

# Georgia Institute of Technology

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President



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Heidrick & Struggles advises client organizations on the basis of an exclusive consulting assignment.

# The Institution

<p><b>Location</b></p>	<p>Atlanta, Georgia</p>
<p><b>About the Organization</b></p>	<p>The Georgia Institute of Technology (“Georgia Tech”) is recognized nationally and internationally as a leading research university. As an institution that embraces change, Georgia Tech shows its commitment through the creation of the next generation of thinkers and leaders, the next breakthrough startup company, the next lifesaving medical treatment, and the discovery of the next groundbreaking opportunity for its students, alumni, faculty, and staff.</p> <p>Georgia Tech’s drive to “Create the Next” distinguishes it as a distinctively different kind of university. Equipped with the extremely rich resources of an outstanding student body, faculty and staff; strong partnerships with business, industry, and government; and support from alumni and friends, Georgia Tech is designing a future of global preeminence, leadership, and service.</p> <p>With a vision of Georgia Tech defining the technological research university of the twenty-first century, Tech fosters leaders who will influence major technological, social, and policy-driven decisions that address critical global challenges ensuring “What does Georgia Tech think?” becomes a common question in research, industry, the media, and government.</p> <p>Understanding that technological change is fundamental to the advancement of the human condition, the Georgia Tech community - students, staff, faculty, and alumni – abide by the motto of “Progress and Service.” Believing that through effective and innovative teaching and learning, advances in research and entrepreneurship in all sectors of society, Georgia Tech has become a leader in improving the human condition in Georgia, the United States, and around the globe.</p> <p>Georgia Tech offers an innovative education to more than 30,000 undergraduate and graduate students. Over the past decade, Georgia Tech enrollment has increased by 69 percent. During this same time period, undergraduate enrollment applications have more than tripled, and graduate applications have doubled. To become even more effective in a rapidly diversifying world, Georgia Tech is aggressively recruiting underrepresented populations to continue to integrate its community, making it increasingly diverse and inclusive.</p> <p>The quality of the Georgia Tech educational experience is reflected in at least two important ways: consistently strong rankings by national publications and a highly regarded curriculum with a technological focus; all of its undergraduate programs, including liberal arts, are bachelor of science degrees. It offers degrees through the Colleges of Computing, Design, Engineering, Sciences, the Scheller College of Business, and the Ivan Allen College of Liberal Arts. Georgia Tech also has more than 100 centers focused on interdisciplinary research that consistently contribute vital research and innovation to American government, industry, and business.</p> <p>In 2018, Georgia Tech was ranked eighth among public universities in the country by <i>U.S. News &amp; World Report</i>. Ten of Tech’s undergraduate engineering programs are ranked in the nation’s top five, and all eleven graduate engineering programs are in the top ten. Additionally, Tech’s industrial engineering program has been ranked first in the nation for more than two decades. Many of its programs in the sciences, design, computing, and liberal arts are widely recognized with growing rankings.</p> <p><b>Students</b></p> <p>Georgia Tech attracts talented students from every state and 138 nations. Students are drawn to a collegiate atmosphere that has both intercollegiate and intramural athletics, campus traditions, and over 400 student</p>

organizations. Outside the traditional classroom and lab settings, the cooperative education and internship programs help students lay the groundwork for a successful future.

### **Faculty**

The high-quality faculty at Georgia Tech is another key contributor to its educational environment. More than 90% faculty members hold doctoral degrees. The faculty are recognized worldwide for their excellent research and teaching skills.

### **Research**

Georgia Tech is one of the South's largest research organizations. Research is funded by government and industry at Georgia Tech Research Institute (GTRI), all of Georgia Tech's academic colleges, and dozens of interdisciplinary research units on and off campus.

GTRI is the nonprofit, applied research division of Georgia Tech with more than 2,000 employees supporting eight laboratories in over 20 locations around the country, and performs almost \$450 million of research annually for government and industry. Engaging in both unclassified and classified research and development, GTRI develops advanced technology solutions and large-scale system prototypes to address the most difficult problems in national security, economic development, and overall human betterment.

In Georgia specifically, Georgia Tech plays a leading role in the state's economic development strategy through the Georgia Research Alliance and other statewide initiatives. Georgia Tech's overall impact on the state of Georgia's economy is calculated at \$2.87 billion each year.

### **Athletics**

Georgia Tech students, alumni, and the entire Tech community are passionate about their beloved Yellow Jackets. With 400-plus student-athletes across 17 varsity sports, Georgia Tech competes at the highest level of intercollegiate athletics as a member of NCAA Division I and the Atlantic Coast Conference (ACC). Georgia Tech prepares student-athletes for success both on and off the field, using initiatives like the Total Person Program to land students top-tier internships and enter professional life post-college.

The Yellow Jackets have won five national championships with four of these championships in football during their illustrious history and have appeared in two Final Fours in men's basketball and three College World Series in baseball. Combining world-class education with top-notch athletics, Georgia Tech has produced 83 Academic All-Americans.

### **Alumni**

Maintaining a strong relationship with its alumni is a hallmark for Georgia Tech. Among public universities, Georgia Tech ranks as one of the top schools with respect to the percentage of alumni who support their alma mater. Georgia Tech's global network of alumni now exceeds 160,000. Alumni are a critical resource for many aspects of Georgia Tech's current and future activities, and many alumni are very active in the life of Georgia Tech.

### **International Presence**

With a significant global footprint, Georgia Tech also has campuses in Lorraine (France) and Shenzhen (China) as well as research centers in Asia and Latin America. Each year more than 2,000 students participate annually in 90 programs abroad. Georgia Tech has programs and agreements in 250 destinations in over 60 countries, along with research collaborations and alumni all over the world.

### **Atlanta Campus**

Georgia Tech's main campus spans over 400 wooded acres in the heart of Atlanta. Its Midtown neighborhood is a thriving place to create, learn, live,

work, and play. As the state's economic and cultural hub, Atlanta is packed with attractions, small businesses, high-tech startups, and multinational corporations, along with restaurants, theaters, museums, and concert venues. Within an easy walk to campus are green spaces and parks, including Centennial Olympic Park, Piedmont Park, and the Atlanta Belt Line — a globally-praised network of public parks, multi-use trails, and multiple public transit options (originally designed by a Georgia Tech city planning student).

### **The University System of Georgia**

Georgia Tech is part of the University System of Georgia (USG) which is composed of 26 higher education institutions including four research universities, four comprehensive universities, nine state universities and nine state colleges, the Georgia Public Library Service, and the Georgia Archives. Providing leadership for USG, the Board of Regents is composed of 19 members, five of whom are appointed from the state-at-large, and one from each of the state's 14 congressional districts. The Board elects a chancellor who serves as its chief executive officer and the chief administrative officer of the University System.

More information on Georgia Tech can be found at [www.gatech.edu](http://www.gatech.edu).

## The Position

### ***The Moment in Time***

The President of Georgia Tech is an opportunity for a visionary individual who can leverage the unique platform that this prominent and innovation-focused institution offers.

The President will step into the role following a period of important growth and innovation at Georgia Tech, achieved under the leadership of retiring President G. P. ("Bud") Peterson. Georgia Tech became the first institution in a decade to receive an invitation to join the prestigious Association of American Universities (AAU), and research funding has nearly doubled, from \$445 million to more than \$850 million during the past decade. The Institute raised over \$1.8 billion for Campaign Georgia Tech, exceeding its target by 20 percent.

The growth extends into its student body, as well. Enrollment has grown significantly, increasing by 24 percent for undergraduates and 159 percent for graduate students over the past decade. At the undergraduate level, the ratio of women in the first-year class has increased from 32 to 40 percent.

Graduate enrollment was fueled, in part, by the launch of several online masters programs, and more are in development. As part of its commitment to affordability and access for Georgia's top students, the Georgia Scholars program was implemented in 2017, offering automatic acceptance for all valedictorians and salutatorians in all accredited Georgia high schools. And for those with economic hardship, the Tech Promise program pays all expenses for those who qualify among admitted students.

Georgia Tech has transformed the landscape of midtown Atlanta. Since 2013, 30 corporations have established innovation centers in and around Tech Square. Moreover, in spring 2019, Georgia Tech will open Coda, a \$375 million, 750,000 square-foot facility that includes Tech's high-performance computing, startups and corporations.

### ***The Opportunity***

The next President will step into the role during this time of great success, but also great challenges. To compete on a national and international level Georgia Tech will need to continue to **make large-scale investments in big ideas** which will require significant resources, vision and coalition-building as well as taking measured risks. The President, along with the senior team,

faculty and staff, and other key constituencies will drive that ambition to reality.

Likewise, ensuring that “innovation” is not only fostered within the institution but connected to the real world will mean that **continued emphasis on partnerships, collaborations, research and tech transfer** will be key. The President plays an important role with regard to supporting these endeavors and ensuring proper incentives are in place and potential barriers are reduced.

Internally, the President oversees a high-functioning but complex and growing organization. The President is responsible for recruiting and developing a highly talented team, necessary to achieve success on this scale. From there, the President and this team are responsible for **developing and improving internal processes, systems and communications** to ensure the entire enterprise, including GTRI, and all related entities are supported in their pursuit of excellence.

Moreover, serving all constituencies well means **supporting diversity in all forms**. Diversity is a critical aspect of organizational excellence, and is a hallmark of a modern, high-achieving public institution. From improving resources for mental health issues and differently-abled students; to recruiting and retaining diverse faculty, students and staff; to encouraging diverse points of view: the President is responsible for creating a safe, well-resourced, inclusive environment throughout the organization, at all levels.

Finally, to achieve all these goals, the President serves as the **chief advocate, spokesperson, and fundraiser** for the Institute. The President will work to ensure, above all else, that Georgia Tech has the **resources essential for a leading higher education institution**.

## Responsibilities

Additional responsibilities of the role and expectations for the President include the following:

- Provide leadership and support for research, teaching and innovation at Georgia Tech.
- Serve as the most highly visible advocate for Institute.
- Engage with all of the Georgia Tech constituencies, further defining and articulating the vision for Georgia Tech to best position it for the future.
- Identify and build on the current strengths of the Institute, identify and analyze emerging research directions, and work with the faculty to define, focus, and strengthen the academic missions of Georgia Tech.
- Oversee management of an institution with a budget nearing \$1.8B.
- Ensure the recruitment, development, and retention of a diverse, world class faculty, staff and student body.
- Support, nurture and develop key relationships for Georgia Tech internally and externally.
- Cultivate financial resources for the Institute. Facilitate innovative approaches to generating the funds and leveraging the resources necessary to support Georgia Tech’s goals.
- Provide oversight for Georgia Tech’s athletics program and encouraging excellence for student-athletes.
- Serve as a passionate advocate of a culture of excellence, innovation, interdisciplinarity, and collaboration within Georgia Tech. Facilitate collaboration across the entire campus and beyond.

## The Person

### Pivotal Experience & Expertise

- Strong leadership and administrative management skills; demonstrated ability in management including strategic planning, program development and evaluation, and budgetary and operational management.
- Cooperative relationship-building and fundraising skills; a leader who can create new partnerships while maintaining and strengthening existing ones.
- Demonstrated ability to develop and expand private funding and other significant external resources for an organization. This individual should also be able to advocate for Georgia Tech's needs and priorities internally within the state system and beyond.
- Excellent communication skills with the ability to actively listen to others and consider a broad range of input in decision-making.
- Experience working with diverse student populations.
- Experience in leading diverse groups of professional staff and managing complex, cross-organizational projects. This individual should have the ability to build, nurture, support, and retain a strong team of professionals.
- Outstanding academic credentials and an excellent record of scholarly achievement are preferred. The candidate should also be a U.S. citizen capable of obtaining or having the appropriate security clearances.

### Leadership Capabilities

- An ability to inspire excitement in a shared vision and confidence in the varied capabilities of Georgia Tech.
- Dedication to student learning and addressing undergraduate, graduate and professional student needs. Commitment to student safety and welfare and a sensitivity to issues relating to campus culture.
- Ethical decision-making, promoting equality, mutual respect, and fairness.
- Demonstrated ability to manage complex organizations with diplomacy, skill, and candor.
- Champion of diversity, with the ability to articulate the value of diversity for business, public service and scholarship.
- Engagement, charisma, and a history of fostering cooperation, consensus-building and collaborative decision-making appropriate to an interdisciplinary faculty and a diverse staff and student body.
- Collegiality and commitment to an environment of shared governance and participatory decision-making.
- Entrepreneurial spirit demonstrating an innovative attitude and growth objectives.
- Strong leadership skills with the ability to overachieve organizational objectives. Someone who will demonstrate initiative, a strong desire to succeed and exert the extraordinary effort often required.
- A personal presence, maturity, and style to be effective in cultivating and maintaining high-level relationships.

**Nomination/Application Information**

Initial screening of applicants will begin immediately and continue until the position is filled. For optimal consideration, applications are requested by April 15, 2019. Georgia Institute of Technology will be assisted by Ellen Brown Landers, Jackie Zavitz and Tracie Smith of Heidrick & Struggles, Inc. Nominations and applications should be directed to:

Georgia Institute of Technology Presidential Search  
Heidrick & Struggles, Inc.  
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