑ Respondent's level of satisfaction with overall quality increased significantly. The percent of Satisfied responses for Overall Quality was 70% for Spring 2003, compared to 60% for Overall Quality in Spring 2002 and 61% for Overall Service in Spring 2001.
- ❑ There was a significant increase in satisfaction levels for College-wide offices. Of the 24 highly used offices, 15 (63%) saw the percentage of dissatisfied respondents lowered by 5% or more. For example, Mail Services decreased respondent dissatisfaction ratings from a level of 27% to 10%, a 17% improvement. Only one office, HR Records, increased respondents' level of dissatisfaction by 5% or more.
- ❑ Duplication Services at HBC achieved an outstanding level of satisfaction. This highly used area received a satisfaction level of 94% from all respondents!

Analysis of College-wide Services

Process Summary

In order to provide the College with information to enhance its ability to meet the needs of its employees, an Internal Customer Survey measuring Fall 2002 Services was administered in Spring 2003. The results of this survey were analyzed to determine which areas of the College were best meeting employee expectations and which were perceived as being less responsive. Areas with high usage and the lowest over-all ratings are expected to develop plans to address the concerns expressed by ACC employees. The following analysis focuses on College-wide services. Results for Campus-based services will be presented in a separate report.

Survey Development and Administration

The original ACC Internal Customer Survey was conducted in 1996 and is modified each year to reflect both changes in the organizational structure and improvements in the survey process. ACC employees are surveyed each spring regarding their satisfaction with services in the previous fall. The survey forms are customized each year to reflect the organization of the college in the fall. The forms are reviewed and approved annually by the Executive Vice President.

As in previous years, two separate forms were distributed this year, one covering College-wide services and another covering Campus-specific services. The College-wide services included 80 offices organized by administrative area. To assist respondents in identifying the services each office provides, a list of offices with a one-sentence description provided by the office was included with each survey. This was in response to concerns that many employees do not recognize the specific name of an office. For each office, respondents were given an opportunity to indicate if they had requested or received services during the past year. They then rated the Overall Quality, Promptness, and Service Attitude of the offices they had used. A second form applied to Campus-based areas. Respondents were asked to rate the areas based on a single campus that they identified as their home campus.

In February 2003, the questionnaire was mailed to 2,393 ACC employees. It was mailed to home addresses to ensure that those without campus mailboxes would receive it. The employee address lists were provided by Human Resources and included all Full-time Faculty and Adjunct Faculty, as well as all Professional/Technical, Classified, and Administrative employees. Because of their limited interaction with the College and minimal response rate in prior surveys, hourly employees were not included.

The returned forms were scanned into a data file and the data were aggregated by office for each question. In the following analysis, results for the College-wide services were based on all respondents who indicated that they had used or received the services of a specific office during the past year.

College-wide services: Return Rates

The overall return rate for the Spring 2003 College-wide form was 17% or 409 employees, a slight decrease from 18% on the Spring 2002 survey. Rates varied greatly by employee group. The highest return rate was 47% for the 36 administrators, compared to the lowest rate, 10%, or 102 responses, of the 1071 members of the Adjunct faculty. In looking at the return rate over the three years of the survey administration, Full-time Faculty participation declined from near 30% for the previous two years to 18% in Spring 2003. The Adjunct Faculty return rate remained relatively consistent over the three years, declining slightly from 12% in the Spring 2001 and Spring 2002 surveys to 10% (102) on the Spring 2003 form. The rate and number of Professional/Technical staff returning the survey fluctuated over the three years, dropping from 27% (89) for Spring 2001 to 19% (66) in Spring 2002, but then increasing to 23% (86) for the Spring 2003 survey. The response rates for Classified employees followed a similar pattern, declining from 18% (85) in Spring 2001 to 13% (66) for Spring 2002 and then, increasing to 16% (80) for Spring 2003. [See Table 1]

It is unclear why these fluctuations have occurred. In looking at the groups of responses, percentages of employee group representations were close to College-wide representation. For example, 18% of the surveys were sent to the Full-time Faculty and 18% of the responses came from the Full-time Faculty. Twenty-one percent of the surveys were sent to the Classified employees and 20% of all surveys returned were from this group. Adjunct Faculty were under-represented in the results, as they received 45% of the surveys but only 25% of the surveys analyzed were from this group. It will be important to work with all employee groups to determine how return rates can be increased in the future.

College-wide Services: Overall Results

To determine where the College needs to focus efforts on improving its services, levels of responses must first be analyzed. Table 2 lists the College-wide offices, in descending order of use by the number of respondents who indicated receiving or requesting services. Response rates for offices varied. The number of respondents requesting or receiving services ranged from a high of 247 (up from 238 in 2002) for the *Computer Help Desk*, to a low of 27 for the *Community Programs* office (up from 23 in 2002).

Many offices did not have high numbers of respondents indicating that they had requested or received services during the past year. The level of use is an important factor to consider in analyzing employee satisfaction. If it can be assumed that offices that are used more have greater impact on employee satisfaction, then the College needs to focus its analysis on these offices. In previous administrations of the survey, offices that were used by at least 25% of respondents were identified as high use offices. For the 2003 survey administration, this percentage is 101 respondents. Most-used offices are concentrated in areas that provide services to many employees — Human Resources and services like Computing, Faculty Development, and libraries. Over the past three years, the most used offices have remained relatively consistent; they include the **Computer Help Desk, Payroll, and Faculty Development**. [See Table 2]

Table 3 lists all College-wide offices by the percent of the respondents who used the service. It also provides data on rates of Satisfaction. Percentages for Satisfaction (S) were calculated based on the number of respondents who used the service and indicated they were “Satisfied” or “Very Satisfied” with the quality of services provided by the area; rates for Dissatisfaction (D) were based on the sum of responses indicating “Dissatisfied” or “Very Dissatisfied.” The areas with the highest level of satisfaction—over 80% of respondents—include **Duplication Services (HBC), Interpreter Services; Health Professions Institute, Library Services, AVP for Information Technology, Dean of Applied Technologies, Multimedia, and Public Service, VP for Business Services, Cashier, Telephone System, Testing Centers, Learning Labs, Computer Help Desk, Video Services, AVP for Retention and Student Services, Mail Services, and Campus Student Services Offices**. Of these 16 areas, several were in this category in the Spring 2002 Survey, including **Library Services, Duplication Services (HBC), Learning Labs, Video Services, and Interpreter Services**.

College-wide services: Employee Group Trends

For purposes of this analysis, employees were grouped into three categories: Full-time Faculty, Adjunct Faculty, and Non-faculty. Table 3 summarizes the results by these three groups. Rates of satisfaction/dissatisfaction varied by employee group. For example, while all groups were dissatisfied with the **Payroll Office**, the percentage dissatisfied ranged from 38% for Full-time Faculty to Adjunct Faculty at 24%, with non-faculty being in the middle at 27%,

Full-time Faculty expressed the highest levels of dissatisfaction in general. In 13 of the 24 High Use offices, the Full-time Faculty ratings of dissatisfaction were more than 5% above the average for all respondents. This group was most dissatisfied (over 45%) with **Records, the Office of the AVP for Human Resources, and Employment/Hiring Services**. For these offices, respondents’ dissatisfaction increased from the 2002 report – by 31% for **Records**, by 18% for the **Office of the AVP for Human Resources**, and by 7% for **Employment/Hiring Services**.

Adjunct Faculty generally reported lower levels of use than other groups. Their highest levels of dissatisfaction with High Use offices were with **Records** (57%) and **Employment/Hiring Services** (53%).

Non-faculty tended to be less dissatisfied overall than faculty groups: for High Use offices, they recorded no dissatisfaction levels over 45%. Their highest levels of dissatisfaction occurred with **Payroll** (27%) and **Records** (25%). Levels of respondents' dissatisfaction with **Payroll** improved by 6% from the Spring 2002 survey but dropped by 3% for **Records** in the ensuing year.

College-wide Services: Levels of Use and Dissatisfaction

Figure 1 and its adjoining Legend illustrate the relationship of Use and Dissatisfaction for all College-wide offices. To maintain consistency and for comparison purposes, quadrant boundaries for Level of Dissatisfaction with Overall Quality and Level of Use were set at 21 and 25, respectfully. Offices with high levels of both Use and Dissatisfaction are located in the upper right quadrant. Of the five offices in this quadrant, four were in the Human Resources area. All five offices were also High Use/High Dissatisfaction offices in 2002. Seven offices that were in this quadrant in Spring 2002 were no longer in this quadrant in Spring 2003 – one is now in Low Use/High Dissatisfaction (**Compensation Services**), four moved to the High Use/Low Dissatisfaction quadrant (**Benefits, Staff Development, Bookstore, and Purchasing**) and two are found in the Low Use/Low Dissatisfaction (**Marketing and Public Information** and **Accounts Payable**).

College-wide Services: Overall Quality

To determine where the College needs to focus efforts on improving its services, levels of dissatisfaction must be analyzed. Table 4 lists the 24 High Use offices in descending order of dissatisfaction with the Overall Quality of service from that office. Of these, five offices are of particular interest because over 20% of respondents indicated dissatisfaction with the services provided during the past year. The offices are **Records**, the **Office of the AVP for Human Resources**, **Employment/Hiring Services**, **Payroll Office**, and **Faculty Evaluation**. These areas warrant more detailed analysis, and will be expected to develop action plans for improvement during the coming year.

College-wide Services: Promptness and Attitude

The ratings discussed thus far have been based only on the responses to Overall Quality. To assist in developing an additional set of information, two additional dimensions were also rated, Promptness and Service Attitude [See Table 5]. To the extent that it is possible to determine effects of these factors, trends in these dimensions may assist areas in developing plans to improve their effectiveness in meeting employee needs.

Table 5 shows the percentage of respondents indicating Promptness dissatisfaction ratings of at least 5% higher than that of Overall Quality. This occurred in

two (8%) of the 24 highly used offices. However, when compared with the results of the Spring 2002 survey, this is a decline from six (20%) out of 30. This suggests that, in general, offices are increasingly prompt when providing services to others.

Promptness continues to be an issue for several offices that affect many employees, including *Records* and *Employment/Hiring Services*.

On the other hand, Service Attitude ratings tended to track with Overall Quality ratings; most Service Attitude percentages were within 5 percentage points of the Overall Quality ratings. Of note are *Records* and *Staff Development* offices where the level of dissatisfaction with Attitude was 5% or more lower than that of Overall Quality, suggesting that Attitude is not the primary issue related to dissatisfaction with these offices.

College-wide Services: Trends over Time

Across the college, the level of respondent satisfaction increased to 70% in Spring 2003 from 60% in Spring 2002, i.e., 70% of all responses for Overall Quality were either “Satisfied” or “Very Satisfied.” Several individual offices experienced a high degree of change in the satisfaction ratings they received. Of the 10 offices with the greatest increase, all had an increase of 21% or more. The *Controller’s* office topped the list with a 39% improvement in satisfaction. This is a major improvement in customer satisfaction as only one office that had an increase of over 20% from Spring 2001 to Spring 2002: the *VP of Business Service*. On the other hand, there were three offices with modest declines of 5-9%: *Dean of Business Studies*, *Records*, and the *AVP for Workforce Education*. This represents College-wide improvement as, in the previous survey in Spring 2002, eight offices had declines in levels of satisfaction of over 20%.

High Use areas with high increases in satisfaction included the *Telephone System* with a 21% change. High Use areas with decreases in satisfaction of more than 5% included *Records* at -6%. [See Table 6]

Across the College, 90% of all departments showed improvement in respondent satisfaction for Overall Quality in the Spring 2003 survey from the preceding survey. Over 60% of all departments have an increase of 10% or more in customer satisfaction. These represent a positive improvement in the College atmosphere as employees indicate a higher level of satisfaction in working with each other. [See Table 7]

College-wide services: Highest Achievement in Satisfaction

While much of this report discusses areas that have opportunities for improvement, it is important to highlight areas that have achieved significant levels of customer satisfaction. Table 7 lists seven High Use offices that have reached satisfaction levels over 80%. *Duplication Services (HBC)* heads the list with a satisfaction level of 94% -- an outstanding accomplishment. All seven offices are to be congratulated; they set a standard for the rest of the College. [See Table 8]

Tables and Figures

Table 1

Internal Customer Surveys of Spring 2001 - 2003 Return Rates by Employee Classification										
Employee Group	Spring 2003				Spring 2002			Spring 2001		
	# Sent	# Returned	Response Rate %	% Returned	# Returned	Response Rate	% Returned	# Returned	Response Rate	% Returned
Full time Faculty	422	75	18%	18%	117	31%	27%	114	29%	23%
Adjunct Faculty	1,071	102	10%	25%	124	12%	29%	118	12%	24%
Professional/Technical	367	86	23%	21%	66	19%	15%	89	27%	18%
Classified	497	80	16%	20%	68	13%	16%	85	18%	17%
Administration	36	17	47%	4%	21	54%	5%	21	55%	4%
Not reported/Other		49		12%	34		8%	66		13%
Total	2,393	409	17%		430	18%		493	22%	

Response Rate % - percent of surveys returned within the employee group

% Returned - percent of surveys returned by employee group (as a percent of all surveys returned)

Chart 1

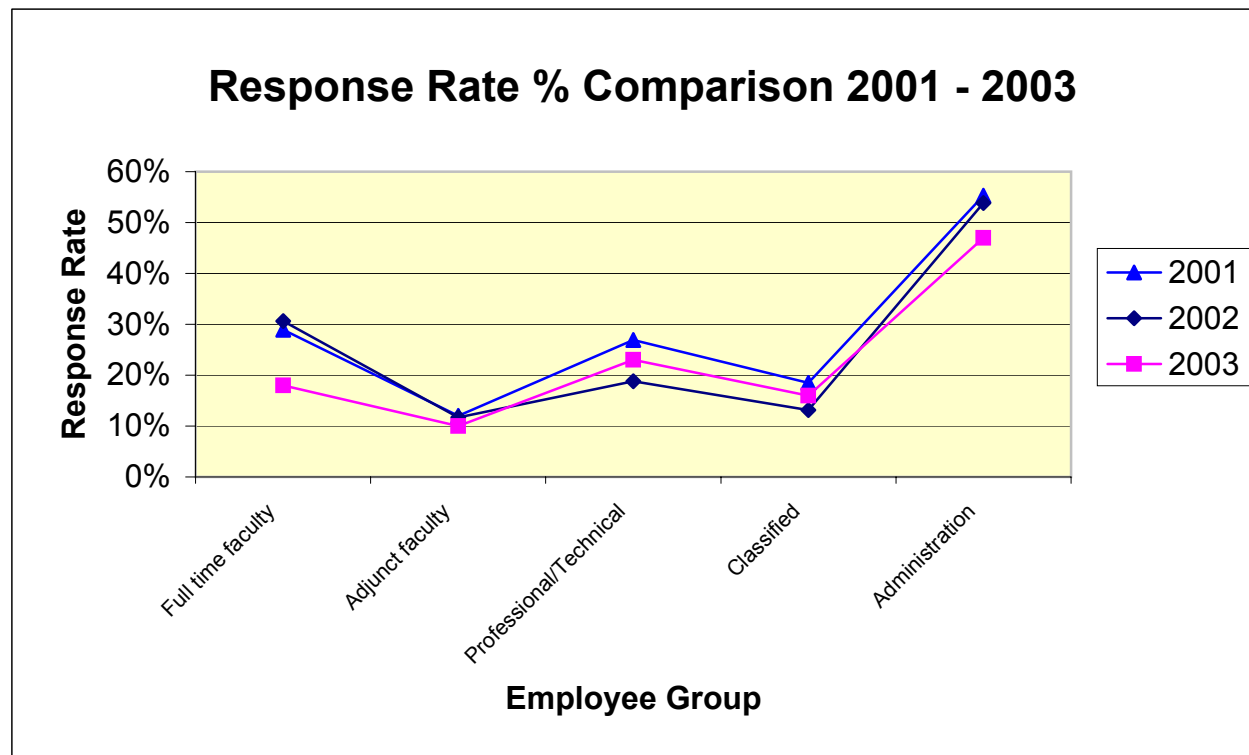


Table 2

Internal Customer Surveys of Spring 2001 - 2003 Use by Number Receiving or Requesting Services				
NOTE 1: Offices with response rates above 25% are listed above the bold line. For purposes of this analysis, these are considered to be "high use" areas				
NOTE 2: "n/a" indicates that a comparable office did not exist in 2001				
College-wide Offices/Services	Number using services n = 409	% of total responses 2003	% of total responses 2002	% of total responses 2001
High Use				
Computer Help Desk	247	60%	53%	49%
Payroll Office	220	54%	55%	68%
Faculty Development	205	50%	54%	49%
Admissions & Records	201	49%	49%	39%
Campus Police	191	47%	43%	42%
Benefits	183	45%	50%	53%
Faculty Evaluation	170	42%	43%	45%
Staff Development	162	40%	40%	43%
Records	161	39%	33%	37%
Library Services	157	38%	43%	44%
ACCNet Services	144	35%	34%	34%
Testing Centers	144	35%	39%	n/a
Mail Services	144	35%	36%	46%
Instructional Technology	143	35%	39%	34%
Bookstore	137	33%	40%	n/a
Duplication Services (HBC)	137	33%	36%	36%
EVP for Academic, Student, and Campus Affairs	132	32%	33%	n/a
Telephone System	132	32%	30%	35%
AVP for Human Resources	131	32%	35%	32%
Employment/Hiring Services	129	32%	39%	44%
Dean, Math and Sciences	117	29%	27%	27%
Maintenance (Repairs)	115	28%	30%	31%
Cashier	114	28%	31%	37%
Purchasing	109	27%	27%	36%
Low Use				
Distance Learning	101	25%	27%	26%
Dean, Social and Behavioral Sciences	100	24%	26%	28%
HBC Room Scheduling	99	24%	22%	27%
Compensation	99	24%	31%	33%
Marketing and Public Information	98	24%	26%	25%
AVP for Academic Programs	96	23%	27%	21%
Learning Labs	96	23%	23%	n/a
Institutional Effectiveness	95	23%	22%	22%
IT Programming	94	23%	19%	20%
President's Office	93	23%	23%	23%
Financial Aid	91	22%	19%	17%
Accounts Payable	90	22%	26%	32%
Continuing Education	87	21%	24%	25%

(continued)

Table 2 (continued)

College-wide Offices/Services	Number using services n = 409	% of total responses 2003	% of total responses 2002	% of total responses 2001
Dean, Communications	84	21%	22%	21%
Early College Start	84	21%	19%	17%
Inventory/Receiving	83	20%	18%	24%
Records Management Office	81	20%	13%	14%
Dean, Health Sciences	79	19%	18%	17%
Campus Student Services Offices	79	19%	22%	20%
AVP for Information Technology	77	19%	18%	21%
Dean, Arts and Humanities	76	19%	20%	25%
Publications Office	73	18%	18%	13%
Dean, Computer Studies and Advanced Technologies	72	18%	17%	17%
Dean, Continuing Education	72	18%	18%	20%
AVP for Retention & Student Services	71	17%	23%	17%
AVP for Workforce Education	70	17%	16%	15%
Risk Management	70	17%	15%	17%
Dean, Business Studies	68	17%	16%	17%
Budgeting	68	17%	15%	n/a
Video Services	67	16%	17%	16%
TASP Office	66	16%	16%	14%
Buildings	66	16%	15%	15%
AVP for Instructional Resources & Technology	63	15%	18%	15%
Dean, Applied Technologies, Multimedia, and Public Service	62	15%	18%	18%
Continuing Education Business Operations	62	15%	14%	16%
Press Relations	62	15%	18%	12%
Student Life (Student Activities)	60	15%	16%	13%
AVP for Facilities & Operations	60	15%	17%	14%
Grounds	59	14%	14%	11%
Special Populations	57	14%	13%	12%
VP for Business Services	57	14%	19%	23%
Interpreter Services	50	12%	14%	13%
Adult Basic Education/ESL	49	12%	13%	13%
ACC Foundation	49	12%	10%	12%
Internal Audit	49	12%	5%	10%
AVP for Instructional Support Services	46	11%	11%	n/a
Student Recruitment	44	11%	11%	8%
Health Professions Institute	42	10%	8%	7%
Grants Development	42	10%	11%	12%
Renovation/Construction	42	10%	15%	14%
Controller	41	10%	11%	11%
Customized Training	33	8%	6%	9%
Downtown Center	31	8%	7%	8%
VCT Operations Office	31	8%	8%	8%
Community Programs	27	7%	5%	5%

Table 3

College-wide Offices/Services in Spring 2003 Survey: Ratings of "Overall Quality" Sorted by Level of Use (Employee Group)													
NOTE 1: *Use is defined as the number of all respondents requesting or receiving services													
NOTE 2: Full-time Faculty includes any individual who listed "Full-time Faculty" as their primary position													
NOTE 3: Non-faculty includes Administrators, Professional-Technical Staff, Classified Staff, and Hourly Staff													
NOTE 4: Adjunct Faculty includes Continuing Education and Adult Education Faculty													
NOTE 5: S = satisfied respondents; N = neutral respondents; D = dissatisfied respondents													
NOTE 6: **All respondents, including Non-faculty, Full-time faculty, Adjunct Faculty, and Unknown													
NOTE 7: Offices with response rates above 25% are listed above the bold line. For purposes of this analysis, these are considered to be "high use" areas													
College-wide Offices/Services	Use*	All Respondents**			Non-Faculty			Full-time Faculty			Adjunct Faculty		
		S	N	D	S	N	D	S	N	D	S	N	D
High Use													
Computer Help Desk	247	83%	7%	9%	90%	5%	5%	67%	13%	19%	86%	5%	10%
Payroll Office	220	55%	17%	29%	56%	16%	27%	45%	17%	38%	61%	15%	24%
Faculty Development	205	70%	18%	12%	76%	14%	11%	67%	16%	16%	74%	19%	6%
Admissions & Records	201	75%	18%	8%	75%	19%	5%	80%	11%	9%	68%	21%	12%
Campus Police	191	72%	13%	15%	77%	15%	8%	63%	13%	25%	71%	9%	20%
Benefits	183	62%	22%	16%	66%	22%	12%	60%	20%	20%	53%	11%	37%
Faculty Evaluation	170	55%	20%	24%	66%	19%	15%	43%	26%	32%	60%	17%	23%
Staff Development	162	66%	16%	18%	67%	18%	16%	58%	15%	27%	73%	14%	14%
Records	161	38%	21%	41%	51%	25%	25%	24%	8%	68%	14%	29%	57%
Library Services	157	88%	7%	4%	91%	6%	3%	85%	11%	4%	90%	3%	7%
ACCNet Services	144	79%	11%	10%	87%	8%	5%	56%	20%	24%	71%	18%	12%
Testing Centers	144	84%	10%	6%	86%	8%	6%	89%	11%		81%	10%	10%
Mail Services	144	81%	9%	10%	82%	8%	9%	80%	5%	15%	77%	23%	
Instructional Technology (Media, Instructional, and Computer Centers)	143	76%	11%	13%	75%	16%	10%	75%	3%	23%	80%	10%	10%
Bookstore	137	59%	21%	20%	67%	19%	14%	41%	31%	28%	62%	15%	23%
Duplication Services (HBC)	137	94%	4%	2%	94%	3%	2%	100%			75%	17%	8%
EVP for Academic, Student, and Campus Affairs	132	76%	12%	12%	85%	11%	4%	73%	15%	13%	60%		40%
Telephone System	132	85%	8%	7%	91%	6%	3%	72%	12%	16%	67%	25%	8%
AVP for Human Resources	131	43%	22%	35%	55%	23%	22%	18%	18%	64%	27%	36%	36%
Employment/Hiring Services	129	44%	22%	34%	51%	26%	23%	24%	20%	56%	47%		53%
Dean, Math and Sciences	117	78%	13%	9%	78%	16%	6%	73%	14%	14%	90%	5%	5%
Maintenance (Repairs)	115	71%	17%	12%	78%	16%	6%	60%	24%	16%	71%		29%
Cashier	114	86%	8%	5%	86%	9%	5%	93%		7%	75%	13%	13%
Purchasing	109	69%	21%	10%	73%	20%	7%	40%	30%	30%	100%		
Low Use													
Distance Learning	101	76%	15%	9%	79%	11%	9%	77%	10%	13%	78%	22%	
Dean, Social and Behavioral Sciences	100	80%	16%	4%	79%	16%	5%	61%	33%	6%	94%	6%	

(continued)

Table 3 (continued)

College-wide Offices/Services	Use*	All Respondents**			Non-Faculty			Full-time Faculty			Adjunct Faculty		
		S	N	D	S	N	D	S	N	D	S	N	D
HBC Room Scheduling	99	69%	16%	14%	76%	16%	8%	50%	14%	36%	75%		25%
Compensation Services	99	45%	29%	25%	48%	29%	23%	33%	33%	33%	50%	29%	21%
Marketing and Public Information	98	61%	22%	17%	73%	19%	8%	36%	28%	36%	50%	50%	
AVP for Academic Programs	96	75%	19%	5%	68%	26%	6%	85%	7%	7%	80%	20%	
Learning Labs	96	84%	9%	6%	91%	6%	2%	84%	8%	8%	71%	14%	14%
Institutional Effectiveness	95	66%	20%	14%	67%	25%	9%	69%	10%	21%	60%	20%	20%
IT Programming	94	73%	10%	17%	74%	10%	16%	69%	8%	23%	57%	14%	29%
President's Office	93	55%	16%	29%	62%	20%	18%	43%	5%	52%	50%		50%
Financial Aid	91	90%	7%	3%	93%	3%	4%	86%	14%		75%	25%	
Accounts Payable	90	72%	24%	3%	72%	27%	1%	73%	9%	18%			
Continuing Education	87	72%	16%	12%	73%	20%	8%	69%		31%	67%		33%
Dean, Communications	84	73%	21%	6%	81%	17%	2%	65%	20%	15%	57%	43%	
Early College Start	84	56%	17%	27%	53%	21%	26%	53%	7%	40%	86%		14%
Inventory/Receiving	83	80%	10%	10%	84%	9%	7%	67%	22%	11%	100%		
Records Management Office	81	69%	14%	17%	79%	14%	7%	31%	8%	62%	57%	14%	29%
Dean, Health Sciences	79	80%	13%	7%	80%	13%	7%	87%	13%				
Campus Student Services Offices	79	81%	12%	8%	83%	8%	10%	71%	24%	6%	100%		
AVP for Information Technology	77	87%	11%	3%	91%	9%		86%	7%	7%	25%	50%	25%
Dean, Arts and Humanities	76	64%	20%	16%	70%	20%	10%	31%	38%	31%	40%		60%
Publications Office	73	80%	4%	16%	83%	6%	11%	58%		42%	100%		
Dean, Computer Studies and Advanced Technologies	72	80%	11%	8%	84%	9%	7%	67%	17%	17%	89%		11%
Dean, Continuing Education	72	75%	13%	13%	81%	13%	6%	63%	13%	25%	67%		33%
AVP for Retention & Student Services	71	82%	10%	7%	87%	9%	4%	63%	19%	19%	100%		
AVP for Workforce Education	70	51%	19%	30%	52%	18%	30%	43%	21%	36%	75%		25%
Risk Management	70	71%	16%	13%	74%	14%	12%	58%	17%	25%	67%	33%	
Dean, Business Studies	68	61%	19%	19%	61%	20%	18%	50%	14%	36%	100%		
Budgeting	68	58%	26%	17%	65%	25%	10%	40%	20%	40%		50%	50%
Video Services	67	83%	8%	9%	90%	5%	5%	73%	13%	13%	80%		20%
TASP Office	66	65%	21%	14%	69%	21%	10%	53%	20%	27%	67%	17%	17%
Buildings	66	58%	31%	11%	63%	33%	5%	30%	30%	40%	63%	25%	13%
AVP for Instructional Resources & Technology	63	72%	17%	10%	86%	11%	3%	70%	20%	10%	33%	17%	50%
Dean, Applied Technologies, Multimedia, and Public Service	62	87%	7%	7%	88%	5%	7%	100%			75%		25%
Continuing Education Business Operations	62	72%	13%	15%	74%	16%	10%	57%		43%	50%		50%
Press Relations	62	48%	26%	26%	54%	26%	20%	36%	18%	45%		100%	
Student Life (Student Activities)	60	80%	15%	5%	85%	15%		64%	18%	18%	80%		20%
AVP for Facilities & Operations	60	53%	34%	12%	60%	30%	11%	13%	75%	13%	100%		
Grounds	59	72%	16%	12%	75%	17%	8%	54%	15%	31%	86%	14%	

(continued)

Table 3 (continued)

College-wide Offices/Services	Use*	All Respondents**			Non-Faculty			Full-time Faculty			Adjunct Faculty		
		S	N	D	S	N	D	S	N	D	S	N	D
Special Populations	57	78%	11%	11%	86%	11%	3%	75%	13%	13%	50%	17%	33%
VP for Business Services	57	87%	11%	2%	91%	9%		50%	33%	17%	100%		
Interpreter Services	50	91%	4%	4%	95%	5%		92%		8%	80%	10%	10%
Adult Basic Education/ESL	49	80%	10%	10%	84%	11%	5%	40%		60%	100%		
ACC Foundation	49	71%	17%	13%	70%	20%	10%	67%	8%	25%	75%	25%	
Internal Audit	49	55%	24%	20%	69%	26%	6%	11%	22%	67%	67%	50%	33%
AVP for Instructional Support Services	46	72%	15%	13%	83%	11%	6%	29%	29%	43%			
Student Recruitment	44	62%	26%	12%	72%	21%	7%	25%	38%	38%	100%		
Health Professions Institute	42	90%	5%	5%	93%	4%	4%	100%					
Grants Development	42	35%	20%	45%	37%	20%	43%	25%	13%	63%			
Renovation/Construction	42	70%	10%	20%	73%	9%	18%	50%	17%	33%			
Controller	41	77%	13%	10%	77%	14%	9%	100%			100%		
Customized Training	33	63%	16%	22%	67%	21%	13%	50%		50%	100%		
Downtown Center	31	31%	24%	45%	24%	33%	43%	25%		75%			
VCT Operations Office	31	79%	14%	7%	79%	16%	5%	78%	11%	11%			
Community Programs	27	56%	22%	22%	56%	33%	11%	60%		40%	100%		

Figure 1

**Spring 2003 College-wide Offices/Services:
Relationship between Levels of Use and Dissatisfaction**

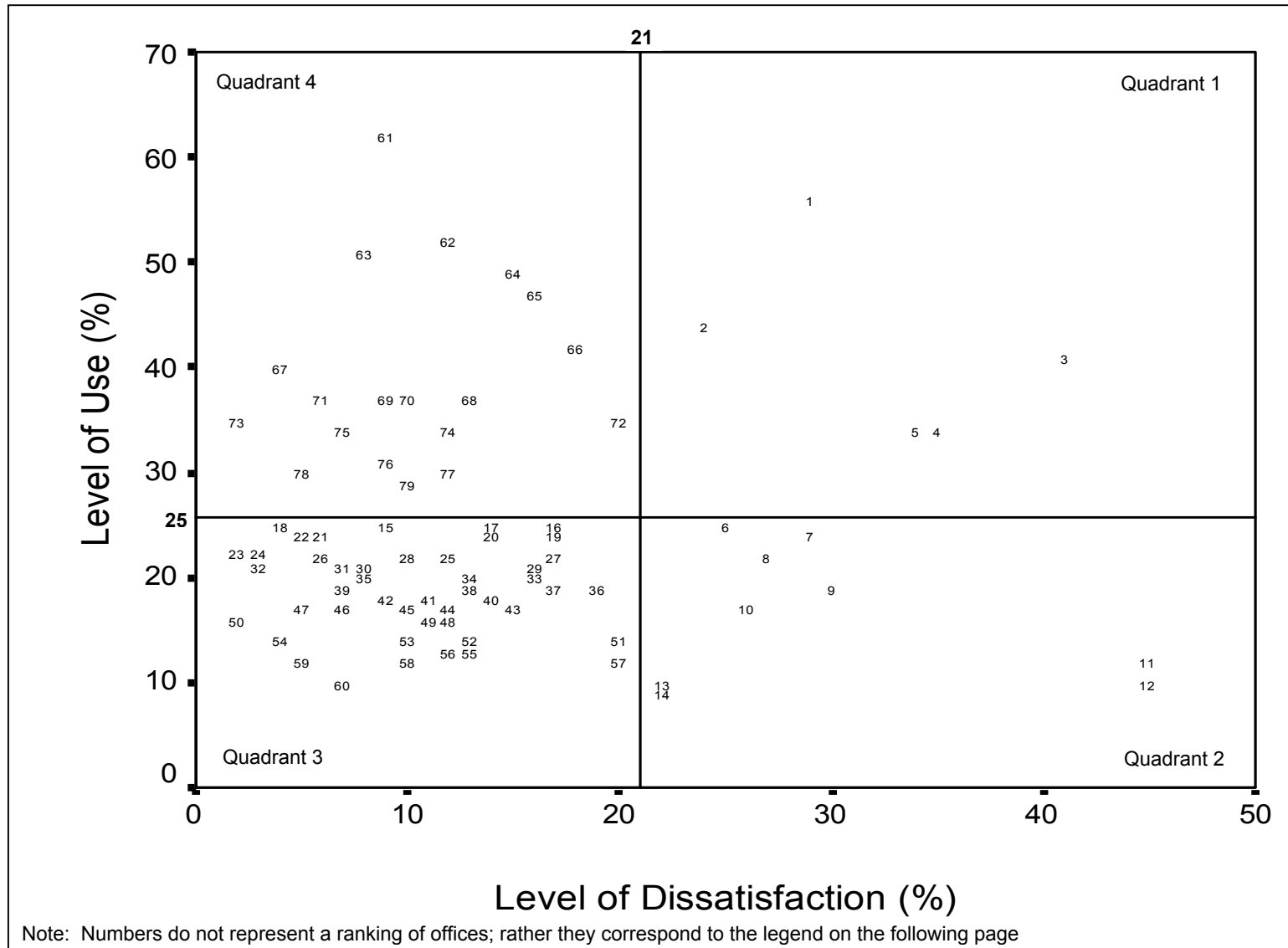


Figure 1 Legend

Legend for College-wide Offices/Services: Relationship between Use and Dissatisfaction with Overall Quality

Quadrant 1: high use, high dissatisfaction	
1	Payroll Office
2	Faculty Evaluation
3	Records
4	AVP for Human Resources
5	Employment/Hiring Services
Quadrant 2: low use, high dissatisfaction	
6	Compensation Services
7	President's Office
8	Early College Start
9	AVP for Workforce Education
10	Press Relations
11	Grants Development
12	Downtown Center
13	Customized Training
14	Community Programs
Quadrant 3: low use, low dissatisfaction	
15	Distance Learning
16	Marketing and Public Information
17	HBC Room Scheduling
18	Dean, Social and Behavioral Sciences
19	IT Programming
20	Institutional Effectiveness
21	Learning Labs
22	AVP for Academic Programs
23	Financial Aid
24	Accounts Payable
25	Continuing Education
26	Dean, Communications
27	Records Management Office
28	Inventory/Receiving
29	Dean, Arts and Humanities
30	Campus Student Services Offices
31	Dean, Health Sciences
32	AVP for Information Technology
33	Publications Office
34	Dean, Continuing Education
35	Dean, Computer Studies and Advanced Technologies
36	Dean, Business Studies
37	Budgeting
38	Risk Management
39	AVP for Retention & Student Services

Quadrant 3: low use, low dissatisfaction (cont.)	
40	TASP Office
41	Buildings
42	Video Services
43	Continuing Education Business Operations
44	AVP for Facilities & Operations
45	AVP for Instructional Resources & Technology
46	Dean, Applied Technologies, Multimedia, and Public Service
47	Student Life (Student Activities)
48	Grounds
49	Special Populations
50	VP for Business Services
51	Internal Audit
52	ACC Foundation
53	Adult Basic Education/ESL
54	Interpreter Services
55	AVP for Instructional Support Services
56	Student Recruitment
57	Renovation/Construction
58	Controller
59	Health Professions Institute
60	VCT Operations Office
Quadrant 4: high use, low dissatisfaction	
61	Computer Help Desk
62	Faculty Development
63	Admissions & Records
64	Campus Police
65	Benefits
66	Staff Development
67	Library Services
68	Instructional Technology (Media, Instructional, and Computer Centers)
69	ACCNet Services
70	Mail Services
71	Testing Centers
72	Bookstore
73	Duplication Services (HBC)
74	EVP for Academic, Student, and Campus Affairs
75	Telephone System
76	Dean, Math and Sciences
77	Maintenance (Repairs)
78	Cashier
79	Purchasing

Table 4

**Highly-used College-wide Offices/Services:
Comparison of Spring 2002 and 2003 Ratings of "Overall Quality"
Sorted in descending order by Spring 2003 Percent Dissatisfied**

NOTE 1: Very dissatisfied and dissatisfied ratings were aggregated into a single rating, "dissatisfied"; very satisfied and satisfied ratings were aggregated into a single rating, "satisfied"

NOTE 2: Offices above the bold line are high use/high dissatisfaction areas (offices with responses rates above 25% and dissatisfaction rates above 20%); offices below the bold line are high use/low dissatisfaction areas (offices with responses rates above 25% and dissatisfaction rates of 20% or lower)

College-wide Offices/Services	2003							2002						
	Total		Dissatisfied		Neutral		Satisfied		Dissatisfied		Neutral		Satisfied	
	n		n	%	n	%	n	%	n	%	n	%	n	%
Records	160		65	41%	34	21%	61	38%	50	35%	30	21%	63	44%
AVP for Human Resources	130		45	35%	29	22%	56	43%	52	36%	28	19%	66	45%
Employment/Hiring Services	129		44	34%	28	22%	57	44%	72	44%	39	24%	54	33%
Payroll Office	220		63	29%	37	17%	120	55%	93	40%	46	20%	96	41%
Faculty Evaluation	168		41	24%	34	20%	93	55%	72	38%	48	26%	68	36%
Bookstore	137		27	20%	29	21%	81	59%	58	34%	39	23%	73	43%
Staff Development	160		28	18%	26	16%	106	66%	41	24%	34	20%	97	56%
Benefits	182		30	16%	40	22%	112	62%	54	25%	36	17%	122	58%
Campus Police	186		28	15%	24	13%	134	72%	30	16%	39	21%	113	62%
Instructional Technology (Media, Instructional, and Computer Centers)	140		18	13%	15	11%	107	76%	21	13%	20	12%	123	75%
Faculty Development	204		25	12%	37	18%	142	70%	36	16%	43	19%	151	66%
Maintenance (Repairs)	112		13	12%	19	17%	80	71%	21	16%	27	21%	81	63%
EVP for Academic, Student, and Campus Affairs	130		15	12%	16	12%	99	76%	26	19%	25	18%	87	63%
ACCNet Services	141		14	10%	16	11%	111	79%	21	14%	28	19%	96	66%
Mail Services	142		14	10%	13	9%	115	81%	20	13%	20	13%	113	74%
Purchasing	104		10	10%	22	21%	72	69%	31	27%	26	23%	57	50%
Computer Help Desk	243		23	9%	18	7%	202	83%	32	14%	30	13%	169	73%
Dean, Math and Sciences	116		10	9%	15	13%	91	78%	23	20%	20	17%	74	63%
Admissions & Records	199		15	8%	35	18%	149	75%	30	14%	38	18%	143	68%
Telephone System	131		9	7%	11	8%	111	85%	24	18%	23	18%	84	64%
Testing Centers	144		8	6%	15	10%	121	84%	18	11%	22	13%	126	76%
Cashier	110		6	5%	9	8%	95	86%	24	18%	18	14%	91	68%
Library Services	156		7	4%	11	7%	138	88%	7	4%	15	8%	161	88%
Duplication Services (HBC)	136		3	2%	5	4%	128	94%	12	8%	16	10%	126	82%

Table 5

Spring 2003 Highly-used College-wide Offices/Services: Ratings of Dissatisfaction with Overall Quality, Promptness, and Attitude In Descending Order by Percent Dissatisfied with Overall Quality						
NOTE 1: Very dissatisfied and dissatisfied ratings were aggregated into a single rating, "dissatisfied"						
NOTE 2: Scores for Promptness and Attitude that are 5 percentage points higher than Overall Quality dissatisfaction rates are boxed						
College-wide Offices/Services	Overall Quality		Promptness		Attitude	
	n	%	n	%	n	%
Records	65	41%	69	44%	53	34%
AVP for Human Resources	45	35%	46	36%	41	32%
Employment/Hiring Services	44	34%	53	41%	40	31%
Payroll Office	63	29%	60	29%	60	29%
Faculty Evaluation	41	24%	39	24%	33	20%
Bookstore	27	20%	27	20%	24	18%
Staff Development	28	18%	17	11%	18	12%
Benefits	30	16%	31	17%	29	16%
Campus Police	28	15%	31	17%	33	18%
Instructional Technology (Media, Instructional, and Computer Centers)	18	13%	14	10%	15	11%
Faculty Development	25	12%	19	10%	19	10%
Maintenance (Repairs)	13	12%	16	15%	14	13%
EVP for Academic, Student, and Campus Affairs	15	12%	14	11%	18	14%
ACCNet Services	14	10%	15	11%	14	10%
Mail Services	14	10%	15	11%	11	8%
Purchasing	10	10%	16	15%	13	13%
Computer Help Desk	23	9%	27	11%	18	8%
Dean, Math and Sciences	10	9%	11	10%	12	11%
Admissions & Records	15	8%	23	12%	20	10%
Telephone System	9	7%	9	7%	10	8%
Testing Centers	8	6%	7	5%	9	6%
Cashier	6	5%	6	6%	10	9%
Library Services	7	4%	5	3%	6	4%
Duplication Services (HBC)	3	2%	2	2%	3	2%

Table 6

College-wide Offices/Services 2002 - 2003 Comparison: Change in Percent Satisfied Ratings of "Overall Quality" by Percent Change Offices with the Largest Change in Percentages							
NOTE 1: Includes those offices whose satisfaction levels increased more than 20% or decreased by 5% or more							
NOTE 2: Boxed offices in italics are high use areas							
College-wide Offices/Services	2003			2002			% Change
	Total	Satisfied		Total	Satisfied		
	n	n	%	n	n	%	
Largest Increase in Satisfaction							
Controller	39	30	77%	48	18	38%	39%
Accounts Payable	86	62	72%	114	46	40%	32%
Internal Audit	49	27	55%	25	6	24%	31%
Adult Basic Education/ESL	49	39	80%	55	27	49%	31%
Renovation/Construction	40	28	70%	66	29	44%	26%
Customized Training	32	20	63%	30	12	40%	23%
Health Professions Institute	40	36	90%	38	26	68%	22%
VP for Business Services	54	47	87%	79	52	66%	21%
<i>Telephone System</i>	131	111	85%	131	84	64%	21%
Risk Management	68	48	71%	64	32	50%	21%
Largest Decrease in Satisfaction							
Dean, Business Studies	67	41	61%	71	47	66%	-5%
<i>Records</i>	160	61	38%	143	63	44%	-6%
AVP for Workforce Education	67	34	51%	72	43	60%	-9%

Table 7

College-wide Offices/Services 2002 - 2003 Comparison: Change in Percent Satisfied Ratings of "Overall Quality" by Percent Change Offices with the Largest Change in Percentages							
<small>NOTE 1: Includes those offices whose satisfaction levels increased more than 20% or decreased by 5% or more</small>							
<small>NOTE 2: Boxed offices in italics are high use areas</small>							
College-wide Offices/Services	2003			2002			% Change
	Total	Satisfied		Total	Satisfied		
	n	n	%	n	n	%	
Controller	41	30	77%	46	18	38%	39%
Accounts Payable	90	62	72%	113	46	40%	32%
Adult Basic Education/ESL	49	39	80%	55	27	49%	31%
Internal Audit	49	27	55%	23	6	24%	31%
Renovation/Construction	42	28	70%	63	29	44%	26%
Customized Training	33	20	63%	27	12	40%	23%
Health Professions Institute	42	36	90%	35	26	68%	22%
VP for Business Services	57	47	87%	80	52	66%	21%
Telephone System	132	111	85%	131	84	64%	21%
Risk Management	70	48	71%	63	32	50%	21%
Dean, Computer Studies and Advanced Technologies	72	57	80%	73	45	61%	19%
Inventory/Receiving	83	64	80%	79	51	61%	19%
Purchasing	109	72	69%	118	57	50%	19%
Faculty Evaluation	170	93	55%	187	68	36%	19%
Publications Office	62	56	80%	77	49	61%	19%
ACC Foundation	49	34	71%	44	24	52%	19%
Cashier	114	95	86%	135	91	68%	18%
IT Programming	94	68	73%	81	46	55%	18%
Financial Aid	79	82	90%	80	59	73%	17%
AVP for Information Technology	77	65	87%	77	52	69%	17%
VCT Operations Office	31	23	79%	33	23	62%	17%
Records Management Office	81	56	69%	56	31	53%	17%
HBC Room Scheduling	99	68	69%	94	53	54%	16%
TASP Office	60	43	65%	69	35	49%	16%
Bookstore	174	81	59%	174	73	43%	16%
President's Office	93	51	55%	98	38	39%	16%
AVP for Retention & Student Services	144	56	82%	100	67	67%	15%
Dean, Math and Sciences	117	91	78%	115	74	63%	15%
Continuing Education Business Operations	62	44	72%	59	34	57%	15%
AVP for Instructional Support Services	49	33	72%	49	28	57%	15%
Payroll Office	220	120	55%	238	96	41%	14%
Dean, Applied Technologies, Multimedia, and Public Service	62	52	87%	79	59	74%	13%
Student Life (Student Activities)	57	47	80%	69	47	66%	13%
ACCNet Services	144	111	79%	145	96	66%	13%
EVP for Academic, Student, and Campus Affairs	132	99	76%	141	87	63%	13%
Early College Start	96	47	56%	82	36	43%	13%
Duplication Services (HBC)	137	128	94%	156	126	82%	12%
Campus Student Services Offices	201	62	81%	95	66	68%	12%
AVP for Academic Programs	96	70	75%	114	72	64%	12%
Dean, Continuing Education	72	54	75%	78	50	63%	12%

(continued)

**Internal Customer Satisfaction
Spring 2003 Survey**

Table 7 (continued)

College-wide Offices/Services	2003			2002			% Change
	Total	Satisfied		Total	Satisfied		
	n	n	%	n	n	%	
Community Programs	27	15	56%	23	13	45%	11%
Employment/Hiring Services	129	57	44%	167	54	33%	11%
Computer Help Desk	247	202	83%	230	169	73%	10%
Special Populations	50	42	78%	54	38	68%	10%
Dean, Communications	84	60	73%	96	63	63%	10%
Campus Police	191	134	72%	183	113	62%	10%
Grounds	59	41	72%	62	41	62%	10%
Staff Development	162	106	66%	173	97	56%	10%
Continuing Education	87	61	72%	104	67	63%	9%
Maintenance (Repairs)	115	80	71%	129	81	63%	9%
Grants Development	73	14	35%	49	13	26%	9%
Dean, Health Sciences	79	61	80%	77	56	72%	8%
Distance Learning	101	75	76%	116	79	68%	8%
Testing Centers	167	121	84%	167	126	76%	8%
Institutional Effectiveness	95	62	66%	94	55	58%	8%
Buildings	66	36	58%	64	34	51%	7%
Mail Services	144	115	81%	156	113	74%	7%
Admissions & Records	71	149	75%	212	143	68%	7%
Student Recruitment	84	26	62%	47	26	55%	7%
Press Relations	98	29	48%	76	34	42%	6%
Learning Labs	101	81	84%	101	81	79%	5%
Video Services	67	55	83%	71	56	79%	4%
Budgeting	66	38	58%	66	34	53%	4%
Benefits	183	112	62%	217	122	58%	4%
Faculty Development	205	142	70%	231	151	66%	4%
Dean, Social and Behavioral Sciences	100	79	80%	113	89	76%	4%
Compensation	99	45	45%	135	56	42%	3%
Interpreter Services	91	43	91%	60	54	89%	3%
AVP for Instructional Resources & Technology	63	42	72%	77	51	70%	3%
Marketing and Public Information	66	57	61%	111	66	59%	2%
Instructional Technology (Media, Instructional, and Computer Centers)	143	107	76%	166	123	75%	1%
Library Services	157	138	88%	183	161	88%	0%
AVP for Facilities & Operations	60	31	53%	72	37	54%	-1%
AVP for Human Resources	131	56	43%	149	66	45%	-2%
Dean, Arts and Humanities	76	48	64%	84	57	66%	-2%
Downtown Center	31	9	31%	30	12	35%	-4%
Dean, Business Studies	68	41	61%	70	47	66%	-5%
Records	161	61	38%	143	63	44%	-6%
AVP for Workforce Education	70	34	51%	70	43	60%	-9%

Table 8

Highly-used College-wide Offices/Services: Spring 2003 Highest Achievement Satisfaction on "Overall Quality" Sorted in descending order by Percent Satisfied							
NOTE 1: Very dissatisfied and dissatisfied ratings were aggregated into a single rating, "dissatisfied"; very satisfied and satisfied ratings were aggregated into a single rating, "satisfied"							
NOTE 2: Includes only highly-used offices (those with response rates above 25%) with satisfaction ratings above 80% for Fall 2002							
College-wide Offices/Services	2003						
	Total	Satisfied		Neutral		Dissatisfied	
	n	n	%	n	%	n	%
Duplication Services (HBC)	136	128	94%	5	4%	3	2%
Library Services	156	138	88%	11	7%	7	4%
Cashier	110	95	86%	9	8%	6	5%
Telephone System	131	111	85%	11	8%	9	7%
Testing Centers	144	121	84%	15	10%	8	6%
Computer Help Desk	243	202	83%	18	7%	23	9%
Mail Services	142	115	81%	13	9%	14	10%