Strategic Plan

VISION
The Division of Student Life will lead our profession by providing innovative programs and services for the technological research university of the 21st century. Georgia Tech students will be strategically positioned to lead, influence, and contribute to their communities locally, nationally, and globally for the improvement of the human condition.

MISSION
The Division of Student Life is committed to enriching the academic, personal and professional growth of all Georgia Tech students.

CORE VALUES
As the Division of Student Life at Georgia Tech, we value:

Excellence
We believe excellence is achieved through collaboration, innovation, and an entrepreneurial spirit. We are committed to the continuous improvement of our organizations, and the professional development of our staff.

Integrity
We model integrity by upholding the highest standards and principles that guide our profession - demonstrating professionalism, ethical conduct, and accountability in all programs and services.

Leadership
We prepare Georgia Tech students for the leadership roles they will assume in our global society. This is accomplished through intentional learning, sound academic inquiry and active reflection. We provide opportunities to develop the leadership competencies that will allow students to create meaningful change in their respective communities.

Empowerment
We enable students to take an active role in influencing institutional, local, national and global matters. We empower them to advocate for themselves, their community and the rights of others.

Integrated Learning
Learning is a transformative process that integrates knowledge and experiences both inside and outside of the classroom. In alignment with the Institute’s values we facilitate faculty-student engagement, encourage experiential learning, cultivate the arts, and embrace new technology - making every experience a learning opportunity.

Updated August 2015
Inclusive Community
Student learning occurs best in communities that value diversity and inclusion. We strive to create and support an inclusive community that encourages civility, compassion, discussion, debate, and expression where everyone is treated with respect and dignity.

Total Student Experience
The collegiate experience has a unique and significant influence on personal growth and development. We are committed to the development of the total student in all aspects of intellectual, personal, and professional growth in the environment in which they live, learn, work, and play.

STRATEGIC GOALS FOR STUDENT LIFE

Goal 1: Enrich the student experience by creating a collaborative community that fosters a balanced and purposeful life.

- **Strategy:** Expand the reach of Student Life services and program offerings
  - **Tactics:**
    - Collect data from students to determine desired hours of operation for student services conducted by Student Life
    - Review each department’s hours of operation within the Division and the ability to meet the students’ needs while maintaining staff work/life balance and budget
    - Identify and assess undergraduate and graduate students we are currently not reaching/serving
    - Identify and assess Tech parents, faculty, and external customers to determine if their needs are being met through our service and program offerings

- **Strategy:** Lead in student life programming for students
  - **Tactics:**
    - Assess students to determine voids or gaps in current programs
    - Identify opportunities to collaborate with Residence Life, Student Center and Student Center Programs Council and also to inventory any program overlap
    - Create and maintain strategically marketed comprehensive programs calendar
    - Strategy: Promote an educator role within the Division to address all aspects of the balanced student (e.g. spiritual, physical, mental and financial)
      - **Tactics:**
        - Assess staff expertise and skills sets
        - Create a speaker’s bureau based on staff expertise/skills
        - Market to student groups and organizations availability of experts and topics
        - Strategy: Partner with academics to increase opportunities for students to interact with faculty
      - **Tactics:**
Identify and conduct programs designed for intentional interaction with students, faculty and staff (Ex. Grand Challenges, Artist in Residency)

- **Strategy:** Promote an appreciation for the arts among faculty, staff and students
  - **Tactics:**
    - Develop and expand the Office of the Arts
    - Collaborate with the Georgia Tech Council of the Arts to promote programs which engage the students, faculty and staff
    - Strategy: Partner with campus constituents to develop experiential learning opportunities which complement and strengthen in-classroom learning
  - **Tactics:**
    - Establish benchmarks of current experiential learning collaborations with academics
    - Develop plan to expand on current experiential efforts
    - Seek opportunities to present to academic leaders the effectiveness of experiential programs conducted within the Division

**Goal 2:** Prepare and engage students and staff to lead, learn, and live in a global society.

- **Strategy:** Encourage more intentional involvement in international opportunities and programs
  - **Tactics:**
    - Identify and communicate all possible opportunities available
    - Expand Spring Break Alternative programs
    - Collaborate within SA to develop new and expand current international opportunities
    - Expand and enhance local opportunities with global emphasis

- **Strategy:** Partner with Academic Affairs to provide services and support for students abroad as well as international students studying on the GT campus
  - **Tactics:**
    - Benchmark current services/support
    - Partner with Study Abroad/OIE to identify and develop resources to assist in the reintegration/assimilation/debriefing of students
    - Assess international students on campus to identify needed services/support
    - Formalize the exchange of ideas/experiences with Georgia Tech international campuses
    - Increase participation in new and related programs and services through incentives

- **Strategy:** Establish a Division-wide commitment to recruit and retain staff members of diverse backgrounds
  - **Tactics:**
    - Division will facilitate the development and implementation of policies and practices to recruit and retain diverse staff in each department
    - Division will seek to recruit qualified and diverse applicants by leveraging professional organizations and other institutions that serve a diverse audience

*Updated August 2015*
Division will include multicultural competence within each job description and job announcement.
Cabinet members and supervisors will be required to obtain an advanced level of multicultural competence than those they supervise.

**Strategy:** The Division will create a welcoming, accessible, and affirming environment where students and staff of all cultures feel safe to share all aspects of their identity.

**Tactics:**
- Implement the Student Affairs Strategic Plan
- Implement the Multicultural Competence Strategic Plan

**Goal 3:** Champion diversity, community, and the celebration of tradition that promotes an inclusive environment.

**Strategy:** Identify the needs and wants of our diverse community of students.

**Tactics:**
- Conduct initial review to benchmark current programs and services— which address or could address diversity initiatives
- Utilize assessment data where possible to identify campus climate and help define student needs
- Once student needs identified, develop and implement appropriate plan
- Implement MC Strategic Plan

**Strategy:** Increase multicultural competence in all departments

**Tactics:**
- Each department will set attainable and progressive short-term and long-term goals yearly
- Identify resources to support departmental excellence based on assessment of department’s progress in achieving it’s goals
- Division will recognize and celebrate those individuals or departments that fully participate in the Divisions’ multicultural mission

**Strategy:** Support Multicultural programming that encourages student and staff participation

**Tactics:**
- All current programs and services will be reviewed to assess multicultural content
- The Division’s communication and marketing material will promote and reflect diversity within our physical and virtual environments
- The Division will conduct at least one Division-wide program each year contributing to Division and/or campus multicultural efforts
- Implement MC Strategic Plan

**Strategy:** Develop standards for Division programs to address diversity

**Tactics:**
- Establish goals and learning outcomes prior to event/program and incorporate during the event/program
- Determine the extent to which goals and outcomes are met
- Include the results of our assessment goals and outcomes in our yearly assessment report

*Updated August 2015*
Goal 4: Challenge and empower students and staff to be responsible citizens who contribute to their communities and profession through leadership and service.

- **Strategy:** Integrate leadership development throughout the Division’s services and programs
  - **Tactics:**
    - Expand current leadership minor through additional tracks and subject areas
    - Collaborate within Student Life and reach out to other campus departments to develop new and expand current leadership opportunities
- **Strategy:** Encourage and support staff to actively participate and lead in their professional organizations
  - **Tactics:**
    - Identify and publicize internal (i.e. campus) and external opportunities including organizations, conferences, institutes and committees in which staff can be engaged
    - Create incentives for staff to participate in professional organizations
    - Recognize those currently serving in leadership positions
    - Identify which core competencies may be met through professional participation
    - Provide venue for staff to share experiences and knowledge gained through professional development opportunities
- **Strategy:** Develop opportunities for the campus community to participate together in civic engagement
  - **Tactics:**
    - Identify opportunities for the campus community to work together for civic engagement
    - Division sponsorship of and participation in at least two “high visibility” events
    - Intentional marketing to promote these community engagement events
    - Identify events that may also serve as an opportunity for staff to enhance their core competencies

Goal 5: Lead the profession of Student Life by advancing innovative programs, services and staff development in pursuit of institutional excellence.

- **Strategy:** Hire and retain professionals to support the growing needs of the Division
  - **Tactics:**
    - Identify growing staff needs by conducting Department program reviews.
    - Establish a work environment that is supportive of the whole person and allows flexibility and innovation in the way work gets done
    - Benchmark peer and aspirational institutions and/or known Student Life leading institutions in order to identify national staffing trends in programs and services

*Updated August 2015*
- Develop recognition program that demonstrates staff are valued within the Division
- Benchmark peer and aspirational institutions to identify comparable staff positions and associated salary ranges

**Strategy:** Provide and support training opportunities and resources for staff to develop and enhance their skills
  - **Tactics:**
    - Identify the criteria for basic, intermediate and advanced competencies for Student Life professionals
    - Assess staff’s current level of awareness/knowledge/skill for accepted competencies in Student Life and Multicultural Competence
    - Incorporate multicultural competencies within the overall professional competencies plan for staff
    - Based upon assessment, identify needs and seek/schedule training classes including professional development opportunities to meet these needs
    - Educate staff to the benefits and values of participating in training and professional development opportunities
    - Encourage and support staff to continue their education

**Strategy:** Collaborate with internal and external partners to develop opportunities that will help the Division in its pursuit of institutional effectiveness
  - **Tactics:**
    - Benchmark peer and aspirational institutions and/or known Student Life leading Institutions to identify potential innovative programs and services
    - Conduct departmental program reviews to identify the current state of the operation; identify opportunities for growth and improvement; address staffing needs and recognize successful programs and services
    - Identify incentives to award individuals, teams or departments who provide new, updated or collaborative programs which address the Division’s/Institute’s goals
    - Collaborate with other departments to help obtain additional resources