

# Georgia Tech Strategic Plan 2020-2030

## Our Journey to Reveal the Vision

In September 2019, Georgia Tech launched an exciting process to create a new strategic plan building on our greatest strengths. The process was designed in three phases: 1) visioning, 2) goal setting, and 3) implementation. At the end of February 2020, we will conclude the visioning phase with a strong foundation to anchor our goals and actions.

### ***Phase 1: Visioning***

The visioning phase consisted of four major steps:

1. Input collection
2. Data analysis
3. Draft development
4. Theme formation

### ***Input Collection:***

During the first phase we collected input to shape our new mission statement, vision narrative, values definitions, and strategic impact themes. The process involved listening to a range of perspectives through a variety of in-person and online methods. Students, faculty, staff, community and business partners, donors, advisors, parents, alumni, and a wide range of other key stakeholders were engaged through this process.

A team of facilitators, led by Georgia Tech Strategic Consulting, engaged this broad group of stakeholders through 30, 60, and 90-minute visioning workshops, webinars, informal “bump-in” sessions using iPads and an electronic capture board, and an interactive photo booth. An online survey was also available for stakeholders to provide input remotely. In all, more than 5,700 interactions with stakeholders shaped our vision. These diverse stakeholders shared stories and their dreams for the future of Georgia Tech by responding to one or more of these questions:

- What makes you most proud to be associated with Georgia Tech? Share a specific example of an event, person or achievement. Please explain WHY that example makes you most proud.
- Explain HOW Georgia Tech accomplished this example. What made it successful? What aspects of Georgia Tech’s strengths, culture and capabilities helped to support these accomplishments?
- Thinking ahead to the year 2030, what is your biggest dream for Georgia Tech?

These questions were grounded in appreciative inquiry, a proven method to generate new ideas with excitement and optimism. This solution-focused approach provided a powerful platform for us to build on what works well, where we are strong, and what we need to do more of.

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### ***Data Analysis***

A team of experienced analysts from Institutional Research and Planning, the Office of Academic Effectiveness, and the Georgia Tech Research Institute (GTRI) organized, aggregated, and categorized the inputs into key themes. They balanced the specific stories and detailed inputs with the groupings of key concepts. The data team used advanced qualitative data analysis and an artificial intelligence algorithm to summarize the results for the Steering Committee to use in creating the mission, vision, values, and strategic theme drafts. The facilitation team validated the data through weekly Delphi-method briefing sessions to control for algorithmic limitations.

### ***Deliverable Development***

A Steering Committee, comprised of approximately 60 faculty, staff, students, and alumni, translated the data analysis into concepts for the draft mission, vision, values, and strategic theme statements. Four smaller Subcommittees, guided by the Steering Committee, worked from November through January to create initial draft statements.

On January 7, 2020, the Subcommittees presented their drafts to the full Steering Committee and President Cabrera who listened intently to their thoughts about the initial drafts. At the conclusion of that meeting, President Cabrera and the Institute Communications creative writing team began to generate additional iterations. These iterations were informed through feedback sessions where key stakeholders reacted to the earlier drafts. After sharpening the draft multiple times, President Cabrera presented the current draft to the Steering Committee for their feedback on February 6, and again solicited ideas for strengthening the draft even further. These ideas were then incorporated into another iteration with the expectation that additional iterations will be likely through the end of the visioning phase as additional stakeholders are engaged in review discussions.

### ***Strategic Theme Formation***

At the January 7, 2020 meeting, the Strategic Themes Subcommittee presented an initial set of themes. President Cabrera, in partnership with the Steering Committee, used that input to create suggested direction for the focus and impact of each strategic theme. In the next phase of work, working groups develop more specific descriptions of the intended impact and scope of each strategic theme. These definitions will provide the foundation for creating the specific goals, objectives, and measures of success for the Institute.

### ***Next Stop: Goal Setting***

Georgia Tech is now transitioning from the visioning phase to the goal setting phase. The strategic impact theme working groups will begin meeting in early March with the expectation to complete the development of goals, objectives, and measures of success by May 29, 2020.