

**THE DIVISION OF STUDENT AFFAIRS**  
**UNIVERSITY OF GEORGIA**



**2005 ANNUAL REPORT**

**SUBMITTED APRIL 3, 2006**





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Attachments

- Strategic Plan
- Staff Information List



## DIVISION OF STUDENT AFFAIRS MISSION STATEMENT



The Division of Student Affairs' mission is to enhance the learning environment for students at the University of Georgia. We accomplish this by stimulating the learning process, integrating the in-class and out-of-class experiences, promoting an environment conducive to growth and discovery, and facilitating intellectual, spiritual, social, occupational, physical, cultural, and emotional development.

The Division promotes a campus environment that provides quality services and increases student retention and success; attains and exceeds compliance with national standards; and serves as an educational laboratory for graduate students in higher education.

Ultimately, we work to enhance the overall quality of campus life, establish a sense of community, and enable all students to realize their fullest potential.



## STRATEGIC PLAN



A copy of the Division of Student Affairs' Strategic Plan is attached. Below is an overview of the six strategic goals that will guide the Division's work through the next five years. A detailed version is attached to this report.

- *Goal One: Meet the Needs of Students*
- *Goal Two: Enhance the University's Learning Environment*
- *Goal Three: Commit Ourselves to a Diverse Environment*
- *Goal Four: Build a Culture of Support Within and Among Division Staff*
- *Goal Five: Continue to Build Professional Credibility for the Division of Student Affairs*
- *Goal Six: Increase Accountability Within the Division of Student Affairs*



## THE DIVISION OF STUDENT AFFAIRS OVERVIEW



Students' out-of-class experiences aid them in developing knowledge and skills that are consistent with the educational purposes of a University. The overarching goal of the Division of Student Affairs is to enhance the learning environment for students at the University of Georgia. The office of the Vice President for Student Affairs and the units listed below are responsible for planning and implementing educational programs and services that are essential to the retention of students; integral to the promotion of a diverse educational community; indispensable to the achievement of educational goals; and vital to the cultural, social, moral, intellectual, and physical development of students.

### **The units of the Division of Student Affairs include:**

- Associate Dean for Student Support
- Greek Life
- Judicial Programs
- Student Leadership Center
- Multicultural Services and Programs
- African American Cultural Center
- Disability Resource Center
- Recreational Sports
- Student Activities
- Lesbian, Gay, Bisexual, Transgendered Center
- Student Affairs Development
- Parents & Families Association
- Student Financial Aid
- University Health Center
  - Counseling and Psychological Services
- University Housing
- University Testing Services
- UGA at Gwinnett
- Vice President for Student Affairs
  - Associate Vice President for Student Services
  - Assistant Vice President for Student Life
  - Assistant Vice President for Budget and Administration
  - Assistants (2) to the Vice President for Student Affairs



# ACCOMPLISHMENTS



## ***1. Enhanced programs and services that augment the student learning environment.***

- Student Affairs staff worked extensively and often exhaustively to assist students affected by Hurricanes Katrina and Rita. Division staff assisted in setting up the Red Cross site in Ramsey, aiding at Rock Eagle, and providing financial assistance/guidance, as well as managing emotional and psychological concerns that resulted in the tragedy. Without the work of Student Affairs staff, many of these students would not have been able to continue at the institution. Their work in this area was a huge asset in enhancing the learning environment.
- Several offices increased program offerings that emphasized cultural understanding.
- The Student Leadership Center increased involvement in programs offered through the office.
- The pledge rates in sorority recruitment rose again during 2005. The sorority pledge rate was 77% compared to 74% in 2003.
- The Greek Life Office implemented a new Multicultural Greek Council to increase understanding of differences across organizations.
- The Lesbian, Gay, Bisexual, and Transgender Resource (LGBT) Center opened as an Office within the Division of Student Affairs Fall 2005.
- The Disability Resource Center conducted campus and community awareness and outreach activities to promote education of disability issues and their required accommodations.
- Multicultural Services and Programs conducted their Welcome Day Program with over 400 students in attendance, “Diversifest” on Legion Field with over 300 students in attendance, and India Night with over 1500 students, staff, and community members in attendance.
- Student Activities registered over 530 student organizations during the 2005 year.
- The Office of International Student Life conducted an orientation program for over 200 international students.
- The Division of Student Affairs provided employment for over 500 students.
- The Office of Judicial Programs conducted over 1,000 behavioral interventions with students.
- The Volunteer UGA Office hosted the first Volunteer Opportunities Fair. The office also worked collaboratively with various academic units throughout campus to implement service learning into the curriculum.
- The University Health Center provided training opportunities by serving as a clinical training site for students in health care professions (3<sup>rd</sup> and 4<sup>th</sup> year Medical College of Georgia medical students, dental students, second year UGA pharmacy students, physical therapy students, and nursing students).
- The Department of University Housing implemented a First Year Live-On requirement for all first year students resulting in increased services and programs for first year students.
- The African American Cultural Center worked Black Theatrical Ensemble student organization to sponsor the first successful play in three years.

## ***2. Contributed to the University and surrounding community through outreach programs.***

- The Division of Student Affairs is active both on campus and within the Athens community. During the 2005 year, more than 20,000 individuals were impacted by outreach and public service programs sponsored by the Division of Student Affairs. Division students and staff participated in over 82,000 hours of community service.
- Collectively the Division raised over \$735,300. The most substantial areas are noted below:
  - Dance Marathon (Children’s Healthcare of Atlanta) = \$237,000
  - Relay for Life = \$212,094
  - Katrina Relief = \$101,940
  - Housing 4 Housing (Habitat for Humanity Fundraiser) = \$17,158
  - Alternative Spring Break = \$10,000
  - Scholarships for Students with Disabilities = \$8,568

### **3. *Worked to enhance and expand Student Affairs facilities.***

- Division staff worked extensively with Greek organizations and alumni to resolve issues regarding Greek housing on campus. Work will continue through 2006.
- Staff worked with student leaders to develop and pass a referendum to fund the Tate Student Center expansion project.
- Student Affairs created a team of faculty, staff, students and architects to work on the Tate II expansion. The group visited multiple campuses to guide concept development and planning.
- Staff in University Housing developed a plan for Phase II of Housing and received approval.
- Outside consultants conducted a needs assessment of the University Health Center. As a result, a plan for expansion was developed and approved.
- Plans for the renovation of the Ramsey Student Center gymnastic space were developed and have been approved.
- The Disability Resource Center began the process of improving accessibility of campus facilities through MRR funding.
- University Testing began the process of expanding and enhancing the computerized testing lab to create a more efficient and secure work space.
- The Department of University Housing successfully renovated the Creswell Hall Lobby, retrofitted Church and Hill Halls sprinkler systems, and modernized Buildings B and D of Family and Graduate Housing.
- Plans for redesign of the Ramsey Student Center lobby space were approved. Estimated completion of project is Summer 2006.
- Student Activities purchased four additional TVs as well as art to display in the Tate Student Center to continue the Union's mission of being the "living room of the campus community."
- The Tate Student Center installed a new service desk on the 1<sup>st</sup> floor to assist with visitor flow and event management.

### **4. *Met standards of accountability and increased efficiency for the Division of Student Affairs.***

- The University Health Center successfully completed the biennial JCAHO laboratory reaccreditation.
- The Disability Resource Center completed a survey where 96% of students indicated satisfaction with the provision of services.
- The Division of Student Affairs Business Office and Recreational Sports successfully completed an audit of its internal Business Office with no adverse findings.
- The University Health Center completed a survey where 95% of students rated their overall visit as excellent or very good.
- A systematic approach to assessment was integrated into the Division for quality improvement and to increase accountability. The result has been a more comprehensive and more regimented approach that supports the use of data for program improvement.
- The Division of Student Affairs completed its Five Year Program Plan.
- The Division created a comprehensive, peer reviewed, departmental review process that will increase accountability within each of the various units. The system will be implemented Fall 2006.
- Student Affairs utilized the services of an outside consultant to review the current structures and operations for the Division. Recommendations are being utilized in reorganization efforts.
- The Office of Student Affairs Assessment, in conjunction with various units, has conducted over 50 separate assessment projects. Data has been used for quality improvement and increased accountability.

### **5. *Increased fiscal responsibility within the Division of Student Affairs by considering ways to: (1) generate money, (2) save money, and (3) raise money for the Division of Student Affairs.***

- The Division of Student Affairs made a concerted effort during 2004 to cut waste, streamline processes, and increase revenue when possible. This effort continued during 2005. The result is more than \$36,204 in internal savings, \$324,524 in new revenue, \$137,000 in new grant money, and over \$1,200,000 in fundraising/Parents & Families giving. A detailed account of this accomplishment is discussed under "Progress on Priorities."



# ASSESSING EFFECTIVENESS



The Division of Student Affairs increased its emphasis on assessment and quality improvement during the 2005 calendar year as a way of increasing accountability, improving services, and increasing credibility with University faculty, staff, students, and stakeholders. The following is a list of *selected* projects by department, and how each has been used and/or is being used to enrich programs and services.

## ASSESSMENT PROJECT

## USE OF DATA

### University Testing

- Customer Satisfaction Survey  
Received an approval rating of 85% with students and 94% with faculty. Improved scoring job pick-up service for faculty and are evaluating the purchase of a back-up scoring machine.
- Evaluation Services Assessment by faculty and academic departments (informal interviews)  
Introduced the service of customized evaluations through the creation of new applications on existing software.
- Customer Service and Professionalism Assessment by students (informal interviews)  
Expanded group sessions for Terry admission testing and extended walk-in testing dates. Began appointment only testing for program admissions exams. Upgraded test scheduling system to include all computerized tests.

### Office of Student Financial Aid

- Annual State Audit of Federal Aid Programs  
Results indicated no adverse findings and no corrective actions required.
- Quality Assurance Management Assessment and Enhancements  
Required each year as part of our participation in the U. S. Department of Education Quality Assurance Program. Information is then used to improve overall quality.
- Annual Georgia Student Finance Commission review of HOPE Scholarship Program  
Two findings resulted in a \$5,901 repayment of the more than \$75 M awarded in HOPE. As a result of the PRA finding OSFA has instituted new internal procedures to verify that the PRA is in the file and reviewed correctly.
- Comparison of office contacts, 2004 to 2005  
An overall decrease of 13.3% was experienced in all student contacts (calls, visits, e-mail, Web site hits, etc.) The largest decrease (-18.8%) was in visits to our Web site and could be attributed to the decrease in undergraduate applicants Fall 2005. Others areas with notable decrease were calls (-3%) and counselor visits (-6.5%). Training and review of these results continues to provide staff with other ways to help students so they do not have to repeatedly contact OSFA.

### Multicultural Services and Programs

- BEST Program Evaluation  
Results were used to modify BEST Counselor training as well as the overall format of the program as a way to emphasize the academic focus.

## University Health Center

- 2005 Patient Satisfaction Survey  
Resulted in Communications Department making appointments, clinician staff shifts, phone contact system in CAPS developed, and implemented an interactive voice response system in the Pharmacy.
- NCHA Survey Fall 2005  
Results have just been compiled and will be analyzed to determine effectiveness of key messages and for goal setting.
- Alcohol Sanction Project – Prime for Life program  
Results demonstrated insignificant overall impact on student behavior resulting in a new recommendation to investigate other programs. Results also used to train Health Center staff as well as to develop new research initiatives.
- UGA Campaign for Every Body  
Eleven focus groups representing a diverse cross section of students were held in spring 2005 resulting in the development of campaign themes, messages and slogans based on their comments. Subsequently, posters were developed reflecting the message: “Embrace your body; Define your beauty”, piloted in Brumby Residence Hall to the target audience of first year female students via discussion groups. Feedback from this group and the Student Health Advisory Committee members resulted in revising the posters and changing the group discussion venues from residence halls to classrooms and student organizations.
- BEST Program  
The needs assessment resulted in the development of an African American Support Group provided in Memorial Hall.
- LGBT Students  
The needs assessment resulted in refinement of the Rainbow Chat (LGBT) discussion group.
- Minority Students Needs Assessment  
Developed plan to conduct needs assessment with underrepresented student groups. Assessment completed with the following: Hispanic Student Association, Indian Cultural Exchange, and BEST. Results are being used to conduct interventions and develop support groups for these populations.

## Student Leadership Center

- Web Based Survey  
Results indicated the office needs to place more emphasis on web based advertising and listserv messages rather than paid advertising in the campus newspaper.
- Sophomore Year Leadership Needs Survey  
Results indicated a need for a program focusing specifically on the Sophomore Year Experience. Data will be used in the development of this program to ensure needs of students are being addressed.

## African American Cultural Center

- Informal Focus groups of students  
Results indicated we should change the format of Rite of Sankofa to accommodate more students and guests. Changes increased attendance with over 200 people attending the ceremony.



## Student Affairs Development

- Giving  
Increased giving to all funds demonstrates effective use of development office's time and effort. Current efforts will continue as a result.
- Membership in Parent & Families Association  
Increased membership indicates improved strength of message and enhanced profile of association activities. As a result, similar strategies will be utilized during 2006.
- Survey of Parent Orientation Programming  
"It's Going to Be OK!" received consistently high marks for usefulness and effectiveness for interactive format. As a result, similar format will be utilized during 2006 program.

## Department of University Housing

- Staff Training/Inservice/Class Survey (Professional and Student Staff)  
Results used to improve training in-services and classes offered through the Department of University Housing.
- EBI (Education Benchmarking, Inc.) Survey conducted with RAs, Residents, Family and Graduate Housing, and East Campus Village  
Results shared during management meetings, training sessions, and in specific committees to improve services provided at various levels.
- Roommate Matching Study  
Student dissertation research funded by the Department of University Housing which compares satisfaction, academic success, and persistence of different methods used to select roommates including the on-line roommate searching program.
- Personal Contacts  
The interview guide utilized by RAs to conduct personal contacts was evaluated and improved.
- Learning Community Focus Groups and On-line Assessment  
The information was used to guide programmatic goals and changes made. Additionally, the second-year results were used to compare with changes that were made previously.
- Staff Training (GR, RA/CA) Learning Outcomes Survey  
Used in coordination with the staff training survey. Results were used to identify areas of strength and weakness in planning for 2006 training programs. Also, the results were used to measure staff's strengths and weaknesses and determine where additional training efforts should be made during the year.
- Multi-rater Feedback of Management Team  
Used to inform management team staff of their employees and peers view of their performance.
- Maintenance Staffing Consultation  
Results indicated that work load adjustments needed to be made to according to staff level. Such changes have been implemented or are in process of being implemented.
- Custodial Management Consultation  
New supervision/management staffing plan is under development as a result of study findings.

## UGA Gwinnett

- US and Georgia Constitution and History Exams – Service Evaluation  
Results indicate students are consistently satisfied with this service and grateful that it is offered at this location. The evaluation has only been administered to four participants at this point, but all of them reported that they “agree strongly” that our office provided an adequate testing environment, scheduling was suitable; staff were helpful and friendly, etc.
- DAWG Days Program Evaluation  
Results indicate majority of participants (72%) believed the program met their expectations. Two learning objectives were outlined and all respondents indicated that these objectives were met.

## Greek Life

- Risk Management Seminar Evaluation – (survey of fraternity presidents and risk managers)  
As a result of the survey, it was determined that the fire safety and chapter house protection information was very helpful. Also as a result of the survey, a guide to completing social event forms was created and we held an additional meeting for social chairs to review policies and procedures.
- Scholarship Rankings by Semester  
Data is used to establish minimum expectations each semester and provide benchmarks for performance, provide guidance for making adjustments in scholarship programming if performance is below par.
- Annual Recruitment/Rush Statistics  
Establishes each year’s progress as tool to measure improvement.

## LGBT Resource Center

- Resource Check Out System  
This is a system to track usage of library materials including books and videos. The system is in place to not only ensure the return of materials but also see what types of resources are being used and by whom. This information will be used to expand library resources specifically in areas most utilized (i.e. books on coming out).
- Resource Center Visitor Tracking  
This tracking system was put in place to indicate how many visitors per hour visit the center. This includes staff, faculty, students, and other visitors to campus. This provides information for programming in the Center. For example, bringing in Health Educators into the Center during times where most students are in the Center. This information also provides information on when volunteers need to be available for student support.
- Center Usage Statistics  
A tracking system was put in place to track the types of programs held within the Center. Data is being used to determine which programs are most effective and most attended. Areas of least interest will be modified and/or deleted from the slate of available programs.
- Tracking STI Prevention/Safer Sex Materials  
This system tracks the usage of specific safer sex materials provided by the University Health Center such as dental dams, condoms and lubricant. This information will be used to provide the safe sex materials most utilized.

## Office of Student Affairs Assessment

- Student Needs Assessment Profile  
Data were used to inform the University community of recent trends and issues facing UGA students. Data were also used during Parent Orientation and during Parent's Weekend presentations.
- LGBT Pilot Study  
Data have been used to create programs that more systematically meet the needs of LGBT students. Data have also been used to create a more systematic instrument to measure student needs.
- Student Withdrawal & Hardship Report  
Data have been used to educate faculty on the reasons students are withdrawing. Data have also been used to determine student traffic flow as a way of determining staff needs.
- East Campus Village Programming Needs Assessment  
Data have been used to modify and supplement the programming offered by Village Community Assistants.
- SGA Fee Allocation Study  
Data have been used to determine the need for more student involvement in the fee allocation process.
- Staff Development Assessment  
Data have been used to modify professional development opportunities offered for all levels of staff. Data have also been used in marketing strategies and long-term planning.
- Development In Student Affairs Study  
Data were used for presentation purposes at two regional conferences. Data were also used to educate master students on the realities of Development.
- Family and Graduate Housing PAWS Survey  
Data were used to determine if a wireless computing system was needed in Family and Graduate Housing.
- Retention Issues with UGA Students  
Data distributed to the Board of Regents committee on retention. Data have also been used on campus to educate the community on student retention issues.
- Defer or not to defer Benchmarking Study  
Data were used with the University Committee on Student Affairs to determine trends in the recruitment process.
- Withdrawals of Greeks vs Non-Greeks  
Data have been used with the University Committee on Student Affairs to determine if there are differences between Greeks and non-Greeks in regards to course withdrawals.

## Student Activities

- International Student Life Evaluations  
Results indicated a positive appreciation for the services and programs offered by International Student Life. Results also suggested constructive feedback for improving programs. Modifications are being implemented in the designated areas.
- University Union Assessments  
Results provide the Union with information on how to increase advertising/promotion efforts for events. The assessment data also provided information on the specific population attending the events. Modification of programs and advertisement procedures is occurring as an outcome of this project.
- Scanning of ID's at selected University Union events  
The results provide the Program Office with data on the number of students attending events, as well as demographics which have been used to select and plan other programs.

## Disability Resource Center

- Annual Student Satisfaction Survey  
Results indicated a need for more widespread faculty awareness of disability issues. Therefore, a plan to continue educational workshops has been implemented.
- Policy and Procedure Review  
This study resulted in revision of outdated policies, keeping with current disability trends and legal opinions.
- Student Disability File Review & Case Staffing  
Assessment data were used to reinforce case management with staff and assist with the determination of appropriate accommodations.
- Focus Group – Alternative text  
Results indicated the need for more timely production of alternative materials. DRC continues to research cutting edge technology to accommodate this need.
- Student Accessibility Forum  
Results indicated that students were very positive regarding physical access issues. Students asked DRC to remind physical plant and other construction vehicles not to park on the sidewalks or block curb cuts. DRC developed a new system to alert physical plant.
- Testing Accommodations Survey  
Results of the WebCt survey indicated the need for improved customer service. Changes were implemented to improve deficient areas.
- Van Survey  
Results indicated 100% of the students surveyed agreed the van service met their disability related needs. This accommodation will continue at the current level until future data indicates a change is needed.
- Focus Group – Life Skills Project  
Results indicated the need for faculty awareness and more adaptive equipment in labs across campus. A student technology proposal has been developed to address access to computer labs on campus.



## PUBLIC SERVICE AND OUTREACH



The Division of Student Affairs is active both on campus and within the Athens community. We believe it is part of our duty to reach out to others and do our part to enrich the environment in which we live. Additionally, public service and outreach provides an avenue to develop students' sense of civic responsibility. To this end, students and Division staff participate in a variety of service and outreach programs.

During the 2005 year, more than 20,000 individuals were impacted by outreach and public service programs sponsored by the Division of Student Affairs. Division students and staff participated in over 82,000 hours of community service. The types of programs varied greatly. Some focused on the distribution of materials and others on raising funds for community organizations. The amount of money raised by the Division of Student Affairs is particularly noteworthy. Collectively the Division raised over \$735,300. The most substantial areas are noted below:

- Dance Marathon (Children's Healthcare of Atlanta) = \$237,000
- Relay for Life = \$212,094
- Katrina Relief = \$101,940
- Housing 4 Housing (Habitat for Humanity Fundraiser) = \$17,158
- Alternative Spring Break = \$10,000
- Scholarships for Students with Disabilities = \$8,568

Overall, the public service and outreach programs fit into one of five categories: (1) pre-collegiate, (2) health and safety related, (3) fundraising for charities, (4) community service, and (5) professional service. A list of selected programs is provided below:

- Hurricane Katrina Relief
- LAMBDA Student Support Program
- BEST Student Support Program
- Clarke Youth Association Talent Show
- Athens Human Relations Council
- Peer Financial Counselors
- Students In Free Enterprise (SIFE)
- Toys for Tots
- Aids Walk Atlanta
- Relay for Life
- Martin Luther King Day of Service
- Domestic Violence Task Force
- Public Health Activities
- Take Back the Night
- River's Alive
- World Aids Day
- Bulldawg Budgeting
- Coile Middle School Transition Day
- Advocating Safe Alternatives for Peers
- Leadership Resource Team - Project Ready
- Student Leadership Center Project Head Start
- Dawg Camp Classic City
- Georgia Collegiate Leadership Conference
- Classic City High School Mentor Program
- Arch Society (over 3,000 volunteer hours)
- Brumby Hope Worldwide
- Georgia AHEAD
- UGA Minority Recruitment Day
- Greene County Dreamers (drop-out prevention program)
- Alternative Spring Break
- World Fest
- International Street Festival - Athens
- Blood Drives
- St. Mark Tutorial Program
- Rockprings Clean-up
- Flu Vaccinations
- Heart Healthy Month
- Better Body Image Campaign
- In Sickness and In Health outreach program
- NAACP State Conference
- Financial Aid High School Presentations
- Hispanic Student Association local tutoring program
- Athens Boys and Girls Clubs
- Georgia Teacher Certification Exams
- Children's Healthcare of Atlanta



# STUDENT RETENTION AND GRADUATION



The Division of Student Affairs believes that supporting the academic mission of the University is paramount. Everything we do is aimed at enhancing the learning environment and developing students to their fullest potential. Through our programs and services, the student experience is enhanced, learning and development occurs, and satisfaction increases. Students involved in Student Affairs activities and students who are users of Student Affairs services perform better academically, thereby increasing overall retention and graduation rates.

Particularly noteworthy points are presented below.

## Services

- Administered Regents' Skills Testing for BOR graduation requirements to 1847 individuals.
- Quick and accurate processing of 25,000 student financial aid applications to provide awards to students, which in many instances, allow the student to attend the University.
- The Ramsey Student Center is one of the nations' finest recreation centers. During 2005, 77% of the student body used the facility. Additionally 4,000 students participated in fitness classes, 3,500 in intramurals each week, and 400 in GORP trips. This facility serves as an excellent recruitment tool and increases the overall experience for UGA students through personal development and personal wellness areas that contribute to student retention.
- The Office of Student Financial Aid assisted 100 students affected by hurricane Katrina. The office assisted not only the transient students, but also the "native" students who lived in the impacted areas and needed emergency assistance.
- The Office of Judicial Programs functions from an educational philosophy in sanctioning student misconduct. Individual follow-up meetings were scheduled with some "at-risk" students to discuss academic progress and provide assistance for success.
- The University Testing Center administered over 10,700 examinations during 2005: National standardized tests (5,400), Terry College of Business, and Housing and Consumer Economics Admissions test (2,300), and Orientation Placement tests (over 3,000). Without many of these exams, students would not be given entrance into specific colleges, graduate and professional school, and some would not receive necessary licensures.
- The Disability Resource Center acts as liaison for 1,352 students to provide reasonable accommodations. The Center assists students with the educational transitions and educational challenges. During 2005, 140 DRC students graduated from UGA.
- The Disability Resource Center contacted 450 prospective students and provided transition assistance to ensure successful acclimation to the University, the campus, and the academic environment.

## Programs

- Over 300 students participated in DAWG Camp Discovery, Adventure, Classic City, and Fusion, programs that assists students in their transition to the University. Additionally, research conducted with this group has concluded that students participating in DAWG Camp perform better academically and are more involved with institution.
- Medical Services Staff, Alcohol Intervention Specialists and Counseling and Psychological Services staff created the Alcohol and Other Drug Interdisciplinary Team to provide a comprehensive approach to students and assist them in recovery and degree completion.
- UGA at Gwinnett provided leadership and professional development opportunities for 65 students by funding major-related student organizations.
- National research indicates Greek membership increases student retention. Approximately 4,800 UGA students are involved in Greek organizations.

- The Multicultural Services and Programs Office sponsored a multicultural mixer that brought faculty and staff together with first year students to facilitate the development of mentoring relations, thus allowing students to talk with faculty outside of the classroom in an informal setting.
- The C.L.A.S.S. Advocate program and the B.E.S.T. programs provided support to African-American students in their adjustment to college and in the classroom.
- The Department of University Housing conducted over 6,000 personal contacts Spring 2005 and Fall 2005. Resident Assistants (RA) and C.L.A.S.S. Advocates (CA) made individual connections with their students which allowed the RA or CA opportunities to get more in depth information that could be used to assist the student in his or her adjustment to college or continued progress in college.
- There are a variety of residential experiences that have been proven to contribute to a student's success at UGA. Programs include: Freshman College Summer Experience (275 participants), Franklin Residential College (156 participants), Language Communities (36 participants), Learning Communities (80 students in one of four communities - Global Engagement, Social Science, Science, and Education), Creswell S.M.A.R.T.I.E.S. and Brumby Buddies, First Year Liaisons (358 participants and 4 Liaisons), Freshman Live-On Requirement (4,400 first year students).
- The Health Center sponsored many programs that address the medical and psychological needs of students. Programs include:
  - Prime for Life, a program that identifies students with high-risk alcohol and other drug behaviors. Center staff follow-up and conduct one-on-one interventions with these students.
  - Interdisciplinary Eating Disorder Team, a group consisting of CAPS and Medical Services clinicians, a nutritionist, and a nurse. The team provided an interdisciplinary approach to evaluating, treating, and sometimes referring 200 patients during 2005.
- The Department of Student Activities had over 41,000 students attend various lectures, films, concerts, and alcohol alternative programs. Additionally, the Department registered over 500 student organizations with a combined membership of approximately 58,000. (NOTE: Some students participated in multiple programs and were members of multiple organizations).
- The Department of Student Activities coordinated "A Big Dawg Welcome" which was attended by over 9,000 students. The program assists students with the transition back to school and provides a week of alcohol-free events.
- The Office of International Student Life sponsored the International Student Orientation program to assist 300 international students with cultural, social, and academic adjustments to UGA.
- The Office of International Student Life hosted the International Graduation Ceremony to celebrate the successful completion of degrees by international students. The program recognizes the unique contributions of families and students and encourages the continuance to degree for other international students.
- The African American Cultural Center worked closely advising student organizations and providing programming, such as the MLK Conference, that helps African American students feel connected to the University community.
- The LGBT Resource Center hosted Lavender Graduation to celebrate the successful completion of degrees by LGBT students. The program assists LGBT students in feeling included in the University community, and increases involvement of other LGBT students, thus increasing retention and long term involvement with the organization.
- The Rainbow Chat Program (support group) supports the social, emotional, academic success of LGBT students and provides support for long-term success at the institution.
- The African American Cultural Center hosted the Rite of Sankofa program to celebrate the successful graduation of 40 African American students.



# PROGRESS ON DIVISION PRIORITIES



The Division of Student Affairs has adopted a multi-phase approach to accomplishing priorities and goals. The first phase is driven by a desire to be contributing members of the institution which involves us (1) finding ways to save, generate, and raise money for the Division, and (2) contributing to the three strategic goals of the institution. The second layer of the Division's approach is driven by the University's Five Year Program Plan. This plan is at the forefront of planning and drives many decisions within the Division. The final layer is grounded in the Division's strategic plan. On an annual basis, the Student Affairs Leadership Team determines which areas of the strategic plan will become points of emphasis for that year. This yearly emphasis will result in the Division achieving all elements of the strategic plan.

As seen, the Division is simultaneously working to achieve (1) the two overarching "contributing" goals, (2) The Five Year Program Plan, and (3) the designated (annual) strategic plan "points of emphasis." The leadership within Student Affairs believes that this comprehensive approach will advance the Division in reaching its highest potential and truly becoming a "premier" unit both locally and nationally.

The purpose of this report is not to provide a summary of each phase. Thus, the two overarching priorities as well as the Five Year Program Plan will be provided in the following section.

## **PRIORITY ONE**

### **CONSIDER WAYS TO SAVE MONEY, TO GENERATE MONEY, AND TO RAISE MONEY FOR THE DIVISION OF STUDENT AFFAIRS**

The Division of Student Affairs made concerted effort during 2004 to cut waste, streamline processes, and increase revenue when possible. This effort continued during 2005. The result is more than \$36,204 in internal savings, \$324,524 in new revenue, \$137,000 in new grant money, and over \$1,200,000 in fundraising/Parents & Families giving.

#### **Money Generated - \$1,667,481**

- Annual Giving = \$143,185  
Student Affairs Development Office, and Student Affairs Development Office in conjunction with Disability Services
- Major Gifts = \$812,422
- Parents & Families Association Giving = \$250,350
- Grants = \$137,000  
Disability Resource Center, University Testing Office, Counseling and Psychological Services
- New Money Generated = \$324,524  
University Testing Center

#### **Money Saved - \$36,204**

- Streamlining process = \$36,204  
Student Activities, Office of Greek Life, Disability Services, African American Cultural Center, University Testing Center
- Other areas within the Division of Student Affairs were streamlined; however, the direct financial savings is more difficult to measure. Noteworthy areas include:
  - Implementation of new Pharmacy prescription program that has decreased staff phone interruptions by 62.5%.
  - Use of computerized time clock in Recreational Sports has reduced time spent on payroll by 15%.
  - Use of new Dental Clinic software has increased revenue by 11% and patient volume by 13% over 2004.

NOTE: The funds raised and listed in this section do not reflect the money generated as an outreach or community service project.



## **PRIORITY TWO**

### **CONTRIBUTE TO THE UNIVERSITY'S THREE STRATEGIC GOALS**

#### **UNIVERSITY GOAL: INCREASE RESEARCH OPPORTUNITIES**

Various units within the Division of Student Affairs have increased research opportunities. Some of the more noteworthy projects are listed below:

##### Student Affairs Assessment Office:

- “Student Needs Assessment Profile”: Project on University of Georgia students; doctoral and graduate students have collaborated on the project to gain experience in conducting research.
- “International Student Life Needs Assessment”: A joint project with Dr. Diane Cooper, Student Affairs Administration Program, Dr. Janice Davis Barham, Student Affairs Assessment Office, Leigh Poole, International Student Life, and doctoral students from the Student Affairs Administration program.
- “B.E.S.T. Program Assessment”: A joint project with Dr. Janice Davis Barham, Student Affairs Assessment Office, Vanessa Smith, Multicultural Services and Programs, and Amanda Pritchett, graduate student in the Student Affairs Administration program.
- “Understanding Retention Issues with UGA Students”: Conducted by Dr. Janice Davis Barham and graduate students in the Office of Student Affairs Assessment. Data was distributed to Board of Regent Committee on Retention Issues.
- “Greek Life: Defer Recruitment or Not”: A project conducted by Matt Edwards, graduate student in the Office of Student Affairs Assessment.
- “Disability Profile”: Conducted by Matt Edwards, graduate student in the Office of Student Affairs Assessment.
- “Development in Student Affairs: An assessment of current practice”: A joint project with Shea Houze, graduate student in Student Affairs, and Joel Scott, Doctoral Intern in the Office of Student Affairs Assessment.
- “Disability Resource Center: Annual Study”: A joint project with Dr. Janice Davis Barham, Student Affairs Assessment Office, Gerri Wolfe, Disability Resource Center and several graduate assistants in the Student Affairs Administration program.
- “Sophomore Year Needs Project”: A joint project with Joel Scott, Doctoral Student in the Student Affairs Assessment Office, Jillian Macey, and Erin Tucker, graduate assistants in the Student Leadership Center and graduate students in Student Affairs.
- “Discussion of Alcohol in the Classroom”: A joint project with Joel Scott, Doctoral Student in the Student Affairs Assessment Office, Dr. Janice Davis Barham, Office of Student Affairs Assessment, Lauren Fields, undergraduate student and president of ASAP.
- “Current Issues: SGA Poll”: A joint project with Joel Scott, Doctoral Student in the Student Affairs Assessment Office and Student Government Association members.

##### LGBT Resource Center

- The LGBT Center supported undergraduate and graduate research for students in the following programs: Clinical Psychology, Institute for Women’s Studies, and the College of Public Health.

##### African American Cultural Center

- “African American Student Retention at the University of Georgia”: A joint project with Multicultural Services and Programs, Dr. Tracey Ford, African American Cultural Center, and Counseling and Psychological Services.

##### Student Leadership Programs

- “DAWG Camp Study”: A joint project with Dr. Karl Kuhnert, Department of Psychology, Candy Sherman, Student Leadership Programs, and doctoral students within the Department of Psychology.

### The University Health Center:

- “Determinants of Bone Health in Young Gymnasts”: Joint project with Dr. Rick Lewis, Food and Nutrition Department; UHC is performing wrist radiographs of subjects.
- Two ongoing Human Papilloma Virus (HPV) Vaccine Projects with Dr. Daron Ferris, Medical College of Georgia, evaluating efficacy and safety of two HPV vaccines.
- “Understanding the maternal/fetal interfrace”: Joint project with Dr. Julie Moore, Medical Microbiology and Parasitology, College of Verterinary Medicine. UHC is collecting blood samples from volunteers.
- “Biological Activity of Sorghum Wax”: UHC Lab providing phlebotomy service for joint research project with School of Pharmaceutical and Biomedical Science.
- “Safety, Efficacy, and Optimal Dosage of Soy Isoflavones to Prevent Osteoporosis”: Dr. Meg Cramer of the Women’s Clinic, performing physical exams on subjects in joint project with Dr. Rick Lewis, Food and Nutrition Department.

### Department of University Housing

- “Learning Community Assessment:” a collaboration with the Department of University Housing, the Vice President for Instruction Office, the Office of Student Affairs Assessment, and faculty in the Student Affairs Administration program.

### **UNIVERSITY GOAL: HELPING STUDENTS COMPETE IN A GLOBAL ECONOMY**

There is an array of programs offered within the Division of Student Affairs that helps students compete in a global economy.

The Division sponsored diversity related programs that exposed the University community to ethnic and cultural differences. A *selection* of such programs includes:

- Black History Month
- African American Cultural Center 10<sup>th</sup> Anniversary
- Kwanzaa Celebration
- Diversity Awareness Week at Georgia (DAWG Days)
- Diversity Awareness Week at Gwinnett
- C.L.A.S.S. Advocate programs offered in the Department of University Housing
- Bi-weekly International Student Life Coffee Hour
- Alternative Spring Break
- Volunteer UGA community service projects

Units within the Division of Student Affairs support students’ international study experiences:

- The University Health Center provides a travel clinic where students can receive vaccinations, regional travel advice, and various other services.
- The University Health Center, the Department of University Housing, and the Office of Judicial Programs served on the Studies Abroad Risk Board.
- The Department of University Housing works collaboratively with students studying abroad to release them, without penalty, from their contract, and assist them in acquiring housing once they return to the country.
- The Office of Student Financial Aid works collaboratively with various University offices to facilitate fee payment for students studying abroad.
- The International Student Life Office conducts a campus orientation for international students traveling to the University of Georgia.
- The Department of University Housing provides housing for 100 undergraduate International students in East Campus Village and 1,100 International graduate students in Family and Graduate Housing.

## **UNIVERSITY GOAL: ENHANCE THE LEARNING ENVIRONMENT**

All that Student Affairs does is aimed at enhancing the student learning environment: from leadership enrichment, and one-on-one counseling, to basic health care. Our mission is to enhance students' growth, development and learning.

During 2004, the learning environment was enhanced, specifically by Student Affairs Staff, in three ways; expanding and modernizing facilities, enhancing programs and services, and serving as classroom instructors. A more thorough explanation of each area follows.

### **Expand/Enhance Facilities**

- Memorial Hall renovation and modernization (African American Cultural Center, Multicultural Services and Programs, Student Leadership Center, LGBT Center)
- Renovation of Creswell Hall Lobby
- Retrofits of Hill and Church Halls
- Family and Graduate Housing (modernization of Building B and D in Family and Graduate Housing)
- Disability Resource center received \$87,000 of MRR money to improve accessibility to campus facilities
- University Testing received \$75,000 of MRR funding to expand and enhance the computerized testing lab and create a more efficient reception workflow.
- University Health Center worked with public safety to install speed humps and signage to protect pedestrians accessing the Health Center.
- Completed design of renovated lobby for Ramsey Student Center.
- Recreational sports initiated design for the renovation of gym to expanded weight-room.
- Purchased four additional TVs and purchased art to display in the Tate Student Center to continue the Union's mission of being the "living room of the campus community."
- Installed a new service desk on the 1<sup>st</sup> floor of the Tate Student Center.

### **Enhancing Programs and Services**

- Provided "UGA identity" programs for students attending UGA at Gwinnett.
- Administered examinations through the University Testing Center and UGA Gwinnett preventing students from having to leave campus to take examinations.
- Provided a comprehensive recreational sports program.
- Auxiliary aids, enhanced adaptive technology, and academic accommodations were coordinated by the Disability Resource Center.
- The Department of University Housing, in conjunction with the Vice President for Instruction, offered four Learning Communities.
- Units within the Division became laboratories for learning for master level practicum students in the College Student Affairs program and other academic programs.
- The Office of Judicial Programs and members of the University Judiciary presented programs throughout the University community on a variety of topics including how to manage disruptive students.
- The Dawgs After Dark program offered alcohol-free alternatives for UGA students.
- University Testing offered advanced placement testing for rapid advancement into program classes therefore promoting student retention and timely matriculation.
- The Health Center offered public health activities as a way to create a healthy campus culture.
- Financial Aid continually strives to provide aid to students as quickly and efficiently as possible so that time is not taken away from academic pursuits.
- The Student Leadership Center offers high quality, cutting edge programs that will expose students to new concepts and trends in leadership.
- UGA Gwinnett serves as a resource to address all the needs of students: Financial Aid, Disability Services, etc. As a result, the primary functions of UGA Gwinnett enhance the learning environment.
- The LGBT Center served as a site for service learning of 12 undergraduate and graduate students from School of Social Work and the Institute for Women's Studies.
- The African American Cultural Center offered programs that increased awareness of issues impacting the African American community.

## Classroom Instruction

The Division of Student Affairs has several staff members who contribute to the learning environment by serving as adjunct faculty, and many others through classroom instruction. The Division is also committed to the production of scholarly research. A list of each follows:

### *Adjunct Faculty (19)*

- Dr. Rodney Bennett (UGA Adjunct)
- Dr. Pat Daugherty (UGA Adjunct)
- Dr. Tom Burke (UGA Adjunct)
- Dr. Karen Kalivoda (UGA Adjunct)
- Dr. Jim Day (UGA Adjunct)
- Dr. Jane Russell (UGA Adjunct)
- Dr. Jean Chin (MCG Adjunct)
- Dr. Ron Elliott (MCG Adjunct)
- Dr. Bill Bowen (MCG Adjunct)
- Dr. Garth Russo (MCG Adjunct)
- Dr. Natalie Russo (MCG Adjunct)
- Dr. Karen Prasse (MCG Adjunct)
- Dr. Tad Smith (MCG Adjunct)
- Dr. Ron Forehand (MCG Adjunct)
- Dr. Clara Herrin (MCG Adjunct)
- Dr. Richard Finger (MCG Adjunct)
- Dr. John Leffert (MCG Adjunct)
- Dr. Keener Scott (UGA Adjunct)
- Dr. Jan Davis Barham (UGA Adjunct – in process)

*Course Instructors – 33 separate courses were instructed by 39 Student Affairs staff during 2005 for a total of 1165 Credit Hours.*

Staff Member's Name	Name of Course	Semester Taught	Credit Hours	# of Students
Alice Bender	Dietetics Practicum	Summer	3	5
Health Promotion Dept	ECHD 3010: Health Advocacy Skills	Fall	3	16
Keener Scott	ECHD 6030: Counseling Skills	Fall	3	15
Jon Coleman	ECHD 2050: Career Development	Spring	3	18
Kathryn Hall	ECHD 2050: Career Development	Spring	2	20
Kathryn Hall	ECHD 2050: Career Development	Fall	2	19
Tamara Burke	ECHD 2050: Career Development	Fall	2	20
Dianne Timm	ECHD 2050: Career Development	Spring	2	18
Heather Rush	ECHD 2050: Career Development	Fall	2	20
Sonny Lemmons	ECHD 3010: Leadership	Fall	2	11
Carla Dennis, Jeremy Early	ECHD 3010: Leadership	Fall	2	10
Mark Whitesel	ECHD 3010: Leadership	Fall	2	11
Ashley Lester	ECHD 3010: Leadership	Fall	2	12
Scott Oliver, Diana Fruth	ECHD 3010: Leadership	Fall	2	12
Jamie Higby	ECHD 3010: Leadership	Fall	2	13
Nyerere Tryman	ECHD 3010: Leadership	Fall	2	15
Kenya McKinley	ECHD 3010: Leadership	Fall	2	10
Louis Gustafson	ECHD 3010: Leadership	Fall	2	11
Noah Archambault	ECHD 3010: Leadership	Fall	2	9
Sonny Lemmons	ECHD 3050: Career Development	Spring	3	19
Mark Whitesel	ECHD 3050: Career Development	Fall	2	20
Dianne Timm	ECHD 3050: Career Development	Spring	2	19
Shay Davis, Pat Daugherty	ECHD 7740: Practicum	Spring	3	11
Carla Dennis (co-instructor)	ECHD 7430: Environments	Fall	3	16
Jon Coleman	ECHD 7410: Program Interventions	Fall	3	19
Dianne Timm (co-instructor)	ECHD 7490: Diversity Issues	Fall	3	19
Jim Day	ECHD 9430: Environmental Assessment	Fall	3	23
Brandon Frye	ECHD 7640: Issues in Greek Life	Spring	1	14
Michael D. Shutt	ECHD 3010 Health Advocacy Skills	Fall	3	16
Willie Banks	ECHD 3050: Career Development	Fall	2	20
Jan Davis Barham	ECHD 7920: Foundations of Social Research	Fall	3	20
Rodney Bennett	ECHD 9460: Issues in Student Affairs	Fall	2	15
Pat Daugherty	ECHD 7460: New Professional Transition	Fall	1	20

### *Scholarly Publications*

The Division of Student Affairs is committed to the development of scholarly research as a way of enhancing the learning environment, advancing the development of staff, and enhancing professional knowledge. The following is a list of publications created by Division of Student Affairs staff during 2005.

- Coleman, J., Davis, J.S., Lester, A., College Student Affairs Journal; Connecting services to students: New technology and implications for student affairs.
- Davis Barham, J., Co-Editor; Journal of College Student Affairs Special Edition.
- Jennette, D.M., Brooks-Harris, J.E. Y Wagner, K.S., The Counseling Psychologist; Multicultural adaptations of counseling and psychotherapy interventions. (In press)
- Little, S., U.S. Department of Education; Audits and program review
- Little, S., SASFAA; Verification of aid information.
- Little, S.; College Board Southern Regional Forum; Professional judgment process for high school counselors
- Mooney, J., Gantt, M.; Georgia Association of Student Financial Aid Administrators; Conflicting information on aid applications.
- Nelson, S.; SEAHO Report; Advisor recognition and training institute update
- Pennington, M., Hall, K., Burke, T., Dennis, C.; SEAHO Report; The evolution of a community development model.
- Raetz, T.; Editor; Georgia Journal of College Student Affairs
- Schramski, J.; Science Direct; Indirect effects and distributed control in ecosystems: Distributed control in the environment networks of a seven-compartment model of nitrogen flow in the Neuse River Estuary, USA-Steady-state analysis.
- Whitesel, M.; SEAHO Report; Book review: Tipping Point
- Wolfe, G., Zettek, P., & Kalivoda, K.; The Association on Higher Education and Disability; Exam Accommodations Reference Manual

**Division of Student Affairs  
Progress on Five-Year Program Plan**

The following information is a report on the progress Student Affairs has made toward accomplishing its Five Year Plan. The Division established priorities in Fall 2005, and therefore have just begun the process of collecting the baseline data that will be required to measure performance improvement. This report is a reflection of the progress that has been made thus far.

**INSTITUTIONAL-LEVEL PERFORMANCE MEASURES**

It is important to note that the Division of Student Affairs operates from a comprehensive model that provides quality service, facilitates student development, and enhances overall learning. As such, we do not function as a typical academic unit, and do not employ many of the typical measures for demand, quality, productivity and impact. Institutional-level performance measures that represent Student Affairs are provided below:

**DEMAND**

Performance Indicator	Baseline (Fall 2005)	2007	2008	2009	2010	2011
• Housing Applications	<b>Currently Collecting Fall 2005 Baseline Data</b>					
• Number of Ramsey Users						
• Number of Tate Reservations						
• DAWG Camp Applications						
• Number of UHC Users						
• Participants in Fall Recruitment						
• Users of Disability Resource Center						
• Number of Test Reservations						
• Applications for Financial Aid						
• Student Involvement MSP						
• Student Involvement in AACC						
• Users of LGBT Center						

**PRODUCTIVITY**

Performance Indicator	Baseline (Fall 2005)	2007	2008	2009	2010	2011
• Number of Staff Teaching University Level Courses	<b>Currently Collecting Fall 2005 Baseline Data</b>					
• Number of Staff Participating in Scholarly Research						
• Number of Staff Publishing Scholarly Research						
• Number of Staff Presenting at Professional Conferences						
• Number of Staff Participating in Professional Organizations						

## QUALITY

### Quality Measure One: Contribute to the University's Learning Environment by Examining Programs and Services and Their Overall Impact on Student Learning

Performance Indicator	Baseline (Fall 2005)	2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011
<ul style="list-style-type: none"> <li>Implement Learning Outcomes Concept into daily operation of Student Affairs Departments.</li> </ul>	Develop model for assessing programs.  <b>(ON SCHEDULE)</b>					

### Quality Measure Two: Implement a systematic review process for all departments and units that utilizes outside constituents and professional standards and guidelines (as outlined in Priority Three).

Performance Indicator	Baseline (Fall 2005)	2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011
<ul style="list-style-type: none"> <li>Create a systematic departmental review process that incorporates outside constituents.</li> </ul>	Create Program Review process.  <b>(On Schedule)</b>					
<ul style="list-style-type: none"> <li>Conduct a critical analysis and systematic review of the Division, each unit and each department to determine if the needs of students are being met.</li> </ul>	Division of Student Affairs undergoes systematic review by outside consultant.  <b>(Completed)</b>					

### Quality Measure Three: Provide list of all assessment projects and how the data are used to enhance programs and services.

NOTE: 2005 baseline data is included in the Annual Report. See "Assessing Effectiveness" section for list.

## IMPACT

### Impact One: Building the New Learning Environment

Performance Indicator	Baseline (Fall 2005)	2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011
<ul style="list-style-type: none"> <li>Expand and renovate University Housing.</li> </ul>	<b>On Schedule with Planning</b>					
<ul style="list-style-type: none"> <li>Increase student activity space</li> <li>Construct outdoor leisure pool.</li> </ul>	<b>On Schedule with Architect Selection</b> Obtain campus approval (Spg 06). Submit project for BOR approval (Spg 06).					
<ul style="list-style-type: none"> <li>Expand and renovate University Health Center.</li> </ul>	Obtain campus approval (Spg 06). Submit for BOR approval (Spg 06). <b>(On Schedule)</b>					
<ul style="list-style-type: none"> <li>Relocate Lumpkin Street Fraternities to alternative location.</li> </ul>	Begin conversations, build support for relocation, and design multi-year plan for full relocation. <b>(On Schedule)</b>					
<ul style="list-style-type: none"> <li>Gymnastics space renovation (Weight room and multi-purpose room expansion).</li> </ul>	Space currently occupied. <b>(Investigating Funding Sources)</b>					