

“Building Georgia’s World University”

(REVISED JUNE 2003)

WE'RE GEORGIA

It's our turn and our time.

We're the state of Georgia and the University of Georgia. We're on the move, and the nation knows it.

We're Georgia.

The state of Georgia enters the 21st century as a lion whose time has come: The 10th most populous state in the nation, Georgia's current economic prosperity is unmatched in its history and unexcelled in the country. Atlanta has emerged in the last decade as a national and global center of commerce, communications and transportations, and its economic might drives the entire southeastern sector of the country.

Equally important, if not more so, for the future of Georgia is the emergence of strong leadership, economic development successes, and imaginative and aggressive programs and plans for "quality-of-life" improvements among Georgia's superb group of "second cities": Albany, Athens, Augusta, Columbus, Macon, Rome and Savannah.

Enlightened elected and private leadership, Georgia's most telling resource throughout the 20th century, has put in place a state-funded college scholarship program unparalleled in the nation's history and public-private partnership, the Georgia Research Alliance, designed to make Georgia's one of the top five state economies by 2010 by developing the high technology and research potential propelled by its major research universities. As the largest state east of the Mississippi, now tenth in population in U.S., Georgia's potential for success and prosperity is limited only by the ability of its educational institutions to achieve success on a national level.

Twenty first century Georgia is the model for the new world: A high-tech, high-force economy, global in reach and competitive strength, in an environment of unsurpassed civility, tradition and natural beauty.

We're Georgia.

The Georgia of the 21st century is for the risk-takers, the entrepreneurs, the internationally aware and the globally competitive, the technologically sophisticated – and the environmentally aware and committed. The new Georgians are old-fashioned only in their values: They honor courtesy, hard work, fairness and the enduring nobility of American democracy.

We're Georgia.

We're a university with a traditional, highly qualified student-body centered on a beautiful campus in one of the great college towns in America. Already ranked highly among public universities in the country by U.S. News and World Report, we have the ambition, talent and determination to become one of the nation's very best early in this new century.

The decade of the 1990s saw the University of Georgia join the ranks of the best public universities in the United States: The average SAT score for entering freshmen rose nearly 100 points, to 1200 by the fall of 2000; U.S. News and World Report's famous "College Guide" edition ranked UGA 22nd among the nation's public universities; the School of Law rose as high as 27th in those rankings, and the Terry College of Business placed among the top 40 programs in several national rankings.

In the past decade, five faculty in the Franklin College of Arts and Sciences were named to the National Academy of Sciences, and their colleagues across the aisle in the arts and humanities, in English, History, Art, Music and others, achieved new levels of scholarships and academic distinction.

The University built more than half a billion dollars in new facilities for teaching, research and service, including a new arts campus featuring unsurpassed performance halls and a Museum of Art to rival those at the best universities in the country. Students won three Rhodes Scholarships, innumerable other awards and honors, and 30,000 of them became new alumni of this great institution, now 215 years old.

The University of Georgia's core purpose, past and present, is to enrich and transform the lives of Georgians through education, research and service.

We are proud of our land-grant, sea-grant history, programs and tradition of service to Georgia in each of the state's 159 counties. Our mission now is to build a globally competitive university for Georgia, a university with international scope and perspective – a world university – to enrich and enlarge the strong base of teaching, research and service on which all Georgians have come to admire and rely. That world university is an indispensable part of preparing Georgians for the new information-fueled, global, Internet-based, diverse, highly competitive world of the 21st century.

It is imperative, in this first decade of the new century, that we refocus our efforts, our resources and our goals to reach that highest level of achievement. This strategic plan, and the year-long process of conversation on and off-campus that has created it, provides that focus by identifying the richest opportunities for growing and developing the University of Georgia – so the University of Georgia can best serve Georgians everywhere.

We know we'll need to review both our directions and our progress every year; we'll need to revise and provide course corrections as we move forward. We will need help and support from every sector of Georgia to achieve success, from the state's elected leadership, from alumni and friends, from donors of private gifts, from the corporate community, and most importantly, from the enthusiastic, committed and highly talented men and women of the University's faculty and staff.

We're Georgia.

We're on the move. We're dreaming big, aiming high, dedicated to building a University of Georgia for the twenty first century that is strong, diverse, ambitious for success and dedicated to the transforming power of education for the people of Georgia.

GEORGIA'S CHALLENGES

As Georgia's state, public, flagship land-grant, research institution, the University of Georgia must think about its future first by thinking about Georgia's. In the first decade of the 21st century, these appear to be Georgia's largest challenges:

- The challenge of workforce development
- The challenge of economic development
- The challenge of globalization
- The task of building "the good community"

THE THREE REVOLUTIONS OF HIGHER EDUCATION

There are currently three great revolutions going on in and around American higher education: The information technology revolution; the global recasting of everything we do; and the revolution of biology. Each of these revolutions has created new frontiers for achievement in teaching, research and service; each has raised the bar for achievement for higher education of the highest quality.

STRATEGIC VISION FOR UGA IN 2010

Fully aware of the challenges and opportunities presented by Georgia's needs and by these three intellectual and cultural revolutions, the students, faculty and staff of the University have developed a vision for the University of Georgia for the next decade which will create the kind of public, land-grant, research university that will serve Georgia and Georgians in new, exciting and vitally important ways - while maintaining the traditional strengths and strong student-centered values of the University.

That vision for UGA includes the following:

- Endowment support for faculty will have the highest priority, both to provide new positions in support of teaching and research at the highest level, and to provide "start-up" support for new faculty. The first and foremost requirement of a great university is great faculty - inspiring teachers and scholars and researchers of the first rank.
- Investment in research in the sciences will intensify, particularly in the areas of the environment, genomics, bioinformatics and the biomedical sciences. Research facilities

across campus will be a high priority for public and private support. Support for public-private partnerships, technology-transfer and other research-based business development activities will be dramatically increased.

- Information technology and support will be upgraded in every aspect of institutional activity. It is anticipated that within five years UGA must develop a learning environment in which all students will benefit from a rich combination of classroom-based and distance learning opportunities. Programs of study teaching students to "think with computers" (e.g., the work of the Humanities Informatics group) will become central elements of the standard undergraduate education.
- The University will grow only slightly, perhaps to 32,500 from the current 31,000, primarily at the graduate level. This goal will itself stretch our institutional and community infrastructure to its uppermost capacity.
- Undergraduate education will become much more a residential experience, and out-of-class activity much more closely tied to in-class activity. Dorms, cafeterias, classrooms, libraries, advising centers and computer labs will be increasingly under the same roof.
- Nothing is more important to the development of UGA as a research university of the first rank, and to its ability to contribute to the state's economic development, than the growth of the quality and number of graduate students. Every effort to secure the resources to raise the graduate student population by 1255 students, which would result in 25% of UGA's student body being graduate and professional students, and to continue to raise the overall quality of graduate students, will be made.
- International programs will be expanded and new ones developed. Study abroad activity will increase dramatically. Language programs will be broadened and increased.
- The Division of Public Service and Outreach will launch a new era of highly focused, technologically sophisticated and globally aware programs and services to support the needs and opportunities (e.g., "One Georgia") of Georgians in general and rural Georgians in particular.

STRATEGIC DIRECTIONS

In order to achieve this strategic vision for UGA in 2010, the University has developed three strategic directions for the coming decade to guide its program development and its search for and allocation of public and private support as it seeks to become one of the world's premier universities:

Each of these strategic directions will be carried out through institutional and college or unit-based initiatives. Initiatives with institutional priority are identified here, organized under the three strategic directions; college/unit initiatives are listed with the college and unit plans in the companion strategic planning documents, "Strategic Plans of the Principal Units of the

University of Georgia" and "Plans for New Units at the University of Georgia"; also available at www.strategicplanning.uga.edu.

Strategic Direction 1

BUILDING THE NEW LEARNING ENVIRONMENT

In order to provide our students with opportunities for success in the digital age, UGA must develop the highest level of information technology, access and support, 24 hours a day, 7 days a week for students, faculty and staff; it must create new academic and certification programs to support the many ways in which the new information technologies are transforming traditional academic disciplines. Our undergraduate students, like all students today, participate in an environment characterized by cultural and economic expansion, both domestically and around the globe, and ever-increasing technological possibilities. The ability to think critically and analytically has eclipsed the need to retain and recall information. If students are to participate fully and successfully in this environment, they must possess the ability to communicate clearly, act with integrity, understand and value information technology, possess the skills necessary to use technology, prepare for lifelong individual scholarship and renewal, and perhaps most importantly, appreciate and value the diversity of ideas, experiences, and beliefs that exists within the campus community and the global society.

The University must also educate its students to be effective leaders in the complex arenas of business and government, and is establishing leadership programs to do so.

As a residential university, UGA should maximize its unique and beautiful physical campus in the manner outlined in the newly adopted physical master plan to promote the creation of a true community of scholars. This residential character will be enhanced by renovating existing on-campus housing and building new on-campus housing with the goal of doubling the number of students residing on campus. UGA will greatly enrich both its residence life facilities and programs, in part through an integration of its in-class and out-of-class experiences. By 2005, the University will have greatly expanded the existing academic presence in the residence halls to include more classrooms, stronger academic support services, innovative cultural programs, state-of-the-art computing environments, and a significant faculty presence. By 2010, the University will have fully in place a residential college system in all undergraduate halls which creatively and persistently extends the life of the mind to students to wherever they live on-campus.

In order to build on the University's greatest strength, the quality of its teaching, UGA intends to become the finest teaching university in the country. The University will launch a "superior teachers program" designed to attract, reward and retain the best cadre of undergraduate teachers in America by 2010. These teachers, and all UGA faculty, will be actively and vigorously supported in their teaching through expanded instructional and faculty development programs.

Strategic Direction 2

RESEARCH INVESTMENT

Achieving the top ranks of American research universities, so critical to the future economic development of Georgia and to the education of its students, will require an unprecedented level of commitment from the University and the state of Georgia.

Initiatives to achieve the next level of success in research and creative work will include: Expanding “valued research” to be more supportive and inclusive of diverse research agendas; increasing the institution’s national ranking based on numbers of minority faculty (in particular, by moving from the rank of 5th highest among Research I Universities in the number of black tenured and tenure track faculty to a ranking of 3rd highest); providing opportunities for interdisciplinary scholarly and social exchange between graduate students and faculty; enhancing opportunities for research collaborations with an emphasis on collaborations with Historically Black Colleges and Universities; creating one hundred endowed research professorships; increasing graduate enrollment by 1255 students, with a focus on minority graduate and professional students, through a strong endowment for superior graduate student support, and by producing access to a health care program for graduate students; focusing faculty hiring decisions on selected areas of research excellence and opportunity, and making competitive "startup" funding available centrally in areas of focus; and developing support for the construction of badly needed research facilities in key areas of institutional strength.

Strategic Direction 3

COMPETING IN A GLOBAL ECONOMY

In order to serve Georgia and Georgians in the 21st century, the University of Georgia must accelerate dramatically its international dimension in a variety of ways: By strengthening its current international programs that have achieved international distinction, by establishing new academic programs focused on the international dimension of academic disciplines, by increasing the number of languages taught and the variety of methodologies for teaching languages; by increasing the number of students engaged in study abroad by a factor of ten by the end of the decade; by strengthening the area studies programs of the Franklin College of Arts and Sciences and by developing UGA Study Abroad Centers throughout the world; by integrating multicultural awareness into student, faculty, and staff orientation programs; and by enhancing relationships and partnerships with multicultural populations, both locally and throughout the state, that allow for success in a global economy and promote a climate where inclusiveness and diversity are respected as core values at the state’s flagship institution.

Being globally competitive also means that UGA must be globally competitive in Athens as well as abroad. The city and the University of Georgia are in a constant and significant conversation about their mutual needs for both growth and economic development, and about the indispensable value of mutually developed and supported quality-of-life elements of our college community: Good schools; tree-lined streets and boulevards; historically preserved and protected homes and buildings; bike trails; interconnected green spaces and walks; outdoor cafes, sitting

and gathering areas; live musical performances in public areas; the creation of a riverside "green way" along the Oconee River; and the development of attractive "border crossings" between the University campus and the shops and cafes and other businesses of Athens will all serve to make both the University and the multi-county Athens community competitive for the quality of life to which each aspires.

PAYING FOR EXCELLENCE

There are six viable sources for funding the initiatives identified by this plan. Options from those sources include:

- Redeployment of current internal resources
- Income from additional student tuition and fees
- Growing the level of sponsored research
- Accelerated private fundraising
- Increased continuing state support
- Special (one-time) state support

Summary: Additional Revenue/Redirection Support Over Ten Years

Source:	Internal Redirect	Student Tuition & Fees	Sponsored Research	Fund-raising	State Support	Special State Support
Additional or redeployed \$ (over 10 years):	\$350M ±	\$350M ±	\$500M ±	\$500M ±	\$450M ±	\$400M ±

TOTAL = \$2.5B ±

SELECTED BENCHMARKS

Strategic Direction	Activity	2000: Current Status	2010 Projected Benchmarks
Building the New Learning Environment	Enrollment: Student Beds: Average SAT score for entering freshmen: 6-Year Graduation Rate:	Overall Enrollment: 31,000 Undergraduate: 24,050 Graduate/Professional: 6,870 (= 22%) 6,500 1203 65%	Overall Enrollment: 32,500 Undergraduate: 24,325 Graduate/Professional: 8,125 (= 25%) 9,000 1250 75%
Research Investment	Research: Rankings: Square footage of research space: National rank of Library by APR:	National Ranking for Federal Research Expenditures: <u>86th</u> Total Research Expenditures: <u>35th</u> UGA ranked 20 th among public universities by USNWR 934,000 ASF (Main Campus) 28	National Ranking for Federal Research Expenditures: <u>50th</u> Total Research Expenditures: <u>30th</u> UGA ranked 15 th 1,400,000 ASF 25
Competing in a Global Economy	Students Studying Abroad: Percentage of Undergraduates with International Experience:	4% of student body 11%	20% of student body 25%

KEY POINTS SUMMARY

Core purpose:	To enrich and transform the lives of Georgians through education, research and service.
Goal:	To be ranked among the top fifteen public universities in America by 2010.
Theme:	Building Georgia's World University
Georgia's Challenges:	Workforce Development Economic Development Globalization Building Good Communities
Higher Education's Three Revolutions:	Information Technology The Globalization of Everything The New World of Biology
Strategic Directions:	Building the New Learning Environment Research Investment Competing in the Global Economy
Priority Projects:	Endowment for faculty support (teaching and research) Research facilities in Biosciences, Veterinary Medicine, Pharmacy, Library, Environmental Sciences and others IT infrastructure and support Support for new programs, including the College of the Environment; New Media Institute; Institute for Integrated Genomics; School of Public and International Affairs; Center for Tropical and Emerging Diseases; Faculty of Engineering