

# ***DESIGNING THE FUTURE***

## ***A STRATEGIC VISION AND PLAN***



**Georgia Institute  
of Technology®**



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### **Table of Contents**

<b>Laying a Foundation for Global Leadership.....</b>	<b>1</b>
<b>Georgia Tech's Role.....</b>	<b>2</b>
<b>Planning Context.....</b>	<b>3</b>
<b>Strengths to Build On.....</b>	<b>4</b>
<b>The Task at Hand .....</b>	<b>6</b>
<b>Georgia Tech's Vision, Mission, and Strategic Goals to Achieve Our Vision .....</b>	<b>8</b>
<b>Goal 1: Be Among the Most Highly Respected Technology- Focused Learning Institutions in the World .....</b>	<b>10</b>
<b>Goal 2: Sustain and Enhance Excellence in Scholarship and Research .....</b>	<b>12</b>
<b>Goal 3: Ensure That Innovation, Entrepreneurship, and Public Service are Fundamental Characteristics of Our Graduates.....</b>	<b>14</b>
<b>Goal 4: Expand Our Global Footprint and Influence to Ensure That We Are Graduating Good Global Citizens.....</b>	<b>16</b>
<b>Goal 5: Relentlessly Pursue Institutional Effectiveness.....</b>	<b>18</b>
<b>The Path Forward.....</b>	<b>20</b>





## Laying a Foundation for Global Leadership

All universities educate students, and most pursue research. Great universities also lead. They lead in education—by defining what and how we teach, and by understanding how our students learn. They lead in research—by creating new knowledge and by identifying new solutions, new directions for research, and new ways in which we perceive the world around us. In short, great universities help to shape the world, rather than being shaped by it. We do this by critically examining how we prepare our students for an unknown future, by carefully selecting the research programs we pursue, and through the way in which we view the many challenges before us. In so doing, truly great institutions like Georgia Tech define and direct the way our world changes, rather than just waiting for it to happen.

As we enter this next phase of our history, we know that the world is changing rapidly. Technologies that are new when students enroll as freshmen are often outdated before they graduate. Our constituents—our students, our industrial partners, our alumni, our state, and our nation—have always expected us to keep pace with these changes. With the strategic plan that follows, we aspire to surpass those high expectations. Invoking Georgia Tech's motto of Progress and Service, we embrace the task of guiding the way the world changes for all of our constituents. As leaders, designers, and innovators, our role is not only to solve problems, but also to shape our world. To accomplish this, we must not only design the methods and approaches people will use to solve problems, but also renew the ways in which we interact with and educate our students.

As we translate this plan into action, monitor our progress, and measure our success, we must accept this role and the associated responsibilities. The strategic plan presented here should be viewed as a "Request for Proposals," an RFP to all of our constituents. Using it as a basis for our future, we will solicit from Georgia Tech's academic and administrative units action plans that describe the strategies that they propose to use to meet the goals outlined herein, and the metrics that will define success.

This plan is a living document and will evolve as the Institute evolves. We will return to it periodically to critically examine our progress and measure our success, being mindful that the future can never fully come into focus and that our plans will need to be periodically adjusted to accommodate changing circumstances. Consequently, we will welcome ideas that stretch our thinking and action plans that lead us in new directions as we undertake the goal of "Designing the Future," because this is how we view our role in the next phase of Georgia Tech's history.

On behalf of all those who have helped develop our vision of things to come, we set forth here our shared vision of the task before us as leaders, the goals we aspire to achieve, and our expectations of how our faculty, staff, students, alumni, and others who comprise the Georgia Tech community can join with us to create the Georgia Tech of 2035.

Sincerely,

A handwritten signature in black ink, appearing to read "G. P. Peterson", written over a horizontal line.

G. P. "Bud" Peterson, President



# Georgia Tech's Role

*Nationally and internationally, our task is to influence the ways in which problems are identified and solved, and the ways that students are prepared to evaluate, analyze, and resolve those problems.*

Georgia Tech plays an important role in our students' lives, in our state's prosperity, and in our nation's progress. As we define the role we will play at the Institute's 150th anniversary, we must understand how the needs of our students, our state, and our nation have shaped our growth in our first 125 years.

The Georgia Institute of Technology opened its doors in 1888 with eighty-seven students, two buildings, and one degree program: Mechanical Engineering. Its charge was to educate the engineers who would build industry in an agricultural state. We did this by teaching engineering as an analytical profession joined with the practical trades. As our state evolved, Georgia Tech grew and adapted. By 1930, Georgia Tech had assumed the role of an industrial-era school, creating solutions for the factories of a rapidly industrialized nation. We enrolled more than 2,400 students, and instruction had diversified our programs to include the sciences, architecture, languages, and management, as well as an increasingly broad range of engineering programs. Since then, our academic offerings have grown steadily, adding social sciences, humanities, and computing, and our 450-acre Atlanta campus has grown to encompass more than 200 buildings. Today, Georgia Tech serves a global community; we have more than 20,000 students, and nearly 125,000 alumni who work in industry and government throughout the world. With more than \$550 million in research funding and as the newest member of the prestigious Association of American Universities (AAU), Georgia Tech is nationally recognized for excellence in research, and in innovative and creative education. Our students, faculty, staff, and alumni contribute daily to our nation's well-being through their research, by developing policy for government, and by investing their time and expertise in their communities.

Georgia Tech's growth thus far has largely responded to the needs of a state transitioning from the agricultural to the industrial to the digital age. We have sought to meet the needs of each era by expanding our research horizons, examining what we teach, and redefining how we teach. As we look to our future, it is imperative that we recognize that a great university should not merely respond to changes after the fact, but in reality must anticipate change and shape the future. Nationally and internationally, our task is to influence the ways in which problems are identified and solved, and the ways that students are prepared to evaluate, analyze, and resolve those problems.

We can meet our twin goals of anticipating and shaping change by combining our technological perspectives, our strengths in critical thinking and problem solving, and through our increasingly interdisciplinary approach to scholarship. Using these strengths, we will create new fields



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of study, solve new kinds of problems, create new opportunities, and lead in a way that benefits not just our stakeholders, but also all of humanity. To this end, we must ensure that our students and our alumni are prepared in a way that will best serve them in a world that is constantly changing and that is increasingly global. This strategic plan presents the steps we will take during the coming decades to meet these goals.

## Planning Context

We cannot predict what the world of 2035 will be like, but we do know that the pace of technological change is accelerating and that the technological advances developed at places like Georgia Tech will dramatically influence the way we view and interact with the world. Today, universities are competing fiercely for talent and resources. That competition is increasingly global in nature, and demographic trends and digital innovation will continue to shape the characteristics of our student population, the way we deliver education, and the subjects we teach. Consequently, we know that the technological research university of the future must be innovative, continually recreating its educational

experience and its research programs to produce the kinds of talent and discoveries that the future will require.

Regardless of what that future holds, we believe that in the next twenty-five years many of the world's most critical problems will be solved at research and educational institutions like Georgia Tech. Teams at the Institute are already working on solutions for making solar energy economical, improving environmental and economic sustainability, providing access to clean water, improving the urban infrastructure, advancing health informatics, curing diseases, and securing cyberspace. New interdisciplinary fields are emerging that span technology, science, policy, business, law, and the arts, and these interactions are reshaping how we both view the world, and define and solve problems. Our success will depend upon our ability to utilize science and technology to build on our history of excellence in all that we do, and to “shape our future.”

As we implement this strategic plan, we will solicit action plans and metrics from our academic and administrative units. These will then be used to develop and prioritize strategies that will assist us in meeting the goals outlined herein, and will help to direct the allocation of future resources. We will return to this plan periodically to critically examine our progress, and explore and examine new ideas.





# Strengths to Build On

*The Georgia Tech community is bound together by a culture that nurtures innovation, by a shared commitment to excellence, by a commitment to collaborative and interdisciplinary pursuits, and by a commitment to both challenge students and enrich their education.*

## Culture

Georgia Tech's faculty and students embrace intellectual challenges, they take a practical, "applied" approach to problem solving, they address issues analytically, they work hard, and they are resilient. These shared characteristics have produced graduates who have become leaders in many fields. Tech alumni have flown in space, founded and managed great companies, and developed tools and processes to aid humanity. They have found their successes in the fields of science, engineering, education, commerce, computing, health, medicine, and the military. As we look to 2035, we must preserve this tradition of leadership. We must continue to encourage a well-rounded collegiate experience where deep and demanding intellectual dimensions are balanced by a rich student life. Much of what students learn is gleaned outside of the classroom, and this is also important in preparing them for success after graduation. Georgia Tech has a rich and strong history of providing the student support services and co-curricular learning opportunities that help our diverse student community acquire and apply life-learning skills. Tech students develop leadership and team-building skills by participating in more than 400 student organizations on campus. Some 7,000 are involved with intramural sports, and 350 student athletes compete in 17 intercollegiate varsity sports. Tech's continuous commitment to a vigorous intercollegiate athletic program spans more than a century. While NCAA sports is the lens through which thousands see Georgia Tech, a closer look reveals that many athletes excel academically as well, and participate in the "Total Person Program," an initiative based on the premise that excellence is the result of a balanced life that encompasses academic excellence, athletic achievement, and personal well-being.

For our students to reap these benefits and ultimately succeed in their academic and professional careers, however, we must first ensure that they have adequate access to a Georgia Tech education. Through their generous philanthropy, Institute donors have made possible the merit-based President's Scholarship (including the Stamps Leadership Scholar awards), the G. Wayne Clough Georgia Tech Promise Scholarship for academically qualified low-income residents of Georgia, and dozens of other undergraduate scholarships and graduate fellowships that support scores of Tech students each year. Our commitment to increasing the number and scope of such opportunities has never been stronger. In addition, undergraduate and graduate students have benefitted from Georgia Tech's cooperative education program for almost 100 years. Students earn money to help make a Georgia Tech education possible, and have an



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opportunity to enhance what they learn in the classroom with real-world work experiences, giving them a competitive edge upon graduation.

We aspire to be an Institute that pursues excellence and embraces and leverages diversity in all of its forms. In the years ahead, we must continue to enhance a culture of collegiality, close collaboration, global perspective, intercultural sensitivity and respect, and thoughtful interaction among a diverse community of scholars that includes all of our students, faculty, staff, and alumni.

## Engineering and Technology

Georgia Tech must remain a top engineering and technology research and education institution. The Institute's long-standing excellence in engineering has been the cornerstone of its reputation, and it distinguishes us from other top-tier institutions throughout the nation and the world. However, this advantage must never be simply assumed. It must be constantly earned and nurtured as we develop new perspectives on the relationship between engineering, science, and technology, and other human enterprises such as business, government, policy, law, and the arts. Georgia Tech will remain committed to securing our historical strength, especially our leadership in the integration of science and technology, as we seek to leverage this excellence across all areas of intellectual pursuit. We view our excellence in engineering, science, and technology as both a standard of achievement for all programs at Georgia Tech and as a unique resource for interdisciplinary innovation.

## Undergraduate and Graduate Education

Our undergraduate and graduate students today receive an outstanding education in a wide variety of academic fields and disciplines related to science and technology. In the future, however, we believe that many of the new and exciting fields of discovery will be found in the overlap of engineering and science and at the intersections of traditional disciplines. Consequently, a Georgia Tech education will need to prepare students for leadership and rigorous problem formulation and problem solving in a rapidly changing environment where lifelong learning is the norm. Continuing professional education will assume greater importance in this environment, and Georgia Tech will work to fill this need. Innovative modes of education delivery and new technologies, enhanced by insights into how learning occurs, will expand and enrich learning opportunities for both our students and alumni. To innovation we will add agility, ensuring that good ideas continually transform our

curriculum and provide new learning experiences for students.

Georgia Tech's reach and impact in 2035 will extend beyond the physical dimensions of a presence in Atlanta and Georgia, as our "campus" extends to a global network of partnerships. The most difficult challenges of the future—such as energy, water, sustainability, security, poverty/development, and natural disasters—will require global solutions, and Georgia Tech will be engaged around the world in developing these solutions. Boundaries of time, distance, and culture will shrink as Georgia Tech contributes to educational applications of the virtual world, using electronic technologies and future media to engage and support our students, faculty, staff, and alumni throughout their lives.

## Economic Impact

As envisioned by our founders, Georgia Tech will continue to be an economic driver for Atlanta, the state of Georgia, and the nation, as exemplified by the innovative creation of the Georgia Research Alliance and by collaborative partnerships with institutions such as Emory University. But our scope and impact will extend worldwide as well. Georgia Tech will take the lead in creating a climate that not only celebrates basic research and scholarship, but also where research yields practical applications and where national and international collaborations yield commercial successes. We will create a culture where students and faculty are both scholars and entrepreneurs.





# The Task at Hand

*Drawing on these strengths, Georgia Tech will define the technological research university of the 21st century—a place where ideas converge and leaders emerge, where technologies and solutions are created today to solve the problems of tomorrow, and where all contributors are welcomed and all contributions are valued.*

Our task now is to channel these strengths into actions that we can take today to secure the future we desire. We describe those steps in these terms:

## Education:

- We will creatively use information technologies to pursue new types of collaborations, explorations, and complex problem solving.
- We will provide interdisciplinary education through flexible, student-focused curricula.
- We will explore new ways to express the human heart, mind, and soul by emphasizing the creative intersection of art, science, and technology.

## Research:

- Building on our strengths, we will seek new opportunities and challenges.
- Maintaining our record of excellence in research, we will attract, develop, and retain the very best faculty, staff, and students.
- Working together, we will understand and solve problems of global significance, scale, and scope.







## Innovation:

- We will develop leaders who will help solve the world's most challenging issues.
- We will develop and support new areas of research and education that have the potential to transform technology and society.
- We will embrace the complex relationships among society and science, engineering, business, computing, architecture, and the liberal arts.
- With our rich and diverse pool of talent, we will become a "go to" place for experts who are consulted daily by government, business and industry, and the media.

## Global Reach:

- In keeping with our role of good global citizenship, we will provide critical international leadership.
- We will attract students and researchers from across the globe and extend our learning opportunities to every place that a technology-focused education is valued.
- We will serve local, state, national, and international communities with dedication and distinction.

By striving for these ends, we will build the conditions for a vibrant and successful future. In the following pages, we set forth our view of Georgia Tech's place in 2035.

# Georgia Tech's Vision, Mission, and Strategic Goals to Achieve Our Vision

## Vision

Georgia Tech will define the technological research university of the 21st century. As a result, we will be leaders in influencing major technological, social, and policy decisions that address critical global challenges. “What does Georgia Tech think?” will be a common question in research, business, the media, and government.

## Mission

Technological change is fundamental to the advancement of the human condition. The Georgia Tech community—students, staff, faculty, and alumni—will realize our motto of “Progress and Service” through effectiveness and innovation in teaching and learning, our research advances, and entrepreneurship in all sectors of society. We will be leaders in improving the human condition in Georgia, the United States, and around the globe.

## Strategic Goals to Achieve Our Vision

To achieve our vision and design the future we seek in 2035, we must attain five strategic goals:

- Be Among the Most Highly Respected Technology-Focused Learning Institutions in the World
- Sustain and Enhance Excellence in Scholarship and Research
- Ensure That Innovation, Entrepreneurship, and Public Service are Fundamental Characteristics of Our Graduates
- Expand Our Global Footprint and Influence to Ensure That We Are Graduating Good Global Citizens
- Relentlessly Pursue Institutional Effectiveness





This plan for meeting our goals presents Georgia Tech’s view of how a technological research university embraces opportunity. Several hundred students, faculty, administrators and staff, researchers, alumni, and supporters contributed their ideas about how to advance Georgia Tech through the development of an inclusive and comprehensive strategic planning process. More than 1,200 ideas were submitted—some incremental and familiar, but many were out of our comfort zone and ignited our passion to move the Institute forward.

The strategic goals outlined in the plan are the high-level, key areas of focus that are necessary for our success. Within each goal, a number of strategies—or suggestions for pursuing our aspirations—have been identified. To turn this ambitious plan into reality, the individual academic and administrative units within the Institute will need to continue to generate action plans with detailed strategies, measurable outcomes, and timelines.

In developing this plan, Georgia Tech has accepted the challenge to create the conditions that lead to solving critical global problems. Rather than settle for incremental steps forward, we have set forth a course to facilitate bold and deliberate contributions to human progress. This plan is designed as a living document, and we anticipate that many other “big ideas” will be generated and implemented in the months and years to come as we work together to both design and build our future.

## VALUES

We believe in and want to be known for having the following enduring values:

### Integrity

- Maintain the highest ethical standards
- Nurture a culture of honesty, openness, and transparency

### Excellence

- Maintain the highest academic, research, and administrative standards
- Have a passion for continuous improvement
- Embrace change that enables progress
- Celebrate achievement

### Impact

- Seek and conduct research that identifies and solves critical global challenges
- Focus on societal benefit and improving the human condition

### Innovation

- Advance groundbreaking research
- Leverage technology to create new fields of study
- Encourage and reward originality of thought, approach, and action
- Push boundaries
- Nurture a culture of curiosity

### Entrepreneurship

- Support an entrepreneurial environment
- Promote an enterprising spirit

### Leadership

- Provide pioneering thought leadership
- Anticipate change and shape the future
- Develop future leaders with superb problem-solving ability
- Commit to public service

### Community

- Project a welcoming, inclusive culture
- Demonstrate mutual respect among faculty, staff, and students
- Celebrate uniqueness in thought, background, perspectives, and intellectual pursuits



# Goal 1:

## Be Among the Most Highly Respected Technology-Focused Learning Institutions in the World

Through the combined efforts of our faculty, staff, and students, Georgia Tech's innovative spirit has characterized our research enterprise, and now that spirit will infuse the university's educational experience as well. Georgia Tech will encourage and reward learning initiatives, remove institutional obstacles to both incremental and transformative educational innovations, and convert challenges into opportunities.

The strategic planning process identified five major themes for the future of education at Georgia Tech. Faculty and students have called for more interaction with each other, more problem-oriented courses and curricula, the adoption of electronic learning technologies as supplements rather than replacements for student-faculty synergy, continuing our efforts in globalizing the Georgia Tech experience, and increasing flexibility in curricula to allow students to explore more areas of knowledge and prepare for a wide variety of careers. These themes call for new educational strategies and they call for a new view of Georgia Tech as a learning community in an urban setting. These themes of learning and living are reflected below in three broad strategies for innovation and in many specific ideas generated by this planning effort.

### Strategy 1

#### Enrich the student experience

Georgia Tech will encourage faculty-student interaction by offering greater rewards for innovative teaching, improving student/faculty ratios, developing new approaches to engaging undergraduates in research activities, and expanding opportunities and incentives for more informal faculty-student interaction such as living-learning communities. We will also encourage more interaction among students to develop teamwork, leadership, and communication skills. Many of these skills can be developed from involvement in the hundreds of extracurricular opportunities available to students. For example, participation in intramural and intercollegiate athletic programs goes beyond the rich tradition of competition. It provides a powerful laboratory where students can develop skills in teamwork, self-discipline, leadership, and time management, tools that they can apply for both academic and career success.

Students can benefit from our increasingly diverse university environment. Changing national demographics and international opportunities will spur us to engage new types of students who want to pursue undergraduate or graduate education at Georgia Tech, reaching from the K-12 level to late-career alumni and other professionals. We will recruit, develop, retain, and engage a diverse cadre of students, faculty, and staff with a wide variety of backgrounds,



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perspectives, interests, and talents, creating a campus community that exemplifies the best in all of us—in our intellectual pursuits, our diversity of thought, our personal integrity, and our inclusive excellence. Our students and faculty will collaborate not only with each other, but also with learners across the globe, addressing problems of regional, national, and global significance.

## Strategy 2

### Innovate in instruction methods, course design, and curricula

Georgia Tech will integrate its strong traditions of rigorous education with new approaches to instruction, course design, and curricula. We anticipate developing flexible and individualized degree programs to prepare students for careers that are unimaginable today. These will require ingenuity in balancing disciplinary depth and interdisciplinary breadth as we make it easier for students to take advantage of expanded opportunities for elective courses, minors, multiple degrees, and carefully designed, customized curricula. Student progress will be organized by new design elements and evaluated by criteria that are more flexible and relevant than standard tests and grading schemes, fifteen-week schedules, and credit hours. The strengths of existing educational units will be enhanced, but organizational innovations will emerge to support learning experiments and improvements.

It is crucial that we maintain our high academic standards as we innovate with new forms of experiential learning. Non-curricular learning structures will capitalize on the strong work tradition, civic ethics, and leadership skills of our students; through problem-focused projects, service learning, Science, Technology, Engineering, and Mathematics (STEM) outreach, student research, the use of instructional technology, and other programs, our students will learn by contributing their ideas and energy to their community. We will emphasize applied problem definition and problem solving, verbal and written communication skills, leadership and teamwork, service, and a global perspective for all students. Traditional and new forms of learning will be combined, using the advantages of electronic communications while expanding opportunities for personal interactions among students and faculty as the sciences and technologies of learning are applied to common and customized learning experiences. An augmented, immersive, virtual world will allow our students to learn, conduct research, and pursue experiments with other students, professionals, alumni, and faculty around the world.

All of these changes will require a learning culture and administrative structure that embrace a spirit of positive

innovation and agility. Our course and degree management systems will be enablers, and the efforts of Georgia Tech faculty will be supported and evaluated using new models of workload allocation that maximize flexibility and creativity. While we cannot forecast the future with precision, we are confident that during the next twenty-five years there will be new systems of knowledge content and delivery—and Georgia Tech will be a major player in developing and adopting these transformative innovations.


## Strategy 3

### Develop the campus and its neighborhood as a vibrant live-work-learn-play environment

An innovative learning environment must also be an exciting place to work, live, and relax. Georgia Tech's campus will be just such a place. Our community will include social and cultural aspects that complement our research and academic dimensions, perhaps through ventures such as a world-class immersive performance center that integrates technology and the arts, a faculty housing development, and expansion of Technology Enterprise Park from a specific location to a pervasive Midtown concept.

Georgia Tech will encourage and help create a revitalized Midtown development zone that will surround the campus and include quality housing, strong schools, world-class informal learning centers, cultural venues, and retail amenities. As a test bed for research and innovation in the urban environment, the city of Atlanta will be populated with the industries that support innovation and new businesses. As such, it will become a laboratory for sustainable economic and social development that promotes technological change while celebrating the human spirit. Georgia Tech and Midtown Atlanta will attract alumni, global leaders, and venture capitalists to visit and contribute to the community—and it will be a place where faculty, students, and staff from around the world will choose to live, learn, work, and play.





## Goal 2: Sustain and Enhance Excellence in Scholarship and Research

Achieving preeminence in areas of research and scholarship has important implications for Georgia Tech and for the economic success of the state of Georgia. The Institute has historically played an important role in advancing the state's economy by spinning off technology-based start-up companies, transferring technology to help established firms compete in world markets, graduating leaders who provide the intellectual capital needed by top companies, and creating an environment of innovation.

The Georgia Tech of the future must do even more. The Institute must make revolutionary as well as evolutionary advances, make important discoveries, and create technologies that can change the direction of entire industries in Georgia, the nation, and the world. As Georgia Tech aspires to meet the expectations in scholarship and research that this implies, it is important to recognize that our aspirations require us to pursue four objectives. The first and most important of these is to establish a pervasive culture of academic excellence. The second concerns the external perception of Georgia Tech; the Institute must be viewed as a leader in ideas and innovation not only in engineering and science, but also in all of its programs. Third, we must recognize that our traditional strength in engineering is a powerful resource for collaboration across all of our colleges and schools. Finally, we must secure our future success by investing in our people and our physical resources. The strategies below describe how we will increase the quality of the research and scholarship at Georgia Tech in a manner that commands the attention of the world.

### Strategy 1

#### Strive to be the best in teaching, research, and application

Currently, Tech's engineering, computing, and management colleges are recognized as among the top programs in the nation. To encourage their continued development, plans for improvement and innovation will be solicited and available resources will be directed toward those with achievable plans for significant strengthening. Strong units will receive the support needed to continue and build on their strengths. For units that are building toward excellence, resources will be based on achieving their attainable milestones.



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## Strategy 2

### Lead in targeted reputational areas

Institutional reputation is largely tied to recognized expertise in specific areas of research and scholarship. Georgia Tech needs to take advantage of its strengths to lead in fields that extend across the entire Institute. We will identify research domains in which we have or can develop a competitive advantage, using a strategic analysis of our current strengths and global opportunities for leveraging those strengths.

We will identify and focus on several research areas, identify the appropriate local and global partners, and make Institute-scale investments. The strategic planning process has identified a number of potential targets, including transportation and logistics; nanoscience; micro and nanotechnologies; power and sustainable energy; health information technology; integrated bioscience, bioengineering, and biotechnology (e.g., health manufacturing, medicine, policy, and management); smart materials; technology-related policy, law, national security, and ethics; and the technological aspects of neuroscience. We will encourage, support, and prioritize ideas based on, among other things, credible and strong leadership, a competitive advantage for Georgia Tech, and the potential of external funding sources.

## Strategy 3

### Support faculty-led initiatives for transformative interdisciplinary research

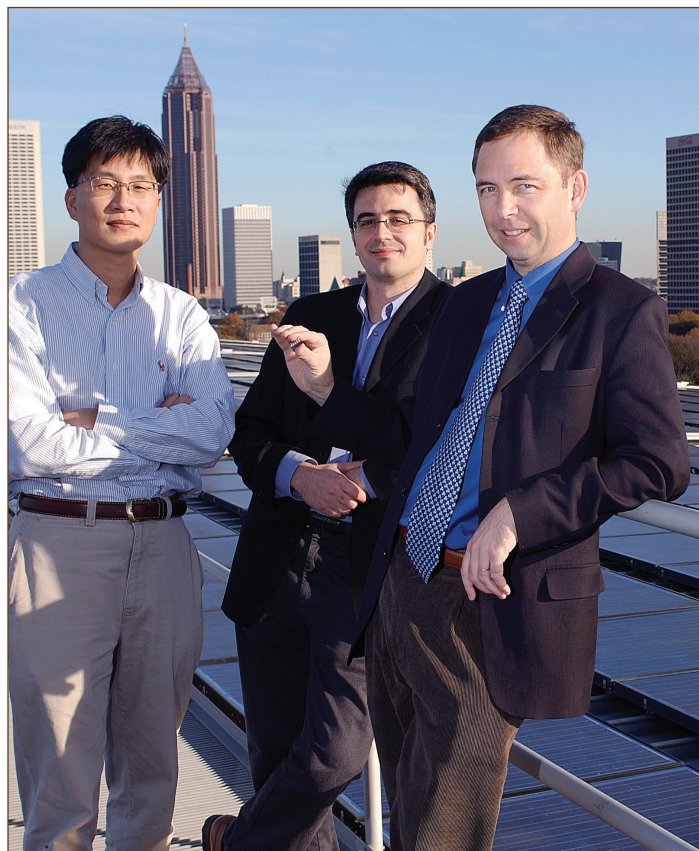
In addition to Institute-scale programs aimed at targeted opportunities, an excellent university recognizes the ability of faculty—individually and in teams—to identify and create emergent areas of research and education that can grow into major initiatives. Georgia Tech’s successful transformation over the past twenty-five years into one of the leading technological research universities springs from two sources. The first is risk-taking leadership that has catalyzed faculty initiatives and academic units. The second is faculty members who through their own vision have led research initiatives that raised the research profile of Georgia Tech. Together, our leaders and our faculty have transformed Georgia Tech from a regional school to an international research powerhouse in engineering and other areas. Many significant research domains of the future have yet to be identified, and exciting research occurs both within disciplines and at the interface of domains—often recognized

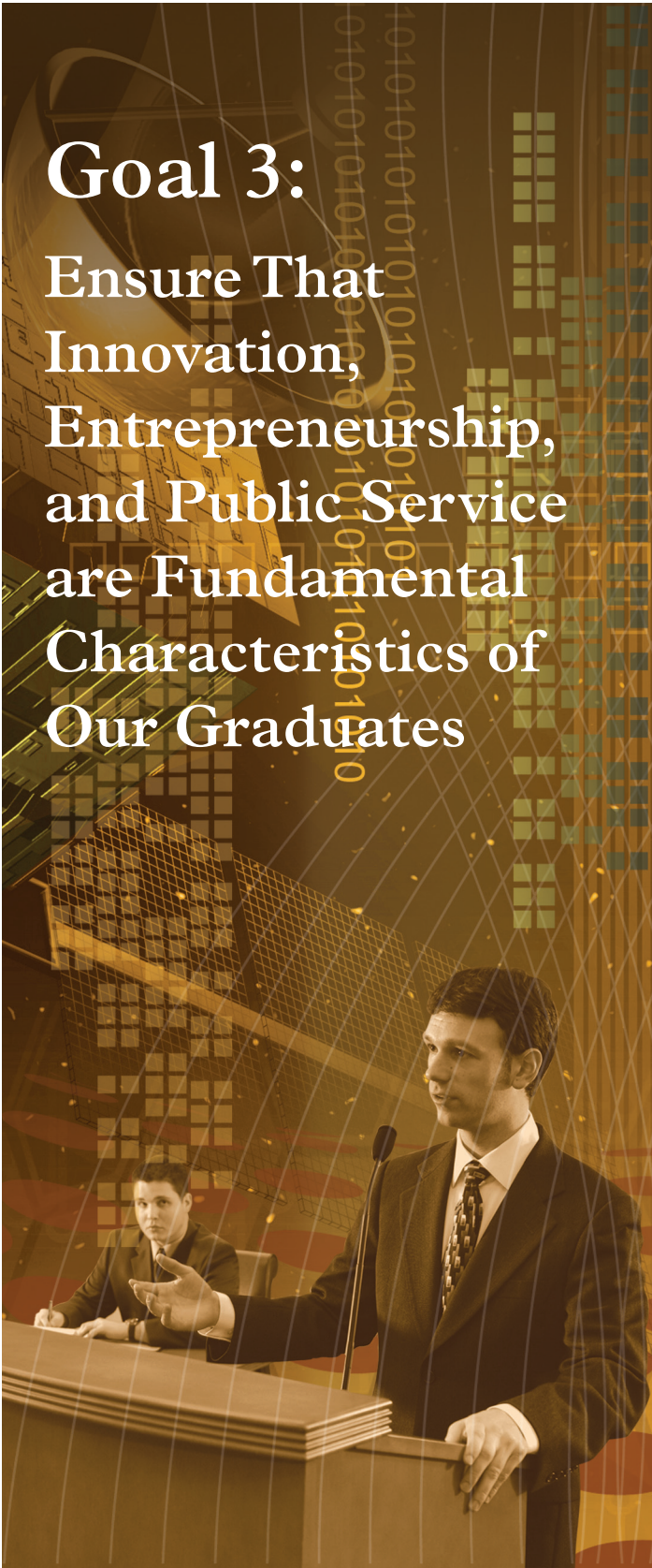
best by individual researchers. To promote the continued research leadership of our faculty, Georgia Tech will provide resources, structures, and incentives to facilitate research and innovation driven by faculty and campus units, including the creation of a research “venture fund” to drive the Institute’s high-risk, large-return research initiatives in areas critical to its reputation and growth.

## Strategy 4

### Demonstrate relevance and vitality by investing in faculty and infrastructure

Georgia Tech’s continued excellence in research depends on the quality of the people we have, a culture of innovation and collegiality, and a supportive infrastructure all working together to enable our faculty’s vision to be realized. It is important, therefore, that Georgia Tech establish incentives to recruit and retain the best faculty, increase research space, partner with the state to recruit global/industry research institutes, and enthusiastically celebrate our accomplishments.





# Goal 3:

## Ensure That Innovation, Entrepreneurship, and Public Service are Fundamental Characteristics of Our Graduates

Innovation—as distinct from invention—is the process that moves ideas from their identification to their use for the betterment of humanity. Invention transforms the world of ideas, but innovation transforms society by fundamentally changing established norms. While universities are successful in generating ideas and in the invention process, many are less successful in using the ideas and inventions generated to produce new innovations.

Although Georgia Tech has performed well in innovation, entrepreneurship, and public service, it has not yet achieved the national and international reputation to which it aspires. The Institute must not only embrace success as fundamental in all forms of creative expression; it must also deploy the innovations enabled by that success. Our campus culture needs to be one that supports innovation, entrepreneurship, and public service just as it does teaching and research. In doing so, Georgia Tech will become a leader among universities in innovation. Three strategies will support this goal.

### Strategy 1

**Establish world-class initiatives to serve Georgia Tech, the state, and other strategic national and international partners**

Georgia Tech will provide students and alumni access to curricular and co-curricular opportunities important to their development as innovators and entrepreneurs. For students, Georgia Tech will continue to develop learning opportunities that fully engage campus resources and all members of the campus community. Leadership development will be infused into the curriculum and culture of Georgia Tech. Existing entrepreneurship and leadership programs will be coordinated and repurposed to prepare both students and alumni to rise to the top ranks of their professions.

In addition to classroom experiences, Georgia Tech will enable faculty and student interaction in venues such as competitions, short courses, co-curricular activities, and workshops aimed at fostering a culture of innovation and encouraging student creativity and entrepreneurship. Student innovators will be able to bring their imaginations to life in a physical space that is a center for multidisciplinary design teams and student competitions, a showcase for new K-12 STEM activities, and a place where they can bring their ideas to a wider audience.



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## Strategy 2

### Innovate in how we incentivize and support commercialization

Georgia Tech will encourage and reward faculty innovation and entrepreneurship in all their manifestations. Effective curricular experiences will be recognized by assessing and supporting experimentation in innovative teaching and learning, and by sustaining and institutionalizing successful outcomes. Activities that advance Georgia Tech's reputation in innovation and entrepreneurial leadership will play a role in the review, promotion, and tenure process. Policies that govern faculty activity will be designed to encourage the innovation process, including flexible work status, leaves of absence to pursue entrepreneurial interests, and sabbaticals with companies that are partnering with Georgia Tech on intellectual property development.

Georgia Tech will continue to develop the infrastructure that will enable our faculty to perform at the highest levels, from idea generation to commercialization. Intellectual property policies and practices at Georgia Tech will be as open and non-restrictive as possible, and assistance will be provided for companies that wish to engage the Institute and its resources. Faculty expertise will be leveraged with partnerships with other universities, industry, research laboratories, law firms, and the public sector to ensure Georgia Tech realizes its full potential. And our physical facilities will need to support intellectual pursuits leading to innovation, and be accessible to all.

Sustainable development, social and economic progress, and solutions to global problems rely on an educated workforce, which in turn requires both classroom instruction and experiential learning. Georgia Tech will promote service learning and address major social challenges through the use of experiences that build leadership and entrepreneurial skills. Similarly, our students will gain interpersonal and professional skills by engaging with professional networks of scholars and practitioners, preparing them even at the undergraduate level to enter organizations ready to create and lead.

To attract new research institutes and innovative businesses to locations near the Georgia Tech campus, partnerships with the State of Georgia—particularly the Georgia Research Alliance and the Georgia Department of Economic Development—will be instrumental in creating a research cluster that gives back to our local and global communities. Similarly, the Institute will lend its service to the education of elementary and secondary school teachers, especially in math and science, by partnering with

Georgia universities that offer degree programs in education to ensure a well-prepared generation of students in these important subject areas.

## Strategy 3

### Serve in state, national, and global leadership positions

Faculty and students serving in positions with statewide, national, or global visibility bring important recognition to the Institute. While Georgia Tech faculty often participate in state, national, and global forums, we must emphasize the importance of such service to our reputation as an innovative institution. Service by faculty through professional fellowships, advisory committees, and intergovernmental appointments at this level will be encouraged and supported. Likewise, our students will understand the importance of service and will be supported in serving and leading organizations, and in pursuing internships and careers in institutions that offer them opportunities to improve their leadership skills.





## Goal 4: Expand Our Global Footprint and Influence to Ensure That We Are Graduating Good Global Citizens

For more than twenty years, Georgia Tech has fostered international alliances to enhance learning experiences, build research collaborations, and promote economic development. This history and the more recent emergence of globalization as a major driver of change present a unique opportunity for Georgia Tech to leverage its relationships with existing partners, form new ones, and emerge as a global leader. Georgia Tech-Atlanta will become an international hub for education, research, and innovation; and as technological, social, and economic problems pose challenges to industry and governments across national boundaries, a global Georgia Tech will be fully engaged in meeting those challenges.

### Strategy 1

#### Expand the world's footprint at Georgia Tech

Global engagement requires that the Institute continue to build an inclusive community and a global presence. Georgia Tech will continue to do so by leveraging Atlanta's strengths to form and expand broad global partnerships aimed at meeting important global challenges, partnerships that allow us to do things we could not otherwise do in Atlanta. We will also bring the world to Georgia Tech through strategic alliances with universities, companies, institutions, and governmental and non-governmental organizations that align with our mission. Through a virtual campus and scalable test beds for research and learning, we will provide a home for a diverse community of researchers, educators, and others who will collaborate in identifying and addressing interdisciplinary problems in global technological and social systems.

As we promote intercultural learning and respect for diversity, we will expand programs for our large and varied global student population to maximize the international and intercultural learning resources we have on our home campus. The best students from the state, nation, and world will look at Georgia Tech as one of the most desirable universities in the world to develop their intellectual, entrepreneurial, and leadership abilities.



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## Strategy 2

### Extend and leverage Georgia Tech's impact around the globe

An innovation economy is increasingly dependent upon outstanding research, development, and technology transfer—much of which is supplied by universities. In the next twenty-five years, the United States increasingly will share its excellence in innovation and the recruitment of intellectual talent with other countries. It will be important to position Georgia Tech as a leader in establishing global innovation portals, research and education hubs, and select branch campuses. Through the use of distance learning and other technologies to deliver educational and research products to students, researchers, governments, and businesses around the world, Georgia Tech will be able to reach into homes on a worldwide scale.

Georgia Tech will identify innovative programs, and qualified students and faculty to become research and education partners, both at international locations and in Atlanta. As research and development becomes increasingly global, Georgia Tech will be prominent in innovation hubs around the world and will be active in setting global priorities

related to technology and social issues, both in developed countries and in emerging economies in Africa, Latin America, and Asia. We will create new portals in key global locations that bring economic development prospects; expand intellectual and cultural opportunities for students, faculty, and alumni; and collaborate with major research institutions. As we establish strong relationships with peer institutions in strategically important countries and regions, we will select partner institutions with the highest academic standards and with teaching and research strengths that create mutually beneficial advantages for both institutions.

## Strategy 3

### Embrace and support globally engaged students

Georgia Tech is committed to ensuring that our students understand science and technology in the context of different social, economic, and cultural domains. Through the International Plan, the Institute is already a recognized pioneer in educating globally engaged students. We will continue to build upon these strengths and expand the number of students who graduate with substantial international experience through work, study, research, or service. Many graduates will integrate service learning and applied research to tackle some of the world's most pressing challenges. Our work-abroad program will grow, and we will develop study/work partnerships with companies and universities around the world. Foreign language instruction and proficiency, coupled with understanding of intercultural issues, will be crucial for many graduates seeking global careers.

New programs that connect an international experience with leadership skills will produce graduates with career advantages, including knowledge of international social, political, and economic systems; the ability to assimilate easily into global communities and work environments; and the skills to communicate with confidence in a global context. As global leaders, members of the Georgia Tech community will shape corporate, educational, government, non-profit, and entrepreneurial decisions around the world.





## Goal 5: Relentlessly Pursue Institutional Effectiveness

Georgia Tech has thousands of employees who perform their duties with skill and diligence. Excellence must become the hallmark of all we do at Georgia Tech. Organizational excellence involves developing and aligning the institution's culture, people, structure, work processes, and technologies into a system that supports the Institute's goals and strategies. This requires that everyone understand and embrace those expectations. Jobs must be aligned with the goals and strategies of the Institute, structures and processes must enable people to do those jobs well, technologies—including information technology/computing power—must facilitate service and innovation, and the best people must agree that their Georgia Tech is one of the best places to work.

### Strategy 1

#### Continuously improve all support functions and processes

We will establish an Institute-wide culture of service excellence in which all parties understand and are committed to fulfilling the Institute's expectations of providing the highest quality of service and satisfaction to students, colleagues, and external constituents. To accomplish this, we will develop a cost-effective infrastructure and delivery system for satisfying internal and external stakeholders. We will develop innovative administrative business processes based on state-of-the-art tools and technologies for conducting business. Georgia Tech will be nationally recognized as a leader in administrative best practices.

### Strategy 2

#### Implement a performance-based management system

The Georgia Tech envisioned throughout this strategic plan will attract, develop, nurture, reward, and retain the best people. To realize the fullest potential of our people, we must invest in appropriate human resources initiatives, including a performance-based management system that includes clearly defined and measurable goals; competencies for each position; ongoing self-assessment, feedback, and coaching; professional development; and rewards that are linked to performance. These factors, based on best-practice standards of performance and clear metrics, will optimize organizational performance, promote individual growth and development, and maximize the Institute's yield on its diverse human capital. All of the administrative

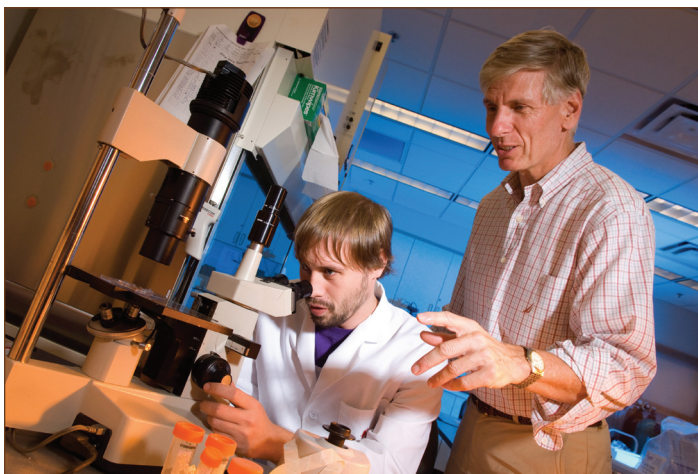


functions that support the Georgia Tech community are vital to our mission and deserve strong support as they continue to improve.

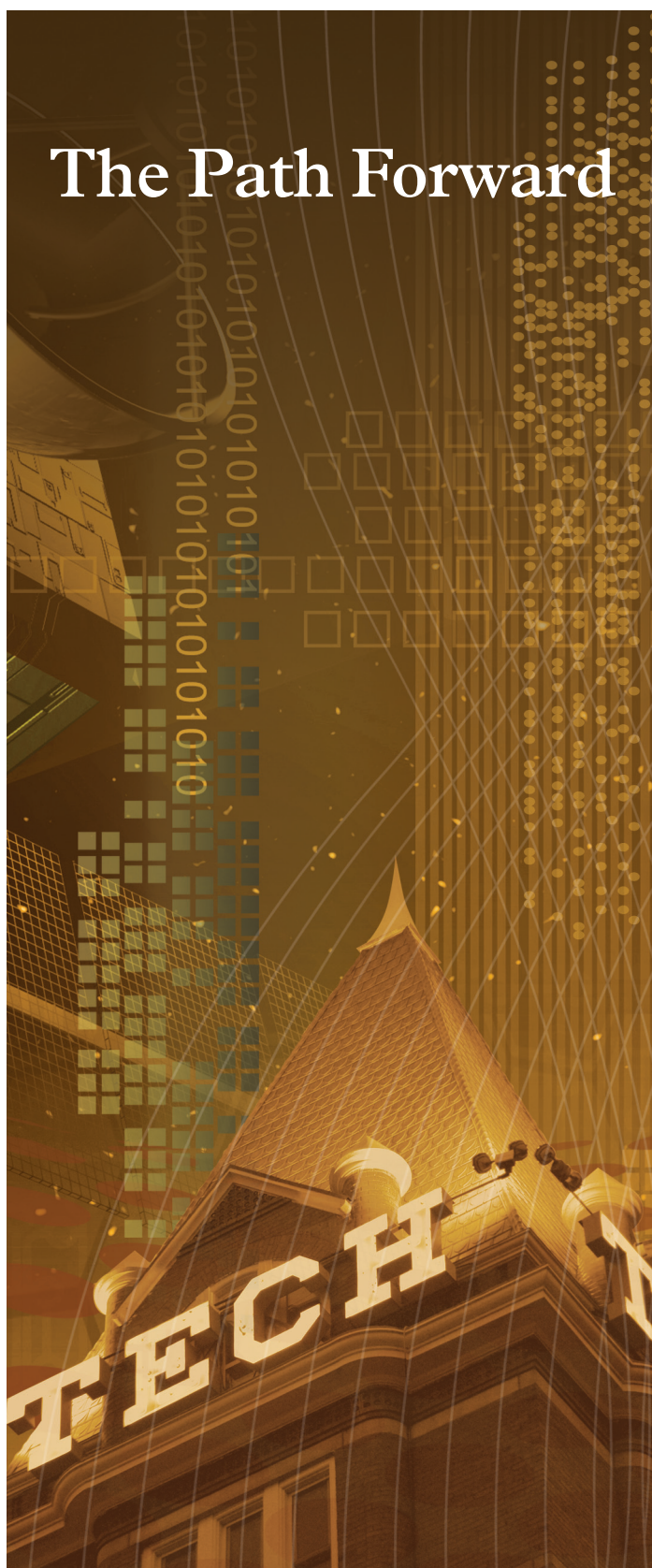
## Strategy 3

### Develop an entrepreneurial financial model reflecting best practices of both private and public institutions

As an international research university, Georgia Tech is an economic engine for the state of Georgia and a vital component of the University System of Georgia with significant state investment in terms of direct funding, capital improvements, and tuition support (e.g., the HOPE Scholarship). While the state provides about 20 percent of Georgia Tech's annual operating revenue, trends are showing that Georgia, like many other states, is having to adjust how it funds higher education in a time of declining state revenues. In order to achieve the vision outlined in this plan—including the continued ascent to the top tier of national and international universities—continued diversification of Georgia Tech's funding base and flexibility in setting tuition will be required. We must be able to compete with peer universities, both public and private, in terms of dollars invested per student. Public-private partnerships with the community will be instrumental for economic development, research, educational innovations, and cultural venues that will enrich the quality of life of the campus community and provide cost sharing opportunities to enhance Institute programs. In addition, Tech will adopt best-in-class financial systems and processes to ensure the most efficient and effective allocation and use of resources.







# The Path Forward

## Imagine an Institute that:

- Attracts world-class students, faculty, and staff with diverse backgrounds;
- Is preeminent in research and teaching, and known for its innovation;
- Is a place where top global decision makers go to find thought leaders and experts to solve multi-faceted problems in science, technology, engineering, and business;
- Has the agility, vision, and mind power not only to face the future, but also to design it;
- Strives for excellence in all that it does; and
- Is known the world over as simply the best in its chosen areas of distinction.

**That is the Georgia Tech of the future, the Georgia Tech we strive to create.**





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