



# **Fall 2015 Facilities and Services Customer Satisfaction Survey Results**

New Mexico State University – Las Cruces

Office of Institutional Analysis



# Fall 2015: Facilities & Services Customer Satisfaction Survey Results

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# Fall 2015: Facilities & Services Customer Satisfaction Survey Results

## About This Survey:

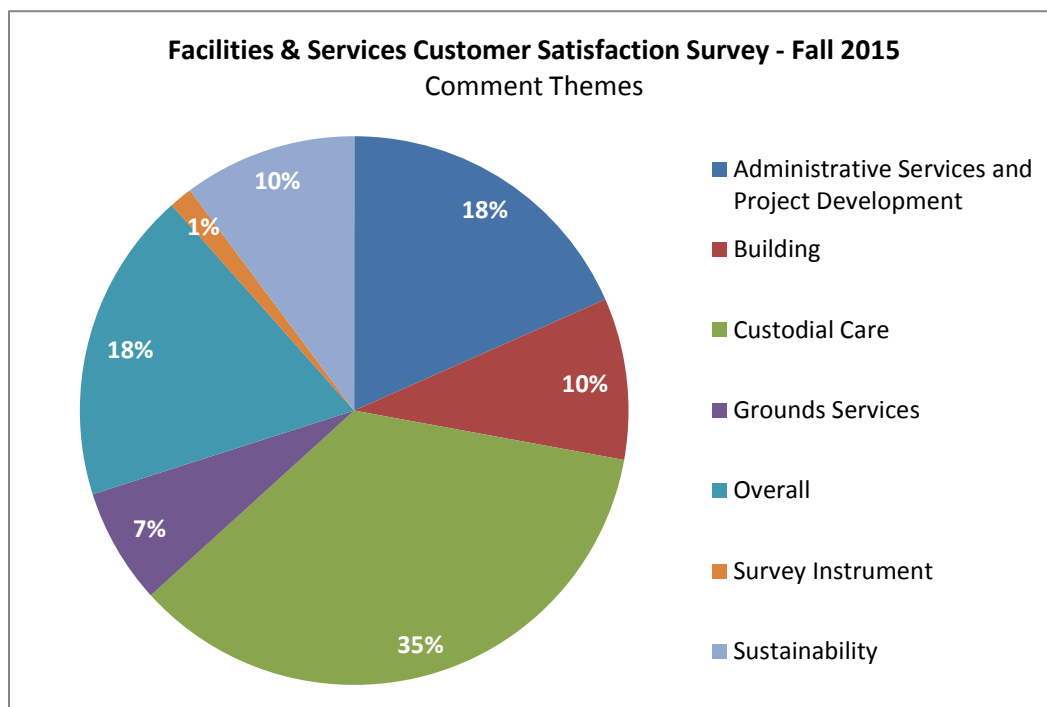
New Mexico State University's (NMSU) Facilities and Services Office (FS) worked with the Office of Institutional Analysis (OIA) to administer the FS Customer Satisfaction Survey. The original survey was designed according to specifications of a Facilities and Services audit and standards set by APPA, the facilities professional organization to which NMSU belongs. The 2015 survey contains the same content areas as in the 2014 version.

## General Response Rates and Summary of Results:

The Fall 2015 survey administration received 467 total responses. This marks a slight increase from the 447 responses received for the Fall 2014 survey. Each section of the survey received a different number of responses as few respondents completed all questions listed on the entire survey. Responses ranged from 377 responding to the questions on custodial care to just 30 for the most recent service by the University Architect's Office.

Approximately 150 respondents provided comments in the last question in the survey regarding the work provided by FS. The comments were categorized into seven themes (Figure 1). There were more comments this year regarding custodial care, and fewer on buildings and sustainability. All comments were provided verbatim to Associate Vice President Haubold.

Figure 1: Comment Themes



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## Section 1: General Satisfaction Scale

"How would you rate your overall satisfaction level with the work you have seen completed by Facilities and Services in the last twelve (12) months?"

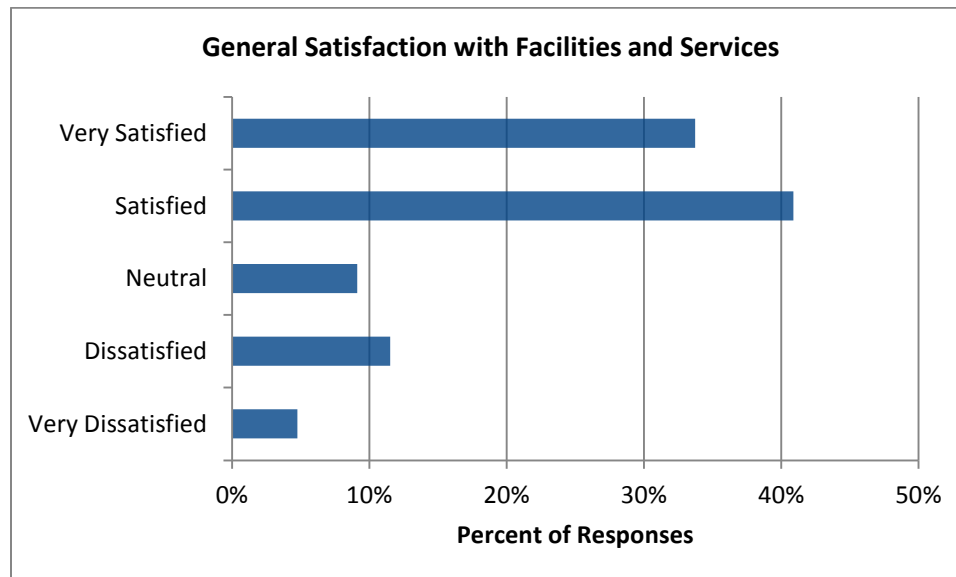
Three of every four respondents indicated they were satisfied with FS services; 75% of respondents indicated they were either satisfied or very satisfied with the service they had received (Table 1). This was a slight decrease from the prior year's survey (78%, Fall 2014). Seventeen percent of respondents reported being either dissatisfied or very dissatisfied with the overall quality of FS services. These results are slightly more critical when compared to Fall 2014, when less than 10% of respondents had registered some level of dissatisfaction. Respondents from 29 buildings expressed some level of dissatisfaction compared to 19 buildings in Fall 2014.

Twenty-seven (18%) comments referred to general FS services. Many of these comments were positive. Some comments suggested providing better equipment and transportation for FS staff. Other respondents felt communication with FS was an issue and/or that FS is understaffed. These findings are similar to those observed in prior iterations of the survey.

**Table 1: General Satisfaction with Facilities and Services, Respondent Percentages**

	Responses	Percent
Very Dissatisfied	12	5%
Dissatisfied	29	12%
Neutral	23	9%
Satisfied	103	41%
Very Satisfied	85	34%
Total	252	100%

**Figure 2: General Satisfaction with Facilities and Services**



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## Section 2: Primary Building

"In order to better meet your facilities service needs, it is important that we be able to evaluate responses to see which areas of campus may need special attention. With this in mind, please choose your primary building on NMSU from the following drop-down list."

Over 80 buildings/areas were represented in the survey responses, compared to 50 reported in last year's survey. The Educational Services Center, Health and Social Services Building, Gerald Thomas Hall, and Hadley Hall had the highest building affiliation totals with 22, 20, 18, and 18 responses respectively (Table 3). The number and diversity of buildings represented implies the responses represent the entire Las Cruces campus.

**Table 2: Number of Responses by Building Affiliation**

Building	Responses	Building	Responses
ABQ Center	1	Goddard Hall	7
Academic Research A, B, C	14	Guthrie Hall	9
Agricultural Science Center at Clovis	1	Hadley Hall	18
Agricultural Science Center at Farmington	1	Hardman Hall	3
All Buildings	2	Health and Social Services Building	20
Alumni & Visitors Center	1	J. Gordon Watts Lab	1
American Indian Student Center	1	Jacobs Hall	1
Anderson Hall (PSL)	15	James B. Delamater Activity Center	5
ASNMSU Center for the Arts	1	Jett Hall	1
Astronomy Building	4	John Whitlock Hernandez Hall	2
Barnes & Noble	5	Jornada USDA Exp. Range HQ	5
Beef Office	1	Knox Hall	5
Biological Control Insectary	1	Materials and Services Warehouse	3
Branson Library	9	Milton Hall	9
Breland Hall	17	Music Building	1
Business Complex Building	11	Natatorium	2
Campus Police/Ag Institute	2	New Mexico Dept. of Agriculture	7
Central Utilities Plant	2	O'Donnell Hall	10
Cervantes Village, Bldg A (Children's Village)	2	Off Campus	1
Cervantes Village, Bldg C (Children's Village)	1	O'Laughlin House	1
Chemistry Building	11	Parking Lots	1
Clara Belle Williams Hall	3	PGEL Headhouse/Lab	2
Computer Center	7	Regents Row	8
Corbett Center	9	Rentfrow Gym	1
Corona Cabin	1	Rhodes Garret Hamiel	1
Dan W. Williams Hall	3	Roberts Hall	2
Dominici Hall	2	Science Hall	7
Dove Hall	3	Skeen Hall	10
Ed and Harold Foreman Engineering Complex	6	Softball Office and Locker Room	1
Educational Services Center	22	Speech Building	4
Engineering Complex I	3	Sports Offices	2
Fabian Garcia Science Center	1	Stan Fulton Center	7
Facilities and Services Construction	3	Stucky Hall	3
Facilities and Services Electric Shop	1	Student Health Center	4
Facilities and Services Office	2	Thomas & Brown Hall	2
Fire Station	1	Veterinary Diagnostic Services	1
Foster Hall	3	Vista del Monte	1
Garcia Annex	7	Walden Hall	2
Gardiner Hall	6	Wells Hall	1
Genesis Center C	2	William B. Conroy Honors Center	1
Gerald Thomas Hall	18	Young Hall	1

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## Section 3: Custodial Care

"Facilities and Services provides basic cleaning, recycling, and routine pest control services for Instruction and General Buildings on the Las Cruces Campus. This is done according to a published schedule on the FS website. Please rate your level of satisfaction with the following custodial care areas as they pertain to the building you identified as your primary building."

Approximately 70% of respondents were satisfied or very satisfied with the overall quality of custodial services, lower than the 78% reporting satisfaction in Fall 2014. At that time, 43% of respondents were very satisfied with the overall quality of custodial services, while in Fall 2015, only 35% report being very satisfied. However, most respondents (62%) continue to indicate they are very satisfied with the courtesy of the custodial staff (Table 4).

Although nearly 75% of the Fall 2014 respondents were satisfied/very satisfied with the frequency of custodial services, only 61% of the Fall 2015 respondents reported such satisfaction. Frequency was of concern to roughly one out of every five respondents. Over 60% of respondents cited satisfaction with the cleanliness of offices and classrooms; however, this area reported the highest level of dissatisfaction (20% dissatisfied to very dissatisfied). Cleanliness of restrooms was another area of concern with 12% of respondents dissatisfied with restroom cleanliness and 4% very dissatisfied. Overall, respondents were less satisfied across all areas this year compared to last year, possibly implying that custodial staff are getting stretched too thinly across their areas.

More than 35% of respondents were satisfied with the effectiveness of the recycling program and an additional 34% were very satisfied. Satisfaction with the recycling program is higher when compared to last year's survey results (45% satisfied and 22% very satisfied).

Fifty-two (35%) comments referred to Custodial Services, which is almost twice as many comments as last year. Comments singled out employees and buildings where custodians perform above (or below) expectations. In general, comments on custodial care tended to be more negative this year than in Fall 2014, and more detailed regarding the issues.

**Table 3: Satisfaction with Facilities and Services Custodial Services, Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Cleanliness of public areas (entryways, lobbies, lounges, etc.)	37.2%	38.6%	11.2%	9.8%	3.2%	376
Cleanliness of restrooms	33.2%	39.6%	10.9%	12.2%	4.0%	376
Cleanliness of offices and classrooms	27.3%	36.9%	15.5%	14.2%	6.1%	374
Courtesy of custodial staff	61.9%	25.3%	9.1%	1.9%	1.9%	375
Frequency of custodial services	32.4%	28.2%	19.4%	14.1%	5.9%	376
Overall quality of custodial services	34.7%	34.2%	18.3%	8.2%	4.5%	377
<b>Sustainability</b>						
Please rate the effectiveness of the Recycling program	34.3%	35.7%	19.8%	5.8%	4.3%	207

# Fall 2015: Facilities & Services Customer Satisfaction Survey Results

## Section 4: Building and Environment

"Facilities and Services strives to maintain a comfortable and functional environment for all members of the NMSU community. Please rate your level of satisfaction with the following building and environmental utilities areas of the building you identified as your primary building."

Lighting is a positive feature of buildings at NMSU. Approximately 32% of respondents were very satisfied with the lighting in their building (Table 5). When respondents expressed dissatisfaction with an area, it was usually related to temperature. Twenty-six percent of respondents were dissatisfied or very dissatisfied with the temperature in their buildings, which is slightly higher than last year (22% in Fall 2014). Several comments addressed buildings as too hot or too cold, and an apparent lack of understanding by FS of why correct temperatures are important. Satisfaction/dissatisfaction regarding handicap access is about the same as last year with about one-fourth of respondents neutral on this topic. Also, reliability of utilities had response percentages similar to last year. A few comments recognized the valiant efforts by heating and cooling staff to quickly repair aging units when necessary.

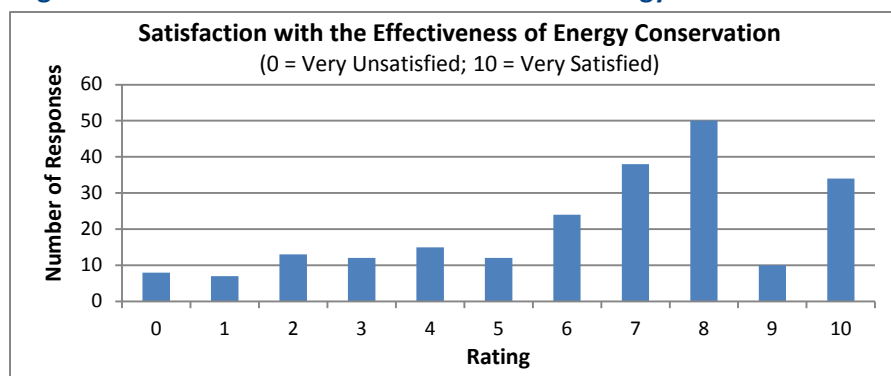
Of the roughly 220 responses to the question on the effectiveness of energy conservation, most respondents were satisfied to very satisfied (Figure 3). Also, the share of very satisfied respondents was higher this year when compared to the 2014 iteration of the survey (15% in 2015; 10% in 2014).

There were very few comments this year regarding building repair. Garcia Annex was mentioned, as were water fountains in need of repair. There were a few comments that mentioned it would be nice to be kept in the loop about planned repairs.

**Table 4: Satisfaction with Facilities and Services Building, Environmental and Utilities Services, Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Temperature	15.3%	38.4%	20.2%	18.3%	7.9%	367
Lighting (is it adequate for the task?)	32.2%	48.9%	12.3%	4.9%	1.6%	366
Handicap access	25.3%	41.8%	23.1%	6.9%	3.0%	364
Reliability of utilities (electrical power, heating, cooling, meet our needs and have minimal interruptions)	27.6%	45.5%	15.7%	7.3%	3.8%	369

**Figure 3: Satisfaction with the Effectiveness of Energy Conservation**



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## Section 5: Grounds Services

"Facilities and Services provides landscape and grounds maintenance, exterior trash receptacle management and concrete and asphalt maintenance. In addition, Facilities and Services maintains the walkways and roadways around campus and is responsible for the care of lawns, trees, and shrubs. Facilities and Services is also founded to maintain campus drainage systems. Please rate your level of satisfaction with the following areas as they relate to Facilities and Services grounds maintenance in your area of the university."

The ratings of almost all areas related to Grounds Services were very high. As reported in past surveys, the Grounds staff are seen as very courteous, with almost 54% of respondents very satisfied with the courtesy of the Grounds staff (Table 6). At least 80% of respondents were also satisfied or very satisfied with the maintenance of grounds, the quality of landscape design and overall quality of Grounds Services. Litter management and management of recycling and recycling receptacles were the only areas in which at least 10% of respondents were dissatisfied to very dissatisfied. Recycling and recycling receptacles dropped in satisfaction this year, with 15% of respondents reporting dissatisfaction, up from 9% last year. Comments suggested the impression that recycling is not taken as seriously as in the past. About one in five respondents were neutral on the question of quality of pest control, up slightly from last year. There were also fewer comments related to pest control this year.

There were six comments related to landscaping this year and four related to parking lots. Trees, weeds, potholes and signage were mentioned as needing care. However, there were also several comments commending the Grounds staff for the work they accomplished this year.

**Table 5: Satisfaction with Facilities and Services Ground Services, Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Maintenance of grounds (mowing, weeding, trimming, edging, etc.)	38.7%	43.5%	9.9%	5.4%	2.4%	372
Quality of landscape design and maintenance (trees, flowerbeds, etc.)	39.6%	41.0%	12.9%	5.1%	1.3%	371
Litter management	30.1%	43.5%	14.2%	9.4%	2.7%	372
Management of recycling and recycling receptacles	29.1%	38.3%	17.8%	11.1%	3.8%	371
Quality of pest control (indoors and outdoors)	27.9%	41.8%	21.7%	6.2%	2.4%	373
Overall quality of Grounds services	34.9%	45.8%	14.2%	3.8%	1.3%	373
Courtesy of Grounds staff	53.9%	33.0%	11.3%	1.3%	0.5%	373
<b>Sustainability</b>						
Please grade the effectiveness of the water efficient landscaping and our other water conservation measures	26.8%	40.5%	20.5%	8.9%	3.2%	190



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## Section 6: Office of Sustainability

"Please rate your level of satisfaction with the following areas as they relate to sustainability at the university."

As in the past, a relatively small number of respondents answered the questions in this section (86 in Fall 2015, 86 in Fall 2014 survey and 90 for the 2013 survey). Many of those who did respond selected "neutral." More than 80% of respondents were satisfied to very satisfied with the courtesy of the sustainability staff. Although about 40% of respondents reported "neutral" on the educational programs and the Environmental Education Center (EEC), the percentage of "very satisfied" responses increased this year, especially for the EEC (17% compared to 12% last year). Satisfaction with the Toner Recycling Program, the Energy Reduction Program, and the website all declined slightly. Responses to the Energy Reduction Program were more neutral than in the past with 28% reporting neutral this year compared to 18% in Fall 2014. It is not clear if "neutral" implies a lack of knowledge of the program, or a lack of satisfaction. A slightly higher percentage of respondents also selected "neutral" when asked about the overall quality of sustainability at NMSU (27% in Fall 2015 compared to 19% in 2014). The percentage of satisfied to very satisfied on this question dropped to 69% from the 75% reported in 2014.

Fifteen (10%) comments addressed issues of sustainability on campus; however, most referred to the recycling program. A few mentioned displeasure with the new lightbulbs.

**Table 6: Satisfaction with the Office of Sustainability, Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Educational programs (tabling, one-on-one meetings, campus presentations)	18.6%	38.4%	39.5%	3.5%	0.0%	86
Website	18.8%	43.5%	32.9%	3.5%	1.2%	85
Toner Recycling Program	24.4%	43.0%	26.7%	4.7%	1.2%	86
Environmental Education Center	17.4%	36.0%	40.7%	5.8%	0.0%	86
Energy Reduction Program	20.5%	43.2%	28.4%	5.7%	2.3%	88
Overall quality of sustainability at NMSU	22.1%	46.5%	26.7%	4.7%	0.0%	86
Courtesy of sustainability staff	43.0%	39.5%	15.1%	1.2%	1.2%	86

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## Section 7: Project Development

"Facilities modifications and enhancements are provided on reimbursable basis when requested by the user. Please evaluate Project Development and Engineering if you have used their services. In the last twelve months, have you/your office utilized any of these types of projects and engineering services?"

Approximately 77 responses were received for the Project Development section, slightly fewer than the 90 received in 2014, and less than the 103 in 2013. Satisfaction levels—regarding both staff and finished projects—dipped slightly this year, mostly moving from very satisfied to satisfied. Respondents were most satisfied with the knowledge and skill of project staff (67% satisfied or very satisfied) and least satisfied with the final budget of the project (47% satisfied or very satisfied). However, the percent of respondents who were dissatisfied with the final budget dropped from 10% in 2014 to 4%. Nearly half (45%) of respondents were neutral on the final budget. Satisfaction with communication regarding the project increased slightly (57% to 61%) and dissatisfaction dropped from 13% to 9%.

The general theme across most of the comments related to project development was “better communication.” This includes lack of timeliness because there was an underlying question regarding communication in one direction or another. Efficiency or perceived lack thereof, was also a topic for the comments.

Fewer responses were received regarding the importance of sustainability to the project. The mean rating of 3.8 (1-not important at all to 5-very important) suggests that, on average, respondents believe sustainability is somewhat important. This mean value has increased slightly over the past three years, from 3.5 in 2013, to 3.7 in 2014 to 3.8 this year.

**Table 7: Satisfaction with Facilities and Services Special Projects and Engineering Services, Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
<b>Satisfaction with Staff</b>						
Initial response time for estimating cost	16.7%	44.9%	24.4%	10.3%	3.8%	78
Preparedness of Project Managers/Estimators	17.7%	45.6%	19.0%	13.9%	3.8%	79
Knowledge and skill of Project staff	24.1%	43.0%	19.0%	8.9%	5.1%	79
<b>Satisfaction with Finished Project</b>						
Satisfaction with the finished project	20.8%	44.2%	23.4%	9.1%	2.6%	77
The timeliness of the project (on time)	14.3%	35.1%	26.0%	13.0%	11.7%	77
Final budget of project	13.0%	33.8%	45.5%	3.9%	3.9%	77
Communication from Project Development and Engineering throughout the project	20.8%	40.3%	22.1%	9.1%	7.8%	77
				<b>Responses</b>	<b>Mean</b>	
How important is sustainability to your project? (5 stars = very important, 1 star = not at all important)			51	3.8		

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## Section 8: Facilities and Services Administrative Services

*"In the last twelve months, have you had contact with Facilities and Services business office staff regarding the administrative side of any maintenance project or Special Projects or Engineering Work?"*

Approximately 100 responses were received for the questions on FS administrative services (Table 9). The professional attitude of FS employees received a slightly higher satisfaction rating than in 2014. The knowledge and skill of FS staff as well as the courtesy of FS staff towards the customer were also seen as strengths. Although the percent of "very satisfied" responses regarding accuracy of information increased to 39% from 31%, the percent of dissatisfied/very dissatisfied responses also increased from 10% to 17%. Timeliness continues to be the biggest issue. Approximately 21% of respondents were dissatisfied to very dissatisfied on the timeliness of response to inquiries about work status. In 2014, less than 6% of respondents were dissatisfied with the timeliness of responses to billing inquiries; however, this doubled to 13% in 2015. Timeliness was mentioned as an issue several times in the comments.

**Table 8: Satisfaction with Facilities and Services Administrative Service Areas, Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Timeliness of response to inquiries about work status	31.1%	37.9%	9.7%	15.5%	5.8%	103
Timeliness of responses to inquiries about billing	25.0%	33.0%	29.0%	7.0%	6.0%	100
Courtesy of Facilities and Services staff towards customer	48.6%	33.3%	14.3%	2.9%	1.0%	105
Accuracy of information provided by Facilities and Services employees	38.8%	35.0%	8.7%	11.7%	5.8%	103
Professional attitude of Facilities and Services employees	49.0%	35.6%	11.5%	2.9%	1.0%	104
Knowledge and skill of Facilities and Services staff	40.4%	37.5%	15.4%	4.8%	1.9%	104

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## Section 9: Environmental Health and Safety

"Please rate your level of agreement with the following statements pertaining to Environmental Health & Safety Services."

Approximately 128 responses were received regarding Environmental Health and Safety (EHS) (Table 10). EHS continues to improve on the level of satisfaction for all questions in this section. The high level of satisfaction noted with this unit in past surveys continued with this survey. Nearly half of respondents were very satisfied with the knowledge of EHS staff and with the friendly and helpful nature of the staff. The percent of respondents saying they were very satisfied regarding the timeliness of response increased from 38% to 45%, and accessibility rose from 38% to 41%. The effectiveness of training also showed slight improvements to 37% for very satisfied from 34%. Although the satisfaction ratings for the usefulness of the website improved slightly (32% very satisfied up from 27%), this was the one area in which the percent of dissatisfied ratings rose slightly to about 5% compared to 2% in 2014. Overall, EHS is a shining example of an FS unit for customer satisfaction.

**Table 9: Satisfaction with Environmental Health and Safety (EHS), Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Environmental Health & Safety understands my needs and the requirements of my department	37.7%	48.5%	10.8%	2.3%	0.8%	130
Environmental Health & Safety is accessible to its customers (phone, voice mail, email, etc.)	41.4%	49.2%	7.8%	1.6%	0.0%	128
When contacted, an Environmental Health & Safety consultation helped facilitate resolution of my problem or issue	39.7%	44.4%	14.3%	1.6%	0.0%	126
The Environmental Health & Safety website is user friendly and helpful in providing access to information, forms, manuals, etc. that I need	31.7%	38.9%	22.2%	4.8%	2.4%	126
Environmental Health & Safety staff provide effective training	37.0%	44.9%	16.5%	1.6%	0.0%	127
When contacted, Environmental Health & Safety staff responded to my requests, or problems, in a timely manner	44.9%	40.2%	12.6%	1.6%	0.8%	127
Overall, Environmental Health & Safety staff are knowledgeable in their areas of specialty	47.3%	41.9%	8.5%	2.3%	0.0%	129
Environmental Health & Safety staff are friendly and helpful when I contact them for services	48.4%	41.4%	8.6%	1.6%	0.0%	128

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## Section 10: NMSU Fire Department

*"Please rate your satisfaction level with the NMSU Fire Department."*

Despite the continued improvements noted for Environmental Health & Safety, the NMSU Fire Department is still the FS unit with the highest satisfaction ratings (Table 11). Although more than 90 to 95% of respondents were satisfied with all areas related to the department, the percent reporting as very satisfied dropped slightly in 2015 compared to 2014. The shift was towards "satisfied" rather than "very satisfied" and may be related to the increase in responses this year (approximately 82 compared to 64 last year).

**Table 10: Satisfaction with NMSU Fire Department, Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Timeliness of service	63.1%	31.0%	3.6%	1.2%	1.2%	84
Quality of service	65.1%	32.5%	2.4%	0.0%	0.0%	83
Courtesy of staff	68.3%	28.0%	1.2%	1.2%	1.2%	82
Professionalism of staff	69.5%	28.0%	1.2%	1.2%	0.0%	82
Service expectation	61.3%	35.0%	3.8%	0.0%	0.0%	80

## Section 11: NMSU Office of University Architect and Campus Planning

*"Please rate your satisfaction with the NMSU Office of University Architect and Campus Planning."*

The NMSU Office of University Architect and Campus Planning (UACP) was one FS area that saw a noticeable drop in satisfaction in Fall 2015. Although 80% of respondents were very satisfied or satisfied with the courtesy and professionalism of staff, this is a drop from 85% in Fall 2014. Satisfaction with the quality of service dipped from 78% to 67%. The percent of respondents reporting dissatisfaction with both the overall quality of service and the quality of recent service increased to more than 16% from 10% or less in 2014. Dissatisfaction ratings for service expectation more than doubled this year, from 7% to 18%. Satisfaction ratings of the Annual Space Survey, while never very high, did not change much.

**Table 11: Satisfaction with NMSU Office of University Architect and Campus Planning, Respondent Percentages**

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Timeliness of service	21.2%	42.3%	19.2%	11.5%	5.8%	52
Quality of service	28.8%	38.5%	15.4%	9.6%	7.7%	52
Courtesy of staff	41.2%	39.2%	13.7%	2.0%	3.9%	51
Professionalism of staff	36.5%	42.3%	17.3%	1.9%	1.9%	52
Service expectation	25.5%	35.3%	21.6%	13.7%	3.9%	51
Annual Space Survey	15.7%	37.3%	39.2%	3.9%	3.9%	51
Quality of recent service	33.3%	43.3%	6.7%	13.3%	3.3%	30

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## **Section 12: Final Question and Comments**

*"If you have any further concerns or comments regarding the work provided by Facilities and Services, or recommendations for services you feel Facilities and Services should explore providing in the future, please feel free to share them here."*

The final question provided respondents the opportunity to comment on questions or suggestions they had about FS services. Responses were limited to 5,000 characters. The six themes from prior years were visible again this year. Overall, the comments have not changed much over time, although it appeared that more comments were made about problems with custodial services, less about watering issues, and more about timeliness of work orders. Respondents often took advantage of this comment section to praise FS workers by name, and to state their appreciation for work well done by the various FS units.

The comments were sorted by comment category and by building affiliation and provided to Associate Vice President Haubold.