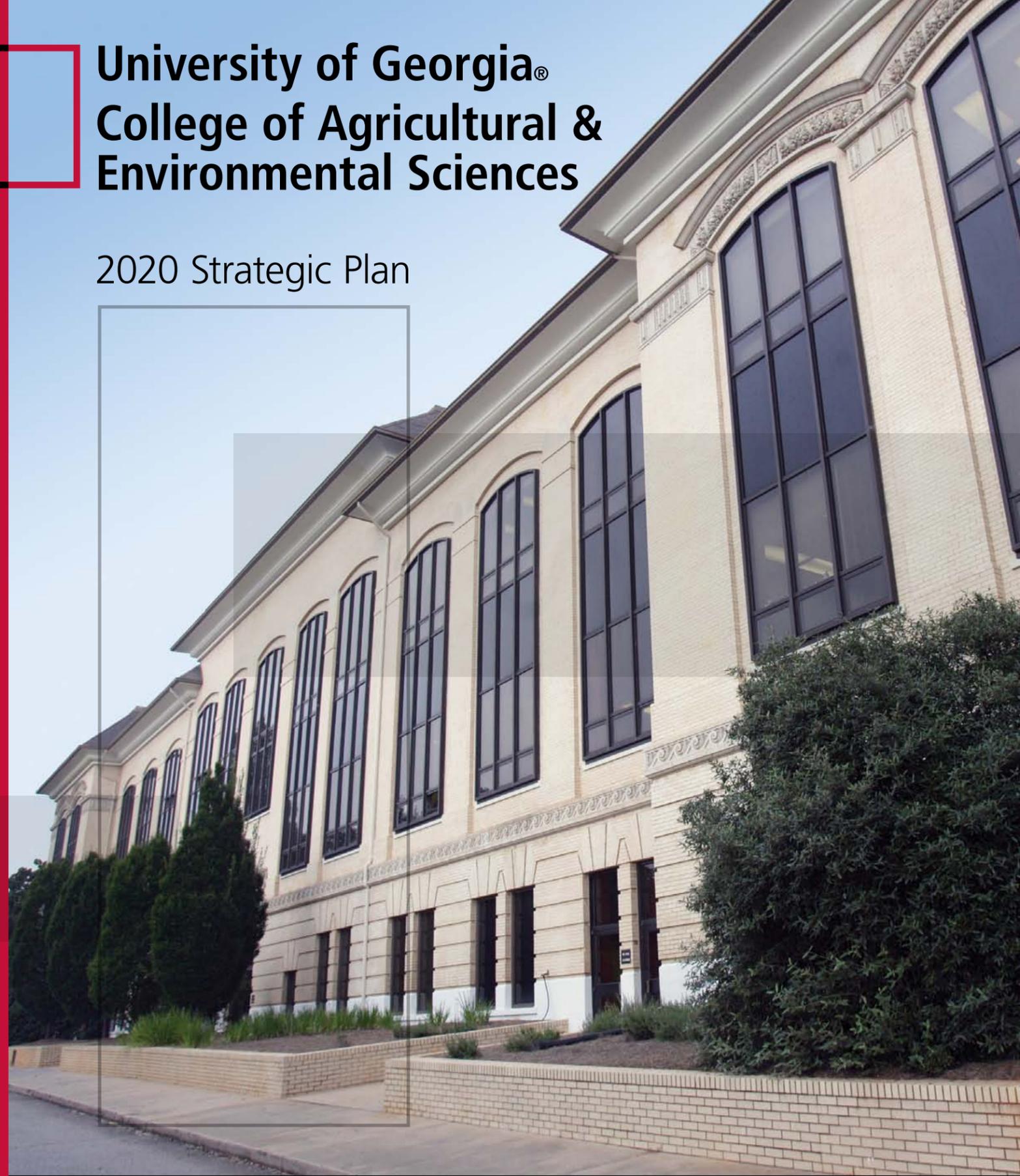


**University of Georgia®  
College of Agricultural &  
Environmental Sciences**

2020 Strategic Plan



[www.caes.uga.edu](http://www.caes.uga.edu)



THE UNIVERSITY OF GEORGIA  
**COLLEGE OF AGRICULTURAL & ENVIRONMENTAL SCIENCES**

# University of Georgia® College of Agricultural & Environmental Sciences

## 2020 Strategic Plan

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## A Message from CAES Dean and Director J. Scott Angle



The College of Agricultural and Environmental Sciences is at an important crossroads. Like so many other organizations, the impact of the economic downturn forced us to make drastic changes in our structure, facilities and operations. We are a much smaller organization today than we were just three years ago. Where we choose to go from here will determine how our college grows and develops for the next decade.

To provide us with a progressive roadmap to a prosperous future, we embarked on a strategic planning process in October 2011. We marked our starting point for our long-range journey by seeking input and ideas from across the college, campus and the state. This grassroots process allowed us to hear what our stakeholders need and plan how we might best meet those needs with our current available resources.

It was an independent process designed and driven by the appointed committee. We extend our appreciation to Jean Bertrand and Laura Perry Johnson for leading the process and to the committee members who gave so much of their time to ensure we have a clear and actionable plan. Most importantly, we are grateful to all of our employees and stakeholders who participated and provided input into the process.

We don't intend for this plan to suffer the fate of many strategic plans that often get derailed or parked on a shelf. We intend to truly use this plan to steer future decisions, set priorities, make structural adjustments and direct growth within our college.

As we launch this plan, we value the time and ideas so many contributed to help us arrive at this point. We now have a clear path to what lies ahead. We need your continued support and guidance to stay on track and to make strategic adjustments along the way.

Welcome to the journey.

A handwritten signature in black ink that reads "J. Scott Angle". The signature is written in a cursive, flowing style.

## □The College of Agricultural & Environmental Sciences

The College of Agricultural and Environmental Sciences is one of 17 colleges that make up the University of Georgia. Established in 1859, the college is instrumental in carrying out the university's land-grant mission through teaching, research and extension. The college serves Georgia's largest industry, agriculture, while striving for the highest level of environmental stewardship.

The college offers 22 majors, 17 minors and 30 graduate programs. CAES provides students with a small-college experience within a large university. Small, upper division classes allow students to connect easily with professors. Students can study plants, animals, business, communication, teaching, food science, the environment and much more.

CAES graduates are prepared for a wide variety of career paths, which include entering the workforce or continuing their education in graduate or professional school. Those seeking jobs find employment in agribusiness, environmental protection, education, management, finance, food and fiber processing and other industries. Salaries of CAES graduates entering the workforce are among the highest at UGA. Over one-third of CAES graduates choose to pursue graduate degrees in food and agricultural sciences, professional degrees in veterinary or human medicine, or attend dental, pharmacy or law school.

For more than 100 years, CAES scientists have conducted research at Georgia Agricultural Experiment Stations for the benefit of all Georgians. Agricultural experiment stations and research and education centers located across Georgia enable researchers the ability to conduct experiments under real-life conditions and in specific ecological, environmental and socioeconomic areas of the state. Scientists have designed equipment like the peanut combine, the onion harvester and variable rate irrigation systems. They developed new, profitable crop cultivars like the Georgia-06G peanut, Georgia King cotton and drought resistant turfgrasses such as Seashore Paspalum. Researchers have a strong food safety focus and investigate new food processing technologies. They also study the feasibility for new crops and ornamental plants and support new industries in Georgia. Through these projects our scientists have increased agricultural productivity while helping to protect the environment.

UGA Cooperative Extension was founded in 1914 to take research-based agricultural information to the people. County agents and specialists throughout the state conduct educational programs on topics related to water quality, stormwater management, community gardening, protecting the environment, profitability in agribusiness, family wellness and life skills. Extension has also trained and certified more than 5,000 Master Gardener volunteers to assist county agents in horticultural outreach. County agents provide access to soil and water testing and timely climate information; advise farmers and homeowners on water conservation and safe pest management; provide publications and computer programs to the public; and teach consumers the skills necessary to improve their quality of life. They are also the local experts in food safety, nutrition, food preservation, child safety and parenting through a formal partnership with the UGA College of Family and Consumer Sciences.

Cooperative Extension also coordinates Georgia's largest youth development program, 4-H. Each year almost 200,000 young Georgians acquire knowledge, develop life skills and form attitudes that will enable them to become self-directing, productive and contributing members of society. This mission is accomplished through hands-on learning experiences focused on agricultural and environmental issues, agricultural awareness, leadership, communication skills, foods and nutrition, health, energy conservation and citizenship. Five 4-H outdoor camps are located in various ecosystems across the state and provide hands-on environmental education to nearly 50,000 students each year.

The College of Agricultural and Environmental Sciences is positively impacting Georgians every day and will continue to have a significant role in the education, environment and economy of the state of Georgia.



## □ Data Collection and Analysis

The strategic planning committee implemented a comprehensive plan to gather data from faculty, staff, students, alumni, stakeholders and key decision makers at the university, in the agricultural industry and in state government. In addition to meetings held on the Athens campus, regional meetings were held in Tifton, Griffin, Acworth, Lyons, Gainesville and at Rock Eagle 4-H Center.

### Scope:

Face-to-face interviews and sessions:

- 8 sessions with employees – 262 participants
- 7 sessions with stakeholders – 227 participants
- 15 departmental faculty meetings – 166 participants
- 68 individual interviews with key decision makers and elected officials

**Total number of face-to-face contacts: 723**

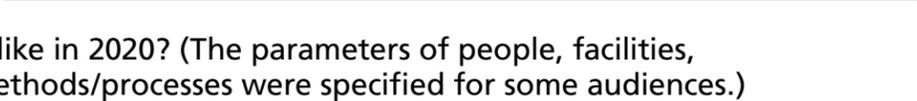
Online surveys (same questions as the face-to-face meetings):

- 58 graduate students
- 93 undergraduate students
- 77 alumni
- 33 faculty and staff
- 23 stakeholders

**Total online respondents: 284**

**Total number of persons who gave input: 1,007**

The following questions were posed to all parties participating in the planning process:

1. What trends will affect the College of Agricultural and Environmental Sciences (CAES), either positively or negatively in the next 10 years? (For some audiences, the categories of social, political, economic and technological were specified.)
2. What does CAES do well? 
3. What does CAES not do well? 
4. What would the ideal CAES look like in 2020? (The parameters of people, facilities, funding, image, programs and methods/processes were specified for some audiences.)

Once the data was collected, the committee studied it and identified common themes. The committee then developed goals along with strategies and action steps to reach the goals. Inter-disciplinary teams will be established and charged to develop a plan of action for each goal.

An in-depth record of the data gathering process as well as the raw data can be found at [caesplan.caes.uga.edu](http://caesplan.caes.uga.edu).

## □ Vision

**CAES will be known for leading the nation in:**

- Excellent and integrated research, teaching and extension programs
- Prominence and superiority of faculty and staff
- Innovative and interdisciplinary strength
- Strong and diverse funding

### Mission Statement:

The mission of the University of Georgia College of Agricultural and Environmental Sciences is to seek, verify and apply knowledge related to agriculture and the environment, and to disseminate this knowledge through student education and public outreach programs.

Thus, the College of Agricultural and Environmental Sciences promotes economic viability and global competitiveness of Georgia agriculture, fosters environmental stewardship and wise management of natural resources, and strives to ensure the production, processing and distribution of safe food and fiber to improve lives.

More specifically, our mission is:

- To provide baccalaureate and graduate education in agricultural and environmental sciences that promotes excellence in student achievement and prepares students to effectively contribute and excel in a changing world.
- To inquire into the nature of agriculture and the environment through the discovery, interpretation and creative application of knowledge.
- To serve the public through timely education of producers, consumers and agribusinesses using relevant, accurate and unbiased research-based information, and to improve the quality of life through youth development and life-long education.



## □ Values

The faculty and staff in the College of Agricultural and Environmental Sciences strive to achieve our mission by embracing and living the following values:

### Excellence:

- Provide exemplary education and solutions
- Demonstrate leadership
- Respond to societal needs

### Discovery:

- Explore, create and inquire
- Develop new and innovative solutions to improve society

### Collaboration:

- Cooperate with others
- Commit to interdisciplinary approaches
- Develop partnerships
- Work for the greater good

### Accountability:

- Have integrity, be truthful and transparent
- Be responsible for all our actions
- Document impact
- Be accountable to the college's core values

## □ Trends and Factors of Influence

The following trends and factors will influence the College of Agricultural and Environmental Sciences and society in the future:

- Changing demographics and increased urbanization of Georgia, the nation and the world
- Decreasing federal and state budgets, decreasing student funding (HOPE, graduate assistantships) and increasing reliance on funding from private sources
- Increasing environmental issues and public concern over environmental issues and resource management
- Growing use of technology by students, clients and employees; the spread of social media and the fast pace of changing technology in research and communications
- Increasing interest in local, sustainable and organic agriculture and the public's increased interest in food
- Continued global population growth, resource shortages and the substantial increase in demand for food
- Economic globalization and the internationalization of research and education
- Society's misconceptions of agriculture and decreased appreciation for the value of agriculture to society
- Increasing health-related issues (obesity, nutrition, diet, food safety, etc.)
- Increasing agricultural inputs (fuel, labor, land, etc.) and increasing competition for the resources essential for the production of food and fiber
- Decreasing number of CAES employees
- Greater need for job-ready, highly trained graduates
- Increasing emphasis on interdisciplinary/multi-investigator research teams
- Increasing demand for interdepartmental collaboration and employees

## □ Foundational Strengths

The following strengths of CAES were widely identified to be of high value and foundational to the core mission of the college. It is most important that these strengths be maintained.

### Teaching

- Culture of support for students in and out of the classroom – excellence in teaching, advising, placement and out-of-the classroom opportunities for students

### Research

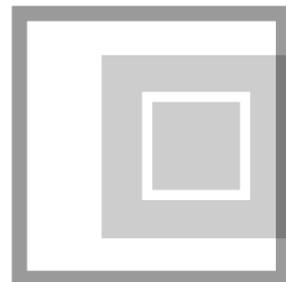
- Support for production agriculture through strong applied and commodity-based research
- Pockets of excellent nationally-recognized basic research programs

### Extension

- A strong and nationally recognized 4-H youth development program that has demonstrated impact in building the life skills of youth
- UGA Cooperative Extension has a local presence in 158 counties. This network facilitates the public's access to CAES programs and also provides a means for development and delivery of educational programming with grassroots needs assessment and local input and collaboration.

### Support

- Tradition and history of staunch legislative support from rural areas and agriculturally related industries and close relationships with agriculturally minded legislators
- College administration that values the integration of research, teaching and extension, and maintains a culture of respect and teamwork
- Strong record of generating gifts, grants and private funds
- Excellent record of generated income from intellectual property
- Loyal and involved alumni and industry representatives that advocate for CAES
- High levels of interaction with decision makers and users of CAES programs



## □ Strengthening Goals

The following seven goals were identified as key to reaching the college vision.

### ■ Goal 1: CAES educational programs will be at the forefront of all land-grant institutions

#### A. Undergraduate, master's and doctoral programs will be rigorous, relevant, effective and in high demand

- Evaluate curriculum and improve or eliminate underperforming programs
- Encourage the creation of interdepartmental curriculum to ensure emerging societal needs are addressed
- Develop and use current and emerging technologies to enhance traditional classrooms, provide mobile access and expand high-quality distance learning opportunities
- Expand CAES graduate study programs, particularly doctoral programs
- Increase undergraduate involvement in meaningful research experiences and experiential learning opportunities, such as service-learning, internships and international study
- Update and modernize educational facilities, equipment and infrastructure
- Increase and support a diverse student body

#### B. Extension education programs will be vital, dynamic and engaged at the county level throughout the state

- Enrich and expand programming by encouraging cooperation among faculty and staff working in all program areas
- Develop and use current and emerging technologies to enhance traditional training, provide mobile access and expand high-quality distance learning opportunities
- Hire faculty and specialists with predominantly Extension appointments to support county faculty programs
- Pursue funding opportunities that support multicounty projects and allow county faculty to address emerging county issues
- Expand agent access to UGA resources
- Expand multistate resources and programming where appropriate

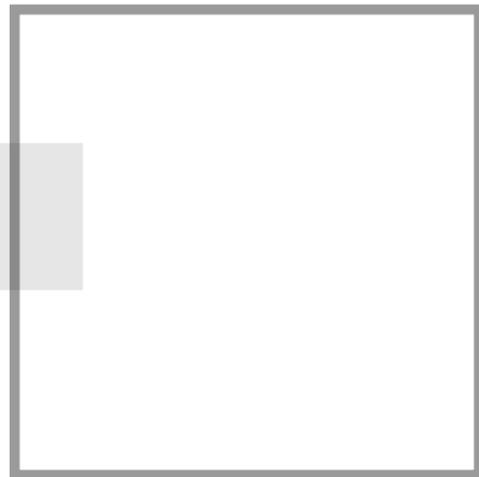
**Goal 2:** CAES research and extension programs will be accessible and applicable to all segments of the population in the state of Georgia

**A. Supplement continued support of traditional stakeholders with emerging technologies for greater speed of delivery and accessibility to a diversity of Georgians**

- Assess stakeholder communication preferences to determine where improvements in technology will be implemented
- Make improvements in communication and technological needs for rapid delivery
- Conduct periodic assessment of stakeholder programs, services and technologies to ensure relevance and impact
- Maintain adequate staffing and support to serve traditional stakeholders

**B. Programs will attend to emerging needs of a growing urban population as well as address the changing demographics of the state**

- Identify environmental, agricultural and human health issues that urban Georgians face
- Identify demographic populations currently underserved by CAES programs
- Establish a “best practices” approach to integrate programs into relevant focus areas that are specific to urban issues and currently underserved demographics
- Allocate new resources to ensure leadership and successful delivery of programs targeted to urban and underserved Georgians



**Goal 3:** CAES will address the focus areas of

- 1) Food, health and wellness;
  - 2) Breeding and genetics (plants and animals);
  - 3) Environmental stewardship; and
  - 4) Sustainable food production systems
- through interdisciplinary teaching, research and extension programs that are timely and relevant to the citizens of Georgia, the nation and the world

**A. CAES will have an organizational framework centered on these focus areas**

- Establish action teams representing each focus area to define the organizational structure and interdisciplinary network of participating departments, programs and faculty
- Identify administrative requirements for implementation and to ensure feasibility
- Communicate organizational plans to internal and external CAES stakeholders

**B. CAES will maintain this framework with financial and staff support**

- Identify financial, technological and staff requirements to support this framework
- Attain necessary support faculty, staff and technology for implementation
- Fuel faculty participation by establishing an internal funding mechanism to support interdisciplinary research and Extension programs within each focus area
- Leverage existing teaching programs to create interdisciplinary minors and/or certificate programs within each focus area
- Seek external funding for the teaching, research and Extension efforts of interdisciplinary units

**C. CAES will ensure the focus areas evolve to remain relevant**

- Establish a system for collecting programmatic evaluations of structure, progress and relevance of the focus areas and interdisciplinary network
- Conduct periodic review of evaluation data and communicate progress to the CAES community
- Determine when adjustments are needed through the work of action teams



## Goal 4: CAES will have strong, well-supported and balanced basic and applied research programs

- A. Each department will have a core of nationally prominent research faculty contributing to relevant focus areas**
- Departments will be assessed to identify significant areas of need
  - Prioritize future hires and support to address deficiencies
- B. CAES will determine and identify the most effective funding model to support building basic and applied research programs**
- Review and evaluate other agricultural and environmental sciences and research colleges to assess successful funding models that build prominent basic research programs
  - Develop funding models to grow new programs and sustain existing programs
- C. CAES will have collaborative relationships between basic and applied scientists**
- Form integrated teams around the focus areas
  - Develop communication channels across campuses, within UGA and outside the university to increase collaboration
  - Enhance current infrastructure to broaden networking capabilities
- D. The college will emphasize the need to hire, train and develop faculty that embrace collaboration between basic and applied research**

## Goal 5: CAES will have the most productive, innovative and respected faculty and staff workforce in the land-grant system

- A. CAES will foster an environment that promotes excellence among faculty and staff**
- Develop mentoring, developmental and enrichment opportunities for early career faculty and staff
  - Increase the rigor of performance evaluation and tenure and promotion procedures to ensure excellence in teaching, research, and Extension programs
  - Establish evaluation and promotion processes that recognize the diversity of faculty and staff responsibilities and activities
  - Develop and implement policies that promote a healthy work-life balance
  - Provide appropriate infrastructure, administrative support, opportunities for collaboration, and the time and freedom necessary to create, apply and communicate new knowledge
- B. CAES will have the most effective program in the nation for recruiting diverse and outstanding faculty and staff**
- Develop and implement a process to identify and attract faculty with strong disciplinary expertise and demonstrated openness to innovation
  - Increase recruitment and hiring of high performing midcareer faculty and staff
  - Increase the number of faculty who combine outstanding teaching with world-class research
  - Increase recruitment, hiring and retention of diverse faculty and staff
  - Develop college-level strategies that increase the number of special and named professorships
- C. CAES will retain high-performing faculty and staff**
- Create a college-level system that coordinates faculty nominations for college, university and national awards and better publicizes faculty achievements
  - Ensure competitive salaries comparable to aspirational universities

## Goal 6: CAES will maintain current funding, expand existing sources and search for a diversity of new funding resources

### A. Increase the number of faculty who are proficient and successful in obtaining grants

- Simplify and consolidate all information and instructions needed to write grants into one user-friendly source and keep it updated
- Establish a mentoring program for new faculty
- Form an advisory group composed of successful grant writers who are willing to share their expertise

### B. Faculty will have increased availability to external fund-development resources

- Create an infrastructure for grant development and processing
- Ensure management and support for interdisciplinary efforts
- Increase tools and resources to support successful fundraising efforts
- Increase generated funds from sales, services and facility rentals
- Invest in selected equipment and infrastructure that would make CAES more competitive in grant solicitation and fund development

### C. External and internal partnerships will increase funding opportunities from grants, contracts, donations, sponsorships and other forms of support

- Approach commodity groups and other organizations for support of CAES programs
- Encourage collaboration and resource sharing between the Office of College Advancement and grant support personnel

## Goal 7: CAES will ensure understanding and appreciation of the value of our programs both within our organization and by the public

### A. CAES faculty and staff will have knowledge of initiatives in various program areas and will collaborate with personnel across CAES disciplines

- Review the structure and function of current organizational communications processes
- Identify barriers to and solutions for improvement of communication processes
- Increase interaction and information sharing among campuses, departments and across teaching, research, Extension and units

### B. UGA faculty, staff and students will understand and value CAES programs

- Increase the conspicuousness of CAES in university functions and programs
- Increase the visibility of CAES in university press and media publications
- Increase collaborative projects between CAES and other colleges and units at UGA

### C. Decision makers and the general public recognize and understand the value and impact of CAES programs to the people, state, nation and the world

- Explore retaining an outside firm to develop and implement a public relations and marketing campaign for CAES
- Inform and reach out to groups unfamiliar with the depth and breadth of CAES (urban populations, underserved groups, etc.)
- Deliver a consistent message

# □ Strategic planning committee

<b>Jean Bertrand</b>	<i>Assistant Dean for Academic Affairs (co-chair)</i>
<b>Laura Perry Johnson</b>	<i>District Extension Director, Southwest District (co-chair)</i>
<b>Sammy Aggrey</b>	<i>Professor, Poultry Science</i>
<b>Ellen Bauske</b>	<i>Program Coordinator, Center for Urban Agriculture</i>
<b>John Beasley</b>	<i>Professor/Extension Peanut Agronomist, Crop &amp; Soil Sciences</i>
<b>Melanie Biersmith</b>	<i>Environmental Education Coordinator, 4-H</i>
<b>Jennifer Cannon</b>	<i>Assistant Professor, Center for Food Safety</i>
<b>Sharon Dowdy</b>	<i>Public Relations Coordinator, Office of Communications &amp; Technology Services</i>
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<b>Debbie Gausvik</b>	<i>Human Resources Senior Manager, CAES Business Office</i>
<b>Tyler Harper</b>	<i>Alumni, Biological &amp; Agricultural Engineering</i>
<b>Mark Harrison</b>	<i>Professor, Food Science &amp; Technology</i>
<b>Ray Hicks</b>	<i>County Extension Coordinator, Agriculture &amp; Natural Resources, Southeast District</i>
<b>Brian Jordan</b>	<i>Graduate Student, Poultry Science</i>
<b>Bob Kemerait</b>	<i>Associate Professor, Plant Pathology</i>
<b>Maria Navarro</b>	<i>Associate Professor, Agricultural Leadership, Education &amp; Communication</i>
<b>Octavio Ramirez</b>	<i>Professor/Department Head, Agricultural &amp; Applied Economics</i>
<b>Mark Risse</b>	<i>Professor, Biological &amp; Agricultural Engineering</i>
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<b>Tim Smalley</b>	<i>Associate Professor, Horticulture</i>
<b>Michael Strand</b>	<i>Research Professor, Entomology</i>
<b>Kari Turner</b>	<i>Associate Professor, Animal &amp; Dairy Science</i>

## ■ Support

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<b>Leanne Chafin</b>	<i>Southwest District</i>
<b>Jonathan Seymour</b>	<i>Office of Academic Affairs</i>

## ■ Design

CAES Office of Communication and Technology Services

## ■ Acknowledgement

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COLLEGE OF AGRICULTURAL &  
ENVIRONMENTAL SCIENCES

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<b>Beverly Sparks</b>	<i>Associate Dean for Extension</i>
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<b>Steve L. Brown</b>	<i>Assistant Dean for Extension</i>
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<b>Gerald Arkin</b>	<i>Assistant Dean for Griffin Campus</i>
<b>Joe West</b>	<i>Assistant Dean for Tifton Campus</i>