

Customer Satisfaction with Career Services for Faculty/Staff on Participating California State University Campuses

Summary

A customer satisfaction survey of Career Services was conducted in spring 2001 and completed by over 2700 faculty and staff on ten CSU campuses: Chico, Dominguez Hills, Fresno, Fullerton, Los Angeles, Long Beach, Sacramento, San Bernardino, San Diego, San Luis Obispo, San Marcos, Sonoma, and Stanislaus. Overall, faculty and staff expressed moderate to strong levels of satisfaction with campus Career Services. The following survey items received the highest satisfaction ratings: career and job fairs, counselor's professionalism, responsiveness to requests, timeliness of response to request, and Career Services web site. Areas of least satisfaction were: employment/salary trends, consulting on curriculum needs relevant to labor market trends, and partnership opportunities with employers who hire students in your field. The survey revealed a number of areas in which customer needs are possibly not being met. Further, administrators appear to be the most satisfied and faculty the least satisfied customers.

Survey Methods

This part of the report briefly describes the Career Services survey instrument, campus data collection methods, survey returns and response rates, and respondents to the survey.

Instrument

The Career Services survey instrument was developed jointly in fall 2000 by the CSU systemwide Customer Satisfaction Survey Committee and the CSU Career Services Function Group. The survey contains 26 questions, of which 18 were designed to measure the importance of and satisfaction with Career Services' programs (e.g., tours), events (e.g., job fairs), information sources (e.g., web site, publications), career counselors' knowledge/expertise (e.g., labor market/salary trends), and staff responsiveness (e.g., timeliness).¹ Accompanying the main survey form was the Faculty & Staff Booklet for gathering demographic information (e.g., gender, ethnicity, etc.) and written comments and suggestions for improving services. A copy of the survey instrument, including the Faculty & Staff Booklet, can be found in **Appendix A: Customer Satisfaction Survey of Career Services for Faculty/Staff.**

¹ Importance rating scale: 5=Very important, 4, 3, 2, 1=Not at all important.

Satisfaction rating scale: 5=Very satisfied, 4=Satisfied, 3=Neutral, 2=Dissatisfied, 1=Very dissatisfied

Data Collection

Data collection methods, the number of completed surveys, and response rates are reported for each campus in Table 1 below:

Table 1. Data Collection Methods, Survey Returns and Response Rates by Campus

Campus	Method	Sample	Return Count				Response
	Faculty/Staff	Size	Faculty	Staff	Unidentified	Total	Rate
Chico	Campus mail	743	35	91	8	134	18.0%
Fullerton	Campus mail	NAV	237	372	35	644	NAV
Hayward	Campus mail	1,120	37	146	17	200	17.9%
Monterey Bay	NAV	NAV	18	42	8	68	NAV
Northridge	Campus mail	1,644	145	260	22	427	26.0%
Pomona	Campus mail	1,200	71	172	18	261	21.8%
San Bernardino	Campus mail	447	33	101	12	146	32.7%
San Diego	Campus mail	4,000	113	307	74	494	12.4%
San Luis Obispo	Campus mail	1,251	68	193	12	273	21.8%
Sonoma	Campus mail	1,300	44	87	11	142	10.9%
Total		11,705	801	1771	217	2,789	23.8%

All campuses distributed surveys to faculty and staff via intra-campus mail services. The total number of faculty and staff surveyed was 11,705. Of this number 2,789 surveys were completed for an overall response rate of 23.8 percent. Campus response rates ranged from a low of 10.9 percent to a high of 32.7 percent. The return count was low (i.e., below 100) at Monterey Bay and response rates were low by survey research standards at all campuses. It is important to emphasize that survey samples from campuses with low response rates or return counts may not be representative of the target populations. These campuses, therefore, need to be very cautious about generalizing survey results beyond their sample data.

Respondents

Faculty and staff, including administrators/managers, who responded to the survey, were predominantly full-time (82%), female (65%), white (72%), employed at the campus more than 10 years (44%) in the division of Academic Affairs (45%). Additional survey detail on the demographic characteristics of survey respondents (i.e., administrators, faculty, staff) is provided in **Appendix B: Demographic Characteristics of Respondents to the Customer Satisfaction Survey of Career Services for Faculty/Staff.**

Results

Survey results presented below focus on addressing five key issues:

- **Overall Satisfaction: Overall, how satisfied are faculty and staff with Career Services?**
- **Strengths and Weaknesses: In what areas of Career Services are faculty and staff most and least satisfied?**
- **Gap Analysis: To what extent is Career Services meeting faculty and staff needs/expectations?**
- **Highly Rated Campuses: How does customer satisfaction with Career Services compare across campuses?**
- **Customer Differences: Are there important differences between faculty and staff in their level of satisfaction with Career Services?**

Survey results pertinent to these issues are summarized in Table 2, and draws on more detailed survey results reported in **Appendix C: Customer Satisfaction with Career Services by Campus**, **Appendix D: Customer Satisfaction with Career Services by Customer Type**, and **Appendix E: Gap Analysis of Career Services by Campus**.

Under the column heading, “CSU Ratings”, in Table 2, the following data are provided: number of respondents (**N**), the mean satisfaction rating (**Mean**), the percentage of respondents who reported they were either “very satisfied” or “satisfied” (**Sat**), the percentage of respondents who reported they were either “very dissatisfied” or “dissatisfied” (**Dis**), the relative standing (**Rank**) of the item based on the mean satisfaction rating (1=highest ranked item), and the numerical difference (**Gap**) between the mean score on “Importance” and the mean score on “Satisfaction”.

Under the heading, “Campus Ratings (Means)”, the mean score of the highest (**High**) and the lowest (**Low**) rated campus is given, along with the names of the five top-rated campuses (**Top Half**) in descending order of their mean satisfaction ratings.

The last part of Table 2, “Customer Ratings (Means)”, displays the mean satisfaction ratings for each customer type: Administrator/Manager, Faculty, and Staff. The results shown in Table 2 are discussed below in terms of the five guiding questions outlined above.

Overall Satisfaction

Overall, faculty and staff expressed mostly moderate to strong levels of satisfaction with campus Career Services. Ratings range from 3.1 to 3.8 with most

ratings (14 of 18) falling between 3.4 and 3.7. No areas of Career Services were either rated poorly (below 3.0) or exceptionally high (4.0 or above). Fifty percent or more respondents reported they were either “very satisfied” or “satisfied” on 11 items while less than 50 percent reported similar levels of satisfaction on 7 items. Satisfaction levels reached 60 percent or more in three areas. From 5 percent to 25 percent of respondents reported they were either “very dissatisfied” or “dissatisfied” with Career Services. In most instances (10 items) dissatisfaction was relatively low, between five-to-ten percent.

Strengths and Weaknesses

The highest rated measures (3.8 - 3.9) on the survey are:

- Career and job fairs,
- Counselor’s professionalism,
- Responsiveness to your request,
- Timeliness of response to request, and
- Career Services web site.

The lowest rated areas (3.1 – 3.2) are:

- Employment/salary trends,
- Consulting on curriculum needs relevant to labor market trends, and
- Partnership opportunities with employers who hire students in your field.

Gap Analysis

Faculty and staff respondents rated each survey item on Importance and Satisfaction in order to assess differences or “gaps” between the two. Listed below are the areas where the largest gaps are found:

- Employment/salary trends,
- Partnership opportunities with employers who hire students in your field,
- Counselor’s expertise/knowledge of labor market/job search process, and
- Career consulting/counseling for students.

These findings suggest the above four areas as targets for further improvement in order to meet faculty and staff Career Services needs. More detailed gap analysis results can be found in **Appendix E: Gap Analysis of Career Services by Campus.**

Highly Rated Campuses

Table 2 lists the campuses that achieved the highest level of customer satisfaction with Career Services. The campuses that are most consistently highly rated across all 18 satisfaction measures (i.e., potentially “best practice” campuses) are:

- San Luis Obispo,
- San Diego,
- Pomona, and
- Fullerton.

More detailed campus comparisons are presented in **Appendix C: Customer Satisfaction with Career Services by Campus.**

Customer Differences

As reported in Table 2, Administrator/Managers rated Career Services higher than faculty and staff on 11 of 18 items, although most differences in satisfaction ratings are small. Faculty has the lowest satisfaction ratings comparatively speaking on 10 measures. The largest differences among the three customer groups were found on the following three measures.

- Web site
- Career consulting/counseling for students, and
- Career and job fairs.

Comprehensive survey results on customer differences are reported in **Appendix D: Customer Satisfaction with Career Services by Customer Type.**

Table 2. Summary of Career Services Customer Satisfaction Survey for Faculty/Staff - Spring 2001

Item	CSU Ratings					Gap	Campus Ratings (Means)			Customer Ratings (Means)		
	N	Mean	Sat (%)	Dis (%)	Rank		High	Low	Top Half (descending)	Adm/Mgr	Faculty	Staff
Classroom presentation	660	3.67	59	10	6	0.36	4.11	3.24	SLO, POM, FUL, NOR, SON	3.54	3.76	3.63
Career Services tour	471	3.48	47	10	13	0.09	3.93	2.93	SLO, POM, SD, SON, FUL	3.52	3.47	3.49
Consulting on curriculum needs relevant to labor market trends	484	3.24	38	17	16.5	0.46	3.54	2.63	SLO, SD, FUL, SON, POM	3.25	3.25	3.26
Employment/salary trends	827	3.16	40	25	18	1.05	3.53	2.60	SLO, POM, SD, FUL, NOR	3.31	3.11	3.14
Job search skill development/resources for students	804	3.63	58	10	7.5	0.68	4.23	3.08	SLO, SD, POM, FUL, NOR	3.72	3.63	3.61
Career consulting/counseling for students	789	3.56	56	13	9	0.75	4.13	3.15	SLO, SD, POM, FUL, NOR	3.70	3.50	3.57
Career and job fairs	1,057	3.81	66	7	1	0.38	4.20	3.54	SLO, POM, SD, FUL, SB	3.95	3.80	3.78
Web site	757	3.71	60	5	5	0.34	3.96	3.28	SLO, SD, POM, FUL, SON	3.83	3.60	3.73
Publications	769	3.53	49	7	11	0.19	3.75	3.18	SLO, SD, FUL, SB, POM	3.54	3.51	3.52
Programs and workshops	732	3.63	57	9	7.5	0.38	3.96	3.16	SLO, SD, FUL, POM, NOR	3.74	3.60	3.60
Internships and co-op positions	686	3.44	49	14	14.5	0.73	3.68	3.04	SD, SLO, CHI, FUL, NOR	3.50	3.47	3.44
Employment opportunities	860	3.54	54	12	10	0.70	3.79	3.08	SLO, SD, POM, FUL, NOR	3.55	3.49	3.57
On-campus recruiting	825	3.51	54	15	12	0.67	3.86	2.96	SLO, SD, CHI, POM, FUL	3.45	3.51	3.52
Partnership opportunities with employers who hire students in your field	638	3.24	38	19	16.5	0.83	3.53	2.75	SLO, SD, POM, FUL, NOR	3.31	3.11	3.34
Counselor's expertise/knowledge of labor market/job search process	645	3.44	48	15	14.5	0.77	3.96	2.80	SLO, POM, SD, FUL, NOR	3.52	3.38	3.43
Counselor's professionalism	747	3.79	62	8	2	0.50	4.34	3.18	SLO, SD, SON, NOR, POM	3.84	3.89	3.70
Responsiveness to your request	770	3.74	58	9	3.5	0.44	4.33	3.17	SLO, SD, POM, NOR, SB	3.78	3.85	3.64
Timeliness of response to request	744	3.74	59	8	3.5	0.38	4.32	3.29	SLO, SD, SB, SON, POM	3.90	3.86	3.61

f
f
f
f
f
f
f
f
f
f

q q

q

q q

q



Customer Satisfaction Survey
 Spring 2001
CAREER SERVICES
FOR FACULTY/STAFF

BOOKLET ID

0	0	0	0	0
1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8
9	9	9	9	9

IMPORTANT!
COPY YOUR BOOKLET ID NUMBER
HERE. THIS NUMBER IS PRINTED
IN RED ON THE TOP OF YOUR
BOOKLET.

Listed below are services provided by your campus Career Services. On the **LEFT**, rate how **IMPORTANT** each service is to you. On the **RIGHT**, rate your **SATISFACTION** with the item during the last 12 months. If you cannot rate the item (or it's not applicable), darken the oval in the **Don't Know** column.

<u>IMPORTANCE</u>						<u>SATISFACTION</u>					
Very Important	4	3	2	Not at all Important	1	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
f	5	4	3	2	1	1. Classroom presentation	~	~	~	~	~
f	5	4	3	2	1	2. Career Services' tour	~	~	~	~	~
f	5	4	3	2	1	3. Consulting on curriculum needs relevant to labor market trends	~	~	~	~	~
f	5	4	3	2	1	4. Employment/salary trends	~	~	~	~	~
f	5	4	3	2	1	5. Job search skill development/resources for students (e.g., resume, interviewing)	~	~	~	~	~
f	5	4	3	2	1	6. Career consulting/counseling for students	~	~	~	~	~
f	5	4	3	2	1	7. Career Services' career and job fairs	~	~	~	~	~
f	5	4	3	2	1	8. Career Services' web site	~	~	~	~	~
f	5	4	3	2	1	9. Career Services' publications	~	~	~	~	~
f	5	4	3	2	1	10. Career Services' programs and workshops	~	~	~	~	~
f	5	4	3	2	1	11. Internships and co-op positions	~	~	~	~	~
f	5	4	3	2	1	12. Employment opportunities (part-time and career)	~	~	~	~	~
f	5	4	3	2	1	13. On-campus recruiting	~	~	~	~	~
f	5	4	3	2	1	14. Partnership opportunities with employers who hire students in your field	~	~	~	~	~
f	5	4	3	2	1	15. Career counselor's expertise and knowledge of the labor market/job search process	~	~	~	~	~
f	5	4	3	2	1	16. Counselor's professionalism	~	~	~	~	~
f	5	4	3	2	1	17. Responsiveness to your request	~	~	~	~	~
f	5	4	3	2	1	18. Timeliness of response to requests	~	~	~	~	~
f	5	4	3	2	1	19. Other: _____	~	~	~	~	~

Appendix B: Demographic Characteristics of Respondents to the Customer Satisfaction Survey of Career Services for Faculty/Staff

	Adm/Mgr		Faculty		Staff		All	
	N	%	N	%	N	%	N	%
<u>Status</u>								
Full-time	385	97.5	496	62.5	1,200	87.9	2,081	81.5
Part-time	10	2.5	298	37.5	165	12.1	473	18.5
All	395	100.0	794	100.0	1,365	100.0	2,554	100.0
<u>Years on Campus</u>								
Less than 1 year	32	8.1	100	12.5	167	12.2	299	11.7
1 - 2 years	37	9.4	77	9.6	199	14.5	313	12.2
3 - 4 years	34	8.6	109	13.7	196	14.3	339	13.2
5 - 6 years	45	11.4	71	8.9	150	10.9	266	10.4
7 - 8 years	40	10.2	35	4.4	74	5.4	149	5.8
9 - 10 years	8	2.0	29	3.6	36	2.6	73	2.8
More than 10 years	198	50.3	377	47.2	551	40.1	1,126	43.9
All	394	100.0	798	100.0	1,373	100.0	2,565	100.0
<u>Division</u>								
Academic	148	37.9	522	78.0	403	30.7	1,073	45.2
Administration	107	27.4	1	0.1	295	22.5	403	17.0
Student Services	57	14.6	4	0.6	302	23.0	363	15.3
Other	79	20.2	142	21.2	314	23.9	535	22.5
All	391	100.0	669	100.0	1,314	100.0	2,374	100.0
<u>Gender</u>								
Female	221	56.4	390	49.2	1,038	75.8	1,649	64.6
Male	171	43.6	402	50.8	332	24.2	905	35.4
All	392	100.0	792	100.0	1,370	100.0	2,554	100.0
<u>Age</u>								
Under 20					1	0.1	1	0.0
20 - 29	18	4.6	34	4.3	198	14.5	250	9.8
30 - 39	49	12.6	126	15.9	269	19.7	444	17.4
40 - 49	118	30.3	196	24.8	412	30.1	726	28.5
50 - 59	174	44.6	283	35.8	403	29.5	860	33.8
60 - 69	30	7.7	141	17.8	83	6.1	254	10.0
70 or over	1	0.3	11	1.4	1	0.1	13	0.5
All	390	100.0	791	100.0	1,367	100.0	2,548	100.0
<u>Race</u>								
Amer.Ind./Alaskan Nat	3	0.8	3	0.4	12	0.9	18	0.7
Asian	15	3.9	43	5.7	79	5.9	137	5.6
Black/African Amer.	24	6.3	14	1.9	71	5.3	109	4.4
Filipino	6	1.6	5	0.7	35	2.6	46	1.9
Mex. Amer./Hispanic	36	9.5	43	5.7	197	14.8	276	11.2
Pacific Islander	1	0.3	1	0.1	8	0.6	10	0.4
White	285	75.0	606	80.9	873	65.5	1,764	71.7
Other	10	2.6	34	4.5	57	4.3	101	4.1
All	380	100.0	749	100.0	1,332	100.0	2,461	100.0

Appendix C: Customer Satisfaction with Career Services by Campus - Spring 2001

Table 1. Campus and Systemwide Mean Satisfaction Ratings

Satisfaction with	Data Type	Chico	Fullerton	Hayward	Monterey Bay	Northridge	Pomona	San Bernardino	San Diego	San Luis Obispo	Sonoma	All
Classroom presentation	Mean	3.50	3.73	3.42	3.24	3.67	3.91	3.41	3.51	4.11	3.52	3.67
	S.D.	0.96	0.86	0.84	1.22	0.92	0.97	1.02	1.08	0.93	1.29	0.98
	N	22	143	45	21	129	74	39	100	62	25	660
Career Services tour	Mean	3.00	3.48	3.18	2.93	3.42	3.76	3.30	3.50	3.93	3.50	3.48
	S.D.	0.97	0.89	0.72	0.92	0.80	0.82	0.95	0.94	1.14	1.14	0.94
	N	16	95	28	14	72	50	33	98	43	22	471
Consulting on curriculum needs ...	Mean	2.81	3.39	2.82	2.63	3.13	3.31	3.09	3.40	3.54	3.38	3.24
	S.D.	1.05	0.90	0.97	1.15	0.85	0.82	1.12	0.90	1.00	1.16	0.96
	N	16	98	34	16	90	49	32	89	39	21	484
Employment/salary trends	Mean	2.86	3.16	2.65	2.60	3.10	3.40	2.96	3.39	3.53	2.88	3.16
	S.D.	1.17	1.04	1.03	1.22	1.02	1.08	1.05	1.06	1.16	1.15	1.10
	N	35	164	49	25	173	98	50	112	79	42	827
Job search skill development/resources ...	Mean	3.30	3.61	3.17	3.08	3.55	3.68	3.41	3.85	4.23	3.49	3.63
	S.D.	1.07	0.92	0.93	1.23	0.87	0.88	1.02	0.90	0.78	1.10	0.96
	N	33	163	54	26	152	78	51	118	86	43	804
Career consulting/counseling for students	Mean	3.31	3.55	3.30	3.32	3.46	3.61	3.24	3.77	4.13	3.15	3.56
	S.D.	1.03	0.99	0.92	1.21	0.90	1.02	1.13	1.01	0.80	1.18	1.01
	N	32	159	61	22	149	74	50	121	82	39	789
Career and job fairs	Mean	3.54	3.85	3.64	3.63	3.64	3.94	3.74	3.88	4.20	3.63	3.81
	S.D.	0.93	0.89	1.01	0.87	0.80	0.83	0.96	0.89	0.85	1.08	0.91
	N	37	213	80	32	173	115	65	178	105	59	1057
Web site	Mean	3.40	3.73	3.45	3.28	3.59	3.81	3.54	3.88	3.96	3.65	3.71
	S.D.	0.94	0.94	0.94	0.83	0.66	0.78	0.89	0.89	0.74	1.06	0.86
	N	20	166	49	18	126	77	46	138	80	37	757
Publications	Mean	3.28	3.54	3.18	3.32	3.45	3.51	3.52	3.70	3.75	3.42	3.53
	S.D.	0.74	0.85	0.73	1.11	0.75	0.82	0.78	0.86	0.80	0.86	0.83
	N	25	148	49	19	139	77	46	147	81	38	769
Programs and workshops	Mean	3.25	3.69	3.16	3.45	3.56	3.63	3.56	3.81	3.96	3.40	3.63
	S.D.	1.00	0.97	0.93	1.22	0.83	0.89	0.91	0.88	0.85	0.95	0.93
	N	28	144	50	22	127	80	50	122	74	35	732
Internships and co-op positions	Mean	3.49	3.45	3.04	3.14	3.43	3.43	3.16	3.68	3.68	3.32	3.44
	S.D.	0.98	1.00	0.93	0.94	0.84	0.98	1.00	0.91	0.99	1.12	0.97
	N	35	146	47	22	120	65	43	96	74	38	686
Employment opportunities	Mean	3.38	3.59	3.24	3.08	3.53	3.64	3.29	3.68	3.79	3.42	3.54
	S.D.	0.99	0.96	0.86	1.06	0.89	0.88	1.00	0.97	1.05	1.10	0.97
	N	39	164	62	24	162	91	59	128	86	45	860

Appendix C: Customer Satisfaction with Career Services by Campus - Spring 2001

Table 1. Campus and Systemwide Mean Satisfaction Ratings

Satisfaction with	Data Type	Chico	Fullerton	Hayward	Monterey Bay	Northridge	Pomona	San Bernardino	San Diego	San Luis Obispo	Sonoma	All
On-campus recruiting	Mean	3.61	3.45	3.11	2.96	3.43	3.58	3.45	3.71	3.86	3.30	3.51
	S.D.	0.95	1.05	1.02	1.21	0.96	1.03	1.05	1.03	0.94	1.11	1.04
	N	38	159	56	25	141	89	58	126	87	46	825
Partnership opportunities with employers	Mean	2.75	3.32	3.12	2.79	3.14	3.36	3.10	3.50	3.53	2.82	3.24
	S.D.	1.07	0.99	0.86	1.13	0.93	0.98	1.11	0.99	0.98	1.00	1.00
	N	20	131	49	19	116	70	50	92	57	34	638
Counselor's expertise/knowledge of labor market	Mean	3.20	3.33	3.18	2.80	3.26	3.67	3.19	3.67	3.96	3.25	3.44
	S.D.	1.15	0.99	0.95	1.15	1.05	0.96	1.09	1.01	0.86	1.22	1.04
	N	25	126	38	15	122	72	42	100	73	32	645
Counselor's professionalism	Mean	3.75	3.66	3.60	3.18	3.77	3.77	3.51	3.95	4.34	3.79	3.79
	S.D.	0.89	1.08	0.81	1.14	0.93	1.07	0.98	0.93	0.79	1.17	1.00
	N	28	149	50	22	141	83	47	111	82	34	747
Responsiveness to your request	Mean	3.34	3.65	3.54	3.17	3.68	3.78	3.66	3.81	4.33	3.62	3.74
	S.D.	1.01	1.15	0.86	1.23	1.01	0.93	0.94	0.98	0.86	1.19	1.04
	N	29	158	54	23	134	88	47	113	87	37	770
Timeliness of response to request	Mean	3.60	3.65	3.53	3.29	3.60	3.73	3.76	3.82	4.32	3.76	3.74
	S.D.	0.96	1.14	0.77	1.19	1.03	0.95	0.86	0.92	0.85	1.21	1.02
	N	25	147	55	21	134	86	45	109	88	34	744
Other	Mean	2.25	3.42	3.13		3.00	3.00	2.83	3.62	3.80	3.50	3.26
	S.D.	1.50	0.90	1.36		1.15	1.35	0.41	1.24	1.30	1.91	1.21
	N	4	19	8	0	13	13	6	21	5	4	93

Appendix C: Customer Satisfaction with Career Services by Campus - Spring 2001

Table 2. Campus and Systemwide Percent Satisfaction Ratings

Satisfaction with	Data Type	Chico	Fullerton	Hayward	Monterey Bay	Northridge	Pomona	San Bernardino	San Diego	San Luis Obispo	Sonoma	All
Classroom presentation	Total N	22	143	45	21	129	74	39	100	62	25	660
	VS/S (%)	50.0	62.2	46.7	52.4	59.7	63.5	46.2	54.0	74.2	48.0	58.5
	Neutral (%)	40.9	32.2	46.7	23.8	29.5	31.1	35.9	28.0	22.6	32.0	31.2
	D/VD (%)	9.1	5.6	6.7	23.8	10.9	5.4	17.9	18.0	3.2	20.0	10.3
Career Services tour	Total N	16	95	28	14	72	50	33	98	43	22	471
	VS/S (%)	25.0	48.4	25.0	28.6	43.1	52.0	36.4	50.0	72.1	50.0	46.9
	Neutral (%)	50.0	43.2	67.9	42.9	48.6	48.0	48.5	38.8	18.6	31.8	42.9
	D/VD (%)	25.0	8.4	7.1	28.6	8.3	.	15.2	11.2	9.3	18.2	10.2
Consulting on curriculum needs ...	Total N	16	98	34	16	90	49	32	89	39	21	484
	VS/S (%)	18.8	43.9	17.6	25.0	31.1	36.7	31.3	46.1	59.0	47.6	38.4
	Neutral (%)	50.0	43.9	58.8	37.5	50.0	55.1	43.8	40.4	28.2	28.6	44.6
	D/VD (%)	31.3	12.2	23.5	37.5	18.9	8.2	25.0	13.5	12.8	23.8	16.9
Employment/salary trends	Total N	35	164	49	25	173	98	50	112	79	42	827
	VS/S (%)	28.6	39.6	16.3	28.0	37.6	46.9	32.0	49.1	60.8	28.6	40.1
	Neutral (%)	42.9	37.2	51.0	24.0	37.0	35.7	34.0	32.1	17.7	33.3	34.7
	D/VD (%)	28.6	23.2	32.7	48.0	25.4	17.3	34.0	18.8	21.5	38.1	25.2
Job search skill development/resources ...	Total N	33	163	54	26	152	78	51	118	86	43	804
	VS/S (%)	39.4	58.9	33.3	38.5	52.0	59.0	54.9	68.6	84.9	58.1	58.3
	Neutral (%)	42.4	31.9	51.9	34.6	38.8	35.9	27.5	23.7	14.0	20.9	31.5
	D/VD (%)	18.2	9.2	14.8	26.9	9.2	5.1	17.6	7.6	1.2	20.9	10.2
Career consulting/counseling for students	Total N	32	159	61	22	149	74	50	121	82	39	789
	VS/S (%)	40.6	55.3	41.0	54.5	49.7	55.4	46.0	66.9	79.3	41.0	55.5
	Neutral (%)	43.8	33.3	47.5	18.2	37.6	33.8	34.0	22.3	18.3	30.8	31.9
	D/VD (%)	15.6	11.3	11.5	27.3	12.8	10.8	20.0	10.7	2.4	28.2	12.5
Career and job fairs	Total N	37	213	80	32	173	115	65	178	105	59	1057
	VS/S (%)	59.5	65.3	60.0	59.4	54.9	72.2	64.6	66.9	82.9	64.4	65.5
	Neutral (%)	27.0	29.6	30.0	34.4	39.3	24.3	24.6	27.5	13.3	16.9	27.7
	D/VD (%)	13.5	5.2	10.0	6.3	5.8	3.5	10.8	5.6	3.8	18.6	6.8
Web site	Total N	20	166	49	18	126	77	46	138	80	37	757
	VS/S (%)	45.0	63.9	42.9	44.4	50.8	66.2	52.2	67.4	71.3	54.1	59.8
	Neutral (%)	45.0	28.3	49.0	44.4	48.4	29.9	39.1	28.3	28.8	37.8	35.1
	D/VD (%)	10.0	7.8	8.2	11.1	0.8	3.9	8.7	4.3	.	8.1	5.0
Publications	Total N	25	148	49	19	139	77	46	147	81	38	769
	VS/S (%)	40.0	52.0	28.6	47.4	43.2	48.1	47.8	57.1	60.5	39.5	49.0
	Neutral (%)	52.0	41.2	63.3	36.8	49.6	46.8	45.7	37.4	35.8	50.0	44.3
	D/VD (%)	8.0	6.8	8.2	15.8	7.2	5.2	6.5	5.4	3.7	10.5	6.6

Appendix C: Customer Satisfaction with Career Services by Campus - Spring 2001

Table 2. Campus and Systemwide Percent Satisfaction Ratings

Satisfaction with	Data Type	Chico	Fullerton	Hayward	Monterey Bay	Northridge	Pomona	San Bernardino	San Diego	San Luis Obispo	Sonoma	All
Programs and workshops	Total N	28	144	50	22	127	80	50	122	74	35	732
	VS/S (%)	32.1	61.1	36.0	59.1	51.2	53.8	52.0	64.8	78.4	45.7	56.7
	Neutral (%)	50.0	31.3	48.0	18.2	42.5	38.8	36.0	29.5	17.6	40.0	34.6
	D/VD (%)	17.9	7.6	16.0	22.7	6.3	7.5	12.0	5.7	4.1	14.3	8.7
Internships and co-op positions	Total N	35	146	47	22	120	65	43	96	74	38	686
	VS/S (%)	51.4	50.0	31.9	36.4	45.0	46.2	34.9	57.3	68.9	47.4	49.1
	Neutral (%)	34.3	34.9	40.4	40.9	46.7	41.5	41.9	34.4	17.6	31.6	36.4
	D/VD (%)	14.3	15.1	27.7	22.7	8.3	12.3	23.3	8.3	13.5	21.1	14.4
Employment opportunities	Total N	39	164	62	24	162	91	59	128	86	45	860
	VS/S (%)	46.2	57.3	41.9	41.7	54.9	56.0	44.1	59.4	66.3	46.7	54.4
	Neutral (%)	35.9	34.1	40.3	29.2	33.3	36.3	39.0	30.5	25.6	37.8	33.7
	D/VD (%)	17.9	8.5	17.7	29.2	11.7	7.7	16.9	10.2	8.1	15.6	11.9
On-campus recruiting	Total N	38	159	56	25	141	89	58	126	87	46	825
	VS/S (%)	57.9	51.6	37.5	36.0	49.6	51.7	50.0	62.7	72.4	43.5	53.5
	Neutral (%)	31.6	34.0	39.3	32.0	34.8	34.8	34.5	25.4	20.7	34.8	31.8
	D/VD (%)	10.5	14.5	23.2	32.0	15.6	13.5	15.5	11.9	6.9	21.7	14.8
Partnership opportunities with employers	Total N	20	131	49	19	116	70	50	92	57	34	638
	VS/S (%)	20.0	40.5	28.6	31.6	31.9	37.1	36.0	50.0	52.6	23.5	37.9
	Neutral (%)	45.0	42.0	57.1	36.8	50.9	48.6	38.0	37.0	35.1	35.3	43.4
	D/VD (%)	35.0	17.6	14.3	31.6	17.2	14.3	26.0	13.0	12.3	41.2	18.7
Counselor's expertise/knowledge of labor market	Total N	25	126	38	15	122	72	42	100	73	32	645
	VS/S (%)	40.0	46.0	31.6	33.3	41.8	51.4	38.1	57.0	67.1	40.6	47.8
	Neutral (%)	40.0	36.5	55.3	33.3	37.7	43.1	38.1	33.0	30.1	34.4	37.4
	D/VD (%)	20.0	17.5	13.2	33.3	20.5	5.6	23.8	10.0	2.7	25.0	14.9
Counselor's professionalism	Total N	28	149	50	22	141	83	47	111	82	34	747
	VS/S (%)	64.3	63.1	54.0	36.4	61.7	56.6	48.9	67.6	80.5	58.8	62.2
	Neutral (%)	32.1	24.2	42.0	40.9	31.9	34.9	38.3	27.0	19.5	26.5	29.7
	D/VD (%)	3.6	12.8	4.0	22.7	6.4	8.4	12.8	5.4	.	14.7	8.0
Responsiveness to your request	Total N	29	158	54	23	134	88	47	113	87	37	770
	VS/S (%)	37.9	55.1	50.0	43.5	61.2	54.5	55.3	62.8	79.3	48.6	58.3
	Neutral (%)	51.7	33.5	42.6	30.4	29.1	42.0	34.0	30.1	18.4	37.8	33.0
	D/VD (%)	10.3	11.4	7.4	26.1	9.7	3.4	10.6	7.1	2.3	13.5	8.7
Timeliness of response to request	Total N	25	147	55	21	134	86	45	109	88	34	744
	VS/S (%)	48.0	57.1	47.3	47.6	58.2	54.7	57.8	64.2	77.3	61.8	59.4
	Neutral (%)	48.0	31.3	47.3	28.6	29.9	40.7	37.8	31.2	21.6	23.5	32.7
	D/VD (%)	4.0	11.6	5.5	23.8	11.9	4.7	4.4	4.6	1.1	14.7	7.9

Appendix D: Customer Satisfaction with Career Services by Customer Type

Spring 2001

Table 1. Mean Satisfaction Ratings by Customer Type

Satisfaction with ...	Data Type	Admin./Mgr.	Faculty	Staff	Unidentified	All
Classroom presentation	Mean	3.54	3.76	3.63	3.66	3.67
	S.D.	0.99	1.04	0.93	1.02	0.98
	N	70	233	290	67	660
Career Services tour	Mean	3.52	3.47	3.49	3.46	3.48
	S.D.	0.87	0.94	0.94	1.03	0.94
	N	64	132	227	48	471
Consulting on curriculum needs ...	Mean	3.25	3.25	3.26	3.17	3.24
	S.D.	1.08	1.01	0.89	0.94	0.96
	N	69	159	203	53	484
Employment/salary trends	Mean	3.31	3.11	3.14	3.15	3.16
	S.D.	1.09	1.08	1.09	1.18	1.1
	N	119	219	409	80	827
Job search skill development/resources ...	Mean	3.72	3.63	3.61	3.59	3.63
	S.D.	0.92	0.99	0.94	1.04	0.96
	N	110	274	344	76	804
Career consulting/counseling for students	Mean	3.7	3.5	3.57	3.5	3.56
	S.D.	0.98	1.03	0.98	1.1	1.01
	N	111	269	333	76	789
Career and job fairs	Mean	3.95	3.8	3.78	3.78	3.81
	S.D.	0.9	0.95	0.88	0.89	0.91
	N	155	333	477	92	1057
Web site	Mean	3.83	3.6	3.73	3.75	3.71
	S.D.	0.86	0.89	0.85	0.86	0.86
	N	115	207	358	77	757
Publications	Mean	3.54	3.51	3.52	3.61	3.53
	S.D.	0.83	0.84	0.8	0.94	0.83
	N	122	210	365	72	769
Programs and workshops	Mean	3.74	3.6	3.6	3.65	3.63
	S.D.	0.9	0.91	0.95	0.95	0.93
	N	103	224	336	69	732
Internships and co-op positions	Mean	3.5	3.47	3.44	3.23	3.44
	S.D.	0.98	1	0.93	1.02	0.97
	N	98	233	291	64	686
Employment opportunities	Mean	3.55	3.49	3.57	3.52	3.54
	S.D.	0.99	0.97	0.96	0.95	0.97
	N	120	242	423	75	860

Appendix D: Customer Satisfaction with Career Services by Customer Type

Spring 2001

Table 1. Mean Satisfaction Ratings by Customer Type

Satisfaction with ...	Data Type	Admin./Mgr.	Faculty	Staff	Unidentified	All
On-group recruiting	Mean	3.45	3.51	3.52	3.51	3.51
	S.D.	1.13	1.09	0.98	0.97	1.04
	N	128	250	374	73	825
Partnership opportunities with employers	Mean	3.31	3.11	3.34	3.15	3.24
	S.D.	1.05	1.08	0.92	0.97	1
	N	97	209	272	60	638
Counselor's expertise/knowledge of labor market	Mean	3.52	3.38	3.43	3.52	3.44
	S.D.	1	1.1	1.03	1.03	1.04
	N	98	214	272	61	645
Counselor's professionalism	Mean	3.84	3.89	3.7	3.82	3.79
	S.D.	0.99	0.98	1.01	1.08	1
	N	116	231	328	72	747
Responsiveness to your request	Mean	3.78	3.85	3.64	3.79	3.74
	S.D.	1.05	1.02	1.05	0.97	1.04
	N	112	224	363	71	770
Timeliness of response to request	Mean	3.9	3.86	3.61	3.86	3.74
	S.D.	0.93	0.98	1.05	1	1.02
	N	105	213	357	69	744
Other	Mean	3.78	3.08	3.17	3.58	3.26
	S.D.	0.97	1.29	1.26	0.9	1.21
	N	9	25	47	12	93

Appendix D: Customer Satisfaction with Career Services by Customer Type

Spring 2001

Table 2. Percent Satisfaction Ratings by Customer Type

Satisfaction With	Data Type	Admin/Mgr	Faculty	Staff	All
Classroom presentation	Total N	70	233	290	593
	VS/S (%)	52.9	63.1	56.2	58.5
	Neutral (%)	34.3	24.5	36.2	31.4
	D/VD (%)	12.9	12.4	7.6	10.1
Career Services tour	Total N	64	132	227	423
	VS/S (%)	51.6	47.0	45.8	47.0
	Neutral (%)	40.6	43.2	44.5	43.5
	D/VD (%)	7.8	9.8	9.7	9.5
Consulting on curriculum needs ...	Total N	69	159	203	431
	VS/S (%)	42.0	40.9	36.9	39.2
	Neutral (%)	40.6	40.3	49.3	44.5
	D/VD (%)	17.4	18.9	13.8	16.2
Employment/salary trends	Total N	119	219	409	747
	VS/S (%)	48.7	41.1	36.7	39.9
	Neutral (%)	28.6	32.9	38.9	35.5
	D/VD (%)	22.7	26.0	24.4	24.6
Job search skill development/resources ...	Total N	110	274	344	728
	VS/S (%)	63.6	58.4	56.7	58.4
	Neutral (%)	27.3	30.3	34.0	31.6
	D/VD (%)	9.1	11.3	9.3	10.0
Career consulting/counseling for students	Total N	111	269	333	713
	VS/S (%)	65.8	53.2	53.5	55.3
	Neutral (%)	23.4	32.3	35.7	32.5
	D/VD (%)	10.8	14.5	10.8	12.2
Career and job fairs	Total N	155	333	477	965
	VS/S (%)	70.3	66.4	63.1	65.4
	Neutral (%)	25.8	25.2	30.4	27.9
	D/VD (%)	3.9	8.4	6.5	6.7
Web site	Total N	115	207	358	680
	VS/S (%)	66.1	54.1	60.1	59.3
	Neutral (%)	30.4	38.6	36.0	35.9
	D/VD (%)	3.5	7.2	3.9	4.9
Publications	Total N	122	210	365	697
	VS/S (%)	49.2	48.1	47.1	47.8
	Neutral (%)	43.4	44.8	47.4	45.9
	D/VD (%)	7.4	7.1	5.5	6.3

Appendix D: Customer Satisfaction with Career Services by Customer Type

Spring 2001

Table 2. Percent Satisfaction Ratings by Customer Type

Satisfaction With	Data Type	Admin/Mgr	Faculty	Staff	All
Programs and workshops	Total N	103	224	336	663
	VS/S (%)	58.3	55.8	56.0	56.3
	Neutral (%)	35.9	34.8	35.1	35.1
	D/VD (%)	5.8	9.4	8.9	8.6
Internships and co-op positions	Total N	98	233	291	622
	VS/S (%)	53.1	50.6	47.8	49.7
	Neutral (%)	32.7	35.6	38.8	36.7
	D/VD (%)	14.3	13.7	13.4	13.7
Employment opportunities	Total N	120	242	423	785
	VS/S (%)	56.7	52.9	54.6	54.4
	Neutral (%)	31.7	32.6	35.2	33.9
	D/VD (%)	11.7	14.5	10.2	11.7
On-campus recruiting	Total N	128	250	374	752
	VS/S (%)	54.7	53.6	52.4	53.2
	Neutral (%)	25.8	30.8	35.6	32.3
	D/VD (%)	19.5	15.6	12.0	14.5
Partnership opportunities with employers	Total N	97	209	272	578
	VS/S (%)	41.2	34.4	40.1	38.2
	Neutral (%)	39.2	43.5	45.6	43.8
	D/VD (%)	19.6	22.0	14.3	18.0
Counselor's expertise/knowledge of labor market	Total N	98	214	272	584
	VS/S (%)	55.1	46.7	45.6	47.6
	Neutral (%)	29.6	36.9	40.4	37.3
	D/VD (%)	15.3	16.4	14.0	15.1
Counselor's professionalism	Total N	116	231	328	675
	VS/S (%)	66.4	67.5	56.7	62.1
	Neutral (%)	26.7	25.1	34.8	30.1
	D/VD (%)	6.9	7.4	8.5	7.9
Responsiveness to your request	Total N	112	224	363	699
	VS/S (%)	64.3	63.4	52.6	57.9
	Neutral (%)	25.9	29.9	37.7	33.3
	D/VD (%)	9.8	6.7	9.6	8.7
Timeliness of response to request	Total N	105	213	357	675
	VS/S (%)	68.6	63.4	52.7	58.5
	Neutral (%)	25.7	31.9	37.0	33.6
	D/VD (%)	5.7	4.7	10.4	7.9

Appendix E: Gap Analysis of Career Services by Campus - Spring 2001

Satisfaction with	Data Type	Chico	Fullerton	Hayward	Monterey Bay	Northridge	Pomona	San Bernardino	San Diego	San Luis Obispo	Sonoma	All
Classroom presentation	Total N	21	137	43	18	121	71	38	97	60	24	630
	Importance	3.52	3.93	3.60	4.17	4.13	4.15	4.05	4.19	4.10	3.96	4.03
	Satisfaction	3.52	3.73	3.42	3.33	3.65	3.90	3.42	3.53	4.12	3.46	3.67
	Gap	0.00	0.20	0.19	0.83	0.48	0.25	0.63	0.66	-0.02	0.50	0.36
Career Services tour	Total N	15	89	27	11	66	49	31	95	41	20	444
	Importance	3.07	3.45	3.30	3.45	3.58	3.67	3.35	3.87	3.63	3.25	3.56
	Satisfaction	3.00	3.46	3.19	3.00	3.39	3.78	3.23	3.51	3.93	3.35	3.47
	Gap	0.07	-0.01	0.11	0.45	0.18	-0.10	0.13	0.37	-0.29	-0.10	0.09
Consulting on curriculum needs ...	Total N	15	90	32	10	86	46	31	84	37	20	451
	Importance	3.00	3.80	3.94	3.50	3.83	3.46	3.84	3.86	3.51	3.50	3.72
	Satisfaction	2.80	3.42	2.81	2.60	3.12	3.35	3.13	3.39	3.59	3.35	3.26
	Gap	0.20	0.38	1.13	0.90	0.71	0.11	0.71	0.46	-0.08	0.15	0.46
Employment/salary trends	Total N	34	153	48	18	159	90	47	108	75	39	771
	Importance	3.97	4.20	3.96	4.06	4.38	4.28	4.13	4.29	4.01	4.15	4.21
	Satisfaction	2.82	3.18	2.65	2.56	3.06	3.46	2.96	3.40	3.52	2.82	3.16
	Gap	1.15	1.02	1.31	1.50	1.32	0.82	1.17	0.89	0.49	1.33	1.05
Job search skill development/resources ...	Total N	32	149	52	20	142	73	48	116	82	40	754
	Importance	3.97	4.32	4.00	4.20	4.35	4.01	4.19	4.56	4.49	4.35	4.31
	Satisfaction	3.31	3.62	3.15	3.10	3.53	3.66	3.44	3.84	4.23	3.45	3.63
	Gap	0.66	0.70	0.85	1.10	0.82	0.36	0.75	0.72	0.26	0.90	0.68
Career consulting/counseling for students	Total N	30	145	58	15	140	69	47	119	77	39	739
	Importance	4.00	4.23	4.31	4.07	4.39	3.93	4.43	4.50	4.31	4.46	4.30
	Satisfaction	3.37	3.54	3.26	3.33	3.46	3.58	3.28	3.76	4.14	3.15	3.55
	Gap	0.63	0.69	1.05	0.73	0.93	0.35	1.15	0.74	0.17	1.31	0.75
Career and job fairs	Total N	35	192	74	23	157	100	58	171	98	53	961
	Importance	3.86	4.15	4.27	3.96	4.08	4.05	4.24	4.40	4.36	4.26	4.20
	Satisfaction	3.57	3.85	3.65	3.57	3.64	3.92	3.78	3.88	4.21	3.62	3.82
	Gap	0.29	0.29	0.62	0.39	0.43	0.13	0.47	0.51	0.14	0.64	0.38
Web site	Total N	19	146	46	12	117	70	43	132	75	34	694
	Importance	3.58	4.00	4.13	3.58	4.09	3.96	4.12	4.27	4.04	4.09	4.07
	Satisfaction	3.47	3.73	3.46	3.33	3.59	3.81	3.58	3.90	3.97	3.65	3.73
	Gap	0.11	0.27	0.67	0.25	0.50	0.14	0.53	0.36	0.07	0.44	0.34
Publications	Total N	24	130	45	13	130	71	40	140	76	36	705
	Importance	3.38	3.78	3.51	3.54	3.80	3.49	3.73	3.91	3.66	3.44	3.71
	Satisfaction	3.29	3.54	3.18	3.31	3.43	3.46	3.50	3.69	3.74	3.42	3.52
	Gap	0.08	0.25	0.33	0.23	0.37	0.03	0.23	0.22	-0.08	0.03	0.19

Appendix E: Gap Analysis of Career Services by Campus - Spring 2001

Satisfaction with	Data Type	Chico	Fullerton	Hayward	Monterey Bay	Northridge	Pomona	San Bernardino	San Diego	San Luis Obispo	Sonoma	All
Programs and workshops	Total N	26	130	47	14	117	71	47	117	71	34	674
	Importance	3.65	4.09	3.94	3.86	4.05	3.76	4.02	4.27	3.86	3.74	4.00
	Satisfaction	3.31	3.68	3.17	3.21	3.56	3.61	3.62	3.83	3.96	3.35	3.63
	Gap	0.35	0.41	0.77	0.64	0.50	0.15	0.40	0.44	-0.10	0.38	0.38
Internships and co-op positions	Total N	31	132	44	15	111	61	41	94	70	36	635
	Importance	4.00	4.18	4.07	3.80	4.24	3.79	4.15	4.40	4.27	4.39	4.18
	Satisfaction	3.58	3.45	3.05	3.07	3.41	3.41	3.22	3.68	3.69	3.39	3.45
	Gap	0.42	0.73	1.02	0.73	0.83	0.38	0.93	0.72	0.59	1.00	0.73
Employment opportunities	Total N	37	152	59	16	151	84	56	122	83	40	800
	Importance	3.97	4.29	4.14	3.81	4.34	4.15	4.14	4.48	4.18	4.13	4.25
	Satisfaction	3.41	3.61	3.27	3.06	3.54	3.65	3.30	3.69	3.77	3.40	3.55
	Gap	0.57	0.68	0.86	0.75	0.80	0.50	0.84	0.79	0.41	0.73	0.70
On-campus recruiting	Total N	33	146	53	19	129	82	54	118	83	41	758
	Importance	3.88	4.16	4.11	4.11	4.12	4.17	4.09	4.48	4.25	4.02	4.19
	Satisfaction	3.70	3.45	3.13	2.89	3.43	3.61	3.43	3.73	3.87	3.32	3.52
	Gap	0.18	0.71	0.98	1.21	0.70	0.56	0.67	0.75	0.39	0.71	0.67
Partnership opportunities with employers	Total N	19	117	45	12	110	68	47	85	54	33	590
	Importance	3.95	4.01	3.96	3.67	4.21	3.69	4.28	4.51	4.00	3.91	4.08
	Satisfaction	2.79	3.30	3.11	2.75	3.13	3.31	3.15	3.55	3.54	2.88	3.25
	Gap	1.16	0.71	0.84	0.92	1.08	0.38	1.13	0.95	0.46	1.03	0.83
Counselor's expertise/knowledge of labor market	Total N	24	114	36	9	115	67	40	96	67	31	599
	Importance	3.92	4.10	4.14	4.11	4.31	4.01	4.18	4.52	4.19	4.03	4.21
	Satisfaction	3.17	3.31	3.19	3.00	3.26	3.66	3.18	3.67	3.97	3.19	3.44
	Gap	0.75	0.79	0.94	1.11	1.05	0.36	1.00	0.85	0.22	0.84	0.77
Counselor's professionalism	Total N	27	129	47	15	131	77	45	106	74	30	681
	Importance	4.07	4.26	4.21	4.20	4.35	4.16	4.20	4.50	4.36	3.93	4.28
	Satisfaction	3.74	3.65	3.57	3.20	3.77	3.74	3.49	3.94	4.35	3.63	3.78
	Gap	0.33	0.60	0.64	1.00	0.58	0.42	0.71	0.56	0.01	0.30	0.50
Responsiveness to your request	Total N	26	137	49	18	122	78	46	107	78	35	696
	Importance	3.81	4.27	3.94	4.33	4.29	4.04	4.24	4.39	4.23	3.77	4.20
	Satisfaction	3.35	3.70	3.51	3.28	3.68	3.82	3.63	3.81	4.36	3.66	3.76
	Gap	0.46	0.57	0.43	1.06	0.61	0.22	0.61	0.58	-0.13	0.11	0.44
Timeliness of response to request	Total N	22	131	50	17	121	78	43	102	79	30	673
	Importance	3.82	4.19	3.92	4.29	4.23	4.00	4.19	4.34	4.22	3.80	4.15
	Satisfaction	3.50	3.69	3.50	3.35	3.64	3.78	3.74	3.83	4.35	3.93	3.78
	Gap	0.32	0.50	0.42	0.94	0.60	0.22	0.44	0.51	-0.14	-0.13	0.38