GLOBAL POSITIONING STRATEGY
VISION STATEMENT

Georgia Tech’s international activities will embody its motto of Progress and Service, empowering students and faculty to provide solutions to global challenges. These activities will instill in our students the conviction, social courage, and intercultural sensitivity needed to collaborate across geopolitical, cultural, and linguistic boundaries to become effective leaders.

Technological advancement is fundamental to improving the human condition. Georgia Tech’s Progress and Service motto reflects our drive to use our technological expertise to improve the human condition, not only in Georgia and in the United States, but also across the globe. In addition to broad and robust technological training, we will instill values that prepare our students to become tomorrow’s leaders — with the conviction, social courage, and intercultural sensitivity to collaborate across geopolitical, cultural, and linguistic boundaries as they design solutions for the challenges of the 21st century. To accomplish this, we will create and support global initiatives, each of which will carry the mark of excellence of Georgia Tech. With the support of our strong global alumni network, we will increase the Institute’s reputation beyond our borders.

Georgia Tech is now ranked and widely recognized to be among the very best technological universities in the world. The Institute is in the enviable position of being one of the global institutions regularly called upon by universities, governments, and companies from around the world to assist in efforts to grow science, technology, and business literacy to fuel the needs of an innovation-centric economy. We will continue to answer this call both locally, here in Georgia, and globally, in an ambitious, creative, and strategic way.

The previous Quality Enhancement Plan (2005-2015) focused on the internationalization of the curriculum. It led to some significant changes that now differentiate Georgia Tech from other institutions, such as the creation of the International Plan and the explosion of study abroad opportunities for all students. (Overall, 54 percent of recent undergraduates have had a significant experience abroad; this figure rises to 63 percent in the College of Engineering.) We must continue this trajectory and build upon the extraordinary expertise of our faculty in public policy, international affairs, and languages as we develop new global initiatives. The new Quality Enhancement Plan, Serve-Learn-Sustain, offers an opportunity to expand toward global initiatives that emphasize sustainability, inclusive equity, and community engagement, so that students understand the impact of technology in a broader context.

The Institute’s Strategic Plan identifies global engagement as an essential element in defining Georgia Tech as “The Technological University of the 21st Century.”

As we seek to collaborate with other leading institutions on projects within the themes of education, research, technology, innovation, economic development, and capacity-building, we can draw on Georgia Tech’s tradition of global engagement, and institute three key strategic objectives:

• Expand Georgia Tech’s global footprint here in Atlanta.
• Extend and leverage Georgia Tech’s impact around the world.
• Nurture and support globally engaged students.
GLOBAL ENGAGEMENT

There are different ways in which Georgia Tech engages in international activities — each with a distinct purpose. In every case, all activities must carry the mark of excellence of Georgia Tech. Our brand of “One Georgia Tech” extends to international activities in the sense that we should not be a multinational institution with standalone entities in different countries, but rather a truly global institution where each initiative is connected to the main campus. We should also endeavor to link our global activities, fostering cooperation whenever it increases impact, and generating new opportunities for growth. Georgia Tech will pursue the following types of global initiatives:

Student Enrichment

We will promote study abroad, work abroad, service abroad, and research abroad to broaden our students’ education. Such experiences are profoundly transformative as students acquire new skills, knowledge, character, and the confidence for their future careers. Georgia Tech has a culture of student global engagement. Campus abroad programs (Georgia Tech-Lorraine), faculty-led study abroad programs, student exchanges with foreign universities, a global internship program, and the Fulbright Scholar Program. Indeed, more than 54 percent of our undergraduate students have had a meaningful experience abroad (typically a semester or more) by the time they graduate. This is truly a differentiating factor for Georgia Tech. Many opportunities also exist on campus, and we can build on the extraordinary diversity of our students, visiting scholars, and faculty to provide a unique learning environment that extends well beyond the classroom. Georgia Tech’s on-campus culture is far richer because of programs such as the International Plan, the Global Development minor, the Global Engineering Leadership minor, the Global Engineering Immersion Program, International Education Week, intercultural workshops, and many others.

The Network-Connected Hub

Because research and innovation know no borders, our faculty members quite naturally partner with the very best minds in the world to create a network of excellence. Beyond the stimulating aspects of international academic partnerships, strategic engagement with companies around the world also increases our reputation abroad, creates opportunities for students, and opens up new sources of research funding. One successful example of such a hub is Georgia Tech-Lorraine. Georgia Tech’s European campus, integrating education, research, and innovation, and providing new opportunities for Georgia Tech in the heart of Europe. Networking also benefits the Atlanta community and the state of Georgia as we continue to work with local stakeholders to create a global innovation ecosystem at Tech Square, bringing companies from around the world to the Southeast through Georgia Tech’s doors.

The Lab

Our faculty will continue to engage around the world in places that offer unique conditions to study specific problems. Successful examples include our Logistics Centers in Panama and Singapore, genomic and bioinformatics research in support of epidemiology and precision medicine in Colombia, water management at strategic locations around the globe, telecommunications and social organization in Liberia, and educational opportunities in Africa, to name a few. As we grow our physical presence around the world, we will learn about the differences in innovation ecosystems and interact with thought leaders around the world, providing a unique opportunity to link our innovation centers in Atlanta, Metz, and Shenzhen, for instance.

Capacity-Building

Universities, governments, and companies around the world regularly call upon Georgia Tech to assist them in their efforts to grow science, innovation, business, and technology literacy, and advise on higher education administration. We can build upon our successful Georgia Tech Professional Education programs, Enterprise Innovation Institute, Georgia Tech Research Corporation, and the Georgia Tech Research Institute, among others, to deliver services and share best practices in a spirit of inclusive excellence and equity. More than simple consulting exercises, these efforts enable Georgia Tech to extend its footprint and grow its reputation, with a lasting impact and influence in strategic areas across the globe.

Harnessing the Power of our International Alumni

Georgia Tech has a storied tradition of involving its alumni and other constituents in support of the Institute. Our alumni base and friends engage with the Institute as members of advisory boards, mentors to students, and links to corporate and business organizations. They provide advice and financial support that enable the Institute to maximize opportunities for research and academic benefits. As leaders of the international technological education community, we can derive significant benefits for the Institute and Georgia by developing this same tradition of involvement and support among our international alumni, parents, and friends. As Georgia Tech has expanded its visibility from the local to the international arena, Georgia has continued to gain in stature simultaneously, attracting investments and visitors from the international business community.
GUIDING PRINCIPLES
WHEN ESTABLISHING NEW INTERNATIONAL INITIATIVES

As Georgia Tech’s reputation continues to grow, we are constantly asked to partner with universities and institutions around the world. We should be selective in targeting and selecting high-impact collaborations, eschewing partnerships where our efforts are spread so thin so as to garner little impact. We should continue to foster an entrepreneurial climate of faculty-driven engagement. We must find the right balance between being strategic and seizing new opportunities. As we do so, we must follow four basic principles:

» Engage in something we want to do.
  • An international initiative should enhance the student experience; advance existing strategic goals in our research, academic, capacity-building and/or economic development missions; and be fully consistent with institutional principles and policies.

> Undertake what we can do well.
  • Follow an articulated strategy and plan, have appropriate objectives, engage campus leadership, and bring measurable benefits to the Atlanta campus.
  • Have the Institute’s support and participation in significant numbers for major projects.
  • Emphasize longer-term partnerships and commitments.
  • Reflect and enhance the Institute’s commitment to the highest quality endeavors.
  • Avoid outsourcing research and educational delivery.
  • Address political and social sensitivities and ensure open access to all.

> Partner toward realizing clear benefits.
  • Articulate a clear value proposition that expands our competencies and capabilities in ways that would not be possible without the international initiative.
  • Promote longer-term partnerships with growth potential rather than one-off independent activities.
  • Acknowledge that a physical facility is not a prerequisite to creating a presence; each major effort must appropriately balance performance and delivery of expectations at the institutional level (crawl, walk, run).

> Be resource- and opportunity-positive.
  • Be financially and intellectually sustainable, self-supporting, faculty-driven, net-resource- and opportunity-positive to others on the Atlanta campus.
  • Ensure that partnerships and projects enhance the Georgia Tech brand.
  • Be sure projects maintain a commitment to ROI in terms of both finances and time.
STRATEGY

Strategic Goal 1: Expand Georgia Tech’s global footprint in Atlanta.
• Support and promote actions that enrich the academic and intellectual environment of our campus through international and cross-cultural engagement. The Office of International Education will have a leading role in this sub-goal, working together with academic units, Georgia Tech Professional Education, the English Language Institute, International Student Admissions, and other campus units.
• Continue to attract foreign companies and institutions to Tech Square, building on our vision of creating a global innovation zone at Tech.
• Work with stakeholders at Georgia Tech and in the Atlanta community (Metro Atlanta Chamber, Georgia Department of Economic Development, City of Atlanta, Midtown Alliance) to showcase Georgia Tech’s R&D efforts and our extraordinary students.
• Work toward a goal of $20 million annually by 2020 in sponsored research projects coming from international government, industry, university, and civil society sponsors.

Strategic Goal 2: Extend and leverage Georgia Tech’s impact around the globe.
• Continue to build our presence at key nodes around the world with portals for technology and innovation, research, education, and economic development partnerships, using new linkages through expertise in public policy, culture, languages, and international affairs. Whenever possible, we will seek to connect the international initiatives and campuses between each other, making Georgia Tech a truly global network (e.g., innovation portals).
• Establishing a successful Institute in Shenzhen, China, as our second campus abroad and as Georgia Tech’s portal for global innovation, research, and education in China.
• Growing the Georgia Tech-Lorraine campus (including the Institute Lafayette and the GT-CNRS UMI research laboratory) to its next phase, maximizing impact and reach throughout Europe.
• Expanding our activities in Latin America — ensuring that the Georgia Tech Centers in Panama and Costa Rica are sustainable in the long-term — and exploring other opportunities, particularly in Colombia and Chile.
• Leverage our strong collaboration and advantages in the Middle East, especially the joint Center for Energy & Geo Processing in Saudi Arabia and the two professional master’s degrees in sustainable energy systems and cybersecurity.
• Developing a more strategic presence in Singapore through a government-funded, large-scale initiative. Whenever possible, we will seek to connect the international initiatives and campuses between each other, making Georgia Tech a truly global network (e.g., innovation portals).
• Build a strong and effective GT-Global, Inc., a 501(c)(3), designed to improve Georgia Tech’s global operations. Establish business processes that ensure compliance (tax, human resources) and minimize institutional risks, while ensuring good financial stewardship.
• Strategically and substantially engage alumni living abroad as we explore and develop new initiatives. Beyond the potential for philanthropic development, alumni also provide valuable input and help in navigating the complex landscape overseas. With our support, these international alumni will increase Georgia Tech’s visibility and reputation abroad.
• Work with Institute Communications to create more visibility and impact both on campus and outside the United States.
• Be open and responsive to unexpected international opportunities; use the Council of Global Fellows in an advisory capacity.

Strategic Goal 3: Nurture and support globally engaged students.
• Continuously improve processes that maximize student’s and Georgia Tech personnel’s safety while traveling abroad.
• Continue to support and promote actions and programs that integrate global competencies into a larger share of the student experience. Working with stakeholders across campus, the Office of International Education will foster student-focused initiatives (inside and outside the curriculum) that increase collaboration and understanding across geopolitical, cultural, and linguistic barriers. Bring a global dimension to the Serve-Learn-Sustain initiative.
• Work with faculty to grow new faculty-led study abroad programs, shorter-term programs embedded in a semester-long course, or other innovative programs that promote global engagement of our students, including our graduate students.
• Celebrate the culture of global engagement through effective campus communications.
• Continuously improve processes that maximize student’s and Georgia Tech personnel’s safety while traveling abroad.

SOME TARGETS FOR 2020:
by the time of undergraduate graduation.

60 PERCENT INTERNATIONAL PARTICIPATION
250 global internships annually.
5 NEW FACULTY-LED study abroad programs.
Student exchanges with fewer — but highly respected — universities.
The Office of the Vice Provost for International Initiatives supports the Institute's global ambitions by:

- Defining a vision, strategy, and core principles of global engagement.
- Being a nexus for all international activities — enabling and engaging with faculty and the entire Georgia Tech community to foster a campus culture of global engagement.
- Providing resources, MOUs, agreements, and links to other resources, both on and off campus.
- Serving in a diplomatic role when hosting delegations on campus.
- Ensuring effective international operations through Georgia Tech-Global, Inc., coordinating with various offices on campus beyond the Colleges and Schools (such as Legal Affairs and Risk Management, the Office of Human Resources, Grants and Contracts Accounting, Institute Planning and Resource Management, Financial Services, the Controller’s Office, Institute Communications, and other units as needed).