I. The duties and responsibilities of the Performance Auditor’s Office are to administer the Reengineering Process of the University by conducting and/or directing management reviews of selected functional areas and programs, both academic and administrative, to determine efficiency, effectiveness, and economy of operations. The Performance Auditor will ensure that all projects remain within the focus of the University’s Vision, Mission and Guiding Principles. The Performance Auditor reviews and analyzes transactions, documents, records, reports and accounts relating to University operations and functions, and prepares acceptable working papers, audit reports of findings, and work plans from completed performance reviews. The Reengineering Process is led by a multi-disciplined steering team which is facilitated by the Performance Auditor. The team is referred to as “Team Imagineer,” and the project is referred to as “Project Imagineer.”

II. Mission of the Performance Auditor’s Office: To ensure success at Delta State University by continuously striving to create a quality environment that maximizes resources and focuses on values.

III. Major Departmental Goals and Projects for 2003-2004:

a. Build goodwill and trust among all team members while focusing on the needs of the student: The Reengineering Process is led by a multi-disciplined steering team which is facilitated by the Performance Auditor. The Performance Auditor is responsible for facilitating all training for team members and functional and program areas implementing reengineered processes.

b. Physical Plant Project: To begin the project, the Performance Auditor, Paul Lindsey, A. C. Prewitt, Debbie Esch, and Kevin Stevens accomplished the following:
   - Identified the functions of the physical plant and the tasks associated with those functions.
   - Identified A+ employees from all functions and formed a Physical Plant Team to guide the direction of the project.
   - Identified critical issues/processes to be addressed.

The physical plant team accomplished the following:
   - Identified and prioritized critical issues/processes.
   - Identified the stakeholders associated with these issues/processes.
   - Recommended and implemented solutions and/or improvements for issues/processes.
- Designed a pamphlet outlining services, etc. to be published for distribution to the Delta State University community.

The physical plant team accomplished the following:
- Wrote a mission statement for the project in alignment with Delta State's vision.
- Help promote Delta State's vision, mission, and guiding principles to fellow employees.

The Physical Plant Team currently has four active sub-teams: the Custodial Staff Customer Service Team, the Garbage Review Team, the Transportation Team and the Heat Software Team.

The Custodial Staff Customer Service Team:
- Met with the building representatives for the first time in Delta State history.
- Made plans to have semi-annual meetings with building representatives.
- Have participated in customer service training.
- Hosted the University of Mississippi's Physical Plant Director, Terron Jones, and his Zone Maintenance team on January 27th, 2004.

The Garbage Review Team:
- Implemented a new route for the garbage truck in order to reduce run time and better serve the community.
- Examined the positioning of trash receptacles and relocated those not fully utilized.
- Met with other members of the Delta State Community in an effort to establish more effective communication.

The Transportation Team:
- Will examine the cost effectiveness of the current system.
- Implore of those using the current systems for suggestions for improvement.

c. Customer Service Project: In the spring of 2003, the Delta State University Cabinet identified customer service as a strategic issue. In an effort to ensure excellent customer service, the Cabinet contacted Team Imagineer for their assistance and recommendations. The Customer Service Team consists of the Performance Auditor, Felicia Applegate, and Linda Ross.

Customer Service Training for Directors and Managers: Beginning Wednesday, September 17, 2003, Team Imagineer began working with department directors and managers to create a customer-focused environment at Delta State. To aid in this effort the Performance Auditor used the training manual "Creating Customer Service Champions" written by Dr. Allan Zimmerman. The sessions consisted of identifying issues, brainstorming, implementing solutions, sharing ideas and concepts with each other, and learning more about what each can do to ensure our students' success. The first phase of training included directors and managers of
departments that interact with students on a regular basis. The directors and managers who participated in the training will decide the next course to take in regard to training other staff members.

“Secret Student, Secret Parent” Project: The Customer Service Team developed a program whereby students are randomly selected to participate in an assessment of services offered at Delta State. Departments and divisions were notified that the campaign will be underway in fall of 2004 registration; however, the students’ and parents’ identities were not revealed. The students/parents will utilize a variety of services and then be requested to complete a survey. The departments or divisions with high scores will be recognized and rewarded. Benchmarks will be established within the first year of this program, and subsequent surveys will be designed to ensure that the quality of services is maintained.

d. Graduate Studies Project: Dr. Paul Starkey, Dean of Continuing and graduate Studies, requested that Team Imagineer assist in the compilation and analysis of data regarding the centralization of the graduate studies division. Member of Team Imagineer participating in the project were the Performance Auditor, Dr. Lynn Varner, Dr. Albert Nylander, Dr. Maureen Gruich, Debbie Heslep, Tyrone Jackson, and Joan Stiles. The team consisted of nineteen members total after stakeholders were identified and contacted.

The issues confronted were:
- Inconsistent admission criteria across graduate programs on campus as well as inconsistencies with criteria required by other universities.
- Lack of recruiting for graduate students.
- Disparity in pay to graduate assistantships among departments on campus and inequities in what Delta State offers their graduate students and offerings to graduate students by other universities in regard to stipends, graduate assistantship pay, and benefits.

A plan was developed by members of Team Imagineer to accomplish the following:
- Develop a process of interviewing other universities to establish best practices and benchmarks.
- Identify and contact stakeholders who would be affected by the centralization of the graduate studies office.
- Work with the stakeholders as a team on this project and assist them in the collection of data and formulation of a recommendation.

There were four sub-teams formed from the Graduate Studies Team: the Admissions Team, the Recruitment Team, the Graduate Assistant Team, and the Distance Learning Team. The final recommendations of each team are the property of the Division of Continuing and Graduate Studies.
Graduate Student Survey: A survey was conducted of all graduate school students in the fall 2003 semester to determine areas for improvement. Results of the survey were tabulated by the Office of Institutional Research at Delta State University. The survey was conducted by paper and also on-line to accommodate those students participating in on-line courses. The results were submitted to Dr. Paul Starkey and Tyrone Jackson, Director of Graduate Studies, to assist in conducting future surveys to ensure the implementation and maintenance of quality services and course offerings. Dr. Lynn Varner, a member of Team Imagineer and the Graduate Studies Team, submitted the survey and results to the Southern Association for Institutional Research (SAIR) as a possible presentation. The presentation was accepted by SAIR and will be presented in October 2004 by a team led by Dr. Varner.

e. One Card Project: The Performance Auditor led the task force that managed the bid process and implementation of the one card system for Delta State University. The one card system is a multi-functional, highly-technological system consisting of a student database server which acts as the host server for the other systems – door access, point-of-sale system for food services, debit function, and pay for print. The one card vendor chosen for the host system is CBORD of Ithaca, New York. CBORD’s Odyssey system was implemented in June of 2004. CBORD’s Micros POS systems are to be installed in July 2004. Best Door Access of Memphis, TN will begin implementation of the door access in August of 2004 with implementation of pay for print by Digital Access Systems in September of 2004. Below is an overview of the functionality of a one card system.

The debit function of the card allows students to deposit money onto an account that is held for the student. The student can then make purchases on campus without cash. This purchases will include the bookstore, pay for print, food services, and future snack vending.

As a management tool, the one-card system will maintain control of the university’s fiscal resources by controlling and monitoring access to these resources through the authentication/verification function. This function also aids in security. Access to buildings, athletic events, the fitness center, residence halls, etc. can be monitored on a daily basis if needed. The access will be based on real time and will be updated daily to contain current students, faculty and staff. Managers and directors will be able to obtain reports on access if such a report is needed, i.e. in the event of a crime, malicious mischief, vandalism, etc. Access can be maintained and/or denied almost immediately. Door access clients have been ordered for the Bursar’s Office, the Police Department and the Department of Housing and Residence Life.

The one-card system is also a service to our students in that Delta State will be able to offer flexibility within the meal services. Historically, a
student was required to purchase a 21 meal/week plan while occupying the residence halls. The only meal plan offered to commuter students was the same 21 meal/week plan. With the one-card, we are offering five meal plans with flex dollars that allow the students to eat in the newly renovated Mill Food Court.

Beginning July 1, 2005 there are plans to move off campus with the debit function of the one-card. This function will allow students, faculty and staff to make purchases at various restaurants, fast-food chairs, local retail businesses, and possibly gas stations and grocery stores using their one-card. This function of the one-card has proven to be a revenue generator for many universities.

Another service to the student offered through the one-card system is emergency messaging. If a parent calls, or the Bursar’s Office needs to see a student, etc., the one-card service center can place an alert on that student’s account. When the student and/or cashier slides the student’s ID card through a reader, an emergency message will pop up on the reader informing the student/cashier of action requested.

The pay for print piece of the one card system will allow the university to recover costs associated with abandoned prints in computer labs and consumables used up in the process of printing in these labs. The students will be charged $.05 per print. The card system will allow for class scheduling so that students will not be required to pay for printing if the printing is required during class.

f. Facilities Use Project: The Facilities Use Project was started in May of 2004 to address the centralization of the booking of the use of Delta State’s facilities and charges associated with those bookings. The multi-disciplined team consisted of 22 members. Although much research has been compiled, the project has not been completed at this time.

g. Mississippi Quality Awards: The Performance Auditor is an examiner for the Mississippi Quality Awards for the second year.

Benefits to Project Imagineer have been:
- The Performance Auditor received training on the National Baldrige Award criteria.
- The Performance Auditor networked with employees of other institutions implementing similar quality and performance projects.

Plans are to continue to participate in the Mississippi Quality Awards. Benefits of this type of participation are:
- Receiving evaluations conducive to Delta State understanding where opportunities for improvement exist in the University’s quest for quality.
- To assist the Quality Enhancement Plan of Delta State by bringing another dimension of quality to the table.

IV. Innovations or Improvement Efforts:

➢ **Team Training:** Working with the Delta State University’s Administrative Staff Council’s Staff Development Committee, the Performance Auditor’s Office participated in bringing “team training” to the employees of Delta State. The training was conducted by Rob Benson of “First Steps Training” and was attended by 130 employees. The training was held in conjunction with the annual staff appreciation picnic. Employees expressed a desire to make the training an annual event.

➢ **Open Communication with University Community:** The Performance Auditor’s Office has been open to communication with any member of the Delta State University community in an effort to dispel misconceptions regarding the purpose of the office.

V. Departmental Goals for 2004-2005:

VI. Institutional Goals:

VII. Performance Measures:

➢ **Goal #1:** To successfully merge the Okra Kard responsibilities into the Bursar’s Office.

**Strategic Directions:** “Increase emphasis on the quality of student life through an assessment of student needs and expectations”.....Students at Delta State University expect the same technology in services found at other public universities in our region. It is our responsibility to provide those services and to ensure that those services promote an environment conducive to learning.

**Best Regional University:** “Introducing the latest in knowledge and technology to the region.” Delta State University is behind in the technological advances made in services offered at other public universities in Mississippi. The Okra Kard will enable us to provide the types of services in the technologically advanced manner our students are requesting.

**Performance Measures:** The use of the card can be measured through the Odyssey system. A strategic committee to plan for the direction of the card system should include students to ensure that we are meeting their needs.
Additional Resources Needed: A one card system is expensive in infrastructure and equipment requirements. Additional funding is needed for future phases of one card implementation.

Goal #2: To complete the Physical Plant Project by working with the transportation team, the custodial services and also the team responsible for the first printing of the Physical Plant Brochure. Assist the Physical Plant in designing appropriate feedback mechanisms for performance evaluations from the departments the Physical Plant serves and the students. Assist the Physical Plant in the implementation of software designed for tracking work orders to ensure efficiency in response time to its customers. Assist the Physical Plant in creating ways to recognize employees for their improvement efforts and establish continuous improvement guidelines and benchmarks.

Strategic Directions: “Continue the multi-year processes aimed at building both the spirit of community on the campus and a student friendly attitude in all departments”….Truly serving the student begins at the custodial service level. My mantra to the custodial service staff is that their work is what the students and parents see first. The custodial staff and the Physical Plant staff create the “first impression.”

Best Regional University: “Introducing the latest in knowledge and technology in the region”….Delta State University should be the leader in technology in all areas of the university, yet we are behind at the Physical Plant in using technology to track work orders, etcetera.

Performance Measures: The implementation of the work order software and the issuance of the Physical Plant Brochure are measurements. The teams are in the process of developing surveys in order to gain feedback from the departments the Physical Plant serves.

Additional Resources Needed: The greatest resource need in the Physical Plant at this time is support from their leadership. Of course the purchase of software requires financial resources; however, the many physical plant needs of the university have overshadowed the need to fund a software purchase.

Goal #3: Improve customer service to our students and the Delta State departments by continuing the “Secret Student, Secret Parent” campaign and the training of staff members in “Creating Customer Service Champions.”

Strategic Directions: “Continue building the successful reorganization of the admissions marketing operation and strengthen enrollment management with an emphasis on the retention of current students”….In order to recruit and retain students, Delta State’s faculty and staff must become “student focused” with an emphasis on customer service that exceeds the students’ expectations.
Best Regional University: “Producing outstanding graduates who become leaders in the region.” What better way to prepare graduates to be leaders than to model leadership through exemplary service.

“Modeling good corporate citizenship for the businesses of the region.” Corporate citizenship begins with the belief that the customer is the reason for existence. The same belief should be a part of the Delta State University culture.

Performance Measures: The performance measurements for this goal are the actual number of trainings attended and surveys that are successfully completed by departments and students. Measurements need to be developed to ensure that suggestions and survey results are incorporated in the daily activities and processes of the departments.

Additional Resources: Time is the additional resource required by the Performance Auditor’s Office to train others in customer service. Currently the office is a one-person office with a graduate assistant.

Goal #4: Complete the Facilities Use Project began in May of 2003 and submit an action plan to the University Cabinet for approval. This project also spurred interest in a possible project on energy efficiency.

Strategic Directions: “Complete an institution-wide process leading to a new five-year strategic plan for the university.” An endeavor to maintain and ensure cost-efficiency at Delta State University should be included in the five-year strategic plan.

Best Regional University: “Generating financial resources that apply to the needs of the region.” Cost efficiency at Delta State University is essential to the economic development of our region. The University cannot successfully encourage economic growth without experiencing it.

Performance Measures: Surveys of facilities users designed to ensure that proper booking of facilities is handled in a timely and efficient manner. Another measurement is the revenue generated by the use of facilities at Delta State.

Additional Resources: The research conducted on booking and charging for the use of facilities concluded that Banner is cumbersome in handling such a function. Other software was researched that would work with Banner. The cost of this software ranges from $5,000 to $30,000.

Goal #4: To compete for a Mississippi Quality Award for 2004.

Strategic Directions: “Increase emphasis on the quality of student life through an assessment of student needs and expectations”....The Baldrige Criteria focuses
on the use of performance measurements to ensure that the customers’ needs are met and changes are made to provide quality service and products.

**Best Regional University:** “Modeling good corporate citizenship for the businesses of the region.” The Baldrige Criteria is recognized throughout corporate America as the leading model for quality performance.

**Performance Measures:** Receiving an award from Mississippi Quality Awards.

**Additional Resources:** A team dedicated to gathering information for the award is needed for preparation of the application. The greatest resource is the support of the University Cabinet.

VIII. **Personal Career Goals:**

- Completion of the Certified Public Managers Program
- Receive the Certified Public Accountants Certification
- Define my role at Delta State University and my future career path