



**Action Strategies to Support
The Georgia Tech Strategic Plan 2020-2030**

August 1, 2022

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Student Engagement and Well-Being Vision Statement

We aspire to be the global exemplar of how an unwavering focus on students as our top priority ensures inclusive excellence and holistic wellness to advance the academic mission.

Student Engagement and Well-Being Mission Statement

The Division of Student Engagement & Well-being (SEWB) is an educational organization that develops diverse student leaders who advance technology and improve the human condition, by enhancing engagement, promoting holistic wellness, and cultivating inclusive communities.

We facilitate this mission via:

- high-impact co-curricular programs,
- exceptional services and inspiring spaces,
- practices informed by science and art,
- authentic collaborations, and
- strategic, transformative change.

Amplify Impact

Embrace our power as agents of change for the public good and generate talent, ideas, and solutions with unmatched impact and scale to help define and address the most critical problems of our time, locally and globally.

Dean of Students Office

Goal: Educate parents and family members about the services available through the Office of the Dean of Students.

Objective: Electronic outreach to parents through the ParentNews, the monthly online newsletter distributed to 35K+, parent and family email list, etc. to inform them of the vast resources available to support their students.

Responsible Person(s): John Stein and Colleen Riggle

Measure: A survey will be developed to measure the extent to which parents and family members are aware of the services and resources available through the Dean's Office.

Benchmark: Baseline results will be established Spring 2022. The department approximates that the vast majority (75%) of survey respondents will demonstrate knowledge of the services provided. By Fall 2022, the Dean of Student's Office will have precise metrics of parent and family members knowledge of the Dean's Office.

Action Item: By February 2022, a survey instrument will be designed, in collaboration with the Director of Research & Assessment, Brenda "B" Woods, vetted with select stakeholders late Spring with an early Summer 2022 administration to parents and family members.

Resources Needed: No

Implementation and Timeline:

Spring-Summer 2022: Survey development, launch survey.

Summer 2022: Analyze data and finalize report. Survey will be repeated every spring semester in subsequent years for longitudinal measurements.

Inclusion

Goal: Expand the impact of diversity, equity, and inclusion work, across the Institute, communicated by the Inclusion, Advocacy, and Support Collective. The collective

consists of the LGBTQIA Resource Center, Student Diversity Programs, Veteran's Resource Center, and the Women's Resource Center.

Objective: Conduct an inventory of communication deliverables, methods, and marketing initiatives to determine gaps and identify ways to enhance their effect.

Responsible Person(s): Tegra Myanna, Camilla Frost-Brewer, William Britto, Stephanie Ray, Julian Oliver, Dave Ross, and Melanie DeMaeyer.

Measure: An internal review, among responsible persons, will be conducted to determine the extent to which the Marketing and Communication Plan is effective.

Benchmark: 75% or more of Inclusion Staff will report that the Marketing and Communication Plan is effective.

Action Item: By May 2023, complete a marketing and communication plan to include social media plans (including member engagement target numbers), videos (official or through Instagram), official paper marketing (brochures), official digital marketing, plan for disbursement of digital marketing materials to the Institute, and updated websites.

Resources Needed: Yes

If yes, describe: Updated brochures for each department, posters, etc.

If yes, cost: \$8,000

Implementation and Timeline:

Feb 1, 2022-July 1, 2022: Connect with Client Manager.

July 1, 2022- December 2022: Develop a Plan with Client Manager (July: LGBTQIA, September: Dave, November: WRC (Women s Resource Center), December: Student Diversity Programs).

January 2023-May 2023: Email Campus Entities with updated digital resources.

Office of the Arts

Goal: Amplify the impact of arts and creativity on campus through programmed installations, performances, and events.

Objective: Ensure Arts sponsored installations and performances engage in specific topics relevant to the academic mission and/or values of Georgia Tech.

Responsible Person(s): Aaron Shackelford, Nathalie Matychak, Ben Dostal

Measures:

1. Articles and other publications connected to GT Arts programming that illustrate arts connected to academic mission of GT.
2. Number of qualitative interviews/statements from academic partners.
3. Dollars allocated for projects that amplify impact of the arts.
4. Artists sharing information about their work intersecting with academic work at GT.

Benchmarks:

1. 3 publications in FY21-22.
2. 1 interview for each programming project.
3. \$150,000 allocated.
4. Social media shares and engagement discussing their work at GT.

Action Item: GT Arts will commission and/or produce installations and performances to be held in the Ferst Center or other sites on the Georgia Tech campus. These will engage with professional artists and/or Georgia Tech faculty developing work that engages with topics connected to the academic mission of the Institute and/or the values of Georgia Tech. Each project will be selected and produced to maximize the number of Georgia Tech students who encounter the work and gain attention both on- and off-campus.

Resources Needed: Yes

If yes, describe: Commissioning and programming, primarily from GT Foundation funds and Departmental Sales and Services (DSS) revenue.

If yes, cost: \$200,000

Implementation and Timeline:

Fall 2021: Pilot project with VR installation *Traveling While Black*. Begin conversations for future commissions.

Spring 2022: Collaborate with GT faculty for "pop-up" style installations throughout semester. Continue future commissioning conversations and grant applications.

Fall 2022: Blend of performances and small-scale installations. Launch series of public art & technology installations elsewhere on campus.

Spring 2023: First commissioned installation along with "pop-up" experience from GT faculty and students. Continue public art installations.

Champion Innovation

Champion our leadership position as an engine of innovation and entrepreneurship, and collaborate with other public and private actors to create economic opportunity and mobility and position Atlanta and Georgia as examples of inclusive innovation.

Leadership Education and Development (LEAD)

Goal: Enhance leadership development opportunities for all Georgia Tech undergraduate and graduate students.

Objective 1: Increase the total number of opportunities for students to improve their leadership development focused on holistic learning. This will be achieved through the new John Lewis Leadership Initiative (JLLI) that seeks to provide students with an impactful, immersive, challenge-based, and flexible learning experience that is supported by cutting-edge technology, innovative coaching processes, and a strong foundational grounding in the life and core values of John Lewis.

Responsible Person(s): Wes Wynens, Stacey Doremus, Kyle Smith

Measure: Number of student touchpoints,

Benchmark: 2250 student touchpoints per year by AY23-24.

Action Items:

1. Circulate the JLLI Proposal to potential on campus partners, gathering feedback and making improvements.
2. Receive formal approval and funding for the initiative.
3. Hire the necessary staff.
4. Establish a JLLI Advisory Board and working group to begin the process of refining the co-curricular and curricular elements of the initiative.
5. Identify initial cohort, and opportunities for collaboration.
6. Pilot challenge-based leadership experience opportunities in Spring 2023, incorporate learnings and then launch initiative in Fall 2024.

Resources Needed: Yes

If yes, describe: Costs are broken down by annual startup and ongoing / complete and co-curricular and curricular.

If yes, cost: \$325K Annual Ongoing | \$274,500 Co-Curricular | \$50,500 Minor Track

Implementation and Timeline: Contingent on Institute and Division leadership support. 2022 timeline: January Proposal, April-June Design, July-September Setup, October-December Testing. 2023 timeline: January-March Pilot, and April-June Assessment.

Objective 2: Increase formal educational opportunities for students to develop their leadership skills to gain knowledge of leadership roles, responsibilities, and self-confidence and improve communication skills.

Responsible Person(s): Wes Wynens, Stacey Doremus, Kyle Smith, Kaye Husbands-Fealing, Cassidy Sugimoto

Measure: New track for Minor in Leadership.

Benchmark: New track for Minor in Leadership approved and implemented.

Action Item: Create and offer a new track in the Minor of Leadership Studies that resonates with the life of John Lewis.

Resources Needed: Yes

If yes, describe: Hosting meetings, food, venue rental, faculty incentive funds for new courses.

If yes, cost: \$30,000

Implementation and Timeline: Spring 2022 – Fall 2024.

Objective 3: Increase the number of students in the 1:1 coaching program which is designed to help students further evolve their leadership skills.

Responsible Person(s): Wes Wynens, Stacey Doremus, Kyle Smith

Measure: Number of new students in the 1:1 coaching program.

Benchmark: Increase from 150 to 300 within 24 months.

Action Item:

1. Re-brand the 1-1 Coaching experience.
2. Identify leadership skills.
3. Acculturate new and existing coaches.
4. Develop a communication strategy for the campus community.

Resources Needed: Yes

If yes, describe: Software platforms, additional staff to maintain and run platform engagement.

If yes, cost: \$15-\$25k

Implementation and Timeline: Spring 2022 – Fall 2024. Identification and purchase of appropriate software platforms to allow scaling of coaching activity.

Connect Globally

Strengthen our role as a convener of worldwide collaboration and build a global learning network to expand our reach and amplify our impact.

No goals were submitted in support of this strategic focus area.

Expand Access

Empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.

Dean of Students Office

Goal 1: Alleviate access barriers to resources available to support students' personal and academic success.

Objective: Solicit and act on student feedback identifying concerns perceived among students as that interfere with student access to resources intended to promote and enhance well-being among students.

Responsible Person(s): John Stein, Colleen Riggle

Measure: A survey will be designed and electronically sent to students who have made contact, in person or virtually, with the Dean of Students Office, to identify concerns that are considered barriers to student success and well-being.

Benchmark: Baseline results will be established Fall 2022, from students accessing the Dean of Students Office during Fall 2021 and Spring 2022.

Action Item: Develop a survey instrument with the Director of Research and Assessment, Brenda "B" Woods, Summer 2022; Send survey Fall 2022; analyze data February 2023; repeat cycle each semester until Spring 2024.

Resources Needed: No

Implementation and Timeline: Summer 2022 survey development, launch survey Fall 2022; repeat each semester. By Spring 2024, the Dean of Student's Office will have data-driven information as to what barriers prevent student access to resources.

Goal 2: Improve the process and procedural efficiency in the Dean of Student's Office.

Objective: Dean of Students staff will review all services currently provided including, but not limited to, the scheduling of meetings, processing class absences, the extent to which users are satisfied with the software platform Maxient etc.

Responsible Person(s): John Stein, Colleen Riggle

Measure: Observation, Qualitative Data

Benchmark: Initial baseline of processes will be established Spring 2022.

Action Item:

1. Current use of CARE/Advocate system was evaluated by users; Review of new products was conducted in the Fall 2021.
2. An initial review of processes and procedures will be conducted during the Fall 2022 semester.
3. By Fall 2023, the Dean of Student's Office will implement a new student database system to enhance user efficiency.

Resources Needed: Yes

If yes, describe: \$10,000 startup and \$12,000 - \$13,000 annual fee

If yes, cost: \$10,000 startup and \$12,000 - \$13,000 annual fee

Implementation and Timeline:

Fall 2022/Spring 2023: Review existing processes for continued efficiency. New product reviews. Initial implementation with procurement, and OIT (Office of Information Technology) security.

Fall 2023: Identify and initially implement new product with procurement, and OIT security.

Spring 2023: New student database system to enhance efficiency among the users is operational.

Inclusion

Goal: Enhance well-being initiatives including programs and services for and access to underserved and underrepresented students across the Inclusion collective consisting of the: LGBTQIA Resource Center, Student Diversity Programs, Veterans Resource Center, Women's Resource Center.

Objective: Student focus groups will be conducted to learn the needs of underserved and underrepresented students.

Responsible Person(s): Tegra Myanna, Camilla Frost-Brewer, William Britto, Stephanie Ray, Julian Oliver, Dave Ross, and Melanie DeMaeyer.

Measure: Using research questions that align with the American College Health Association (ACHA)/National College Health Assessment (NCHA) survey, focus group results will inform the extent to which national data aligns with the well-being needs of Georgia Tech students. The number of well-being initiatives that align with assessment data results will be tracked.

Benchmark: Each Inclusion department will offer and conduct at least one well-being initiative based on assessment of American College Health Association (ACHA)/National College Health Assessment (NCHA) data collected by May 2023.

Action Item: Utilizing data reviewed and collected from the ACHA/NCHA, each office will host one program focused on a well-being need of the primary population of underrepresented and underserved students they serve.

Resources Needed: Yes

If yes, describe: Funding for programs/initiatives; funding data for the administration of the NCHA/ACHA is external to the Inclusion collective.

If yes, cost: \$12,000

Implementation and Timeline:

Fall 2022:

1. Each office will review American College Health Association (ACHA)/National College Health Assessment (NCHA) data for focus populations of underrepresented and underserved students they serve.
2. Conduct a focus group, facilitated by the Director of Research & Assessment, Brenda "B" Woods, with the student population they serve to identify their primary well-being needs.

Orientation and Transition

Goal 1: Enhance programs and services specific to graduate, transfer, and non-traditional students.

Objective: Establish and aggressively promote a Welcome Event planned to allow students to meet other students, faculty, and staff; promote a sense of belonging, connectedness, and demonstrate the Division and Institute's support.

Responsible Person(s): New Student Transition Programs (NSTP), Parent and Family Programs (PFP), Disability Services (ODS), and STAR.

Measure: Student satisfaction and experience with FASET (Familiarization and Adaptation to the Surroundings and Environs of Tech) will be measured through the annual survey proven both valid and reliable. Attendance numbers will also be tracked.

Benchmark: By May 2023, an increase of 10% of transfer students will be demonstrated by staff in the Orientation and Transition cluster through services and outreach.

Action Item:

1. PFP will offer webinars to Transfer students and families. PFP will create a portal in Campus ESP for Transfer families.
2. NSTP will continue to offer Transfer FASET, while increasing communication to transfer students and families.
3. STAR will target communication about Klemis Kitchen to Transfer student population.
4. ODS will create communication video for Transfer students during FASET about services and transferring accommodations to Georgia Tech.

Resources Needed: Yes

If yes, describe: Yes, CAMPUS ESP - FY22 budget request.

If yes, cost: \$13,000

Implementation and Timeline: Campus ESP implementation Fall 2022.

Goal 2: Enhance existing programs and outreach to transfer students to build community.

Objective: Identify and address the well-being of graduate, transfer, and non-traditional students. By May 2023, continue to enhance existing programs and outreach to transfer students.

Responsible Person(s): New Student Transition Programs (NSTP), Parent and Family Programs (PFP), Disability Services (ODS), and STAR.

Measure: A survey will be administered to measure satisfaction and attendees Transfer Student Welcome experience. Attendance will also be tracked.

Benchmark: By May 2023, a Transfer Welcome event will host at least 100 students in the Fall 22 and Spring 23 semesters.

Action Item: Orientation and Transition Cluster will create a Transfer Student Welcome during the Fall 22 and Spring 23. This Welcome event will allow Transfer students to meet other Transfer students, faculty, and staff to enhance their sense of community, which could lead to a better mental and emotional well-being.

Resources Needed: Yes.

If yes, describe: Yes, room rental, food, technology fees, t-shirts.

If yes, cost: \$10,000

Implementation and Timeline: Event planning will start March 2022 and commence during the Summer 2022 - planning will be subject to COVID planning and protocol for the appropriate amount of planning time.

Cultivate Well-Being

Strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.

Campus Recreation Center (CRC)

Goal: Enhance the well-being of the Georgia Tech community by offering safe and inclusive programs and services for students of all identities and backgrounds.

Objective 1: Improve student access to CRC wellness programming at satellite locations in residence halls.

Responsible Person(s): Elisha Smith, Leksi Simic

Measure: Track both the number of Healthy Lifestyle Programs (HLP), and the student participation in these programs, offered at residence hall satellite locations.

Benchmark: One or more HLP programs will be offered at each residence hall satellite locations every month. At least 5 students will attend each program.

Action Item: Develop and deliver wellness programming to housing residents in the residence halls satellite locations.

Resources Needed: Yes

If yes, describe: Cost includes compensation for instructors and other CRC staff to provide the programs. The department was not given additional budget monies for FY22, so each HLP area must cover its own program cost. The department is, however, tabulating the cost to submit to Jenny Cotton, Senior Director of Housing and Residence Life, at the end of the year. For FY 23, \$30,000 has been requested for these programs.

If yes, cost: \$30,000

Implementation and Timeline:

Summer 2021

1. Schedule was determined for Fall 2021.
2. Initiated the hiring process for a full-time Healthy Lifestyle Engagement Specialist.

Fall 2021

1. Began to implement programs.

2. November 2021 - Healthy Lifestyle Engagement Specialist employment started.
3. Began to plan programs for the spring '22.

Spring 2022

1. Campus Engagement Communications team does push for programs.
2. Spring programs are implemented.
3. Some standing programs will focus on Be Body Positive.

Objective 2: Increase student skills for managing their mental health.

Responsible Person(s): Tahlia Pate

Measure: Percentage of participants who minimally “Agree” to having learned about mental health.

Benchmark: 80% of participants will minimally “Agree” to have gained knowledge about mental health from attending the course with an after-course survey.

Action Item: Work with the team of Mental Health First Aid instructors to schedule courses for the Georgia Tech community by January 2022.

Resources Needed: No

Implementation and Timeline:

Fall 2021

1. Earned certification as a trained instructor for Mental Health First Aid.
2. Scheduled 3 courses for Spring 2022. Advertised course and implemented a sign-up process.
3. Instructed three Mental Health First Aid Courses for the Georgia Tech Community.

Center for Assessment, Referral & Education (CARE)

Goal 1: Inclusive of CARE, the Counseling Center, and the Department of Psychiatry, ensure that students are knowledgeable about mental health services.

Objective: Increase the percentage of students who state that they would know where to go on campus if they needed to seek professional help for their mental or emotional health.

Responsible Person(s): Carla Bradley, Shannon Croft, Tiffiny Hughes-Troutman

Measure: Healthy Minds Study (HMS) Survey question that asks students the extent to which they, “would know where to go on campus if they needed to seek professional help for their mental or emotional health.”

Benchmark: Increase by 25% the number of students who “Agree (A)/Strongly Agree (SA)” that they would know where to go on campus if they needed to seek professional help for their mental or emotional health as measured by the Health Minds Study. 2019-2020 results were 53% for A/SA stating that they would know where to go on campus for professional help (SA=138 students, A=241 students for a total of 379 students out of 716 respondents, or $379/716=.529$).

Action Item: To measure student knowledge of mental health services, the Healthy Minds Study (HMS) Survey will be readministered in 2023 via the JED* Campus initiative.

Resources Needed: Yes

If yes, describe:

2022-2023 academic year price of Health Minds Study will be 25% off (as JED Foundation* alumni) a base price of \$10,000 (for R1 universities), or \$7,500.

*JED Foundation named after founders’ son Jed, who lost his life to suicide.

The price includes coordination of survey, dissemination of survey, cleaning of the data, initial data report, final dataset, final data reports, access to the data interface website, and an economic case memo.

Implementation and Timeline: The Healthy Minds Survey will be re-administered in the Spring of 2023.

Goal 2: Improve the efficiency of the CARE initial intake and processing system.

Objective: Decrease the amount of time students wait to receive a regular CARE assessment.

Responsible Person(s): Tiffiny Hughes-Troutman

Measure: The amount of time between the regular CARE assessment and scheduling appointment.

Benchmark: Reduce the time between the assessment and appointment by 10%.

Action Item: CARE will keep a record, either through a newly acquired platform or through a spreadsheet, that tracks the amount of time that a student waits to get an appointment in CARE from the time that they call to schedule.

Resources Needed: Yes

If yes, describe: The cost of an electronic health record that has a report function to track this data. GT is currently exploring the Mediat One platform and the \$150,000 cost was written into the budget request process tool.

If yes, cost: \$150,000

Implementation and Timeline: Implementation will begin in January of 2022.

Health Initiatives

Goal 1: Ensure Health Initiatives has the infrastructure needed to advance health and well-being on the Georgia Tech campus.

Objective: Increase Health Initiatives staffing levels to meet the well-being education needs of students.

Responsible Person(s): Joi Alexander

Measure:

1. Filled vacant positions.
2. Approval and establishment of a new position.

Benchmark:

1. By April 2022, the department will have at least 3 health educator positions hired, trained, and ready to meet the needs of the community.
2. By Summer 2022, add 3 additional health educator staff to the team to be ready for the fall semester.

Action Item: The health educator position will be posted on the HR website and information will be shared across listservs to recruit and hire diverse health educators.

Resources Needed: Yes

If yes, describe: 3 additional health educator staff.

If yes, cost: \$160,000

Implementation and Timeline:

Spring 2022

1. The health educator positions have been posted and telephone interviews conducted.
2. Schedule stakeholder interviews with campus partners the week of 1/18 of 1/25 to hire by March 2022.

3. Secure the employment of the additional 3 health educators in the summer and have them begin in Fall 2022.

Goal 2: Ensure students are aware of the programs and services that are available for them to utilize to promote health and wellness.

Objective: Increase education and awareness of the programs and services that are available for students to utilize in Health Initiatives.

Responsible Person(s): Joi Alexander

Measure: The acquisition of knowledge, satisfaction, and ways to improve the promotion of health & wellness will be captured through presentation evaluations.

Benchmark: 75% of respondents will demonstrate their comprehension of Health Initiatives education and service offerings related to the three programs including VOICE, Nutrition, and Health Education.

Action Item: Identify the current academic partnerships and identify 5-7 new units to educate, inform, and provide resources to support academic success and wellness. In addition, begin marketing the campaign to faculty to not cancel classes but instead allow Health Initiatives to come and present to their students the importance of health and wellness.

Resources Needed: No

Implementation and Timeline: Spring 2022 partner with Communications to create a marketing campaign to educate and bring awareness to both academic and non-academic units about the programs and services for summer dissemination in preparation for fall '22.

Housing and Residence Life

Goal: Ensure the success of residential students through the delivery of high-quality services and programs that foster student academic success, growth and engagement, community, and personal responsibility.

Objective: Improve resident competencies in self-management (e.g., managing time and money, balancing academic and social commitments, and living a healthy lifestyle) and interacting with diverse individuals (e.g., different from one's self based on race, gender, and beliefs, building empathy, and the benefits of interactions with residents who are different from one's self).

Responsible Person(s): Brett Hulst, Alexander Becking, Maz Kosma

Measure: SkyFactor Survey-Factor 14: Diverse Interactions & Factor 15: Self-Management.

Benchmark: Earn a mean of 5.5 or better on a scale of 1-7 where 1= Strongly Disagree (SD)/Dissatisfied (D) and 7 = Strong Agreement (SA)/Satisfaction (S) on Factors 14 & 15 (Survey administered in Spring, even years, and most recent FY '18 scores were 4.53 for Factor 14 and 4.43 for Factor 15).

Action Item:

1. Implement residential student engagement plan.
2. Conduct the SkyFactor survey in Spring 2022 and examine results against the benchmark.

Resources Needed: No

Implementation and Timeline:

Summer 2021

1. Created a residential student experience programming plan.
2. Communicated the plan to Resident Life (RL), Resident Assistant (RA) staff.

Fall 2021

1. Analyzed results and identified 3-4 priority areas of focus.
2. Monitored progress and obtained feedback via residents on what is working or not working.
3. Analyzed program plans and adjusted expectations for spring 2022.
4. Communicated changes.

Spring 2022

1. Monitor results and begin planning for Fall 2022.
2. Administer the SkyFactor Survey and analyze results against the benchmark.

Student Center

Goal: Enhance students' sense of belonging and connection through enriching experiences and programs.

Objective: Improve student engagement with GT through the Week of Welcome program designed to transition students into college by creating opportunities for them to meet their peers and become more acquainted with the GT campus and the city of Atlanta.

Responsible Person(s): Carly Bloomingdale

Measure: Online workshop survey question - "Did Week of Welcome (WoW) events & workshops help you foster connections with the Georgia Tech community?."

Benchmark: 60% of respondents will respond "Probably/Definitely Yes" that WoW events and workshops helped them to foster a connection to the Georgia Tech community.

Action Item:

1. Create and implement Week of Welcome activities that integrate new students into the GT community.
2. Teach them about GT traditions, campus resources, clubs, and organizations.
3. Foster interaction among new students.

Resources Needed: Yes

If yes, describe: Buzz funds and programming monies.

If yes, cost: \$110,000

Implementation and Timeline:

Summer 2021-Spring 2023

1. Plan and implement Week of Welcome (WoW) for August 2021, August 2022
2. Send out assessment after WoW.
3. Analyze data and share it with Housing and Dining.

Lead by Example

Lead and inspire by example by creating a culture of deliberate innovation in all our practices and be an example of efficiency, sustainability, ethics, equity, and inclusion.

Associate Vice President for Campus Services

Goal 1: Deliver exceptional customer service to all stakeholders who interact with Campus Services units.

Objective: Improve customer service delivery from Campus Services units to users.

Responsible Person(s): Kasey Helton

Measure: Campus Services Satisfaction Survey – "overall satisfaction"

Benchmark: Earn a 4.0/5.0 for “Satisfaction” with customer service for Parking, Housing and BuzzCard units where 1 =” Strongly Disagree” and 5 =” Strongly Agree”.

Action Item: Centralize customer service processes for Parking, Housing and BuzzCard.

Resources Needed: Yes

If yes, describe: Purchase ZenDesk +/- \$8800 per unit (Parking, Housing, BuzzCard).

If yes, cost: \$26,400

Implementation and Timeline:

Fall 2021

1. Submitted RFP (Request for Purchase) to purchase ZenDesk.
2. Coordinated with IT to implement ZenDesk.
3. Trained employees in Parking, BuzzCard and Housing to use ZenDesk.

Spring 2022

1. Begin using ZenDesk to track customer service interactions.
2. Calculate statistics (e.g., number of inquiries, resolutions, and re-opens).
3. Submit year-end report to AVP of Campus Services.

Goal 2: Continuously improve and innovate facilities and technology solutions, with an emphasis on sustainability, to support the needs of the campus community.

Objective: Increase on-campus housing living and all-you-can-eat (AYCE) dining capacity on West Campus to align with anticipated student enrollment growth.

Responsible Person(s): Kasey Helton

Measure:

1. Number of new housing beds.
2. Number of new dining hall seats.

Benchmark:

1. 1400 new beds by 2025+/- (baseline is 8,375 beds fall capacity 2021).
2. 500 new dining hall seats by 2025 (FY 22 baseline West Village (WV) = 386 seats; North Avenue Dining (NAD) = 266; Brittain (BR) = 250).

Action Item: Conduct a feasibility study to construct a new residence and dining hall on West Campus.

Resources Needed: Yes

If yes, describe: Feasibility study and consultant.

If yes, cost: \$75,000

Implementation and Timeline:

Fall 2021 - Spring 2026

1. Hired consultant to conduct a feasibility study for new dining and residence halls.
2. Collaborated with relevant campus partners for input on needs for new residence and dining halls.
3. Conducted site visits to identify potential locations for new residence and dining halls.
4. Finalized proposal for EVP of SEWB approval, and if approved, submit proposal to USG (University System of Georgia) for approval.

Auxiliary Operations

Goal 1: Enhance the operational efficiencies and transactional usage of the Buzz Card.

Objective: Improve the convenience of Buzz Card usage through mobile access.

Responsible Person(s): Carolina Amero, Karla Gibson

Measure: Percentage of mobile credentials provisioned to first-year students.

Benchmark: 100% of incoming first-year students who have compatible smart devices will be provisioned 1 mobile credential.

Action Item: Work with OIT to implement mobile credentialing to replace physical BuzzCards and create a frictionless experience for the GT community.

Resources Needed: Yes

If yes, describe: \$2 per provisioned credential.

If yes, cost: \$75,000

Implementation and Timeline:

Summer 2021 - Spring 2022

1. Meet with representatives of OIT to purchase and implement mobile credentialing platform.
2. Coordinate implementation with OIT door access personnel.
3. Market mobile credentialing to GT community when implementation is complete.

4. Track number of users once mobile credentialing is offered to the GT community.

Goal 2: Develop and enhance facilities that reflect the excellence of Georgia Tech's Brand.

Objective: Increase retail sales at the new Burdell's in the renovated Campus Center.

Responsible Person(s): Carolina Amero, Reshma Patel

Measure: Burdell's sales revenue.

Benchmark: Increase FY23 revenue to \$683K (11.5% increase vs. FY19 pre-Covid revenue of \$613,000 in previous Student Center location).

Action Item:

1. Complete construction of new Burdell's location in the renovated Campus Center.
2. Offer a greater selection of general merchandise at a variety of price points.
3. Offer online order textbook pickup.
4. Promote new Burdell's location to GT community and visitors through creative promotions, electronic advertising, better signage, and emails blasts.

Resources Needed: Yes

If yes, describe: Golf cart to assist with transportation of textbooks orders (B&N expense).

If yes, cost: \$20,000

Implementation and Timeline:

Spring 2022: Finalize construction of new Burdell's location in the renovated Campus Center. Stock merchandise in the store.

Summer 2022: Conduct a "soft opening" if construction/stocking completed.

Fall 2022:

1. Implement marketing and promotions to draw traffic to the new location.
2. Work with Admission's tours to include the bookstore as part of the Campus Center tour stops.
3. Improve/display signage to the new location.

Capital Projects

Goal 1: Improve and formalize the project closeout process.

Objective: Facilitate seamless turnover of design and construction projects to facility operation & maintenance and user groups.

Responsible Person(s): Brad Morris

Measure: Percent of implementation.

Benchmark: 100% implementation on all complex, major projects.

Action Item:

1. Develop and document project closeout procedures and tools.
2. Orient project stakeholders on roles and responsibilities of all parties.
3. Interview stakeholders for recommendations to continuously improve.

Resources Needed: No

Implementation and Timeline:

Fall 2021/Spring 2022

1. Immediate rollout on project-by-project basis.
2. Conduct quarterly measurement and verification meetings where applicable.
3. Conduct an 11-month walkthrough prior to closing of warranty period.

Goal 2: Promote the professional skills development of team members.

Objective: Ensure team members complete professional continuing education units (CEUs).

Responsible Person(s): Brad Morris

Measure: Hours of CEUs per team member.

Benchmark: 24 CEU hours per year per team member by close of FY 23.

Action Item:

1. Attend professional organization (e.g., GAPPA, COAA, DBIA, etc.) conferences.
2. Attend training opportunities offered within GT or via external partners.
3. Leadership in PM roundtables.
4. Encourage pursuit of professional certifications (e.g., WELL, LEED, PMP, etc.) and associated training prerequisites.

5. Support (financial and time) to pursue the #'s 1-4 above.

Resources Needed: Yes

If yes, describe: Conference fees and travel; training course fees, testing, and certification fees.

If yes, cost: \$6,000

Implementation and Timeline: By March '22, develop plan for each staff member to achieve target CEU's by end of February '23

CARE

Goal: Achieve a high level of student satisfaction with CARE mental health providers related to their respect of a student's culture and identity.

Objective: Increase level of satisfaction with respect to a student's culture and identity.

Responsible Person(s): Tiffiny Hughes-Troutman

Measure: CARE Satisfaction Survey- Question: "How satisfied were you that your CARE clinician respects your culture and identity (e.g., ethnicity, gender, sexual orientation, religion, nationality, ability status, etc.)? "

Benchmark: CARE staff aspire to maintain 95% satisfaction. The majority (95%) of respondents will be "Satisfied (S)/Extremely Satisfied (ES)" with the survey question, "How satisfied were you that your CARE clinician respects your culture and identity?"

Action Item: Administer a satisfaction survey in the spring of 2022 and the spring of 2023 that contains this item related to a student's perception of their provider's level of cultural competency. This item was included in previous satisfaction survey administrations. 98% of students were "S" or "ES" (2019-20 year), 95.09% of students were "S" or "ES" (2020-21 year).

Resources Needed: Yes

If yes, describe: Anthology, Baseline Software.

If yes, cost: Absorbed by Annual Division investment in Anthology software platforms.

Implementation and Timeline: The CARE Satisfaction Survey will be re-administered during the Spring of 2022 and subsequently during the Spring of every academic year through 2024.

Center for Student Engagement

Goal: Peer Resource Coaching – Registered Student Organization (RSO) Maker Space: The Center for Student Engagement will develop an organization student leader maker space activated by a team of trained peer resource coaches to support RSOs (Registered Student Organization) in achieving their mission.

Objective 1: Increase student staff for peer advising team.

Responsible Person(s): Quinn Foster

Measure: Number of student staff.

Benchmark: 30 student staff by fall 2023 (increase from 15 student staff fall 2021).

Action Item: Develop needs assessment protocol; develop tracking tools.

Resources Needed: Yes

If yes, describe: \$2000 per year, per student assistant (\$10 per hour base salary, approximately 8 hours per week, 15 weeks per semester) Budgeted cost would be reduced by primarily hiring Federal Work Study eligible student assistants.

If yes, cost: \$2000 per year, per student assistant.

Implementation and Timeline: Fall 2022 - 20 student assistants; Fall 2023 - 30 student assistants

Objective 2: Offer peer to peer consulting for student leaders' programmatic and leadership needs necessary to fulfill their RSO mission (e.g., event planning, leadership transition, Engage platform support, constitution review, risk management, business processes). Streamline/decrease runaround.

Responsible Person(s): Quinn Foster & Vacant Student Organizations Coordinator

Measure: Track Contact hours with student organization leaders; administer satisfaction survey to each contact; track number of individual student leaders served.

Benchmark: To be determined, new team and space.

Action Item: Using a "Genius Bar" model approach to building a student coaching team and to the activation of the new student organizations spaces, develop strategy for student leaders to connect directly with peer coaches trained with access to resources and Institute specific information. Meetings will launch in the new student center space Fall 2022.

Resources Needed: Yes

If yes, describe: Training for student coaches, semesterly coaches retreats, and materials for 30 coaches.

If yes, cost: \$3000 on-going coaches training: 5 extended evening training courses per semester at \$300 each (10 total) with food and materials; and \$2400 coaches retreats: semesterly day long retreats with food, materials, and activities at \$1200 each.

Implementation and Timeline: Fall 2022 launch student leader coaching pilot.

Objective 3: Create Peer Resource Coaching Team training curriculum and continuing education. The education will include protocol for shadowing of more tenured student coaches.

Responsible Person(s): Gerome Stephens (Assoc Dean/Director) & CSE Team - Requested new position.

Measure: Semesterly pre and post assessments of peer advisor learning; performance assessments and satisfaction survey reviews.

Benchmark: To be determined, new team and space.

Action Item: A full-time position is requested to support this student team and the development/ maintenance of student organization resources. The intention is to create capacity for more generalized student organization advising through this position and the student team. The action toward this goal will launch without a designated staff member with the goal of transferring program responsibility upon hiring.

Resources Needed: Yes

If yes, describe: \$52,000 base salary plus fringe. Requested full-time position in FY22 Division Budget.

If yes, cost: \$52,000

Implementation and Timeline: Spring 2022 curriculum pilot with current student assistants and survey development.

Objective 4: Provide resources to RSOs to facilitate their operations (e.g., storage, copier/printer use, conference room/table/breakout space, reservations, mail).

Responsible Person(s): Quinn Foster, Administrative Professional TBD

Measure: Quantify resource use by student leaders; conduct needs assessment of student organizations; measure use.

Benchmark: To be determined, new team and space.

Action Item: Develop needs assessment protocol and tracking tools.

Resources Needed: Yes

If yes, describe: These expenses will be based on what is available in the new student center and/or allocated to registered student organizations as resource from SGA (Student Government Association).

If yes, cost: To be determined based on space and resource allocation.

Implementation and Timeline: Summer 2022 – Fall 2022.

Housing and Residence Life

Goal: Provide sufficient and competitively priced living environments that are clean, attractive, well-maintained, comfortable and include contemporary safety, technological, and sustainability features supported by systematic operations.

Objective: Increase residence hall bed capacity.

Responsible Person(s): Jenny Cotton

Measure: Number of new beds by FY 25.

Benchmark: 1400 new beds by FY 25 (baseline is 8,375 beds fall capacity 2021).

Action Item: Build a new residence hall.

Resources Needed: Yes

If yes, describe: The first 528 beds are \$84,365,117. The next 862 beds are \$142,830,559.

If yes, cost: \$227,195,676

Implementation and Timeline: Implementation timeline is currently FY23 for the first 528 beds and FY 25 for the remaining 862.

Parking and Transportation Services

Goal 1: Employ sustainable operational practices and offer environmentally sound transportation services to support the department's continued commitment toward environmental stewardship.

Objective: Promote increased use of MARTA and regional transit commuting to campus.

Responsible Person(s): Lisa Safstrom

Measure: Total number of Transit Passes sold.

Benchmark: Increase the number of transit passes sold by 20% by April of 2022 (Baseline June 2021 = 119 Payroll passes and 59 Monthly passes.)

Action Item: Continue increased subsidy of MARTA and transit passes to increase utilization and help bring back transit riders that used transit before Covid-19. Implement a marketing campaign targeted at potential transit riders.

Resources Needed: No

Implementation and Timeline: Fall 2021 - Spring 2022 Implement targeted marketing plan with UrbanTrans towards previous and potential transit pass users.

Goal 2: Provide a high level of service delivery in all aspects of parking operations to exceed the needs and expectations of customers.

Objective: Improve student and employee overall satisfaction with the Parking division.

Responsible Person(s): Sherry Davidson

Measure: Campus Services Customer Satisfaction Survey.

Benchmark: ≥ 4.0 "OVERALL satisfaction with Parking division" for students and employees (FY 20 baseline = 3.66 students and 3.80 employees).

Action Item: Create a comprehensive communications program that provides information and updates related to parking policies, programs, and services for the campus community.

Resources Needed: Yes

If yes, describe: The resources needed are people resources (from PTS (Parking and Transportation Services) and SEWB Marketing & Communications), and approximately \$19,000 for any literature/brochures/promotional items distributed. This is an estimate based on past costs for printed PTS brochures and promo materials.

If yes, cost: \$19,000

Implementation and Timeline:

Fall 2021/Spring 2022

1. Update the PTS Rules & Regulation and post to the Website.
2. Work with SEWB Marketing and Communications to update and re PTS website.

3. Organize bi-annual outreach programs to answer FAQ's, distribute information, and connect users with PTS resources.

Stamps Health Services

Goal: Optimize health care delivery processes to ensure quality, safety, and efficiency and to reduce health disparities.

Objective: Help reduce campus transmission of the Covid-19 virus for symptomatic students.

Responsible Person(s): John Scuderi, Benjamin Holton

Measure: Number of Covid-19 tests per day.

Benchmark: 50 tests per day.

Action Item: Acquire Covid-19 test kits and administer the test to students who are symptomatic.

Resources Needed: No

Implementation and Timeline:

Summer 2021: Purchase Covid test kits (cost covered by USG)

Fall 2021/Spring 2022

1. Advertise availability of symptomatic testing for students
2. Set up a separate area for symptomatic students to avoid potential infection of other students/workers
3. Conduct Covid test and inform students of results.

Student Center

Goal: Ensure Student Center facilities and operations respond to the changing needs of the campus community during.

Objective: Engage students in the renovation of the Student Center while under construction.

Responsible Person(s): Lindsay Bryant

Measure: Surveys soliciting feedback from students on specific Student Center items:

1. Room Names

2. Furniture Test Fit

Benchmark: A minimum of 200 student responses for Room Name feedback and 60% of Furniture Test Fit responses will be from students.

Action Item:

1. Survey students on name choices for the rooms in the Student Center.
2. Market tours to students on campus including SGA and other student leaders. Each tour will have a capacity of 15 and students must sign up beforehand.

Resources Needed: No

Implementation and Timeline:

Fall 2021 – Fall 2022

1. Market tours and collect names for room names in Student Center.
2. Send out assessment for room names.
3. Have tour sign up and conduct hard hat tours.
4. Market fit test and collect data via Qualtrics.

Student Integrity

Goal: Ensure the operational excellence of the department through improved technologies and processes.

Objective 1: Improve operational efficiencies of the departmental data management system.

Responsible Person(s): Ron Mazique

Measure:

1. Observation and tracking of the migration of student and employee data from Banner and Advocate.
2. Observation and tracking of faculty (and other relevant parties) notification of system implementation.

Benchmark:

1. All student and employee data successfully migrated into Maxient by December 2022.
2. Email notification and website information about the transition and use of the Maxient system provided to faculty (and other relevant parties) shared within a week of successful data migration.

Action Item: Verify successful purchase of Maxient system. Verify successful transfer of relevant data into Maxient.

Resources Needed: Yes

If yes, describe: Cost of the new system.

If yes, cost: \$11,000

Implementation and Timeline:

1. Summer 2022 data transfer (Advocate contract ends July 1st).
2. Fall 2022 implementation.

Objective 2: Decrease case resolution time, including facilitation and adjudication of conduct cases.

Responsible Person(s): Ron Mazique

Measure: Number of days since meeting with a student.

Benchmark: OSI office should resolve matters within 30 businesses days of meeting with a student unless additional time is needed and communicated accordingly with the student(s) involved.

Action Item:

1. Hire for two currently posted positions and one additional authorized position (pending posting).
2. Employ two Federal Work Study students. Hire a second full-time Administrative Professional.

Resources Needed: Yes

If yes, describe: Salaries

If yes, cost: \$88,000

Implementation and Timeline: All positions successfully filled by Fall 2022 semester.

Student Life Business Office

Goal 1: Encourage a healthy work environment and balanced employee workload to adapt to changes from reallocation/loss of resources, expansion of the division, and growth in student enrollment/programs.

Objective: Develop a sustainable work force model that alleviates the workload stress for existing staff who have taken on additional duties due to the growth of the division, vacancies, and reallocation of workforce.

Responsible Person(s): Dan Taylor

Measure: Current vacancies filled.

Benchmark: 100% of current vacancies will be filled by Fall 2022.

Action Item:

1. Backfill current staff vacancies.
2. Develop a sustainable plan to address the reallocation of 3 FT positions from Business Operations and move to two other units within SEWB.

Resources Needed: Yes

If yes, describe: Personnel Services including 2 Finance positions, 1 Information Technology (IT) position, and 1 Administrative position.

If yes, cost: \$239,730

Implementation and Timeline: Spring-Summer 2022 with plans for the Student Life Business Office to be fully staffed.

Goal 2: Continuously improve and promote best practices in administrative, financial, operational, and technological services, systems, and practices.

Objective 1: Improve division budgeting processes to align with Institute budgeting processes and maximize potential budget allocations.

Responsible Person(s): Dan Taylor

Measure: Budget submissions.

Benchmark: 100% of budget submissions will meet the deadline.

Action Item: Develop a standard financial template that aligns with Institute budget reform model/cycle.

Resources Needed: No

Implementation and Timeline: 7/1/2022

Objective 2: Ensure the annual operating budget reflects the Division's units' goals and aligns with the Institute's strategic plan.

Responsible Person(s): Dan Taylor

Measure: Agreement of unit and Finance office budget submittal for each unit/division.

Benchmark: Leadership approval of agreement of unit and Finance office budget submittal for each unit/division.

Action Item: Meet with all Student Life units to forecast annual operating costs for student focused programming.

Resources Needed: No

Implementation and Timeline: 9/1/2022

Objective 3: Provide excellent customer service to all Business Operations constituents.

Responsible Person(s): Dan Taylor

Measure: A constituent survey will be developed and administered.

Benchmark: 90% of respondents will "Agree/Strongly Agree" with all survey criteria.

Action Item: Identify programs/services within Business Operations that need improvement/additional resources/identify deficiencies.

Resources Needed: No

Implementation and Timeline: 12/1/2022

Goal 3: Provide support for Student Life (SL) staff to successfully conduct their student programs and services.

Objective 1: Ensure hiring managers and new staff have the training tools to successfully on-board new hires.

Responsible Person(s): Debbie Dorsey, Dan Taylor, Brenda "B" Woods, Dale Myers, Easter Worden

Measure: All on-board meetings will be tracked in accordance with the on-boarding checklist.

Benchmark: 100% of all staff will meet with the Student Life On-Boarding representatives.

Action Item:

1. Update Student Life Financial/HR/Research & Assessment, and IT on-boarding checklist.

2. Distribute checklist and update hiring managers and new staff, identifying appropriate training for new hires related to their specific position.

Resources Needed: No

Implementation and Timeline: 12/31/2022

Objective 2: Improve training for all Divisional staff to be more self-sufficient with GT Self-Service, Service Now, and other financial systems.

Responsible Person(s): Dan Taylor

Measure: Number or percentage of employees trained (online self-paced video or presentation) as part of the employee on-boarding process.

Benchmark: 130 or 100% of employees trained.

Action Item:

1. Identify IT/Financial training needs and deficiencies.
2. As the Institute and USG evolves operational excellence with new systems to conduct day-to-day business, business units and department need to adapt to comply with new processes. The department plans to compare existing training needs to new tools available to create opportunities for improvement. The department will roll out material and training to all staff but more specifically as part of the new employee on-board training.
3. Identify available training materials, supplement with division-specific training, and roll-out regularly scheduled sessions to keep staff informed/updated.
4. Track attendance through completed sessions and follow-up with Department lead training sessions to reinforce as needed throughout the year.
5. Continue to work with HRBP to improve training provided to employees so that they are equipped and confident with Institute and USG position related knowledge.

Resources Needed: No

Implementation and Timeline: 12/31/2022

Objective 3: Identify process and cost efficiencies and potential redirections to support and prioritize innovative student services.

Responsible Person(s): Dan Taylor

Measure: Percent of base general operations redirected internally.

Benchmark: A minimum of 20% of base general operations to be redirected internally to support strategic direction and efficiencies.

Action Item:

1. Develop findings/presentation.
2. Present findings to leadership, address buy-in and impact, demonstrate efficiencies and potential redirections.

Resources Needed: No

Implementation and Timeline: 12/31/2022

Tech Dining

Goal 1: GT Community Dining Needs-Ensure program-wide satisfaction with the dining experience by offering high quality, diverse, sustainable, and healthy food offerings, and re-invigorating the residential dining experience.

Objective 1: Achieve a high level of service satisfaction from the Georgia Tech community.

Responsible Person(s): Ryan Greene

Measure: A Touchworks CX survey measuring customer satisfaction and feedback.

Benchmark: 85% of respondents will rate all survey items as “Good” or “Excellent”.

Action Item:

1. Hire additional full-time staff and students to meet service demands.
2. Continue to expand menu variety at all retail locations.
3. Bring extra food trucks to campus.
4. Offer grocery options at Wreck Stop
5. Expand vegan, vegetarian, and gluten-free options within dining halls.
6. Prioritize high quality culinary options across all dining locations.

Resources Needed: No

Implementation and Timeline:

Summer 2021

1. Solicited applications for full-time staff and student positions.
2. Contacted food truck companies to organize on-campus schedule.
3. The head chef examined menu options to add more vegan, vegetarian and gluten-free options.

4. The head chef ensured, and will continue to, the provision of high-quality food options for all menus.

Objective 2: Enhance Dining Services responsiveness to student comments and concerns.

Responsible Person(s): Ryan Greene

Measure: Text N Tell Report of “Total Feedback Texts” and the “Percent of Texts Responded To.”

Benchmark: Respond to 90% of Text and Tell (#55744) texts within 24 hours.

Action Item: Implement a Text N Tell text program to provide students with a method to submit just-in-time comments and concerns to dining services.

Resources Needed: No

Implementation and Timeline:

Summer 2021

1. Developed text number for student submissions.
2. Identified employees responsible for replying to student texts.

Fall 2021

1. Implemented Text N Tell program.
2. Identified any common concerns that were occurring with feedback (e.g., positive/negative comments with certain venues).
3. Communicated response rates and feedback comments with employees.
4. Worked with employees to improve response rates as needed.
5. Discussed with leadership potential program changes needed based on feedback.

Spring 2022

1. Continue to analyze reports to determine feedback response rates.
2. Identify any common these that are occurring with feedback (e.g., positive/negative comments with certain venues).
3. Communicate response rates and feedback comments with employees
4. Work with employees to improve response rates as needed.
5. With leadership, discuss any program changes needed based on feedback.
6. Determine continuation of program for FY 23.

Goal 2: Demonstrate fiscal responsibility by ensuring that Tech Dining makes its services accessible and affordable while generating the income needed to keep it viable.

Objective: Increase total revenue through meal plan, retail, and catering/conferences sales.

Responsible Person(s): Turq Daniels, Kimberly Segal, Ryan Greene

Measure:

1. Total Voluntary meal plans.
2. Retail and Catering.
3. Conference Services revenue.

Benchmark:

Category	FY 19 Revenue	FY 23 Revenue Benchmark
Meal Plans	\$16,184,822	\$22,337,822
Retail	\$17,465,960	\$15,273,691
Catering/Conferences	\$ 2,774,174	\$ 2,342,956

Action Item: Adjust meal plan prices to generate additional revenue to cover labor and food costs and other direct expenses.

Resources Needed: No

Implementation and Timeline:

Fall 2021/Spring 2022

1. Examine revenue from various sources to determine if changes are needed in meal plan prices.
2. Adjust meal plan prices based on results of revenue calculations.

Additional Areas of Focus

To further, measurably impact the lives students, Student Engagement and Well-Being departments aspire to accomplish goals that are not in direct alignment with the Institute's six areas of focus.

Associate Vice President for Campus Services

Goal: Cultivate a community of highly talented, engaged, and diverse students and Campus Services' personnel.

Objective: Encourage the development of student leaders and student involvement in the Georgia Tech community by financially supporting a variety of student activities.

Responsible Person(s): Kasey Helton, Carly Bloomingdale

Measure: Buzz Funds expenditures.

Benchmark: The amount of Buzz Funds expended in FY 22 will be within 89% (+/- 2%) of the amount of Buzz Funds budgeted (FY 22 budgeted = \$140,870)

Action Item: Modify the BuzzFunds application process to demonstrate the funding request's alignment with the Institute's values: excellence, diversity, collaboration, innovation, freedom of inquiry and expression, and well-being.

Resources Needed: Yes

If yes, describe: BuzzFunds budget

If yes, cost: \$140,870

Implementation and Timeline:

Summer 2021: Edit the BuzzFund online application form to include a section for the applicant to relate the request to GT's values.

Fall 2021/Spring 2022

1. Advertise the availability of BuzzFunds and where to apply.
2. Review applications and award funds based on meeting the BuzzFund criteria and availability of funds.

Auxiliary Operations

Goal: Provide quality retail and vending services for campus.

Objective: Increase the number of "healthier" options (lower in sugar, fat, and calories) offered in campus vending machines and provide clear labeling of these items.

Responsible Person(s): Carolina Amero, Kira Freeman

Measure:

1. Number of healthier-only vending machines. (Product examples include pretzels, trail mix, nuts, baked chips, and granola bars).
2. Percentage of healthier items in regular snack machines.

Benchmark:

1. 11 healthier-only vending machines (FY 21 benchmark) by close of FY 22.
2. 25% healthier options in regular snack machines and 100% of healthier options clearly labeled in regular snack machines.

Action Item: Work with new vending vendor and campus partners to determine the best locations to install new healthy machines and change product content in regular snack machines to provide more healthier options.

Resources Needed: No

Implementation and Timeline:

Fall 2021

1. Determine locations to install new healthy vending machines.

Spring 2022

1. Install new healthy machines and change product content of regular snack machines to increase healthier options.
2. Provide ""healthier choice"" labeling on all existing snack machines.

Center for Student Engagement

Goal: Enhance resources for student organizations.

Objective 1: Improve generalized student organization advising to better aid participants involved in student organizations with developing soft skills (e.g., leadership, problem-solving, time management, communication, and budgeting).

Responsible Person(s): Gerome Stephens

Measure:

1. Semesterly pre and post assessments of peer advisor learning.
2. Performance assessments.
3. Satisfaction survey reviews.

Benchmark: To be determined, new team and space.

Action Item: Request a full-time position to support this student team and the development/maintenance of student organization resources. The intention is to create capacity for more generalized student organization advising through this position and student team. The action toward this goal will begin without a staff member with the goal of passing the program upon hiring.

Resources Needed: Yes

If yes, describe: Base salary plus fringe. Requested full-time position in FY22 Division Budget.

If yes, cost: \$52,000

Implementation and Timeline: Spring 2022 curriculum pilot with current student assistants and survey development.

Human Resources

Goal: Cultivate a work environment that reduces employee turnover in the division of SEWB.

Objective: Increase employee retention to ensure the continuity and quality of SWEB operations that support student well-being services, activities, and events.

Responsible Person(s): Nickie Green, Easter Worden

Measure:

1. Retention percentage of employees who participate in Stay Interviews.

2. Overall SEWB employee retention.

Benchmark:

1. 12% attrition or 88% retention rate for full-time, regular staff for the Division.
2. 8% attrition or 92% retention rate for full-time, regular staff who participate in the Stay Interview initiative.

Action Item:

1. Initiate Stay Interviews (1:1 conversation with manager and employees) in key areas and roles by April 1, 2022.
2. Based on results of interviews, propose recommended programs and initiatives for retention and engagement needs.

Resources Needed: No

Implementation and Timeline:

Fall 2021/Spring 2023

1. Identify Stay Interview questions.
2. Compile questions into a Qualtrics interface.
3. Conduct Stay Interviews each month (number informed by identified roles).
4. Questions will be confirmed by 1/31/22; Qualtrics tool will be operational by 2/28/22; Employees identified for participation in Stay Interview initiative by 3/31/22; First Stay Interviews scheduled in April 2022.

Office of the Arts

Goal: Cultivate well-being by producing and supporting student events and performances by community cultural organizations.

Objective 1: Strengthen the department's culture of well-being through the provision of events that positively impact students.

Responsible Person(s): Aaron Shackelford, Rachel Haage, Paul Cottongim, Ben Dostal

Measure:

1. Number of student events.
2. Number of student organizations served.

Benchmark:

1. An increase in the number of participants will indicate increased outreach success.
2. Will begin tracking planning meetings, which previously were not tracked.

Action Item: GT Arts will provide enhanced service and mentorship to enable student organizations (broadly defined) to conduct successful events in the Ferst Center. Multiple staff members will allocate time for meeting and planning with students to ensure positive outcomes, including Front of House, Production, and administrative management.

Resources Needed: No

Implementation and Timeline:

Fall 2021: Resume full-time in-person events programming and hire staff to fill vacancies created during pandemic.

Spring 2022: Begin mentoring and consultation work with student groups via assigning relevant staff to support and facilitate planning with students.

Summer 2022: Review and modify rental processes, reservation systems, and billing paperwork.

Fall 2022: Refine process of mentoring and consulting with students.

Objective 2: Increase opportunities for student engagement around relevant arts programming topics to help improve their emotional, social, physical, and/or cognitive functioning. (See <https://www.frontiersin.org/articles/10.3389/fpsyg.2021.791773/>).

Responsible Person(s): Aaron Shackelford, Nathalie Matychak, Kara Wade

Measure:

1. Number of participants.
2. Number of events.
3. Range of academic majors of participants.

Benchmark:

1. An increase in the number of participants will indicate increased outreach success.
2. An increase in the academic majors of participants will indicate expanded engagement with the Institute.
3. As the department moves to using Engage and BuzzCard swipe tracking, we will be able to establish a baseline and begin tracking both numbers.

Action Item: GT Arts will develop a series of workshops to provide deeper opportunities for creative reflection with the ideas raised by each performance/installation.

Resources Needed: Yes

If yes, describe: Food/supplies

If yes, cost: \$1,000

Implementation and Timeline:

Fall 2021: Piloted project with VR installation *Traveling While Black*, featuring conversations moderated by community orgs and campus groups.

Spring 2022: Collaborate with GT faculty for "pop-up" style installations throughout semester, with accompanying "Campaign to Connect" activities.

Fall 2022: Blend of performances and small-scale installations. Launch series of public art & technology installations elsewhere on campus featuring public talks on art & engineering.

Spring 2023: First commissioned installation along with "pop-up" experience from GT faculty and students with accompanying academic talks from artists and designers. Continue public art installations.

Parking and Transportation Services

Goal: Encourage employee occupational wellness by supporting employees with their career growth and development to engage them in motivating and interesting work and achieve more workplace satisfaction.

Objective: Increase employee skills through training.

Responsible Person(s): Sherry Davidson

Measure: Percent of management and non-management employees participating in a conference or direct training.

Benchmark: 100% of management and 50% of non-management employees will attend a local or national conference or direct training.

Action Item: Implement a process in which employees can attend local and national conferences. Require employees who attended a conference to report back to the department on what they learned. Encourage employees who cannot attend a national training to attend a local training.

Resources Needed: Yes

If yes, describe: Training and Conference Attendance.

If yes, cost: \$24,000

Implementation and Timeline:

Fall 2021/Spring 2022

1. Implement a process in which employees are aware of and can attend local and national conferences (process to be in place by December 2021).
2. Require employees who attend a conference to report back to the department what they learned.
3. Schedule time to do so in monthly manager's or operation's meetings beginning January 2022.

Stamps Health Services

Goal 1: Provide high quality health services to empower and promote the physical, mental, and social health of the GT community.

Objective: Improve access to student medical records in the SEWB division for better mental health servicing and provider decision-making to manage student well-being care needs.

Responsible Person(s): John Scuderi, Benjamin Holton, Theron Stancil

Measure: Health records consolidation.

Benchmark: Counseling Center and CARES data will be consolidated with Stamps information to hosted system (Medicat One).

Action Item: Purchase and implement hosted system Medicat One. Train employees in Medicat One usage.

Resources Needed: Yes

If yes, describe: Purchase of hosted subscription system (Medicat One).

If yes, cost: \$154,270

Implementation and Timeline:

Fall 2021/Spring 2022

1. Obtain Medicat hosted migration proposal from Medicat.
2. Identify funding sources. Work with procurement on hosted subscription system.
3. Migrate Medicat database and interfaces to hosted solution.
4. Train Counseling Center and CARES staff on hosted system.
5. Assess and acquire technology needed for hosted connection for Stamps staff.
6. Train Stamps staff on hosted connection.

Goal 2: Provide students timely access to a broad range of health care services, reduce barriers to access, and provide faculty/staff access to strategically chosen services.

Objective: Enhance preventative care offerings to the GT eligible community (students, faculty, staff, and family members).

Responsible Person(s): Benjamin Holton, John Scuderi

Measure: Number of Covid-19 vaccinations administered.

Benchmark: 2000 vaccines administered by 12/31/2021.

Action Item: Provide COVID 19 vaccination clinics throughout Fall 2021.

Resources Needed: No

Implementation and Timeline:

Fall 2021

1. Established Covid-19 vaccination clinics located at Stamps.
2. Advertised availability of vaccines for GT community
3. Administered vaccines and calculated total to compare against benchmark.

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