Minutes from SPC 8 May 2009


Meeting convened 1:05 PM

Provost Mace charged the committee after introductions. He covered the deadlines required for the committee and asked the committee to look at budgetary and political climate for the university in the next ten years. He mentioned that the next strategic plan could look like the current one or may be something very different. However, it was stressed that it contain measurable benchmarks to chart progress.

William Vencill welcomed the committee once again and covered some logistical issues such as the faculty survey that was sent out on 4 May 2009, the development of a web-site for the committee, timelines and opportunities to seek campus input. The committee agreed to meet once a month over the summer. He passed out handouts of the recommendation sections of the Task Force on General Education and Student Learning, Graduate Education, Research, and Water Use for the committee as well as a hard copy of a slide presentation that he presented showing University of Georgia data on student, research, endowments, faculty, and environmental issues for the past 10 years and plots of UGA progress against our peer and aspirational institutions. After the slide presentation, the floor was opened for discussion.

Areas that were covered:

Questions about how we are to proceed and future meetings.

Questions about a presentation on the state of Georgia in relation to demographics. At our next meeting, a presentation will be made concerning the economic and demographics of the state of Georgia and what impact or opportunities this presents for the University of Georgia.

Questions about seeking staff and student input over the summer. We will survey staff and students as well to seek input on the front end of the process.

Committee members pointed out we needed to be bold and see where UGA could uniquely fit in the next years; we did not need to be another UNC or UVA.
What is unique about UGA and how can we leverage that over the next ten years to better serve students and the state.

How can UGA help the state and be more relevant to various constituencies?

Public Health was mentioned. K-12 Education was mentioned.

Questions were asked about what UGA was doing in relation to continuing education. It was mentioned that a committee had been formed to look at distance education issues at the University of Georgia.

Some questioned whether common metrics were only for promotion of the university.

It was mentioned that we needed to be realistic about goals; specifically that we cannot aspire to be in the top five of any category but we need to improve any given metric by a certain percentage or amount.

A lot of discussion was held about faculty retention and student retention. Is this a good thing or a bad thing? Maybe high retention is not good if we keep less than productive students or faculty.

Committee members asked about the humanities and to emphasize that research was about more than grant dollars.

Comments were made about the importance of technology investments and sustainability as well as infrastructure needs.

What 3-5 areas of focus should the new strategic plan contain?

Meeting convened 2:40 PM
The Strategic Planning meeting was called to order at 1:35 p.m. by William Vencill. Present were: Lonnie Brown, Ron Cervero, Betty Jean Craige, Ann Crowther, Frank Crumley, Steve Dempsey, Co-Chair Rob Hoyt; Tom Jackson, Holley Schramski, Ryan Nesbit, Ralph Johnson, Eric Mueller, Trey Paris, Jim Prestegard, Danny Sniff, Co-Chair William Vencill, and Barbara White.

First on the agenda was a presentation by Warren Brown. He has been on board at the University of Georgia with the Carl Vinson Institute of Government since January. He was at Cornell University for 30 years. He developed a PSO to understand demographics and related issues affecting the state and the similarity between New York and Georgia. Mr. Brown currently works with the CVIOG’s Applied Demographic Program where they are involved in creating data for decision makers; creating a rich tradition at UGA (to applied demography); research and training (in addition to putting out numbers, we need to do research and planning; intent is to do updates); clients (Water Resource Planning-EPD, Budgeting for Change-OPB); and technical expertise.

A handout entitled The Demography of Change: Georgia’s Challenge was distributed and discussed.

**Discussion Topics**

**Georgia Ranks among the States:** Georgia ranks #8 in population size. At the beginning of the 20th century, growth was slow. Around 1970, it picked up. By 2008, rate of natural increased has remained consistent. 1910-1970 was the Great Migration period. Since 1970, net migration has grown up and up. Projecting population is not as daunting as projecting for a hurricane. We only know for every ten years (Census) how our population increases or decreases. Net migration is based on age, male, female, Hispanics, blacks, whites and everyone else. Growth of state is really dependent on people coming here. By 2040, the population will be 1/3 White, 1/3 Hispanics, and 1/3 Blacks. Georgia is the #1 destination for African-Americans coming from other regions of the country.

**Georgia Population by Age:** 2010-2020 will show a tremendous growth in all the age groups. No real slump in the college age group. By 2040, the young baby boomers will emerge.

**Georgia’s Age and Race/Ethnic Composition:** A chart was shown depicting the Black population and the Hispanic Population by year 2040.
**Demography is Destiny:** Looking at the current handout, where are the trends, where are the handouts? The more demographics – what’s the level of education for your mother?

**Overall:** Thoughts on demographics – what extent will we build? Are we trying to develop a strategic plan on basis of who needs it or to fit with what the future is going to be? What are the constraints? It should not be dictated or mandated. We are changed ethnically and age-wise. We can be a much more engaged university with research and instruction. There is a great need for research. We are going to be a research university. We probably need to do research a little differently.

### Strategic Planning

The results of three surveys (faculty survey completed in May 2009, survey for 2009 Academic Affairs Symposium, and student survey for the Strategic Learning Initiative from January 2009) were discussed. A Powerpoint presentation of the results is available on the Strategic Planning web site.

The next meeting (a brainstorming session) is scheduled for Friday, July 10th at 1:30 p.m. in the Peabody Board Room.

Meeting began at 1:32 pm.

The entire meeting consisted of a brainstorming session. The first question asked was: “What is unique about the University of Georgia?”

A broad discussion concerning unique attributes, current strengths, emerging strengths, and areas that need to be focused on was held.

The uniqueness of the medical school partnership with the Medical School of Georgia was discussed. The group agreed that the medical school initiative allows UGA to build on existing strengths in the life sciences, journalism, environmental health, ecology, public administration, and public service and outreach as well as the emerging strength in public health to have a unique set of offerings to students and to be in unique position to improve the health of people in Georgia through training of medical professionals, research in biomedicine, and outreach of information on public health to the state. It was also mentioned that for faculty in Chemistry, Biochemistry, Cellular Biology, the addition of a medical campus allows for them to match colleagues at other institutions that has been absent at UGA.

There was a mention that UGA can use some of its known strengths to leverage partnerships and connection to other universities that benefit UGA and others. An example of this is the number of institutions that want to partner with UGA’s Complex Carbohydrate Research Center (CCRC). There are organizations that UGA could partner with in the state and region that we have not done as much with in the past (e.g. Center for Disease Control).

A strength of UGA is its study abroad program and the success in promoting an international experience for undergraduate students. A question was asked on how UGA could build upon this success. One suggestion was to increase the opportunities for graduate students to have an international experience. A suggestion was made that UGA needs more development activities to raise funds to increase the opportunities for undergraduate and graduate students to have an international experience. These increased opportunities could involve the whole campus community, particularly those in the humanities.

A discussion on UGA study abroad programs was held. The focus in the past has been for UGA faculty to have programs where they take students on study abroad programs and residential
study abroad programs such as those in Cortona and Costa Rico. Perhaps UGA should partner with institutions abroad to jointly offer programs.

Another unique aspect of UGA has been a lack of a medical or engineering school. UGA is probably the only land-grant university without both. The group agreed that the UGA needs a school of engineering to be a truly comprehensive university. A school of engineering would provide more than the training of undergraduate students in the areas of engineering. It would also provide a source of collaboration for programs in the life sciences and many other programs offered by UGA and would extend the UGA’s public service and outreach efforts.

The television station recently purchased by the Grady College of Journalism makes UGA one of the few institutions with a television license and the community focus on WNEG. UGA will be able to use the broadcasting bandwidth to deliver outreach, research, and instruction to the whole state. This ability will enhance ongoing health initiatives at UGA. One concern here is the development of programming. At present, if a particular unit wants programming on the television station, they must pay for it and many are unwilling or unable to do so. Perhaps seed money will be needed to develop programming.

Another unique aspect of UGA is the strong collaboration of instruction, research. Examples include CURO program where undergraduates receive research training and service learning courses where students are engaged in the community as part of the undergraduate education. The Archway Project which engages UGA research and public service for community development just received a Kellogg Award.

A discussion was held on the uniqueness of the Odum School of Ecology and how its presence if fostering collaboration among many campus units (agriculture, forestry, etc.) for sustainability efforts. If UGA wants to improve its environmental sustainability, it will require collaborative efforts such as these to design buildings and systems that reduce the universities energy and water use.

By statute, newly elected officials in the state of Georgia are required to undergo training from the Carl Vinson Institute of Government. This is a unique situation with the University of Georgia and allows the university to have an impact across the state in many ways.

A discussion was held on how UGA could increase the number of graduate students. The general discussion centered on the perception that at present, there are not enough incentives for units across campus to have graduate students. The revenue models incentivize undergraduate education at the expense of graduate education.
Finally, a discussion was held on faculty and technology. The discussion centered around the thought that what ever the major goals of UGA are, an investment in increasing faculty numbers was essential. Excellent research, instruction, and public service require faculty. Tenure-track faculty numbers have been static over the past ten years with the addition of many new programs. In addition, investment in technology to support faculty research, instruction, and public service has been lacking at UGA. To move forward in the second decade of the 21st century, UGA will need to reinvest in technology. One example of this is distance education. UGA has lagged in its involvement in distance education. If UGA is to increase its access to citizens of the state, meet the demands of non-traditional students, and expand transfer of research and public service, technology investment will be required.

The meeting adjourned at 2:51 pm.
Strategic Planning Committee Meeting 31 July 2009


Meeting commenced at 1:35 pm

The focus of the meeting was on the role of research at UGA in the next strategic plan and at UGA in the next few years.

The discussion began describing the importance of faculty to UGA research. In 1999, there were 1299 tenured faculty and 465 on tenure track with 1269 faculty not on the tenure track. In 2008, there were 1268 tenured faculty with 408 on the tenure track and 1635 faculty not on the tenure track. A discussion was held whether tenure track faculty were as important to the research effort as research EFT since many non-tenure track faculty conduct research. UGA had 460.93 Research EFT in FY 2002 and 497.59 (7.9% increase) in FY 08 while instructional EFT went from 855.62 in FY 02 to 917.59 in FY 08 (7.2% increase) and public service rose from 54.08 in FY 02 to 66.11 in FY 08 (22.2% increase).

There seems to be a lack of understanding by the public and the legislature on the research mission of UGA. UGA needs to do a better job of explaining the importance of research not only for the research itself but by how the research endeavor influences instruction and public service.

The group decided we should focus on research EFT rather than the tenure track status of those doing research. However, separate from the focus on research, there was a statement that the strategic plan should address the impact the loss of tenure track faculty will have on UGA.

What are the research goals of the next ten years that will justify funding research endeavors at UGA?

There was an expression that state appropriations are for instruction and any of that money used for research should be leveraged to bring in external funding.

The discussion then turned to the importance of graduate education to UGA and to the research component of the university. Graduate student numbers have not increased as much as other institutions. The goal should be for graduate students to comprise 25% of the total student population. For 2008-09, 23.8% of the student body were graduate students or professional students. If one focuses on graduate students only, they were 19% of the total.
There was general consensus that UGA was not competitive for graduate students in terms of assistantships. A question arose on how many national graduate student awards, UGA graduate students earned.

It was mentioned that UGA should provide international opportunities for graduate students as we have done for undergraduates. However, the focus should be on obtaining research training from abroad, not just cultural experiences.

UGA has the potential to increase graduate student numbers at the Gwinnett, Griffin, and Tifton campuses. Student numbers at these campuses are outside of the enrollment cap. Ron Cevero sent me a report on graduate programs on the Gwinnett campus that I will send as another attachment. Graduate enrollment could also be increased on the Athens campus if more graduate courses could be offered in the evenings.

A discussion was held on the differential in formula funding for graduate students and others at UGA. The formula funding for credit hours is a formula for the state legislature to fund the Board of Regents. The Board of Regents can distribute to USG institutions as they see fit. It is also not always fully funded. Having provided some of the disclaimers, credit hours are broken in to five groupings (Group 1: Law, Letters, Library Science, Psychology, and Social Sciences; Group 2: Business, Communications, Education, Home Economics, Mathematics, Public Affairs, and Interdisciplinary Studies; Group 3: Agriculture, Architecture, Biological Sciences, Computer Science, Engineering, Fine and Applied Arts, Foreign Languages, Health Professions, Physical Sciences, and Technologies; Group 4: Learning Support Systems; and Group 5: Medicine, Dentistry, Veterinary Medicine). Within each grouping formula funds per credit hour are distributed depending on undergraduate lower division, undergraduate upper division, and graduate and professional. For FY 2010, Group 5 should receive $1,874 per credit hour; Group 4 would receive $67 per credit hour; Group 3 would receive $226 for lower division, $273 for upper division, and $1,064 per credit hour for graduate and professional; Group 2 would receive $160 for lower division, $181 for upper division, and $506 per credit hour for graduate and professional courses; and Group 1 would receive $137 for lower division, $188 for upper division, and $751 per credit hour for graduate and professional courses.

The university has an enrollment cap that includes undergraduate and graduate students, but does not include students at the Griffin, Gwinnett, and Tifton campuses. As a means to increase graduate enrollment, should the university look to exclude graduate students from the enrollment cap? Could offering more graduate courses in the evening for non-traditional students on the Athens campus increase graduate enrollment? The discussion then turned to factors limiting enrollment at UGA. Classroom utilization has increased since 2002, but is still lower than some other USG institutions. The limits to enrollment include: 1) housing since UGA requires freshman to live on campus, 2) teaching laboratories (Chemistry is the most critical and is currently >100% subscribed followed by biology; these
courses are required of all science students on campus and are a bottleneck to increasing enrollment in the sciences), 3) Human resources – faculty and staff to service extra students, and 4) research space for extra faculty.

A question was asked about the impact of undergraduate research at UGA (e.g. CURO program).

The discussion then turned to the overall goal of research at UGA. A description of existing research strengths were listed and areas to focus upon if UGA is to grow in its research stature. The overall goal of a research university should be to produce the next generation of creative thinkers.

The final discussion was on issues of faculty retention. These are: 1) competitive benefits packages, 2) competitive salaries, 3) developed program of spousal hiring, and 4) a university-wide sabbatical program.

The meeting adjourned at 2:52 pm.
Minutes of 25 August Strategic Planning Committee


Guests: Barbara White, Greg Ashley

Meeting began at 2:35 pm.

Dr. Barbara White, the CIO at the University of Georgia, provided a presentation on technology issues at UGA related to strategic planning. Her slide presentation is posted on the Strategic Planning web site.

Spending on central information technology at UGA is 25% lower than peer institutions and 50% of aspirational institutions.

The core IT structure at UGA needs to be able to accommodate future growth in students and particularly graduate students who by nature of their programs have higher research needs.

The underlying software that runs the student information system at UGA is 35 years old and desperately needs updating if UGA is to properly accommodate future student needs. The estimated costs for replacement is $13 million. Replacing this system is not an option if UGA is to maintain adequate student information services for registration and financial aid. Replacement may require innovative revenue streams.

A question was raised about technology needs of the libraries. The budget for the online journals comes from the libraries but the delivery to faculty, staff, and students requires adequate computing infrastructure. This demand will only grow in the future.

If UGA is to be more involved in distance education, a more robust technology infrastructure will be required.

The point was made the programs such as the medical program will require more technology infrastructure.

UGA is partnering with Georgia Tech, Georgia State, and the Medical College of Georgia to pool resources for research computing and for areas such as off-campus disaster recovery.

Meeting ended at 3:45 pm.

Guest: David Lee

Meeting was held at the Interim Medical Partnership Building. David Lee, Vice President of Research at UGA was the guest and provided his insights in to the future of research at UGA and answered questions concerning research at UGA.

An overview of UGA slipping in rankings as measured by Federal Expenditure on R & D was mentioned. At the time of the last strategic plan in 1999, UGA was ranked 84. The goal of the plan was to have UGA in the top 50. However, UGA had slipped to 104 in 2007, but in the most recent rankings has made it back to 94. It was mentioned that there are many facets of measuring research, but the most recognized standard is sponsored research and the most common measure is Federal R&D Expenditure.

Research funding has increased 29% in the past fiscal year.

Research is probably the biggest differentiator of where UGA is vis-vis aspirant institutions and where UGA wants to be in the future.

The lack of medical research and an engineering program contribute to lower rankings in this area, but does not account for a drop in rankings over the last ten years. UGA is almost alone among large state research universities without either a medical or engineering school.

What are the challenges for the research enterprise at UGA?

The lack of engineering and medical research program. The MCG-UGA partnership will be mostly an instructional enterprise for the next few years and will not contribute to research funding increase for the near future.

The lack of large multi-center, multi-faculty, multi-institutional grants.

The lack of an effective reward program for grantsmanship.

Not fully using the potential of institutes and centers to promote interdisciplinary research.

Grant support infrastructure.

Graduate students, particularly doctoral students.

What should UGA do to promote the research enterprise?
If the goal is improve UGA’s research ranking, it needs to be a campus-wide priority the way undergraduate instruction has been the past decade. Faculty hiring needs to be a priority and the hiring needs to be for areas where UGA has recognized or emerging research excellence. Faculty hiring should be a mix of established and young faculty so that research leadership is present. Only hire tenure track faculty with potential to contribute to research. Take full advantage of programs such as the Georgia Research Alliance.

Facilities need to be improved for some programs. The math and computational programs are in antiquated facilities. Chemistry and some life science faculty have sub-optimal conditions.

The separation of many institutions in research ranking is relatively small. Only $60 million separates UGA at rank 94 from Indiana University at rank 59.

A pool of money for hiring faculty for research areas that the institutions deems necessary should be provided.

Cluster hiring is an excellent means of building research excellence on campus. This has been done with a measure of success in the Infectious disease area where the BOR provided funds to hire seven faculty across three colleges to build a program in an area where UGA had established strength.

A question was asked about how humanities research fit into the overall research enterprise at UGA since they did not require large sponsored funding. A question was asked about how did humanities research at UGA rank compared to other peer and aspirational schools.

After the question and answer session, Danny Sniff provided some background on how the Interim Medical Partnership Building was configured for medical instruction and gave a tour.

The meeting ended at 5:00 pm.