

Diversity and Inclusion Excellence – Unit Planning Template Instructions

Unit Name: Division of Student Affairs

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Timeline and Steps for Developing Unit Diversity and Inclusive Excellence Goals

August 2021	Identify your planning team
Sept 1, 2021	Receive final UGA Diversity and Inclusive Excellence Goals
Sept 2021– May 2022	Engage Team to identify Unit Diversity and Inclusive Excellence Goals • Review Unit-level 2025 Strategic Plan and existing Diversity Plan, if separate, for alignment • Develop aligned Diversity and Inclusive Excellence Goals • Identify KPIs and Data Sources for each Goal • Identify Baseline and Annual Targets for each KPI
June 1, 2022	Submit Draft Goals to Offices of Provost and President for feedback
August 1, 2022	Receive feedback
Sept 1, 2022	Incorporate final D&I Goals into Strategic Plan tool
Sept 1, 2023	Report on D&I Goals as part of Strategic Planning process

UGA Diversity & Inclusive Excellence Goals

Building an Inclusive Living/Learning Environment that Supports Access and Success for Diverse Students

1. Increase enrollment of underserved students at undergraduate and graduate levels
2. Increase need-based student scholarships for undergraduate and graduate education
3. Expand resources to promote inclusive learning environments
4. Expand mentorship for underserved students

Recruiting and Retaining a Diverse Workforce to Advance Our Mission in the 21st Century

1. Increase the number of underserved faculty, staff, postdoctoral fellows, graduate assistants, and student workers
2. Expand community building programs and activities for faculty, staff, graduate assistants, and postdoctoral fellows, with a particular focus on underserved populations
3. Expand support and recognition for faculty and staff diversity and inclusion efforts

Expanding Partnerships and Outreach to Strengthen Diverse Communities

1. Increase institutional visibility in the educational pipeline of underserved communities
2. Build awareness of partnerships and outreach with diverse communities
3. Expand experiential learning opportunities for students in rural Georgia and other underserved areas
4. Improve and expand communications with community partners regarding the university's diversity and inclusive excellence commitment

Inclusive Excellence Priority I: Building an Inclusive Living/Learning Environment that Supports Access and Success for Diverse Students

University Inclusive L/L Environment Goal #1: Increase enrollment of underserved students at undergraduate and graduate levels

Unit Goal 1: Increase access to and engagement in Student Affairs services and experiences by students from underserved populations.

Key Performance Indicator 1: Students from underserved populations participating in engagement opportunities through Student Affairs.

Data Source: Involvement Network

Annual Targets:

FY2022 Baseline	Assess current participation numbers of underserved student populations in Student Affairs programming.
FY2023	Consultation with the current DEI Student Advisory Board on types of programming students would like to implement or continue. Implement programming throughout Student Affairs division.
FY2024	Assess participation of underserved populations from previous years programming and discuss with advisory board for improvements.
FY2025	Refine opportunities for underserved populations for participation in engagement opportunities.

Key Performance Indicator 2: Support services that improve well-being for students from underserved populations.

Data Source: Departmental Data Collection

Annual Targets:

FY2022 Baseline	Develop metrics to determine if a well-being support service is meeting the needs of a diverse population.
FY2023	Assess well-being services against established metrics. Recommend and implement improvements that will better support diverse populations.
FY2024	Identify gaps and inefficiencies in well-being services for students from underserved populations. Recommend and implement improvements based on this assessment.
FY2025	Refine well-being support services for underserved student populations.

University Inclusive L/L Environment Goal #2: Increase need-based student scholarships for undergraduate and graduate education

Unit Goal 2: Increase financial support available for and accessed by students from underserved populations to support campus engagement, including student pay, scholarships, and funding to support universal design technology.

Key Performance Indicator 1: Scholarship opportunities created for undergraduate and graduate engagement. Increasing the VP for Diversity Fund.

Data Source: Student Affairs Development Data

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Annual Targets:

FY2022 Baseline	Assess where the unit exists pertaining to scholarships and funding opportunities for underserved populations Assess existing funding sources and scholarship options, and create an inventory to communicate to students.
FY2023	Increase scholarships by 3% over the baseline target.
FY2024	Increase scholarships by 4% over the baseline target.
FY2025	Increase scholarships by 5% over the baseline target.

Key Performance Indicator 2: Funding toward student pay, student engagement, and universal design technology.

Data Source: Student Affairs Finance

Annual Targets:

FY2022 Baseline	Assess where the unit exists pertaining to funding opportunities for underserved populations Assess existing funding sources and create an inventory to communicate to students.
FY2023	Increase funding associated with underserved student populations (Ex. Student Diversity Fund, International Student Emergency Fund, etc.)
FY2024	Assess the funding opportunities offered and determine areas for improvement.
FY2025	Refine and improve funding model.

University Inclusive L/L Environment Goal #3: Expand resources to promote inclusive learning environments

Unit Goal 3: Expand learning experiences across Student Affairs and with campus partners that facilitate enhanced understanding of DEIB.

Key Performance Indicator 1: Development of educational programs for students and Student Affairs staff.

Data Source: Involvement Network, PEP

Annual Targets:

FY2022 Baseline	Review current student, organization, and staff training resources related to DEIB. Benchmark peer and aspirational institution DEIB educational offerings.
FY2023	Launch targeted DEIB educational offerings for students and Student Affairs staff to increase overall cultural competency.
FY2024	Full launch targeted DEIB educational offerings for students and Student Affairs staff to increase overall cultural competency.
FY2025	Assess and Refine DEIB educational offerings and make necessary improvements for effectiveness and efficiency. Outsource the review process in examining the recognition efforts towards promoting DEIB efforts.

University Inclusive L/L Environment Goal #4: Expand mentorship for underserved students

Unit Goal 4: Enhance peer mentorship for students and staff from underserved populations.

Key Performance Indicator 1: Students and Staff participating in peer mentorship opportunities.

Data Source: Involvement Network, Department Participation Logs

Annual Targets:

FY2022 Baseline	Research and assess peer mentorship frameworks.
FY2023	Establish peer mentoring model for students and staff
FY2024	Align all peer mentoring programs with newly created model. Identify opportunities for new peer mentoring programs.
FY2025	Refine and improve peer mentoring model. Outsource the review process in examining the recognition efforts towards promoting DEIB efforts.

Inclusive Excellence Priority II: Recruiting and Retaining a Diverse Workforce to Advance Our Mission in the 21st Century

University Diverse Workforce Goal #1: Increase the number of underserved faculty, staff, postdoctoral fellows, graduate assistants, and student workers

Unit Goal 1: Increase the number of candidates from underserved populations for staff positions at every level within Student Affairs.

Key Performance Indicator 1: Diverse candidate pools for Student Affairs positions.

Data Source: Student Affairs Human Resources Data

Annual Targets:

FY2022 Baseline	Recruit, hire, and train a Talent Manager position for Student Affairs.
FY2023	Review all hiring practices within Student Affairs for potential barriers to achieving the goal of increasing candidates from underserved populations for position openings. Implement identified improvements. Research national best practices and determine the divisions status for creating diverse candidate pools.
FY2024	Review and assess data associated with increasing diverse candidate pools. Identify and implement improvements.
FY2025	Review and assess data associated with increasing diverse candidate pools.

University Diverse Workforce Goal #2: Expand community building programs and activities for faculty, staff, graduate assistants, and postdoctoral fellows, with a particular focus on underserved populations

Unit Goal 2: Foster a sense of belonging and community for staff from underserved populations.

Key Performance Indicator 1: Staff participate in affinity groups through Student Affairs.

Data Source: Student Affairs Human Resources Data

Annual Targets:

FY2022 Baseline	Review and assess best practices for creating affinity groups
FY2023	Create affinity groups.
FY2024	Assess engagement efforts and consult with affinity groups for improvements. Identify and establish new affinity groups.
FY2025	Refine opportunities for engagement for affinity groups

University Diverse Workforce Goal #3: Expand support and recognition for faculty and staff diversity and inclusion efforts

Unit Goal 3: Enhance recognition and appreciation as a division priority, with special attention given toward efforts to promote Diversity, Equity, Inclusion, and Belonging efforts.

Key Performance Indicator 1: Recognition efforts promoting DEIB efforts across the division.

Data Source: Division of Student Affairs

Annual Targets:

FY2022 Baseline	Assess and review current recognition opportunities for the division.
FY2023	Create recognition and appreciation opportunities for Student Affairs staff that promote DEIB efforts
FY2024	Assess and review previous year's recognition efforts and make necessary adjustments.
FY2025	Outsource the review process in examining the recognition efforts towards promoting DEIB efforts.

Inclusive Excellence Priority III: Expanding Partnerships and Outreach to Strengthen Diverse Communities

University Partnerships Goal #1: Increase institutional visibility in the educational pipeline of underserved communities

N/A

University Partnerships Goal #2: Build awareness of partnerships and outreach with diverse communities

Unit Goal 1: Expand and enhance communication on Student Affairs DEIB initiatives and progress.

Key Performance Indicator 1: Comprehensive communication strategy to communicate Student Affairs efforts related to DEIB

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Data Source: Student Affairs digital engagement analytics

Annual Targets:

FY2022 Baseline	Outline a comprehensive communication strategy. Establish Student Affairs ‘Belonging’ website that incorporates UGA and peer institution best practices.
FY2023	Continue implementing the communication strategy. Regularly review and update website for current DEIB initiatives. Assess departmental communication strategies that incorporate DEIB work.
FY2024	Regularly review and update website for current DEIB initiatives.
FY2025	Regularly review and update website for current DEIB initiatives.

University Partnerships Goal #3: Expand experiential learning opportunities for students in rural Georgia and other underserved areas
N/A

University Partnerships Goal #4: Improve and expand communications with community partners regarding the university’s diversity and inclusive excellence commitment

Unit Goal 2: Expand communication of engagement, belonging, well-being, and student success opportunities within Student Affairs for students from underserved populations.

Key Performance Indicator 1: Communication strategies for targeted student populations utilized in recruitment, outreach, and admissions initiatives for undergraduate and graduate students.

Data Source: Website analytics,

Annual Targets:

FY2022 Baseline	Assess and review current communication strategies with community partners regarding DEIB. Identify gaps in communication efforts.
FY2023	Identify targeted populations for increased communication efforts. Create a comprehensive communication strategy to improve communication efforts among targeted populations.
FY2024	Assess and improve communication strategies as needed.
FY2025	Assess and improve communication strategies as needed.