Diversity and Inclusive Excellence Plan

October 2022

DEVELOPMENT AND ALUMNI RELATIONS: OVERVIEW

VISION: Every bulldog committed to Georgia.

MISSION: To inspire a culture of philanthropic commitment to Georgia.

VALUES: SIC 'Em

THE VALUES

Servant Leadership – We believe true leadership has little to do with title. Everyone who serves is a leader. We count others as worthy as ourselves because people matter.

Innovation – We believe the challenges of today's world require continuous reinvention of people and processes. Everyone can be a lifelong learner. We embrace new ideas, because innovation keeps us moving towards excellence.

Commitment – We believe in a shared sense of duty and dedication to our students, our state and the world. Everyone has a unique and important role to play. We commit to each other, because together we are stronger.

The Charge

Embody the values – We believe our values are just words unless we own them.

When we do what we say, others will follow. We model our values, because authenticity breeds trust.

PRIORITIES

Collaboration – Integrate and communicate across teams to work towards shared goals.

Diversity & Inclusion – Cultivate a diverse and inclusive environment that infuses our daily work.

Engagement – Create meaningful connections and experiences for UGA alumni, parents, students, donors, and friends.

Partnerships – Cultivate dynamic industry partnerships that expand UGA's footprint, help students and improve our communities.

Philanthropy – Connect our alumni, parents, employees, students and friends' philanthropic aspirations to the university's priorities.

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

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

Unit Goal 2: Support UGA strategic priorities through fundraising efforts.

Key Performance Indicator 1:
- Total number of endowed need-based scholarships

Data Source: UGAF

Annual Targets:

FY2022 Baseline	Baseline year.
FY2023	Increase by 50 new endowed need-based scholarships.
FY2024	Increase by 50 new endowed need-based scholarships.
FY2025	Increased by 50 new endowed need-based scholarships.

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

Unit Goal 4: Educate and actively engage students in career development and mentorship.

Key Performance Indicator 1:
- Number of underrepresented and underserved students, faculty, staff, and alumni participating in the UGA Mentor Program

Data Source: Xinspire and UGA FACTS

Annual Targets:

FY2022 Baseline	Establish the baseline numbers and percentages of underrepresented or underserved students, faculty, staff, and alumni participating in the UGA Mentor Program via informational interviews and/or mentoring relationships. Increase underrepresented and underserved student attendance in mentor-specific programming by 5%.
FY2023	Strive for 30% of our active mentees identifying as underrepresented or underserved. Increase the percentage of underrepresented mentors by 0.5%. Increase underrepresented and underserved student attendance in mentor specific programming by 5%.

FY2024	Strive for 30% of our active mentees identifying as underrepresented or underserved. Increase the percentage of underrepresented mentors by 0.5%. Increase underrepresented and underserved student attendance in mentor specific programming by 5%.
FY2025	Strive for 30% of our active mentees identifying as underrepresented or underserved. Increase the percentage of underrepresented mentors by 0.5%. Increase underrepresented and underserved student attendance in mentor specific programming by 5%.

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

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

Unit Goal 1: Recruit and retain underrepresented individuals at all levels in the organization with a focus on senior and mid-level roles.

Key Performance Indicator 1:
- Percentage of underrepresented DAR staff
- Percentage of underrepresented individuals in leadership positions.
- Retention of underrepresented staff at all levels in the organization

Data Source: UGA HR & OIR

Annual Targets:

FY2022 Baseline	Define underrepresented staff; define leadership role in DAR; Determine underrepresented staff baseline; Determine leadership role baseline.
FY2023	Hire Graduate Assistant for DAR Talent Management. Benchmark stay interviews and individualized career development plans with other colleges and universities or non-profits.
FY2024	Develop and implement a division-wide training program for search committees and hiring managers/supervisors; Strive for an 80% completion rate of stay interviews or individualized development plans.
FY2025	Continue division-wide training program for search committees and hiring managers/supervisors; maintain 80% completion rate of stay interviews or individualized development plan.

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

Unit Goal 2: Improve DAR employee engagement and experience.

Key Performance Indicator 1:

- Employee Engagement individual percentile score for four areas: culture of engagement, managing execution, motivating and relating
  strategic alignment

Data Source: Employee Engagement Survey and DAR Talent Management

Annual Targets:

FY2022 Baseline	Define underrepresented staff in DAR; identify general baseline score from the previous survey
FY2023	Administer Employee Engagement Survey: achieve 85% participation rate for Employee Engagement Survey; Maintain 70th percentile for an overall score and each quadrant on the Employee Engagement Survey. Develop interventions for areas negatively impacting Employee Engagement percentile score.
FY2024	Assess and evaluate the impact of the Employee Engagement Survey.
FY2025	Administer Employee Engagement Survey, maintain or exceed 85% participation rate for Employee Engagement Survey; Develop interventions to address top three concerns negatively impacting Employee Engagement percentile score for the Division and each team.

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

Unit Goal 3: Support and sustain an inclusive work environment.

Key Performance Indicator 1:
- Number of staff recognized annually
- Retention of underrepresented staff

Data Source: UGA HR, OIR & DAR Talent Management

Annual Targets:

FY2022 Baseline	Benchmark DEI awards/recognition program for leaders and individual contributors at institutions of higher education.
FY2023	Secure funding for DEI awards/recognition program.
FY2024	Implement the DEI recognition program.
FY2025	Assess and evaluate the DEI recognition program.

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

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

Unit Goal 4: Educate and actively engage students in career development and mentorship.

Key Performance Indicator 1:
- Number of underrepresented and underserved students, faculty, staff, and alumni participating in the UGA Mentor Program

Data Source: Xinspire and UGA FACTS

Annual Targets:

FY2022 Baseline	Establish the baseline numbers and percentages of underrepresented and underserved students, faculty, staff, and alumni participating in the UGA Mentor Program via informational interviews and/or mentoring relationships. Increase underrepresented and underserved student attendance in mentor specific programming by 5%.
FY2023	Strive for 30% of our active mentees identifying as underrepresented or underserved. Increase the percentage of underrepresented mentors by 0.5%. Increase underrepresented and underserved student attendance in mentor specific programming by 5%.
FY2024	Strive for 30% of our active mentees identifying as underrepresented or underserved. Increase the percentage of underrepresented mentors by 0.5%. Increase underrepresented and underserved student attendance in mentor specific programming by 5%.
FY2025	Strive for 30% of our active mentees identifying as underrepresented or underserved. Increase the percentage of underrepresented mentors by 0.5%. Increase underrepresented and underserved student attendance in mentor specific programming by 5%.