

2020-2025 Strategic Plan
Review Draft for the Office of the Provost



**Warnell School of Forestry
& Natural Resources**
UNIVERSITY OF GEORGIA

June 23, 2020

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.

Our plans are to share a final draft again with the members of our faculty, staff, Alumni Steering Committee, Young Alumni Committee and the Dean's Advisory Board after incorporating review comments from the Office of the Provost.

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

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

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

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

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

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

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

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

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

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

Data Source: Office of Institutional Research

Annual Targets:

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

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

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

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)

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)

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)

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

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

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 awards and recognitions

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

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	2 above baseline
FY2023	4 above baseline
FY2024	6 above baseline
FY2025	8 above baseline

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

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

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

Key Performance Indicator 1: Number of joint externally funded projects with other organizations (e.g. SREL, Jones Center, Tall Timbers, TimberMart-South)

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

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

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

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

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)

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)

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

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

Key Performance Indicator 3: Earned media for Warnell research-related news and feature stories

Data Source: Meltwater data from UGA M&C

Annual Targets:

FY2021	Assess baseline levels and establish current number
FY2022	4% increase over baseline
FY2023	8% increase over baseline
FY2024	12% increase over baseline
FY2025	15% 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

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

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	Respond in a timely manner and assist as needed.
FY2022	
FY2023	
FY2024	
FY2025	

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; Develop plan to expand
FY2022	Implement plan; target of 5% above baseline; evaluate
FY2023	8% above baseline; evaluate
FY2024	12% above baseline; evaluate
FY2025	15% above baseline; evaluate

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

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

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

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

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

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

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

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

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

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