


**Lesbian Gay, Bisexual and
Transgender Resource Center
Strategic Plan
2007-2010**



Table of Contents



Table of Contents	1
Mission of the LGBT Resource Center	2
Overview of the Strategic Planning Process	3
University of Georgia and Division of Student Affairs Strategic Goals	4
Overview of Goals	5
Strategic Plan	6
Group Collaboration and Integration Goals 1-5	6
Assessment, Research & Accountability Goals 6-10	8
Growth & Development Goals 11-16	10
Education & Support Goals 17-21	13
Contributors to the Strategic Planning Process	15



Mission of the LGBT Resource Center



The Lesbian, Gay, Bisexual and Transgender Resource Center's mission is to create a safe and inclusive environment for the LGBT community within the University of Georgia community through educational experiences, both in and out of the classroom, advocacy, and support services that promote the personal, intellectual, and academic growth of all students.



Overview of the Strategic Planning Process



The LGBT Resource Center was opened in the fall of 2005. The following spring, an Advisory Board was established to provide advice and input to the LGBT Campus Resource Center Director and staff on planning, implementation, and operational aspects of the Center; assure that the overall planning and implementation is consistent with the expectations of the Division of Student Affairs; advise on the coordination of the activities of the Center within the context of the University and the greater community; and serve as ambassadors for the Center's goals and objectives. A committee was established to create a strategic plan.

The strategic plan was developed to fit the overall planning process of the University of Georgia and the Division of Students Affairs. Aligning the Center's plan meant ending it in 2010, which limited the scope to three years.

The following includes a timeline of the process:

Spring 2006	SWOT Analysis completed CAS Standards Reviewed
Summer 2006	Themes for the process established to fit with the mission of the Center, and the missions and strategic goals of the University and the Division of Student Affairs. They included: <ul style="list-style-type: none">• Group Collaboration and Integration• Assessment, Research & Accountability• Growth & Development• Education & Support
Fall 2006	Goals developed
Spring 2007	Strategies completed



University of Georgia and Division of Student Affairs Strategic Goals



University of Georgia Strategic Goals (2000-2010)

- Goal 1: Increase research opportunities
- Goal 2: Help students compete in a global economy
- Goal 3: Enhance the learning environment

Division of Student Affairs Strategic Goals (2005-2010)

- Goal 1: Meeting the needs of students
- Goal 2: Enhance the University's learning environment
- Goal 3: Committing ourselves to a diverse environment
- Goal 4: Building a culture of support within and among division staff
- Goal 5: Continue to build professional credibility for the Division of Student Affairs
- Goal 6: Increase accountability within the Division



Overview of Goals



Group Collaboration and Integration

- Goal 1: Create annual alumni gatherings on campus
- Goal 2: Develop and implement a training program for professional and paraprofessional staff in the Department of University Housing
- Goal 3: Create joint programming initiatives with the Office of Intercultural Affairs
- Goal 4: Support the creation of LGBT support system for LGBT faculty and staff
- Goal 5: Support the creation of gender neutral housing options

Assessment, Research & Accountability

- Goal 6: Create and implement a comprehensive assessment plan for the Center
- Goal 7: Support the second Campus Climate Survey at UGA
- Goal 8: Biennially, conduct one research study on **LGBT student development** in conjunction with at least one other academic department
- Goal 9: Biennially, conduct one research study on **LGBT community issues** in conjunction with at least one other academic department.
- Goal 10: Assess and review current assessment, research, and accountability efforts

Growth & Development

- Goal 11: Create new work spaces in the Center for a graduate assistant, student workers, interns and volunteers
- Goal 12: Create comprehensive job descriptions and evaluation procedures for volunteer/intern program
- Goal 13: Fund and hire a graduate assistant
- Goal 14: Implement budget process that is in line with other Student Affairs office.
- Goal 15: Create a funding base of \$10,000 in the Center's foundation account
- Goal 16: Assess and review current growth and development efforts

Education & Support

- Goal 17: Create additional discussion groups for the Rainbow Chat series to support the developmental needs of the University's bisexual students, trans students, students of color, and students in the coming out process
- Goal 18: Implement a new Safe Space curriculum that will meet the needs of the campus community
- Goal 19: Create a programming board to plan and implement campus-wide programs on LGBT issues
- Goal 20: Increase holdings of the Center's library to 1500 books, videos and journals
- Goal 21: Increase the knowledge of the LGBT Resource Center and its services by UGA Students



Strategic Plan Goals and Strategies



Group Collaboration and Integration Goals 1-5

Goal 1: Create annual alumni gatherings on campus

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Get feedback from alumni group for a fall event	8/1/07		
Set date and location of event	8/1/07		
Implement annual spring alumni event	4/30/08		
Integrate annual events into University Calendar	9/1/09		

Goal 2: Develop and implement a training program for professional and paraprofessional staff in the Department of University Housing

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Meet with Housing staff to assess needs	1/31/08		
Create learning outcomes, design curriculum and assessment tools.	6/1/08		
Set dates for programs	6/1/08		

Goal 3: Create joint programming initiatives with the Office of Intercultural Affairs

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Meet with Melissa Shivers to discuss needs	8/1/07		
Create a programming plan	9/1/07		

Goal 4: Support the creation of LGBT support system for LGBT faculty and staff

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Meet with HR to assess needs	7/1/08		
Meet with OID to assess needs	7/1/08		
Facilitate meeting with HR, OID, and stakeholders	1/31/09		

Goal 5: Support the creation of gender neutral housing options

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Meet with Housing to assess needs & barriers	1/31/08		
Create best practices paper	7/1/08		
Propose new policy	11/1/08		

Assessment, Research & Accountability Goals 6-10

Goal 6: Create and implement a comprehensive assessment plan for the Center

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Create a Assessment Internship in the Center	7/1/07		
Interview, select and hire Assessment Intern	8/1/07		

Goal 7: Support the second Campus Climate Survey at UGA

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Create instrument(s)	8/1/07		
Create bibliography for climate report	8/1/07		
Create timeline and data collection protocol	8/1/07		
Be prepared to support implementation of survey	1/31/08		

Goal 8: Biennially, conduct one research study on **LGBT student development** in conjunction with at least one other academic department

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Set up team in to study experiences of LGBT graduate students	9/30/07		
Finish literature review for study	10/31/07		
Create timeline and data collection protocol	10/31/07		
Complete IRB	1/1/08		
Conduct initial survey	4/1/08		
Complete follow up research	4/1/09		

Goal 9: Biennially, conduct one research study on **LGBT community issues** in conjunction with at least one other academic department.

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Set up team to explore lesbian history at UGA (Institute for Women's Studies)	9/30/08		
Finish literature review for study	10/31/08		
Create timeline and data collection protocol	10/31/08		
Complete IRB	1/1/09		
Collect initial data	4/1/09		
Complete follow up research	4/1/010		
Set up team to explore LGBT community issue	9/30/10		

Goal 10: Assess and review current assessment, research, and accountability efforts

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Create assessment plan and timeline for Center	8/1/07		
Schedule regular strategic planning committee meetings for the Advisory Board	10/1/07		
Review strategic plan	2/1/08 2/1/09 2/1/10		

Growth & Development Goals 11-16

Goal 11: Create new work spaces in the Center for a graduate assistant, student workers, interns and volunteers

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Determine how much space is needed	7/1/07		
Determine furniture needs	7/1/07		
Determine placement in current budget	8/1/07		
Request funds to alter the space and provide office furnishings/supplies	1/31/08		
Timeline for implementation of changes	4/30/08		

Goal 12: Create comprehensive job descriptions and evaluation procedures for volunteer/intern program

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Examine current volunteer tasks, needs, and schedule	6/1/07		
Evaluate the future needs of center and how volunteers can support them	6/1/07		
Determine volunteer job descriptions to include time commitments, duration of need, qualifications/skills to accomplish task	7/1/07		
Implement training program for new volunteers	7/1/07		
Review/ Develop Evaluation and feedback tools for volunteer program	8/1/07		
Implement evaluation and feedback tools for volunteer program	1/31/08		

Goal 13: Fund and hire a graduate assistant

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Determine procedures and protocol for requesting Graduate Assistant	10/1/07		

Determine job description for Grad Assistant	11/1/07		
Request funding for Grad Assist	11/1/07		
Post job opening and interviews for Grad Assistant.	12/1/07		

Goal 14: Implement budget process that is in line with other Student Affairs office.

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Determine protocol for making such a request	1/31/08		
Meet/Approach individuals that request is submitted	7/1/08		
Submit the request	11/1/08		
Submit new budget to OVPSA	1/31/09		
OVPSA send budget to President	3/1/09		

Goal 15: Create a funding base of \$10,000 in the Center's foundation account

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Examine current donation patterns and avenues for soliciting funds	1/31/08		
Develop marketing strategy to increase awareness of giving opportunity	1/31/08		
Develop campaign/pitch to be made to these donors	7/1/08		
Determine at what levels we are asking individuals to support the center.	7/1/08		
Inform Board Members of giving expectations	7/1/08		
Identify donors	7/1/08		
Launch fundraising campaign to general public. Board members asked to make requests of colleagues.	1/1/09		
Hold annual fund raising event	4/1/09		
Board members meet with potential donors to discuss center and solicit donations at predetermined levels	7/1/09		

Goal 16: Assess and review current growth and development efforts

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Establish committee to assess development efforts	7/1/07		
Committee reviews and evaluates development efforts	1/31/08		
Committee makes recommendations to fundraising committee on strategies for increasing development	5/1/08		
Establish Strategic Planning Committee to evaluate program and center growth	7/1/07		
Strategic Planning Committee reviews and evaluates growth efforts and how that fits into strategic plan	1/31/08 1/31/09 1/31/10		
Strategic Planning Committee makes recommendations to program committee on strategies to maintain center programs and areas for growth.	5/1/08 5/1/09 5/1/10		

Education & Support Goals 17-21

Goal 17: Create additional discussion groups for the Rainbow Chat series to support the developmental needs of the University's bisexual students, trans students, students of color, and students in the coming out process

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Assess the resources available for providing such groups including staffing, room availability, and scheduling.	5/1/07		
Recruit staff for new groups for fall 2007.	7/1/07		
Schedule 5 groups for fall 2007: Men, Women, Gender, Coming Out, Students of Color.	8/1/07		
Interview, select, and train RC facilitators	8/31/07		
Assess current groups	1/31/08		
Adjust the offering for fall 2008	5/1/08		

Goal 18: Implement a new Safe Space curriculum that will meet the needs of the campus community

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Complete safe space surveys and focus groups to assess needs of SS participants	5/1/07		
Complete 2 full day curriculum planning days with facilitators	8/1/07		
Create new assessment instruments for program	8/1/07		
Schedule continuing education programs for facilitators	8/1/07		
Schedule continuing education programs for SS participants	8/1/07		
Implement new curriculum	9/1/07		
Assess new curriculum	1/31/08		
Complete revisions to curriculum based on assessments	5/1/08		

Goal 19: Create a programming board to plan and implement campus-wide programs on LGBT issues

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Discuss the idea of a programming board with the Advisory Board, QGG, Lambda Alliance, and other stakeholders	2/1/08		
Recruit and select members of a programming board	4/1/08		
Hold first meeting of programming board and select a chair.	5/1/08		
Schedule regular meetings and create plan for the 2008-09 academic year including LGBT History Month	8/1/08		

Goal 20: Increase holdings of the Center’s library to 1500 books, videos and journals

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Create development brochure that includes donations to the library	8/1/07		
Create book/video fund for library—donors get their names on a plaque if they give a minimum amount of money	1/31/08		
Hold an annual book drive as a part of the Lavender Graduation and Athens Pride events	5/1/08 5/1/09 5/1/10		

Goal 21: Increase the knowledge of the LGBT Resource Center and its services by UGA Students

<i>Objective/Strategies</i>	<i>Target Completion Date</i>	<i>Responsibility</i>	<i>Status and Date</i>
Create a first-year student information page on the Center’s webpage	6/1/07		
Create a PR type internship in the Center	8/1/07		
Create media/outreach plan for Center that should include Facebook, webpage, bus cards, and other outlets on and off campus.	1/31/08		
Implement media/outreach plan	9/1/08		



Contributors to the Strategic Planning Process



A special thank you must be given to the following individuals who have served as members of the LGBT Resource Advisory Board's Strategic Planning Committee. They include:

Diane Cooper	Department of Counseling and Human Development
Tami Gardner	UGA Alumni Association
Art Ordoqui	Community Connection of Northeast Georgia
Michael Shutt	LGBT Resource Center
Martha Wisbey	Franklin College of Arts and Sciences