



UNIVERSITY OF  
GEORGIA



UNIVERSITY OF GEORGIA • GRIFFIN CAMPUS

STRATEGIC PLAN





# **UGA Griffin Campus 2020-2025 Strategic Plan**

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**Unit Name: University of Georgia Griffin Campus**

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## About the UGA Griffin Campus

Originally established as the Georgia Experiment Station in 1888, UGA Griffin has been a leader in agricultural and environmental science for more than 130 years. UGA Griffin researchers are focused on generating new knowledge and producing products that improve the health and quality of life of all people. Researchers based at UGA Griffin have produced more than 90 patents since 1995. Food science, turfgrass, plant breeding, horticulture, and urban agriculture are areas of expertise at UGA Griffin. In addition to continuing its internationally recognized research, UGA began offering undergraduate degree-completion programs in 2005 at UGA Griffin. A few years later, graduate programs were added to the offerings. At UGA Griffin, students have access to personalized, seminar-style instruction due to low student-to-faculty ratios. Courses include experiential and applied learning, and students have the opportunity to conduct research with world-renowned faculty. UGA Griffin is also an asset to the local community. Locals and tourists can visit the Research and Education Garden and eat lunch at the Dundee Café, a Griffin original establishment. Outreach and extension are also an important part of the campus. The Northwest district of UGA Cooperative Extension is headquartered on campus. Outreach programming fosters interest in science and urban agriculture in young people in the area and provides excellent programming for schools and after-school groups. Research and extension faculty also help train professionals and Master Gardener Extension Volunteers across Georgia that work in turf management, pest control, and horticulture. UGA Griffin also serves the state and the nation in a variety of ways. The campus provides a home base for select Georgia Department of Agriculture employees and houses a U.S. Department of Agriculture (USDA) seed bank, one of only six in the nation.



## Vision Statement

UGA Griffin will be a premier academic, agricultural and environmental research campus with global impact by addressing the research, extension, and teaching needs of the 21st century in the region, state, and world.

## Mission Statement

Acknowledging and honoring the mission of the University of Georgia and agricultural traditions of the UGA Griffin campus, we will

- educate people in subjects that are impactful to our community,
- develop the next generation of scientists and professionals,
- conduct innovative research, and
- teach and disseminate knowledge

that advances the emotional and economic well-being of people and businesses through public education and outreach activities for the local and greater community.

## Planning Context

- **Demographics**

The UGA Griffin campus is situated between the suburban counties of metro Atlanta to the north and several rural counties to the south. More than 30 percent of persons over the age of 25 have a bachelor's degree or higher in Fayette, Henry and Coweta counties. Twenty percent of the population over the age of 25 in Clayton and Pike have a bachelor's degree or higher. These data indicate there is a market for graduate programs in the region.

- **Workforce and Labor Market Data**

Industries with high average wages and a large number of employees in the region include air transportation, utilities, chemical manufacturing, warehousing and logistics. High demand occupations in the region include registered nurses, management and analysts, teachers, and accountants. Among occupations requiring a master's degree, demand is highest for statisticians, mental health, health care, social workers, school counselors, education administrators, and speech pathologists.

- **Competition**

Higher education institutions in the region offering bachelor's degrees or higher include Clayton State College, Gordon State College, Georgia Military College, Middle Georgia State University, and Mercer University. Mercer University has an academic center in Henry County where education and other professional degrees are offered in a variety



of formats. Mercer’s programs are most similar to the graduate education degree offerings at UGA Griffin.

- **Enrollment Trends**

Total enrollment at UGA Griffin since 2005 steadily increased for the first ten years but has not risen recently. For the first nine years, enrollment was driven primarily by undergraduate enrollment. In the past six years, undergraduate enrollment has declined while graduate enrollment has continued to grow. Graduate programs offered through the College of Education are particularly strong. These programs include the Masters and Educational Specialist in Mathematics Education, the Ed.D. in Student Affairs Leadership, and the Ed.D. in Workforce Education. Although the College of Agricultural and Environmental Sciences (CAES) offers only one graduate program on campus, over 35 additional CAES students conduct graduate research at UGA Griffin. The undergraduate program with the highest enrollment on campus is the General Business degree. Franklin College offers two undergraduate degree programs: Interdisciplinary studies (with a concentration in Psychology or Sociology) and Microbiology. The College of Education offers an undergraduate, M.A.T. and M.Ed. in Special Education (K-12). CAES has three undergraduate degree programs: Agribusiness, Biological Science, and Environmental Resource Science. Family and Consumer Sciences (FACS) has an undergraduate degree in Consumer Economics with an optional emphasis in Financial Planning. A complete listing of all degree programs and majors offered at the UGA Griffin campus are listed below:

<b>College of Agricultural &amp; Environmental Sciences</b>		
Bachelor of Science in Agriculture (B.S.A.)	Agribusiness	Biological Science
Bachelor of Science in Environmental Sciences (B.S.E.S.)	Environmental Resource Science	
Master of Plant Protection & Pest Management (M.P.P.P.M.)		
<b>College of Arts &amp; Sciences</b>		
Bachelor of Arts (A.B.)	Interdisciplinary Studies	
Bachelor of Science (B.S.)	Microbiology	
<b>College of Business</b>		
Bachelor of Business Administration (B.B.A.)	General Business*	
<b>College of Education</b>		
Bachelor of Science in Education (B.S.Ed.)	Special Education*	
Master of Arts in Teaching (M.A.T.)	Special Education	
Master of Education (M.Ed.)	Mathematics Education	Special Education
Specialist in Education (Ed.S.)	Education	Mathematics Education
Doctor of Education (Ed.D.)	Student Affairs Leadership	Workforce Education
<b>College of Family &amp; Consumer Sciences</b>		
Bachelor of Science in Family & Consumer Sciences (B.S.F.C.S.)**	Consumer Economics	

\*Programs also offered online.

\*\*Phase out plan starting summer 2020.

Fully online undergraduate and graduate courses are being taught from UGA Griffin. These courses have generated high contact hours and have helped elevate the campus



visibility with respect to academic programs. Such courses represent an opportunity to increase enrollment and help graduate students who are place-bound to fulfil their coursework while engaged in research on campus.

- **Research programs**

UGA Griffin is home to the Center for Food Safety and the Center for Urban Agriculture. CAES departments with research faculty at UGA Griffin include Agricultural & Applied Economics, Crop & Soil Sciences, Entomology, Food Science & Technology, Horticulture, and Plant Pathology. Research focuses include: Food Safety, Food sensory and processing, Turfgrass research, Cereal Grain Management, Urban landscape management, Plant breeding (turfgrass, cereal grains, blueberries, peaches, ornamental landscape plants), USDA-Plant Genetic Resources Conservation Unit (includes Seed Bank), and several other faculty research areas, including the interdisciplinary collaboration to seek pragmatic, multidimensional solutions for the increasingly intertwined real-world problems. UGA Griffin also is home to the Food Product Innovation & Commercialization (FoodPIC) Center, where companies develop new food projects.

- **Extension and Outreach activities**

In addition to instruction and research, UGA Griffin hosts 17 outreach programs and units.

- Turfgrass Research and Education
- Ornamental Plants (herbaceous plants, shrubs and trees) Management and Education
- Statewide Crop Variety Testing
- Sensory Laboratory
- University of Georgia Weather Network
- Research and Education Garden
- Sustainable Agriculture Research and Education
- Urban & Structural Pest Management
- Envirotron
- Young Scholars Program
- Pike County High School STEM Internship Program
- Continuing Education
- Georgia Master Gardener Program
- NW District Extension Office
- Georgia Department of Agriculture
- Campus Store
- Various non-UGA conferences and events via Continuing Education



Several additional trainings, workshops, and activities are offered through extension professionals such as:

- Commercial Landscape Workshops
  - Vegetable Grower Workshops
  - FFA Re certification Training
  - New County Agent Core Training
  - UGA Griffin Radio Program
  - Vegetable Trial Garden
- 
- **Future Opportunities**

UGA Griffin’s location, facilities, and talent continue to make it an excellent site for research, teaching, and extension/outreach. The Griffin/Spalding County community is supportive and proud of the campus. Opportunities discussed as part of the planning process include developing even more ways to partner with the community, school systems in the region, and area businesses to expand UGA Griffin programing and service. Increasingly, people living in urban areas are less connected to the science, regulations, and processes that produce the food, landscapes, and habitats that contribute to a high quality of life. More opportunities exist to build on the food science expertise at UGA Griffin, including offering programing in food security and urban agriculture. With additional faculty and/or incentives, developing a Culinology Program in the Department of Food Science & Technology, including FoodPIC and the Center for Food Safety, in collaboration with the Southern Crescent Technical College culinary arts program could attract students. This hybrid of food sciences and culinary arts produces graduates prepared to take positions in the hospitality and food industries and is consistent with the idea of more applied graduate programs. An additional opportunity exists to partner with the Department of Agricultural and Applied Economics to offer the Hospitality and Food Industry Management degree program. This major is vitally important to the State of Georgia’s economy and it will keep our hospitality and food-related businesses growing. Such businesses include hotels, restaurants, resorts, wineries, farmers markets and a host of other businesses that serve Georgia residents and out-of-state visitors where the business of travel occurs. UGA Griffin is at the intersection of the rural and urban interface and more can be done in the urban agriculture space to expose youth and community members to nature and the scientific work done at UGA Griffin. The Griffin Campus offers opportunities for interdisciplinary research by collaboration with applied and agricultural economists, social and bio-physical sciences. During the planning session, a “trail of learning” was proposed where groups or individuals could have enriching experiences at different stations around campus. Because of the applied approach to research at UGA Griffin, more opportunities for student experiential learning could also be explored.





Education programs are in demand in the area, especially master's degrees and certificates. During the planning process, opportunities in environmental health and interdisciplinary programs with public health, ecology, and engineering were noted. UGA could build on the math education program at UGA Griffin and offer science education, agricultural education, and certificates or courses in analytics or biometrics. A master's level degree in social work was suggested. It was also noted that the campus could better connect with bachelor degree producing institutions in the region, as well as UGA Athens, to develop feeder programs for the campus' master's degrees. It was also noted that there is an opportunity for faculty and graduate students at UGA Griffin to be more involved in teaching credit and non-credit courses, as well as trainings. Additionally, there are opportunities to expand distance and hybrid undergraduate and graduate programs at UGA Griffin.

- **Barriers and Challenges**

Operating the UGA Griffin campus is not without its challenges. Faculty and staff feel a lack of clarity and support from UGA Athens administration. The most often mentioned challenge at the focus groups was housing options for graduate research assistants. Because of the short-term nature of their work (often just one semester at a time), it is difficult for students to get a housing lease in the area. Another challenge is the UGA policy related to transfer students and admission and credit-hour criteria. A third challenge is related to the purpose of this plan. This plan can hopefully serve as a vehicle to gain a unified vision and set of goals for the campus that can then be resourced. Another challenge is the limited capacity of field research services to assist with field activities of applied research programs with field plots. The limited field research services personnel has resulted in several research programs (i.e. peach, blueberry, and ornamentals) utilizing their technicians to oversee activities such as mowing, spraying herbicide, etc. A plan needs to be established to increase field research services personnel and to replace aging equipment, tractors, and sprayers. Other challenges that were noted include lack of broadband access across the rural area, the need for more modern laboratories and facilities to support new master's programs, and a need to create more awareness and market the campus and the programs offered.

## Goals and Indicators



## Strategic Direction I: Promoting Excellence in Teaching and Learning

University Goal 1.1: Expand experiential learning opportunities for all students.

**Unit Goal 1.1.1:** Enhance experiential learning in undergraduate and graduate courses and majors and promote flexibility and quality of education experiences.

**Key Performance Indicator (KPI 1.2):** EL opportunities completed by students

**Data Source:** Office of Experiential Learning; Griffin Campus  
Office of Academic & Student Affairs

### Annual Targets:

<b>FY2021</b>	Document EL courses and training at Griffin campus.
<b>FY2022</b>	Determine what resources and approvals are needed to increase EL on the campus; add 1 EL approved class.
<b>FY2023</b>	Expand EL opportunities and participation by 5%.
<b>FY2024</b>	Expand EL opportunities and participation by 5% over FY23.
<b>FY2025</b>	Re-evaluate EL offerings and level of participation on the campus.

### Approaches

1. Evaluate and inventory EL experiences offered at the campus.
2. Provide students with special problems in research laboratories on campus.
3. Document students who are working part-time or full time in the jobs relevant to the major.
4. Document and assess the methods of classroom delivery to students to ensure a stimulating, engaging and effective teaching experience within each degree program.

University 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:** Create viable enrollment goals and metrics to identify and support sustainable undergraduate programs

### Key Performance Indicators:

Number of undergraduate majors,  
Number of active enrolled undergraduate students,  
Number of undergraduate students completing degrees.

**Data Source:** Office of Instruction annual reports; ARGOS; Griffin campus Office of Academic & Student Affairs

(Baseline: Spring semester enrollment: 2017-56; 2018-34; 2019-42; 2020-42)



### Annual Targets:

<b>FY2021</b>	Create goals and metrics for sustainable undergraduate majors. Identify sustainability of current degrees offered on the campus. Develop plans for phase out of unsustainable undergraduate majors. Begin initial phase out of FACS undergraduate major.
<b>FY2022</b>	Support and grow sustainable undergraduate programs enrollment by 5%; Develop and implement plans for an orderly re-structuring or phase out (teach out) of unsustainable undergraduate programs.
<b>FY2023</b>	Support and grow sustainable undergraduate programs enrollment by 10%; Implement plans for an orderly re-structuring or phase out (teach out) of unsustainable undergraduate programs.
<b>FY2024</b>	Support and grow sustainable undergraduate programs enrollment by 10%; Implement plans for an orderly re-structuring or phase out (teach out) of unsustainable undergraduate programs. Complete FACS undergraduate program phase out.
<b>FY2025</b>	Re-evaluate the viability and sustainability of undergraduate programs at the campus.

### Approaches

1. Form a committee of faculty and administration to develop goals and metrics to identify undergraduate degree program sustainability at the Griffin campus.
2. Develop plans for an orderly re-structuring or phase out (teach out) of unsustainable undergraduate programs that will ensure a high level of educational quality and experience for students during the phase out period.
3. Support existing sustainable courses and undergraduate degrees and identify possible new undergraduate courses and majors that can utilize campus resources and faculty expertise at the campus.
4. Initiate and complete phase out of FACS Consumer Economics degree program.

**Unit Goal 1.4.2:** Support and enhance sustainable non-thesis graduate degree programs and professional graduate certificate programs at the campus

#### Key Performance Indicators:

Number of graduate programs, number of enrolled non-thesis graduate students,  
Graduate program growth and completion ratings;  
Number of articulation agreements with regional colleges and universities and the Griffin campus

**Data Source:** Office of Instruction Annual Reports; ARGOS: Griffin campus Office of Academic & Student Affairs  
(Baseline: Spring semester enrollment: 2017-81; 2018-88; 2019-92; 2020-98)



## Annual Targets:

<b>FY2021</b>	Maintain spring 2020 enrollment numbers. Develop metrics to determine program sustainability of current graduate programs. Identify possible new graduate level programs. Provide access to graduate student writing labs, counseling services, recreational center, and student activities on the Griffin campus.
<b>FY2022</b>	Continue to document the number of graduate programs and graduate students; Focus recruitment and teaching efforts on sustainable graduate programs; Increase enrollment numbers by 5%. As feasible, add new graduate programs and students. Provide access to graduate student writing labs, counseling services, recreational center, and student activities on the Griffin campus.
<b>FY2023</b>	Continue to document the number of graduate programs and graduate students; Increase enrollment of graduate programs by 10%. As feasible add new graduate programs and students. Provide access to graduate student writing labs, counseling services, recreational center, and student activities on the Griffin campus.
<b>FY2024</b>	Continue to document the number of graduate programs and graduate students; Increase enrollment of graduate programs by 5%. As feasible add new graduate programs and students. Provide access to graduate student writing labs, counseling services, recreational center, and student activities on the Griffin campus.
<b>FY2025</b>	Continue to document the number of graduate programs and graduate students; Increase enrollment of graduate programs by 5%. As feasible add new graduate programs and students. Provide access to graduate student writing labs, counseling services, recreational center, and student activities on the Griffin campus.

## Approaches

1. Identify needs and provide resources for enhancement and increased enrollment for existing sustainable graduate programs such as those within the College of Education and College of Agricultural and Environmental Sciences.
2. Identify new graduate majors and programs that can be offered and utilize faculty expertise at the campus including interdisciplinary graduate programs.
3. Identify and create new graduate programming (majors, areas of emphasis, and other educational opportunities) for benefit of the South Atlanta / West Central Georgia area.
4. Create interdisciplinary certificate programs (such as food safety and pest control, pest control and health, plant germplasm curation, turfgrass management, food safety, health and environment).
5. Encourage Athens-based graduate courses be offered via tele-conferencing (Zoom, WebEx, etc.) or asynchronous methods for graduate students on the extended campuses.
6. Link undergraduate programs (from UGA and colleges nearby) to graduate programs offered on campus.
7. Identify graduate courses that will satisfy the 4+1 opportunities which are accelerated degree programs that allow students to earn both a bachelor's and master's degree in just five years.
8. Offer access to existing campus resources, such as counseling services, access to graduate writing labs, and student activities.



**Unit Goal 1.4.3:** Support and increase the CAES graduate research programs and student numbers at the Griffin campus

**Key Performance Indicators:**

Number of CAES graduate students advised by Griffin-based faculty;  
 Number of graduate students present in Griffin working in research / extension programs.

**Data Source:** Graduate School Annual Reports; CAES College and departmental annual data; Griffin Campus Academic Program Office (Baseline: Number of CAES research graduate students at the campus: FY17-32; FY18-29; FY19-35; FY20-37)

**Annual Targets:**

<b>FY2021</b>	Continue to document the number of CAES research graduate students and postdoc; Maintain research graduate student numbers; Explore housing options for graduate students in the Griffin area.
<b>FY2022</b>	Document student numbers; Increase research graduate student numbers on campus to 40; Explore housing options for graduate students in the Griffin area.
<b>FY2023</b>	Document student numbers; Increase research graduate student numbers by 10% over FY22; Continue to develop housing options for graduate students in the area.
<b>FY2024</b>	Document student numbers; Increase research graduate student numbers by 10% over FY23; Continue to develop housing options for graduate students in the area.
<b>FY2025</b>	Document student numbers; Increase research graduate student numbers by 5% over FY24; Continue to develop housing options for graduate students in the area.

**Approaches**

1. Document CAES research-based graduate students advised by Griffin-based faculty and working on the campus.
2. Investigate methods to expand funding and support to increase the number of graduate students working at the Griffin campus.
3. Support and enhance current and new courses taught in Athens available via tele-conferencing (Zoom, WebEx, etc.) or asynchronous methods for graduate students on the extended campuses.
4. Survey research-based graduate students to identify ways to improve their living and educational experience on the Griffin campus.
5. Work with community partners and other groups to address short-term and medium-term housing challenges for graduate students.
6. Document and organize rental living resources for Griffin-based graduate students.

**Unit Goal 1.4.4:** Revise and enhance marketing and recruitment strategies and efforts to focus on sustainable undergraduate and graduate programs.

**Key Performance Indicators:**

Number of faculty and staff participating in recruiting activities;  
 Number of potential student contacts made by campus recruitment



efforts;

**Data Source:** Griffin campus Offices of Academic and Student Affairs reports.

**Annual Targets:**

<b>FY2021</b>	Approaches 1, 2, 3 and 4
<b>FY2022</b>	Market new campus branding and degree specific marketing.
<b>FY2023</b>	Market new campus branding and degree specific marketing.
<b>FY2024</b>	Market new campus branding and degree specific marketing.
<b>FY2025</b>	Re-evaluate effectiveness of campus branding and marketing efforts.

**Approaches**

1. Revise and focus student recruitment on sustainable programs as identified under Campus Goals 1.2 and 1.3.
2. Develop a focused Griffin campus branding and marketing effort.
3. Examine the usefulness of marketing of specific majors and programs.
4. Evaluate the efficacy of current advertising methods and focus on less expensive but potentially more effective approaches such as social media advertising.
5. Engage local 4-year institutions for students that can seamlessly transition to Griffin campus graduate programs.



## **Strategic Direction II: Growing Research, Innovation, and 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:** Provide strong support and resources for existing research focus areas on the campus.

### **Key Performance Indicators:**

- Number of tenure-track and non-tenure track faculty and staff in existing campus research programs;
- Number of graduate students participating in research;
- Number of postdoctoral scholars;
- Externally sponsored research grants and expenditures;
- Research-based products to market;

**Data Source:** Office of Research; Office of Institutional Research; CAES Business Office; Griffin Campus research departments and units

### **Annual Targets:**

<b>FY2021</b>	Document faculty appointment and staff positions, grants, and patents/products in all research areas.
<b>FY2022</b>	Document faculty appointment and staff positions; maintain FY21 level of grants, and patents/products in all research areas.
<b>FY2023</b>	Document faculty appointment and staff positions; grow grants, and patents/products in all research areas by 5% over FY22.
<b>FY2024</b>	Document faculty appointment and staff positions; grow grants, and patents/products in all research areas by 5% over FY23.
<b>FY2025</b>	Document faculty appointment and staff positions; grow grants, and patents/products in all research areas by 5% over FY24.

### **Approaches**

1. Document faculty appointment and staff positions in all research areas of the campus.
2. Coordinate with CAES departments to replace vacant, mission-critical positions to areas of emphasis on the campus.
3. Coordinate with CAES departments to add additional mission-critical positions to areas of emphasis on the campus.
4. Document total sponsored expenditures, industry gifts and grants by unit or research focus area.
5. Document new patents/products by unit or research focus area.

**Unit Goal 2.1.2:** Identify and provide strong support and resources for one new research area of focus on the campus.



**Key Performance Indicators:**

Number of faculty, staff, and students engaged in a new or more focused areas of research

Amount of external funding to new area of research

**Data Source:** Office of Research; Office of Institutional Research; CAES Business Office

**Annual Targets:**

<b>FY2021</b>	Identify one possible new areas of research; Secure support for a Director position for Center of Urban Agriculture.
<b>FY2022</b>	Seek positions and resources for new areas of research. Seek a Director position for Center of Urban Agriculture; Draft plan for area of emphasis of urban pest control.
<b>FY2023</b>	Seek positions and resources for one new area of research. Hire a Director position for Center of Urban Agriculture; Implement plan for area of emphasis of urban pest control.
<b>FY2024</b>	Seek positions and resources for new area of research.
<b>FY2025</b>	Seek positions and resources for new area of research.

**Approaches:**

1. Via faculty workshops and discussion, identify a possible new area of research focus based on an existing programs or re-direction to new emerging needs.
2. Work with CAES departments and other colleges to identify and enhance interdisciplinary areas of research such as water use in urban/suburban areas, urban pest control, and urban landscape management.
3. Enhance research activities in the Center for Urban Agriculture by the hire of a tenure-track associate or professor level Center Director that can focus and coordinate research activities on urban agriculture and identify sources of funding for center activities.
4. Develop an area of emphasis in urban pest management that would add one or more tenure track research faculty that would complement the existing urban pest management program at the campus.

**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:** Maintain and enhance physical building spaces, facilities, and infrastructure (to include, but not limited to, utilities, streetlights, parking lots, road paving, etc.) where research innovation and entrepreneurship can occur.

**Key Performance Indicators:**

Number of buildings and square-footage of space available for research.

Number of existing buildings recently upgraded.

Number of significant repairs per building.





**Data Source:** Griffin Campus Facilities Management Division; UGA Architect's Office

**Annual Targets:**

<b>FY2021</b>	Develop campus master plan with UGA architect's office; Create a Level 3 containment laboratory in the Center for Food Safety; Develop plan for hoop-greenhouses on the campus. Repair, renovate, and / or replace existing greenhouses.
<b>FY2022</b>	Complete GPS mapping of facilities and utilities; Begin plans for a new facilities management building with storage; Add fertilizer storage facility and communal potting soil facility/headhouse; Repair, renovate, and / or replace existing greenhouses.
<b>FY2023</b>	Seek funds for a new facilities management building with storage; Construct headhouse; Repair or renovate existing greenhouses.
<b>FY2024</b>	Construct new facilities building with storage as fund become available; Repair or renovate existing greenhouses.
<b>FY2025</b>	Repair facilities; renovate space as funds become available.

**Approaches**

1. Repair high-priority mission critical existing research facilities and infrastructure as needed.
2. Complete campus master plan from UGA architect's office.
3. Develop a database of campus facilities and infrastructure using GPS locating.
4. Create a Level 3 containment laboratory within Melton Building for research by faculty of the Center for Food Safety.
5. As funding permits, renovate high-priority mission critical existing research facilities.
6. Identify or construct a new facilities management facility with new storage capabilities.
7. Develop and enhance a plant pad and hoop-greenhouse area in the northern campus area.
8. Renovate existing greenhouses and / or build new greenhouse(s).
9. Seek funding for facilities for a new research area of emphasis as identified under goal 2.12.
10. Support campus research by adding fertilizer storage facility and communal potting soil facility/headhouse.

**Unit Goal 2.3.2:** Maintain and enhance Griffin campus land-based physical spaces and field services facilities, equipment, and capacity to promote research, innovation, and entrepreneurship.

**Key Performance Indicator:**

- Plot land resources available for field research,
- Building number and area available for field research.
- Faculty participation rate in CAES farm project request form



**Data Source:** Griffin Campus Field Research Services (FRS)

**Annual Targets:**

<b>FY2021</b>	Create a detailed map of land resources and identify all available plot areas; Document faculty participation in using the CAES farm project request form; Refill the FRS superintendent position vacated due to retirement.
<b>FY2022</b>	80% faculty participation in using the CAES farm project request form; If not done in FY21, refill the FRS superintendent position vacated due to retirement and refill Research Technician III position vacated in FY20.
<b>FY2023</b>	85% faculty participation in using the CAES farm project request form; work on a web-based map and field history information system for field plots; If not filled in FY22, refill Research Technician III position.
<b>FY2024</b>	90% faculty participation in using the CAES farm project request form; web-based map and field history information system for field plots.
<b>FY2025</b>	100% faculty participation in using the CAES farm project request form.

**Approaches**

1. Create a detail map of land resources and identify all available plot areas for research and extension activities.
2. Document campus plot research and extension work via CAES land request forms.
3. Maintain FRS personnel support for campus-based fieldwork.
4. Maintain and upgrade FRS equipment to support existing and new field research activities.
5. Develop a web-based map and field history information system for field plots.
6. Develop a plan to maintain and upgrade FRS equipment.
7. Refill FRS Superintendent and Research Technician III positions both vacated in FY20.

**University 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:** Promote and communicate research accomplishments unique to UGA Griffin.

**Key Performance Indicator:**

- Presence of a master marketing plan for dissemination of research accomplishments at the campus
- Stories produced about high impact research, innovation, and entrepreneurship
- Extent of social media presence of Griffin academic units

**Data Source:** UGA Division of Marketing and Communications; CAES Office of Communication, Griffin campus communication specialist.



### Annual Targets:

<b>FY2021</b>	Document number of articles about campus research.
<b>FY2022</b>	Increase number of articles by 5% over FY21.
<b>FY2023</b>	Increase number of articles by 5% over FY22.
<b>FY2024</b>	Increase number of articles by 2% over FY23.
<b>FY2025</b>	Increase number of articles by 2% over FY24.

### Approaches

1. Increase the number of articles and reports of research at the campus.
2. Increase articles and reports on web-based sites and social media sites.
3. Secure funding for a salary increase to support an internal employee within the Campus Director's office to take on additional duties as the campus communications specialist due to CAES Communications position being vacated due to retirement.

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

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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:** Maintain and enhance extension related activities on the Griffin campus

**Key Performance Indicators:**

- Number of faculty and staff involved in extension activities;
- Number of programs and participants in programs organized by extension specialists and county extension agents on the campus;
- Number of K-12 students reached by extension programming

**Data Source:** Georgia Counts; Center for Urban Agriculture, NW Extension District Office; UGA Center for Service Learning; UGA Griffin Office of Continuing Education  
(Baseline: Number of participants of extension activities: 2017-3569; 2018-1482; 2019-4051)

**Annual Targets:**

<b>FY2021</b>	Develop branding for the campus. Assess number of extension programs on the campus and document participation and attendance numbers. Limit the reduction of participation / attendance numbers compared with FY20 in extension programs on the campus due the COVID restrictions.
<b>FY2022</b>	Increase participation / attendance numbers by 10% over FY21 in extension programs on the campus.
<b>FY2023</b>	Increase participation / attendance numbers by 5% over FY22 in extension programs on the campus.
<b>FY2024</b>	Increase participation / attendance numbers by 5% over FY23 in extension programs on the campus.
<b>FY2025</b>	Increase participation / attendance numbers by 5% over FY24; Evaluate and assess extension programs on the campus.

**Approaches**

1. Create better marketing and branding of Griffin campus outreach programs.
2. Provide physical and operational support for NW District Extension Offices, FoodPIC, Master Gardener’s Program, Household Structural Training Center, and other extension related entities on the Griffin campus.
3. Enhance extension and research activities for an interdisciplinary Center for Urban Agriculture with a full-time director and strategic plan that defines its purpose and goals.
4. Make more effective use of the Griffin campus Research and Education Garden for outreach programming to surrounding communities (e.g. lunch and learns, azalea walk, Spring Fest).
5. Promote webinar web-based educational programs originating from the campus.



## Additional Unit-Specific Goals

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### Unit Goal 4.1: Enhance public events and conferences at the campus

**Key Performance Indicator:**

Existence of a plan to attract events to campus.  
Number of public events and participants in events on the campus per year.

**Data Source:** UGA Griffin Office of Continuing Education  
(Baseline Number of participants of campus events: 2018-30,400;  
2019-28,900)

**Annual Targets:**

<b>FY2021</b>	Document number of events and participants at the campus; Due to COVID-19 restrictions and closures, specific goals are not feasible.
<b>FY2022</b>	Due to COVID-19 restrictions and closures, specific goals are not feasible but will attempt to return to FY20 levels; maintain the number of events and participants from FY21.
<b>FY2023</b>	Increase the number of events and participants by 5% over FY22.
<b>FY2024</b>	Increase the number of events and participants by 5% over FY23.
<b>FY2025</b>	Increase the number of events and participants by 5% over FY24.

**Approaches**

1. Increase the number of events and conferences and people using the campus for non-UGA public events via UGA-Griffin Office of Continuing Education.
2. Conduct targeted advertising for events and conference facilities on the campus.
3. Promote webinar web-based educational programs originating from the campus.

