



**UNIVERSITY OF
GEORGIA**

College of Agricultural &
Environmental Sciences

COLLEGE OF AGRICULTURAL & ENVIRONMENTAL SCIENCES 2027 STRATEGIC PLAN



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Dear CAES family,

Over the last year, college leadership has worked diligently to define the values and goals that will guide the University of Georgia College of Agricultural and Environmental Sciences as we continue innovating for the future.

This process, completed with a third-party consultant, included surveys, focus groups and listening sessions that gave us insight into areas of strength and opportunities for growth.

We are committed to working together to achieve excellence by focusing on our core values: integrity, innovation, leadership, impact, respect and excellence. I, along with college leadership, believe that our focus on the critical goals included in this plan will propel us forward in our tripartite mission of providing excellent teaching, research and Extension outreach in the state of Georgia and beyond.

I hope that you will take the time to learn about our plans for growth over the next five years. I am hopeful and optimistic about the future of our college — the moves we make in these five years are going to build a foundation for success that will continue many years into the future.

Thank you for all that you do to ensure that CAES makes a meaningful difference everywhere we have a presence.

Best,

A handwritten signature in black ink that reads "Nick T. Place". The signature is fluid and cursive.

Nick T. Place, PhD.
Dean and Director



Executive Summary

The University of Georgia College of Agricultural and Environmental Sciences (CAES) is a national and global leader that seeks to equip the next generation of leaders in agricultural and environmental sciences, enrich our communities through meaningful outreach, and conduct transformational research that stewards our global ecosystems.

CAES is working to address some of the most pressing issues in society today. From securing food systems to discovering new solutions in agricultural technology, our work has the potential to impact lives across the world for years to come.

Through excellence in teaching, research and outreach, our goal is to become the No. 1 college of agriculture in the nation through strategic, intentional efforts that align with our core values and promote the future of agriculture and the environment everywhere that CAES has a presence.

In all aspects of our work, CAES seeks to embody our core values of integrity, innovation, leadership, impact, respect and excellence.

The CAES 2027 Strategic Plan identifies specific college-level goals that have been determined through external stakeholders as well as input from each department and unit of the college. Over the next five years, the college will work to build on its vision to become the highest ranking school of agriculture in the nation by reaching the key performance indicators outlined in operational plans, aligning with the University of Georgia's top priorities and providing leadership in communities across the state.

Core Values

In our college, we are spearheading agricultural and environmental innovation in order to preserve our global ecosystems, enrich our communities and equip the next generation of leaders. We will carry out our mission by embodying our core values.

The College of Agricultural and Environmental Sciences is committed to:

INTEGRITY » We will be honest and trustworthy in all ways, placing the priorities of the organization above our own. We will treat all whom we encounter with fairness and consistently exhibit respect.

INNOVATION » We will strive to disrupt the status quo and break barriers in agricultural and environmental sciences, producing novel, creative and leading-edge work to improve local and global industries.

LEADERSHIP » We will use clear vision, transparency and open communication to set an example in our respective fields. We will be mentors and role models so that we can inspire others.

IMPACT » We will strive for progress that results in a positive return on investment for our students, the university and all partners at large. Our needs-based solutions will make a demonstrable difference.

RESPECT » We will be an organization that is respectful and inclusive of all diverse people and their beliefs. We will actively demonstrate appreciation and empathy for those with whom we work and interact.

EXCELLENCE » We will strive to bring the best and highest standards to our work and relationships. We will commit to continuous improvement, always striving for better in all aspects of our tripartite mission.

VISION

To be recognized as the No. 1 agricultural and environmental sciences college in the nation.

GOAL

In 10 years, we will be recognized as the No. 1 school of agriculture by Niche.com, top 10 in U.S. News and World Report, and top 20 in QS World Rankings.

HOW WILL WE GET THERE?

By setting and reaching strategic goals

1. Recruit, retain and mentor the best and brightest faculty, students and staff. Success begins with our people — from faculty and staff to undergraduate and graduate students, CAES seeks to be the leading institution for those considering research opportunities, career trajectories and transformational study in agricultural and environmental sciences.
2. Build and maintain world-class facilities that accelerate our key priorities with the goal of being recognized as an institution that leads in innovation, local-to-global impact and academic excellence. CAES recognizes that, in order to be effective in our tripartite mission, we must build and maintain cutting-edge facilities to foster progress.
3. Provide the leadership necessary to improve our organizational and internal culture to reflect the college's core values of integrity, innovation, leadership, impact, respect and excellence in all that we do.

Dean and Director Nick T. Place

Finance and Administration
Sean Rogers

Information Technology
Brian Watson

Contracts and Grants
Ryan Fugett

Fiscal Affairs
Reychel Garren

Human Resources
Lee Motsinger

Marketing and Communications
Cassie Ann Kiggen

Development and Alumni Relations
Mary Ann Parsons

Executive Assistant
Jeri Shell

Tifton Campus
Michael Toews

Griffin Campus
David Buntin (Interim)

Associate Dean for Extension Laura Perry Johnson

State 4-H Leader
Sue Chapman (Interim)

- Rock Eagle
- Fortson
- Burton
- Jekyll Island
- Wahsega

Assistant Dean
Mark McCann

- Center for Agribusiness and Economic Development
- Agricultural and Environmental Services Lab
- Vidalia Onion and Vegetable Research Center
- Blueberry Research and Demonstration Farm

Extension County Operations
Mike Martin

- Learning and Organizational Development

Northeast District
Denise Everson

Northwest District
Clinton McRae

- Center for Urban Ag and Environmental Sciences

Southeast District
Andrea Scarrow

Southwest District
Janet Hollingsworth

- Coastal Georgia Botanical Gardens

Associate Dean for Instruction Joseph Broder

Assistant Dean
Douglas Bailey

Diversity Affairs
Lakecia Pettway

Global Programs
Vicki McMaken

Agricultural and Applied Economics
Gopinath Munisamy (Interim)

Agricultural Leadership, Education and Communication
Jennifer Waldeck

Animal and Dairy Science
Francis Fluharty

Crop and Soil Science
Tim Grey (Interim)

Entomology
Kris Braman

- Structural Pest Control Training Facility

Food Science and Technology
Manpreet Singh

- Food Product Innovation and Commercialization Center
- Center for Food Safety

Horticulture
Leo Lombardini

Plant Pathology
Harald Scherm

Poultry Science
Todd Applegate

Associate Dean for Research Harshavardha Thippareddi (Interim)

Assistant Dean
Bob Stougaard

- Georgia Mountain Research and Education Center
- Northwest Georgia Research and Education Center
- J. Phil Campbell Sr. Research and Education Center
- Southwest Georgia Research and Education Center
- C.M. Stripling Irrigation Research Park
- Attapulgus Research and Education Center
- Vidalia Onion and Vegetable Research Center
- Integrative Precision Agriculture R&D Farm
- National Environmentally Sound Production Ag Lab
- Center for Invasive Species and Ecosystem Health
- Southeast Georgia Research and Education Center
- Institute of Plant Breeding, Genetics and Genomics
- Center for Applied Genetic Technologies

Feed the Future Innovation Lab for Peanuts

Facilities and Real Property
J. Dorsey

**CAES Mission Areas:
Instruction, Extension and Research**

Office of Research

The overall goal of the CAES Office of Research is to propel the college toward a No. 1 ranking in the U.S., and top 20 ranking worldwide, among colleges of agriculture. To do this, we will increase our research productivity, breadth and impact. Our strategy is to focus on both inputs and outputs, building our resources to support research through extramural grant support, particularly competitive federal grants. Federal support currently provides over 80% of the research support in the college as measured by research expenditures. We will expand research opportunities through initiatives to facilitate collaboration and multi-PI research in integrative precision agriculture, controlled environment and vertical farming, climate change and carbon capture, and post-production agriculture. This will be accomplished both through seed funding and by using this criterion to make decisions around hiring new faculty. In addition, we will work directly with existing faculty to develop grantsmanship. Finally, all of this will depend on developing our research facilities in experiment stations. In addition to pursuing normal funding (MRR, small cap projects) we will respond to any potential funding from the state and federal government. Our director of industry relations will also work to secure funding, developing strategic partnerships especially where there can be private contributions to funding infrastructure.

Key performance indicators and annual goals for the Office of Research are in progress while we conclude the search for the CAES Associate Dean of Research.

STRATEGIC GOALS

Increase externally sponsored research expenditures to meet UGA’s overarching goal of providing resources, support and incentives to nurture a diverse and inclusive culture of excellence in research, innovation and entrepreneurship

- **Key Performance Indicator:** Externally sponsored research expenditures (federal, private sector, public sector) generally and by tenure-track faculty members
 - FY 2021.....44M
 - FY 202250M
 - FY 202355M
 - FY 2024.....60M
 - FY 202570M

Increase the number of collaborations between external organizations and CAES to drive interdisciplinary research and industry collaboration to meet UGA’s overarching goal of promoting collaboration among academic units — and between academic units and external organizations — to drive interdisciplinary research and commercial activity

- **Key Performance Indicator:** Research-based products to market
 - FY 2021.....8
 - FY 20229
 - FY 202310
 - FY 2024.....11
 - FY 202512

Increase the training of postdoctoral scholars to meet UGA’s overarching goal of aligning the human and physical capital of the university to expand the research enterprise and fuel innovation and entrepreneurship at all levels of the organization

- **Key Performance Indicator:** Postdoctoral scholars in training generally and by demographic
 - FY 2021.....68 (1 instruction, 3 public service, 64 research)
 - FY 202274 (2 instruction, 5 public service, 67 research)
 - FY 202380 (3 instruction, 7 public service, 70 research)
 - FY 2024.....87 (4 instruction, 8 public service, 75 research)
 - FY 2025100 (5 instruction, 10 public service, 85 research)

Increase the number of internationally recognized research publications to meet UGA’s overarching goal of enhancing communications about the university’s strengths in research, innovation and entrepreneurship and the impact of those activities on local, state, national and international communities

- **Key Performance Indicator:** International rankings – QS Rankings
 - FY 2022Top 50
 - FY 2023Top 40
 - FY 2024.....Top 25
 - FY 2025Top 15
 - FY 2026Top 10

UGA Cooperative Extension

For over 100 years, UGA Extension has provided free, reliable, research-based information based on the latest scientific research in language that anyone can understand. Our team of agents, educators and specialists empowers communities across the state to lead better, healthier and more prosperous lives. The following internal and external goals outline our plans to grow a strong agent and specialist base to better support Georgians around the state as well as provide enhanced opportunities for Georgians to live healthier lives. Because of the pandemic, UGA Extension had to adjust target numbers and goals to reach Georgians in new ways, including via digital delivery and technology. Extension is ready to support the CAES 2027 Strategic Plan by continuing to recruit rural and metro-Atlanta students, support the ag industry that drives the economy, educate consumers, enhance rural economies, grow extramural funding to support programming, and continually create solutions for the state and the world's most pressing problems.

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Use wage and benefit salary reports to measure against competitors.
 - UGA Extension is tied with the University of Florida for the top agent salaries in the nation, and with the \$5,000 cost-of-living increase, we have a competitive edge over our academic competitors. Our goal would be to continue raising starting salaries at all levels each year so we can remain competitive. We would measure success by seeing fewer open positions and more satisfied county staff and faculty.
 - The 9+2 hiring model for Extension specialists allows UGA Extension to pay a competitive salary and also incentivizes specialists to add a 12th month of salary through external funding. UGA Extension is currently working with faculty affairs on an addendum that can go out to the 9+2 faculty with their contracts to document this summer salary agreement.
 - A goal for the coming years is clearer documentation of this addendum.
 - We will have succeeded when the 9+2 Extension specialists understand the system and feel confident in Extension's commitment to them, which ultimately leads to greater job satisfaction.
 - In county operations, classified employees are the backbone of our workforce and are crucial to our success. The \$5,000 increase to all of our salary levels will help to retain this workforce across the state. In addition, the benefits UGA offers are arguably more generous than other career paths in rural Georgia, which makes working for UGA Extension more attractive.
 - When recruiting, UGA Extension needs to advertise the entire compensation package beyond the salary amount.
 - Success would mean retaining hard-working employees which results in longer tenures, greater experience and more impact.
- Increase student enrollment and postgraduate placement.
 - UGA Extension should implement a formal program to partner with middle and high schools to recruit the best students to UGA, ensuring that prospective students are aware of the tremendous opportunities in CAES.
 - Success would mean more guidance counselors informed and encouraging the best students to apply to UGA and choose CAES for their degrees.
- Increase grant applications to fund positions.
 - Continue to steward county relations and maintain and enhance the county investment in UGA Extension. Continue to look for new and different funding partners from both the public and private sector.
 - Success would equate to county funding continuing to increase.

- Continue to look for opportunities to apply for grants to support and enhance our work in Extension. Continue to partner within UGA and externally.
 - Success would mean more grants and larger funding streams, smoother processes, more partners with UGA Extension understanding that we are a respected partner.
- Always expect to secure our No. 1 candidate we are recruiting.

Maintain world-class facilities

- We will have unique and one-of-a-kind equipment.
- We will have named buildings resulting from donor engagement and participation.
- We will have a goal of allocating a portion of our annual budget toward infrastructure upgrades and improvements.
- We will eliminate our deferred maintenance backlog.
 - Extension's goals focus more on facilities and buildings:
 - Enhancements at 4-H facilities
 - HVAC overhaul at Hoke Smith
 - New physical plant manager and better resident satisfaction in Hoke Smith and Hoke Smith Annex
 - Continue funding the renovations of the precision ag space at the Tifton Campus Conference Center

Shift our culture by living out our core values

- We will introduce and explain what our core values are, define what they mean, and set the standard as to what we expect value-aligned behaviors to look like.
- Our core values will be incorporated in new hire assessments.
- Our core values will be incorporated in all employee assessments including that of the dean and all CAES leadership.
 - The descriptors that came out of the Extension engagement process are local, personal, science-based, results-driven, collaborative and multi-generational. These mesh well with the CAES core values of integrity, innovation, leadership, impact, respect and excellence. UGA Extension will continue to weave these values into all we do and in how we onboard faculty, staff, agents and specialists.

Provide operational excellence in finance, administration and communication

- Maintain grants and contracts support enabling faculty to apply for and administrate the process with success and ease.
- Develop HR support to make hiring and training efficient and effective.
- Create a finance dashboard to foster communication and transparency system-wide.
- Form a communication network both inside and outside the college that creates transparency, dialogue and engagement.
 - The strongest message to come out of the Extension engagement process was the need to work on communication — internal and external and both up and down the organization. For the past five years, we have continued to focus on this plan and constantly work to enhance communication in a very diverse and geographically dispersed organization.
 - In addition, we have an ongoing effort to refine our external audience and message and have strategies to document progress in these efforts.

EXTERNAL

Consumer education

- Grow our rural economy and our ag workforce.
- Educate the public about commodity production.
- Steward our natural resources.
- Protect against food security issues.
- Help consumers understand food systems.
 - UGA Extension is committed to providing local education and expertise rooted in university research to support the success of the state's youth and families, communities and agriculture.
 - Rebounding from the pandemic and budget cuts and rebuilding our workforce is the first step in being able to fully accomplish this goal.

Food and fiber production

- Build on and enhance using precision ag and new technologies.
- Grow our rural economy and develop our ag workforce.
- Maximize yield and profitability of commodity products.
- Create production that is sustainable for generations to come and guard against food security issues.
 - The goals above are essentially why Extension was created and what we still do today. Discovering and implementing new practices and technologies for more profitable and sustainable agriculture is the ultimate goal of Extension and what we aim to accomplish on a daily basis.

Provide operational excellence in finance, administration and communication

- Precision ag is dependent upon it for commodity production and greater profit margin opportunities.
- Rural economies need access to e-commerce.
- Rural workforce needs access to the internet for continuing education and training.
 - The digital divide is a critical issue for rural communities, businesses, students and farmers. Extension interacts with all of these stakeholders, so strong, secure and consistent broadband services enhance all we do. The pandemic exposed the need for Extension to enhance digital delivery options for educational programs. Now we must find the balance between virtual and in-person education, building distant and in-person relationships, and technology versus hands-on opportunities.

Departmental Strategic Plan Goals and Key Performance Indicators (KPIs)

Academic Affairs

CAES has the capacity and job opportunities to sustain increased enrollments in most of our 22 majors. Our goal is to have an undergraduate enrollment of 1,962 by 2026.

The diversity of our majors allows us to attract students from many backgrounds, and some of our largest majors (e.g., biological science) and most rapidly expanding majors (e.g., hospitality and food industry management) lie outside the realm of production agriculture. However, we also maintain significant programs addressing production agriculture interests and job opportunities such as our agribusiness, animal science, and horticulture majors. Having a diversity of majors enlarges the pool of potentially interested students but also requires a multi-point recruitment strategy to address the various interests of recruits. We strive to attract students from an agricultural background and utilize strategies addressing 4-H and FFA experiences potential students acquire. More than 22% of 2019–22 CAES graduate survey respondents reported being involved with 4-H, and more than 26% had FFA experiences in K–12. Yet the reality is that only 14% of the 2019–22 respondents came into CAES from an agricultural background. From 2019–22, 52% of the 794 in-state CAES survey respondents came from the 25 most urban counties in the state. The remaining 134 counties accounted 48% of the respondents. We have not collected sufficient data within each major to determine counties of origin with any confidence, but preliminary data indicates there are some differences among majors. Entomology, environmental economics and management, applied biotechnology, environmental resource science, and food science have higher percentages of graduates from the 25 most urban counties while agricultural communication, agricultural education, and agriscience and environmental systems have the lowest. This data suggests specific recruitment strategies may be required for different majors and geographical regions of the state.

We also consider the source pool of our students when developing recruitment strategies. From 2019–22, 40% of our graduate survey respondents came to CAES as freshmen, 34% transferred from another college within UGA, and 26% transferred from a school outside of UGA. It is evident that we need to address all three of these pools in our recruitment plan to successfully attract students.

One of the questions asked in our senior exit interview is for students to list the various means of recruitment that attracted them to our programs — or how they found out about the major. The most mentioned source of information was via the UGA website, including the UGA Bulletin and CAES and/or departmental web pages. The second-most mentioned means was word-of-mouth from a friend or family member. The third-most cited was a site visit to UGA, including meeting with staff and students in CAES. Very few mentioned career fairs or other recruitment functions off the UGA campus. High school teacher and counselor referrals were also not frequently mentioned.

Recruit, retain and mentor the best and brightest

- Recruit from all three target pools, including potential freshmen, external transfers and potential internal transfers.
- Target potential students with both agricultural and non-agricultural backgrounds.
- Ensure that effective recruitment vehicles are of high quality: Web information including course syllabi, social media video reels, and general information about our majors needs to be up to date and exciting.
- Maintain a positive public image and increase general awareness of our programs through multiple venues.

Example events and activities in which the CAES Office of Academic Affairs participates

We are constantly exploring new events and evaluating the effectiveness of current and past events, ensuring a high resource efficiency and yield. At any given time, additions and subtractions to the following operational plans are anticipated over the course of our strategic plan.

On-campus recruitment events and activities

The following mainly target potential first-year students. Exceptions include the last four items in the list, which target potential internal transfer students.

- UGA Admissions First Look events in September through October. UGA Admissions invites students to campus to visit and academic units participate in breakout sessions for the students.
- UGA Admissions New Dawg events in February through April. UGA Admissions invites accepted students to campus to visit and academic units participate with sessions. The CAES session includes a presentation, two advisors and two CAES Ambassadors.
- ShowCAES is located at the Tifton campus and is organized by CAES. UGA Admissions invites students from around the south Georgia area to attend. CAES departments are invited to attend.
- CAES hosts the Pacesetters luncheon for all 4-H and FFA state officers. Departments are invited to attend. Participants are informed of the Pacesetters scholarship opportunity available in CAES.
- CAES participates in Georgia DAZE and GAAME Weekend, hosting accepted students for two receptions and one breakfast.
- CAES Ambassadors participate in the CAES First-Year Odyssey Seminar event.
- CAES participates in the UGA Study Abroad Fair in spring and summer, during which CAES Ambassadors speak with students interested in study abroad and/or CAES majors.
- CAES participates in the College Virtual Day event hosted by UGA Homecoming committee.
- CAES participates in AG Day at the Tate Student Center.

Off-campus recruitment events and activities

Most of these events address 4-H and FFA potential student pools and inform vocational agriculture instructors of CAES opportunities so that they may influence potential students to consider our college. We recognize that some events, particularly the last two, yield few direct recruitments and serve mainly as public relations opportunities. However, given the significant impact of word-of-mouth on potential students, it is important to maintain a presence at such events and to increase general awareness of our programs.

- FFA National Convention
- FFA State Convention
- FFA summer camps — CAES sends major decision brochures and giveaways
- 4-H Virtual Weekend in the Classic City
- 4-H District Project Achievement (DPAs) — two weekends annually
- 4-H Statewide Senior Conference
- 4-H State Congress
- Georgia Vocational Agriculture Teachers Association (GVATA) summer conference — CAES sends major decision brochures
- Georgia National Fair
- Sunbelt Ag Expo

Role of CAES Ambassador

CAES Ambassadors assist with recruitment and college-related activities to enhance the public and instructional image of the college, its students and its programs. The CAES Ambassador program is the oldest ambassador program at UGA. CAES Ambassadors receive experiential learning credit while developing professional and leadership skills. The ambassador program has expanded from 16 to 32 students over the past three years, greatly expanding the recruitment and public relations capacity of the college.

Example recruitment/retention activities in which CAES Ambassadors participate:

- CAES Ambassador phone calls, texts, emails to incoming CAES students accepted via early action and regular decision. Along with offering recruitment scholarships to all accepted applicants, these touchpoints are meant to increase the number of students accepted to CAES.
- UGA Hometown Dawgs Program
- UGA Road Dawgs Program
- Assist in hosting Pacesetters Luncheon for 4-H and FFA state officers
- Assist in conducting the Orientation 2.0 programs for incoming students
- CAES First-Year Odyssey Seminar event, hosted by CAES Ambassadors

Recruitment scholarships

Incentive Scholarship Program

As previously mentioned, one goal is to increase our yield of accepted students, and to do this, we initiated a scholarship incentive program. While we only have three years of data, it appears that our yields have increased at least 10%. Below is a summary of the fall 2022 CAES Prospective Student Scholarship Program:

- Number of offers made: 132
- Number of offers accepted: 68
- Total dollar amount distributed: \$117,000

Beginning this spring, we initiated a follow-up program for 57 students who applied for the scholarship yet were not accepted into UGA, informing them of transfer options into CAES. The intent is to raise awareness of the transfer option into our college and to recruit/assist them as external transfer students in the next two years.

Rural Scholars Program

- The Rural Scholars Program is in its second year and is intended to raise the awareness of CAES programs within the state's rural communities, attracting the best and brightest in those areas to our college. The current goal is to maintain an annual cohort of four students throughout their four-year program.

Pacesetters Scholarship

- All first-year and transfer CAES students who served as 4-H or FFA state officers are eligible for this scholarship. These students are heavily recruited at the annual Pacesetters Luncheon held each December.

Additional CAES public relations and recruitment pathways

The following are CAES and departmental programs that increase general awareness of our undergraduate programs:

- Young Scholars Program
- Poultry Science Open House
- Georgia Plant Science Scholars
- Animal Science In Action
- Advance Ag Institute
- Livestock Judging Camp

CAES departmental and unit-level contacts to partner with academic affairs in recruitment

- Develop a student advisory group to meet periodically to provide input on recruitment and placement strategies for specific majors. The group would include departmental undergraduate coordinators and would focus on undergraduate recruitment, career preparation, placement and alumni relations.
- Establish annual meetings with individual departments to formulate major-specific recruitment operational strategies.

Potential additional operational programs under review

- Explore how to better utilize and support Extension and 4-H agents as a resource to recruit and connect with high schools that may not be open to UGA recruiting.
- Expand our current efforts in recruiting external transfer students via formalized transfer pathways/ TAG agreements. This requires participation of individual departments to assure curricular requirements are met within each major-specific transfer program.

Enrollment goals by department and major for 2022-25

The following strategic goals contain the departmentally developed enrollment goals/recruitment goals for each of the 22 current majors in CAES. Any internal capacity limitations or perceived employment limits are indicated for each major. This survey will be revisited annually during meetings with individual departments and academic affairs.

STRATEGIC GOALS

Expand experiential learning opportunities for all students by increasing opportunities available to students within CAES

- **Annual targets for increasing experiential learning opportunities**
 - FY 2020184 CAES + 1356 non-CAES = 1540 – **baseline**
 - FY 2021.....190 CAES + 1365 non-CAES = 1555
 - FY 2022195 CAES + 1380 non-CAES = 1575
 - FY 2023200 CAES + 1395 non-CAES = 1595
 - FY 2024.....205 CAES + 1410 non-CAES = 1615
 - FY 2025210 CAES + 1425 non-CAES = 1635

Enhance training, support and recognition for all who provide instruction by increasing the application rate for teaching improvement grants for all instructor types

- **Annual targets for grant application rates**
 - FY 2021.....4 x \$2,000 = \$8,000
 - FY 20225 x \$2,000 = \$10,000
 - FY 20236 x \$2,000 = \$12,000
 - FY 2024.....7 x \$2,000 = \$14,000
 - FY 20258 x \$2,000 = \$16,000

Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation and other underserved students, by more effectively utilizing the county Extension network for recruitment

- **Annual targets for increasing the number of students**
 - FY 2021.....10
 - FY 202225
 - FY 202350
 - FY 2024.....100
 - FY 2025200

Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation and other underserved students, by increasing the number of faculty participating in recruitment and engagement activities

- **Annual targets for increasing the number of faculty**
 - FY2022120
 - FY2023123
 - FY2024126
 - FY2025129
 - FY2026132

OFFICE OF INTERNATIONAL PROGRAMS

Elevate faculty and staff awards

Grow research, innovation and entrepreneurship

- International rankings

Strengthen partnerships with communities across Georgia and around the world

- International experiential learning
- International grant expenditures
- International grant funding
- International grant proposals
- Internationally co-authored publications
- International faculty travel
- International cooperative agreements

Agricultural and Applied Economics

The Department of Agricultural and Applied Economics applies economic principles to food and fiber production, agribusiness, natural resource management, community and regional economic development, environmental policy, international trade and hospitality. The rigorous theoretical and empirical training of undergraduate and graduate programs in the department prepares students for careers in private and public organizations across the economy focusing on agricultural, natural resource, environmental, and hospitality management and policy from an economic and analytical perspective. In order to meet the strategic goals of the college, the department will address the following goals:

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Hire the top candidates for faculty positions from aspirational universities and other organizations that display the highest levels of research, teaching and public service/extension achievements and reputations.
- Provide salaries and appropriate appointments to all faculty that are competitive with the top 10 agricultural and applied economics departments in the U.S.
- Recruit graduate students who are competitive academically with the top 10 agricultural and applied economics departments in the U.S.
- Expand career placement programs for graduate students with the goal of placing more graduates in faculty positions at prestigious universities as well as influential leadership positions in government and industry.
- Expand recruitment and retention of undergraduate students in all four of our undergraduate majors (agribusiness, agricultural and applied economics, environmental economics and management, and hospitality and food industry management) with the following five-year minimum enrollment goals: agribusiness (170 students); agricultural and applied economics (36 students); environmental economics and management (60 students); hospitality and food industry management (120 students).
- Provide excellent educational experiences through well-developed curriculum and class offerings consistent with the top 10 agricultural and applied economics departments in the U.S. to ensure our students' competitiveness after graduation and attract the top talents of undergraduate students.
- Implement a coordinated department-wide undergraduate student academic and professional development program with the goal of better preparing students for success in upper-level courses.
- Provide appropriate levels of faculty and staff support for undergraduate student recruitment, retention, and overall success including academic advising, faculty mentoring, and internship coordination.
- Conduct a productivity-adjusted equity analysis of nine-month versus 12-month faculty salaries and address any discrepancies that are identified.
- Continue implementing an objective, rigorous, metrics-based annual performance review process that informs salary increase, third-year review, tenure and promotion, and post-tenure review decisions for tenure-track faculty.
- Develop and implement an objective, rigorous, metrics-based annual performance review process that informs salary increase decisions and supports the university's Public Service and Outreach promotional process for public service faculty.
- Strengthen faculty and administrators' resolve and reform protocols to ensure that we only tenure, promote and give satisfactory post-tenure reviews to those who are competent to be on the faculty of a top 10 U.S. agricultural and applied economics department.

- Develop a junior faculty mentorship program addressing research, UGA Extension/outreach, and teaching functions, which motivates aggressive growth and productivity.
- Continue promoting an inclusive work environment that focuses on, expects and rewards productivity and excellence in research, teaching and outreach.

Maintain world-class facilities

- Identify faculty offices for additional hires.
- Ensure that our computer and software stock continues to be optimal and state-of-the-art as our discipline continues to embrace methods that are increasingly computationally intensive.
- Continue our access to outstanding IT support staff, while also expanding support within the department for data management and storage.

Shift our culture by living out our core values

- Organize and host an annual meeting featuring an external guest speaker with expertise in building and sustaining organizational core values.
- Implement an anonymous survey to evaluate faculty's perceptions on living out our core CAES values.
- Impart values of excellence in our graduate students by supporting professional development, skill-building and peer interaction.
- Build visibility for our graduate students by ensuring they have opportunities to develop their professional networks with our faculty and with visiting pre-eminent scholars.
- Strengthen the diversity of our profession by training a diverse group of junior economists and supporting activities that enhance their career prospects.

Provide operational excellence in finance, administration and communication

- Retain departmental accountant. Providing a competitive salary and adequate staff support will be key to retention. Departmental accountants should be screened and trained by, strongly connected with, accountable to, and partially evaluated by the college's Office of Finance and Administration.
- Assess ways in which the college and the department can better support the grant-seeking and writing efforts of the faculty.
- Build capacity within our departmental staff for supporting faculty-led efforts to secure extramural funds and administer externally funded projects post-award.

EXTERNAL GOALS

Build out programs, hire Extension personnel and bolster resources for consumer education as well as food and fiber production

Through UGA and CAES outreach and Extension personnel and facilities, increase state-level visibility and impact of the department's applied research programs on the economic prosperity of agricultural, natural resource-based, and hospitality businesses while protecting natural capital and the environment; in short, strive to support a vibrant economy and healthy environment in the state through applied, science-based outreach and extension to targeted clientele.

Consumer education

- We have several faculty members working on food health and nutrition economics and policy research, and on research related to environmental and natural resource conservation and management, but we do not have Extension/external projection programs directly or indirectly reaching out to consumers.

Food and fiber production

- The Center for Agribusiness and Economic Development's combined missions of research and Extension used for private and public decision makers are currently fulfilled by two PSO faculty. One of them also has a 50% appointment dedicated to teaching. In order to ensure the sustainability of the CAED's missions and a timely response to a high level of requests, appropriate faculty EFT time and resources will need to be re-evaluated and better supported.
- Make several hires to rebuild and reorganize our core of Extension specialists, including at least one additional majority Extension position in Tifton and one in Athens.
- Hire a highly experienced, competent and motivated Extension/CAED coordinator.

Animal and Dairy Science

The Department of Animal and Dairy Science is a multidisciplinary and diverse department that provides instructional, research and Extension programming in the areas of food animal production, equine/companion animal management, and animal and medicinal biotechnology to address critical issues such as cost of production, profitability, human and animal health, environmental stewardship, bioethics, and animal well-being. Careers in agriculture and the environment are becoming increasingly high-tech, depending more and more on data and technology to solve global problems. Today's agricultural and environmental scientists help provide food, clothing and environmental protection for their neighbors next door as well as our partners around the world.

INTERNAL GOALS

Recruit, retain, and mentor the best and brightest

- Increase student enrollment and postgraduate placement by increasing undergraduate student enrollment and contact hours by 50% over five years using FY 2022 as a base, with a 5% increase in FY 2023 and FY 2024, and a 10% increase in FY 2025, FY 2026 and FY 2027.
- Implement the regenerative bioscience major.
- Strategically alter course offerings from low-enrollment to high-enrollment courses.
- Add new courses focusing on precision agriculture and animal welfare.
- Recruit strategic hires in areas of growth including animal welfare, precision agriculture and regenerative biosciences, with an emphasis on teaching.
- Increase institutional support of experiential learning opportunities, including a balance of basic and applied research.
- FY 2023: Increase undergraduate research by 10% over FY 2022 and petition for judging team participation to count as an experiential learning opportunity.
- FY 2024: Increase undergraduate research by 10% over FY 2021.
- FY 2025: Increase undergraduate research by 10% over FY 2022.
- FY 2026: Increase undergraduate research by 10% over FY 2023.
- FY 2027: Increase undergraduate research by 10% over FY 2024.
- Ensure our teaching is current and representative of modern methodologies with a focus on hands-on and relevant instruction.
- FY 2023: Develop an active learning assessment plan for courses currently being taught.
- FY 2024: Identify new courses that qualify for active learning.
- FY 2025: Have a 10% increase in courses qualified for active learning, using FY 2023 as the baseline.
- FY 2026: Re-evaluate curriculum for active learning courses.
- FY 2027: Have at least 40% of courses qualify for active learning courses.

Maintain world-class facilities

- We will have unique and one-of-a-kind equipment.
 - Replace old equipment with modern equipment. Each year we replace equipment that has aged out or is beyond repair.

- Develop a committee to identify strategic equipment investment areas. When equipment breaks that is part of that strategic area, the strategic investment group will work with the team that utilizes the equipment to purchase new equipment.
- Train and fully staff modern facilities.
 - Develop a cross training plan so that staff are capable of assisting at other units when needed. This will create a better-trained workforce that is more flexible, efficient and resilient.
- Improve and modernize facilities to allow for unparalleled student learning opportunities with a focus on hands-on, relevant instruction.
 - Create dissection lab area.
 - Meet with IT and tour classrooms to develop a technology upgrade plan to modernize the classroom experience.

Shift our culture by living out our core values

- Use our departmental strategic plan to improve student experiential learning and faculty development.
 - This plan will identify growth areas based on potential expansion of undergraduate and graduate student training, research and extension.
 - This plan will guide the identification of needed new faculty and staff hires.
 - This plan will highlight key milestones of success and potential alternative plans if metrics are not met.
- Develop an innovation seed grant program.
 - This program will provide two to four small (\$2,000–\$4,000) seed grants within the department.
 - To enhance innovation and interdepartmental collaboration, these seed grants will require two or more faculty in the department to submit a proposal to the department head that will be evaluated by the ADS Executive Committee on impact, innovation and potential for external funding.
- Make strategic faculty and staff hires.
 - This will be guided by the strategic plan to fill positions of need with the potential highest impact on teaching, research and extension.

Provide operational excellence in finance, administration and communication

- Hire a full-time staff position responsible for departmental recruitment and internships to identify outstanding students, allow us to achieve our increased enrollment goals, and interact with companies and organizations that can provide internships to our students, as well as tracking job placement metrics in order to publicize our successes.
- Develop an ADS communications committee to work with the Office of Marketing and Communications to organize our various websites and social media platforms into a coherent format that strengthens our visibility and highlights our activities and outreach.
- Increase sponsored projects by 5% each year by partnering UGA with at least one other research organization.

EXTERNAL GOALS

Communication with companies that hire our graduates

- Improve job placement of students through a more formalized internship plan with a goal of 80% of graduates in jobs in their areas of expertise within five years. This allows for a student to complete master's and doctoral degrees, or a degree in veterinary or human medicine.
- Conduct an alumni survey with the Office of Development and Alumni Relations.
- Communicate with 100% of graduates one year after graduation.

Food and fiber production

- Develop a food animal-based precision agriculture program.
- Correct the perception that there is limited precision agriculture in the animal industry. To do this, we should identify current precision agriculture animal opportunities and predict future precision agriculture opportunities. We will develop a committee to perform this assessment and provide a departmental report.
 - This activity will help guide our strategic hiring initiative.
 - Conduct surveys given at events; graduate student training could also use cross-training in interns and students.
- Continuously improve animal production practices on welfare, health and the environment.
 - Better assess the impact of livestock production using new technologies and devise innovative solutions.
 - Increase the efficiency of animal production through diversification and the creation of new income streams for producers (e.g., beef on dairy, carbon sequestration).
- Increase our international footprint and enhance our contribution to solving major global social issues (hunger, access to animal source proteins, feed the future).
 - Livestock production is a major industry in several developing countries.
 - Thus, our goal is to have 80% of our faculty giving international invited talks and lectures or conducting collaborative international research within five years.
 - A large portion of the world population has limited access to animal source proteins. We aim to develop new international collaborations to train graduate students and scientists from developing countries.
 - There are huge capacity-building and training needs, so we plan to leverage the additional funding provided by USDA-NIFA (\$150,000 per grant when an international collaborator is involved as Co-PI) to help implement our international portfolio.
- Enhance our contribution to solving the national needs in highly skilled professions.
 - There are major shortages in trained graduates with advanced degrees in breeding and genetics, meat science, and nutrition. We aim to explore potential graduate student funding opportunities with the industry.

Integration of animal precision agriculture into UGA Extension outreach programs

- Develop in-service training on individual animal differences in reproductive efficiency, growth and carcass characteristics for Extension agents.
- Develop field days and Extension publications on individual animal differences in reproductive efficiency, growth and carcass characteristics for producers.
- Develop more formalized partnerships with companies involved in individual animal identification and management to take advantage of their expertise and give producers a road map that allows them to implement changes in their operations.

Provide training for producers on data collection, storage and analysis so that they can take ownership of the technologies available

Agricultural Leadership, Education and Communication

The Department of Agricultural Leadership, Education and Communication promotes the study and practice of messaging, educational strategies and personal leadership as vehicles for influencing societal attitudes, beliefs and behaviors about agricultural and environmental sciences.

With a focus on strategically promoting and strengthening the food and fiber sectors through scholarship, outreach, and experiential teaching and learning, ALEC is committed to improving lives through Georgia's land-grant mission by:

- Preparing agricultural educators who teach youth and adults — through formal and informal methods in a variety of contexts — about food, fiber and natural resource systems;
- Developing professionals who lead effective change in the context of agricultural and environmental systems on local, state, national and international levels;
- Preparing agricultural communicators to disseminate information to agribusinesses, government agencies, educational and nonprofit centers and institutes, and media outlets; and
- Creating and disseminating knowledge about agricultural leadership, education and communication through faculty and student research.

It is our vision to be ranked within the top five of all agricultural leadership, education and communication degree-granting programs.

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Expect to secure the top candidate in faculty searches and to be competitive with our peer and aspirant programs with regard to resource offers, including salary, support and technology.
- Recruit three high-profile and rising star researchers who also have a commitment to teaching.
- Enhance professional development, support, mentoring opportunities and participation for faculty at all career stages and graduate students; tie to performance review and funding allocation. Special/unique emphasis on new/tenure-track faculty. Assess graduate seminar outcomes after new structure implementation.
- Increase student enrollments (i.e., increase student credit hours by 10%).
- Update undergraduate curriculum to provide state-of-the-art, innovative, distinct courses and programming at all levels (e.g., developing a strategic organizational communication track; growing emphasis on rural sociology and the study of mental health and family/family business dynamics in agriculture).
- Increase department financial support for scholarly opportunities to prepare graduate students for academic and professional success (e.g., travel and research support, visiting scholars/speakers).
- Invest departmental resources (e.g., seed funding and assistantships) to support the successful funding of competitive federal grants and contracts (goals: \$1.5M per research EFT and all faculty with 25% or more research appointment securing federal funding).
- Enrich communication with prospective students early in their secondary (or middle school) education. Create transfer agreements and pathways to the ALEC master's degree with credible programs staffed by faculty who hold doctorates.
- Improve integration and assimilation of Tifton and Athens students and faculty.
- Measure these goals by: Successful hire of top-ranked candidates in each search; citation metrics and publication prestige/impact/frequency of new hires; credit hour generation; department dollars invested in graduate student professional development opportunities (e.g., budget allocated for research colloquia and seminars); number of faculty development engagements completed by ALEC faculty; dollar amounts of grants funded.

Maintain world-class facilities

- Update and improve the aesthetic interior appearance of Four Towers common areas, offices and classrooms to be more exciting, professional, contemporary (e.g., clean, fresh colors and design elements) and conducive to collaboration and engagement (e.g., lounge areas, collaborative workspaces, quiet areas). Emphasize historic value of the building, but clean it up and create the appearance one would expect of a top-ranked leadership, communication and education scholarly hub.
- Provide, maintain and refresh/replace as needed requisite, state-of-the-art equipment and software for faculty and students to support their research and teaching activities (e.g., rotation schedule for purchasing, refreshing and retiring computers; site licenses for key data analysis and design software; appropriate photography and videography equipment).
- Leverage development opportunities and relationships for facility renovations and upgrades.
- We will measure these goals by: Renovation and maintenance projects completed; successful implementation of a technology rotation plan; dollars spent on equipment, software and licenses.

Shift our culture by living out our core values

- Aim for excellence in all of our behaviors, decisions and operations; think and act like a member of a top-ranked organization at all times. Never accept mediocrity or take shortcuts.
- Operate within ethical and policy-based frameworks at all times.
- Promote academic access and success for all students, with special consideration for underrepresented, rural, first-generation and other underserved students.
- Be recognized for innovative and impactful scholarship and extension activity.
- Create opportunities for respectful faculty and student dialogue about the status and the future of our academic programs.
- Enhance faculty and student engagement in departmental affairs; promote an inclusive work environment that expects and rewards productivity/excellence in research, teaching, extension and service with consideration for faculty, staff and student strengths and interests.
- Identify and pursue opportunities for recognition of faculty teaching and scholarship activity (i.e., awards and honorifics).
- Increase national scholarly visibility of our faculty and their labs/research teams through a greater number of peer-reviewed publications with documented potential for high citation rates over time; seek broader and more frequent citation of ALEC research.
- Introduce and reinforce core values at graduate student orientations and in faculty retreats and facilitated sessions. Incorporate core values assessment in hiring practices. Retain external organizational development/communication expert to facilitate sessions aimed at building and sustaining focus on core values.
- We will measure these goals by: Number of peer-reviewed publications and citations; faculty impact statements; number of internal and external faculty recognitions; attendance at department events; faculty attendance/participation at graduate student events; graduate student diversity (e.g., disciplinary, geographic, racial, gender, social); measured impact of extension activities; successful creation of pathway partnership with ABAC and/or other institutions; student persistence and success metrics.

Provide operational excellence in finance, administration and communication

- Enhance professional development, support and mentoring opportunities for staff.
- Emphasize transparency in departmental operational decisions.
- Ensure that faculty are adequately trained on all self-service operational activities (e.g., expense reporting); in collaboration with the CAES business office, provide finance “cubes”/dashboard to all faculty for easy, transparent access to available funds.

- Steward departmental resources to support a diverse and inclusive culture of excellence in research, innovation and partnerships across the college and with external stakeholders.
- Continue to enhance external promotion and communication of ALEC activities; heighten stakeholder knowledge about department identity and accomplishments.
- Enhance communication and engagement with ALEC alumni and donors.
- Build foundation accounts (scholarships and enrichment).
- Continually strengthen ties to CAES grants and contracts staff to support faculty in their pursuit of external funding and in the post-award management of projects.
- Hire a department-level student affairs/recruiting specialist to be shared with one to two other CAES departments to develop a department-level recruiting strategy and support the creation and promotion of a measurable ALEC student experience.
- We can measure these goals by: Number of professional development activities undertaken by staff; faculty-reported awareness and understanding of department business operations and financial standing; faculty ability to accurately complete required self-service activities in One USG; engagement metrics for social media accounts; meetings and trainings with CAES grants and contracts; usual recruiting-related benchmarks.

EXTERNAL GOALS

Engage in consumer education

- Participate in outreach activities that support agricultural workforce/educator development in the areas of communication, education and leadership (goal: average of one per semester per faculty member).
- Partner with other CAES departments where appropriate to lend communication and message design expertise (e.g., poultry science's proposed "Did you know?" series).
- Partner with commodity groups, professional associations, and state agencies to conduct research and disseminate results related to ALEC expertise (goal: two research projects/publications per year department-wide).
- Develop strategies and a process for disseminating relevant ALEC research findings in a timely, audience-centered way to consumers, agribusinesses and commodity groups (e.g., through social media, research briefs and newsletters geared to communication professionals and educators).
- Increase the number of Extension publications (goal: 20 per year), educational outreach presentations (goal: 75 per year), and occasions where technical assistance is offered (goal: 8 per year).
- Revitalize ALEC's outreach presence at agricultural, science and state FFA/DOE events and meetings around Georgia (goal: representation at all major events).
- We can measure these goals through contact hours with stakeholders; see other metrics included within this strategic goal.

Support food and fiber production

- Although we have distinct research foci that will support consumer and business education, we can also partner with other college departments to support food and fiber production through enhanced translational science communication.

Participate in the solution, expansion and use of rural broadband

- Lead and support research and education about the social, business, and economic impacts of broadband use for communicating and organizing (goal: two projects per year).

Crop and Soil Sciences

The Department of Crop and Soil Sciences is a multifunctional, multidisciplinary department committed to excelling as an authority in the crop, soil and environmental sciences. The department supports research, teaching and UGA Cooperative Extension programs at the Athens, Griffin and Tifton campuses. As a respected provider of both leading-edge technology and science-based knowledge, we serve a clientele that includes students, farmers, agribusinesses, consumers, nonprofits and governmental agencies. The purpose of the Department of Crop and Soil Sciences is to:

- Provide baccalaureate and graduate education in crop, soil and environmental sciences that promotes excellence in student achievement and prepares students to effectively contribute and excel in a changing world;
- Inquire into the nature of plant growth, crop production, soil characteristics and the environment through the discovery, interpretation and creative application of knowledge; and
- Serve the public through timely education of producers, consumers and agribusinesses using relevant, accurate, unbiased, research-based information.

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Use wage and benefit salary reports to measure against peer and aspirant institutions.
- Increase student enrollment and postgraduate placement (maintain tuition waiver).
- Increase grant applications to fund positions.
- Always expect to secure the No. 1 candidate we recruit using the following strategies:
 - Provide world-class courses and teaching via new faculty with greater instruction appointments (i.e., more 60/40 instruction/research) by hiring five new faculty by 2027.
 - Institute an Office of Global Programs that centralizes the international presence of CAES in Europe, Asia, Central and South America. Working with UGA Graduate School and Office of Global Engagement, the college should instigate work with faculty who are currently involved with international colleges and universities (Padua, China Agriculture University, etc.) and centralize their efforts to promote and emphasize success. This may require the staffing of two to three people in order to facilitate tracking and promotion of dual-degree and certificate programs at the CAES level.

Maintain world-class facilities

- We will have unique and one-of-a-kind equipment and facilities.
- We will have named buildings resulting from donor engagement and participation.
- We will have a goal of allocating a portion of our annual budget toward infrastructure upgrades and improvements.
- We will eliminate our deferred maintenance backlog:
 - Develop soil and plant sample processing and storage facilities in Athens. This would require capital investment to either locate a facility or construct a new building, perhaps \$3-\$5 million in funding.
 - Make faculty aware of funds for equipment upgrades via IDC and other opportunities.
 - Recognize RECs, Griffin and Tifton campuses need significant support in facilities, and maintain current staffing levels at each location.
 - Recruit staff to coordinate research at greenhouses and research farms. Consider master's and doctorate-level staff that have experience in facilities management. Our goal is to hire three to five staff by 2027.

Shift our culture by living out our core values

- We will introduce and explain what our core values are, define what they mean, and set the standard as to what we expect behaviors to look like in line with each value.
- Our core values will be incorporated in new hire assessments.
- Our core values will be incorporated in all employee assessments including the dean and all CAES leadership.
 - Introduce core values at graduate student orientations (fall and spring).
 - Present and discuss core values at faculty meetings (fall and spring).
 - Incorporate core values as part of staff recruitment activities.
 - Promote CAES to rural areas of Georgia to attract top talent from outside of metro Atlanta.
 - Work with industry to recruit students from rural areas in order to fill future employment opportunities.

Provide operational excellence in finance, administration and communication

- Work with grants and contracts support staff to enable faculty to apply for and administrate the process with success and ease.
- Commission HR support to make hiring and training efficient and effective.
- Creation of a finance dashboard to foster communication and transparency systemwide.
- Create a communication network both inside and outside the college that creates transparency and dialogue that enables authentic communication and engagement.
 - Provide training on grant submission for new faculty and encourage graduate students to participate as part of their training. This may require the hiring and promotion of a grant-writing advisor.
 - Facilitate interaction of faculty with grant submission staff to promote personal interaction instead of just using email communication.

EXTERNAL GOALS

Consumer education

- Grow our rural economy and our agricultural workforce.
- Educate the public about commodity production.
- Steward our natural resources.
- Protect against food security issues.
- Help consumers understand the food system.

Food and fiber production

- Build on precision agriculture and technology.
- Grow our rural economy and develop our agricultural workforce.
- Maximize yield and profitability of commodity products.
- Create sustainable production for generations to come and guard against food security issues.
 - Address food deserts in rural and urban areas.
 - Increase support and research for a greater CAES and Extension presence in the area of sustainability. Potentially hiring one to three new Public Service and Outreach faculty could promote this effort.

Participate in the solution, expansion and use of rural broadband

- Precision agriculture is dependent upon broadband for commodity production and greater profit margin opportunity.
- Rural economies need access to e-commerce.
- The rural workforce needs access to the internet for continuing education and training.

Entomology

The Department of Entomology offers a wide range of courses and research opportunities in an undergraduate program and graduate program. The graduate program includes master's and doctoral degrees and the master of plant protection and pest management (MPPPM) degree, a professional, non-thesis degree requiring broad graduate level coursework in integrated pest management and an internship with an integrated pest management-oriented organization.

Our goal is to support and encourage students who are preparing for careers as scientists in federal, state or industrial laboratories or in academic institutions by providing them with as broad a background as possible in the many facets of insect biology. Our programs encompass all levels of biological organization from the molecular level to ecosystems. In addition to training in modern methodologies of classical entomology, the department has special emphasis areas in evolutionary biology, genomics, host pathogen relationships/vector biology, biotechnology, and applied ecology and integrated pest management.

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Increase student enrollment and postgraduate placement.
- Increase grant applications to fund positions.
- Always expect to secure the No. 1 candidate we are recruiting.

Strategies to expand and enhance undergraduate degree programs

- Continue to improve flexible curricula with appropriate majors and areas of emphasis within the discipline based on professional opportunities and supported by adequate course offerings.
- Increase additional focus through our undergraduate coordinator position with appropriate advising support in the different areas of emphasis.
- Obtain a demonstrated commitment of all teaching faculty to the undergraduate major and involve more members of the faculty in the teaching program.
- Pursue development of more Double Dawg opportunities.

Strategies to promote undergraduate student enrollment and success

- Establish enrollment goals.
- New faculty hire in Entomology education.
- Use web site and updated recruitment brochures and posters both internally and external to the University to inform student populations of opportunities in Entomology and Applied Biotechnology at UGA.

Strategies to promote graduate student enrollment and success

- Faculty, particularly Graduate Faculty members at all locations, should incorporate graduate student opportunities into their research programs by providing funding for one student through extramural grants or nominations for competitive fellowships through agencies such as NSF or NIH.
- Use web site and updated recruitment materials and site visits to recruit quality graduate students.

Maintain world-class facilities

- Renovate and enhance greenhouse facilities on all three campuses.
- Leverage industry partnerships for facility renovations and upgrades.
- Renovate offices and labs on all campuses.
- Repackage and market the department's internal strengths.

Strategies to enhance communications about the Department's strengths in research, innovation, and entrepreneurship and the impact of those activities on local, state, national, and international communities

- Develop framework and schedule to facilitate short communications highlighting programmatic accomplishments
- Identify conduits to broadly circulate stories

Shift our culture by living out our core values

- Use facilitated discussion forums and training in inclusive teaching methods based on student learning modes to incorporate appropriate teaching methods to enhance student learning.
- Build and utilize rubrics encompassing CAES core values for use by search and screen committees encompassing CAES core values.
- Incorporate core values in all employee assessments.

Strategies to enhance learning experiences and professional growth opportunities for graduate students

- Graduate Coordinator responsibilities defined to include involvement in recruiting, and guidance of graduate students.
- Graduate Coordinator will actively assist faculty members at all locations in identifying potential graduate advisees and funding opportunities.
- Revise as necessary and clearly define departmental policies, requirements and guidelines for graduate students and advisory committees and ensure their equitable and consistent application.
- Establish an equitable workload for all teaching assistants.
- Continue a requirement that all Ph.D. students assist in teaching one course regardless of sources of funding.
- Explore incentives for students working at the Griffin and Tifton Campuses which offset the additional housing and travel costs.
- Continue to support student involvement in professional meetings.
- Identify opportunities through CTL.

Provide operational excellence in finance, administration and communication

- Identify departmental liaisons to aid in procedural awareness and facilitation of onboarding of new faculty/staff (e.g. promotion and tenure, mentorship, research proposal development and submission procedures).
- Develop and implement training, maintenance and operating procedures for shared equipment usage.
- Develop a communication network both inside and outside the department that creates transparency and dialogue that enables authentic communication and engagement.

EXTERNAL GOALS

Consumer education

- Facilitate internships, work experience and exchange programs that would provide undergraduate and graduate students learning experiences outside the traditional classroom and laboratory setting.
- Explore opportunities to support and enhance the outreach activities of entomology students through the Lund Club, service-learning courses and other appropriate avenues.
- Explore opportunities for and document metrics on reach and use of high school entomology curriculum developed by the department.

Strategies to enhance experiential and service learning in undergraduate and graduate courses and promote flexibility and diversity in learning experiences

- Hire new faculty with undergraduate coordinator, experiential and service learning, internship coordinator responsibilities.
- Continually update course offerings based on knowledge and experiences that graduates should possess.
- Improve the quality of teaching laboratories and teaching equipment.
- Facilitate internships, work experience and exchange programs that would provide undergraduate and graduate students learning experiences outside the traditional classroom and laboratory setting.
- Continue student and peer review of teaching with added emphasis on teaching methods and course content.
- Continue to involve faculty from Griffin and Tifton in teaching programs.
- Incorporate extension internships and learning experiences into the curriculum.
- Enhance seminar participation of Griffin and Tifton faculty and the diversity of topics and speakers.

Strategies to provide transcript-eligible opportunities for students to engage with diverse communities and enhance departmental outreach programs in Georgia and beyond on locally identified needs and issues

- Explore opportunities to enhance the level of support for museum collections in the Museum of Natural History and their use in research and teaching programs.
- Explore opportunities to support and enhance the outreach activities of entomology students through the Lund Club, service-learning courses and other appropriate avenues.
- Encourage and support involvement in the student mentoring and teacher outreach programs in Griffin, Tifton, and Athens.

Food, fiber and urban production

- Continue and expand entomology outreach in precision agriculture farming.
- Explore the market opportunity to develop online master's and/or certificate program(s) in entomology.
- Continue to enhance and expand integrated pest management initiatives.
- Promote strong and diverse research programming across the three campus locations.

Strategies to promote strong and diverse research programming across the three campus locations

- Develop stronger linkages between programs on-campus and those at off-campus locations that capitalize on faculty strengths and departmental resources.
- Assist faculty from all locations in forming teams to respond to RFP's.
- Faculty across locations will seek opportunities for increased competitive funding from extramural sources for program support.
- Faculty across locations should explore more interdisciplinary, and interstate and interregional funding opportunities where appropriate.

Strategies to bolster faculty hiring

- Create an endowed professorship.
- Add faculty positions in areas of critical need as new positions become available and through redirection to replace retirees.
- Administration will work to better recognize the need for and be actively involved in supporting research services and facilities for faculty at all locations.
- Continue and expand mentoring for junior faculty.

Strategies to address environmental and other critical issues

- Continue to enhance and expand integrated pest management initiatives.
- Develop and participate in additional interdisciplinary environmental research initiatives critical to Georgia agriculture and the protection of natural resources.

Participate in the solution, expansion and use of rural broadband

- Develop linkages with other colleges within UGA (engineering, computer science) and other strategic academic partners to broaden research into and implementation of integrative precision agriculture.
- Identify and align levels of technology with ranges of connectivity (broadband) necessary to facilitate programming developed by the IPM teams, CUA webinar teams and CISEH team.

Strategies to explore ways to creatively respond to clientele needs with shrinking resources for extension programming

- Prioritize program areas based on clientele needs and faculty resources. Assess and allocate faculty and financial resources accordingly.
- Explore the further development of web-based support for clientele and county staff.
- Consider joint staffing and joint appointments on an individual basis to respond to clientele needs.

Food Science and Technology

Faculty members in the Department of Food Science and Technology conduct research in several areas critical to the quality, safety and economic value of our food supply, while minimizing environmental and energy costs. Some important areas of research include:

- Developing new products and processes
- Ensuring food safety
- Enhancing food quality
- Maximizing nutritional content
- Discovering new health-promoting food compounds
- Lipid biotechnology, chemistry and phytochemicals laboratory

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Increase faculty salary by more than 10% of the national average.
- Promote competitive start-up funds for new faculty that are rank appropriate.
- Promote competitive staff salaries based on qualifications with the goal of being in the top 10% tier.

Strategies:

- Conduct a survey of faculty salaries and start-up funding across the country, specifically compared with AAU member institutions that have a food science and technology program.
 - Conduct a survey of equivalent position salaries across the country.
 - Set targets based on each faculty level and determine entry-level salaries.
 - Identify opportunities for internal adjustments and sources of funding.
 - Compare staff and student assistantships across peer institutions.
 - Staff: Different categories depending on the rank and qualifications.
 - Graduate students: Strive to pay for 50% EFT appointment — define top-tier of how we will measure ourselves. Compared to AAU (faculty) and IFT (staff).
 - Start a faculty mentoring program for tenure-track and Public Service and Outreach (non-tenure track) faculty to include other departments within the college and include various demographics.
 - Increase student enrollment and postgraduation placement.
 - Grow undergraduate enrollment by 10% each year to a goal of 85–90 in food science.
 - Increase graduate student numbers by 10% each year to a goal of 150.
 - Increase number of doctoral students by 20%.
- Increase MFT enrollment by 10% to a goal of 75.

Strategies:

- Reach potential graduate students: Make early and competitive assistantship offers and scholarships.
- Seek more college-funded GRA positions.
- Use digital marketing to reach potential students; for example: email fellowship offerings to different departments and universities.
- Offer prizes/rewards with recruiting money.
- Strategically alter course offerings for higher enrollment.

- Develop summer scholar program to recruit students:
 - We have the youth scholar program for high school students, but it is compressed.
 - We also have the Emerging Scholars program for underrepresented populations (during the summer), and this needs to be advertised more.
 - Summer research program for potential undergraduate food science and technology students is needed.
- Improve and enhance graduate student mentoring.
- Improve the graduate student experience in Griffin.
- Work with campus leadership to identify long-term solutions to housing.
- Create a mentorship network with former students and researchers in industry.
- Partner with industry to offer internship opportunities for students.
- Identify and expand the number of partner companies gradually each year.
- Increase grant applications to fund positions: Increase average grant submissions by one grant per year.
- Always expect to secure our No. 1 candidate from the pool of interviewed candidates.

Maintain world-class facilities

- We will have unique and state-of-the-art equipment for research and teaching.
Strategies:
 - Submit at least one equipment grant every year.
 - Replace equipment that has aged and is beyond repair.
- Leverage industry partnerships for facility renovations and upgrades.
Strategies:
 - Look into the potential for named building from donor engagement and participation.
 - Look into the potential for named laboratories, classrooms, and buildings.
- We will have a goal of allocating a portion of our annual budget toward infrastructure upgrades and improvements.
- We will eliminate our deferred maintenance backlog.
Strategies:
 - Research equipment grant opportunities and work with food industry on equipment donations.

Shift our culture by living out our core values

- Better integrate the Griffin faculty, staff and students into the university, college and department.
- Include diversity, equity and inclusion statements in applications and survey initiatives within the department to communicate core values.
- Conduct search committee trainings, P&T workshops for faculty.
- Diversity in committees for hiring.
- Develop and sustain student recruitment with minority-serving institutions.
- Develop and utilize rubrics encompassing CAES core values for new hire assessments.

Provide operational excellence in finance, administration and communication

- Initiate an onboarding for new staff, students, postdocs and faculty.
- Elevate research expenditures through federal grants.
- Retain our competitive staff (business manager) by providing competitive salaries, adequate support and engaging with the CAES business office.
- Engage grants and contracts support, enabling faculty to apply for and administer the process with success and ease.
- Hire and sustain a full-time staff position for communications to aid in recruitment, alumni engagement, increased interaction with industry partners and organizations.

EXTERNAL GOALS

Consumer education

- Track Extension, contacts, trainings, public and private partnerships — federal and state agencies.
- Educates the public about the role of the department of Food Science and Technology in the food industry including the production and processing stages.
- Partner with Office of Marketing and Communications.

Strategies:

- Track number of press releases and external engagements.
- Notify the public of what our department does via research, publications, website, etc.
- Help consumers understand their food system.

Strategies:

- Disseminate information: Increase number of formal and informal contacts, trainings, etc. by 10% annually.
- Partner with federal and state agencies for a systems approach to food.
- Aggregate FST awareness hits from online products (i.e., webinars, trainings, etc.).

Food and fiber production

- Build on and enhance precision agriculture and technology.
- Grow our rural economy and develop our agricultural workforce.
- Maximize yield and profitability of commodity products.
- Make production sustainable for generations to come and guard against food security issues.

FST goals:

- Develop and explore faculty collaborations with defined roles of FST in precision agriculture.
- Enhance research and teaching in food security, reducing food losses/waste, adding value to food waste by-products, and increasing efficiency of equipment used in production.
- Waste reduction — increased yield at post-production, value addition.
- Department-level tracking of:
 - Number of projects funded that address one of these initiatives.
 - Amount of funding secured that addresses one of these initiatives.
 - Number of stakeholders educated that can be tied to one or more of these initiatives.

Participate in the solution, expansion and use of rural broadband

- Precision agriculture is dependent upon broadband for commodity production and greater profit margin opportunity.

Strategies:

- Explore the integration of traceability into precision agriculture.
- Hire faculty in postharvest precision technologies for increased processing efficiency and reducing food losses.
- Rural economies need access to e-commerce.
- The rural workforce needs access to the internet for continuing education and training.

Horticulture

The Department of Horticulture specializes in a multitude of research areas and works on a vast array of fruit, vegetables, ornamentals, endangered native species and row crops. Our diversity is one of our greatest strengths. We improve the environment, health and well-being of citizens in Georgia and around the globe using innovative research, experiential teaching and outreach to increase the profitability and sustainability of horticulture. We increase public awareness of the positive aspects of horticulture, educate the horticulture workforce and proactively shape the future of horticulture.

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Ensure that our salaries are competitive with the top horticulture programs in the region so that salaries align with our peer institutions.
- Implement an effective three-member mentoring plan for junior faculty.
- Encourage collaborations between junior and senior faculty, such as co-authored publications.
- Expand recommendations and expectations for faculty with more metrics-based written feedback in annual evaluations.
- Increase the visibility of our faculty and staff at national levels, such as through increased awards and nominations.
- Increase departmental representation across faculty, postdocs, graduate and undergraduate students at regional and national events to enhance recruitment through networking.
- Implement rewards for productivity and excellence in research, teaching and extension. For example, faculty are incentivized to compete for a funding bonus from the department for their program or lab.
- Create a more diverse, inclusive and equitable environment by establishing a committee to improve departmental culture, climate and relationships with UGA Diversity Affairs.
- Provide higher/sustained support for new and existing faculty, such as comprehensive onboarding and facility maintenance and support.
- Provide travel funds for faculty with high extension, state-wide programs, including departmental support for Extension faculty.
- Attract excellent graduate students.
 - Provide departmental scholarships to cover expenses of prospective graduate students to visit 1-2 of the UGA campuses.
- Increase financial support for graduate students.
 - Provide departmental scholarships to cover expenses of current graduate students to attend and present at national professional meetings.
- Increase number of graduate students.
- Establish an online non-thesis master's degree.

Maintain world-class facilities

- Athens: MPS is old and bursting at the seams, and the department needs office and lab space for additional hires.
 - Renovations to utilize and increase space for personnel and facilities in MPS.
- Griffin: Renovate office and lab space and create CEA facility.
 - Renovations to utilize and increase space for personnel and facilities in Cowart and Urban Ag buildings.
- Tifton: Renovate office and lab space.
 - Renovations to utilize and increase space for personnel and facilities in NESPAL and VORL.
- Farms and greenhouses: Improve infrastructure/storage conditions and advocate for farm/field support staff.
 - Square footage of existing spaces increased and upgrades to existing structures; number of staff personnel.

Shift our culture by living out our core values

- Support professional development, skill-building and peer interaction.
 - PEP training opportunities, LinkedIn Learning, utilize professional development grants inside and outside UGA.
- Build visibility for our graduate students by ensuring they have opportunities to develop their professional networks with our faculty and with visiting preeminent scholars.
 - Monthly socials for grad students to interact with faculty and staff at all three campuses.
 - Semesterly onboarding for all graduate students.
- Professional development course for graduate students, involving pedagogical concepts, extension, industry, nonprofit, academia, government, public service, etc.
 - Expand current seminar course from to a one-hour to a three-hour professional development course and offer it on an annual basis.
- Strengthen the diversity of our profession by training a diverse group of junior horticulturists and supporting activities that enhance their career prospects.
 - Guest speakers for seminars expanded to include more diversity; strengthen collaboration with CAES Office of Diversity Affairs.

Plant Pathology

Plant pathology is an integrative discipline that bridges the plant, microbial, and environmental sciences. With scientists located on three campuses (Athens, Tifton and Griffin), we are one of the largest and most comprehensive plant pathology departments in the country. We provide high-quality graduate and undergraduate education; conduct innovative research into the causes, nature and management of plant disease; and help growers in Georgia and across the nation manage diseases through relevant and dynamic extension and outreach efforts.

We are especially proud of our vibrant graduate program and the success of our graduates (as measured by professional awards, recognitions and job placement). In addition to the research-based master's and doctoral degrees in plant pathology, our department offers an interdisciplinary, non-thesis master of plant protection and pest management (MPPPM). We provide exceptional opportunities for students who are interested in understanding how basic biological principles are applied to the science of plant pathology so diseases can be understood and managed for the benefit of agriculture, industry, science, and society.

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Increase national research rankings.
 - Academic analytics percentiles for key metrics among plant pathology departments.
- Strengthen and formalize junior faculty mentoring.
 - Develop formalized mentoring plan template for junior faculty.
- Enhance training and support for graduate student professional development and teaching.
 - Number of graduate student professional development and teaching opportunities.
 - Professional development plan for graduate students and postdocs developed and implemented.
- Increase number of graduate students and postdocs on external fellowships.
 - Number of student or postdoc applications to fellowship programs such as NSF GRFP or USDA-NIFA predoc.

Maintain world-class facilities

- Expand support and resources for plant disease diagnostics including molecular diagnostics.
 - Plant Molecular Diagnostic Lab manager position refilled. Number of assays available and samples processed by MDL and clinics.
- Complete comprehensive laboratory renovations for each new faculty hire across locations.
 - Number and dollar amount of lab renovations.

Shift our culture by living out our core values

- Better integrate Tifton and Griffin graduate students into the university and department.
 - Action plan developed by ad-hoc committee during 2022, implemented in 2023.
- Promote diversity in invited seminar speakers.
 - At least one speaker from underrepresented groups will present per year.
- Develop and sustain graduate student recruitment initiative with minority-serving institution(s).
 - Recruitment initiative developed and piloted with one minority-serving institution by fall of 2023.

Provide operational excellence in finance, administration and communication

- Improve integration between departmental accounting and business management with CAES business office.
 - CAES business office participates in screening and training of each new administrative employee in the department.
- Encourage and increase participation in training by office and technical staff.
 - Number of trainings, workshops and conferences attended.

EXTERNAL GOALS

Consumer education

- Build strong portfolio of new and revised Extension publications.
 - Number of new or revised Extension publications per year.
- Enhance communication about the department's strengths to multiple stakeholders.
 - Number of stories and news items submitted to scientific society newsletters.

Food and fiber production

- Maintain disciplinary depth and breadth in fundamental and applied plant pathology.
 - Number of faculty, graduate students and courses in foundational areas of plant pathology.
- Sustain relationships with and support from agricultural commodity groups.
 - Annual funding received from agricultural commodity groups.

Participate in the solution, expansion and use of rural broadband

- Advance the use of quantitative skills in graduate education
 - “Quantitative skills” area added to suggested core for MS and PhD students
- Expand Plant Pathology's participation in Integrative Precision Agriculture
 - Precision crop protection position filled. No. of faculty, students, courses, and publications related to precision disease management
- Encourage collaborations between plant pathology faculty and colleagues in engineering, computer science, or data science
 - Develop innovation seed grant program from indirect cost return funds to jump-start such collaborations

Poultry Science

Poultry production is Georgia's largest agricultural sector, and agriculture is Georgia's largest industry. In fact, UGA began offering specialized study in the poultry sciences even before creating the Department of Poultry Science in 1912. The department is proud that most graduates enter poultry professions after graduation.

Undergraduate students may prepare for a career in the poultry industry or for further study in various graduate programs. Students study the genetics, embryology and physiology of the bird, nutrition, diseases, poultry and poultry products, economics and business. This knowledge may be applied to the management of flocks and the management of poultry firms.

The poultry science major offers flexibility in preparing for a career. Certain courses must be in the poultry sciences, but with careful planning the student may incorporate courses such as accounting, economics or statistics into the program of study to diversify their background for career options.

INTERNAL GOALS

Recruit, retain and mentor the best and brightest

- Focus on undergraduate and graduate student recruitment: Enrich communication with prospective students with interest in life sciences with direct linkages (for example: metro Atlanta and other biology/cell biology programs at other Georgia institutions like Kennesaw State University).
- Create and advertise a generic transfer pathway for science-based students.
- Provide mentor training experiences throughout the department for faculty (as mentors to other faculty, staff and students), graduate students (for possible mentorship to undergraduates), and undergraduates (to be peer mentors).

Maintain world-class facilities

- Named poultry science building and completion of capital campaign.
- Leverage industry partnerships for facility renovations and upgrades.
- Repackage and market the department's collective internal strengths. This could include the development of the Center for Poultry Enteric Health to leverage towards recruitment, further collaborations and partnerships, and extramural funding opportunities.

Shift our culture by living out our core values

- Host facilitated discussion forums and training in inclusive teaching methods based on student learning modes and adapting/adopting appropriate teaching methods to enhance student learning.
- Build and utilize rubrics encompassing CAES core values for use by search and screen committees.
- Expand use of academic honesty programmatic efforts.
- Initiate on-boarding committees for new faculty, staff and graduate students.

Provide operational excellence in finance, administration and communication

- Elevate research expenditures through federal grants.
 - Increase sponsored projects partnering with other institutions with UGA as the lead.
 - Leverage additional funding and partnerships with federal funding when an international collaborator is involved as co-PI.
- Enhance transparency in facility use and availability at poultry research and education center to facilitate research and outreach programming.
- Develop and implement training, maintenance and operating procedures for shared equipment usage.

- Appoint departmental liaisons for critical issues to aid in procedural awareness and facilitation of onboarding of new faculty/staff (e.g., promotion and tenure, mentorship, research proposal development and submission procedures; in-house examples of successful proposals to aid in grantsmanship). Utilize committee structure where issues align.

EXTERNAL GOALS

Consumer education

- Document metrics on reach and use of high school poultry curriculum developed by the department.
- Develop short “did you know” videos on consumer issues (utilize faculty, graduate students and specific undergraduate courses).
 - For example: What do label terms on poultry products indicate? Natural, antibiotic-free, no antibiotics ever, all vegetarian diets, etc.
- Enhance virtual interactions with stakeholders to expand staff and customer training needs.

Food and fiber production

- Continue and expand outreach in precision poultry farming.
- Develop online master’s and/or certificate program(s) in poultry science.
- Develop and implement non-thesis master’s targeted marketing plan.

Participate in the solution, expansion and use of rural broadband

- Identify and align levels of technology with ranges of connectivity (broadband) necessary to facilitate “smart” poultry housing for rural Georgia poultry farmers.
 - Identify technology implementation issues beyond broadband, including demographic educational training needs across the poultry sector.
- Develop linkages with other colleges within UGA (engineering, computer science) and other strategic academic partners to broaden research and implementation of integrative precision agriculture into the poultry sector.

Unit Strategic Plan Goals and Key Performance Indicators (KPIs)

Development and Alumni Relations

INTERNAL

Recruit, retain and mentor the best and brightest

- Secure a minimum of one new named scholarship or graduate fellowship/support fund per year in the UGA Foundation.
- Develop plan in collaboration with the CAES Office of Academic Affairs to engage alumni in recruitment by FY23. Implement plan in FY24.
- In cooperation with the CAES Office of Academic Affairs and the director of industry partnerships and project based learning, develop a plan for utilizing alumni and industry leaders to aid in internship and career exploration on all three campuses by December 2023.
- Increase awareness of the CAES Alumni Association by supporting and enhancing the student experience on all three campuses.
- Promote CAES alumni participation in UGA Mentor Program.
- Solicit and secure a minimum of one new named professorship or support fund per year in UGA Foundation to create a culture of excellence in research, innovation, and entrepreneurship.

Maintain world-class facilities

- Assess current private support needed for capital projects; fundraise for priority projects and then evaluate over the next two fiscal years.
- Develop a comprehensive list of equipment needs across the college by January 2023 and update annually.

Work with department and unit heads, Extension leadership and REC leadership to document in-kind support of equipment annually

- Develop naming levels for major buildings and farms by the close of FY23; in collaboration with the Office of Marketing and Communications, develop a one-pager with naming opportunities by December 2023.
- Engage a minimum of three donor prospects with the college annually who have a \$1M+ capacity and one per year who has \$10M+ capacity.
- Explore in-kind donation prospects to assist in deferred maintenance.

Shift our culture by living out our core values

- Communicate core values to CAES Alumni Board leadership and to general alumni as appropriate on an annual basis beginning with the completion of the college's strategic plan.

Provide operational excellence in finance, administration and communication

- Hold annual meetings with department/unit heads to discuss alumni engagement, stewardship, UGA Foundation funds and other concerns related to development and alumni relations.
 - Continue sending quarterly reports of donations to UGA Foundation funds to department heads and business managers.
 - Develop and implement a plan to utilize UGA Foundation funds with the Office of Finance and Administration before the start of FY23; evaluate plan effectiveness annually.

EXTERNAL

Consumer education

- Solicit a minimum of one new endowed fund each year to remove financial barriers for students, with consideration for underrepresented, rural, first-generation, and other underserved students through scholarship support.
- Develop land-grant impact video in collaboration with OMC and ALEC in late 2022/early 2023.
- Establish a calendar to share OMC messages with alumni and friends annually; share analytics.
- Engage a minimum of five corporate prospects with the college per year, with the collaboration of the Office of Business Engagement as needed, and develop an engagement plan for further involvement including philanthropy, research partnerships and student engagement; evaluate each fiscal year.

Food and fiber production

- Assess current support needed for Institute for Integrative Precision Agriculture; fundraise for priority projects; evaluate over the next two fiscal years.

Finance and Administration

INTERNAL

Recruit, retain and mentor the best and brightest

- By December 2022, in support of reducing employee turnover, develop and implement an exit interview process across the college, including Extension, to ascertain reasons for voluntary and involuntary turnover. Prepare quarterly reports for management to review trends and emerging hotspots.
- By July 2023, restructure employment services responsibilities and develop and implement comprehensive UGA Jobs and hiring process training to facilitate recruiting across CAES.
- By January 2026, develop and utilize digital delivery systems and digital platforms to broaden college ability to distribute multiple types of content.
 - Identify, acquire and provide training and support for a portfolio of tools facilitating the creation and delivery of online content.
 - Develop an infrastructure for delivering virtual programming at scale and with consistent quality and branding.
 - Design and deploy a robust, flexible digital signage solution to meet the varied needs of the college and individual departments.

Maintain world-class facilities

- By July 2025, in support of college research, we aim to expand connectivity across all CAES research facilities, including research and education centers.
 - By July 2026, use expanded connectivity to identify and reliably deliver programming from remote locations.

Shift our culture by living out our core values

- By January 2024, recreate and launch new Athens Campus Employee Recognition Awards through engaging, acknowledging and appreciating a wider range of employee contributions on a regular basis.

Provide operational excellence in finance, administration and communication

- By December 2022, establish an ongoing training schedule of in-person visits to CAES units throughout the state to promote a culture of service and ensure that financial and HR training needs are being met across CAES.
- By April 2023, develop and refine supervisor training materials and deliver on an annual basis in Athens, Griffin and Tifton, as well as in a remote capacity.
- By July 2023, promote a culture of transparency through the continued development and refinement of a finance dashboard for college administration and a series of graphical financial reports for college stakeholders using common reporting platforms.
 - By December 2022, develop ongoing educational process to facilitate user (department heads, unit heads) understanding of financial information.
- By January 2024, in support of increasing research expenditures, develop and implement improved post-award processes.
 - Reporting solutions to support faculty and business managers in spending grant funds in appropriate time frames.
 - Procedures to monitor compliance, cost share and effort throughout the life of the grant.
 - Decrease awarding time and increase accuracy of awarding in UGA systems in partnership with Sponsored Projects Administration.

- By January 2024, in partnership with the Office of Marketing and Communications and others, aim to build and deploy a fresh web presence aligning with organizational strategic goals and brand strategy.
- By July 2024, in support of college goals to increase extramural funding, restructure pre-award staff to facilitate increased grant submissions and higher success rate of awards by faculty throughout CAES, including Extension.
 - Develop and implement revised submission guidelines to better support faculty throughout the granting process.
 - Develop and refine additional training opportunities to expand faculty success rates on grant submissions.
 - Increase industry funding through stronger collaborations with both internal UGA entities and external stakeholders.

Office of Marketing and Communications

The Office of Marketing and Communications serves the College of Agricultural and Environmental Sciences to lead and organize marketing and communication efforts for CAES academics, research and extension to promote the institution and strengthen its global brand.

To best serve CAES, OMC has the following goals over the next five years to increase our visibility and raise our reputation:

Increase traffic to CAES news

- OMC aims to increase the amount of visitors to the CAES news website by 20%.

Increase traffic to both CAES and Extension homepages

- OMC aims to increase the amount of visitors to the CAES and Extension homepages by 5-10% (this will take into consideration the development and deployment of new websites).

Increase our external CAES Updates mailing list by 5-10%

Increase our social media presence and engagement on OMC-owned channels

- UGA Extension social media goals
 - Facebook/Instagram: Increase reach by 10% and followers by 5%
 - General (all platforms combined): Increase reach by 5-10%
- CAES social media goals
 - Twitter: Increase reach by 10% and followers by 5%
 - LinkedIn: Increase reach by 5% and followers by 5%
 - Facebook/Instagram: Increase reach by 5%

Increase our press and media engagement reach (domestically and globally focused) by 25%

- OMC intends to increase our global and domestic presence in the media and press by increasing our reach to these audiences by 25%
 - This goal is partly reliant on engagement through central UGA communications

Strategic Partnerships

- Partnering with OIT and various units/third parties, we aim to have new digital presences for CAES and Extension
- Partnering with various units and departments around the college and Extension, we hope to improve the onboarding process for new employees
- Partnering with UGA's central Division of Marketing and Communications to bolster CAES and Extension visibility
- Aim to have CAES spokespeople trained annually with best practices on how to deal with press and media



CAES Diversity and Inclusion Excellence Plan

For the future of CAES and UGA Extension, it is imperative that we consider and implement long-term, deliberative measures to build a sustainable model of diversity and inclusion that will positively impact every sector of our institution. CAES and UGA Extension partners closely with UGA's Planning Committee on Diversity and Inclusive Excellence, powered by the UGA Office of Institutional Diversity.

This committee helped shape UGA's 2025 Strategic Plan and created the UGA Diversity and Inclusive Excellence Plan to guide the university's diversity efforts from 2022-27 and provide an explicit, integrated, strategic, university-wide approach to our inclusion and diversity efforts. You will find some highlights of the UGA Diversity and Inclusive Excellence Plan below.

Diversity and Inclusion Excellence Priorities & Goals

- Building an inclusive living/learning environment that supports access and success for diverse students
- Recruiting and retaining a diverse workforce to advance our mission in the 21st century
- Expanding partnerships and outreach to strengthen diverse communities
- Increase institutional visibility in the educational pipeline of underserved communities
- Build awareness of partnerships and outreach with diverse communities
- Expand experiential learning opportunities for students in rural Georgia and other underserved areas
- Improve and expand communications with community partners regarding the university's diversity and inclusive excellence commitment
- Increase enrollment of underrepresented students at undergraduate and graduate levels
- Increase need-based student scholarships for undergraduate and graduate education
- Expand resources to promote inclusive learning environments
- Expand mentorship for underrepresented students
- Increase the number of underrepresented faculty, staff, postdoctoral fellows, graduate assistants, and student workers
- Expand community building programs and activities for faculty, staff, graduate assistants, and postdoctoral fellows, with a particular focus on underrepresented populations
- Expand support and recognition for faculty and staff diversity and inclusion efforts

Please note: The CAES 2027 Strategic Plan is a working document that is subject to additions unless otherwise noted. CAES and UGA Extension are currently in the process of finalizing the 2022-27 CAES Diversity and Inclusive Excellence Plan, and the CAES 2027 Strategic Plan will incorporate those finalized strategic goals when completed in October 2022.