Georgia Regents University Division of Enrollment & Student Affairs participates in annual strategic planning so that the division can clarify goals and focus efforts on meeting strategic priorities. The following plan is the result of collaborated efforts from across the division, Academic Affairs, and the university. This integrated collaborative effort with Academic Affairs allows for the creation of a unified student-centered environment and encourages more holistic student experiences. Through these opportunities, our students are challenged to develop the values which enable them to be actively engaged within the university, the local community, the state, and the nation.

Our strategic plan affirms our mission of developing students to their fullest potential through initiatives which are designed to create opportunities for student growth academically, professionally, and personally. This plan focuses on recommendations for action over the next five years, and is prioritized by year in order to effectively implement changes, assess progress, and evaluate outcomes. This document provides a framework for future divisional planning, guidelines for implementing new initiatives, and recommendations for effectively meeting the needs of our students. This, in turn, allows for flexibility and adaptability as the university, Academic Affairs, and the division continues to morph as we move forward our alignment with the University’s strategic plan, Transition Forward.

EXECUTIVE SUMMARY

Designed by Shawna Underwood, Computer Science Major, Student Assistant in Student Life and Engagement
Mission

The Division of Enrollment & Student Affairs will create transformative and inclusive opportunities for all students through co-curricular experiences, exceptional services, and welcoming environments. We will facilitate intellectual, spiritual, social, career, and cultural development through campus collaborations that promote competence, integrity, and compassion.

Vision

To develop and empower students to be active learners, personally competent, and engaged in their campus, local, and global communities.

Values

- **Collegiality**: Reflected in collaboration, partnership, sense of community, and teamwork.
- **Compassion**: Reflected in caring, empathy, and social responsibility.
- **Excellence**: Reflected in distinction, effectiveness, efficiency, enthusiasm, passion, and quality.
- **Inclusivity**: Reflected in diversity, equality, fairness, impartiality, and respect.
- **Integrity**: Reflected in accountability, ethical behavior, honesty, and reliability.
- **Leadership**: Reflected in courage, honor, professionalism, transparency, and vision.
STRATEGIC PRIORITIES

Below are the five strategic priorities that will define the division over the next years as GRU grows and continues to develop as a research university.

SP I. - Promote Student Engagement and Involvement
SP II. - Build Comprehensive Student Development and Leadership Opportunities
SP III. - Strengthen Student-Centered Services, Operations, and Facilities
SP IV. - Develop our Human Resources to Support Student Success
SP V. - Create Campus and Community Collaborations
SP VI. - Enhance Recruitment and Support for Student Achievement
**SP1 Promote Student Engagement and Involvement**

The Division of Enrollment & Student Affairs is dedicated to creating a comprehensive college experience for students at all phases of their education. Student engagement and involvement provides opportunities for students to become active participants in all aspects of campus life through a diverse range of collaborative interactions with faculty, staff, and peers. Engaged students add to the life of a campus and are more likely to apply what they have learned in the classroom through co-curricular activities.

**SP2 Build Comprehensive Student Development and Leadership Opportunities**

A primary function of Enrollment & Student Affairs is to provide intentional opportunities for students to achieve personal and professional success. Student development and leadership enables the holistic enhancement of student competence, maturity, and autonomy through challenging programs and experiences that help them establish their identity, purpose and integrity. Competent, mature and independent students are better prepared for a lifetime of leadership and service to our campus and communities today and in the future.

**SP3 Strengthen Student-Centered Services, Operations, and Facilities**

It is essential for the Division of Enrollment & Student Affairs to have 21st century facilities that adequately meet the needs of our students and are comparable to peer institutions. The Division will articulate short- and long-term improvement plans to ensure efficient and effective services that fulfill the co-curricular needs of our student population. Through the implementation of excellent operations our departments will enhance direct services to stakeholders while incorporating technology and infrastructure changes to accommodate the needs of the university community.

**SP4 Develop our Human Resources to Support Student Success**

Since people are our most valuable asset; we will ensure that all of our professional staff, student employees and graduate assistants are developed to their fullest potential with continuous training, education, mentoring, communication and assessment. Competent, committed and creative staff will be needed and supported to realize our student success-focused strategic priorities and to align the Division of Enrollment & Student Affairs with GRU’s Mission and Vision as outlined in the Transition Forward strategic plan.

**SP5 Create Campus and Community Collaborations**

The Division of Enrollment & Student Affairs is a collaborative organization that enjoys partnerships with all GRU entities, students’ families, and a diverse array of community organizations to provide the best engagement opportunities for GRU students on all of our campuses. As the heart of any successful partnership is communication, the division will work to develop methods to ensure an open and informed relationship will exist with all stakeholders. The division will serve as a resource for our partners to provide information and assistance with any activities that support student success.

**SP6 Enhance Recruitment and Support for Student Achievement**

The Division of Enrollment and Student Affairs will work to facilitate achievement through the strategic recruitment of qualified students and the establishment of effective communication strategies to keep them engaged and informed. Student success will be enhanced through holistic efforts to support students through recruitment, financial aid, and veterans’ services. Our offices will support the development of financial literacy by educating students on funding options and by assisting with the processes to secure student aid. Military and Veteran Services will provide leadership and mentoring opportunities as well as additional resources that enhance veteran student success.
Linking to TRANSITION FORWARD

Transition Forward, the inaugural strategic plan for Georgia Regents University is the defining document by which the Division of Enrollment & Student Affairs has developed initiatives that will guide us towards fulfilling our destiny as the next great American university. Each goal of Enrollment & Student Affairs directly relates to a strategic priority in Transition Forward. As we aim to become a successfully consolidated research university, Enrollment & Student Affairs will work to ensure that we have developed the infrastructure necessary for future growth as well as diverse and inclusive environments which encourage collaboration. We seek to improve our community by providing opportunities for innovative educational practices that effectively prepare our graduates for future success.

1. **BE A NATIONAL MODEL** for the successful consolidation of two higher-education institutions into one fully integrated and aligned Research University

   1. Manage the transition from two distinct educational institutions to one student-centered research university.
   2. Cultivate a collaborative, enriching work environment that generates open, honest, and constructive communication.
   3. Ensure that facilities and infrastructure fulfill the needs of our academic, athletic, clinical, military outreach and research programs.
   4. Promote access to higher education, in the context of a research university, and respond to the needs of our communities.
   5. Attain national and international recognition as an integrated and innovative university and academic health system.

2. **BE A COMPREHENSIVE RESEARCH UNIVERSITY** that leverages its history of Excellence in health science and medical education with a strong foundation in liberal arts education and professional degrees

   1. Deliver excellent education and training throughout our expanding footprint.
   2. Create, enhance, and sustain programs that prepare graduates for success in a rapidly changing global work place and society.
   3. Provide an environment that promotes innovative education.
   4. Increase student retention, progression, and graduation.
   5. Develop an undergraduate curriculum with a distinctive profile that embraces the principles of liberal arts education as fundamental to all disciplines and that recognizes the values of a culture of intellectual inquiry, creativity, and undergraduate research.
3. **BE A NATIONALLY & INTERNATIONALLY RECOGNIZED LEADER** in research, discovery, and scholarship

   i. 1. Support a culture of collaboration and interdisciplinary research, discovery, and scholarship.
   
   ii. 2. Foster novel research and creative activities that lead to discoveries with significant academic, therapeutic and economic impact.

   iii. 3. Lead in training, attracting, and retaining highly qualified researchers and scholars from diverse backgrounds.

   iv. 4. Promote a culture of undergraduate and graduate student research.

   v. 5. Practice distinction in biomedical research and health science education.

4. **PROVIDE SERVICE** to the local, state, national, and global communities

   i. 1. Partner with our constituent communities and regional health care assets to leverage coordinated inter-professional care and empirically-based expertise.

   ii. 2. Provide scholarly service and leadership in local, state, national, and international venues.

   iii. 3. Engage in service that demonstrates a sustained commitment to diversity and inclusion.

   iv. 4. Demonstrate excellence in patient care by developing high-quality, culturally appropriate, cost-effective patients- and family-centered health care.

5. **OPTIMIZE OUR POTENTIAL** as a whole through greater efficiency, effectiveness and productivity supporting strategic growth and development

   i. 1. Optimize leadership, faculty, and staff recruitment, retention, productivity, and engagement.

   ii. 2. Develop innovative employee-sensitive policies, practices, and programs that establish GRU as an employer of choice.

   iii. 3. Enhance the effectiveness and efficiency of the enterprise’s administrative, academic, student services, and clinical infrastructure, systems, and processes to maximize the stewardship of all resources.

   iv. 4. Efficiently use existing resources and identify new resources to meet our current and future needs.

   v. 5. Advance a coordinated philanthropic strategy to increase and enhance fundraising activities supporting all aspects of the enterprise.

6. **DIVERSITY AND INCLUSION** across all missions

   iv. 1. Develop practices and policies of inclusivity that are implemented and embraced across the enterprise.

   iv. 2. Facilitate ongoing cultural competency development.

   vi. 3. Enhance efforts to reduce population disparities.

   LEGEND

   **SP I.** Promote Student Engagement and Involvement
   
   **SP II.** Build Comprehensive Student Development and Leadership Opportunities
   
   **SP III.** Strengthen Student-Centered Services, Operations, and Facilities
   
   **SP IV.** Develop our Human Resources to Support Student Success
   
   **SP V.** Create Campus and Community Collaborations
   
   **SP VI.** Enhance Recruitment and Support for Student Achievement
Promote Student Engagement and Involvement

The Division of Enrollment & Student Affairs is dedicated to creating a comprehensive college experience for students at all phases of their education. Student engagement and involvement provides opportunities for students to become active participants in all aspects of campus life through a diverse range of collaborative interactions with faculty, staff, and peers. Engaged students add to the life of a campus and are more likely to apply what they have learned in the classroom through co-curricular activities.
GOALS

A. Increase the number of and membership in active student organizations
B. Develop an intentional plan to increase student engagement on campus and in the community
C. Enhance record-keeping efforts to document student engagement
D. Partner with student leaders, faculty, and staff to create marketing and outreach efforts for engagement
E. Create more opportunities for participation in peer-led initiatives

INITIATIVES

A. Create interdisciplinary student organizations such as honor societies for freshmen and sophomores, residence hall associations, or recreational sports councils that promote leadership, academics, and engagement
B. Streamline the process to create and register student organizations
C. Partner with the Institute for Public and Preventive Health to create, implement, and track participation in civic engagement opportunities
D. Create professional and academic student organizations
E. Examine the feasibility of expanding fraternities and sororities
F. Create opportunities for faculty to affect student engagement through serving as an advisory role in student organizations
G. Increase partnership in GRU Day of Service
H. Identify students who utilize the Wellness Center in order to track their engagement and academic success
I. Create recognition programs for students, faculty, and staff that reward them for encouraging students to lead and participate in the campus and local community
J. Define student engagement as distinguished from participation and create opportunities for student involvement
K. Collaborate with academic departments and others to enhance cultural and educational programming
L. Develop a communication plan that focuses on direct marketing efforts for student engagement and enhances a culture of awareness

STUDENT LEARNING OUTCOMES

Students will:
1. Directly contribute to their communities as engaged members
2. Reflect upon experiences to create meaning and significance
3. Develop or realize growth in personal and social responsibility
Build Comprehensive Student Development and Leadership Opportunities

A primary function of Enrollment & Student Affairs is to provide intentional opportunities for students to achieve personal and professional success. Student development and leadership enables the holistic development of student competence, maturity, and autonomy through challenging programs and experiences that help them establish their identity, purpose, and integrity. Competent, mature and independent students are better prepared for a lifetime of leadership and service to our campus and communities today and in the future.
GOALS
A. Develop a comprehensive leadership program
B. Empower students to create and participate in governance and policy development
C. Enhance the training experience for student organization leaders
D. Expand the fall freshmen orientation program
E. Develop programs to support first-year transition
F. Establish a student employee training and development program
G. Create opportunities and structures for student-led judicial programs

INITIATIVES
A. Collaborate with colleges and programs to enhance the leadership development program for graduate and professional students
B. Encourage students to create governance or advocacy councils such as intramural advisory boards, recreation councils, or student health councils
C. Create a training program for new officers in student organizations which occurs on a recurring basis each semester
D. Provide ongoing training for student orientation leaders
E. Develop a programming model that meets the needs of undergraduate and graduate students
F. Design and implement leadership programs that focus on potential or new students, freshmen/sophomores, graduate and professional students, and upper class undergraduates
G. Develop peer mentor program to support the transition process for first-year students
H. Create a living and learning leadership community for new freshmen
I. Create a division wide training program for specific student employees such as resident assistants, student managers, orientation leaders, intramural officials, and peer mentors
J. Increase awareness of and promote opportunities in leadership organizations
K. Create a residential life student conduct board
L. Develop a judicial branch of student government to create an undergraduate honor code, and to address ethical and behavioral violations

STUDENT LEARNING OUTCOMES

Students will:
1. Exhibit personal and professional competence and maturity
2. Act autonomously when making decisions
3. Develop or realize growth in their sense of personal identity
4. Develop the non-cognitive skills essential for success following graduation
Strengthen Student-Centered Services, Operations, and Facilities

It is essential for the Division of Enrollment & Student Affairs to have 21st century facilities that adequately meet the needs of our students and are comparable to peer institutions. The Division will articulate short- and long-term improvement plans to ensure efficient and effective services that fulfill the co-curricular needs of our student population. Through the implementation of excellent operations our departments will enhance direct services to stakeholders while incorporating technology and infrastructure changes to meet the needs of the university community.
GOALS
A. Systematically review and implement new technologies to support student services
B. Create processes for systematic review of the delivery of existing student services
C. Expand and enhance student service venues to add capacity, promote recruitment efforts, and accommodate expected growth in enrollment
D. Expand and enhance facilities which effectively meet the needs of our increased enrollment

INITIATIVES
A. Each department will develop a plan that assesses the incorporation of technology as a delivery mode
B. Conduct assessments to determine baselines and plan for future needs
C. Enrollment & Student Affairs will undertake a strategic planning process for student facilities in conjunction with the campus master planning process
D. Collaborate to refurbish or renovate existing facilities and create new ones for an enhanced student experience
E. Students will be actively involved in all aspects of planning within each department
F. Enrollment & Student Affairs will collaborate with GRU Facilities, GRU Finance, and the Board of Regents to develop a new plan for housing that incorporates enrollment growth for the next 5-7 years
G. Student health services and counseling will work towards gaining accreditation from their respective accrediting agencies
H. Develop, in collaboration with academic departments, and enrollment management, an academic support services center for students at all levels of their educational career

STUDENT LEARNING OUTCOMES
Students will:
1. Gain experience in facilities planning, designing and the development of student-centered facilities
2. Contribute to the assessment and development of student services that incorporate technology
3. Participate in the assessment and choice selection of IT infrastructure
Develop our Human Resources to Support Student Success

Since people are our most valuable asset; we will strive to ensure that all of our professional staff, student employees and graduate assistants are developed to their fullest potential with continuous training, education, mentoring, communication and assessment. Competent, committed and creative staff will be needed and supported to realize our student success-focused strategic priorities and to align the Division of Enrollment & Student Affairs with GRU’s Mission and Vision as outlined in the Transition Forward strategic plan.
**GOALS**

A. Create professional development / training opportunities for student services and academic staff related to student engagement and development  
B. Create opportunities for upward mobility and professional development through staff training initiatives  
C. Establish a comprehensive professional development program for staff to enhance skills through continuing education, mentoring, and opportunities for feedback  
D. Encourage participation in programs and initiatives that allow for student, staff, and employee input

**INITIATIVES**

A. Create educational opportunities for staff and employees to further professional knowledge regarding contemporary issues in Enrollment & Student Affairs  
B. Implement a professional development program which utilizes collaborative efforts from all major stakeholders in the university  
C. Develop a professional portfolio program for students and staff that encompasses professional goals, tactics, and learning outcomes  
D. Develop a set of professional standards for students, faculty, and staff within our division

**STUDENT LEARNING OUTCOMES**

**Students will:**

1. Gain a better understanding of their own job performance as well as others through participation in holistic assessment activities  
2. Understand how to use assessment to choose personal development opportunities for growth and enhancement  
3. Develop a professional portfolio for themselves to use in future endeavors, and mentor other students in this process
Create Campus and Community Collaborations

The Division of Enrollment & Student Affairs is a collaborative organization that enjoys partnerships with all GRU entities, students’ families, and a diverse array of community organizations to provide the best engagement opportunities for GRU students on all of our campuses. As the heart of any successful partnership is communication, the division will work to develop methods to ensure open and informed relationships exist with all stakeholders. The division will serve as a resource for our partners to provide information and assistance with any activities that support student success.
GOALS

A. Develop comprehensive Enrollment & Student Affairs communications and marketing programs that allow for effective communications within the department, university system, and the greater community
B. Provide opportunities for active participation in collaborations for students, faculty, and staff
C. Design networks for students and stakeholders to freely exchange information through social media, forums, and other public events
D. Create programs that explore and educate on issues relating to health and wellness
E. Increase awareness of potential partnerships and opportunities for collaboration within the campus and local communities
F. Build relationships through heightened communications with available resources both on and off campus

INITIATIVES

A. Develop a Enrollment & Student Affairs Divisional Newsletter for information sharing, and marketing of services and opportunities both internally and externally
B. Create an inventory of all potential GRU and community committees, councils and forums to facilitate and account for participation by Enrollment & Student Affairs staff and employees
C. Establish a biannual Enrollment & Student Affairs public forum
D. Create more partnerships in the community such as Heart Walk, Relay for Life, etc.
E. Enrollment & Student Affairs will lead the effort with other campus departments to develop Healthy Campus 2020 programs
F. Create and sponsor a “themed” service project every year (or semester) which will be collaborative between academic departments and student organizations
G. Partner with Alumni Affairs, Academic departments, and other campus groups to create opportunities for collaboration during orientations
H. Enhance the UV Connections program to positively impact student retention and graduation rates
I. Design an awareness campaign that promotes the CARE system
J. Develop a comprehensive Student Health Strategic Planning Committee for long-term planning
K. Develop means to target communications with academic departments and the greater community to increase awareness of upcoming programming and events
L. Develop marketing plans to increase attendance at theatre events

STUDENT LEARNING OUTCOMES

Students will:
1. Utilize communicative skills and gain marketing experience
2. Obtain leadership experience through active participation in GRU committees, councils, and boards
3. Gain experience in programming by participating in Enrollment & Student Affairs Forum planning
4. Actively contribute to their campus and local communities through a variety of meaningful relationships
Enhance Recruitment and Support for Student Achievement

The Division of Enrollment and Student Affairs will work to facilitate achievement through the strategic recruitment of qualified students and the establishment of effective communication strategies to keep them engaged and informed. Student success will be enhanced through holistic efforts to support students through recruitment, financial aid, and veterans’ services. Our offices will support the development of financial literacy by educating students on funding options and by assisting with the processes to secure student aid. Military and Veteran Services will provide leadership and mentoring opportunities as well as additional resources that enhance veteran student success.
GOALS
A. Increase freshmen, transfer, and graduate student applications and acceptance
B. Develop effective and personal communication plans for recruitment
C. Improve and increase efficiency in academic admissions operations
D. Design processes and train staff to facilitate the accurate and timely disbursement of student aid
E. Streamline process to allow more students the opportunity to apply for scholarships
F. Broaden resources, support, and participation in services for our veteran, military and associated student populations

INITIATIVES
A. A strategic university wide recruitment plan will be written and implemented to enhance all efforts to increase inquiries, applications, admits, and enrollments
B. Primary regional recruiters will be assigned areas to focus on high schools and college fairs in that region and supported by a secondary regional recruiter to assist with additional outreach and events
C. More recruitment events will be staged and executed in our primary and secondary markets to engage students where they live and increase brand awareness
D. Relationships with our high school counselors and stakeholders will be strengthened through more outreach and personal visits to their campus locations and increased events for their participation at GRU
E. Hobsons Connect will be utilized to develop an effective communication flow and increase the number and types of communication sent to students and parents
F. Develop collaborative opportunities for college faculty and staff to participate in recruitment activities and programming
G. Foundation scholarship and endowment opportunities will be available to all eligible students by providing application through the admission process
H. Financial Aid processes and guidelines will be reviewed and adjusted to better serve our students and to accurately and timely disburse federal aid
I. Events and engagement activities will be developed to promote our Military and Veteran Services and showcase the services available for the support of our military and veteran student population

STUDENT LEARNING OUTCOMES
Students will:
1. Acquire financial literacy skills through the programing offered through the Financial Aid department
2. Develop leadership and mentoring skills by participating in work-study opportunities through our Military and Veteran Services office
3. Gain real work experience and develop their resume by working on campus through the federal work-study program
GEORGIA REGENTS UNIVERSITY
SEE TELL SOMEONE
GRU CARES.
If you or someone you know is in a distressing situation, support is available.

Safety concern? Dial 706-721-3911 to contact GRU’s 24-hour Public Safety Emergency line.

Medical emergency? Dial 911 before calling the university’s emergency line.

Non-emergency incident? File an anonymous report at gru.edu/grucares

SEE TELL SOMEONE
Gru.edu/GRUcares
JOIN US OCTOBER 10 & 11, 2014, TO CELEBRATE OUR INAUGURAL GRU PARENT & FAMILY WEEKEND, A SPECIAL CAMPUS-WIDE EVENT CREATED JUST FOR GRU FAMILIES.

SPEND THE WEEKEND WITH YOUR STUDENT, HAVE FUN, AND LEARN MORE ABOUT THE GEORGIA REGENTS UNIVERSITY EXPERIENCE.

Family Weekend includes a full schedule of programs:

- A campus BBQ hosted by the GRU Alumni Association
- Academic experiences
- Social activities
- Information sessions
- And most importantly, making special memories with your GRU student

For more information, visit greg.edu/parents or email dean@students@gru.edu.