



UNIVERSITY OF
GEORGIA



2025 STRATEGIC PLAN

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EXECUTIVE SUMMARY

INTRODUCTION AND STRATEGIC DIRECTIONS

The University of Georgia is in the midst of a remarkable period of growth and development. In recent years, the University has reached new heights of excellence across its tripartite mission of teaching, research, and service. The academic profile of entering students has never been stronger, and our students are succeeding at record levels across a

range of success measures. The research and creative activities of our faculty have increased sharply over this period as well, resulting in all-time high research expenditures and the creation of new companies and products to improve our quality of life.

At the same time, the University's economic impact on our home state of Georgia has expanded and deepened, driven by a nexus of public service and outreach programs that continues to grow stronger. Philanthropic contributions from alumni and friends, too, have reached record levels, providing critical support for facilities improvements, need-based scholarships, and endowed faculty chairs and professorships, among other priorities. Because of these and many other achievements, UGA's reputation as a premiere public research university has spread across the nation, while our position on a number of key rankings has climbed even higher. Against this backdrop, the UGA 2025 Strategic Plan sets the course for continued success and achievement grounded in three broad, mission-centered strategic directions:

The University of Georgia is in the midst of a remarkable period of growth and development. In recent years, the University has reached new heights of excellence across its tripartite mission of teaching, research, and service.

1. PROMOTING EXCELLENCE IN TEACHING AND LEARNING
2. GROWING RESEARCH, INNOVATION, AND ENTREPRENEURSHIP
3. STRENGTHENING PARTNERSHIPS WITH COMMUNITIES ACROSS GEORGIA AND AROUND THE WORLD

UNIVERSITY GOALS

Based on themes emerging from an extensive data collection process that included benchmarking and input from campus and external constituents, the 2025 Strategic Plan identifies specific goals under the umbrella of each strategic direction. These university-level goals define areas for focused effort and resource allocation by academic and administrative units over the next five years. By developing unit-level operational plans that align unit efforts and resources where appropriate with these University goals, the entire University community will work together to ensure UGA builds on its recent successes and continues its upward trajectory among leading public research universities.

PROMOTING EXCELLENCE IN TEACHING AND LEARNING

- Expand experiential learning opportunities for all students.
- Enhance training, support, and recognition for all who provide instruction.
- Enhance infrastructure and support for evidence-based teaching methods across the curriculum.
- Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation and other underserved students.

GROWING RESEARCH, INNOVATION, AND ENTREPRENEURSHIP

- Provide resources, support, and incentives to nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship.
- Promote collaboration among academic units and between these units and external organizations to drive interdisciplinary research and commercial activity.
- 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.
- 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.

STRENGTHENING PARTNERSHIPS WITH COMMUNITIES ACROSS GEORGIA AND AROUND THE WORLD

- Increase collaborative, community-focused research, scholarship, technical assistance, and training in Georgia, across the nation, and world.
- Strengthen UGA's role in economic development across the State, with a particular emphasis on underserved communities.
- 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.
- Develop high-impact global partnerships that engage and support UGA areas of research and service excellence.
- Strengthen communications regarding how UGA sustainably supports and benefits communities through research, teaching, and public service.

For each University goal, the the 2025 Strategic Plan identifies key performance indicators that will be monitored over the next five years to determine progress toward achieving the goals. Throughout this planning cycle, the University will produce an annual summary that documents progress on the plan and identifies areas where focused effort is needed for continued improvement.



2025 STRATEGIC PLAN GOALS AND KEY PERFORMANCE INDICATORS

Strategic Direction I: Promoting Excellence in Teaching and Learning

The University of Georgia boasts a world-class educational environment designed to promote teaching and learning at the highest levels. Today, the University's student completion, retention, and career placement rates are among the strongest in American public higher education, and UGA perennially ranks as one of the nation's very best public universities on measures of educational quality, value, and affordability.

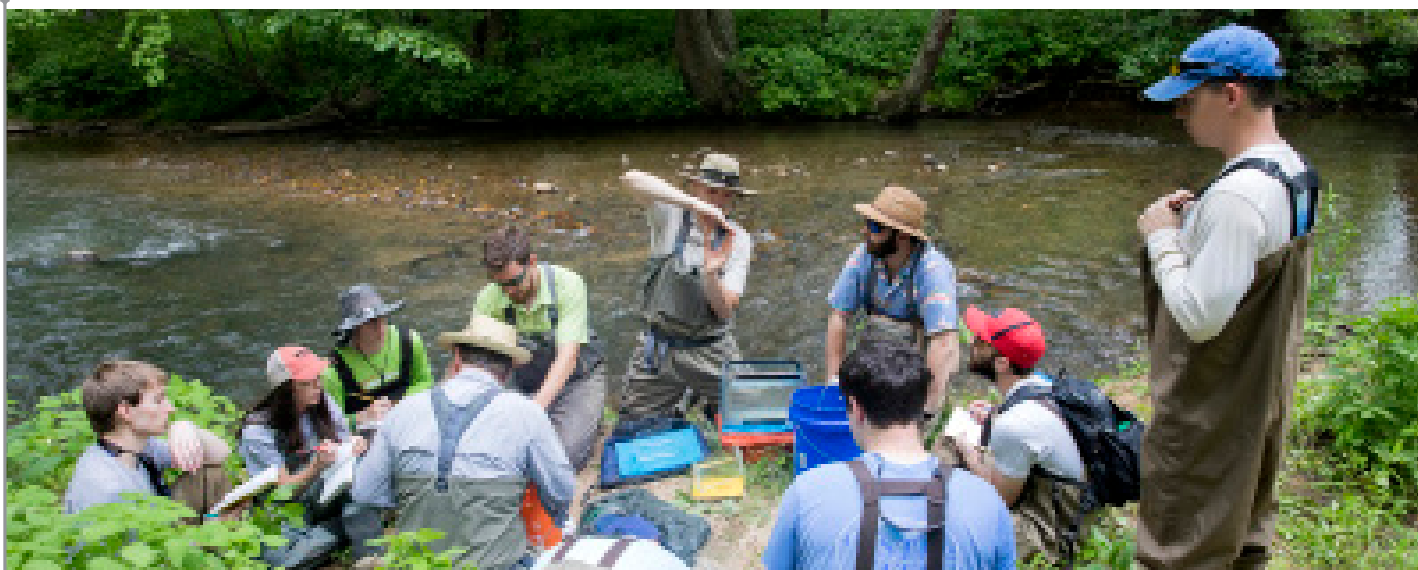
In recent years, the University has launched a number of strategic initiatives to build on its great strengths in teaching and learning. A new experiential learning initiative, for example, is giving students hands-on opportunities to connect their academic foundations to the world beyond the classroom. Hiring initiatives have created smaller class sizes and strengthened academic advising, and proposals are now moving forward to strengthen data literacy and writing across the curriculum. Programs such as ALL Georgia, Rise Scholars, and the Georgia Commitment Scholarship are delivering targeted resources and support to students from underserved and underrepresented populations to foster a diverse and inclusive learning environment. New facilities such as the Science Learning Center, Business Learning Community, and Delta Hall are providing space and technology to implement best practices in pedagogy.

Against this backdrop the 2025 Strategic Plan address the question: over the next five years, what measures can the University take to reach even greater heights of excellence in teaching and learning?

First and foremost, the University must provide sustained support to ensure the long-term success of recently adopted initiatives related to this strategic direction. Many of these initiatives (some noted in this preamble) were implemented in



New facilities such as the Science Learning Center, Business Learning Community, and Delta Hall are providing space and technology to implement best practices in pedagogy.



response to the 2017 Student Learning and Success Task Force Report. At the same time, program leaders of these initiatives must develop longitudinal assessment plans to systematically evaluate their impact on student learning and success at UGA. Assessment data from these efforts should be used to guide program development and resource allocation over the next five years.

Beyond this step, four goals will promote excellence in teaching and learning over the next five years: a) expanding experiential learning for undergraduate and graduate students; b) enhancing support for all who provide instruction; c) investing in classroom instructional technology; and d) advancing student access and success, with continued focus on underrepresented and underserved populations. In 2016, UGA became the largest public university in the nation to require all undergraduate students to complete an experiential learning requirement prior to graduation. This initiative affirmed the transformational power of “learning by doing.” It also affirmed the value of essential learning outcomes such as collaboration, team work, problem solving, creative and entrepreneurial thinking, and global awareness. These outcomes will only grow in importance to the success of our graduates in the 21st century. Therefore, the University must continue to develop its experiential learning initiative by increasing the number of high-quality experiential learning opportunities available to students and by expanding

the resources, mentorship, and support students need to engage in these opportunities effectively. The first strategic goal and its associated key performance indicators reflect a continued commitment to growing experiential learning within undergraduate and graduate education and across the University’s schools and colleges.

At the heart of the University’s superior educational environment is outstanding classroom instruction, and this instruction is delivered by a diverse array of talented individuals who occupy a range of position types—from professor to lecturer to graduate student, to name a few. Strategic goal 1.2 and its associated key performance indicators express a commitment to investing in the professional development and success of all who provide instruction at the University. This investment should take the form of training opportunities across academic units that promote evidence-based teaching and assessment methods—thinking beyond student evaluations to peer-based models that foster mentorship and collaboration throughout and across the career stages of our instructors. The investment should also support the creation of new awards and honors to incentivize and recognize excellence and innovation in teaching at all levels of the University and across the range of instructors.

To promote excellence in teaching and learning over the next five years, the University also must

continue its focus on enhancing instructional space and technology. Strategic goal 1.3 and its associated key performance indicators represent this intention. This goal seeks to ensure a consistent, high-quality classroom and laboratory experience across the University that supports the scope of evidence-based teaching methods and optimizes learning for all students. It also imagines more active learning spaces across our campuses that promote interdisciplinary learning and foster the integration of curricular and co-curricular experiences. As part of this goal, the University must also identify a user-friendly technology solution that allows instructors to easily find and select classroom and laboratory spaces aligned with their specific teaching methods and learning outcomes.

The final goal under this strategic direction concerns student access and success, with particular focus on underrepresented, rural, first-generation, and other underserved populations. Affordability is an important component of this goal, and that is why the Plan urges the adoption of more open educational resources by instructors as well as a continued effort to increase need-based scholarship support. Well-being, too, plays a critical role in student success, and this goal encourages units to expand programs and resources that foster the holistic development of all students, including the domains of mental health, wellness and financial literacy. This goal also expects further investment from units in programs and initiatives that promote a diverse and inclusive educational environment for all members of the University community.

STRATEGIC GOAL 1.1: Expand experiential learning opportunities for all students.

KPI 1.1: Transcript-eligible EL opportunities available of each type

KPI 1.2: Transcript-eligible EL opportunities completed by UGA students

KPI 1.3: Number and percentage of students completing two or more transcript-eligible EL opportunities

KPI 1.4: Number and percentage of students utilizing an EL transcript

KPI 1.5: Number and total dollar value of scholarships awarded to support student participation in EL opportunities

STRATEGIC GOAL 1.2: Enhance training, support, and recognition for all who provide instruction.

KPI 1.6: Teaching awards available for all instructional roles

KPI 1.7: Teaching improvement grants available for all instructor types

KPI 1.8: Graduate student teaching development opportunities

KPI 1.9: Instructor development opportunities in active learning

STRATEGIC GOAL 1.3: Enhance infrastructure and support for evidence-based teaching methods across the curriculum.

KPI 1.9: Instructor development opportunities in active learning

KPI 1.10: Development and implementation of solution to assess quantity and quality of classroom and instructional space and technology

KPI 1.11: Number of active learning classrooms

KPI 1.12: Courses scheduled in active learning classrooms

KPI 1.13: Courses taught by faculty from at least two disciplines

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

KPI 1.5: Number and total dollar value of scholarships awarded to support student participation in EL opportunities

KPI 1.14: Number of need-based scholarships awarded

KPI 1.15: Number and percentage of zero and low-cost courses

KPI 1.16: Savings to students through use of open educational resources

KPI 1.17: Mental health programs and services available to students reports

KPI 1.18: Number of faculty, staff, and students participating in recruitment, engagement, and success programs for underrepresented, rural, first-generation, and other underserved students.

KPI 1.19: Four-year and six-year completion rates for underrepresented, rural, first-generation, and other underserved students

Strategic Direction II: Growing Research, Innovation, and Entrepreneurship

World-renowned universities are innovative, entrepreneurial institutions that are internationally recognized for excellence in research, scholarship, and creative activities. The University aspires to become a world-renowned institution of higher education by solving the grand challenges of our time; becoming a more powerful driver of innovation, entrepreneurship, and economic development at home and abroad; and building its global reputation as a premier public research institution.

Over the past five years, the University of Georgia has significantly enhanced the research, innovation, and entrepreneurship ecosystem of the institution. Total research and development expenditures have grown by nearly 30 percent to over \$450 million; invention disclosures, technology transfer agreements, and the number of faculty startups are trending upward; and recently the University was ranked as number one in the nation for sending new products to market.

The 2025 Strategic Plan recognizes these significant steps forward but affirms the urgent need to make substantive changes that will transform the research, innovation, and entrepreneurial ecosystem of the University into that of a world-renowned institution. First and foremost, the faculty, staff, and students of

the University must nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship that demands the highest levels of commitment, accountability, productivity, and impact. A foundation of this cultural evolution is a process by which the University identifies its core strengths and future directions and devotes the resources necessary over the long term to achieve impact on a global scale. It also recognizes that a diverse and inclusive culture that supports the well-being of all faculty, staff, and students is required to achieve these goals. Strategic goal 2.1 establishes the critical importance of culture to growing research, innovation, entrepreneurship at UGA and outlines key performance indicators that can be tracked at the University level to observe our collective progress.

The University recognizes that solutions to the world's most complex problems require collaboration across traditional disciplines. Strategic goal 2.2 challenges the University to develop new strategies to empower faculty, staff, and students to collaborate across disciplinary and internal organizational boundaries. It also highlights the vital importance of developing more impactful collaborations with external entities that expand outreach and impact and accelerate our trajectory as a top-tier public research university.



The third foundational component is capital—human and physical. Strategic goal 2.3 reflects the vital need for the University to prioritize the development of a robust and sustainable infrastructure that will enable significant increases in research, innovation, and entrepreneurship. The goal also highlights the need for the University to invest in strategic initiatives, training and professional development, mentorship, wellness programs, and awards and recognition while paying attention to the demographics of the research workforce, given evidence that diverse teams are more creative and successful than are non-diverse ones. Growing and enhancing graduate education and postdoctoral training are recognized as top priorities and essential for the University to achieve new levels of productivity and impact in research, innovation, and entrepreneurship. In addition, the University must make the administrative structure that supports research, innovation, and entrepreneurship more proactive, efficient, responsive, and nimble.

Finally, enhanced communications to our stakeholders are needed to reinforce the University as a place of excellence in research, innovation, and entrepreneurship. This effort will also help to shift internal and external perceptions of the University's strengths in this area. Strategic goal 2.4 and its key performance indicators call on the University to enhance internal and external communications around research, innovation, and

entrepreneurship to illustrate how the impact of these activities is changing lives in Georgia, across our nation, and around the world.

It is clear that the University of Georgia is climbing in the ranks of America's best public research universities. The key to accelerating this upward trajectory is to coalesce around this strategic direction and make growing research, innovation, and entrepreneurship a central focus of the institution over the next five years. The four goals outlined in this section focus our

It is clear that the University of Georgia is climbing in the ranks of America's best public research universities.

efforts on fundamental changes that will enhance the research, innovation, and entrepreneurship ecosystem of the University. By nurturing a diverse and inclusive culture of excellence, improving collaboration, investing in human and physical capital, and enhancing communications, the University of Georgia will continue to positively impact our state, the nation, and world and set a course toward the ranks of world-renowned

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

KPI 2.1: Externally sponsored research expenditures (federal, private sector, public sector) generally and by tenure-track faculty members

KPI 2.2: Invention disclosures generally and by demographic

KPI 2.3: Technology transfer licenses executed to commercial establishments

KPI 2.4: External funding for startup company formation

KPI 2.5: Faculty startup project pipeline, generally and by demographic

KPI 2.6: Research-based products to market

KPI 2.7: Graduate degrees awarded generally and by demographic

KPI 2.8: Postdoctoral scholars in training generally and by demographic

KPI 2.9: National and international research awards granted to faculty

KPI 2.10: International rankings

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

KPI 2.1: Externally-sponsored research expenditures (federal, private sector, public sector) generally and by tenure track faculty member

KPI 2.3: Technology transfer licenses executed to commercial establishments

KPI 2.5: Faculty startup project pipeline, generally and by demographic

KPI 2.6: Research-based products to market

KPI 2.11: Sponsored projects involving principal investigators from at least two disciplines

KPI 2.12: Publications involving authors from at least two disciplines

KPI 2.13: Publications involving authors from UGA and at least one other research organization

KPI 2.14: Sponsored projects partnering UGA and at least one other research organization

KPI 2.15: Sponsored projects partnering UGA with commercial entities

KPI 2.16: Externally-sponsored research expenditures among interdisciplinary centers and institutes

KPI 2.17: Degrees and certificates awarded among interdisciplinary graduate programs

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.

KPI 2.7: Graduate degrees awarded generally and by demographic

KPI 2.8: Postdoctoral scholars in training generally and by demographic

KPI 2.18: Externally sponsored project expenditures from underrepresented funding sources (federal agencies, philanthropic individuals/foundations, and venture capital)

KPI 2.19: Students conducting research through the Center for Undergraduate Research Opportunities

KPI 2.20: External doctoral fellowships

KPI 2.21: Development and implementation of solution to assess quality of the physical spaces where research, innovation, and entrepreneurship occur

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.

KPI 2.10: International rankings

KPI 2.22: Earned media about UGA research, innovation, and entrepreneurship

KPI 2.23: Stories produced about high impact research, innovation, and entrepreneurship

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

The University of Georgia is incredibly proud of its mission as a land-grant and sea-grant institution, committed to the people of the state of Georgia and to addressing the grand challenges of our time on a national and global scale. This commitment is evident in the numerous partnerships and collaborations in which UGA faculty, students, and staff engage on a daily basis with communities near and far. These engagements have a tangible and positive effect, with an estimated \$6.3 billion economic impact on the state of Georgia alone.

The impact of the University of Georgia's schools, colleges, and administrative units reaches every corner of the state. UGA Extension, for example, serves 2.5 million people annually, with a presence in every county in Georgia. With programs such as 4-H, soil and water testing services, and pesticide safety education, Extension professionals provide education, expertise, and support for Georgia's citizens. In 2018, the Warnell School of Forestry and Natural Resources, in collaboration with the Odum School of Ecology and the College of Engineering, as well as several environmental federal agencies, was named a Georgia Clean Water Hero for its work on a dam removal project that opened up the Middle Oconee River for fish and boaters.

Public Service and Outreach units play a leading role serving the state as well. Model programs such as the Archway Partnership connect the University of Georgia with communities to address critical, locally identified needs and opportunities. The University has articulated Great Commitments to changing lives in broad areas of engagement that support "Healthier People, A More Secure Future, and Stronger Communities." These impactful partnerships and collaborations are not isolated in specific units but are found across the institution in every school, college, and administrative unit.

With this deep commitment to outreach and service, the 2025 Strategic Plan seeks to build on

the many accomplishments in this area by asking how the University can strengthen partnerships with communities in Georgia and around the world over the next five years.

Community partnerships are a core attribute of the University of Georgia. These partnerships are reciprocal relationships between UGA and entities such as local governments, agencies, school districts, businesses, and other geographic or functional groups, with close cooperation among all parties in working to meet an identified goal. The interface between the University and its community partners creates opportunities for impactful research, education, programing, and other initiatives. As the state land-grant, flagship institution, UGA exists in part to foster healthy, prosperous, and stable communities.

To expand effective community partnerships, certain principles must underpin the work.

Partnerships should be purposeful and intentional, tackling challenges with relevance to Georgia and the world. Partnership relationships should be inclusive, grounded in mutual respect and benefit to all parties, and should be sustainable so that the benefit continues even if UGA is no longer an active participant in the community. Finally, it is important that there is strong communication and ease of access so that communities understand and can access partnership opportunities within UGA and the University truly hears and understands the needs and interests of our community partners.

From these principles, five goals emerged to strengthen community partnerships over the next five years: a) increase collaborative, focused research and scholarship in Georgia, across the nation, and around the world; b) strengthen UGA's role in economic development across the state, with a particular emphasis on underserved communities; c) broaden opportunities for students to engage with the diversity of communities in Georgia and across the nation and the world on locally identified needs and

issues; d) develop high-impact global partnerships that engage and support UGA areas of research and service excellence; and e) strengthen communications regarding how UGA sustainably supports and benefits communities through research, teaching, and public service.

The expertise of University of Georgia faculty, students, and staff is world-renowned, and opportunities to collaborate with communities both locally and around the world serve to strengthen research and scholarship. Goal 3.1 seeks to deepen these exchanges by encouraging more projects where communities are true partners in the intellectual enterprise and the needs of our community partners are met and fully incorporated into research and subsequent scholarship.

As noted earlier, with a \$6.3 billion impact on Georgia, UGA has a major role in economic development across the state. In order to strengthen this role, the KPIs associated with goal 3.2 disaggregate these data by county. Looking specifically at underserved communities throughout the state provides a clear sense of how economic development operates in those communities of highest need. Implicit in this approach is the understanding that the institution will identify gaps and opportunities that have not been explored, thereby strengthening its impact in these critical areas.

UGA students are valuable agents in the commitment to community partnerships. In the classroom and in the lab, through co-curricular and extra-curricular projects and organizations, as well as field study in Georgia and around the world, students are making a difference working with communities to find solutions to challenges large and small. Therefore, providing opportunities and support for students to engage in this space is vital. Goal 3.3 calls upon the University to broaden experiential learning opportunities while also providing financial resources that will enable students to explore study abroad, internships, and other experiences that have affiliated costs.

Service-learning is a great example of the breadth of experiential learning that occurs, as service-learning coursework is available in all 17 schools and colleges, some online courses, study abroad programs, and on the extended campuses. Units across the institution must be committed to growing these and other opportunities for students to serve communities in substantive and impactful ways.

As a world-class institution of higher education, the University of Georgia is deeply embedded in global partnerships. Goal 3.4 encourages UGA and its units to continue developing impactful relationships that

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align with research and service strengths. This is an area where the ability to address grand challenges is amplified as researchers work with communities to address global issues. This work is reflected in the sponsored support given to projects, mutual academic agreements, and faculty traveling to engage global partners, as well as subsequent co-authored publications. These engagements also elevate the international reputation of the institution, attracting some of the world's greatest talent to the University.

The final goal in the area of strengthening partnerships focuses on communications regarding the work that is being done to support communities through research, teaching, and public service. It is important that communities view the University as

an open and accessible potential partner. In order to expand access and engagement, the institution must effectively communicate the success and value of community partnerships. This includes bringing traffic to existing online sources as well as building out stories and having those stories picked

up by external media. KPIs measuring sponsored funding for community partnerships will allow the University to measure the effect of a strengthened communications and media presence as new partnerships are built.



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

KPI 3.1: Sponsored expenditures for community partnerships generally, globally, nationally, and by regions in the state

KPI 3.2: Sponsored award funding for community partnerships generally, globally, nationally, and by regions in the state

KPI 3.3: Sponsored proposals submitted for community partnerships generally, globally, nationally, and by regions in the state

KPI 3.4: Publications with community partners as co-authors and/or major contributors

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

KPI 3.5: Annual economic impact on the state of Georgia and on the counties of Georgia

KPI 3.6: Sponsored expenditures for community partnerships by county

KPI 3.7: Sponsored award funding for community partnerships by county

KPI 3.8: Sponsored proposals submitted for community partnerships by county

KPI 3.9: New businesses started with support of UGA

KPI 3.10: New jobs created with support of UGA

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.

KPI 3.11: Transcript-eligible EL service opportunities

KPI 3.12: Transcript-eligible EL service opportunities completed by UGA students

KPI 3.13: Number and total dollar value of scholarships awarded to support student participation in service EL opportunities

KPI 3.14: Participation in service-learning courses and opportunities

KPI 3.15: Transcript-eligible international experiential learning opportunities completed by students

STRATEGIC GOAL 3.4: Develop high-impact global partnerships that engage and support UGA areas of research and service excellence.

KPI 3.15: Transcript-eligible international experiential learning opportunities completed by students

KPI 3.16: Sponsored expenditures for global collaboration projects

KPI 3.17: Sponsored award funding for global collaboration projects

KPI 3.18: Sponsored proposals submitted for global collaboration projects

KPI 3.19: Publications co-authored with colleagues at international institutions

KPI 3.20: International faculty travel to engage global partners

KPI 3.21: Mutual academic agreements for global partnerships

STRATEGIC GOAL 3.5: Strengthen communications regarding how UGA sustainably supports and benefits communities through research, teaching, and public service.

KPI 3.1: Sponsored expenditures for community partnerships generally, globally, nationally, and by regions in the state

KPI 3.2: Sponsored award funding for community partnerships generally, globally, nationally, and by regions in the state

KPI 3.3: Sponsored proposals submitted for community partnerships generally, globally, nationally, and by regions in the state

KPI 3.22: Page views on the University online news center (news.uga.edu)

KPI 3.23: Stories produced about UGA's community engagement

KPI 3.24: Earned media focused on UGA's community engagement



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