



The University of Georgia

WARNELL 

SCHOOL OF FORESTRY & NATURAL RESOURCES

**STRATEGIC PLAN
2016 to 2025**



OUR COMMITMENT

We are committed to be world-class in all we do in teaching, research and outreach activities related to the conservation and management of our natural resources. Our programs emphasize the understanding of managed ecosystems throughout Georgia and the world.

Several hundred of our constituents provided insight in the development of this strategic plan which outlines our priorities for 2016 through 2025. This is a dynamic plan. I look forward to your suggestions on how we can achieve these goals and be even more relevant and effective.

We must build on our current strengths and seek to leverage the strengths of our many partners and the advantages of the region where we are located. We can serve the globe, but we must serve Georgia first.

Sincerely,



W. Dale Greene
Dean

A PROCESS TO CONNECT

During the fall of 2013, Dean Mike Clutter commissioned a strategic planning process for the Warnell School of Forestry and Natural Resources. The School's current plan was scheduled to end in 2015.

The dean appointed a committee of industry leaders, faculty and staff to guide the process. The committee held an orientation meeting in December 2013 to identify key constituents and to discern environmental and background data that would help give context to planning decisions.

During the strategic planning process, the committee obtained input from surveys, focus groups and interviews to gain beneficial insight from more than 350 stakeholders, including:

- Faculty
- Staff
- Industry leaders
- Alumni
- Donors
- Board members

Warnell's planning process paused with the resignation of Dean Clutter in November 2014, but was resumed by Dean Dale Greene with his appointment in June 2015. Dean Greene added members to the committee, and the strategic plan's five original priority areas were integrated into the seven priority areas used in UGA's strategic plan for 2010-2020, Building on Excellence. In addition, Warnell added priorities relating to alumni relations, communications and development.

A draft of the Warnell strategic plan was reviewed by the dean and his senior team, and additional background and environmental data were compiled. The committee held a final meeting in December 2015 where it approved the strategic plan.

The plan guides the school for the next ten years, with a particular emphasis on the first five. Longer horizons include projects that may require capital programs.

Planning is a dynamic process and since the December 2015 meeting faculty, staff and the planning committee continued to provide insight to finalize the plan and ensure it is made actionable through measurable objectives. The school's senior team have each taken an area of responsibility to oversee these objectives. The plan will be reviewed regularly with a formal annual benchmark and regular reports to key constituencies.

RICH HISTORY, RELEVANT TODAY

Founded in 1906 as the Peabody School of Forestry, the Warnell School of Forestry and Natural Resources is committed to providing teaching, research and outreach activities related to the conservation and management of our natural resources.

A regional and national leader, the School is ideally situated, offering easy access to the three major provinces of the Southeast: the coastal plains, the piedmont and the mountains.

In 1991, the School of Forest Resources was renamed in honor of the late Daniel B. Warnell, a native Georgian who was involved in the farming and timber enterprises. He also served in the Georgia House of Representatives from 1931 to 1937 and in the Georgia Senate from 1937 to 1939.

Today, Warnell's programs emphasize the understanding of managed ecosystems throughout Georgia and the world. The School's 64 faculty members and 100 support staff are focused in four primary areas of expertise:

- Fisheries and Wildlife
- Forestry
- Natural Resources Recreation and Tourism
- Water and Soil Resources

The Warnell Faculty play active rolls in academics, industry and public service, and their scientific and technical knowledge has led to significant achievements in regional, national and international research.

A LEADER FOR GEORGIA'S NATURAL RESOURCES

Georgia is the largest state east of the Mississippi River and leads in the production of pulp and paper as well as building products. More than 65 percent of the state or approximately 24 million acres is forested and 90% of this is privately owned. These forests support a forest industry that annually adds nearly \$30 billion to Georgia's economy while providing critical environmental benefits including wildlife habitat, clean air and water and protection of our soils.

Georgia's abundant water supplies provide not only drinking water but also recreational areas ideal for swimming, fishing and boating. Georgia's water also generates hydroelectric power.

DEVELOPING TOMORROW'S LEADERS

Warnell offers a variety of degrees including a Bachelor of Science in Forest Resources, Master of Science, Master of Forest Resources, Master of Natural Resources and Doctor of Philosophy. With approximately 350 undergraduates and 190 graduate students – representing 10 countries and 28 U.S. states – the School provides training for those interested in careers in natural resources management.

Its undergraduate programs include:

- **Fisheries and Wildlife**

Fisheries and Wildlife majors (Aquatic Sciences) develop a strong background in the biological and managerial aspects of the fisheries profession and obtain an education that meets the professional certification requirements recommended by the American Fisheries Society. Fisheries and Wildlife majors (Wildlife Sciences and Pre-vet) study the biological and ecological conditions required for maintenance of healthy populations of game, non-game and endangered species, and learn how to manage their environments to meet wildlife conservation objectives; they also obtain an education that meets the professional certification requirements recommended by The Wildlife Society.

- **Forestry**

Forestry majors study how to sustainably manage forestlands to meet society's demands for wood, clean water, wildlife habitat, recreation, conservation of forest flora and fauna and climate amelioration. They also obtain an education that is accredited by the Society of American Foresters.

- **Natural Resources Recreation and Tourism**

Natural Resources Recreation and Tourism majors gain practical skills needed to identify, understand and manage complex human-environment issues. Study emphasizes historical developments, developing services and programs, managing for recreational impacts and recognizing the importance of sustainable development.

- **Water and Soil Resources**

Water and Soil Resources majors emphasize assessment, conservation and rehabilitation of the soil, water and wetland components of the natural landscape.

The Warnell graduate program offers four degrees: MFR, MNR, MS and PhD. Graduate degree programs include:

- Environmental Systems
- Fisheries and Aquaculture
- Forest Biology
- Forest Business
- Forest Management
- Natural Resources Recreation and Tourism
- Spatial Information Technology
- Wildlife Ecology and Management

WARNELL SCHOOL'S PHYSICAL RESOURCES

The Warnell School of Forestry and Natural Resources is housed in a complex of four buildings on the south campus of the University of Georgia. Located in the nearby Whitehall Forest are experimental fish ponds, white-tailed deer pens and wildlife laboratory, fisheries laboratories, the Aquatic Biotechnology and Environmental Lab, a tree nursery, modern greenhouses, a wood utilization and plant sciences building and Flinchum's Phoenix. There are also 750 acres of working forest that is managed to provide a sustainable supply of teaching environments used across all four disciplines.

The School manages more than 24,000 acres of forested land located throughout the state. State-owned lands managed by the School include:

- B. F. Grant Memorial Forest
- Cohutta Fisheries Center
- Denmark Forest
- Hardman Memorial Park
- Oconee Forest Park
- Thompson Mills Forest (State Arboretum)
- Watson Springs Forest
- Whitehall Forest

The School also manages a number of properties that were given to the University of Georgia Foundation as gifts to the Warnell School of Forestry and Natural Resources. These include:

- Charles Terrell Memorial Timber Farm
- Wheatley Tract
- Dorothy Warnell Research, Education and Demonstration Forest

The School's additional research facilities include:

- Aquatic Biotechnology and Environmental Laboratory
- Aquatic Toxicology Lab
- Fiber Supply Assessment
- GIS and Spatial Analysis Lab
- Tree Health Care Outreach Laboratory
- Wildlife Damage Laboratory

STRATEGIC PLAN (2016 – 2025)

WARNELL SCHOOL OF FORESTRY AND NATURAL RESOURCES

Vision:

The Warnell School seeks to advance its position as a global leader in each of its natural resource disciplines as measured by the productivity and impacts of its teaching, research and outreach programs.

Mission:

To prepare leaders in the management and sustainable use of natural resources, to discover ways to conserve and better use the earth's natural resources and to effectively deliver current research-based information to natural resources professionals and the public.

I. Building on Excellence in Undergraduate Education

- Strengthen the quality and reputation of the Bachelor of Science in Forest Resources program by maintaining a professional curriculum with the flexibility to address changes in natural resource management disciplines
- Enhance professional development opportunities for students
- Evaluate opportunities for academic program expansion
- Maintain and increase the quality of Warnell students
- Increase the diversity of Warnell School students to better reflect the demographics of Georgia
- Increase pre-professional and professional enrollment to match Warnell's capacity for undergraduate instruction in terms of advising, lectures, laboratories and field trips

II. Enhancing Graduate and Professional Programs

- Continue to attract high quality students to match Warnell's capacity for teaching and mentoring at the graduate and professional levels

III. Increasing Productivity in Proven and Emerging Areas of Research

- Maintain or increase amount of high quality/high impact research
- Increase collaborative research among all disciplines in the Warnell School to take advantage of synergies for competitive funding opportunities
- Increase extramural grants for research

IV. Serving the Citizens of Georgia, the Southeast, and the Nation

- Be recognized nationally as a provider of expertise to natural resource landowners and managers in the Southeast
- Increase the visibility and productivity of Warnell Service and Outreach programming
- Increase the visibility and recognition of the Warnell Continuing Education program

V. Improving Faculty and Staff Recognition, Retention, and Development

- Increase gender, racial and ethnic diversity of faculty and staff
- Enhance faculty and staff teamwork
- Enhance faculty and staff recognition
- Regularly review faculty and staff needs in key functions
- Provide adequate faculty/professional support
- Maintain competitive compensation through multiple funding sources, including fundraising, grants and collaborations, and consider alternative resources

VI. Improving and Maintaining Facilities and Infrastructure

- Develop space plan to better serve students, conduct research and outreach and to attract and retain quality faculty
- Establish system to annually evaluate computing and instructional technology needs

VII. Improving Stewardship of Natural Resources and Advancing Campus Sustainability

- Maximize sustainable financial returns from School-managed lands while strategically integrating the needs for research, teaching and conservation

VIII. Increasing Engagement of Warnell Alumni and Supporters

- Increase alumni involvement in the School
- Increase representation and involvement from alumni and young alumni boards
- Enthusiastically encourage all Warnell supporters to attend alumni and other School events and provide opportunities for non-alumni with interests in Warnell programs to participate, contribute and provide input

IX. Securing Funds Needed to Fulfill Mission

- Increase annual giving
- Expand the Warnell School's endowments for faculty chairs, fellowships, undergraduate scholarships and graduate assistantships
- Secure capital funding to enhance the learning environment
- Engage faculty in giving

X. Improving Communications

- Enhance external communications to ensure that Warnell is recognized as the global leader in each of its natural resource disciplines
- Enhance internal communications to improve communication among disciplines and among faculty and staff within the Warnell School

WARNELL SCHOOL STRATEGIC PLANNING COMMITTEE

Tiffanie Starr, *Co-Chair*
Senior Acquisitions Manager
Timberland Investment Resources

Robert Warren, *Co-Chair*
Josiah Meigs Distinguished Teaching Professor
Wildlife Ecology and Management

INDUSTRY AND AGENCY LEADERS

Jim Barrett
Woodlands Manager
Langdale Company

Pete Madden
CEO, United States Operations
Drax Biomass

Andy Barrs
Managing Partner
Principle Centered Investments

Bill Miller
Vice President
F&W Forestry Services, Inc.

John Biagi
Chief of Fisheries Management
Georgia DNR

Todd Mullis
General Manager- Wood Procurement
Interfor

John Bowers
Chief of Game Management
Georgia DNR

Jim Ozier
Program Manager
Georgia DNR

Tony Cascio
Sr. Vice President, Investments
Resource Management Service, LLC

Tom Reed
Vice President, Resources- Atlantic South Region
Plum Creek

Jesse Johnson
Agent
Southern Land Exchange

Tommy Sasser
Retired

Erin Lincoln
Project Manager / Hydrologist
TetraTech

Brian Stone
Appraisal Services Manager
Forest Resource Consultants

FACULTY AND STAFF LEADERS

B. Bynum Boley

Assistant Professor, Natural Resources Recreation and Tourism

Robert Bringolf

Graduate Coordinate and Associate Professor, Fish Biology and Ecotoxicology

Steven Castleberry

Associate Dean of Academic Affairs and Professor, Wildlife Ecology and Management

Richard Chandler

Assistant Professor, Wildlife Management

Robert Cooper

Professor, Wildlife Ecology and Biometrics

David Dickens

Professor, Forest Productivity

W. Dale Greene

Dean

Bridget Harden

Director of Development

Matthew Head

Faculty, Academic, and Administrative Support Coordinator

Sonia Hernandez

Associate Professor, Wildlife Disease

Michael Hunter

Director of Lands and Facilities

Robert Izlar

Director, Harley Langdale, Jr. Center for Forest Business

C. Rhett Jackson

Professor, Hydrology

Michael Kane

Professor, Quantitative Silviculture and Director, PMRC and UGA CAFS

Sandi Martin

Public Relations Coordinator

Michael Mengak

Associate Dean of Service and Outreach and Professor, Wildlife

Scott Merkle

Associate Dean of Research and Professor, Forest Biology

Morgan Nolan

Technology Director

Emily Saunders

Director of Alumni Relations and Student Leadership

Anuj Sinha

Director of Finance and Administration

Susan Wilde

Assistant Professor, Aquatic Sciences



Warnell School of Forestry and Natural Resources

180 E Green Street

Athens, GA 30602-2152

706.542.2686

forestry.uga.edu