

2020 Strategic Plan Version 2.0



THE UNIVERSITY OF GEORGIA
COLLEGE OF AGRICULTURAL &
ENVIRONMENTAL SCIENCES

Timeline

October 31, 2011

Strategic Planning Process

Kickoff with 22-member committee. Plan to collect data was developed.

Spring, 2012

Data was analyzed, goals and action items were developed.

January & February, 2012

Input from 1,007 individuals received.

Included stakeholders, key decision makers, employers, faculty, staff, students, alumni.

July, 2012

CAES 2020 Strategic Plan was released;

identified our Foundational Strengths and 7 Strengthening Goals:

- 1 – Academics
- 2 – Extension/outreach
- 3 – Focus Areas
- 4 – Research
- 5 - Employees
- 6 – Funding
- 7 – Communication

Timeline, continued

October, 2012

Action Teams were established for each goal; 10-12 experts appointed to further develop Action Items for each goal.

August, 2013

CAES Strategic Plan Version 2.0 Released; expanded version included detailed action items developed by expert Action Teams.

September, 2013

Implementation began.



Foundational Strengths

CAES strengths that are highly valued

- Teaching
 - Culture of student support
 - Excellence in teaching, advising and experiential learning activities
- Research
 - Strong applied research in production agriculture
 - Pockets of excellent nationally-recognized basic research programs

Must be maintained at high level



Foundational Strengths

CAES strengths that are highly valued

- Extension
 - Excellent 4-H program
 - County-based program delivery system
- Support
 - Tradition of strong legislative and industry support
 - Loyal alumni
 - Strong record of grants, gifts, revenue from intellectual property

Must be maintained at high level



Strengthening Goals

Areas where improvements need to be made to get to the ideal CAES of 2020.

Mission Based Items

- Action Team 1 – Rigorous and relevant **academic programs**
- Action Team 2 – Dynamic and accessible **extension and research programs**
- Action Team 3 – Intensify intent on identified **focus areas**
- Action Team 4 – Strong and **balanced basic and applied research**

Management Based Items

- Action Team 5 – Innovative and productive **faculty and staff**
- Action Team 6 – Maintain **funding** while exploring new and diverse resources
- Action Team 7 – **Appreciation and value** of our CAES programs internally and externally

+ Action Team 1 – CAES educational programs will be at forefront of all land-grant institutions

Accomplishments:

B. Evaluate college-wide curricular requirements.

- AESC 2050, Effects of Global Agriculture on World Culture was approved to satisfy the university's requirement for 3 credits of World, Language, Culture and History

C. Determine job market demands for CAES majors.

- Improve employment opportunities for students:
 - Brice Nelson has increased responsibilities for Employer Relations/Student Placement
 - Accelerate efforts to collect placement data from recent graduates
 - Increase communications with potential employers
 - Started monthly SLICE (Student Leaders Interested in Career Aspirations) meeting in which employers give presentations to students.



+ Action Team 1 – CAES educational programs will be at forefront of all land-grant institutions

Accomplishments, continued:

E. Evaluate curriculum to increase globalization.

- Accelerated efforts to increase participation in study abroad.

Year	Total students abroad	Students studying 3 or more months abroad
2006-07	65	5
2007-08	99	3
2008-09	96	8
2009-10	90	3
2010-11	112	11
2011-12	107	16
2012-13	142	17

+ **Action Team 1 – CAES educational programs will be at forefront of all land-grant institutions**

Accomplishments, continued:

F. Distance education

- Online academic programs are advancing.
 - A Director of Distance Education was appointed.
 - An Instructional Designer to assist faculty with online courses development is being hired.
 - Investments are being made in new technologies.

G. Expand graduate student enrollment in CAES

- CAES Graduate Committee recommended: 1) allocation of assistantship dollars from the Academic Affairs and Research offices to departments be allocated more competitively so as to enhance leveraging and 2) develop incentives/rewards for faculty that develop large graduate programs and/or excel at graduate teaching.

+ Action Team 1 – CAES educational programs will be at forefront of all land-grant institutions

Accomplishments, continued:

I. Increase diversity of student body and provide support:

- New Assistant Dean for Diversity, Dr. John Sherwood
- New Director of the Young Scholars Program, Victoria David
- Carolina Robinson assumed responsibilities to help recruit students from underrepresented populations.

	2007	2008	2009	2010	2011	2012	2013
Minority %	12.6	13.8	14.4	16.0	18.7	19.3	20.3

J. Increase undergraduate research opportunities

- Now offer summer research funds to faculty mentors
- Received funds from Dow AgroSciences to enhance effort

+ **Action Team 1 – CAES educational programs will be at forefront of all land-grant institutions**

Accomplishments, continued:

- Others:
 - Efforts are underway to revitalize academic programs on the Tifton campus.
 - A Tifton campus Academic Programs Director was hired at the faculty level.
 - New programs to recruit and retain students have been implemented
 - Major Madness – on-campus recruitment program
 - Major Answers – information session for transfer students

+ **Action Team 2 – CAES extension programs will be local, relevant and accessible**

Accomplishments:

Extension Education Programs will be vital, dynamic and engaged at the county level

- Filled critical vacancies in Extension Leadership Team to assist with setting program priorities.
- District Directors, with **enhanced county support**, have been able to fill critical vacancies with no new state dollars.
 - We have increased from **232 agent positions in 2011 to 280 positions** in 2013.
 - Sixty two staff positions (Extension Associates) have been restructured to allow for more independent programming where agents positions are few.

+ **Action Team 2 – CAES extension programs will be local, relevant and accessible**

Accomplishments:

Extension Education Programs will be vital, dynamic and engaged at the county level (con't)

- Reorganized the management and delivery of ELS (Advisory System) training for agents; building support and advocacy at the local level.
- District Directors have enhanced mentoring and training of new agents:
 - Invest in In-depth Foundations Training Process
 - In high Ag production counties, new agents ride with a senior agent one day per week in addition to the normal mentoring program.
 - Districts have added an in-district component to the new agent foundations training. This three-part orientation give more intensive training and support every couple of months.

+ **Action Team 2 – CAES extension programs will be local, relevant and accessible**

Accomplishments:

CAES Research and Extension Programs will be accessible and applicable to all segments of the population of GA

- Redesigned web presence of Extension CAES and FACS
- Improve communication and technology for rapid delivery
- Implementing new technologies as alternatives to the current Tandberg systems that increase delivering capacity and decrease cost
- Enhanced capabilities of our Distance Diagnostics Digital Imaging (DDDI) system.

+ **Action Team 2 – CAES extension programs will be local, relevant and accessible**

Accomplishments:

CAES Research and Extension Programs will be accessible and applicable to all segments of the population of GA (con't)

- Invested in new Master Gardener Extension Volunteer management software.
- We are close to finishing a new Future Farmstead home in Tifton that will serve as a cutting edge research and education center.
- Began accepting credit cards
- Enhanced Blogs, YouTube and Web presence
- Focus on strategies to reach clients and be relevant in urban areas

+ **Action Team 2 – CAES extension programs will be local, relevant and accessible**

Accomplishments, continued:

- **Collaborations & Partnerships:**
 - Collaborate with FVSU by providing space for FVSU agents in county extension offices and conducting joint program planning activities.
 - We have a close relationship with Association of County Commissioners of Georgia (ACCG) and participate in many of their statewide activities.
 - Collaborate with Ga. Dept. of Agriculture in many activities, i.e., pesticide applicator training and certification and pesticide residue analysis.
 - Collaborate with the DOA and the Ga Farm Bureau to jointly sponsor Ag Forecast meetings across the state.
 - CAES & FACS partner with Coca-Cola to support WALK GA

+ **Action Team 2 – CAES extension programs will be local, relevant and accessible**

Accomplishments, continued:

- **Collaborations & Partnerships: (con't)**
 - We work with Land Grant universities in surrounding states by sharing extension and research faculty.
 - We collaborate with county and city governments in funding and supporting extension agents.
 - We collaborate with Georgia Organics to provide educational opportunities for organic producers.

+ **Action Team 2 – CAES extension programs will be local, relevant and accessible**

Other Accomplishments:

- We have acquired and opened the Campbell and Curtis research and education facilities which will provide excellent venues for many research and education activities.
- Hosting National Urban Conference in 2015
- Hired Fiscal Accountability Coordinator to support county financial accountability

+ **Action Team 3 – Address focus areas 1) food, health, wellness; 2) breeding and genetics; 3) environmental stewardship; and 4) sustainable food production systems**

Accomplishments:

- Hardest to implement and will take most time and most paradigm shift
- UGA has initiated a grant program for multi-disciplinary teams
- UGA Obesity initiative – CAES very involved
- FACS and CAES Extension focus on Health - WalkGA – Coke sponsorship
- FACS Faculty, Extension Faculty and Public Health partnering on AFRI grant to address childhood obesity
- This is being considered with new hires

+ **Action Team 4 – CAES will have strong, well-supported and balanced basic and applied research programs**

Accomplishments:

B. Foster collaborative relationships

- Initiated new collaboration with UGA College of Engineering for a joint seminar series and with GA Tech for a “high-tech agriculture” initiative.
- 2 interdisciplinary faculty hires
 - Food Science/College of Public Health
 - Poultry Science/College of Vet Med
- Will have a call for proposals in 2015 for seed grants for interdisciplinary efforts leading to major grant applications

+ **Action Team 5 – CAES will have the most productive, innovative and respected faculty and staff workforce in the land-grant system**

Accomplishments:

A. Develop enrichment opportunities for faculty/staff

- New agent training was held in fall 2013.
- Mentor system is in place for new county agents, county secretaries, and resource managers.
- Update/revise core trainings for agents underway.
- A two-day orientation program called “New Specialists Foundations” is provided for new tenure track and public service departmental Extension faculty. Topics included managing grant and gift money, liability in extension programming, the extension publication process, the county delivery system, the promotion process and more. Participant evaluations indicate that new specialists have experienced smoother adjustments.

+ **Action Team 5 – CAES will have the most productive, innovative and respected faculty and staff workforce in the land-grant system**

Accomplishments, continued:

D. Develop and implement policies that promote a healthy work/life balance

- Researching work-life balance/employee support services at our four Land Grant Peer Aspirational Institutions: Cornell, Penn State, Minnesota, & Wisconsin

K. Ensure competitive salaries comparable to aspirational universities

- CAES pursued multiple successful faculty and staff counter offers to provide competitive salaries to retain key personnel. The Ag Business Office will continue to lobby UGA HR to eliminate policies on staff counter offers that are extremely restrictive.

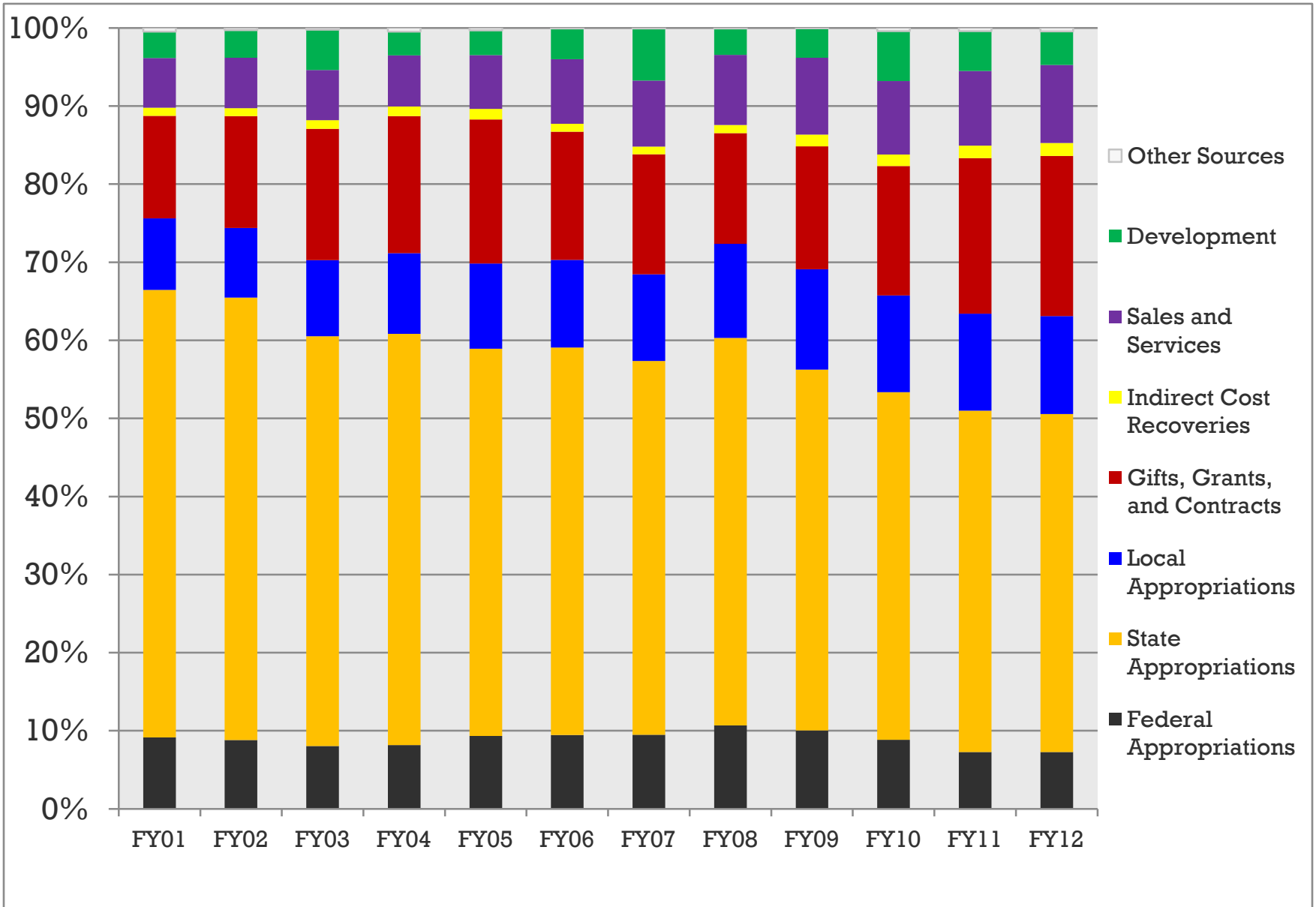
+ Action Team 5 – CAES will have the most productive, innovative and respected faculty and staff workforce in the land-grant system

Accomplishments:

H. Increase recruitment, hiring, and retention of diverse faculty and staff.

	Female, %	Asian, %	Black, %	Hispanic, %	White, %
Faculty in CAES in fall 2011	33	5.2	5.4	1.8	86
Faculty hired in CY 2012-13	44	7.7	7.6	3.2	80.2

CAES Revenue Sources



- + **Action Team 6** – CAES will maintain current funding, expanding existing sources and search for a diversity of new funding sources
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Accomplishments:

B. Establish a mentoring program for new faculty with emphasis on grantsmanship

- CAES has partnered with Contracts & Grants to begin monthly series of workshops, "Sponsored Research101." First one held in Tifton in December 2013, with excellent feedback.
- Better promotion of existing grants support services currently available.

- + Action Team 6 – CAES will maintain current funding, expanding existing sources and search for a diversity of new funding sources**
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Accomplishments:

E. Ensure management and support for interdisciplinary grantsmanship and research efforts.

- Ag Business Office received feedback CAES departments that will be used to improve service in sponsored research.
- Ag Business Office is working with Dr. Shulstad's office to develop guidance for cost recovery that maximizes return to the department level.

F. Increase tools and resources to support fundraising efforts.

- CAES Office of External Affairs is hosting meetings with all units to enhance communication and understanding of development process
- Planning for faculty/staff campaign and identifying strategies to increase faculty/staff giving

+ **Action Team 6** – CAES will maintain current funding, expanding existing sources and search for a diversity of new funding sources

Accomplishments:

G. Increase generated funds from sales, services, and facility rentals.

- Implemented numerous Master Services Agreements with third parties to facilitate funding for routine testing.
- Ag Business Office is currently revamping business sections of the CAES website to improve the handling of generated funds.
- CAES new auditor will review procedures regarding accepting credit cards to pay for sales, services and products provided.
- Ag Business Office participated in learning session, primarily with Tifton faculty, to explain Sales & Service basics, and to educate them on the significant advantages of having IDC money kept in the college, rather than absorbed by UGA.

- + Action Team 6 – CAES will maintain current funding, expanding existing sources and search for a diversity of new funding sources**

Accomplishments:

I. Invest in selected equipment and infrastructure that would make CAES more competitive in grant solicitation and fund development

- CAES will demolish 205 buildings, 50 of these will have major renovation to address changing research needs

J. Emphasize alternative funding

- Sale of plant science farm has provided funds to purchase, develop and equip Iron Horse Farm (new plant science farm)
- Sale of Wilkins farm and MRR funds will be used to create modern ADS facility in Eatonton.
- J. Phil Campbell REC allows for expansion of programs in sustainable ag., resource conservation and Young Farmer programs; houses Oconee County Extension Office

- + **Action Team 6** – CAES will maintain current funding, expanding existing sources and search for a diversity of new funding sources
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Accomplishments:

K. Encourage collaboration and resource sharing between the Office of College Advancement and grant support personnel.

- External Affairs and Contracts & Grants have established regular meetings to improve collaborations.
- Both offices will more clearly specify the duties assigned to each office and employee on the websites.

+ **Action Team 7** – CAES will ensure understanding and appreciation of the value of our programs within our organization and by the public

Accomplishments:

- The first meeting of the subcommittee met on January 29. The committee is currently gathering information asking the question “Why CAES?” Why do students come to CAES, Why do faculty come here, Why do donors give to CAES etc.
- Extension E-News (with submissions from Sparks, Price, Brown, Smith, and Murray) keep Extension employees informed on new projects, employees, upcoming events.
- Faculty newsletter focusing on research opportunities was developed.
- Weekly student newsletter focusing on timely information on internships, career opportunities, scholarships, and other enhancement opportunities was initiated.
- UGAextension Marketing Campaign launched in 2014
- Centennial Celebration of Cooperative Extension
- 500 impact statements regarding the impact of faculty programs entered into our data system in fall of 2013



CAES Strategic Planning Committee

Sammy Aggrey, Poultry Science

Ellen Bauske, Center for Urban Ag

John Beasley, Crop & Soil Sciences

Jean Bertrand, Academic Affairs

Melanie Biersmith, 4-H Youth

Jennifer Cannon, Center for Food Safety

Stacey Ellison, Houston County Ext

Debbie Gausvik, Ag. Business Office

Tyler Harper, B&AE Alumni

Mark Harrison, Food Science and Tech

Ray Hicks, Screven County Ext

Laura Perry Johnson, SW District

Brian Jordan, Poultry Science

Bob Kemerait, Plant Pathology

Maria Navarro, ALEC

Octavio Ramirez, Ag & Applied Econ

Mark Risse, Bio & Ag Engineering

Kim Siebert, Clayton County Ext

Tim Smalley, Horticulture

Sharon Dowdy, Communication & Tech

Michael Strand, Entomology

Kari Turner, Animal & Dairy Science

1 – Academic Programs	3 – Focus Areas	5 – Productive and Innovative Faculty and Staff	7 – Communication
Tim Smalley (co-chair)	Jennifer Cannon (co-chair)	Bob Kemerait (co-chair)	John Beasley (co-chair)
Mike Azain (co-chair)	Dan Horton (co-chair)	Steve Gibson (co-chair)	Ward Black (co-chair)
Robert Beckstead	Cliff Baile	Adam Davis	Judy Ashley
Jeff Dorfman	Melanie Biersmith	Stacey Ellison	Kris Braman
Nick Fuhrman	Denise Everson	Debbie Gausvik	Menia Chester
Bill Kerr	Julia Gaskin	Patrick McCullough	Jeff Christie
Elizabeth Little	Gail Hanula	Octavio Ramirez	Sharon Dowdy
Joe McHugh	Wayne Parrott	Amy Savelle	Nancy Hinkle
Janet Sylvia	Romdhane Rekaya	Marcie Simpson	Jason Peake
George Vellidis	Mark Risse	Dan Suiter	Angela Rowell
Bob Westerfield	Casey Ritz	Ron Walcott	Clint Waltz
2 – Outreach	4 – Basic and Applied Research	6 – Funding	CAES Strategic Planning Action Teams
Kim Siebert (co-chair)	Mark Harrison (co-chair)	Harald Scherm (co-chair)	
Todd Hurt (co-chair)	Jeff Jordan (co-chair)	Mary Ann Parsons (co-chair)	
Lori Purcell Bledsoe	Stanley Culpepper	Ellen Bauske	
Christa Campbell	Keith Delaplane	Craig Kvien	
Dennis Hancock	Scott Jackson	Casey Mull	
Ray Hicks	Alfredo Martinez-Espinoza	Greg Price	
Dean Pringle	Peggy Ozias-Akin	Steve Stice	
Paul Pugliese	Scott Russell	Rochelle Strickland	
Amanda Smith	Brian Tankersley	Michael Toews	
Travis Zetterower	Franklin West	Ron Pegg	
		Laura Waters	



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