# A Vision for Georgia Tech: 2020-2030

*Inclusive Innovation for a Better Future*

Over the next decade, Georgia Tech will be an example of inclusive innovation, a leading technological, research university relentlessly committed to serving the public good, breaking new ground in addressing the biggest local, national, and global challenges of our time, making technology broadly accessible, and developing exceptional leaders from all backgrounds ready to produce novel ideas and create solutions with real human impact.

We will deliver on this vision by building an exceptional and diverse community of learning, discovery, and creation in an inclusive and collaborative environment focused on innovation and access. We will develop healthy and vibrant learning environments that support holistic learning and personal growth. We will be leaders in educational innovation and develop a global learning platform of unmatched impact and scale to support learners throughout their life journeys. We will challenge ourselves to push the boundaries of research while focusing on the most consequential questions and problems faced by humanity. And, we will act as a creative engine that will position our city and our state as examples of inclusive entrepreneurship and innovation.

## Progress and Service

Since its founding in 1885 by an act of the state government, the Georgia Institute of Technology has become a leading global research university, a strategic economic development asset for Georgia, and an essential element of the national system of science and technology. Driven by a commitment to Progress and Service, Georgia Tech has produced extraordinary engineers, scientists, entrepreneurs, and leaders in business, government, academia and nonprofits, who have had a transformative impact locally and around the world.

Georgia Tech brings together scholars from a wide variety of fields driven by the idea that technology has the power to improve the human condition. We don't just develop technology for technology's sake. We advance technology and the science that supports it, and we find novel ways to leverage and deploy it, to change our world for the better. And we develop leaders who think critically about the problems we face and the technology at our disposal, find new solutions, and create value for the greater good. Technology has helped humanity achieve a standard of living that was unimaginable just a few decades ago. Fewer people than ever before live in extreme poverty or go to bed hungry. More people have access to basic education, water and sanitation. People live longer, less violent lives.

Yet, while we celebrate these achievements, we also recognize that the progress has been uneven, and some of the solutions have created their own challenges. Indeed, much remains to be done, around the world and at home. We need to find new ways to create economic opportunity and enable social mobility; build more livable communities; provide affordable housing and sustainable transportation; education, health care, clean water and energy to everyone; combat old and emerging diseases; and keep us all safe and free. And we need to do that while dealing with complex, global problems that threaten our health and the health of our planet, most notably emerging pandemics and climate change.

Technology will be essential in addressing these challenges, but only if it is grounded on a critical understanding of its broader social, economic, environmental and cultural context and if is available where needed. That's why, in order to not only advance technology, but deepen our understanding of the human condition and find novel ways to improve it, our research and teaching approach incorporates perspectives not just from engineering and physical and biological sciences, from a multitude of disciplines: social and behavioral sciences, humanities, business, policy, arts and design and other fields. To be a great institute of technology requires to be great at much more than technology.

## Embracing All Voices

The magnitude of the challenges and opportunities we face also demands that we empower and include more people, backgrounds and perspectives in the process of learning, discovery, and creation. Over the years, we have learned that progress needs all voices to be heard, all minds to be cultivated, and all talent to be empowered. One of the greatest Atlantans of all time, Martin Luther King Jr., said that everyone can be great because everyone can serve. At Georgia Tech, we also know that everyone can contribute to Progress and Service because everyone can learn. If technology is to work for all people, it must be developed by all people and be accessible to all people.

But while talent is equally distributed, the opportunity to learn and grow is often not. Students of certain backgrounds—women, ethnic minorities, low income—are still underrepresented in most engineering and computer science domains at Georgia Tech and other leading technological universities, thus limiting the scope of perspectives shaping our future. We therefore accept our responsibility to remove barriers of access and ensure that talented individuals from all backgrounds are able to contribute to our shared mission. The story of our city — the epicenter of a movement that restored basic civil rights to millions of people across the nation — demonstrates how much stronger we are when we embrace diversity of people and ideas. As champions of innovation in our local economy, we will strive to help Atlanta, and the global Georgia Tech community, become examples of vibrant, inclusive entrepreneurship.

**Strong Local Roots, Broad Global Reach**

Originally established to help industrialize Georgia and a war-torn American South, Georgia Tech was a critical element in Atlanta's emergence as a city of national and worldwide prominence: a global transportation hub, a site of commerce, the home of iconic business giants, and an incubator of transformative social and cultural movements. Atlanta has indeed become one of the most globally connected cities in the world and a leading international meeting place — as it memorably showed when it hosted the Centennial Olympic Games in 1996.

Like its home city, Georgia Tech has become a globally recognized brand and a reliable partner in supporting international collaboration, education, commerce, and research into complex issues that affect us all. Those collaborations and partnerships have demonstrated that global relevance is not at odds with local impact. Exposure to other cultures prepares our students to lead in the global economy. The cultural and demographic diversity and the nature of the issues that we face in our immediate community offer a unique ground for testing solutions that can set an example for other parts of the world. And the exceptional talent we are able to attract from around the world positions Georgia Tech to make unique contributions to local and global problems, build strong bridges to the world, and strengthen the global competitiveness of our state.

The global pandemic of 2020 highlighted the fact that the most consequential challenges we face are global in nature and require global collaboration and solutions. It has also showed how essential technology is for supporting collaboration at the local and global levels, for the rapid diffusion of solutions, and, very specially, for the delivery of learning. Georgia Tech's leadership in learning technology and innovation, which has produced among other tangible results the world's largest online MSc program in computer science, proved instrumental in our ability to rapidly switch to distance-based instruction. It also demonstrated how technology will be a key component of our ability to create a truly global network of learning and innovation.

**Creating a Better Future**

Georgia Tech has been an engine of Progress and Service for more than 135 years and is ready to play an even greater role going forward. With humility and yet great confidence in our history and our unique capabilities, Georgia Tech is redefining what it means to be a leading public technological university in this new era, committed to empowering people of all backgrounds and to integrating its resources across disciplines to create a better future for our community, locally, nationally, and globally.

# MISSION

The Georgia Institute of Technology is a public research university established by the state of Georgia in Atlanta in 1885 and committed to

*developing leaders who advance technology and improve the human condition*

## MOTTO

*Progress and Service*

## VALUES AND BELIEFS

**Students are our top priority.**

We are educators first and foremost. We are committed to developing leaders who advance technology and improve the human condition. We consider research and creativity as part of that educational mission. We measure our success by the impact our graduates have in improving the lives of others.

**We strive for excellence.**

We strive to be among the best at what we do and set high expectations for each of us individually and for our community as a whole. The expectation of excellence, which is instrumental in our ability to have a meaningful impact in the world, extends to our teaching, our research and creative endeavors, our athletic programs, and our operations.

**We thrive on diversity.**

We see diversity of backgrounds and perspectives as essential to learning, discovery and creation. We strive to remove barriers of access and to build an inclusive community where people of all backgrounds have the opportunity to learn and contribute to our mission.

**We celebrate collaboration.**

We enable and celebrate collaboration across disciplines and perspectives, between units and departments, and with other organizations at home and around the world. We value the contributions of all members of our community, promote civil and respectful discourse, and help one another succeed.

**We champion innovation.**

We inspire, empower, and provide the resources and environment for innovative ideas to flourish. We welcome new concepts and approaches that lead to creative ideas and solutions.

**We safeguard freedom of inquiry and expression.**

We protect the freedom of all members of our community to ask questions, seek truth, and express their views. We cherish diversity of ideas as necessary conditions for learning, discovery, scholarship, and creativity.

**We nurture the wellbeing of our community.**

We strive to build a healthy and vibrant environment that helps our students and every member of our community to grow holistically and develop the self-awareness, knowledge, and practices necessary to pursue healthy, purposeful, fulfilling lives.

**We act ethically.**

We hold one another to the highest standards of professional and ethical conduct. We are transparent and accountable, and strive to earn and maintain the public trust.

**We are responsible stewards.**

We are careful stewards of the resources we are entrusted with and strive to be an example of sustainability, efficiency, respect, and responsibility.

VISION 2030

*Inclusive Innovation for a Better Future*

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We will deliver on this vision by building an exceptional and diverse community of learning, discovery, and creation in an inclusive and collaborative environment focused on innovation and access. We will develop healthy and vibrant learning environments that support holistic learning and personal growth. We will be leaders in educational innovation and develop a global learning platform of unmatched impact and scale to support learners throughout their life journeys. We will challenge ourselves to push the boundaries of research while focusing on the most consequential questions and problems faced by humanity. And, we will act as a creative engine that will position our city and our state as examples of inclusive entrepreneurship and innovation.

In order to achieve this vision, we will:

- **Amplify Impact:** *Embrace our power as agents of change for the public good and concentrate our research and learning efforts on identifying and solving the most critical and complex problems of our time, locally and globally*

- **Champion Innovation:** *Champion our leadership position as an engine of innovation and entrepreneurship and collaborate with other public and private actors to create economic opportunity and position Atlanta and Georgia as examples of inclusive innovation*

- **Connect Globally:** *Strengthen our role as a convener of worldwide collaboration and build a global learning platform to expand our reach and amplify our impact*

- **Expand Access:** *Empower people of all backgrounds and stages of life to learn and contribute to technological and human progress*

- **Cultivate Well-Being:** *Strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives*

- **Lead by Example:** *Lead and inspire by example by creating a culture of deliberate innovation in our own practices and being an example of efficiency, sustainability, ethics, and inclusion*

**STRATEGIC THEMES**

*From Vision to Action*

Over the next few months, we will translate our vision into a strategic plan that identifies key objectives, metrics and actions. That plan to be a living document reflecting our evolving thinking about the challenges and opportunities we face along the way. What follows are some of the examples of actionable goals that have emerged through the vision process and that illustrate how our vision can materialize in practice.

**Amplify Impact:** *Embrace our power as agents of change for the public good and concentrate our research and learning efforts on identifying and solving the most critical and complex problems of our time, locally and globally.*

- Identify, anticipate, and offer novel solutions to the most critical and complex problems we face locally and globally through interdisciplinary research, learning, and collaboration with private and public organizations.
- Expand our research portfolio across academic departments, interdisciplinary institutes, and the Georgia Tech Research Institute in areas that push the frontier of scientific and technological inquiry.
- Make experiential, problem-based,service learning a centerpiece of the Georgia Tech experience and empower all students to be creative problem solvers and leaders of positive change in their organizations and communities.
- Expand our efforts to critically assess the societal and ethical impact of research and innovation, engage those who will be affected, and embrace our power as agents of change to create value for the greater good.
- Be a trusted public voice and convener that informs decision makers and the public on current and emerging issues of consequence.
- Further integrate STEM disciplines with arts, humanities, and social sciences to help students develop a deeper understanding of the power of technology to improve the human condition.

**Champion Innovation:** *Champion our leadership position as an engine of innovation and entrepreneurship and collaborate with other public and private actors to create economic opportunity and position Atlanta and Georgia as examples of inclusive innovation.*

- Become a leading start-up and innovation school.
- Develop partnerships with key public and private actors to position Atlanta and Georgia as global examples of inclusive entrepreneurship.
- Be the innovation partner of choice for leading companies and organizations in the communities in which we live and serve.

- Strengthen our work at the intersection of art, media, and technology and fully incorporate the arts and creative fields into our curriculum.
- Be a leader in learning sciences and technology and a testbed of innovation in learning and education

**Connect Globally:** *Strengthen our role as a hub of worldwide collaboration and build a global learning platform to expand our reach and amplify our impact.*

- Prepare all students to become leaders of change in a multicultural, interconnected world and contribute to solving critical global problems through enhanced global learning opportunities.
- Develop a global learning platform of unmatched impact and scale by leveraging technology and strengthening our connectivity with other global innovation hubs.
- Lead global collaborative efforts to advance the most urgent issues affecting the world as articulated by the Sustainable Development Goals.
- Develop a global community of lifelong learning in partnership with the Georgia Tech Alumni Association.

**Expand Access:** *Empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.*

- Reduce financial barriers of access for low-income students.
- Partner with public schools in Atlanta and across the state to increase enrollment of underserved students and support teachers who inspire students to pursue careers in science and technology.
- Become a national leader in the education of women and minority leaders in science and engineering, especially in disciplines where they are currently underrepresented.
- Realize our commitment to a lifetime education and become the nation's leader in career-advancing, holistic life-long education and the development and application of learning innovations.

**Cultivate Well-Being:** *Strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.*

- Embrace the Total Person philosophy in all programs and integrate curricular and co-curricular elements to develop the physical, emotional, and mental well-being of our students.
- Become an example of an age-friendly institution.
- Empower and facilitate the mental and physical well-being and holistic development of all members of the Georgia Tech community.
- Further integrate intercollegiate athletics into our campus culture and our local community as an inspiration for well-being and holistic education.

**Lead by Example:** *Lead and inspire by example by creating a culture of deliberate innovation in our own practices and being an example of efficiency, sustainability, ethics, and inclusion.*

- Be an example of deliberate innovation in our own administrative and education practices.
- Become a national leader in education technology and innovation.
- Develop our physical campuses into living, learning labs and examples of sustainability, well-being and inclusion.
- Strengthen our culture of ethical and professional conduct, transparency, and accountability.
- Become an example of diversity and inclusion among leading technological research universities.
- Be a leader in the application of data analytics in higher education while being an example in data privacy and security.