Background and Methodology

Cornell Information Technologies (CIT), Cornell’s central information technology organization, engages in many activities ranging from front-line customer service and support to behind-the-scenes systems operation, maintenance and strategic planning. CIT has conducted extensive internal and external reviews of the services and facilities it provides the university to evaluate how well CIT’s efforts support the overall mission of the university, keep Cornell ahead of the technology curve, and meet the needs of its customers.

To measure customer perceptions of CIT, and to evaluate the impact of future initiatives on this perception, CIT asked the office of Communication Strategies (CommStrat) to design, distribute, and evaluate a simple customer satisfaction survey. The intent is to use the survey to establish baseline metrics of customer attitudes towards CIT. In the future, the survey will be distributed periodically to campus audiences to reevaluate customer perceptions and to gauge how changes to services and facilities impact these perceptions. To this end, a 10-question survey (Attachment A) was scripted to cover a variety of general topics from communication with customers to impressions of service and perceptions of value.

The CIT Customer Survey was sent to faculty, staff, and students. A total of 17,961 surveys were distributed as follows:

- 9,529 to faculty and staff members via campus mail. These surveys were individually addressed.
- 6,733 to students living in campus residences. These non-addressed surveys were sent in bulk to the residence hall service centers, where they were placed in individual mailboxes.
- 1,700 mailed off campus via the United States Postal Service (bulk rate). Surveys were individually addressed and enclosed in a custom designed envelope. (Appendix B)

Responses were returned anonymously to CommStrat. Surveys distributed on campus to faculty, staff, and students were returned via campus mail. Surveys mailed to students living off campus were returned via U.S. mail through the use of a business reply permit printed on the back of the survey card. At the time of analysis, 1,528 surveys had been returned, for an overall response rate of 8.5%. The response rate for the faculty/staff mailing was 13%, 2.5% for the on-campus student mailing, and 7% for the off-campus student mailing.

The overall response rate was below anticipated levels, but high enough to ensure statistical reliability of the analysis. Reliability depends upon the size of the sample returned, not the response rate or number of surveys sent. However, when a response rate is deemed low, the researcher tries to discern patterns of non-response bias. Typically, one indicator of non-response bias would be responses clustered at the extremes, signaling that those with a strong opinion about the subject matter dominated the responses. In reviewing the overall response patterns to the ten questions, there tends to be central clustering of the responses as opposed to distributions dominated by the extremes, discounting the likelihood of response bias.
To increase the response rate for future iterations of the survey, it is recommended that an incentive be introduced to encourage more people to reply. An example of such a premium would be to conduct a drawing for a prize (or prizes) from among those who returned their survey. While the logistics of this can impact the complete anonymity of the respondents, there are reasonable procedures that can be adopted to assure virtual anonymity.
Findings

1) For each of the ten questions, students rated CIT more favorably than faculty or staff.

2) The two most affirmative responses dealt with perceptions of CIT staff members—CIT staff members seeming technically competent had an average rating of 2.21 while staff members being responsive and customer-oriented received an average rating of 2.29.

3) CIT received the lowest ratings on the issue of whether individuals feel well informed about services and facilities as well as whether CIT provides fair value for the price.

4) Linear regression analysis of the responses revealed:
   a) customers’ perceptions of speed and convenience of service most highly correlate with their overall rating of the quality of CIT services and facilities. This holds true when responses of faculty, staff, and students are analyzed independently.
   b) the degree to which customers feel well informed about CIT services and facilities had the lowest correlation with their overall rating of the quality of CIT services and facilities. Again, this finding was consistent among faculty, staff, and students. The ability to find campus technology information also showed very little correlation with overall quality ratings.

5) CIT customers are evenly split on whether they feel well informed about CIT services and facilities. Students, those who report themselves to possess above average IT skills, and those with no local IT support rated CIT higher in this aspect than others, while staff members rated CIT disproportionately lower.

6) Just over half the respondents agree they can find the technology information they are looking for in CIT print and Web resources. Students agree with the statement at a significantly higher rate (62%) than faculty (42%) or staff (49%). Also, as expected, the more technologically inclined were more successful in their search for information.

7) Over a quarter of CIT customers do not find it easy to get in touch with the appropriate person or group at CIT. Interestingly, those with average or below average computer skills find it easier to contact the right person than those with above average skills.

8) Almost 70% of CIT customers find CIT staff members responsive and customer-oriented.

9) CIT staff members are seen as technically competent by over 72% of their customers, with 10% dissenting. People self-reporting above average technology skills and those with no local primary technical support disagree with the statement at a higher rate than others.

10) While speed and convenience of services most highly correlate with overall ratings of CIT quality of service, only 48% of the respondents were satisfied with CIT’s performance in this category. People with average or below average computer skills, students, and those at Cornell for less than one year are more satisfied with CIT in this respect than others.
11) Customers are evenly split on the issue of fair value for the price, with the majority having no opinion.

12) More customers than not think CIT is an innovative technology organization. However, faculty disagree with the statement at a higher rate (23%) than staff and students (14%). The same spike is seen among those with above average technology skills (23%/8%), those with no local technology support (24%/13%), and those who have been at Cornell for more than a year (16%/11%).

13) Customers who are satisfied with the variety of services and facilities offered by CIT outnumber those unsatisfied by a 3.4:1 margin. Students are proportionately more satisfied while faculty members and those with above average technology skills are proportionately less satisfied.

14) Customers who are satisfied with the quality of services and facilities offered by CIT outnumber those unsatisfied also by a 3.4:1 margin. Those expressing the least satisfaction are faculty members and people who say they have above average technology skills.

15) The majority of respondents reported themselves to have either average or above average skills in using modern information technology.

16) 75% of respondents say they have someone inside their department to turn to for primary technical support.
1. I feel well informed about CIT services and facilities.

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Mean 3.028  Std dev 1.102

Valid cases 1497  Missing cases 31
2. I can usually find the campus technology information I'm looking for in CIT printed and Web resources.

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Mean: 2.688  Std dev: 0.971

Valid cases: 1423  Missing cases: 105
3. When I need to contact someone at CIT, it's easy to get in touch with the appropriate person or group.

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Mean 2.748  Std dev 1.146

Valid cases 1363  Missing cases 165
4. CIT staff members are usually responsive and customer-oriented.

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Mean: 2.290
Std dev: 1.020

Valid cases: 1376
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5. CIT staff members seem technically competent.

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Mean 2.207  Std dev .929

Valid cases 1389  Missing cases 139
6. I am satisfied with the speed and convenience of CIT services.

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Mean 2.707  Std dev 1.068

Valid cases 1397  Missing cases 131
7. When there is a fee for services, CIT provides fair value for the price.

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Mean 3.023 Std dev .951

Valid cases 1035 Missing cases 493
8. CIT is an innovative university technology organization.

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Total 1528 100.0 100.0

Mean 2.719 Std dev .921

Valid cases 1377 Missing cases 151
9. Overall, I am satisfied with the variety of services and facilities CIT provides.

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Mean: 2.620  Std dev: .912
Valid cases: 1393  Missing cases: 135
10. Overall, I am satisfied with the quality of services and facilities CIT provides.

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Mean: 2.551  Std dev: .997

Valid cases: 1430  Missing cases: 98
### University Status

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Mean 2.121  Std dev .722

Valid cases 1523  Missing cases 5
How would you rate your skill level using modern information technology?

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Mean 1.601  Std dev .587

Valid cases 1507  Missing cases 21
Is there someone inside your college, department, or unit that you turn to for primary technical support?

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Mean 1.227  Std dev .425

Valid cases 1505  Missing cases 23
How long have you been a Cornell student, faculty, or staff member?

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Mean 1.868

Std dev .342

Valid cases 1517

Missing cases 11
## Average Rating by University Status

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### Q1 Well informed... by University Status

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Column 201 1008 280 1489
Total 13.5% 67.7% 18.8% 100.0%

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Minimum Expected Frequency -  46.032

Number of Missing Observations:  39
## Q1  Well informed... by Technology Skill Level

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<td>100.0%</td>
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</table>

### Chi-Square

- **Pearson**: 10.80709, DF = 4, Significance = .02882
- **Likelihood Ratio**: 11.48167, DF = 4, Significance = .02165
- **Mantel-Haenszel test for linear association**: 3.61635, DF = 1, Significance = .05721

Minimum Expected Frequency = 17.152

Number of Missing Observations: 50
**Q1 Well informed… by Technical Support**

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Minimum Expected Frequency - 75.506

Number of Missing Observations: 55
Q2 I can usually find the campus tech. information… by University Status

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Column        | 196     | 948    | 271      | 1415    |
Total         | 13.9%   | 67.0%  | 19.2%    | 100.0%  |

Chi-Square

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Minimum Expected Frequency - 41.693

Number of Missing Observations: 113
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#### Chi-Square

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Minimum Expected Frequency - 14.176

Number of Missing Observations: 122
Q3  Easy to get in touch with appropriate person... by University Status

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Minimum Expected Frequency = 43.566

Number of Missing Observations: 173
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Likelihood Ratio              11.17566  4  .02466
Mantel-Haenszel test for linear association 8.91466 1  .00283

Minimum Expected Frequency - 15.056

Number of Missing Observations: 181
Q5  CIT staff members seem technically competent.  by Technology Skill Level

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Chi-Square

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Minimum Expected Frequency - 6.441

Number of Missing Observations: 155
Q5  CIT staff members seem technically competent  by  Technical Support

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Column 1061 306 1367
Total 77.6% 22.4% 100.0%

Chi-Square Value DF Significance
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Likelihood Ratio 8.14751 2 .01701
Mantel-Haenszel test for linear association 6.92408 1 .00850

Minimum Expected Frequency - 30.443

Number of Missing Observations: 161
### Q6  Satisfied with speed and convenience... by University Status

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**Column** 187 937 266 1390  
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Minimum Expected Frequency = 41.974

Number of Missing Observations: 138
Q6 Satisfied with speed and convenience... by Technology Skill Level

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Chi-Square

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Minimum Expected Frequency = 15.650

Number of Missing Observations: 148
## Q6 Satisfied with speed and convenience... by How Long at Cornell

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Minimum Expected Frequency - 40.323

Number of Missing Observations: 143
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|    | 3     | 72      | 420     | 111     |          |
| neither | 81.0   | 405.8   | 116.2   | 44.0%   |          |
|      | 11.9%  | 69.7%   | 18.4%   |         |          |
|      | 39.1%  | 45.6%   | 42.0%   |         |          |
|      | -9.0%  | 14.2%   | -5.2%   |         |          |

|    | 4     | 42      | 130     | 35      |          |
| disagree | 27.8   | 139.3   | 39.9    | 15.1%   |          |
|      | 20.3%  | 62.8%   | 16.9%   |         |          |
|      | 22.8%  | 14.1%   | 13.3%   |         |          |
|      | 14.2%  | -9.3%   | -4.9%   |         |          |

| Column | 184 | 922 | 264 | 1370 |
| Total  | 13.4% | 67.3% | 19.3% | 100.0% |

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Minimum Expected Frequency = 27.801

Number of Missing Observations: 158
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| +-----+--------+--------+---------+----------+
| 3     | 237   | 334     | 32      |         |          |
| neither | 278.5 | 293.5   | 30.9    | 44.2%   |          |
|       | 39.3% | 55.4%   | 5.3%    |          |          |
|       | 37.6% | 50.3%   | 45.7%   |          |          |
|       | -41.5 | 40.5    | 1.1     |          |          |
| +-----+--------+--------+---------+----------+
| 4     | 147   | 53      | 7       |         |          |
| disagree | 95.6  | 100.8   | 10.6    | 15.2%   |          |
|       | 71.0% | 25.6%   | 3.4%    |          |          |
|       | 23.3% | 8.0%    | 10.0%   |          |          |
|       | 51.4  | -47.8   | -3.6    |          |          |
| +-----+--------+--------+---------+----------+
|       | 630   | 664     | 70      | 1364    |
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**Chi-Square**

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Minimum Expected Frequency - 10.623

Number of Missing Observations: 164
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Minimum Expected Frequency = 47.976

Number of Missing Observations: 171
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Minimum Expected Frequency = 26.912

Number of Missing Observations: 160
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Minimum Expected Frequency - 25.455

Number of Missing Observations: 142
### Q9 Satisfied with the variety… by Technology Skill Level

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### Chi-Square

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Minimum Expected Frequency - 10.007

Number of Missing Observations: 150
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Chi-Square Value DF Significance
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Pearson 24.80728 4  .00006
Likelihood Ratio 24.29683 4  .00007
Mantel-Haenszel test for linear association 8.09247 1  .00444

Minimum Expected Frequency = 32.614

Number of Missing Observations: 105
### Q10 Satisfied with the quality... by Technology Skill Level

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Minimum Expected Frequency = 12.542

Number of Missing Observations: 112
Equation Number 1    Dependent Variable..   Q10   Satisfied with the quality

Block Number 1. Method: Enter      Q1

Variable(s) Entered on Step Number
1..    Q1        Well informed about CIT services and fac

Multiple R     .44485
R Square       .19789
Adjusted R Square  .19732
Standard Error  .88971

Analysis of Variance

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F = 349.09525       Signif F = .0000

Dependent Variable: Satisfied with the quality

Regression Standardized Residual

Std. Dev = 1.00
Mean = 0.00
N = 1417.00
Equation Number 1  Dependent Variable.. Q10  Satisfied with the quality

Block Number 1. Method: Enter  Q2

Variable(s) Entered on Step Number
1.. Q2  Can usually find campus tech. informatio

Multiple R  .46520
R Square  .21641
Adjusted R Square  .21584
Standard Error  .88175

Analysis of Variance

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F = 378.36699  Signif F = .0000

Dependent Variable: Satisfied with the quality

Regression Standardized Residual
Equation Number 1  Dependent Variable.. Q10  Satisfied with the quality

Block Number 1.  Method: Enter  Q3

Variable(s) Entered on Step Number
1..  Q3  Easy to get in touch with appropriate pe

Multiple R  .62367
R Square  .38896
Adjusted R Square  .38850
Standard Error  .78340

Analysis of Variance

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F = 845.97698  Signif F = .0000

Dependent Variable: Satisfied with the quality

Regression Standardized Residual

Std. Dev = 1.00
Mean = 0.0
N = 1331.00
Equation Number 1  Dependent Variable.. Q10  Satisfied with the quality
Block Number 1.  Method: Enter  Q4

Variable(s) Entered on Step Number
1.. Q4  CIT staff members responsive and custome

Multiple R  .66123
R Square  .43723
Adjusted R Square  .43681
Standard Error  .75330

Analysis of Variance

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F = 1044.95025  Signif F = .0000

Dependent Variable: Satisfied with the quality

Regression Standardized Residual

Std. Dev = 1.00
Mean = 0.0
N = 1347.00
Equation Number 1  Dependent Variable..  Q10  Satisfied with the quality

Block Number 1.  Method:  Enter      Q5

Variable(s) Entered on Step Number
1..  Q5  CIT staff members technically competent

Multiple R     .63430
R Square       .40233
Adjusted R Square .40189
Standard Error  .77778

Analysis of Variance

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F = 912.81458  Signif F = .0000

**Dependent Variable: Satisfied with the quality**

Std. Dev = 1.00
Mean = 0.0
N = 1358.00
Equation Number 1  Dependent Variable..  Q10  Satisfied with the quality
Block Number 1.  Method:  Enter  Q6

Variable(s) Entered on Step Number
1..  Q6  Satisfied with speed and convenience of

Multiple R    .72975
R Square      .53253
Adjusted R Square  .53219
Standard Error  .68793

Analysis of Variance

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F = 1561.80394  Signif F = .0000

Dependent Variable: Satisfied with the quality

Std. Dev = 1.00
Mean = 0.0
N = 1373.00
Equation Number 1  Dependent Variable:  Q10  Satisfied with the quality

Block Number 1.  Method:  Enter  Q7

Variable(s) Entered on Step Number
1..    Q7  Fair value for the price

Multiple R       .52883
R Square         .27966
Adjusted R Square .27895
Standard Error   .86915

Analysis of Variance

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F = 395.21718  Signif F = .0000

Dependent Variable: Satisfied with the quality

Std. Dev = 1.00
Mean = 0.00
N = 1020.00

Regression Standardized Residual
Equation Number 1: Dependent Variable: Q10 Satisfied with the quality

Block Number 1: Method: Enter Q8

Variable(s) Entered on Step Number 1:
- Q8 Innovative technology organization

Multiple R: .62772
R Square: .39403
Adjusted R Square: .39358
Standard Error: .77455

Analysis of Variance

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F = 873.94846 Signif F = .0000

Dependent Variable: Satisfied with the quality

Regression Standardized Residual

Std. Dev = 1.00
Mean = 0.00
N = 1346.00
Equation Number 1  Dependent Variable..  Q10  Satisfied with the quality
Block Number 1.  Method: Enter  Q9

Variable(s) Entered on Step Number
1..  Q9  Satisfied with the variety

Multiple R  .67171
R Square  .45119
Adjusted R Square  .45079
Standard Error  .73530

Analysis of Variance

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</table>

F = 1127.13527  Signif F = .0000

Dependent Variable: Satisfied with the quality

Regression Standardized Residual
Correlation of responses to questions 1–9 to responses for question 10:
I am satisfied with the quality of services and facilities CIT provides.

<table>
<thead>
<tr>
<th>Question Number</th>
<th>Partial Text</th>
<th>Overall $r^2$</th>
<th>Faculty $r^2$</th>
<th>Staff $r^2$</th>
<th>Student $r^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>well informed about CIT</td>
<td>0.20</td>
<td>0.15</td>
<td>0.20</td>
<td>0.19</td>
</tr>
<tr>
<td>2</td>
<td>can usually find technology info.</td>
<td>0.22</td>
<td>0.22</td>
<td>0.20</td>
<td>0.20</td>
</tr>
<tr>
<td>3</td>
<td>easy to get in touch</td>
<td>0.39</td>
<td>0.52</td>
<td>0.36</td>
<td>0.33</td>
</tr>
<tr>
<td>4</td>
<td>responsive and customer oriented</td>
<td>0.44</td>
<td>0.57</td>
<td>0.42</td>
<td>0.33</td>
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<tr>
<td>5</td>
<td>technically competent</td>
<td>0.40</td>
<td>0.63</td>
<td>0.35</td>
<td>0.31</td>
</tr>
<tr>
<td>6</td>
<td>speed and convenience</td>
<td>0.53</td>
<td>0.69</td>
<td>0.48</td>
<td>0.55</td>
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<tr>
<td>7</td>
<td>fair value</td>
<td>0.28</td>
<td>0.42</td>
<td>0.22</td>
<td>0.35</td>
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<tr>
<td>8</td>
<td>innovative</td>
<td>0.39</td>
<td>0.50</td>
<td>0.35</td>
<td>0.41</td>
</tr>
<tr>
<td>9</td>
<td>satisfied with the variety</td>
<td>0.45</td>
<td>0.51</td>
<td>0.45</td>
<td>0.36</td>
</tr>
</tbody>
</table>