| Initiate                                 |
|--|
| In Progress                              |
| Complete                                 |
| <b>Continuous Detroit Mercy Practice</b> |

| Strategy 3.1      |   |     |     |     |     |     |         |        |         |        |           |        |
|-------------------|---|-----|-----|-----|-----|-----|---------|--------|---------|--------|-----------|--------|
| Action Plan 3.1.1 |   |     |     |     |     |     |         |        |         |        |           |        |
|                   | Tactics   | F19 | W20 | F20 | W21 | F21 | W22     | F22    | W23     | F23    | W24       | F24    |
| Tactic 3.1.1.1    | Establish clear standards of performance and expectations for all employees, correlated to metrics related to the customer feedback process.  |     |     |     |     |     |         |        |         |        |           |        |
| Tactic 3.1.1.2    | Each unit or department, with assistance from HR, establishes a system for collecting customer service feedback.  |     |     |     |     |     |         |        |         |        |           |        |
| Tactic 3.1.1.3    | Integrate customer feedback input into all employee performance reviews.  |     |     |     |     |     |         |        |         |        |           |        |
| Tactic 3.1.1.4    | Use the enhanced faculty/course evaluation process (see Goal 2) to create specific feedback for faculty focused on customer service to students. (UDMPU contract language may need to be adjusted to reinforce this point.) |     |     |     |     |     |         |        |         |        |           |        |
| Action Plan 3.1.2 | Provide Ongoing Customer Service Training to All Employees. all staff, faculty, administrators and third-party employees who com  |     |     |     |     | •   | vesting | in ong | oing ma | ndator | y trainir | ng for |
|                   | Tactics   | F19 | W20 | F20 | W21 | F21 | W22     | F22    | W23     | F23    | W24       | F24    |
| Tactic 3.1.2.1    | Establish a new position in HR to lead and coordinate all customer service and collaborative culture initiatives for all employees.   |     |     |     |     |     |         |        |         |        |           |        |
| Tactic 3.1.2.2    | Explore HR options for providing customer service, training and development.  |     |     |     |     |     |         |        |         |        |           |        |
| Tactic 3.1.2.3    | Partner with ZingTrain to provide a tier of services (e.g. train-the-trainer option) so programs can be owned and managed locally.  |     |     |     |     |     |         |        |         |        |           |        |
| Action Plan 3.1.3 | Establish a Student Ombudsman in Each College/School.   |     |     |     |     |     |         |        |         |        |           |        |
|                   | Tactics   | F19 | W20 | F20 | W21 | F21 | W22     | F22    | W23     | F23    | W24       | F24    |
| Tactic 3.1.3.1    | Appoint an Ombudsman in each School or College to advocate, investigate and problem solve in response to student concerns.  |     |     |     |     |     |         |        |         |        |           |        |

## **Goal 3: Passionately Serve Students and Each Other**

## Implementation Plan

Goal 3 Metrics: applications, enrollment, retention rates, graduation rates, levels of student satisfaction regarding services, levels of student awareness and appreciation for the University's mission and Jesuit and Mercy heritage, levels of employee satisfaction, and employee retention and turnover rates

|                | Ensure That Every Student Knows They Are Cared For   |       |     |     |                     |     |     |     |     |     |     |     |  |
|----------------|--|-------|-----|-----|---------------------|-----|-----|-----|-----|-----|-----|-----|--|
|                | Enhance Attvising, Mentor(s)grand Vocation Deadlopment. S2.ad  | S-1.4 |     |     | 5EMiso5EMisnJ ET EM |     |     |     |     |     | co  |     |  |
|                |  | F19   | W20 |     | W21                 | F21 | W22 | F22 | W23 | F23 | W24 | F24 |  |
|                | Advising Committee.  |       |     |     |                     |     |     |     |     |     |     |     |  |
|                | Enhance academic advising and mentoring provided by the Student Success  |       |     |     |                     |     |     |     |     |     |     |     |  |
|                | Include in next UDMPU contract a requirement for mandatory participation in advising training for faculty who have advising assignments. |       |     |     |                     |     |     |     |     |     |     |     |  |
|                |  |       |     |     |                     |     |     |     |     |     |     |     |  |
|                |  | F19   | W20 | F20 | W21                 | F21 | W22 | F22 | W23 | F23 | W24 | F24 |  |
|                |  |       |     |     |                     |     |     |     |     |     |     |     |  |
|                |  |       |     |     |                     |     |     |     |     |     |     |     |  |
|                |  |       |     |     |                     |     |     |     |     |     |     |     |  |
| Tactic 3.2.4.1 |  | F19   | W20 |     |                     |     |     |     |     |     | W24 | F24 |  |
| Tactic 3.2.4.2 |  |       |     |     |                     |     |     |     |     |     |     |     |  |
| Tactic 3.2.4.3 |  |       |     |     |                     |     |     |     |     |     |     |     |  |
| Tactic 3.2.4.4 |  |       |     |     |                     |     |     |     |     |     |     |     |  |

|                                   | Implementation Plan |
|-----------------------------------|---------------------|
| Legend: Implementation Timeline   |                     |
| Initiate                          |                     |
| In Progress                       |                     |
| Complete                          |                     |
| Continuous Detroit Mercy Practice |                     |
|                                   |                     |

| Strategy 3.2      |  |         |          |         |         |       |          |          |           |        |          |        |
|-------------------|--|---------|----------|---------|---------|-------|----------|----------|-----------|--------|----------|--------|
| Action Plan 3.2.5 | Reinforce the Work @dah3: Passionately Serve Students and E  | ach Ot  | her      |         |         |       |          |          |           |        |          |        |
|                   |  | F10     | 11/20    | F20     | XX/0.1  | F0.1  | XX/22    | F22      | 11122     | F22    | XX 2 4   | F2.4   |
|                   |  | F19     | W20      | F20     | W21     | F21   | W22      | F22      | W23       | F23    | W24      | F24    |
| Tactic 3.2.5.1    |  |         |          |         |         |       |          |          |           |        |          |        |
| Tactic 3.2.5.2    |  |         |          |         |         |       |          |          |           |        |          |        |
|                   |  |         |          |         |         |       |          |          |           |        |          |        |
| Action Plan 3.2.6 | Enhance the Student Success Center, Disability & Accessibility the learning and development of our students.   | Service | es and ' | Fitan S | Success | Netwo | rk. Reii | nforce t | the vario | ous wa | ys we sı | apport |
|                   | Tactics  | F19     | W20      | F20     | W21     | F21   | W22      | F22      | W23       | F23    | W24      | F24    |
| Tactic 3.2.6.1    | Establish an administrative assistant position to support students in the Student Success Center and Disability & Accessibility  |         |          |         |         |       |          |          |           |        |          |        |
| T. (1.22.62       | Expand the Student Success Center to include additional testing  |         |          |         |         |       |          |          |           |        |          |        |
| Tactic 3.2.6.2    | and tutoring space.  |         |          |         |         |       |          |          |           |        |          |        |
| Tactic 3.2.6.3    | Secure an online platform to enhance the Titan Success Network.  |         |          |         |         |       |          |          |           |        |          |        |
| Action Plan 3.2.7 | Expand and Enhance the Center for Career & Professional Dev  | elopme  | ent.     |         |         |       |          |          |           |        |          |        |
|                   | Tactics  | F19     | W20      | F20     | W21     | F21   | W22      | F22      | W23       | F23    | W24      | F24    |
| Tactic 3.2.7.1    | Rebuild and foster collaborating partnerships between the Center for Career & Professional Development and Colleges/Schools.   |         |          |         |         |       |          |          |           |        |          |        |
|                   | Identify pathways to further connect students with employers to  |         |          |         |         |       |          |          |           |        |          |        |
| Tactic 3.2.7.2    | provide professional opportunities, internships and on-site mentoring programs.  |         |          |         |         |       |          |          |           |        |          |        |
| Action Plan 3.2.8 | <b>Enhance International Student Services.</b>   |         |          |         |         |       |          |          |           |        |          |        |
|                   | Tactics Control States of Landing States of St | F19     | W20      | F20     | W21     | F21   | W22      | F22      | W23       | F23    | W24      | F24    |
| Tactic 3.2.8.1    | Develop a plan to increase interactions of International Student<br>Services with academic programs to better understand and serve   |         |          |         |         |       |          |          |           |        |          |        |
|                   | international student populations.   |         |          |         |         |       |          |          |           |        |          |        |

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