

GEORGIA INSTITUTE OF TECHNOLOGY
SCHOOL OF CIVIL AND ENVIRONMENTAL ENGINEERING



Strategic Plan

The Path Through 2011



The following is a strategy to guide the School of Civil and Environmental Engineering (CEE) at the Georgia Institute of Technology through the next five years. It is designed to harness the phenomenal momentum garnered in recent years and to navigate growth and change with common, overarching goals. Actionable ownership and implementation were strong considerations at every stage of development, and every stakeholder group – students, faculty, alumni, and our various communities – were contributing authors.

Emerging at the end of this thoughtful process is an ambitious plan unique to academia. Assigning deliverable action items to achieve results, the plan mirrors the signature work ethic of Georgia Tech students and alumni.

I invite you to explore our strategic plan and join us as we launch the next five years of leadership and tradition at the School of Civil and Environmental Engineering.

Sincerely,

Joseph B. Hughes, Chair

The Path Through 2011:

Strategic Plan for the School of Civil and Environmental Engineering

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Goals and Objectives

Strategic Goals

- Prepare students to excel in engineering careers within a global marketplace
- Increase the scope, scale, and impact of research programs
- Become leaders in the implementation of Georgia Tech and College of Engineering (COE) initiatives
- Improve the School's visibility within academic, professional, and alumni communities

Objectives

CEE has developed specific objectives to achieve our goals through actions relating to:

Our People

Our Programs

Our Communities

Our Culture

Our Infrastructure



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Our People

Objective 1: Retain faculty and staff

- Raise funds for six endowed chairs and four professorships
- Develop a telecommuting policy for the School
- Create and maintain a financial planning seminar program
- Confer with the College of Engineering regarding procedures for leave of absence with pay; improve communications about opportunities
- Explore possibility of converting a CEE space into a faculty lounge
- Develop administrative staff handbook to address the consistency in processes and workload capacity

Objective 2: Develop human resources targets for 2011

- Create a faculty, research support, and staff hiring plan
- Create a consistent and accepted approach for the rotation of service positions within the School
- Develop a continuing education plan for staff and reward those who participate

Objective 3: Build a diverse, world-class workforce

- Recruit diverse, world-class faculty members by developing formal guidelines for search committees
- Recruit student body by establishing scholarships and fellowships geared toward diverse, world-class students



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Our Programs

Objective 1: Ensure superior quality of overall experience for students

- Evaluate and monitor the health of work experience programs (e.g., co-op, internship)
- Evaluate and monitor trends in study abroad experiences

Objective 2: Successfully complete accreditation from the Accreditation Board for Engineering and Technology (ABET)

- Recruit and mentor students to complete Environmental Engineering bachelor's degree requirements before site visit
- Establish a faculty and staff team to conduct internal assessment of preparedness for ABET site visit and plans to remedy any deficiencies

Objective 3: Prepare an international plan

- Create formal partnerships with universities to support the international degree designator
- Create a strategy for exploring and engaging in large-scale international research and educational collaborations

Objective 4: Improve ability to attract talented graduate students

- Augment current recruitment approaches to differentiate Tech from competing programs
- Evaluate financial, programmatic, and extracurricular incentives for students to choose Tech; incorporate messages in external communications
- Review and update admissions qualifications measurements on application (e.g., work experience vs. GPA)



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Our Communities

Objective 1: Design strategy to enhance visibility of the School among target audiences

- Collaborate with the External Advisory Board (EAB) communications committee and the School administration to complete strategic communications plan
- Establish consensus brand positioning and conduct market research on target audiences
- Implement tactical activities (e.g., publish annual report, aggressively seek national media coverage, augment Web presence, etc.)

Objective 2: Build new and stronger relationships with Emory University and other research institutions

- Evaluate existing collaborations and determine opportunities or deficiencies
- Identify and remove roadblocks that diminish or threaten long-term relationships



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Our Culture

Objective 1: Promote cross-disciplinary activities and create support for active exchange of ideas on campus

- Implement a joint appointment plan
- Conduct research retreats for faculty teams
- Establish a seed grant program to enable the initiation of new collaborations
- Develop a seminar series
- Educate faculty on commercialization opportunities; assign point person to promote and foster interaction with campus resources (e.g., Enterprise Innovation Institute, Advanced Technology Development Center (ATDC), etc.)

Objective 2: Promote leadership and career development

- Create an independent faculty and staff awards ceremony
- Integrate core values assessments into our awards process



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Our Infrastructure

Objective 1: Assure quality of facilities throughout the School

- Evaluate operating facilities; conduct needs assessment for regional or international campuses
- Prioritize needs and develop plan for implementation

Objective 2: Commit to continuous improvement in IT infrastructure

- Evaluate IT's current state
- Set goals for hardware and software improvements
- Conduct annual evaluations to modify goals



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Responsibility

All actions will have assigned responsibility

Chair, associate chairs, and standing committee chairs will play critical roles

To engage staff and students, we will create an assessment committee that works with the Chair on oversight of the process

Advisory board will be briefed on progress annually



The Path Through 2011:

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Development Needs

Our People: \$14,650,000 (49%)

- Secure six endowed chairs and four professorships
- Establish scholarships and fellowships geared toward diverse, world-class students

Our Programs: \$8,750,000 (29%)

- Large-scale international research and educational collaborations
- Graduate student recruitment program

Our Communities: \$1,350,000 (5%)

- Improve the School's visibility through strategic communications plan
- Build relationships with other research institutions

Our Culture: \$4,250,000 (14%)

- Establish a seed grant program to enable new collaborations
- Develop a seminar series
- Conduct research retreats for faculty teams
- Create an independent faculty and staff award ceremony

Our Infrastructure: \$1,000,000 (3%)

- Ensure quality facilities and equipment throughout the School
- Commit to continuous improvement in IT infrastructure

CEE Goal: \$30,000,000



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