Enhancing an Open, Welcoming, Inclusive Environment

Student Affairs plays a critical role in advancing the institution’s value of being open, welcoming, and inclusive. We believe that committing to equity and inclusive excellence is a both a process and a goal, one deeply rooted in an ongoing and ever evolving journey toward a more socially just society. To do so, Student Affairs recognizes its responsibility and agency in cultivating social justice competencies within both its staff and all UGA students. This involves advocating for socially just learning environments, designing professional enrichment strategies to deepen staff competencies, and realizing efforts to recruit, hire, retain, and advance a socially conscious staff.

- Advocate for an inclusive and socially just learning environment for UGA students
  - Assume an integral role in formally assessing UGA’s campus climate and the needs of all students
  - Lead and support institutional efforts to address demonstrated student needs, utilizing appropriate data
  - Clearly articulate UGA Student Affairs commitment to inclusion and social justice
  - Actively respond to incidents that negatively impact the feelings of safety and security of any members of our community
  - Provide consultation to campus stakeholders on strategies to increase support and opportunities for under-represented and historically marginalized students
- Foster a connected and inclusive UGA student community
  - Integrate the student learning priority of inclusion into the core work of each department
  - Provide significant learning experiences that prepare students for effective global citizenship and cultivate a socially conscious and culturally competent UGA student body
  - Create environments for UGA Student Affairs programs and services that convey an espoused and lived value for equity and inclusion
- Engage in a comprehensive professional enrichment strategy to enhance the social justice competencies of student affairs staff
  - Assess current and new staff members’ understanding and proficiency in demonstrating inclusive excellence
  - Utilize data from staff assessment to establish a division-wide professional development plan focused on social justice and inclusion
  - Provide shared professional learning experiences related to inclusion and social justice for UGA Student Affairs staff, including integration into ongoing staff training
  - Incorporate a commitment to inclusive excellence in the performance evaluation process for all UGA Student Affairs employees
  - Encourage the engagement of division staff in professional student affairs organizations, learning communities, and other educational programs related to inclusive excellence
- Increase recruitment, hiring, retention, and advancement opportunities of a diverse UGA Student Affairs staff
  - Assess annually the diversity of staff at divisional, departmental, and intradepartmental levels
  - Assess regularly the perspectives of diverse staff related to work environment
Utilize data from staff assessment to create and implement a recruitment and retention plan for staff from under- and non-represented groups

Pursue opportunities to promote UGA Student Affairs and its inclusion-related initiatives to diverse regional, national, and international audiences

**Enhancing the Student Learning Environment**

As a significant contributor to student learning at UGA, Student Affairs seeks to enhance its ability to offer significant learning experiences both inside and out of the classroom that impact all dimensions of student growth and development. We champion that learning happens throughout the whole college environment. We believe that in order to do this effectively, we must be responsive to the current and emerging UGA student profile in order to provide those opportunities that support student success and wellbeing. UGA Student Affairs is in a unique position to be a leader in its experiential learning curricula and thus, be well known as a principal hands-on learning laboratory.

- Provide significant learning experiences that promote institutional learning priorities
  - Integrate the Pillars of Student Success learning and development framework throughout UGA Student Affairs
  - Prepare staff to effectively facilitate student learning

- Enhance programs and services designed to positively impact institutional measures of success
  - Utilize institutional and departmental data to better understand how UGA Student Affairs programs and services impact institutional measures of success
  - Assess and modify division programs and services to enhance contributions to institutional measures of success

- Deliver programs and services that address the current and emerging student profile
  - Utilize institutional data sets and national research to better understand current and emerging student populations
  - Standardize data collection and assessment practices across UGA Student Affairs to better understand students engaging in division programs and services
  - Adapt programs and services to address the needs of all students

- Establish UGA Student Affairs as a principal laboratory for research and experiential learning opportunities
  - Identify and pursue research questions that advance the work of UGA Student Affairs
  - Serve as a host-site for faculty and student research initiatives
  - Expand opportunities for students to receive academic credit for experiential learning opportunities offered in the division
  - Identify and develop opportunities for student internships and field experience
  - Assume an integral role in implementing UGA’s undergraduate minor in student affairs leadership

**Advancing Strategic Partnerships**

*UGA Student Affairs must be strong partners in the University’s endeavor to educate whole students. This requires us to think critically about the strengths we contribute toward achieving UGA’s mission and then to pursue partnerships that align with our vision and values, to commit resources towards these efforts, and to strengthen our existing partnerships within the division and beyond to amplify the collective work of the institution.*

- Establish and strengthen academic partnerships that enhance the learning environment
  - Develop an integrated network of faculty, academic advisors, and student affairs staff to promote student learning and success
  - Increase faculty involvement in experiential learning opportunities offered by UGA Student Affairs
Bolster relationships with college and school leadership to advance institutional initiatives

Engage in partnerships that advance UGA’s research agenda
- Connect student and faculty research interests with UGA Student Affairs research needs
- Incentivize faculty involvement in research that enriches the work of the division
- Collaborate with faculty and colleagues across the nation to engage in multi-institutional research

Strengthen partnerships across UGA Student Affairs and the institution to leverage resources
- Establish systematic mechanisms to share expertise and minimize duplication of efforts within the division
- Assume an integral role in connecting graduate students interested in the student affairs profession with assistantships designed to enrich student learning and advance the work of the division
- Engage departments across the institution in professional enrichment opportunities that provide opportunities for collaborative learning

Expand relationships with external partners to advance the mission of UGA Student Affairs
- Strengthen relationships with community stakeholders with a vested interest in the success and well-being of UGA
- Bolster partnerships with community agencies that provide students with opportunities for civic engagement
- Cultivate corporate and philanthropic partnerships that provide support for programs, services, and facilities

**Promoting the Impact of UGA Student Affairs**

*UGA Student Affairs works to enhance the learning environment for students and should communicate our efforts in doing so with a broad and diverse audience. Sharing who we are, the values we hold, our mission-driven efforts, and our accomplishments educates those unfamiliar with our work and builds awareness of and attention to the important role we play both institutionally and beyond. We seek to be a recognized national leader in the student affairs profession.*

Emphasize the shared values and vision of UGA Student Affairs
- Revise the division’s mission statement to succinctly and cogently communicate the purpose of UGA Student Affairs
- Incorporate contributions to the division’s mission in the performance evaluation process for all UGA Student Affairs staff
- Ensure the division’s mission and priorities direct the allocation of resources
- Celebrate individual and departmental contributions to UGA Student Affairs vision, mission, and values

Establish coordinated and effective communications efforts across the division
- Develop and execute a division-wide integrated marketing and communications style guide
- Establish systematic mechanisms to inform division staff of events, policies, issues, and developments that affect students and UGA Student Affairs
- Expand placement and frequency of messages designed to inform and influence stakeholders about division successes and issues impacting students and UGA Student Affairs
- Utilize student voices to shape and disseminate UGA Student Affairs messaging
- Utilize data to share the impact of UGA Student Affairs programs and services

Enhance local, regional, and national recognition of UGA Student Affairs
- Increase staff involvement in professional organizations
- Establish systematic mechanisms to nominate exemplary programs, services, facilities, and staff for awards and recognition
- Increase contributions to literature relevant to the field of student affairs

*Last updated 6/3/2015*
Ensuring the Long-Term Success of UGA Student Affairs

UGA Student Affairs is strong. Our long-term success is characterized by our efforts to expand private philanthropic support of our thriving programs and services, fortify our infrastructure in ways that advance our ability to provide the very best facilities, technological systems, and efficient operations, and invest in our talented staff to enhance performance. We pursue excellence at every step to secure our future success together.

- Strengthen individual and corporate private support of UGA Student Affairs
  - Establish and maintain a culture where all staff members embrace their role in contributing to the division’s development efforts
  - Increase the amount of financial contributions and number of donors supporting the division
  - Sustain affinity for UGA Student Affairs through intentional alumni engagement
  - Increase student engagement in UGA Student Affairs development and fundraising efforts

- Invest in a sustainable infrastructure that advances the work of UGA Student Affairs
  - Maintain and create high-quality facilities that promote student success
  - Integrate existing and innovative technology solutions to maximize productivity and capacity
  - Develop and implement programs and processes to improve operational efficiencies, revenue streams, and services

- Cultivate high-performing personnel
  - Enhance recruitment efforts to obtain high-potential staff members
  - Assess staff needs and professional fulfillment on a regular basis
  - Invest in the continued growth and development of staff throughout UGA Student Affairs
  - Incentivize and reward creativity, innovation, and significant contributions to the mission of the division
  - Promote advancement opportunities for high-performing staff