Defining the Technological Research University of the 21st Century

Implementing the Strategic Plan

Georgia Tech President G. Wayne Clough
Administrative Retreat
August 29, 2001
Why a new strategic plan?

- Many of the goals from the prior plan have been achieved.
- Circumstances have changed.
- The campaign provided resources to lift GT to the next level; now we need a plan to get us there.
- We are entering a new era of accountability.
Defining the Technological University of the 21st Century

Reviewing Developments in Key Areas

• Students/Faculty
• Diversity
• Research
• Technology
• Outreach
• Administration
• Facilities
Students/Faculty

Freshman Applications

* New application process including essay
Average Freshman SAT

Scores prior to 1996 are adjusted to reflect recentering.
Students/Faculty

Grade Point Averages

In High School  GT Freshmen  GT Seniors

1990  2000

0  0.5  1  1.5  2  2.5  3  3.5  4
Freshman Retention Rate

Year of matriculation (prelim.)
Quality of Graduate Students

Students/Faculty

GRE Scores

GPA
Students/Faculty

Number of Degree Programs

* Immediately prior to restructuring
Faculty: Student Ratio

- '91: 16.5
- '92: 17
- '93: 17.5
- '94: 18
- '95: 18.5
- '96: 19
- '97: 19.5
- '98: 20
- '99: 20.5
- '00: 21
- '01 (est.):

By fall enrollment
Endowed Chairs

Total Endowed Chairs* 96
Created by Campaign for GT 54
Endowment funding in place** 83
  Filled 65
  Search process underway 16
  Search process to be initiated 2

* Includes GRA eminent scholars.
** 13 chairs pledged, but funds not yet in hand.
Students/Faculty

CAREER Awards

- U of Ill, UC
- Ga Tech
- MIT
- U of Mich
- UCLA
- Wisc Madison
- Stanford
- UGA
- Emory Univ
## Students/Faculty

### National Academy Membership

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<th>Institution</th>
<th>NAE</th>
<th>NAS</th>
<th>IOM</th>
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<td>1</td>
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Diversity

Student Body
(by percentage)

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<th>Year</th>
<th>Minorities</th>
<th>Women</th>
<th>Asians</th>
<th>Underrep</th>
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<td>34.9%</td>
<td>50.8%</td>
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<td>50.3%</td>
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GA
- 34.9% Minority
- 2.1% Asian
- 50.8% Women

US
- 29.9% Minority
- 3.6% Asian
- 50.9% Women
Diversity

Faculty
(by percentage)

- Minorities
- Women
- Afr-Amer

Funds to GT from State Initiatives
(in millions)

Research

Cancer
Yamacraw
GRA
(est.)

'95  '96  '97  '98  '99  '00  '01  '02
Education Technology Timeline

1995
- Fiber Backbone

1996
- Technology fee
- Digital First in ECE
- Web-based registration

1997
- Student Computer Initiative

1999
- First-stage wireless Internet MS in ME

2000
- Internet MS in ECE
- Wireless corridor
- Web parking registr

2001
- Electronic grade entry
- 420 web-enhanced courses
Outreach

Continuing Education Units (CEUs) (by fiscal year)
Growing Off-Campus Presence

1961: 1st EDI Office in Rome, Ga
1979: GTRI-H
1980: ATDC
1988: GT-L opens, EE
1992: GTRI-A
1996: ME at GT-L
1997: GTREP TLI, Singapore
1999: Internet MSME
2000: 17th EDI Office

Outreach
Revenues

Administration

FY 1991
- State: 28%
- Tuition/fees: 9%
- Spons funds: 10%
- Indir cost recov: 6%
- Dept/other: 30%
- Auxiliary: 9%
- Affiliates: 8%

$356.7 million

FY 2002
- State: 29%
- Tuition/fees: 7%
- Spons funds: 7%
- Indir cost recov: 8%
- Dept/other: 30%
- Auxiliary: 8%
- Affiliates: 11%

$755.4 million
Annual Giving: Cash Receipts
(in millions)
Value of Endowment Funds*

(in millions)

* Includes GTF, Lettie Pate Evans, GIT, AT Fund

Source: Council for Aid to Education
Facilities

Campus Acreage

0 50 100 150 200 250 300 350 400

Physical Plant Growth
(in thousands of square feet)

27 new/renovated buildings in 11 years

Facilities

Instruc/Research
Housing
Parking Decks
Student Suppt
Campus Suppt
Academic Suppt
Athletics
Other

1991
5,707,490 sq ft

2001
9,600,760 sq ft
Strategic Plan Goals

1. Student-focused education
2. Diverse community
3. Enhanced research enterprise
4. Outreach through economic development
5. Intelligent development of effective information and educational technology
6. Supportive, collaborative, effective administrative structure
7. Facilities improvement, expansion
Quantitative Goals

Student-Focused Education

• Student/faculty ratio of 18/1 (now 20.3/1).
• 100% of faculty interacting with undergrads.
• Mentoring for all new faculty/TAs.
• Improve 6-year graduation rate.
• During undergraduate years:
  – 50% participate in research (now 25%)
  – 50% gain international experience (now 25%)
  – Maintain nation’s largest voluntary co-op program.
Diverse Community

- Increase female students to 35% (from 28%) of student body, minority students to 40% (from 35%).
- Increase tenured faculty women and minorities by 50% (30 more women, 50 more minorities).
- Reward academic units for diversity in recruiting.
- Provide mentoring and other retention programs.
- Offer diverse learning experiences.
Quantitative Goals

Research Enterprise

• Rank in the top 25 in NSF’s listing of universities by R&D expenditures (now 30).
• Rank in the top 5 in average GRE and GPA of entering graduate students.
• 35 NAE members (now 22); 10 NAS members (now 3).
• Maintain top 5 status in percentage of research that is industry-based (now 4).
• Continue to create interdisciplinary research neighborhoods.
Quantitative Goals

Economic Development Outreach

• Establish international incubators using ATDC model (Metz, Singapore).
• Double number of innovations licensed per year from 15 in FY 2000 to 30 in FY 2005.
• Increase continuing education, distance learning and ESL course offerings by 50% (580 courses) by 2005.
Quantitative Goals

Information/Education Technology

- Strengthen our position and profile as a leader in education technology.
- Develop assessment methods for use of information and education technology; use results to improve educational experience.
- Develop a complete wireless environment on campus by 2005.
Quantitative Goals

Administrative Infrastructure

• Maintain participation in staff training at 2,500 staff per year.
• Implement campus communications plan.
• Systematic assessment of administrative functions.
Quantitative Goals

Facilities: Build by 2005

- Environmental Science & Technology Bldg 287,000
- Biomedical Engineering Bldg 90,000
- Molecular Science & Engineering Bldg 200,000
- Advanced Computing Technology Bldg 205,000
- College of Management Bldg (Tech Sq) 188,000
- Global Learning Center (Tech Sq) 113,000
- Food Technology Research Bldg 44,400
- Olympic Recreation Center 284,000
- Student Health Center 32,000
- Child Care Center 6,000
- GTREP Bldg, Savannah 20,000
- ATDC at Fifth Street 150,000
- Yamacraw Design Center 281,000
- Reconstruct family housing
- Baseball and football stadia

1.9 million sq ft
Engineering/Science Complex
Technology Square
Renovated/Expanded SAC
Stadia

Russ Chandler Baseball Stadium

Bobby Dodd Stadium
Other Facilities Goals

- Prepare to build Innovative Learning Resource Center
- Renovate historic Hill area and space vacated as units move into new facilities
- Continue to landscape open areas
- Establish a 5-year maintenance/repair/renovation plan
Areas of Concern

• Economic outlook
  – Stock market
  – State budget
• Increased state attention to accountability (inappropriate measures?)
• Federal budget/disappearing surplus
• Challenges in improving diversity
• Impact on enrollment from technology sector’s diminishing luster
• Coping with increased faculty salaries and start-up packages
Looking Ahead to Tomorrow

- Student-focused education
- Community, diversity, and teamwork
- Master Plan/facilities, administration
- Outreach, off-campus initiatives