VCFO Customer Satisfaction Survey
UMD Business Services

Survey Overview:
The Vice Chancellor for Finance and Operations (VCFO) office reached out to faculty, staff and students in an effort to identify areas of improvement within its departments of Business Services, Facilities Management, Human Resources & Equal Opportunity and UMD Police.

The purpose of the UMD Business Services survey was to ask the campus community to provide feedback so the department can better serve its population. The input is invaluable to the department’s goal to deliver professional, cost effective and innovative service, while maintaining the highest standards of excellence, integrity, teamwork and respect.

Survey Implementation:
UMD Business Services will administer a customer satisfaction survey annually. The survey administered in the spring of 2013 serves as an initial frame of reference for future surveys.

A pilot study with 13 participants was conducted February 18 through February 22, 2013 to gather feedback on the structure and contents of the survey itself. Some individuals volunteered based on an open-invitation at a UMD Financial Managers meeting, while other employees were specifically asked to participate to get a broad range of representation across campus at various levels of staff.

Survey Design:
The majority of the questions used a 5-point Likert scale—Very Dissatisfied (1), Dissatisfied (2), Neither Dissatisfied or Satisfied (3), Satisfied (4), Very Satisfied (5)—with an option to answer “Not Applicable” for each question or topic presented.

- The first section of the survey focused on some general attributes of UMD Business Services. This first section of the survey was virtually the same for all respondent types (faculty, staff and students).
- The second section of the survey focused on specific areas of UMD Business Services, which slightly differed for the faculty and staff survey versus the student survey.
- The third and final section of the survey asked respondents open-ended questions related to department improvement. These questions differ for the faculty and staff survey verses the student survey.

Methodology:
The survey for staff and faculty was sent via e-mail as a link to the online survey through UM Survey. The survey was sent to 1,833 e-mail addresses. All faculty and staff members were included in the mailing, with the exception of student teaching assistants and faculty/staff who are employed in Cloquet. The survey was available from March 25, 2013 through April 8, 2013. Anonymity of all respondents was maintained. No incentive to complete the survey was offered.

Nonprobability sampling—specifically, convenience sampling—was used to administer the student customer satisfaction survey. The survey for students was distributed as hard copies at the cashiers’ office between the hours of 8:30 a.m. and 3:30 p.m., at the collections office between the hours of 8:30 a.m. and 4:30 p.m. and at the fleet services desk (within Business Services) between the hours of 8 a.m. and 4:30 p.m. Monday through Friday from March 1, 2013 through March 15, 2013. Students received a small incentive (a candy bar, bag of chips, or a beverage) if they completed and returned the 5-minute survey to the cashiers’ office, collections offices or fleet services desk.
services desk. They did have the option of taking the survey with them to complete (should they not have time to do so immediately). Surveys were also accepted via interoffice mail to 209 DAdB, Attn: Greg by March 15, 2013.

**Analysis:**
Questions in departmental surveys within the VCFO unit were unique to each department, but allowed for comparisons among the VCFO departments based on the following categories:

1. Functional Expertise & Consulting Support
2. Effective Problem Resolution
3. Service Tailored to Client Needs
4. Develops and Maintains Effective Departmental & Campus Relationships
5. Reliable and Timely Service
6. Client Satisfaction Overall

The categories listed above will be also used to measure the unit’s strategic plan goals on a year-to-year comparison basis.

The mean, median and mode for each question were tabulated and analyzed for each respondent type. Measures were also analyzed per category type (as outlined above). Comparisons were made among respondent types as appropriate. Individual comments were categorized and summarized by topic.

Results of the survey were posted on the UMD Business Services website in May 2013.

UMD Business Services will use the feedback from the surveys to recognize the positive areas of Business Services and to work to improve the areas identified as weaker areas of the department. Based on the results, Business Services will determine its priorities and set goals for the future.

**Results:**

**UMD Business Services – Student Survey Results**
209 students responded to the UMD Business Services Student Satisfaction Survey. Almost all students who visited the Cashiers’ Office and/or Financial Collections agreed to complete the survey. Although this sample size is small, when comparing it to UMD’s population of students (of approximately 11,491 students), it served as a convenient way of gathering feedback from customers (students) who at least have some interaction with UMD Business Services.

**Student Respondent Breakdown:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>2</td>
<td>0.96%</td>
</tr>
<tr>
<td>Graduate</td>
<td>6</td>
<td>2.87%</td>
</tr>
<tr>
<td>Sophomore</td>
<td>28</td>
<td>13.40%</td>
</tr>
<tr>
<td>Freshman</td>
<td>50</td>
<td>23.92%</td>
</tr>
<tr>
<td>Junior</td>
<td>60</td>
<td>28.71%</td>
</tr>
<tr>
<td>Senior</td>
<td>63</td>
<td>30.14%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>209</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Rating of General Attributes:**
Student respondents were generally satisfied or very satisfied when asked to rate their satisfaction level regarding some general attributes of UMD Business Services. **Over 95% of respondents** (excluding respondents who marked “Not Applicable”) **were satisfied or very satisfied with the following attributes** of the department:

- Staff maintains confidentiality of information: 95.98%
Accuracy and consistency of service: 95.96%
Dependability and reliability of service: 95.94%
Staff’s knowledge and competency: 95.48%
Reliability of information: 95.43%
Overall experience and satisfaction: 95.41%

The majority of students were also satisfied or very satisfied with the following general attributes of UMD Business Services listed below.

- Courteousness and responsiveness of staff to requests and questions: 94.9%
- Resolution of problems in an effective and collaborative manner: 94.30%
- Timeliness of services and information: 93.94%
- Adequately understands and addresses your individual needs: 92.89%

Although the majority of students were also satisfied or very satisfied with “innovative improvements to processes, services and information services” (86.70%), “accessibility of staff and services (hours of operation)” (89.45%), these two areas scored the lowest—with an average satisfaction score of 4.388 and 4.357 respectively—out of the general attributes.

Overall, UMD Business Services scored the highest in the area of “Functional Expertise and Consulting Support” with an average satisfaction rating of 4.681 and scored the lowest in the area of “Effective Problem Resolution” with an average satisfaction rating of 4.497—which means the majority of students are more than satisfied with all of the general attributes of the department.

Rating of Specific Areas:
When asked to rate their satisfaction of specific areas within UMD Business Services, student respondents scored the following areas the highest (out of a possible 5 points):

- Paying your tuition: average score of 4.538
- Student account refunds/check or direct deposit: average score of 4.419
- Student account monthly billing statements: average score of 4.352

The majority of student respondents were also satisfied with the following areas (resulting in an average score higher than 4 points):

- UCard transactions: 4.318
- Student loan deferments/service cancellations: 4.295
- Account inquiries/problems: 4.278
- Loan processing: 4.160
- Fleet (vehicle) rental program: 4.107
- Renting a locker: 4.103
- Promissory Notes: 4.100
- Campus partners statements/servicing: 4.035

Although the majority of students marked satisfied or very satisfied with the services listed below, these areas averaged a satisfaction score below 4 points.

- Fee card purchase (music keys, transcripts, credit by exam, etc.): 3.929
- Exit interview process: 3.918
- Economic hardship and forbearance cases: 3.877

It should be noted that the majority of student respondents answered “Not Applicable” to the following specific areas of UMD Business Services, which could reduce the significance of the representative sample:

- Renting a locker: 58.37% Not Applicable
- Fee card purchase (music keys, transcripts, credit by exam, etc.): 59.81%
- Exit interview process: 65.07%
- Economic hardship and forbearance cases: 65.07%
Campus partners statements/servicing: 58.85%
Fleet (vehicle) rental program: 73.21%

Comments:

General comments about UMD Business Services—
- The breakdown of online tuition amounts with additions and subtractions is “incomprehensible.”
- A few students complained about having a late fee (even when they were only a week late).
- Information is not always consistent.
- It’s a hassle to get a refund check, then end up owing money after changing classes.
- Didn’t like having to go upstairs when forgot locker combination—seems unorganized.

Comments about Cashiers’ Office—
- Nice, friendly, respectful and helpful staff.
- Quick and easy service.
- Sometimes the lines are long.
- Close a bit too early.

Comments about Financial Collections—
- A student complained about being dropped from classes despite showing a deposited check pending in his/her account.
- Staff knows how to handle problems.
- Location is far away from everything.

Comments about Fleet (vehicle) rental program—
- Appreciated being able to rent with short notice.
- Convenient and “pretty clean.”
- Helpful.

Suggestions—
- Have a locker rental system for the full year.
- Accept credit cards for tuition payments.
- Send out better notices when tuition is due.
- Post where to find parking permits.

UMD Business Services – Staff/Faculty Survey Results
241 staff and faculty members (of which, 80% were staff and 20% were faculty) responded to the UMD Business Services Staff and Faculty Satisfaction Survey out of all 1,833 surveyed—a response rate of 13%.

Rating of General Attributes:
Over 75% of respondents were generally satisfied with the general attributes of UMD Business Services. Over 80% (excluding respondents who marked “Not Applicable”) were satisfied or very satisfied with the “accuracy & consistency of service” (80.45%) and the “staff’s knowledge & competency” (81.11%).

The following general attributes averaged a score of 4 or above and had over 70% of the respondents indicating satisfied or very satisfied:
- Dependability & reliability of service (77.03% and average rating of 4.081)
- Staff maintains confidentiality of information (76.26% and average rating of 4.101)
- Courteousness & responsiveness of staff to requests & questions (75.23% and average rating of 4.041)
- Resolution of problems in an effective & collaborative manner (74.02% and average rating of 4.000)

Over 70% of respondents were satisfied with the department’s “accessibility of staff & services” (75.11%) and its “timeliness of services & information” (73.18%), but these attributes had an average satisfaction rating just below 4—3.946 and 3.950 respectively. 69.63% of respondents felt satisfied or very satisfied that UMD Business Services “adequately understands and addresses our individual needs” (with an average score of 3.860), while 63.94% of respondents were satisfied or very satisfied with the department’s ability to build effective campus relationships.
“Innovative improvements to processes, services, & information services” had the lowest average satisfaction rating of 3.490 with only 52.40% of applicable respondents indicating satisfied or very satisfied.

Overall, UMD Business Services scored the highest in the area of “Functional Expertise and Consulting Support” with an average satisfaction rating of 4.095 and scored the lowest in the area of “Effective Problem Resolution” with an average satisfaction rating of 3.745—the same high and low scoring categories when comparing these results to those rated by UMD students.

Rating of Specific Areas:
When asked to rate their satisfaction of specific areas within UMD Business Services, faculty and staff respondents scored the following areas the highest (out of a possible 5 points); the percentage of applicable respondents who indicated satisfied or very satisfied is given in parenthesis:

- Travel, employee expense approvals: 4.171 (81.22%)
- Cashiering functions: 4.101 (78.62%)
- Departmental deposits: 4.092 (76.15%)
- Purchasing card processing and auditing: 4.075 (76.63%)
- Procurement/requisitions, purchase orders, receiving: 4.057 (75.16%)

The following specific areas scored just below the “satisfied” mark of 4 points; the percentage of applicable respondents who indicated satisfied or very satisfied is given in parenthesis:

- Account payable/invoice processing: 3.963 (70.73%)
- Financial document imaging: 3.922 (65.69%)
- Journal entries or internal sales vouchers: 3.942 (70.25%)
- Asset management, recording, receiving, disposals, inventory: 3.926 (66.18%)
- Campus resources on financial policies and/or procedures: 3.823 (63.92%)
- Accounts receivable/external billing: 3.808 (67.50%)
- Fleet (vehicle) rental program: 3.753 (66.47%)
- Financial reporting: 3.719 (59.38%)
- Budgeting, forecasting, or rate setting: 3.520 (53.05%)

The lowest rated service with only 43.37% of respondents indicating satisfied or very satisfied was the area of “student accounts receivable/loan collections” with a score of 3.458.

It should be noted that the majority of staff and faculty respondents answered “Not Applicable” to the following specific areas of UMD Business Services, which could reduce the significance of the representative sample:

- Accounts receivable/external billing: 50.21%
- Financial document imaging: 57.68%
- Budgeting, forecasting, or rate setting: 59.34%
- Student accounts receivable/loan collections: 65.56%

Comments:
General comments about UMD Business Services—

- While some respondents feel as though staff members are friendly and helpful, others feel as though the group lacks a customer-friendly approach (especially in the area of student accounts receivable); some customers feel bullied or belittled, while others believe Business Services personnel get defensive and/or make the customer feel as though he or she is at fault
- While some personnel were commended for their professional and timely responses, general comments included inconsistent responses and/or lack of follow through
- Lack of timeliness of the monthly reports hinders customer’s ability to address deficiencies in a timely fashion
- Reporting burden on faculty is high, which can discourage research activities; faculty access to accounts and reports of expenditures and invoicing is unnecessarily complex
- Some customers are concerned about confidentiality
- Changes in policies and/or procedures should be more timely
- There seems to be a lack of knowledge and experience in the area of internal and external sales
- Not all staff members seem willing to share their expertise
- Having "rules" and "processes" no one knows about except the business services staff delays us
- Policies and procedures around procurement are cumbersome

**Error Comments—**
- CF1s and CF2s are often omitted
- Data entry errors on invoices
- Problems with asset inventory; items that are “removed” still come up on inventory audits

**Fleet (vehicle) Rental Program Comments—**
- Cars tend to be dirty inside and out
- Checkout and reservations are clunky; online reservations would be helpful—or at least be able to provide information prior to picking up the keys
- Have clearer instructions (especially for card usage to purchase gas, etc.)
- Promote ridesharing or carpooling (especially for trips to the Twin Cities)
- Make sure cars aren’t covered and/or trapped in snow
- Front-wheel vehicles don’t handle well in snow; 4-wheel drive vehicles are better
- Have office on ground floor; consider doing office key delivery
- Complete a cost analysis for the Fleet Rental Program
- Not having access to the Fleet Rental office after 4:30 p.m. is a problem

**Suggestions—**
- Develop a more informative website (especially regarding the Fleet Rental Program)
- Allow faculty to view the budget accounts they manage online, just as one can view their own bank account.
- Create simple online form for reporting expenditures that fall within pre-approved area budget to eliminate multi-step paperwork for basic area supplies and purchases
- Have online reporting of timesheets for student workers that are managed by faculty
- Improve department level financial information and reporting
- More flexibility in loan collections
- Increase communication on whom to contact for which services
- More innovation is needed; more electronic forms would be helpful (ex. It would be helpful to be able to use electronically signed .pdfs for processing purchases made with University credit cards when one is away from campus.)
- Offer Ombudsman and Conflict Resolution Services on campus
- Provide clear instructions online (video tutorial would be good) for filling out grant travel reporting forms
- Change the $100 limit to $500 for all of the authorization signatures; trust employees more
- Third party contracts should be administered by Business Services
- Drops for non-payment should all be handled by Business Services

**Other Specific Comments—**
- Billing statement showed scholarship money in debit column and payment column, which was confusing
- Not allowing billing hold overrides makes it difficult to process financial aid to assist students in paying their bill
- Debit cash-to-card system is not functional
- EFS is not a purchasing application—still takes 30 min. to do a 5 min. order
- Purchasing card support/training is outstanding
- Travel reimbursements are done timely and accurately; however, sometimes too much work is being done for little reward—costly hours tracking down a small expense
- ISO billing is a problem. Many ISO areas do not send out invoices or any documentation to back up the charge.
  This is a University-wide issue not just the UMD Business office.
Limitations:

- The sample size of respondent groups taking the survey may not be representative of the total UMD population—especially if the response rate is relatively low.
- The incentive given to students could influence their responses.
- People who have had extremely positive or negative experiences with one aspect of Business Services could possibly carry over their attitude when answering questions about other (unrelated) aspects of Business Services.
- Students could be influenced by the fact they might be answering the questions near the cashier or financial collections employee.
- A person’s mood or time constraint could play a role in how s/he answers the questions; s/he may not take the time to provide detailed answers to the open-ended questions, resulting in Business Services missing out on possibly helpful feedback.
- A person could think s/he is checking “Very Satisfied” when s/he is actually clicking on “Not Applicable,” since it’s the right-most option.
- A person could think the scale is reversed (Very Satisfied through Very Dissatisfied), selecting the option that is completely the opposite of their view—especially as the headers disappear as the survey participant scrolls through the questions for the online survey. NOTE: This might be of particular concern for individuals who had taken the UMD Police survey and/or the HR&EO survey, for the scale went from Very Satisfied to Very Dissatisfied.
- Unlike the surveys distributed via Campus Labs/Baseline, UM Survey did not allow the person taking the survey to give final confirmation of their answers before officially submitting. In other words, people who thought they would get a chance to give a final review of their answers were unable to do so, possibly resulting in unintended responses.
- Since a general link to the survey was used, there was no way to prevent individuals from completing multiple surveys, which could negatively or positively sway the results if a person who had particularly positive or negative views of HR&EO completed the survey a significant number of times.