Strengthen and maintain an efficient and proactive operating culture that promotes exceptional service delivery and stakeholder experiences and outcomes. The importance of an effective and efficient operating culture is paramount to Delaware State University’s ability to support growth, transformation, relevancy, and continual improvement in current and changing times. Exceptional customer service delivery is an essential part of our brand promise, and we are committed to empowering departments to resolve problems quickly at the initial point of contact, as well as increasing and maintaining student and employee satisfaction and retention rates.

We are dedicated to building a culture of peerless customer service through collaboration, communication, investment in people, and technology optimization. Our objective is to provide outstanding service to internal and external constituents, including students and their families, employees, alumni, vendors, legislators and the community; increase career development opportunities; prioritize attracting and retaining high-quality faculty and staff; explore ways to make the University a better place to work over the next five years; and continue to reach out to our community with both volunteer efforts and vocal support.

OBJECTIVES

3.1 IMPROVED CROSS-UNIT COLLABORATION AND COMMUNICATION
Facilitate better collaboration and communication across units that improves the University experience for internal and external stakeholders.

3.2 SERVICE DELIVERY
Ensure that interactions with internal and external customers meet the service delivery standards of the University.

3.3 POLICIES
Establish a proactive operating culture that promotes and enforces policies to guide efficient practices while providing direction and assisting personnel in meeting the needs of customers and stakeholders.

3.4 STAFF READINESS AND LEADERSHIP DEVELOPMENT
Implement staff readiness and leadership development plans to promote the most effective and efficient continuity of University operations, employee hiring and satisfaction.

3.5 CAMPUS SAFETY AND SECURITY
Improve campus safety and provide a quality learning environment that acknowledges the individual right to access to higher education.

KEY GOALS

→ Achieve consistent stakeholder satisfaction of 80% in customer service surveys related to overall operational and event-based experiences.
→ Respond to all initial inquiries within 24 hours (email, phone, written, verbal).
→ Provide a follow-up to each inquiry every 10 days until an inquiry is resolved.
→ Achieve 85% Employee Satisfaction and 75% Employee Retention rates.
→ Improve Student Satisfaction and Freshman Retention rates to 85%.
→ Reduce Public Safety and Title IX incidents involving students by at least two percentage points per year.

KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>METRIC</th>
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<tbody>
<tr>
<td>Improved Cross-Unit Collaboration and Communication</td>
<td>• Assessment surveys</td>
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<tr>
<td>Service Delivery</td>
<td>• Consistent 80% stakeholder satisfaction rate for operational and event-based experiences</td>
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<tr>
<td></td>
<td>• Response to all initial inquiries within 24 hours (email, phone, written, verbal)</td>
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<td></td>
<td>• Resolution of inquiries within a deadline-based timeframe specific to the inquiry, with updates every 10 days</td>
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<tr>
<td>Policies</td>
<td>• Tracking of new policies and updating of existing ones</td>
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<td>Staff Readiness and Leadership Development</td>
<td>• Time to fill open positions with qualified person.</td>
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<td>• % of staff promoted into open positions</td>
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<td>Campus Safety and Security</td>
<td>• Number of Public Safety and Title IX incidents involving students</td>
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<td>• Participation in ADA, Title IX, and Public Safety policies</td>
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ACTION ITEMS

1. Assess and streamline/enhance processes around communications to internal and external stakeholders, inter-unit cooperation, service delivery, contractor relationships, and automated phone services, with initial reports due by Fall 2022.
2. Increase and maintain stakeholder satisfaction related to operational and event-based experiences as well as student, faculty, staff, and alumni engagement.
3. Improve initial inquiry and inquiry resolution outcomes and procedures University-wide.
4. Streamline the recruiting and hiring process to reduce the amount of time a position is open without a top-flight person in that role.
5. Create a mentorship and leadership program to promote succession planning and encourage maintenance of departmental knowledge.
6. Promote an organizational culture that attracts, nurtures and retains top talent.
7. Ensure that all members of the DSU family remain aware of and comply with ADA, Title IX and Public Safety policies.
8. Prioritize maintenance of safe, compliant, and secure student working and living spaces across campus; increased Public Safety patrols of the full campus including all open, public access points; and fully functional and updated campus emergency contact equipment and campus security monitoring systems.

Delaware State University