

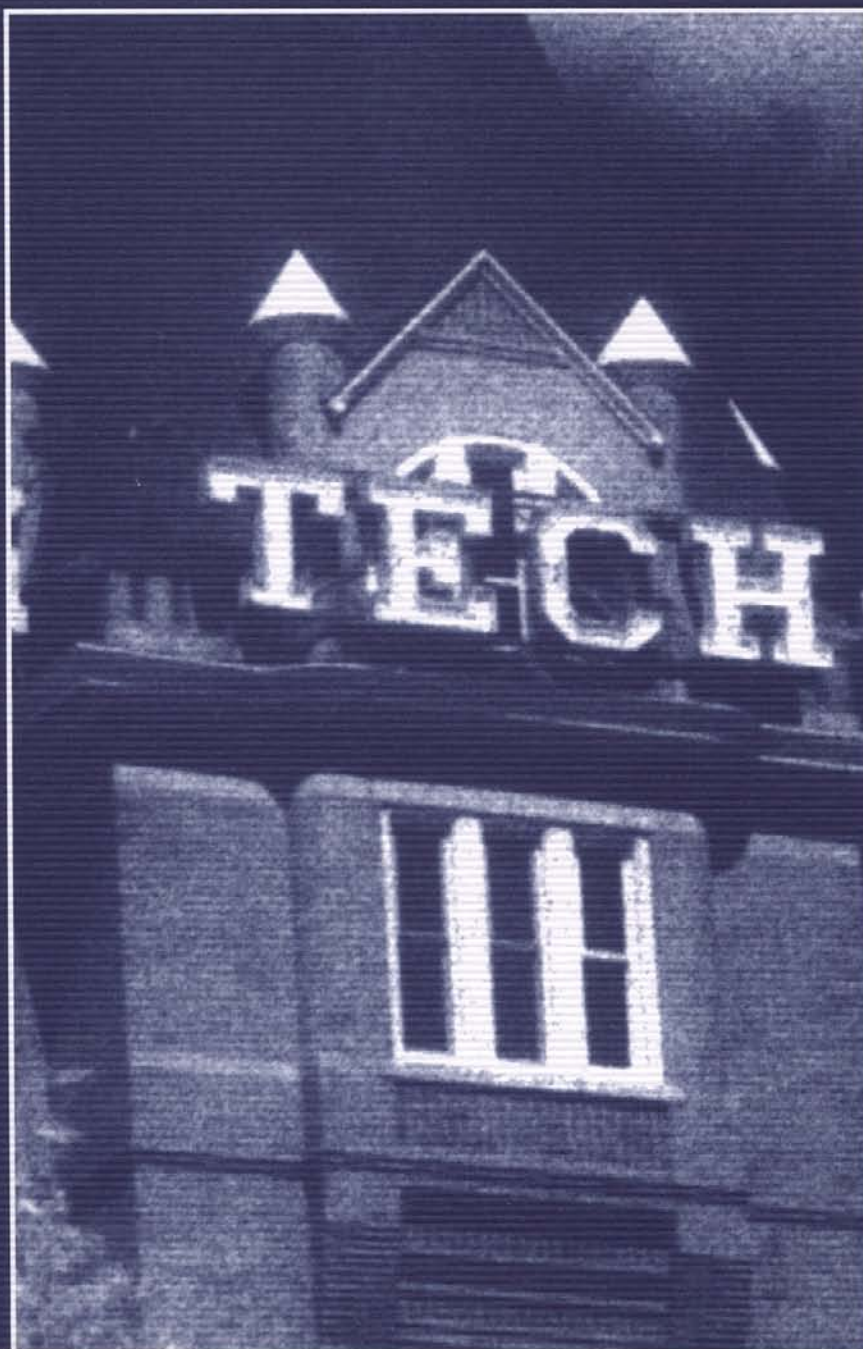


Home of the 1996 Olympic Village

Georgia Institute of Technology

The Vision

Georgia Tech will be a leader among those few technological universities whose students, alumni, faculty, and staff define and expand the frontiers of knowledge and innovation. Georgia Tech seeks to create an enriched, more prosperous, and sustainable society for the citizens of Georgia, the nation, and the world.



THE MISSION



The Georgia Institute of Technology has a unique statewide obligation for education in engineering and architecture and special responsibilities in computing, management, the sciences, and technological aspects of humanities and social sciences.

Georgia Tech seeks and nurtures students of extraordinary motivation and ability and prepares them for lifelong learning and leadership in a world that is increasingly dependent on technology. The Institute maintains a faculty of exceptional talent, a relevant and rigorous curriculum, facilities that support outstanding achievement, and

a continuing commitment to excellence supported by a tradition of practicality, integrity, loyalty, and fair play.

Georgia Tech is a leading center for research and technological development that continually seeks opportunities to advance society and the global economic competitiveness of Georgia and the nation. Georgia Tech's founding spirit of entrepreneurship sustains a focus on the application of engineering, science, and technology to the creation of meaningful new ideas, methods, and opportunities. The Institute maintains beneficial partnerships with public and private

sectors in education, research, and technology to assure the benefits of discovery are widely disseminated and utilized.

Georgia Tech pursues its educational vision with the highest respect for the personal and intellectual rights of every member of its diverse community. In turn, the Institute expects excellence from each individual, an ethical and well-managed administration, and wise and effective use of its entrusted resources.

THE STRATEGIC CONTEXT



Georgia Tech is most fortunate. The Institute possesses strategic advantages enjoyed by few other universities:

- a diverse and talented student body, highly regarded faculty and loyal alumni;
- a tightly focused mission concentrating on architecture, computing, engineering, management, the sciences, and technological aspects of the humanities and social sciences;
- a proven track record in practical problem solving;
- a high degree of adaptability;

- a home at the hub of an expanding regional economy and in a state that appreciates higher education's prominent role in economic growth;
- strong and productive affiliations with businesses and government agencies;
- a capital campaign projected over \$300 million in private contributions; and
- an excellent regional, national, and international reputation.

Despite these impressive advantages, Georgia Tech faces several challenges:

- increased competition for first-rate students and faculty; student and parental concerns about the value they receive for their educational expenditures;
- federal funding cuts of up to 25 percent;
- questions about the relevance of university research;
- lean funding relative to its peer institutions; and
- the need to improve its organizational structures and administrative processes.

THE GOALS



Georgia Tech has clearly defined strategic goals that are grounded in tradition and which are mindful of the realities of American society at the turn of this century. We will:

- provide superb undergraduate and graduate offerings in technological and technologically related disciplines;
- use advanced teaching methods including educational technologies in classroom, laboratories and other educational settings throughout Georgia;
- maintain strong research activities in architecture, computing, engineering, management, the sciences, and technological aspects of humanities and social sciences;
- transform our residential living areas on campus and help revitalize surrounding neighborhoods, with our people, our technology, and our imagination;
- expand our understanding and application of technology to sustainable economic development, quality business practices, and rational public policy;
- build a strong, effective, and efficient administration that provides the support and infra-structure necessary for enhanced educational, research, and service achievements; and
- orient Georgia Tech to the future while maintaining our rigorous curriculum and core traditions.

THE AGENDA



Georgia Tech will pursue action items in seven distinct areas to achieve these goals by 2010.

1 Enriching Educational Opportunities

Outstanding students demand educational excellence. To provide quality educational opportunities to our students and distinguish ourselves from the myriad of higher educational institutions, Georgia Tech will:

- focus on quality undergraduate and graduate instruction;
- expand our leadership role in distance learning and innovative methods of instruction;

- enhance our unparalleled voluntary cooperative programs;
- afford our students the opportunity to experience other cultures;
- improve the Library;
- strengthen the bond between leading technological research and the finest undergraduate and graduate instruction; and
- expand linkages between primary, secondary, and higher education.

2 Improving Student Life

Modern society places a premium on achievement and advancement. Georgia Tech

has traditionally prepared students for this reality by providing a challenging educational environment that fosters personal, intellectual, and professional growth. To further improve this environment, Georgia Tech will:

- recruit and acclimate highly capable, diverse, and motivated students;
- develop interesting and rewarding "real life" programs for students in leadership, service, personal growth, values education, volunteerism, diversity, and artistic experiences;
- implement stimulating residence hall programs that enhance foreign

language skills, provide provocative public policy forums, and offer visiting speaker programs that appeal to the student audience;

- through closed circuit cable television system and other means, develop improved course delivery systems and enhanced opportunities for students to interact with faculty;
- deliver services that permit students from all backgrounds and cultures to succeed and enjoy their college experiences;
- expand athletics from 16 to 20 sports and provide opportunities for intra-mural athletics to all students; and
- provide opportunities that smooth the transition from Georgia Tech to the outside world.

③ Maintaining and Enhancing Research

Research is the precursor of discovery. Yet university research is increasingly questioned as critics examine its relevance and state and federal governments consider spending reductions. In the face of increasing scrutiny and skepticism about the value and relevance of university research, Georgia Tech will:

- pursue cutting-edge, relevant research programs focused on architecture,

computing, engineering, management, the sciences, and the technological aspects of humanities and social sciences;

- attract and retain leading scholars;
- provide modern facilities and laboratories;
- attract the best graduate students—a crucial lifeline for future research excellence;
- foster a culture throughout the Institute in which research is widely shared;
- apply research findings to sustainable economic development, business processes, and public policy wherever possible;
- diversify research funding; and
- encourage collaboration between Georgia Tech and other colleges and universities inside and outside the University System; between Georgia Tech and business and industry; and between Georgia Tech and government agencies.

④ Taking Full Advantage of Educational and Information Technology

We are in the midst of a revolution in educational and information technology. As a technological university, Georgia Tech is ideally situated to assume leadership in the application of educational technology to instruction,

research and management. Georgia Tech will:

- develop, nurture and apply the finest EIT capabilities;
- encourage and sustain efforts in multimedia, educational, and distance learning technology;
- encourage faculty to use the campus cable television system and revamp some classrooms so that visuals, video, audio, on-line graphics, simulation, and direct Internet connections can be used;
- consider requiring students to have their own computers; and
- help expand the use of distance learning technology throughout Georgia's educational system.

⑤ Improving the Infrastructure

Georgia Tech's support services must complement its academic quality. To ensure ethical behavior, fiscal integrity, customer service, teamwork, a diverse work force, fair human resource practices, and continuous quality improvement, Georgia Tech will:

- simplify and improve administrative processes; financial and administrative systems; resource,

equipment, and facility management; and organizational structures;

- allocate scarce resources to efforts that advance long-range strategic goals;
- continuously evaluate our facilities and infrastructure;
- continually assess our employees' skills and performance levels and promote staff development;
- assure a high quality, safe, physical environment for our student living, teaching, and research programs and activities;
- Develop a central location—like the Quad at Stanford or the Yard at Harvard—as the intellectual and contemplative core of campus; and
- increase efforts to secure funding in the Regents' and state budget processes.

6 Identifying Optimum Size and Composition

Social trends, technology, resources, and reputation converge to shape a school's physical environment and student and faculty composition. To achieve undergraduate and graduate enrollment consistent with our mission, infrastructure, campus size, and available funds, Georgia Tech will:

- limit campus enrollment to 15,000 students,

managing expansion from our current enrollment of 13,000 as demand dictates and resources allow;

- retain a higher percentage of its freshman class and provide educational opportunities to qualified Georgia residents who wish to pursue an engineering education;
- emphasize diversity in student, faculty, and staff recruitment;
- increase the number of faculty members to achieve a student-to-faculty ratio of 18:1;
- seek funding from the state and other sources to construct additional classrooms, laboratories, and offices;
- increase undergraduate and graduate offerings for off-campus students, enrolling at least 5,000 students in off-campus courses; and
- increase to 30,000 the number of people Georgia Tech serves each year through continuing education.

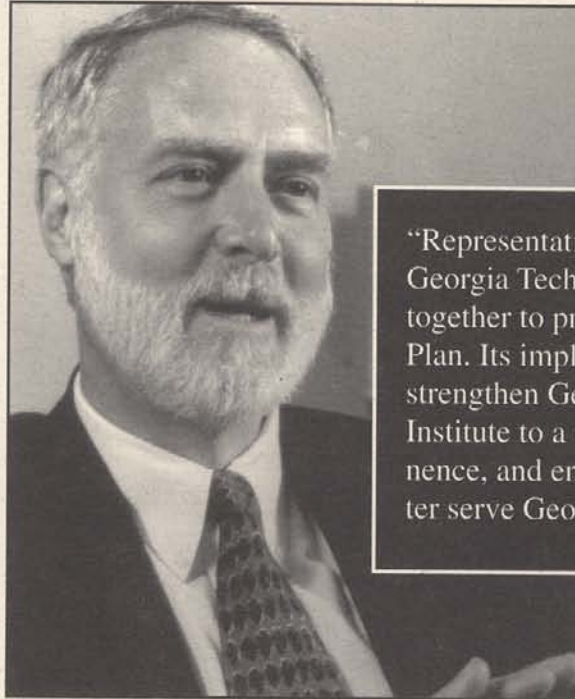
7 To Expand Collaboration, Linkages, and Economic Development Efforts

Georgia Tech has a tradition of close collaboration with other college and universities; with business, industry, and government; and with the international community. To

further expand this collaboration, Georgia Tech intends to:

- host visiting faculty members and conduct joint research projects with other educational institutions in the University System and beyond;
- make it easier for qualified students at other schools to attend Georgia Tech and for Tech students to access courses from other schools;
- develop and expand "in-residence" programs for visiting business leaders, scientists, diplomats, military officers, writers, artists, and other successful professionals;
- emphasize and promote our statewide economic development institutes;
- accelerate faculty/industry exchange programs;
- encourage faculty and administrators to assist state and local government; and
- broaden and extend our technology extension service to assist with technology transfer, training and education, and the provision of business support.

THE FUTURE



"Representatives of every part of the Georgia Tech community worked together to produce this Strategic Plan. Its implementation will strengthen Georgia Tech, elevate the Institute to a new level of prominence, and enable the Institute to better serve Georgia and the nation."

This strategic plan outlines an ambitious program—a blueprint for Georgia Tech's future through 2010. It also presents specific action items, many of which are already being implemented.

In this and subsequent years, all of the action items will be implemented. Measurement and evaluation criteria will also—wherever possible—be developed by Georgia Tech faculty and staff to gauge our progress.

The Strategic Plan is also a living document. It will be reviewed over time both for progress and relevance. This document may change, but its objective will

not—to guide Georgia Tech toward greatness.

The Georgia Institute of Technology has a rich history of educational accomplishment. In little more than 100 years, Georgia Tech has grown from a small regional technical school to a premier technological university with an international reputation. Given the quality and diversity of our students, our ascendant national rankings, future increases in the Institute's endowment, our athletic achievements, and the unparalleled opportunities afforded by the 1996 Centennial Olympic Games—Georgia

Tech is indeed poised on the cusp of greatness.

The next 15 years are critical. By enriching educational opportunities, improving student life, enhancing research capabilities, optimizing educational technology, improving infrastructure, achieving optimum size, and expanding our outreach to those around us, Georgia Tech will become one of the pre-eminent research universities in America and in the world.

