

STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT

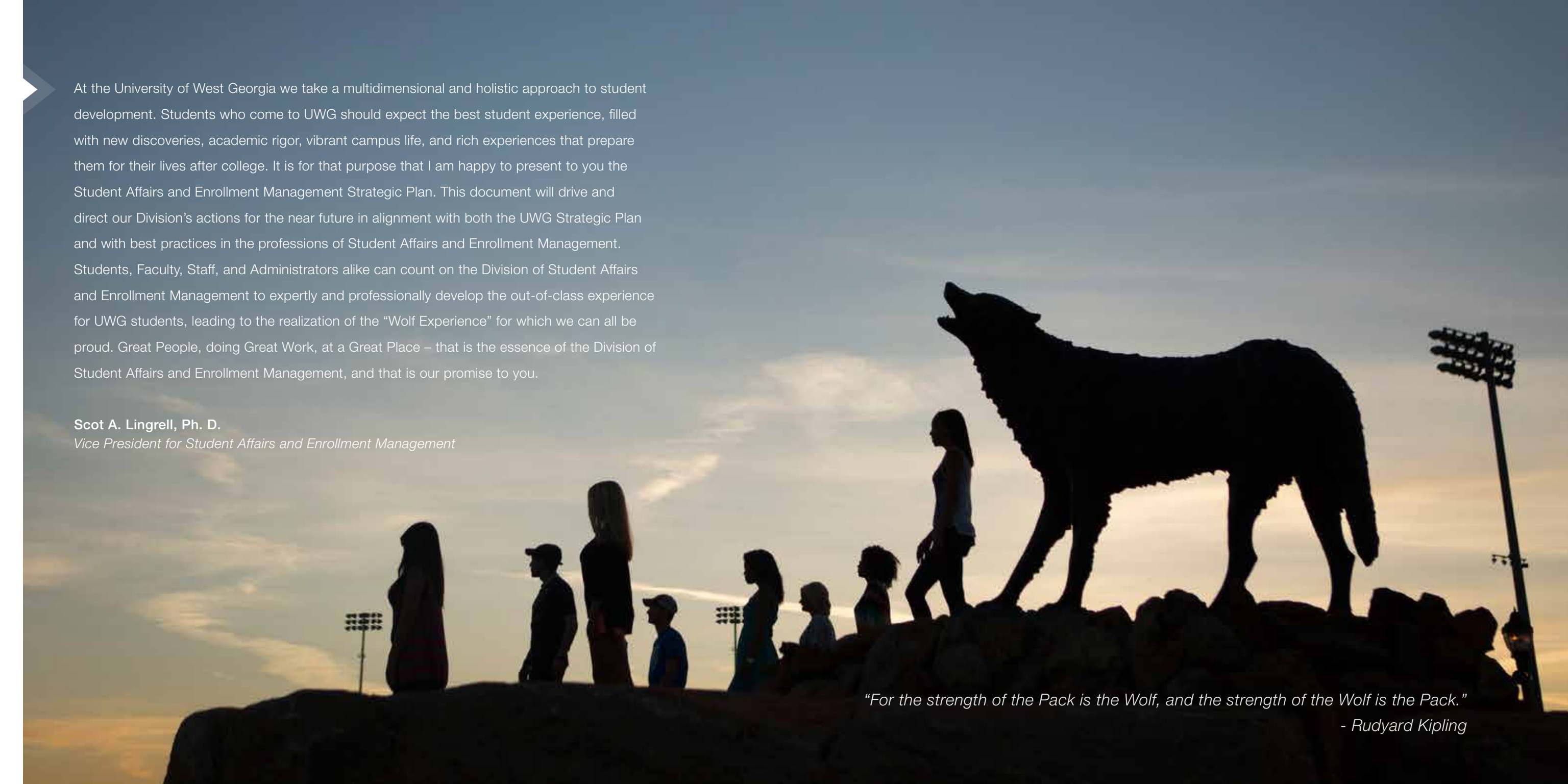
# Strategic Plan <sup>2015-2021</sup>



At the University of West Georgia we take a multidimensional and holistic approach to student development. Students who come to UWG should expect the best student experience, filled with new discoveries, academic rigor, vibrant campus life, and rich experiences that prepare them for their lives after college. It is for that purpose that I am happy to present to you the Student Affairs and Enrollment Management Strategic Plan. This document will drive and direct our Division's actions for the near future in alignment with both the UWG Strategic Plan and with best practices in the professions of Student Affairs and Enrollment Management. Students, Faculty, Staff, and Administrators alike can count on the Division of Student Affairs and Enrollment Management to expertly and professionally develop the out-of-class experience for UWG students, leading to the realization of the "Wolf Experience" for which we can all be proud. Great People, doing Great Work, at a Great Place – that is the essence of the Division of Student Affairs and Enrollment Management, and that is our promise to you.

**Scot A. Lingrell, Ph. D.**

*Vice President for Student Affairs and Enrollment Management*

A silhouette of a large wolf howling against a sunset sky. In the foreground, several silhouettes of students are standing on a rocky ledge, looking towards the horizon. The sky is a mix of orange, yellow, and blue. A stadium light tower is visible on the right side of the image.

*"For the strength of the Pack is the Wolf, and the strength of the Wolf is the Pack."*

*- Rudyard Kipling*

## MISSION

The Mission of the Division of Student Affairs and Enrollment Management is to **enhance the engagement, development, and success of students** through comprehensive, intentional, and student-centered programs, services, and activities.

## VISION

To create the **ultimate university student experience** in the state of Georgia by enlivening the vibrancy of campus life, supporting academic excellence, building facilities which support our mission and destination, and telling our story to others to attract, enroll, and inspire the best and brightest students.



## VALUES

### Caring

- Be compassionate to understand others' situation
- Show respect for others
- Value, embrace, pursue, and celebrate all forms of diversity
- Provide assistance to help students solve their problems
- Demonstrate open-mindedness
- Always keep others' best interest at heart
- Create emotionally safe spaces
- Genuinely engage others in conversation
- Greet others with a smile
- Give direction to others in a professional manner

### Collaboration

- Work towards a common goal
- Understand what the other person/office/function does
- Realize that we are all interdependent and interrelated
- Be willing to accept assistance from one another
- Be willing to accept constructive criticism from one another
- Recognize the value of others
- Value cooperation and mutual dependency in relationship building
- Focus to strengthen appropriate academic partnerships
- Motivate, encourage, and educate students to collaborate

### Growth and Development

- Use student development theory and philosophy in practice
- Focus on the development of others
- Actively seek continuous improvement of self and department
- Seek opportunities to develop and grow in your area of expertise
- Be aware of self and how you affect others
- Learn from other professionals, institutions and best practices
- Volunteer for other roles—seek opportunities to serve
- Demonstrate commitment to the greater University beyond your own area or department

## PRIORITY 1

### Increase persistence and progression

The Division of Student Affairs and Enrollment Management is dedicated to providing services that will increase student persistence through the fastest possible path to graduation and to help our graduates attain their career aspirations. Our goal is to foster student engagement by offering a vibrant campus life experience, reinforcing and enhancing classroom learning with supplemental instruction and tutoring, and creating opportunities for experiential learning. We want to ensure our students are successful and equipped with the skills and knowledge needed after graduation.



#### STRATEGY 1

##### Create a Culture of Student Success

The Division strives to consistently and clearly communicate expectations and high impact practices with our students, parents, faculty and staff in order to enhance the culture of student success and ensure a shared understanding. We are dedicated to creating and promoting a culture of student success that includes enhancing students' understanding of policies and procedures, encouraging use of the support resources available, and mapping clear pathways to graduation and career attainment to guide students while at the institution.

#### STRATEGY 2

##### Implement Holistic Student Programming

The Division understands that student success is fostered when departments operate in concert to support communication and access to necessary resources. Student success is heightened by creating and cultivating partnerships within as well as across Divisions to support student's academic goals, creating clarity and promoting shared responsibility for the entire success pathway, and developing common outcomes to ensure that our students are on the right path to success.

#### STRATEGY 3

##### Identify and Decrease Barriers to Student Success

The Division recognizes that a student may face one or more barriers to success while working towards a degree at the institution. Stemming from this understanding, it is key that SAEM work to identify the typical barriers that a student may face, as well as identifying individual and group risk factors in order to develop targeted interventions based on the data. From these efforts, the Division will use this knowledge about students and student groups to guide programming, activities, services, and outreach efforts.



## PRIORITY 2

### Attract and enroll best-fit students

We are committed to recruiting students who choose the University of West Georgia as their top choice institution, and are likely to thrive in a comprehensive university setting. The Division of Student Affairs and Enrollment Management will implement and expand effective recruitment strategies that highlight the benefits of attending a world-class institution, while also connecting and providing students with access to attractive financial incentives, through scholarships and other forms of merit aid.



#### STRATEGY 1

##### Create Multiple Marketing, Recruitment, and Yield Approaches

The Division will seek to identify students who exhibit our mission, vision, and values and utilize a variety of resources to attract those students. We strive to offer a diverse array of programs that will assist in the recruitment and admission of our best-fit students. The marketing of the UWG brand and The Wolf Experience will highlight and exemplify the success of our current student population.

#### STRATEGY 2

##### Establish Comprehensive Communication

Communication represents a key component for reaching, influencing, and engaging our current and potential students. The Division will continuously evaluate its communication efforts to ensure they are integrative, strategic and effective, and utilize our resources to continuously improve our outward communication to students.

#### STRATEGY 3

##### Facilitate Financial Access, Literacy, and Clarity

The Division will continue to pursue financial assistance and employment for our students. Collaboration will be essential to securing additional funding and developing procedures for administering those funds to students. Educating our students and their families on the types and availability of financial resources will be a focus for our division. We will endeavor to provide the most accurate and up-to-date information regarding policies and procedures for receiving financial assistance so that our students can make an informed decision regarding the financing of their education.



## PRIORITY 3

# Foster high levels of student engagement leading to holistic development of students

Student engagement is a significant factor in student success. The creation, development and implementation of student-centered programs, services, and activities focused on high levels of student engagement influence student retention, progression and graduation. The Division of Student Affairs and Enrollment Management will provide co-curricular experiences which complement the formal learning process and provide opportunities to grow and develop into engaged citizens and effective leaders. Students will fully engage in The Wolf Experience, leading to holistic development and personal well-being.



### STRATEGY 1

#### Communicate the Value of Engagement

As part of the overall strategic communications efforts, we will inspire a sense of connection, value, worth, and purpose for students at the University of West Georgia. High levels of student engagement will be achieved through effective communication of the wide diversity of involvement opportunities for students, and of the benefits of student involvement. Students will acquire the skills to enhance their own development and track their involvement and learning outcomes.

### STRATEGY 2

#### Equip Students with Essential and Life Skills

The Division understands the importance of students developing essential skills for success at the University, and life skills for success outside of the University. In support of the academic mission, the Division will provide students the opportunities, resources, and support to thrive in their current and future endeavors in order to support the Institutional Strategic Initiative of Student Success and enhance our students' future achievement.

### STRATEGY 3

#### Engender a Healthy Campus Environment

The Division advocates and enhances a healthy student community and environment by promoting high levels of engagement, cultivating a sense of inclusivity, strengthening campus traditions, and emphasizing The Wolf Experience. The Wolf Experience includes all aspects of the student involvement experience, an appreciation of diversity and inclusion, and participation in student events and programs. A campus culture that values The Wolf Experience is communicated broadly and celebrated by all.



## PRIORITY 4

### Create and cultivate a network of internal and external mutually beneficial partnerships

A network of mutually beneficial partnerships enhances the success of students, the Division and the University. Through successful collaboration we maximize resources, demonstrate healthy partnerships, and create enhanced opportunities for student success. SAEM develops meaningful relationships that benefit students, programs, services, and activities. The Division will lead by example through strengthening current partnerships, growing new partnerships, and continually assessing their effectiveness.



#### STRATEGY 1

##### Build and Enhance Internal Partnerships

The Division actively pursues partnerships within the division and the institution to enhance student success. The Division will continue to strengthen cross-departmental understanding while actively reaching out to other Divisions, to provide opportunities for collaboration in the pursuit of Student Success.

#### STRATEGY 2

##### Create and Cultivate External Partnerships

The Division will pursue and strengthen reciprocal connections with community partners to strengthen and serve the Division, our students and our community. The Division will partner with community organizations and businesses to maximize the success of our students, and to continue the strengthening of the relationship between the greater community and the University.

#### STRATEGY 3

##### Develop and Embody a Culture of Collaboration

A culture of collaboration provides opportunities to efficiently utilize resources and expand service to our students and partners. Divisional culture will nurture a better understanding of the institution, its students, our resources, and of the true nature and value of collaboration.



## PRIORITY 5

### Create a workplace of choice distinguished by talented, engaged, and diverse staff

Institutional employee engagement and leadership development efforts are important elements of creating a workplace that is a good place to work, learn, and succeed. Engaged employees and skilled leaders create an internal culture that supports excellence in all other strategic priorities. In Student Affairs and Enrollment Management we will create an employment experience that is purposeful and provides the foundation upon which we can develop effective and innovative employee selection, training, development, evaluation, and recognition, leading to more engaged employees who support student success.



#### STRATEGY 1

##### Establish a Consistent Hiring Process

The Division is committed to implementing a consistent and thorough hiring process that showcases the excellence of the University and its students. We strive to employ engaged and diverse staff by increasing the reach of recruitment using professional resources, providing materials that introduce local communities and UWG, ensuring a wide representation of departments during the on-campus interview process, and utilizing resources in assessing fit.

#### STRATEGY 2

##### Provide a Comprehensive New Employee Experience

Comprehensive on-boarding enhances the new employee experience and assimilation into the UWG culture seeking to be the best place to work, learn, and succeed. To facilitate the transition to West Georgia, the Division provides new employees with resources to explain work culture, information on the community, and all essential materials before employment begins.

#### STRATEGY 3

##### Deliver Effective Training and Meaningful Performance Evaluations

Effective performance relies on the utilization of training resources from a multitude of sources. The Division advocates consistency with professional training outcomes, modules and plans, and resource guides to develop engaged and skilled employees.

#### STRATEGY 4

##### Encourage Professional Engagement

The Division continues to place emphasis on professional development and engagement. To retain its professionals and increase the quality of service to students, we will communicate opportunities for comprehensive employee engagement and development. These opportunities will encourage employees of the Division to take ownership of their own professional path.





