

The top section of the page features a photograph of the Georgia Institute of Technology building, viewed from a low angle looking up. The word "TECH" is prominently displayed in large, illuminated letters on the building's facade. The background is a warm, golden-brown color with a pattern of binary code (0s and 1s) and various geometric shapes like squares and circles, suggesting a digital or technological theme.

DESIGNING THE FUTURE

STRATEGIC PLAN GOALS AND INSTITUTIONAL INITIATIVES

Georgia Tech's new Strategic Plan outlines five overarching goals that are designed to help take the Institute to its 150th anniversary in 2035 (*outlined on the other side*). In the fall of 2010 various academic and administrative units are being asked to identify the ways in which they can help achieve the goals outlined in the plan. While many of the specific unit-level action plans that will be used to address the strategies and accomplish goals have yet to be identified, faculty, staff, administrators, and others are working together in a number of exploratory groups to begin the process of thinking about how the Institute might move forward with a short list of big ideas identified in the planning process. The ten Institute-wide initiatives are listed below. The plan is designed as a living document, and as such, many other "big ideas" are anticipated in the months and years to come.

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.

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STRATEGIC PLAN GOALS

Goal 1:
Be Among the Most Highly Respected Technology-Focused Learning Institutions in the World

Strategies

- Enrich the student experience
- Innovate in instruction methods, course design, and curricula
- Develop the campus and its neighborhood as a vibrant live-work-learn-play environment

Goal 2:
Sustain and Enhance Excellence in Scholarship and Research

Strategies

- Strive to be the best in teaching, research, and application
- Lead in targeted reputational areas
- Support faculty-led initiatives for transformative interdisciplinary research
- Demonstrate relevance and vitality by investing in faculty and infrastructure

Goal 3:
Ensure That Innovation, Entrepreneurship, and Public Service Are Fundamental Characteristics of Our Graduates

Strategies

- Establish world-class initiatives to serve Georgia Tech, the state, and other strategic national and international partners
- Innovate in how we incentivize and support commercialization
- Serve in state, national, and global leadership positions

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

Strategies

- Expand the world's footprint at Georgia Tech
- Extend and leverage Georgia Tech's impact around the globe
- Embrace and support globally engaged students

Goal 5:
Relentlessly Pursue Institutional Effectiveness

Strategies

- Continuously improve all support functions and processes
- Implement a performance-based management system
- Develop an entrepreneurial financial model reflecting best practices of both private and public institutions

INSTITUTIONAL INITIATIVES

Beginning in fall 2010, units within Georgia Tech will submit numerous proposals, or RFPs, for consideration in implementing the five goals outlined in the new Strategic Plan. In addition, during the strategic planning process ten “institutional initiatives” were identified. To maintain momentum, several exploratory groups of faculty, staff, administrators, and others have begun work on these initiatives.

Ten Institute-wide Initiatives

1. Prepare our students for global leadership
2. Be the “Innovation Institute”
3. Create an experimental college, the “X-College”
4. Pursue globally significant grand challenges using our campus and region as a test bed for research and application
5. Explore the role that technology could or should play as it relates to law
6. Expand and enhance the current programs dealing with technology and policy
7. Create a virtual Georgia Tech campus
8. Explore collaborative partnerships
9. Provide an educational guarantee
10. Establish best business and administrative practices, including a new institutional approach to intellectual property

1. Prepare our students for global leadership

A key focus for the Strategic Plan is for the Institute to be seen as a global leader and to prepare students for leadership in their careers and communities. Tech already has a number of strong leadership initiatives throughout the Institute. As a first step in maximizing our effectiveness and creating a transdisciplinary, Institute-wide focus, a team will explore existing and possible new programs and make recommendations to maximize effectiveness. Part of this initiative could be to establish the Ivan Allen Jr. Institute for Leadership, with leading scholars and practitioners of the art and science of leadership. In addition to the more traditional classroom experience, the team will explore the possibility of enabling faculty and student interaction in venues such as short courses and workshops where a culture of innovation and leadership can take root.

2. Be the “Innovation Institute”

The goal is to position Georgia Tech as the institution known for innovation worldwide, preparing students to be innovation leaders whether their leadership role occurs in university, government, or corporate labs; management; law; or public policy. Initial steps are to explore existing strengths at Tech. Examples include the TI:GER program focusing on commercialization of student-generated ideas and research, and our InVenture Prize competition to encourage undergraduate invention.

3. Create an experimental college, the “X-College”

A proposal that emerged from the strategic planning process was an “X-College” option – where “X” stands for “experimental,” as well as “unknown” or “variable.” It would not replace existing colleges, but would serve as a venue in which students could self-select to customize their degrees with faculty guidance, and receive a nontraditional certification of their competencies rather than traditional grades and degrees. The X-College would be a test bed of new techniques for balancing core instruction with problem-based approaches, and would be a laboratory for developing alternatives to regular courses taught in semester-length blocks involving custom-designed learning technologies appropriate to different students. In addition, the X-College could also offer a new one-hour senior-year “exit” course, led by a combination of faculty, recent graduates, and experienced managers as a transition course to professional life.

4. Pursue globally significant grand challenges using our campus and region as a test bed for research and application

Through its transdisciplinary expertise and leadership in research, Georgia Tech is uniquely suited to address numerous challenges faced by society to improve the human condition. Georgia Tech will create a culture that encourages inclusive, multi/transdisciplinary approaches to solving these challenges. This team will assess Georgia Tech’s strengths and propose opportunities for research and application through a combination of existing and new programs. A few possible areas include advancing health informatics, personalized learning, providing access to clean water, complete DNA sequencing of every case of cancer, nanotechnology that delivers drugs precisely to the desired tissue, persistent and reliable long-term data storage, making solar energy economical, preventing nuclear terror, and sustainability.

INSTITUTIONAL INITIATIVES

5. Explore the role that technology could or should play as it relates to law

Enhancing collaborative partnerships in the areas where technology meets the arts, design, medicine, and the law will be as critical during our next planning phase as was building physical infrastructure during the 2002–2010 period of the last strategic plan. We will research partnerships and strategic alliances with law schools and other institutions to produce graduates who are well-versed in international intellectual property (IP), commercialization, bioethics, international law, and the aspects of law as it is influenced and shaped by technology. The institute or partnership would take advantage of Georgia Tech's strengths in these knowledge areas and position Tech as a leader in educational innovation and intellectual property law theory and product development, both nationally and internationally, while at the same time helping to fulfill the vision outlined in the plan that we will "be leaders in influencing major technological, social, and policy decisions that address critical global challenges."

6. Expand and enhance the current programs dealing with technology and policy

Recognizing the growing need for analysis and advice regarding increasingly technology-dependent public policies, the School of Public Policy will be tasked with assessing and recommending how we could leverage the Institute's leadership in technology with its strengthening programs in policy-related disciplines to provide a much-needed service to Georgia, the nation, and the world. In addition, Georgia Tech will provide a new resource for Georgia public officials and business leaders by establishing an institute for technology policy as part of its public policy program. It will also serve to better position Georgia Tech as a thought leader in STEM-related policies, environment and energy, economic development, national security, and other important issues.

7. Create a virtual Georgia Tech campus

Explore ways to use rapidly advancing virtual worlds technology and social media to provide a common Georgia Tech experience to all students, faculty, staff, and alumni as well as parents, partners, prospective students, and other visitors, regardless of time and place. The virtual campus will be an immersive environment that is an adjunct to the real world and allows new, yet unknown experiences for research, learning, and fun, as well as serving as a living laboratory. Use the evolving environment as a "test bed" for research in agile education and in exploring cognitive models for enhancing learning. GTVirtual will bring together and build upon existing work from numerous groups and hundreds of faculty.

8. Explore collaborative partnerships

Georgia Tech will continue to pursue strategic partnerships in a wide range of areas. One important aspect is to initiate renewed and visionary planning with our partners in metro Atlanta to help us evolve the "live-learn-work-play" community envisioned in the plan. The team led by Steve Swant and Bill Schafer has already begun to research current partnerships and explore potential partnership opportunities, including social and cultural dimensions in complement to research and academic dimensions. The exploratory group will develop a high-level plan to create a live-work-learn-play zone to include academic units, interdisciplinary research and innovation centers, an integration of technology and the arts, and business and community partners.

9. Provide an educational guarantee

Rapid changes in technology and an increased focus on interdisciplinary approaches to identifying and solving problems are requiring that college graduates commit to lifelong learning. To help Tech graduates remain competitive, maximize effectiveness, and provide leadership on the job and in their communities, the Institute will explore the feasibility of offering an educational guarantee. Any Tech graduate who would like to take a course or courses in person or online would be able to do so on a space-available basis throughout their lifetime.

10. Establish best business and administrative practices, including a new institutional approach to intellectual property

This is an important element of the goal to relentlessly pursue institutional effectiveness. Steve Swant and JulieAnne Williamson will lead the effort to research innovative administrative business processes based on state-of-the-art tools and technologies for facilitating learning and research, and conducting business. This includes best-in-class financial systems and processes to ensure the most efficient and effective allocation and use of resources, and exploring a new institutional approach to intellectual property.

A significant amount of time and other resources of research universities are devoted to legal and financial tasks, including partnership agreements associated with intellectual property. Because Georgia Tech is a national leader in the development of intellectual property, it is vitally important that we research best practices and establish a consistent institutional approach.