Office of Learning and Innovation

GOAL 1: SUPPORT CAMPUS LIFE’S COLLABORATIONS WITH DIVERSE FACULTY PARTNERS ALONG A CONTINUUM OF ENGAGEMENT IN ORDER TO EXTEND STUDENT LEARNING BEYOND THE CLASSROOM, SUPPORT STUDENT SUCCESS, EXPOSE FACULTY TO CAMPUS LIFE’S STRENGTHS AND CHALLENGES, AND UTILIZE FACULTY STRENGTHS IN DEVELOPING INNOVATIVE, RESEARCH-BASED CAMPUS LIFE PROGRAMS AND INITIATIVES.

Objective 1.1: Increase the number and quality of faculty engagements with Campus Life.

A. Assess faculty engagement in Campus Life.
   Target date for completion: April 2020.

B. Create a model and continuum of faculty engagement for use by staff.
   Target date for completion: October 2017.

C. Provide professional development training in academic and faculty engagement.
   Target date for completion: June 2018.

Update, September, 2017:
Draft faculty engagement model completed, September 2017.

Update, March, 2018:
- ECL faculty engagement survey completed, March 2018.
- Faculty listening sessions in progress, expected completion, June 2018.
Objective 1.2: Collaborate with other Campus Life departments to develop innovative faculty partnerships using the service – teaching – scholarship model.

A. Support partnership between Community portfolio and Professor Greg Ellison, including facilitating the Dialogue Committee.
   Target date for completion: August 2018.

B. Host 2nd annual Summit on Race facilitated by Greg Ellison, Ed Lee, and James Roland.
   Target date for completion: November 2016.

C. Incorporate Emory faculty into new and existing EHEI programs.
   Target date for completion: August 2018.

Update, September, 2017:
- Hosted Summit on Race with Greg Ellison and Ed Lee, November 2016
- Sasha Volokh, Emory Law faculty, participated in summer 2017 Student Affairs Certificate Program
- Summit on Race for students in planning stages, September 2017

Update, March, 2018:
- 2018 Student Affairs Certificate Program to be held June 4-7, 2018. The program’s focus has changed and now emphasizes guest facilitators who are student affairs vice presidents, so no faculty were invited to participate.
GOAL 2: PROVIDE SUSTAINABLE, HIGH-QUALITY PROFESSIONAL EXPERIENCES, MENTORING, AND EDUCATION TO CAMPUS LIFE STAFF AT ALL LEVELS.

Objective 2.1: Revise Administrative Fellowship Program to improve retention, impact, and quality.

A. Implement changes to program based on 2016-17 assessments.
   Target date for completion: June 2017.

_Update, September, 2017:_
- Changes implemented and 2017-18 fellows selected.
- Created Executive Fellowship Program, launched fall 2017.

_Update, March, 2018:_
- One Administrative Fellowship awarded, in progress.
- Four Executive Fellowships awarded, in progress.

Objective 2.2: Plan and implement successful senior staff professional development discussions and new professionals program.

A. Host new professionals series.
   Target date for completion: July 2017.

B. Host Senior Staff Pro Dev discussions series.
   Target date for completion: July 2017.

_Update, September, 2017:_
- 2nd program launched fall 2017.
- Senior Staff series completed, 2016-17 academic year. Currently being revised using core competencies for senior staff.

_Update, March, 2018:_
- Pilot Senior Staff New Managers series began February 2018 and is currently in progress. The program is once a month for nine months.

Objective 2.3: Develop career and professional development planning tools, models, and training.

A. Develop and deliver senior staff and manager discussions, trainings, and tools.
   Target date for completion: December 2020.

B. Provide professional development brochure/map.
   Target date for completion: January 2019.
C. Build out the professional development website.
   Target date for completion: December 2020.

*Update, September, 2017:*
- Senior staff advisory committee established, met August 2017.
- Senior staff professional development core competencies grid created September 2017.

*Update, March, 2018:*
- Senior staff professional development core competencies grid used to develop pilot Senior Staff New Managers Program, launched February, 2018. This training was developed by the Senior Staff Advisory Committee.
- ECL professional development map completed and online as of March, 2018. Brochure version is at the printer.
- Professional development website now includes:
  - Resource page for new professionals.
  - Professional development interactive map.
  - Service and volunteering page.
GOAL 3: INFORMED BY STANDARDS OF PRACTICE, DEVELOP THE OFFICE OF THE OMBUDSPERSON AS A CONFIDENTIAL, INFORMED, INFORMAL, IMPARTIAL, AND INDEPENDENT RESOURCE FOR STUDENTS.

Objective 3.1: Complete ombuds training from the International Ombudsman Association.

A. Complete Foundations of Organizational Ombudsman Practice.
   Target date for completion: September 2018.

B. Complete The Next Step for New or Growing Programs.
   Target date for completion: September 2019.

C. Complete Organizational Ombudsman Practitioners Series.
   Target date for completion: Summer 2020.

Update, September, 2017:
No updates at this time.

Update, March, 2018:
No updates at this time.

Objective 3.2: Implement standards of practice to the greatest extent possible.

A. Benchmark ombuds offices.
   Target date for completion: June 2018.

B. Meet with Office of General Council and ELT for guidance on confidentiality and other compliance/risk factors.
   Target date for completion: August 2018.

C. Follow up discussion of Ombuds and Title IX confidential reporting and repeat benchmarking if necessary.
   Target date for completion: July 2019.

Update, September, 2017:
No updates at this time.

Update, March, 2018:
- Discussion with University Title IX Coordinator determined that there is a conflict between a Title IX deputy coordinator also being an ombudsperson for students and that students will be better served having an ombudsperson who is not a mandatory reporter.
- As of March 30, 2018, the ombudsperson for students is not a Title IX officer and is not a Title IX mandatory reporter.

Objective 3.3: Provide projections and recommendations for long-term growth of office.
A. Determine office capacity plan with new AVP Operations.
   Target date for completion: March 2018.

B. Develop and implement slow-growth marking plan.
   Target date for completion: December 2020.

C. Develop and implement anonymous feedback survey for users.
   Target date for completion: September 2018.

*Update, September, 2017:*
- Outreach to historically marginalized students 2017-18 academic year.
- Feedback survey created and implemented September 2017.

*Update, March, 2018:*
No updates at this time.
GOAL 4: ADVANCE EMORY AS A LEADER IN STUDENT AFFAIRS, POLYCULTURALISM AND SOCIAL JUSTICE, AND HIGHER EDUCATION BROADLY BY DEVELOPING A SUSTAINABLE INSTITUTE OF HIGHER EDUCATION.

Objective 4.1: Complete Institute of Higher Education 2016-17 programs.
Target date for completion: July 2017.

A. Host Summit on Race.
Target date for completion: November 11, 2017.

B. Host Student Affairs Certificate Program.
Target date for completion: June 2017.

Update, September, 2017:
- Summit on Race completed, November 2017.
- Student Affairs Certificate Program completed, June 2017.

Update, March, 2018:
- Student Affairs Certificate Program registration launched, February 2018.

Objective 4.2: Host Assessment workshop.
Target date for completion: May 2018.

A. Finalize timelines (date of event, day marketing begins, facilitator due dates, etc.) and leader commitments.
Target date for completion: Ongoing.

Update, September, 2017:
No updates at this time.

Update, March, 2018:
The assessment workshop has been put on hold until completion of the Campus Life Center in 2019.

Objective 4.3: Determine feasibility of Flourishing / Positive Psychology / Happiness Bootcamp seminar.
Target date for completion: August 2018.

A. Determine purpose, scope, and timeline for seminar.
Target date for completion: Ongoing.

Update, September, 2017:
- Bootcamp facilitator left the university and position has not been replaced as of September 2017. Project is on hold.
- Position has not been replaced and project is on hold indefinitely.
GOAL 5: SUPPORT CAMPUS LIFE DIVERSITY, INCLUSION, AND EQUITY EFFORTS.

Objective 5.1: Support diversity, equity, and inclusion in the hiring and retention process.

A. Complete 5-year assessment of Campus Life staff diversity.
   Target date for completion: June 2017.

B. Develop search committee policy and guidelines with Senior Directors of Community and HR.
   Target date for completion: August 2017.

Update, September, 2017:
- 5-year assessment completed and sent to Ajay Nair and David Clark, June 2017.
- Search committee guide approved by ELT and pilot search commenced, September 2017.

Update, March, 2018:
- Objective 5.1 has been completed.

Objective 5.2: Provide quality diversity, equity, and inclusion professional development programs.

A. Provide programming on supporting diverse student populations at Emory.
   Target date for completion: December 2020.

B. Launch search committee training.
   Target date for completion: January 2018.

Update, September, 2017:
2016-17 Programs:
- Hot Topics: Working with Privileged Students, December 2016
- Hot Topics: Intercultural Communication, February 2017
- Hot Topics: We Support Our Students, but Are We Challenging Them?, March 2017
- NASPA Webinar: From a Privileged Perspective, November 2016
- Intercultural Communication 3-hr workshop, June 2017
- Summit on Race, November 2016

Update, March 2018:
- Senior staff search committee training completed, fall 2017.
- Social Justice and Cultural Humility training began implementation, February 2018.
  - Mandatory Intent and Impact training for all staff, February 2018.
  - Intent and Impact: Senior Staff follow up lunch discussion, March 2018.
- Social Justice and Cultural Humility competency, in process
- Student Affairs Certificate Program: Social Justice Innovation, 4-day national program, in process
Objective 5.3: Develop a useful model for addressing social justice issues on campus via the Commission on Race and Social Justice.

A. Continue to work toward resolution of original Black student demands.
   Target date for completion: September 2019.

B. Develop structure and bylaws for CRSJ.
   Target date for completion: December 2017.

Update, September, 2017:
- CRSJ membership codified in spring 2017 except for steering committee student representation, which needs Dean’s Council approval.
- By-laws for resolving demands created, spring 2017.
- Steering committee has requested that the Executive Committee consider 3 demands resolved. Vote will take place on October 2017.

Update, March, 2018:
- Demands 1, 2, 3, 11, and 12a have been resolved by vote of the CRSJ Executive Committee.