

Goal 5a: Implement the University's comprehensive service excellence plan to improve customer service in key administrative units:

Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence

(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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The specific target goal was achieved. The development and implementation of service excellence is multi-phased, convergent, and integrated into the entire university. In 2018, the University retained a consultant, NRaisman & Associates, to assist with service excellence identification and implementation. Components included:

1. Service Excellence Mission/Vision Statement - As we concluded the year in 2019 during my Annual Retreat, each division/college/school developed its mission/vision statement and core values that aligned with the University's. This initiative was conducted to provide the University with the 2019-20 comprehensive framework for the development and implementation of training and service excellence programs across the full enterprise.
2. Employee Roles, Expectations, and Departmental Accountability - Because customer service is integral to the success of all, training sessions highlighting service excellence were held as stand-alone components (i.e., mandatory trainings for all faculty and staff) and within other events such as the Annual Faculty Planning Conference. In 2019-20, service excellence training was provided to more than 800 FAMU employees on the main campus and College of Law. The purpose of the training was to provide employees with a comprehensive view of their expectations related to service excellence and give an in-depth view of employees' roles in implementing a culture of service excellence. One important aspect of the training was departmental accountability. In key high-contact areas (e.g., Financial Aid, Admissions, etc.), point of contact (POC) assessment tools were developed, piloted, and utilized. These tools included short surveys accessible via the customers' phones and assignment of a unique QR Code. These surveys were short and specific to the student's satisfaction of a single contact with a FAMU employee in the designated locations. The results of these surveys have allowed each area to determine the customers' perceptions of where improvements might be made, times of day that are particularly difficult, and where each area is excelling. To assist in this component, a designated HR coordinator, whose primary function is service excellence, was hired to ensure continued focus and to identify and/or facilitate specific trainings to meet each department's needs.
3. Guidelines, Practices and Procedures and Guidelines - Guidelines, practices and procedures have, up to this point, been delivered via training initiatives. Guidelines in the first phase included specifics regarding how to answer phones, handle conflict, etc.; however, the next phase of this project (2020-21) will include process and business mapping, which will include workshops to develop maps for change and plans for process improvement. Through this process, it is expected that additional guidelines, practices and procedures will be developed.
4. Management Support - To ensure continued focus on service excellence, tools were developed to assist supervisors. An employee self-assessment tool, as well as a supervisor assessment tool allowed each employee and his/her supervisor to determine where each employee's strengths and areas of growth reside. Following completion of the documents, meetings between employees and supervisors were held to confirm that all have the same service excellence expectations and allowed each supervisor to determine where professional development and additional training was appropriate. Prior to each assessment, training sessions were conducted with managers to ensure that all of the forms were utilized appropriately.
5. Service Offerings - Through this component, a sample of services that have been improved or added are:
 - o Financial Aid added additional designated individuals to answer phones, provided Pop-up workshops, reduced batch processing times, and utilized phone roll-over technology to ensure that service excellence standards are exceeded.
 - o Admissions implemented the use of technology and improved internal systems to cut application processing time, reduced incomplete application files, and provided a guaranteed completion date to students who file applications on-time.
 - o In response to student feedback, Venom Van GPS location was added to the FAMU app.
 - o New advisors were added to ensure that consistency across the student experience is achieved.
 - o A call center feasibility study was conducted and the results are currently under review.
6. Service Standard and Measurement - Service standards were developed at the highest level through the Mission/Vision statement. To ensure that the Mission/Vision was intentionally filtered through each division

and department, the statement was developed using a collaborative process in several iterations which involved several levels of leaders across the institution. Participants were tasked with developing a College/School/Division/Department statement aligned with the university-wide statement. This process ensured that each division or department mission/vision statement aligned with the overall expectation of the university. They were further tasked with aligning their measurements of these statements in multiple ways, including:

- Employee Engagement: Employee Self-Assessment and Supervisor Assessment Tools
- Customer Perceptions: Point of Contact Surveys, Focus Groups
- Annual Assessment: Each unit was tasked with developing service excellence standard measures to be included in their annual assessments.

7. **Motivators Rewards** - While many of the components focus on improvement, it is important to develop employee recognition for those who excel in service excellence. As such, an Employee Service Excellence Recognition Program is currently under development and will be implemented in the 2020-21 fiscal year. The focus of this component will be to recognize and acknowledge service excellence at the University in an annual awards ceremony.

8. **Training** - Training has been key to the success of the service excellence initiative. As noted previously, multiple training sessions were conducted on:

- Improvement of customer service, including appropriate ways to answer phones, conflict resolution, warm transfers, and problem resolution.
- Use of tools, such as the Employee Self-Assessment and the Supervisor Assessment Tools
- Specific trainings to meet the needs of each division/department
- Continued training is integral to ensure that all FAMU staff continue to strive for the highest levels of service excellence. To ensure that this remains a priority, personnel have been employed with designated responsibility to identify and/or facilitate specific trainings to meet each department’s needs.

As we began this initiative, we initially looked at service excellence holistically and through a large lens. However, as the university community has traversed this process, the focus has shifted to a regular and more granular level, evidenced by the regular focus on stakeholder involvement in decisions. In recent months, our university has conducted multiple focus groups with various stakeholders (students, faculty, staff, alumni, employers, community business leaders, etc.) on various topics such as:

- Improving licensure pass rates.
- Gathering information on how they have been impacted by COVID-19.
- Developing and administering targeted surveys to determine the feelings of parents, students, staff, and faculty are being conducted to determine how to best communicate return-to-work/school initiatives.

In summary, while Service Excellence began as an initiative of our Strategic Plan, as president, I know it has become an integral part of FAMU culture. Throughout this initiative, it has been important to me to ensure that we heard from our customers on “*what FAMU did well*” and “*what could be improved.*” As outlined above, these actions prove that the University has implemented a comprehensive “service excellence” strategy across the full enterprise, by focusing on those we serve – both internally and externally.

Goal 5b: Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:

Goal 5b-a Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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a. 2019-20 Goal: Advising Process from 67% to 70%

	2019	2020 Actual	2020 Goal	Annual % Change
Advising Process	67.2%	71.4%	70%	+4.20%

The specific target was achieved. During the 2019-2020 academic year, the Office of Academic Advising and Student Success made improvement in the delivery of services and interactions with students. One

contributing factor to the increase is the University's investment in the hiring of 26 additional academic advisors.

Goal 5b-b Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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b. 2019-20 Goal: Office of Parking Services from 46% to 60%

	2019	2020 Actual	2020 Goal	Annual % Change
Parking Services Office	46.2%	47.8%	60%	+1.60%

The targeted goal was not achieved. The Office of Parking and Transportation continued to upgrade its services for the FAMU Community. One initiative this year, based on feedback gathered from our students, was the installation of GEOTAB GPS tracking device on the Venom shuttles. This device allowed the students to track the location of the shuttle and estimated arrival in real-time, decreasing the student's wait time and improving safety. Additionally, a new parking area was added.

Goal 5b-c Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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c. 2019-20 Goal: Office of Financial Aid from 54% to 65%

	2018-19 Actual	2019-20 Actual	2019-20 Goal	Annual % Change
Financial Aid Office	54.1%	63.8%	65%	+9.70%

The specific target was not achieved. However, the Office of Financial Aid improved its overall ratings by ~10%. The office has continued to make substantial progress in improving its service offerings to students by adding additional staff to answer incoming calls; providing "pop-up" financial aid workshops in residential facilities and the library; and decreasing the time to process financial aid awards from 10 days to 5. Additionally, the office is reviewing technology options to address the concerns regarding communication with students.

Goal 5b-d Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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d. 2019-20 Goal: Registrar's Office from 79% to 80%

	2018-19 Actual	2019-20 Actual	2019-20 Goal	Annual % Change
Registrar's Office	78.70%	77.70%	80%	-1.00%

The specific target was not achieved. The Registrar's Office staff attended two workshops presented by the University's customer service consultant on service excellence focusing on telephone use and general customer service skills. The office worked to establish skills and commit to seventeen service excellence performance standards based on the University's service excellence values. Examples of standards implemented included:

- Email Response Time: The office implemented procedures to respond to all email requests within 24 hours of receipt.
- Voicemails Response Time: The office implemented procedures to respond to all voicemails received within 24 hours of receipt.
- Telephone Answering: Revised the telephone setup by functional units and commit to using standard telephone greeting.
- During the pandemic, most of the Registrar's Office business processes were modified to be online and contactless. Additionally, electronic forms (eforms) were created to provide students with easier remote access.

Goal 5b-e Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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e. 2019-20 Goal: Housing Office from 57% to 60%

	2018-19 Actual	2019-20 Actual	2019-20 Goal	Annual % Change
Housing	56.9%	53.4%	60%	-3.50%

The specific target was not achieved. However, the Housing Office completed several projects to enhance the residents' living environment and overall experience. These include, but are not limited to:

- Purchased new lobby, living room and dining room furniture for several residence halls including Polkinghorne Village, Palmetto North, and Palmetto South.
- Replaced the roof on several buildings at Palmetto South and Phase III.
- Replaced select bathtubs, bathroom vanities and kitchen cabinets in Palmetto South and Phase III.
- Painted Gibbs Hall and Paddy-Foote Complex.
- Redecorated the Gibbs Hall main lobby (sponsored by FAMU Alumni Karamo Brown in conjunction with Home Goods)
- Student-led recreational trip for residents by the Residence Hall Association (RHA):
 - Fall 2019 semester - Halloween Horror Nights, Universal Studios, Orlando
 - Spring 2020 semester – Trip canceled due to COVID-19
- The Housing Office continued to promote the fall 2020 opening of the FAMU Towers (700-bed residential facility).