2020-2025 Strategic Plan

FY21, 22 Progress Report

Warnell School of Forestry & Natural Resources
UNIVERSITY OF GEORGIA

September 30, 2022

Background

During Fall Semester of 2019, the Warnell School of Forestry and Natural Resources started efforts to create a five-year strategic plan for 2020-2025. These efforts began with a complete review of progress toward goals set forth in a 2016-2025 plan adopted in late 2015. That plan included goals in ten areas. We found that we had made significant progress in several of those areas but in other areas improvements did not match our targets.

We retained the services of Jay Watrous to organize facilitated discussions about the current status of the school and possible future directions. Jay is a retired executive from a forest products company who is a trained facilitator. On December 12-13, we held facilitated discussions with five groups over two days. This involved 51 faculty members and 20 alumni or external stakeholders. Also included were members of our Alumni Steering Committee, Young Alumni Committee, and the Dean's Advisory Board.

The input from the facilitated discussions was used by the three Associate Deans (Academic Affairs, Research, Outreach) to create a draft version of Warnell School goals to support the goals of the University of Georgia strategic plan. These drafts were shared with faculty and discussed during the January and February faculty meetings with revisions following each meeting. With the response to the COVID-19 pandemic distracting our efforts, we resumed our focus on finishing the plan once Spring Semester was complete and submitted a draft for review by the Office of Provost on June 24.

After receiving feedback from the Office of Provost on September 4, we shared the draft plan and Provost review comments with the Warnell campus community via our webpage with a Qualtrics poll link to provide comments. We also shared those with our two alumni committees and two external advisory boards. This document includes revisions based on relevant feedback from these final sources and was approved by the Warnell School faculty at their monthly meeting on October 12, 2020.

On behalf of our faculty, staff, students and alumni, I thank all who contributed their time and comments in the drafting of this plan.

W. Dale Greene
Dean

Strategic Direction I: Promoting Excellence in Teaching & Learning

Strategic Goal 1.1: Expand experiential learning opportunities for all students

Unit Goal 1.1.1: Maintain or enhance EL opportunities in a post-COVID-19 world

Key Performance Indicator 1: Transcript-eligible EL opportunities available in Warnell

Data Source: Office of Institutional Research

Annual targets:

FY2021	Submit all required field courses for EL designation, prioritize elective field courses for EL designation
FY2022	Submit other (elective) field courses
FY2023-2025	Submit other eligible courses

Annual Performance:

FY21: Submitted 2 of 4 (FISH 4650, COFA 4650). Two in process (FORS 4650, PRTM 4650).

FY22: 2 new added (FORS 4650 and Warnell Ambassadors- FANR 5950). PRTM 4650 in progress.

Key Performance Indicator 2: Percentage of Warnell students who completed 2 or more transcript eligible EL opportunities

Data Source: Associate Dean for Academic Affairs

Annual Targets:

FY2021	Establish baseline (3-year average)
FY2022-2025	3% annual increase over previous year

Annual Performance:

FY 21: Established baseline (33%). FY21 = 32% (80 students)

FY 22: 24% (60 students)

Key Performance Indicator 3: Study Abroad and domestic field study courses

Data Source: Associate Dean for Academic Affairs

Annual Targets:

FY2021	Evaluate viability of all programs, develop contingency plans
FY2022	Maintain required offerings, re-start South Africa, Brazil
FY2023-2025	Evaluate and adjust programs as needed

Annual Performance:

FY 21: **The following DA programs are expected based on anticipated border openings in Hawaii and UK (Fall 2021), New Zealand and Fiji (January 2022), and Australia (April 2022):**

i. **Fall Smokies (FORS 4270, 3 credits) ~15 students**
ii. **December/Winter Break Hawaii (FANR 4271, 6 credits), ~20 students**
iii. **Spring Semester Hawaii, New Zealand, and Fiji (FORS 4270, FANR 4271, FANR 4273S, PEDB 1090, 13 credits), ~20 students**
iv. **Spring Break Hawaii (FANR 4271, 3 credits), ~20 students**
v. **May New Zealand (FANR 4271, 3 credits plus one of either FANR 3460, WILD 3700, or INTB 5100) 6 credits), ~72 - 108 students**
vi. **Summer Fiji (FANR 4271, 3 credits) ~40 students**
vii. **Summer UK (FANR 4271, INTB 5100, 6 credits) ~25 students**
viii. **Summer Australia (FANR 4271, 6 credits). ~30 students**

Contingency plans

i. **Spring Semester Hawaii, United Kingdom and Ireland FORS 4270, FANR 4271, FANR 4273S, PEDB 1090, 13 credits), ~20 students**
ii. **May Hawaii and Fiji (or Tahiti) (FANR 4271, 6 credits)**
iii. **FANR 4271E will be offered each semester in the event that a DA program cannot run due to covid-19**

FY22: AY 2021/22 domestic and international field studies (actual enrolment)
i. **Fall Smokies (FORS 4270/6270, 3 credits) 13 students**
ii. **Winter Break Hawaii (FANR 4271/6271, 6 credits), 14 students**
iii. **Spring People, Planet and Profit (FANR 4271E/6271E, 3 credits) 34 students (virtual version of study abroad)**
iv. **Spring Break Hawaii (FANR 4271/6271, 3 credits), 22 students**
v. **May Australia (FANR 4271/6271 and INTB or WILD, 6 credits), 109 students**
vi. **Summer Fiji (FANR 4271/6271, 3 credits), 29 students**
vii. **Summer Australia (FANR 4271/6271 and NUTR, 6 credits), 15 students**
viii. **Summer UK (FANR 4271/6271 and INTB, 6 credits), 25 students**

AY 2022/23 (predicted offerings and enrolment, as above, except)
ix. **Spring Hawaii, New Zealand, Australia, Fiji (13 – 17 credits) will be added (~25 students)**
x. **May Australia and NZ will replace May Au (only)**
xi. **All students will register for a Warnell course (i.e., FANR, FORS or WILD); this had happened mostly in 2021/22 with the exceptions of NUTR (which will be dropped in future) and INTB (which will be retained on condition that Terry provide funds for Warnell to manage logistics)**
xii. **Neither South Africa nor Brazil will be offered in 2022/23, with future offerings pending respective faculty input**

Strategic Goal 1.2: Enhance training, support, and recognition for all who provide instruction and outreach

Unit Goal 1.2.1: Enhance training and support for all who provide instruction

Key Performance Indicator 1: Warnell teaching development activities available for all instructional roles

Data Source: Associate Dean for Academic Affairs

Annual Targets:

FY2021	Assess training & support needs, develop plan with Teaching Effectiveness Committee
FY2022	Create instructional resources webpage with content repository; offer at least one new instructional training opportunity per semester
FY2023-2025	Offer at least one new instructional training opportunity per semester; re-assess needs

Annual Performance:

FY21: Complete. Teaching Effectiveness Committee discussed training needs of faculty. Responses:
- **remote exams and assessment**
- **informal instructional mentoring pairings**
- **desire for regular teaching lunch & learns**
- **mental health of students**
- **faculty work/life balance**
- **how to incorporate DEI topics into natural resources instruction**

General support for development of instructional resources webpage (content TBD by TEC)

Plan is to offer Lunch and Learn or regular workshops led by Warnell faculty or CTL

FY22: Complete. Teaching effectiveness committee developed a series of Lunch and Learn meetings during fall '21 and spring '22 and a book club for fall '22.

New Warnell website was launched and contains an 'Academic Resources' page with many resources for instructors. The TEC will continue to review an evaluate for changes/additions.

Key Performance Indicator 2: Warnell instructors nominated for awards

Data Source: Associate Dean for Academic Affairs

Annual Targets:

FY2021	Establish baseline (3-year average)
FY2022-2025	Maintain or increase nominations for on-campus and national awards

Annual Performance:

FY 21: baseline = 9

FY 22: 13

Strategic Goal 1.3: Enhance infrastructure and support for evidence-based teaching methods across the curriculum

Unit Goal 1.3.1: Enhance flexibility and adaptability of instruction in a post-COVID-19 world

Key Performance Indicator 1: Number of courses with online learning modules

Data Source: Associate Dean for Academic Affairs

Annual Targets:

FY2021	Assess potential and priority for all courses to be offered in hybrid or online format; Adapt courses to hybrid or online as needed
FY2022	Adapt courses to hybrid or online as needed, monitor
FY2023-2025	Monitor, revise as needed

Annual Performance:

FY 21: Complete. Nearly all courses offered as hybrid from spring 2019-spring 2021 due to pandemic. Faculty discussions in fall 21 for expanding online offerings
One new 'e' course in 2021: FANR 4271e. Exploring addition of online MNR programs (e.g., COFA, FISH)

FY 22: UGA upper administration strongly encouraged/required the return of in-person instruction in spring and fall semesters, particularly for undergraduate courses. We are exploring development of new summer 'e' courses and graduate 'e' courses.

Key Performance Indicator 2: Percentage of instructors teaching online who have formal training in online teaching

Data Source: Associate Dean for Academic Affairs

Annual Targets:

FY2021	Establish baseline
FY2022-2025	100% of all instructors teaching online have formal training

Annual Performance:

FY 21: 75% (6 of 8)

FY 22: 89% (8 of 9)

Strategic Goal 1.4: Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation and other underserved students

Unit Goal 1.4.1: same as UGA Strategic Goal 1.4

Key Performance Indicator 1: Total dollar value of Warnell scholarships awarded

Data Source: Unit annual report

Annual Targets:

FY2021	Establish baselines (3-year average)
FY2022-2025	2% annual increase

Annual Performance:

FY 21: baseline (3 yr avg) = $239,350

FY 22: awarded $317,450

Key Performance Indicator 2: Total dollar value of need-based scholarships awarded

Data Source: Unit annual report

Annual Targets:

FY2021	Establish baselines (3-year average)
FY2022-2025	2% annual increase

Annual Performance:

FY 21: baseline (3 yr avg) = $33,613

FY 22: awarded $32,950

Key Performance Indicator 3: Number of zero-cost Warnell courses

Data Source: Office of Institutional Research

Annual Targets:

FY2021	Establish baselines (3-year average)
FY2022-2025	Maintain or increase

Annual Performance:

FY 21: baseline (3 yr avg) = 60

FY 22: 95

Key Performance Indicator 4: Capstone data literacy competency

Data Source: Associate Dean for Academic Affairs

Annual Targets:

FY2021	Establish baseline (Learning Outcome Assessment); develop Data Literacy curriculum map
FY2022-2025	>90% satisfactory (learning outcome assessment); modify Data Literacy curriculum as needed

Annual Performance:

FY21: Complete.

LOA (Draft) for all 4 majors: Students convert and explain relevant information in quantitative or qualitative forms (e.g., equations, graphs, diagrams, tables, words).

Measure A (introductory): Field Measurements (FANR 3000) Percent of students with scoring >80% on Systematic Sampling report

Measure B (advanced): Spatial Analysis (FANR 3800) Percent of students with Lab Report average >75%

Measure C (capstone): Sr. Project 'Report' rubric (Representation…) percent of students scoring ≥3

Measure D (capstone): Sr. Thesis 'Project' Rubric (Representation…) percent of students scoring ≥3

Data Literacy Course Map:

Level	Courses (by Major)			
	Fish & Wild	**Forestry**	**NRMS**	**PRTM**
Introduction	**FANR 3000**	**FANR 3001**	**FANR 3002**	**FANR 3003**
Advanced	**FANR 3800**	**FANR 3801**	**FANR 3802**	**FANR 3803**
Advanced	**WILD 5700**	**FORS 4620**		**PRTM 4700**
Capstone	**FANR 4500S**	**FANR 4500S**	**FANR 4500S**	**FANR 4500S**
Capstone	**FANR 4990R**	**FANR 4990R**	**FANR 4990R**	**FANR 4990R**

FY 22: >84 satisfactory. Considering modifications to data literacy curriculum.

Key Performance Indicator 5: Number of School-funded graduate assistantships to graduate students from underrepresented groups

Data Source: Unit annual reports (Graduate Office)

Annual Targets:

FY2021	Set up recruiting mechanisms and baseline target
FY2022	Baseline year
FY2023	1 above baseline
FY2024	2 above baseline
FY2025	3 above baseline

Annual Performance:

FY 21: 3 yr average (2018-2020) = 15. Recruiting mechanisms discussions underway.

FY 22: 18. Recruiting discussions are continuing.

Strategic Direction II: Growing Research, Innovation, & Entrepreneurship

Strategic Goal 2.1: Provide resources, support, and incentives to nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship

Unit Goal 2.1.1: Expand resources to support a diverse and inclusive culture of excellence in research and innovation

Key Performance Indicator 1: Federally sponsored research expenditures

Data Source: Office of Research

Annual Targets:

FY2021	Assess current levels and establish baseline (3-year average of 2018 – 2020)
FY2022	4% above baseline (use 3-year moving average)
FY2023	6% above baseline (use 3-year moving average)
FY2024	8% above baseline year (use 3-year moving average)
FY2025	10% above baseline year (use 3-year moving average)

Annual Performance:

FY21: 3-year average (FY2018 – 2020) $4,648,984

FY22: 3-year average (FY2020 – 2022) $4,348,384 (6.5% below baseline)

Key Performance Indicator 2: Non-federally sponsored (state agencies, industry, foundations) research expenditures

Data Source: Office of Research

Annual Targets:

FY2021	Assess current levels and establish baseline (3-year average of 2018 – 2020)
FY2022	4% above baseline (use 3-year moving average)
FY2023	6% above baseline (use 3-year moving average)
FY2024	8% above baseline (use 3-year moving average)
FY2025	10% above baseline (use 3-year moving average)

Annual Performance:

FY21: 3-year average FY2018 – 2020: $4,436,054

FY22: 3-year average (FY2020 – 2022): $4,985,182 (.4% above baseline)

Key Performance Indicator 3: Number of new grant awards

Data Source: Office of Research

Annual Targets:

FY2021	Assess current levels and establish baseline (3-year average of 2018 – 2020)
FY2022	4% above baseline (use 3-year moving average)
FY2023	6% above baseline (use 3-year moving average)

FY2024	8% above baseline (use 3-year moving average)
FY2025	10% above baseline (use 3-year moving average)

Annual Performance:

FY21: 3-year average FY2018 – 2020: 103; Current (FY21): 95

FY22: 3-year average (FY2020 – 2022): 95; Current (FY22): 95

Key Performance Indicator 4: Number of graduate students on research assistantships

Data Source: Unit annual reports (Graduate Office)

Annual Targets:

FY2021	Assess current levels and establish baseline
FY2022	5 above baseline
FY2023	10 above baseline
FY2024	15 above baseline
FY2025	20 above baseline

Annual Performance:

FY21: 3-year average FY2018 – 2020: 113; Current (FY21) = 113

FY22: 133

Key Performance Indicator 5: Number of graduate students on endowed fellowships

Data Source: Unit annual reports (Graduate Office)

Annual Targets:

FY2021	Assess current levels and establish baseline
FY2022	2 above baseline
FY2023	4 above baseline
FY2024	6 above baseline
FY2025	8 above baseline

Annual Performance:

FY21: 4

FY22: 14

Unit Goal 2.1.2: Increase number of faculty research awards and recognitions at all levels (university, state, national, international)

Key Performance Indicator 1: Number of faculty research award nominations

Data Source: Unit annual reports

Annual Targets:

FY2021	Assess current levels and establish baseline number
FY2022	1 above baseline
FY2023	2 above baseline
FY2024	3 above baseline
FY2025	4 above baseline

Annual Performance:

FY21: 3-year average (2018 – 2020) = 9

FY22: 9

Strategic Goal 2.2: Promote collaboration among academic units and between these units and external organizations to drive interdisciplinary research and commercial activity.

Unit Goal 2.2.1: Promote collaboration between researchers in the School with other units on campus.

Key Performance Indicator 1: Number of Warnell graduate students graduating from interdisciplinary student programs (ICON, ILS, ITP, IPS)

Data Source: Unit annual reports (Graduate Office)

Annual Targets:

FY2021	Assess current levels and establish baseline numbers
FY2022	Maintain or grow
FY2023	Maintain or grow
FY2024	Maintain or grow
FY2025	Maintain or grow

Annual Performance:

FY21: 3-year average FY2018 – 2020 = 3; Current (FY21): 2

FY22: 3
- Met target (maintained)

Key Performance Indicator 2: Number of published papers co-authored with collaborators in other UGA units

Data Source: UGA Elements reports

Annual Targets:

FY2021	Assess current levels and establish baseline numbers
FY2022	5 above baseline
FY2023	10 above baseline
FY2024	15 above baseline
FY2025	20 above baseline

Annual Performance:

FY21: Current (CY20): 40

FY22: Current (CY21): 42

Unit Goal 2.2.2: Incentivize and enhance collaborations among different disciplinary groups within the School, including those between Research and Outreach faculty

Key Performance Indicator 1: Number of new external collaborative proposals and/or grants among disciplinary groups within Warnell including collaborative projects between Research and Outreach faculty

Data Source: Office of Research; Unit annual reports (Research Coordination and Review Committee; Outreach Committee)

Annual Targets:

FY2021	Assess current levels and establish baseline numbers
FY2022	1 above baseline
FY2023	2 above baseline
FY2024	3 above baseline
FY2025	4 above baseline

Annual Performance:

FY21: 3-year average (FY2018 – 2020) = 12; Current (FY21) = 12

FY22: 3-year average (FY2020 – 2022) = 15; Current (FY22) = 17

Unit Goal 2.2.3: Enhance research collaborations between the School and external organizations

Key Performance Indicator 1: Number of externally funded projects with at least one non-UGA co-investigator from an outside organization (e.g., other universities, NGO's, state and federal partners, Jones Center, Tall Timbers)"

Data Source: Office of Research

Annual Targets:

FY2021	Assess current levels and establish baseline numbers
FY2022	1 above baseline
FY2023	2 above baseline
FY2024	3 above baseline
FY2025	4 above baseline

Annual Performance:

FY21: 66

FY22: 53

Unit Goal 2.2.4: Develop high-impact global partnerships that engage and support UGA areas of research and service excellence

Key Performance Indicator 1: Research and outreach publications co-authored with colleagues at international institutions

Data Source: UGA Elements reports

Annual Targets:

FY2021	Assess current levels and new opportunities; establish baseline
FY2022	2 above baseline
FY2023	4 above baseline
FY2024	6 above baseline
FY2025	8 above baseline

Annual Performance:

FY21:   Current (CY20) = Research: 59; Outreach: 0

FY22: Current (CY21) = Research: 50; Outreach: 0

Strategic Goal 2.3: Align the human and physical capital of the University to expand the research enterprise and fuel innovation and entrepreneurship at all levels of the organization

Unit Goal 2.3.1: Align the human and physical capital of the School to expand the research enterprise and fuel innovation and entrepreneurship

Key Performance Indicator 1: Assessment of current assigned research space and faculty needs for research space, and creation of plans for changes to optimize research productivity

Data Source: Unit assessment (Dean's Office and Associate Dean for Research Office)

Annual Targets:

FY2021	ADR surveys current research space assignments and needs and designs plan for allocating research space to be approved by Dean
FY2022	New space allocation plan implemented
FY2023	Annual assessment and plan adjustment
FY2024	Annual assessment and plan adjustment
FY2025	Annual assessment and plan adjustment

Annual Performance:

FY21: Completed

FY22: Completed

Key Performance Indicator 2: Assessment of current technical support for faculty and faculty needs for technical support, and creation of plans for changes to optimize research productivity

Data Source: Unit assessment (Dean's Office and Associate Dean for Research Office)

Annual Targets:

FY2021	ADR surveys current technical support assignments and needs and designs plan for allocating support personnel to be approved by Dean
FY2022	New technical support allocation plan implemented

FY2023	Annual assessment and plan adjustment
FY2024	Annual assessment and plan adjustment
FY2025	Annual assessment and plan adjustment

Annual Performance:

FY21: Completed

FY22: Completed

Strategic Goal 2.4: Enhance communications about the University's strengths in research, innovation, and entrepreneurship and the impact of those activities on local, state, national, and international communities

Unit Goal 2.4.1: Enhance the national and international reputation of the School's research and innovation accomplishments via high profile research publications and presentations by Warnell faculty, postdocs and students

Key Performance Indicator 1: Number of research presentations at national and international conferences

Data Source: UGA Elements reports

Annual Targets:

FY2021	Assess current levels and establish baseline numbers (3-year average of 2018 – 2020)
FY2022	5 above baseline (use 3-year moving average)
FY2023	10 above baseline (use 3-year moving average)
FY2024	15 above baseline (use 3-year moving average)
FY2025	20 above baseline (use 3-year moving average)

Annual Performance:

FY21: 3-year average (FY2018 – 2020) = 281 (95 National, 186 International)

FY22: 3-year average (FY2020 – 2022) = 224 (94 National, 130 International)
- Did not meet target (57 below baseline – likely due to Covid effects on meeting attendance and lag in manual reporting of research presentations on end-of-year EAS [yet to come this year])

Key Performance Indicator 2: Number of research publications in top quartile of journals within each discipline in the School

Data Source: UGA Elements reports

Annual Targets:

FY2021	Assess current levels and establish baseline numbers (3-year average of 2018 – 2020)
FY2022	5 above baseline (use 3-year moving average)
FY2023	10 above baseline (use 3-year moving average)
FY2024	15 above baseline (use 3-year moving average)
FY2025	20 above baseline (use 3-year moving average)

Annual Performance:

FY21: 3-year average (FY2018 – 2020):
    Across all disciplines: 105
- **Forestry: 33**
- **Fisheries & Widlife: 45**
- **Parks, Recreation & Tourism Management: 10.7**
- **Natural Resource Management & Sustainability**
  - **Community Forestry & Arboriculture: 0.3**
  - **Geospatial Information Science: 0**
  - **Water & Soil Resources: 8.7**
  - **Policy, Economics & Sustainability: 7.3**

FY22: 3-year average (FY2020 – 2022):
    Across all disciplines: 100
- **Forestry: 37**
- **Fisheries & Widlife: 39**
- **Parks, Recreation & Tourism Management: 9**
- **Natural Resource Management & Sustainability**
  - **Community Forestry & Arboriculture: 3**
  - **Geospatial Information Science: 0**
  - **Water & Soil Resources: 9**
  - **Policy, Economics & Sustainability: 5**

Unit Goal 2.4.2: Enhance communications about Warnell's strengths in research, innovation and economic impact, and the effects of those activities on local, state, national and international communities, to reach broader audiences beyond researchers and academics (general public, stakeholders).

Key Performance Indicator 1: Number of news releases involving Warnell research sent to UGA Marketing & Communications

Data Source: Warnell Communications Office

Annual Targets:

FY2021	Assess baseline levels and establish current number
FY2022	5% increase over baseline
FY2023	7% increase over baseline
FY2024	10% increase over baseline
FY2025	13% increase over baseline

Annual Performance:

FY21: 18

FY22: 26 (30% increase over baseline)

Key Performance Indicator 2: Audience reach of social media posts related to research/research news

Data Source: Warnell Communications Office

Annual Targets:

FY2021	Assess baseline levels and establish current number
FY2022	8% increase over baseline
FY2023	12% increase over baseline
FY2024	15% increase over baseline

FY2025	18% increase over baseline

Annual Performance:

FY21: 45,397

FY22: 310,577 (85% increase over baseline)

Strategic Direction III: Strengthening Partnerships with Communities across Georgia & around the World

Strategic Goal 3.1: Increase collaborative, community-focused research, scholarship, technical assistance, and training in Georgia, across the nation, and world

Unit Goal 3.1.1: Expand scope of Warnell continuing education program

>**Key Performance Indicator 1:** Explore opportunities to develop continuing education courses offered to professional and non-professional audiences utilizing online technology
>
>**Data Source:** Warnell Continuing Education Program Coordinator yearly report
>
>**Annual Targets:**
>
>| | |
>|---|---|
>| **FY2021** | Assess instructional design of current CE courses |
>| **FY2022** | Restructure existing and/or develop new online course(s); pilot test; evaluate outcomes |
>| **FY2023 - 2025** | Increase online course offerings based on annual evaluation |
>
>**Annual Performance:**
>
>**FY21: Completed**
>
>**FY22: Completed**
>- Met target

Unit Goal 3.1.2: Increase Warnell faculty collaborations with community partners

>**Key Performance Indicator 1:** Number of products (publications, webinars, instructional videos, etc.) with community partners as co-authors and/or major contributors
>
>**Data Source:** Associate Dean for Outreach and Associate Dean for Research
>
>**Annual Targets:**
>
>| | |
>|---|---|
>| **FY2021** | Assess current status and establish baseline |
>| **FY2022** | 4% above baseline |
>| **FY2023** | 6% above baseline |
>| **FY2024** | 8% above baseline |
>| **FY2025** | 10% above baseline |
>
>**Annual Performance:**
>
>**FY21: 46**
>
>**FY22: 38**
>- Did not meet target (17% decrease below baseline)

Strategic Goal 3.2: Strengthen UGA's role in economic development across the state, with a particular emphasis on underserved communities.

Unit Goal 3.2.1: Support requests for assistance from the Georgia Office of Economic Development, UGA Public Service and Outreach, industry trade associations, NGO's and community organizations.

Key Performance Indicator 1: Number of requests received

Data Source: Associate Dean for Research, Associate Dean for Outreach, Communications Director

Annual Targets:

FY2021-2025	Respond in a timely manner and assist as needed.

Annual Performance:

FY 21: 104 requests

FY22: 160
- Met target

Strategic Goal 3.3: Broaden opportunities for students to engage with the diversity of communities in Georgia and across the nation and world on locally identified needs and issues

Unit Goal 3.3.1: Same as UGA Strategic Goal 3.3

Key Performance Indicator 1: Number of Warnell students involved in outreach activities

Data Source: Associate Dean for Academic Affairs and Associate Dean for Outreach

Annual Targets:

FY2021	Examine current level of engagement; Establish baseline
FY2022-2025	Maintain or grow; evaluate

Annual Performance:

FY21: Completed. Creating list of activities, courses, etc. to monitor. Ambassadors, enrollment in S- courses, club activities.

FY22: 29% of total enrolled students engaged in outreach activities
- Met target

Strategic Goal 3.4: Develop high-impact global partnerships that engage and support UGA areas of research and service excellence

Unit Goal 3.4.1: Same as UGA Strategic Goal 3.4

Key Performance Indicator 1: Outreach and research publications co-authored with colleagues at international institutions

Data Source: Associate Dean for Outreach and Associate Dean for Research

Annual Targets:

FY2021	Assess current levels and establish baseline
FY2022	2 above baseline
FY2023	4 above baseline

FY2024	6 above baseline
FY2025	8 above baseline

Annual Performance:

FY21: Current level (CY20) = Research: 59; Outreach: 0

FY22: Current level (CY21) = Research: 50; Outreach: 0
- Did not meet target (9 below baseline)

Strategic Goal 3.5: Strengthen communications regarding how UGA sustainably supports and benefits communities through research, teaching, and public service

Unit Goal 3.5.1: Enhance communications about Warnell's strengths in outreach, and the effects of those activities on local, state, national and international communities, to reach broader audiences

> **Key Performance Indicator 1:** Number of stories written about outreach activities and posted on the Warnell website
>
> **Data Source:** Warnell Communications Office
>
> **Annual Targets:**
>
> | | |
> |---|---|
> | **FY2021** | Assess baseline levels |
> | **FY2022** | 5% above baseline |
> | **FY2023** | 7% above baseline |
> | **FY2024** | 10% above baseline |
> | **FY2025** | 13% above baseline |
>
> **Annual Performance:**
>
> **FY21: 4**
>
> **FY22: 6**
> - Met target (33% increase above baseline)

> **Key Performance Indicator 2:** Audience reach of social media posts related to outreach activities/products
>
> **Data Source:** Warnell Communications Office
>
> **Annual Targets:**
>
> | | |
> |---|---|
> | **FY2021** | Establish baseline |
> | **FY2022** | 5% above baseline |
> | **FY2023** | 7% above baseline |
> | **FY2024** | 10% above baseline |
> | **FY2025** | 13% above baseline |
>
> **Annual Performance:**
>
> **FY21: 59,252**
>
> **FY22: 268,999**
> - Met target (78% increase above baseline)

Warnell School Goals

Unit Goal 1: Maintain or increase (depending on major) the number and quality of Warnell undergraduate students

    Key Performance Indicator 1: Total undergraduate enrollment and by major

        Data Source: Unit annual report

        Annual Targets:

FY2021	Establish baselines by major (3-year average)
FY2022-2025	2% annual increase

        Annual Performance:

        FY21: Total undergraduate enrollment = 287 (average for Fall 2018, 2019, 2020)
            Fisheries and Wildlife = 102
            Forestry = 39
            Natural Resource Management and Sustainability = 9
            Parks, Recreation and Tourism Management = 28

        FY22: Total undergraduate enrollment = 266 (Fall 2021)
            Fisheries and Wildlife = 104
            Forestry = 27
            Natural Resource Management and Sustainability = 18
            Parks, Recreation and Tourism Management = 21

    Key Performance Indicator 2: Percentage of students graduating with cumulative GPA >3.0 by major

        Data Source: Unit annual report

        Annual Targets:

FY2021	Establish baselines (3-year average)
FY2022-2025	Maintain or increase

        Annual Performance:

        FY21: School average = 78% (average for Fall 2018, 2019, 2020)
            Fisheries and Wildlife = 82%
            Forestry = 68%
            Natural Resource Management and Sustainability = 100%
            Parks, Recreation and Tourism Management = 74%

        FY22: School average = 83% (average for Fall 2021)
            Fisheries and Wildlife = 80%
            Forestry = 92%
            Natural Resource Management and Sustainability = 100%
            Parks, Recreation and Tourism Management = 71%

Unit Goal 2: Promote a culture of diversity and inclusion

    Key Performance Indicator 1: Diversity and inclusion events

        Data Source: Diversity Committee report

        Annual Targets:

FY2021	Diversity & Inclusion mission statement, webpage, and plan
FY2022-2025	Add at least 1 new diversity and inclusion event per semester to current event list

Annual Performance:

FY21: Diversity & Inclusion mission statement adopted and webpage created. A plan will be written in FY22 to align with campus plans.

FY22: 1 Diversity and inclusion event; 3 Pathways Courses offered through UGA Training and Development for the CDI Certificate

Key Performance Indicator 2: Percentage of faculty and staff who have earned Diversity Certificate

Data Source: Diversity Committee report

Annual Targets:

FY2021	Establish baseline (FY20), schedule one in-house training per semester
FY2022-2025	Increase percent of faculty and staff with Diversity Certificate by 5% annually

Annual Performance:

Total faculty and staff headcount = 168. Currently seven have fully completed the CDI, thus the baseline value is 4%.

Another 50 faculty have engaged with the CDI for at least one course, 43 are in progress toward completion, and 6 faculty need only one or two courses to earn the certificate. Warnell joined the Pathways Program in FY21 which is helping accelerate our progress toward this goal.

FY22: Nine additional faculty/staff have completed the CDI

Key Performance Indicator 3: Percentage of students from under-represented groups

Data Source: Unit annual report

Annual Targets:

FY2021	Establish baseline (3-year average)
FY2022-2025	2% annual increase

Annual Performance:

FY21: Non-white students = 14.8% (average for Fall 2018, 2019, 2020)

FY 22: Non-white students = 13%

Unit Goal 3: Increase number of endowed professorships overall and by discipline

Key Performance Indicator 1: Number of endowed professorships in Warnell

Data Source: Unit annual reports

Annual Targets:

FY2021	Assess current levels and establish baseline number (FY20), add 1 above baseline

FY2022	2 above baseline
FY2023	3 above baseline
FY2024	4 above baseline
FY2025	5 above baseline

Annual Performance:

FY21: There were 8 endowed professorships in FY20. During FY21, we completed the funding pledge for the Langdale Chair in Forest Business. We also added the Daniel B. Warnell Professor of Forestry and Natural Resources and the Terrell Professor of Forestry and Natural Resources using funds from the sale of UGA Foundation assets. This brings our total to 11, which is 3 above baseline.

FY 22: Tweleve Endowed Professorships (added the Arnett C. Mace Jr. Distinguished Porfessorship in Forestry and Natural Resources) – 4 above baseline.

Key Performance Indicator 2: Number of endowed professorships in each discipline within Warnell

Data Source: Unit annual reports

Annual Targets:

FY2021	Assess current levels and establish baseline number (FY20), add 1 above baseline
FY2022	1 endowed professorship added to a discipline that lacked one in 2021
FY2023	1 endowed professorship added to a discipline that lacked one in 2022
FY2024	1 endowed professorship added to a discipline that lacked one in 2023
FY2025	All disciplines have 1 or more endowed professorships

Annual Performance:

FY21: Seven filled endowed professorships and four vacant or newly created.
        Forestry – 6 total, 3 distinguished, 2 named, 1 chair (new/vacant)
        Wildlife – 1 distinguished
        Soil and Water – 1 distinguished
        Open to any discipline – 3 (all have wildlife faculty nominated to hold)

FY22:   Twelve filled endowed professorships
        Forestry – 6 total, 3 distinguished, 2 named, 1 chair
        Wildlife – 1 distinguished
        Soil and Water – 1 distinguished
        Open to any discipline – 4