

Annual Report to Donors

2012-13

The University of Georgia

We are  
UGA



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TERRY COLLEGE OF BUSINESS





# letter from the 21st president



It has been an honor and a privilege to serve as president of the University of Georgia these 16 years. Together, we have moved UGA into a place of prominence among America's great public universities, all while focused on a mission of serving the people of Georgia through teaching, research and public service.

What I value most from my time in this office are the relationships I have developed with the people who care deeply about this place. The chairs of the Foundation throughout my time here have been true servants of the university, focused on the mission and working to secure the financial resources to support it. The members of the senior administrative team have worked very hard to secure the future of Georgia's flagship university. And the personal staff in the Office of the President are among the most committed people I know.

Our successes have been team successes, and I am grateful to everyone who played a part.

Mary and I have enjoyed being a part of this grand adventure. UGA will always have a treasured place in our hearts.

A handwritten signature in black ink that reads "Michael F. Adams". The signature is written in a cursive, flowing style.

Michael F. Adams  
21st President, 1997-2013













# letter from the 22nd president



It is a dream come true for this UGA alumnus to be given the opportunity to serve as the institution's 22nd president. I take the stewardship of America's first state-chartered university seriously and pledge to build on the success that your financial support has made possible in recent years. Together we can reach new heights.

This Annual Report outlines the objectives of "Building on Excellence," the strategic plan for UGA through the year 2020. That plan identifies a number of academic areas that are crucial to the continued success of the university, and while we receive generous state funding to support these initiatives, private financial support also will be crucial to the success of the plan.

I am confident that we will receive the level of financial support necessary to give Georgia the flagship institution it deserves. It gives me great confidence to see the growing understanding among UGA's alumni and friends that those who care deeply about this institution have a responsibility to support it financially. As you will see in this report, that support has grown significantly in the past decade, and I am deeply grateful.

The opportunity to lead this great university is a challenging and exciting one, and I look forward to working with you to accomplish our many goals.

A handwritten signature in black ink that reads "Jere W. Morehead". The signature is written in a cursive, flowing style.

Jere W. Morehead  
22nd President

# letter from the outgoing chair



On behalf of the board of trustees of the UGA Foundation, I am writing to thank you for your generous support of the University of Georgia. As the flagship institution of the State of Georgia, our university plays a unique and important role in the strength of the state. Each gift represents a personal commitment to the mission of this great institution, and as the chair of the UGA Foundation, I take the stewardship of those gifts very seriously. You have asked us to do good with what you have given, and I believe that we have.

Serving as chair of this board has been one of the highlights of my life. I have loved the University of Georgia for as long as I can remember, and the institution is an important part of my family's life. But I have learned more about UGA during my time on the board than I ever could have imagined.

The most important thing that I have learned is that, in these uncertain economic times, private financial support becomes even more crucial. Your gifts, your pledges, your bequests help insure that the UGA we have known and loved will be there for future generations, ensuring the development of a leadership class for the state for decades to come.

The board and I are very grateful to you.

A handwritten signature in black ink that reads "Bill Young, Jr." in a cursive, flowing script.

William D. Young, Jr.  
Outgoing Chair, UGA Foundation













# letter from the incoming chair



I am honored to serve as the chair of the board of the UGA Foundation during the 2013-2014 academic year. It will be our task as a board to help secure private financial resources in support of the university's strategic plan and to continue preparation for a comprehensive fundraising campaign. Each of those tasks will require the ongoing assistance of UGA's 280,000+ alumni as well as its many friends and supporters. Collectively your gifts support the students, faculty, staff and facilities that make UGA one of America's great public universities.

The strategic plan outlined in this report and the campaign designed to generate the financial resources to support its implementation will drive the Foundation's agenda in the coming years. While state support continues to be an important element of the UGA budget, strong private support will allow the President and senior administration to address particular needs on campus, such as scholarships and professorships.

We are grateful to you for your generous support and look forward to many more years of success at the University of Georgia.

A handwritten signature in black ink that reads "John Phinizy Spalding".

John Phinizy Spalding  
Incoming Chair, UGA Foundation



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*To move into the ranks of the world's elite research universities, UGA must improve its research and graduate (particularly doctoral) programs to match the previous advances with undergraduate education.*

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## Introducing the University's Strategic Plan for 2020

The hallmarks of the UGA 2020 Strategic Plan are a clarification call to improving research and graduate education, while preserving and enhancing recent gains in undergraduate education and continually improve in key areas of our mission and institutional commitments.



## Improve Research and Graduate Scholarship

UGA must now improve its research and graduate (particularly doctoral) programs to match the previous advances in undergraduate education. Although UGA has a number of highly ranked graduate and professional programs, the gap between undergraduate and graduate standings is what most differentiates UGA from America's top-tier state universities. In addition, the output of UGA's research enterprise heavily influences its status in world rankings of research universities.

This first hallmark of the 2020 Strategic Plan uses a multifaceted approach to accomplishing these overriding goals.

### Recruit World-Class Faculty

The most critical is to recruit aggressively world-class research faculty, particularly in strategic growth areas such as public health, human medicine, and engineering. Among these new recruits should be members of the National Academy of Sciences or other highly successful senior faculty who can help to either expand or create new centers of research excellence.

### Expand Graduate Enrollment

But expanding the research faculty alone is not sufficient. Because quality research and quality graduate programs are virtually synonymous, it will also be necessary to expand graduate enrollments and to increase per capita support for graduate students in a number of disciplines. To take the next leap in reputation, UGA must be prepared to invest appropriate funding and other resources to attract and retain the best faculty and graduate talent.

### Upgrade Existing Facilities

A supporting theme reflects the urgent need to improve existing facilities and to create new quality space for research and scholarship in the Science, Technology, Engineering, and Mathematics (STEM) disciplines. It will be difficult if not impossible to recruit the necessary research faculty without significant expansion and modernization of research facilities. Across campus there must be increased investments in research infrastructure, including in core facilities, major equipment, and IT/computing resources.

### Continually Improve Undergraduate Education

The push to improve research and graduate education should not and must not equate to a de-emphasis on undergraduate education. UGA can advance as a leader among comprehensive national/world research universities only by continuing to improve the quality and scope of its undergraduate programs, which position the University

to compete for the best and brightest students in Georgia and across the country. High priorities are to emphasize problem solving, collaboration, and critical thought in the curriculum—activities that are consistent with and supported by another priority: increasing opportunities for undergraduates to engage in faculty research. Expanding and improving UGA research programs will obviously help in meeting this priority and will provide our students with a richer palette of educational opportunities at the undergraduate level.

### Increase Interdisciplinary Research, Teaching, and Service

The 2020 Plan also reflects the consensus view that UGA must increase the level of interdisciplinary research, teaching, and service across campus, and emphasizes the need to provide and promote interdisciplinary and joint degree experiences for graduate students, as well as the need to encourage strategic, interdisciplinary research across college boundaries.

## Strengthen UGA's Land-Grant and Sea-Grant Missions

A priority of the plan is to find new ways to carry the resources and expertise of the University into the state and provide leadership and skills to help communities, the private sector, and governments thrive in the 21st century. UGA is poised to address Georgia's most daunting issues: economic development and job creation, public health and obesity, and water resources and the environment.

## Deepen Global Connections

Several Strategic Directions of the 2020 Plan highlight the importance of expanding and deepening UGA's global connections. International education and service learning efforts will raise UGA's profile around the globe while providing new opportunities for all three missions—instruction, research and service.

## Improve Areas of Sustainability and Diversity

Two other themes emerge in the 2020 Plan: sustainability and diversity. First, a comprehensive set of recommendations will allow UGA, which was after all the home of the pioneering ecologist Gene Odum, to emerge as a model institution and national leader in research and implementation in this important area. Second, the Plan addresses the need to diversify the UGA faculty, student body, and staff through a series of steps. Although much has been accomplished in this regard, the University does not yet adequately reflect the diversity of the state it serves.







First-Year Odyssey Class touring  
the Georgia Museum of Art

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*The challenge is to match the recent improvements in the undergraduate experience at UGA in the graduate experience...*

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## Teaching for a World-Class Learning Experience

**T**eaching is the core element of the academy, the factor around which the rest of the institution is constructed. The relationship between professor and student, much more than the simple transfer of existing knowledge from one person to another, is the defining characteristic of the university.

At every land-grant university in America, it is the first of the tripartite mission of “teaching, research, and public service.”

UGA’s strategic plan for the year 2020, “Building on Excellence,” honors this fact by placing the undergraduate experience and graduate and professional education as the first two planks in its articulation of a vision for the University of Georgia. The challenge is to match the recent improvements in the undergraduate experience at UGA in the graduate experience—which will accrue to the overall reputation of the university’s research program.



*We are fortunate to have faculty here who are truly committed to teaching. At every turn, they have said 'Yes' to teaching and stepped forward to embrace it as essential to their role at UGA.*



“Over the past quarter century, the University of Georgia has dramatically improved its reputation for undergraduate education and scholarship. While other factors have contributed, the largest reputational gains are due principally to the steadily escalating credentials of each freshman class, improvements in the undergraduate experience, an outstanding Honors Program, the HOPE Scholarship, and the remarkable record of major national scholarships won by UGA students.

“Now, the University is poised to make a similar leap with respect to its reputation for world-class research and graduate scholarship,” reads the report.

Teaching and teachers are infused in this strategic report in both overt and implied statements. It is the element that unites the entire institution, and Laura Jolly, Vice President for Instruction, thinks that is eminently appropriate.

“Dedicated faculty are at the heart of quality instruction at UGA,” she says. “We are fortunate to have faculty here



Foundation Fellows Geales Goodwin (l) a sociology student and Tracy Yang, (r) an anthropology student and Rhodes Scholar, discuss items in the anthropology lab in Baldwin Hall.





As an instructor of human and animal physiology, veterinary endocrinology, and veterinary physiological chemistry, Josiah Meigs Distinguished Teaching Professor Wan-I Oliver Li teaches hundreds of undergraduate students each year.

who are truly committed to teaching. At every turn, they have said ‘Yes’ to teaching and stepped forward to embrace it as essential to their role at UGA.

“Our motto starts with ‘to teach,’ so UGA has an historic commitment to quality instruction. It is essential to our mission.”

The Foundation Fellowship, UGA’s top academic scholarship, has both attracted exceptional students to campus in its 41 years and built a tradition of success in national and academic scholarship competitions such as the Rhodes, Truman, Gates-Cambridge, and others.

“Foundation Fellows not only model academic excellence, but they also provide important leadership, and service—both

on and beyond campus. Their example inspires the students around them, especially other students in the Honors Program, as well as the faculty who work with them,” says David Williams, Director of UGA’s Honors Program. “It is no wonder that Foundation Fellows have received so many nationally competitive awards in recent years, including a total of seven Rhodes scholarships, with four in the past six years. This level of success contributes in a powerful way to institutional prestige and illustrates that UGA students can compete with the best students anywhere.”

An innovative program already in place—and which will continue with the implementation of this strategic plan—

is the First-Year Odyssey (FYO), which places every first-year student in a small, seminar-style class with a member of the UGA faculty. Developed as part of the university’s SACS accreditation reaffirmation process and launched in the fall of 2011, FYO has been as popular with the faculty as it has been with students. Each term there have been more seminars proposed by faculty than there have been slots and students available. Both president Jere W. Morehead and former president Michael F. Adams are among the more than 300 faculty who have taught FYO seminars.

Jolly sees the First-Year Odyssey as part of what she likes to call the “Engage. Experience. Explore.” model of the edu-





Students from Terry College's Institute for Leadership Advancement hike with Masai guides in Tanzania, Africa, as part of a study abroad experience.

cational experience. “We want to create an environment for learning,” she says, “with faculty continuing to learn new ways of teaching and students challenging themselves to learn in new ways.” It is a comprehensive approach to the core function of the university, one that takes advantage of all the institution’s resources to create a constantly evolving learning environment.

As a large public research university, UGA’s graduate and professional programs are what drive its academic reputation among peer institutions.

“Graduate students are the intellectual legacy of the University of Georgia,” says Maureen Grasso, dean of the UGA Graduate School. “The University’s commitment to excellence in teaching, research, and public service is closely intertwined with graduate education, which provides the foundation for the teaching of undergraduate students, the means for making discoveries in laboratories and in the field,





First-year Medical Partnership students Grace Yaguchi, Michael Lou and Sallie McSwain stroll down Prince Avenue in front of the Health Sciences Campus.

and the efforts to improve daily life for the people in Georgia and beyond. Graduate education prepares our students to be the leading researchers, entrepreneurs, teachers, and artists who will ensure the economic competitiveness and quality of life for all of us.”

The second plank of the strategic plan—Enhancing Graduate and Professional Programs—puts graduate and professional education at the heart of the university’s aspirations: “Innovation and growth in [these] programs must be central to the University’s development over the next decade.” Without top-quality programs, UGA will not become the institution envisioned in the strategic plan. It also articulates the steps UGA must take to match the quality of the undergraduate experience in its graduate programs, linking the two, saying that “strong graduate and professional programs define the climate of rigorous and critical thought that fosters vibrant undergraduate programs.”

Undergraduate and graduate education at UGA, then, will support each other rather than compete.

“We want our graduate and professional students to gain the knowledge, skills, and experience to make a real difference in the world by addressing and solving our complex societal problems. To this end, we need to attract, retain, and support the very best students,” says Grasso. “Financial aid for graduate education is becoming a necessity. The reputation of UGA’s graduate and professional programs will rise as we attract exceptional students and faculty members and as they make significant contributions to address issues such as obesity, energy, climate, and water through their scholarship.”

One focus of the strategic plan is to increase the level of interdisciplinary research, teaching and service across campus, which already happens in the Complex Carbohydrate Research Center, for instance, but which must become

available to more UGA students in more areas. Such collaborative learning, the plan’s writers assert, more fully prepares students, undergraduate and graduate, to become leaders in addressing the complex challenges of the 21st century and thus “spans multiple strategic directions and is one of (the plan’s) hallmarks.”

A companion plank to that is attention to the “grand challenges” facing Georgia, which the land-grant mission obligates the university to address. Among those issues are economic development and job creation; public health and obesity; and water resources and the environment. Experts in each of these areas are already on the UGA faculty, and student interest in them is increasing. Recent changes in the academic structure of the university—such as the establishment of the School of Public and International Affairs, the College of Environment and Design, the College of Public Health, and the Odum School of Ecology—have positioned the institution to apply its intellectual capital to the needs of the state.

Global awareness and the ability to move, work and socialize in other cultures are features of the plan as well. “For the United States to continue to be an educational and economic leader globally, U.S. university students will need exposure not only to the subject matter of their disciplines, but also to the world. Specifically, in order to succeed our undergraduates must become effective international citizens.” With three UGA-owned residential study abroad facilities and multiple affiliate programs available to UGA students, there are ample opportunities for UGA students to explore the world that awaits them.

Teaching with a purpose: to graduate people with expertise in their disciplines but also to prepare them to lead and to serve in the grand tradition of those who came before them—that is the vision of teaching in the 2020 strategic plan.

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*Identifying, recruiting, hiring and retaining world-class research faculty will be a focus of the coming decade and a primary goal of the university's comprehensive campaign.*

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## Research for the 21st Century



*The research team in UGA's Honey Bee Program are working to identify the cause of honey bee decline.*

**T**he concluding phrase in the University of Georgia's motto defines concisely the role of research—"to inquire into the nature of things." At its heart, a university is a place of curiosity, of asking questions and seeking answers, of wonder and discovery—and also a place where students are imbued with the lifelong passion to ask and answer questions. "Building on Excellence," the strategic plan for the year 2020 at UGA, recognizes the importance of research with this statement: "Great universities are distinguished by world-class research."







Georgia Research Alliance eminent scholar and CDD director Dr. Vasu Nair (l) works in the lab at the Center for Drug Discovery with research professional Dr. Maurice Okello as they pursue the center's goal of promoting research and discovery in the battle against infectious diseases.

*“ Together with our vision to be a leading university internationally, it is incumbent upon UGA to provide leadership concerning unprecedented environmental challenges. ”*

“Both the Strategic Plan 2020 and its developers recognize that while UGA has made great strides with respect to undergraduate education, its research and graduate programs—despite having some notable strengths—are not as robust overall as those of our aspirational universities,” says Vice President for Research David Lee. “This matters in part because of the strong links between research strength and capacity, and economic development. If UGA is to truly be on par with these and other leading state flagship universities around the country, then we must strive to improve both our research prowess and our graduate programs. In fact, these two are inextricably linked: state-of-the-art research attracts outstanding graduate students and outstanding graduate students help to drive state-of-the-art research.”

It is the people—the faculty, the graduate students, the research technicians—who drive the enterprise and make

research at UGA important and relevant. Identifying, recruiting, hiring, and retaining world-class research faculty will be a focus of the coming decade and a primary goal of the university’s comprehensive campaign. Specifically, UGA will “recruit high-impact, ‘star’ faculty to grow existing centers of excellence and create robust new ones, enhancing UGA’s reputation for research and scholarship.”

“Ultimately, our research is only as good as our faculty, and so we need to continue to recruit the very best talent we can, beginning with the young faculty who will be the future of the university,” says Lee. “But it will also be important to recruit seasoned faculty—world-class leaders who have already proven their ability to establish internationally prominent programs and to assemble and direct teams of researchers drawn from multiple disciplines.”

Investing in such faculty requires a dedicated recruitment effort and, more importantly, the financial resources to

be competitive for top academics, scholars and researchers in an international market. UGA’s aspirations to be one of America’s best public research universities will be filled only if the public and private resources match the desire.

To become the type of research university to which the plan aspires, UGA must develop not only the world-class research faculty described above, but also the infrastructure which supports them. Today there is a great disparity among UGA’s research facilities. While we have some modern, attractive, and functional research buildings, including the Coverdell Center, the Complex Carbohydrate Research Center, and new wing of the College of Pharmacy Building, the majority of our research units are housed in buildings that were constructed in the 1960s space-boom-era. The simple fact is that leading research, especially in the sciences, requires the most current facilities. Without such facilities UGA cannot

Georgia Regents University and the University of Georgia have partnered to create a four-year medical education program in Athens to help alleviate a statewide shortage of physicians that threatens the health of Georgians.





attract or retain world-class faculty if they must work in outdated space.

As important as the faculty and physical infrastructure are the organizational decisions UGA has made in recent years to position its academic units more effectively to conduct research that addresses Georgia's most serious challenges, including the health arena. The still relatively new College of Public Health, one of the university's fastest growing research units, is focused on threats to the health of Georgia's population ranging from infectious diseases to workplace hazards to obesity. The College is working collaboratively with expanding human health research programs in the Colleges of Pharmacy, Veterinary Medicine, and Arts and Sciences to mitigate these and other challenges. And while the GRU-UGA Medical Partnership, housed on the new Health Sciences Campus with the College of Public Health, is for the first time educating physicians in Athens with the intention of addressing the physician shortage in Georgia, we expect that it will develop clinical research programs over time.

"These developments, supported by the Strategic Plan, will ensure that UGA has a positive impact on the health of our State—and by extension on the state's finances and opportunities for economic development," says Lee. "The Plan also recognizes the key role that new initiatives in public health, human medicine, and engineering will play. This is matters not only because of the new resources and accolades it brings, but more importantly because it will enable UGA to have a significant, positive impact on the health of our State—and by extension on the state's finances and opportunities for economic development," says Lee.

Of equal importance to the health initiatives at UGA is the formation of the new College of Engineering which will link research going on in many university laboratories and offices to the marketplace, through the development of practical devices and processes. "This matters because advancing our research for the benefit of Georgia's citizens is and should be what UGA is all about."

Research at UGA also serves the state through its role in Strategic Direction VII: Improving Stewardship of Natural



Research teams from UGA's Marine Institute on Sapelo Island study the coastal processes and unique ecosystems on Georgia's barrier islands.

Resources and Advancing Campus Sustainability. Since John Milledge's purchase of 633 acres along the banks of the Oconee River in 1801, the site that became the UGA campus, this institution has been closely tied to the land. Through research that improves agricultural production and processes, to forestry management techniques and practices, to stream, river, and coastline management advice, UGA's expertise is tied to the abundant natural resources of this state.

"The University of Georgia is committed by its land- and sea-grant missions to serving the people who live and work in Georgia," Lee adds. "Together with our vision to be a leading university internationally, it is incumbent upon UGA to provide leadership concerning unprecedented environmental challenges," reads the plan. "A sustainable university acts as a living laboratory where sustainability is researched, taught, tested and constantly refined."

In the words of the old saying, charity begins at home. UGA must commit to practices that demonstrate good stewardship of natural resources and an awareness of the vulnerability of our environment before it can effectively articulate those principles more broadly. UGA's campuses "should be examples to others in reducing their

environmental footprint to the greatest extent possible."

The plan encourages this approach by including specific measures to reduce the use of fossil fuels to specific targets by 2020; update the design and construction guidelines to incorporate, implement and monitor sustainable design strategies, including Leadership in Energy and Environmental Design (LEED) and Sustainable Sites Initiative standards when appropriate; integrate sustainability into the student experience; enhance the coordination, support and awareness of sustainability efforts by establishing a coordinating body; encourage the further development and use of mass transportation both to and on campus; demonstrate a commitment to sustainability through reduced potable water usage, decreased waste and increased use of sustainable and locally grown foods; and develop and implement a process for evaluating opportunities for on-site renewable energy in capital projects.

The continuous process of generating new knowledge—and the application of that knowledge in the market and to the issues of society—is a hallmark of the great public university. UGA's strategic plan lays out a vision for continuing that critical function through faculty, facilities and a focus on Georgia's grand challenges.



# Serving the Citizens



*Today, nationally recognized service programs extend UGA resources throughout the state and internationally to help solve problems, plan for the future, improve quality of life and position Georgia's communities and businesses as economic players in the global economy.*





The University of Georgia Archway Partnership benefits the town of Moultrie, Georgia by having faculty and students directly involved with the community to meet its needs.

**A**t the heart of the land-grant university's mission is service to its home state. Articulated in the Morrill Act, signed by President Abraham Lincoln in 1862—during the Civil War—and establishing at America's great public universities a network of institutions charged with improving the lives of the people in their home states, the land-grant mission, which takes its name from the granting of federal lands to the states for the purposes of endowing such institutions, imbues virtually every aspect of the University of Georgia today.

Justin Morrill, the Vermont senator who drafted the legislation, said that “the fundamental idea was to offer an opportunity in every state for a liberal and larger education to larger numbers.” That was revolutionary thinking at a time when higher education was small, exclusive and primarily church-affiliated. Morrill believed that higher education could and should offer transformative opportunities to more people and to the states themselves. His legacy is an honorable trust, held today by everyone associated with the University of Georgia, and prominent in the strategic plan for the year 2020.

In “Serving the Citizens of the State of Georgia and Beyond,” the plan's authors write, “Serving the people of Georgia is the University's longest tradition, established at UGA's founding as the country's first public university and later formalized by its land- and sea-grant status. Today, nationally recognized service programs extend UGA resources throughout the state and internationally to help solve problems, plan for the future, improve quality of life and position Georgia's communities and businesses as economic players in the global economy.”

This, then, is the 21<sup>st</sup> Century vision of Public Service and Outreach.

“UGA's strategic plan recognizes our role in serving the State of Georgia and beyond as a strategic priority. It is a renewal, if you will, of the university's commitment to helping Georgia prosper through the public service and outreach work that is at the heart of a land- and sea-grant university,” says Jennifer Frum, vice president for Public Service and Outreach. “Through our dynamic, well-established, and nationally recognized Public Service and Outreach programs, we are positioned to continue expanding and strengthening the university's partnership with the state and its communities to help create jobs, develop leaders, and address pressing issues.”

UGA's Public Service and Outreach efforts already touch every county in the state and millions of Georgia's citizens every year through programs such as:

## Archway Partnership

The Archway Partnership establishes long-term relationships with selected communities to identify the issues they face and coordinates providing UGA faculty, staff and other resources to help them address their community and economic development needs. Eight counties in Georgia participate; two have already graduated from the program.

## Carl Vinson Institute of Government

The Carl Vinson Institute of Government provides training and development, specialized assistance, and data-driven studies to help governments throughout Georgia and the world become more efficient, more responsive, and better managed.

UGA students have many opportunities to participate in service and outreach programs that will enhance their academic learning and personal growth while serving their local, national and international communities.





Helping Georgia's aquatic industry is a key function of UGA's Marine Extension Service (MAREX) and an impetus for its creation in the 1970s when the future of the state's commercial fishing looked grim. With the help of UGA researchers, sustainable harvesting is an achievable goal.

## Georgia Center for Continuing Education

The Georgia Center for Continuing Education Conference Center and hotel is a 300,000 square-foot, comprehensive public service educational unit that annually enrolls more than 100,000 adults in its onsite and distance-learning programs. Other activities for the campus, community, and state serve an additional 100,000 people each year.

## J. W. Fanning Institute for Leadership Development

The J. W. Fanning Institute for Leadership Development works with community, nonprofit organizations and professional associations, and youth to help develop knowledgeable, skilled, and committed leadership that will enhance community and economic development in Georgia communities, the nation, and beyond.

## Marine Outreach Programs

The Marine Outreach Programs include the Marine Extension Service (MAREX) and the Georgia Sea Grant Program. MAREX works to increase the efficiency of existing marine industries, to identify new industries that do not harm the environment, and to increase public awareness and understanding of coastal ecosystems. The programs delivered through locations in Athens and Atlanta and on the coast extend economic and cultural benefits throughout the state and region. Also serving Georgia's coast, the Georgia Sea Grant Program sponsors research that addresses problems unique to Georgia as well as other research that has a national scope.

## Office of Service-Learning

The Office of Service-Learning supports UGA faculty members in creating and expanding service-learning opportunities for students in campus-based and

study abroad courses. The unit also cultivates community-based partnerships that respond to expressed community needs. The Office of Service-Learning reports jointly to the Offices of the Vice President for Public Service and Outreach, and Instruction.

## Small Business Development Center

The Small Business Development Center provides a wide range of educational opportunities to small business owners, potential entrepreneurs, and community leadership organizations, which support efforts to create, sustain, or expand business ventures.

## State Botanical Garden of Georgia

The State Botanical Garden of Georgia provides the public of all ages and UGA faculty and students opportunities for recreation, events, research and learning



through its natural areas, display gardens and building spaces.

According to the strategic plan, UGA “must be responsive to the state’s most pressing issues. Spurring business innovation, developing the state’s leaders and ensuring community resiliency all help drive economic prosperity for Georgia. Expanding programs in service-learning will help prepare students to be engaged citizens and leaders in the state, the nation and the world. Through building on established state and international partnerships and promoting those activities, public service can open doors for research, education and other opportunities that benefit both the University and the state.”

**I**n short, everything UGA does serves the state in some way, whether administratively a part of Public Service and Outreach or not. Educating Georgia’s best high school graduates, others from across the nation and around the world, and graduate and professional students develops for the state a cadre of people prepared to

lead, serve and contribute to their communities. Research by UGA faculty—from agriculture to public health to engineering to education—generates methods and products that make life here better. And the dedicated public service programs have been developed over time with the intent of helping the state’s people.

“The university’s strategic plan emphasizes Public Service and Outreach because our programs show firsthand the difference UGA makes in every corner of state and beyond,” says Frum. “In real, quantifiable ways, we have a demonstrable impact through our work developing leaders, helping create jobs, helping address the state’s pressing issues, and connecting government and community needs with university resources.”

The strategic plan envisions a process of identifying in detail the work that is already being done, then identifying additional opportunities and funding sources for expanded public service and outreach in the state. UGA will also more closely align its efforts with those of the state, collaborating “to compete globally through

expanded international programming and statewide collaborations and partnerships, and an increased alignment of existing UGA programming with Georgia’s state and global priorities.” Such a partnership makes perfect sense, says Frum.

“The University of Georgia ought to work closely with Georgia’s elected leadership to find ways to support the priorities of state government,” Frum says. “We know that we have a vast array of expertise on this campus, and we have been working with Georgians for decades; aligning our resources with the state’s priorities benefits everyone.”

UGA’s role in serving Georgia is more critical than ever. Georgia is a dynamic state facing a range and complexity of challenges previously unequaled, and as a land- and sea-grant university, we have a long-standing covenant to be responsive to the state’s changing needs.

Georgia’s challenges require UGA’s resources more than ever, and the 2020 Strategic Plan supports the vision of the university as a crucial resource in making life better for all Georgians.

The State Botanical Garden of Georgia is committed to conservation of valuable natural resources and the education of children, students and the general public in the importance and the wonder of a healthy environment.



# financial statements

Fiscal Year 2012-2013

## Sources of Current Funds Revenue

Sources	Revenue	Percent
<b>From the State of Georgia</b>		
Resident Instruction	\$ 292,816,194.00	21.6%
Forestry Research	2,502,530.00	0.2%
Forestry Cooperative Extension	487,702.00	*
Agriculture Experiment Station	34,053,795.00	2.5%
Cooperative Extension Service	28,583,815.00	2.1%
Marine Extension Service	1,163,147.00	0.1%
Marine Institute	707,566.00	0.1%
Veterinary Medical Experiment Station	1,779,671.00	0.1%
Veterinary Medical Teaching Hospital	416,168.00	*
Veterinary Medicine Agriculture Research	690,398.00	0.1%
Total State of Georgia	\$ 363,200,986.00	26.8%
<b>From Federal Appropriations</b>		
Agricultural Experiment Station	\$ 5,237,464.60	0.4%
Cooperative Extension Service	7,336,429.83	0.5%
Total Federal Appropriations	\$ 12,573,894.43	0.9%
<b>From Student Tuition and Fees</b>		
Resident Instruction	\$ 401,821,822.46	29.6%
Student Activities	6,059,303.32	0.5%
Total Student Tuition and Fees	\$ 407,881,125.78	30.1%
<b>From Sales, Services, and Miscellaneous Sources</b>		
Teaching and Service Departments	\$ 114,061,152.66	8.5%
Forestry Research	610,518.02	*
Forestry Cooperative Extension	196,395.61	*
Agriculture Experiment Station	7,523,956.26	0.6%
Cooperative Extension Service	12,051,642.88	0.9%
Marine Extension Service	528,702.00	*
Marine Institute	22,144.04	*
Veterinary Medical Teaching Hospital	11,464,311.98	0.8%
Athens & Tifton Veterinary Laboratories	5,527,965.25	0.4%
Student Activities	2,400,086.80	0.2%
Total Sales, Services, and Miscellaneous Sources	\$ 154,386,875.50	11.4%
<b>From Gifts, Grants, and Research Contracts (State, Federal, and Private)**</b>		
	\$ 254,081,668.31	18.7%
<b>From Auxiliary Enterprises</b>		
	\$ 162,788,026.35	12.0%
<b>From Endowment</b>		
	\$ 1,820,444.55	0.1%
<b>TOTAL</b>	<b>\$ 1,356,733,020.92</b>	<b>100.0%</b>

\*Less than 0.1%

\*\*Includes Student Aid

This schedule excludes amounts Plant Funds.

Source: Office of the Senior Vice President Finance and Administration



Current Funds Expenditures  
by Budgetary Function

Budgetary Function	Expenditures	Percent
<b>Instruction</b>	\$ 258,843,168.96	19.1%
<b>Research</b>		
Resident Instruction	\$ 233,114,628.24	17.2%
Gwinnett Campus	64,780.86	*
Griffin Campus	148,530.30	*
GHSU/UGA Medical Partnership	223,382.99	*
Forestry Research	10,984,996.56	0.8%
Agricultural Experiment Station	70,362,736.18	5.2%
Marine Extension Service	832,087.45	0.1%
Marine Institute	1,198,794.19	0.1%
Veterinary Medical Experiment Station	1,779,671.00	0.1%
Athens & Tifton Veterinary Laboratories	330,961.37	*
Veterinary Medicine Agriculture Research	690,398.00	0.1%
Subtotal	\$ 319,730,967.14	23.6%
<b>Public Service</b>		
Resident Instruction	\$ 91,337,772.78	6.8%
Gwinnett Campus	351,909.54	*
Griffin Campus	27,969.29	*
Forestry Cooperative Extension	901,629.34	0.1%
Cooperative Extension Service	57,175,474.30	4.2%
Marine Extension Service	1,820,160.18	0.1%
Athens & Tifton Veterinary Laboratories	5,522,537.43	0.4%
Subtotal	\$ 157,137,452.86	11.6%
<b>Academic Support</b>		
Resident Instruction	\$ 76,098,127.47	5.6%
Gwinnett Campus	44,495.70	*
Griffin Campus	179,798.71	*
Agricultural Experiment Station	252,564.53	*
Veterinary Medical Teaching Hospital	13,237,340.43	1.0%
Subtotal	\$ 89,812,326.84	6.6%
<b>Student Services</b>		
Resident Instruction	\$ 31,707,680.44	2.4%
Gwinnett Campus	78,194.79	*
Griffin Campus	109,987.64	*
Student Activities	7,979,110.09	0.6%
Subtotal	\$ 39,874,972.96	3.0%
<b>Institutional Support</b>	\$ 79,195,023.93	5.9%
<b>Physical Plant</b>		
Resident Instruction	\$ 107,622,784.24	8.0%
Gwinnett Campus	144,954.50	*
Griffin Campus	218,672.35	*
GHSU/UGA Medical Partnership	588,600.66	*
Forestry Research	771,753.43	0.1%
Agricultural Experiment Station	5,695,820.04	0.4%
Cooperative Extension Service	2,462,324.57	0.2%
Marine Extension Service	96,987.34	*
Marine Institute 72,218.96 *		
Subtotal	\$ 117,674,116.09	8.7%
<b>Scholarships and Fellowships</b>		
Resident Instruction	\$ 134,498,036.46	10.0%
Forestry Research	7,212.75	*
Agricultural Experiment Station	232,348.68	*
Cooperative Extension Service	9,442.84	*
Marine Extension Service	2,000.00	*
Subtotal	\$ 134,749,040.73	10.0%
<b>Auxiliary Enterprises</b>	\$ 155,567,360.86	11.5%
<b>TOTAL</b>	\$ 1,352,584,430.37	100.0%

\*Less than 0.1 percent.

This schedule excludes amounts for Plant Funds.

Source: Office of the Senior Vice President for  
Finance and Administration

## Cumulative Giving Societies

### THE CRYSTAL ARCH SOCIETY

The Crystal Arch Society, recognizing gifts of \$10 million and above, is named for the University of Georgia's most recognizable symbol and the main entrance to campus, the Arch. Erected in the 1850s, the Arch is UGA's most revered landmark, patterned after the Great Seal of the State of Georgia.

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The 1785 Society, recognizing cumulative gifts of \$1 million and above, is named for the year that the University of Georgia was chartered by the Georgia General Assembly, and pays homage to our impressive history and tradition of achievement as the first state-chartered university in the nation.

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*"[At UGA] I have truly developed a passion for natural resource management, and I hope to work with water conservation and quality issues. I also have mastered effective time management skills—from balancing work, school and family issues for three years. I now look forward to graduation and graduate school.."*

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*"My favorite professor is Dr. Richard Schuster. Although I only had Dr. Schuster as a professor for a single class (Comparative Global Health Systems), he has become both my mentor and champion. He first offered me the incredible opportunity to go to Israel with the Center for Global Health and more recently facilitated the attainment of my dream internship for next summer. I am forever grateful to him for his advice, encouragement and verbalized confidence in me."*

**We** are  
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**Teddie Brandon** was the first student admitted into the joint MD/MPH program at the Georgia Regents University/ University of Georgia Medical Partnership, which is giving her the opportunity to combine her passions for medicine and public health.





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**Kamal Gandhi**, assistant professor at the Warnell School of Forestry has been studying how insect species affect the health of forest ecosystems, tracking the patterns of how non-native bugs settle in and fundamentally alter fauna, wildlife, native insects and tree health for the past 15 years. She won a 2011–2013 Lilly Teaching Fellowship and was awarded an instructional grant for her project, “Enhancing & Digitizing the Forest Pest and Pathogen Collection at UGA.”





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**Carter Galbraith** graduated this past spring with a dual B.S. degree in biology and psychology and will be heading to medical school. He was an Honors Program teaching assistant and has traveled abroad for three summers to volunteer his services where needed.

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**David Saltz** is head of the Department of Theatre and Film Studies, and Executive Director of Ideas for Creative Exploration (ICE). He recently collaborated with the College of Engineering to create a robot character actor that interacted with student actors in *Commedia Robotica*, a performance based on 14th-century Italian *commedia dell'arte*.



*"It's interesting for both theater and computer science. In theater, film and animation, our job is to create simulated humanity. To be expressive, to create characters—you're taking something that isn't real and making it understandable on a human level. Here's this chunk of metal. Let's make it a good actor and see what we have to put into it to make it really act."*



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**Johanna Mejia-Fava** just completed her final year of residency at the College of Veterinary Medicine in her quest to fulfill her dream of a career in aquatic medicine. Despite the hectic schedule, she feels the experience has made her feel complete and balanced.



*“Pursuing a career in aquatic medicine has always been my dream and being the first resident to graduate from the UGA program not only makes me proud but also will hopefully lead the way for others who can now realize this amazing opportunity... I look forward to following in the footsteps of the doctors and scientific researchers from UGA and the Georgia Aquarium Institute to come before me and I hope to be an example for the many scientists to be.”*

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**Chase Mason** expects to earn his Ph.D. in plant biology in spring 2015. Since arriving at UGA in 2009, he received the Rosemary Grant Student Research Award from the Society for the Study of Evolution, an NSF Graduate Research Fellowship Honorable Mention, and a UGA Graduate School assistantship.





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*“UGA has afforded me the opportunity to travel extensively during my undergraduate career. I spent a summer learning about international conflict at Oxford University in England and working with the World Health Organization’s Hospital and Research Center for Diabetes in India. In small community health clinics on the mountainside of Lima, Peru, and in the coffee farms of Managua, Nicaragua, I learned about the art of diagnosis and felt deeply the degree to which poverty inscribes itself in an individual’s health... through the Honors in New York program, I worked with the Greater New York Hospital Association under Susan Waltman.”*



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**Tim Barrett** earned his Master of Historic Preservation degree in the College of Environment and Design this year. His graduate work included working with a research team at Stratford Hall historic site and sites around the Chesapeake Bay in Virginia.



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*"When I moved to Georgia 10 years ago to transition from a career in engineering to human resources, I learned more about UGA's excellent academic programs and outstanding faculty in the Department of Lifelong Education, Administration, and Policy. I am particularly fond of the innovative format of the current Ed.D. program offered on weekends at the UGA Gwinnett campus and online to accommodate working professionals."*



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Though she's an assistant vice chancellor for the board of regents, **Tina Woodard** is also a student, taking advantage of opportunities at UGA's Gwinnett campus to further her career and education while maintaining her advocacy for youth.

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"Involvement in student organizations has definitely been the highlight of my time at UGA," says **Amy Wong**, an environmental health sciences major from Lilburn. From Campus Kitchen to Students for Environmental Action, Amy is making the most of the public service opportunities at UGA.

*"The one UGA experience I will always remember is my Alternative Spring Break trip my freshman year to Fort Myers, Florida...Although pulling out weeds and invasive species doesn't sound very glamorous, doing it with new friends along beautiful beaches and parks in Florida was unforgettable."*





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*"One of my greatest achievements at UGA has been my involvement in academic research. I have had the opportunity to become very involved in Joy Peterson's lab group where we work to engineer microbes that will more efficiently produce ethanol. This ethanol has a great potential to serve as an alternative fuel source. I was selected as one of 10 students from UGA to attend the inaugural SEC Symposium as a University Scholar where I was also invited to present a poster at the symposium to feature my research from Dr. Peterson's lab. At the symposium, I won first place in the undergraduate poster competition."*



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With a graduation date targeted for spring 2014, microbiology major and CURO Fellow **Travis Williams** relishes his life as a Georgia Bulldog, from serving as a resident assistant to presenting groundbreaking research to just rambling around campus. He credits UGA with preparing him well for a career as a medical doctor.

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**Barbara McCaskill**, an associate professor of English and codirector of the Civil Rights Digital Library, conducts archival research about 19th- and early 20th-century African American writers. Besides teaching and mentoring students, McCaskill has written or edited four academic books, and published over twenty original scholarly essays and more than thirty print or online reference essays. In 2010 she received an EMMY® in Television Crafts Achievement Excellence: Technical Achievement for her participation in the civil rights documentary, *Andrew Young Presents: How We Got Over*.





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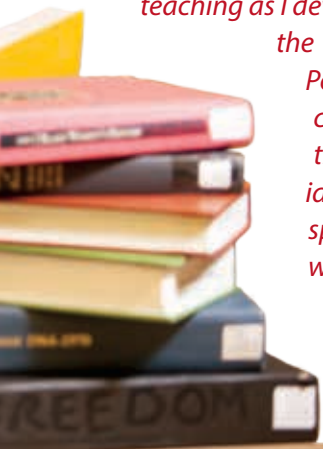
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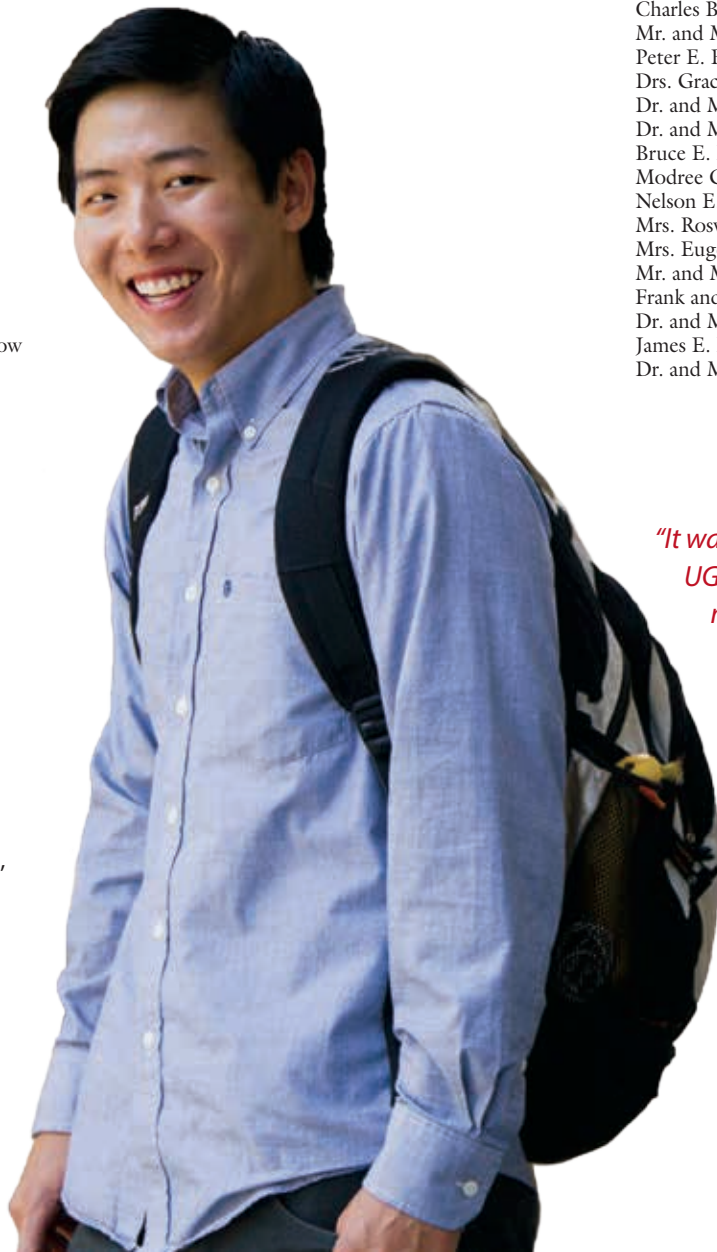


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After just completing his B.S. in environmental health sciences, **Steven Yi** wants to end the pain, suffering and loss associated with cancer by finding a cure. After losing both parents to cancer, he is studying to be a medical oncologist, but he takes time to help others along the way.

*"It was a "no-brainer" to go to UGA, in my opinion, and have not regretted a minute of it... Aside from economical factors, the vast amount of educational opportunities is the best part... I have had the opportunity to take advantage of all the resources that UGA has—from internships, jobs, clubs and volunteer opportunities."*

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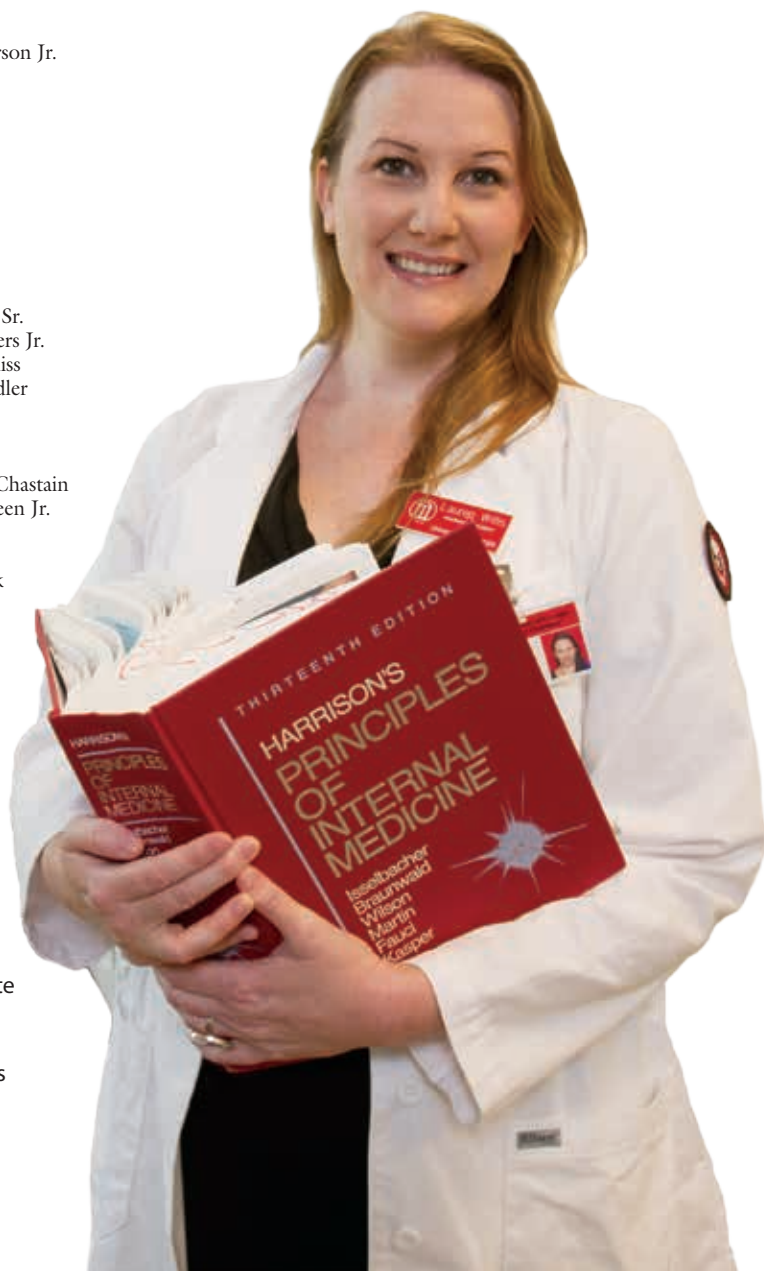
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One day, **Lauren Willis** hopes to be more than a student at UGA. Working towards her doctorate in pharmacy with plans to graduate in spring, 2014, Lauren says, "If I could design my perfect job, it would entail working as a clinical pharmacist in a hospital setting, participating in research projects and teaching pharmacy students here at UGA."





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*"I chose to attend UGA because of the UGA Honors Program and the Foundation Fellowship, which have given me a home away from home and provided me with the tools and support I need... UGA has afforded me the opportunity to travel extensively during my undergraduate career. I spent a summer learning about international conflict at Oxford University in England and working with the World Health Organization's Hospital and Research Center for Diabetes in India. In small community health clinics on the mountainside of Lima, Peru, and in the coffee farms of Managua, Nicaragua, I learned about the art of diagnosis and felt deeply the degree to which poverty inscribes itself in an individual's health. This past summer, through the Honors in New York program, I worked with the Greater New York Hospital Association under Susan Waltman."*

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**Loch Johnson**, Regents Professor in the School of Public and International Affairs, is a renowned expert on national security issues. He joined the faculty at UGA in 1979 and since has received multiple awards including the Meigs Teaching Award, the Owens Research Award, the Honors Program's Honoratus Teaching Medal, as well as becoming the inaugural recipient of the 2012 SEC Professor of the Year award. Johnson mentors Foundation Fellows, CURO scholars and policy analysts with the Roosevelt Institute. Besides teaching and conducting research in contemporary foreign policy and intelligence dilemmas, he led the efforts on campus to create the School of Public and International Affairs, the University's Service Memorial, and the Abraham Baldwin statue.

*I have two favorite courses: The National Security Intelligence course is enjoyable because students, like most American citizens, know little about this subject... I think it is important in a democracy for students to learn about the hidden side of their government and, in my experience, they respond with enthusiasm to a topic that is truly fresh to them. This also applies to the First-Year Odyssey seminar, with the added attraction for me of meeting weekly with students brand new to campus and eager to begin their university adventure."*





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As **Alex Squires** continues on his path toward a master's degree student in engineering, the world of robotics may ever be the same. He went from competitor to judge at the world finals in Odyssey of the Mind, was published in the *Journal of Robotics*, presented an abstract at the International Society of Magnetic Resonance in Medicine conference, and works with Athens Academy robotics teams as an adviser for advanced fabrication and design.



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*"I was awarded the Richard B. Russell Award for Excellence in Undergraduate Teaching. This was truly a great honor recognizing the part of my job that really invigorates me—making light bulbs go off in students' heads. I have had four active National Science Foundation grants in the last four years, which reflects the great interactive group of colleagues here and the rich natural system in which to work on the Georgia coast."*





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**Shari McIntosh**, who graduated in May 2013 with an A.B.J. in public relations and a minor in communications studies, left an indelible mark on the university as she served in multiple organizations as a volunteer and leader during her collegiate career.

*"Being a member of the Student Alumni Council has been one of the greatest highlights of my college career. Since I interviewed my freshman year, my three years on the council have opened up a wealth of opportunities that have truly enriched my experience at UGA... Through the Student Alumni Council, I've been able to find my voice, understand my value and promote a mission that allows me to lead and serve my university."*



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