

OFFICE OF THE GENERAL COUNSEL

# ANNUAL REPORT

## 24 - 25







# Table of Contents

Message from the General Counsel 3

Our Goals 4

**Operations 5**

**Enterprise Risk Management 6**

**Privacy 7**

**Ethics and Compliance 8**

Conflict of Interest 9

Ethics Engagement 10

Export Control 11

Investigations 12

Policy Program 13

Compliance Training 14

Youth Programs Compliance 15

**Athletics Compliance 16**

**Legal Affairs 17**

Georgia Tech Research Institute 18

Administration and Finance 19

Affiliated Organizations 20

Employment and Litigation 21

Student Life and Academic Affairs 22



# A Message from the General Counsel

## CRAFTING SOLUTIONS, DELIVERING SUCCESS

Georgia Tech's Office of the General Counsel (OGC) is dedicated to supporting the Institute's mission and values while enhancing its impact locally and globally. OGC consists of Legal Affairs, Enterprise Risk Management, and Ethics and Compliance, reflecting the interconnectedness of these areas in addressing the Institute's evolving needs.

Our mission is to serve as a trusted advisor, providing solution-oriented support on legal, ethical, and compliance issues, and managing risks to advance Georgia Tech's strategic initiatives. Shortly after I joined, we engaged stakeholders across the Institute to develop a three-year strategic plan and refine our mission and vision. We are set to accomplish our strategic plan with three big goals around people, processes, and partnerships.

Step One of the Strategic Plan was to reorganize OGC to better align with the dynamic needs of our academic and administrative units, fostering collaboration to deliver timely and relevant guidance. We introduced six new leadership positions, including the inaugural Chief Privacy Officer, Chief Ethics and Compliance Officer, Chief of Staff/Director of Legal Operations, and three Deputy General Counsels to align with the executive leadership of the Institute.

Our core work involves helping Georgia Tech navigate complex legal, compliance, and ethical risks, empowering informed decision-making, and maintaining high standards of ethical conduct. We aim to support Georgia Tech's aspirations, enhance its reputation, and ensure it remains a vibrant, innovative, and ethical community.

Thank you for your continued support and trust in the Office of the General Counsel. We look forward to another year of meaningful collaboration.

**Danette Joslyn-Gaul**

General Counsel and Vice  
President for Ethics,  
Compliance and Legal Affairs





# Our Goals

## Strategic Goal #1

**Build and maintain an agile, efficient, inclusive, collaborative, and performance-driven team that adapts to the evolving operating environment and works together to achieve the best results for the Institute.**

**Accomplishments to date:**

- Restructured the OGC to strengthen core functions with new leadership roles: Chief Ethics and Compliance Officer, Chief Privacy Officer, Deputy General Counsels to align with executive leadership of the Institute, and Chief of Staff/Director of Legal Operations in an operational function to drive efficiencies and data analysis. See the new organizational structure at <https://generalcounsel.gatech.edu/organizational-chart>.
- Fostered a culture of excellence and accountability with initiatives supporting recognition, career advancement, and performance-based rewards.

## Strategic Goal #2

**Champion innovation through enhancing OGC processes and updating technology to promote compliance, efficiency, and accessibility.**

**Accomplishments to date:**

- Improved Digital Infrastructure through the launch of the new OGC website.
- Developed first Outside Counsel Guidelines.
- Developed a Technological Tools Inventory.
- Enhanced operational workflows.

## Strategic Goal #3

**Cultivate and maintain a close relationship with campus stakeholders and serve as a trusted advisor by helping clients navigate legal, ethical, and compliance risks and develop mitigation strategies.**

**Accomplishments to date:**

- Assigned Deputy General Counsels to serve on leadership teams for Georgia Tech Executive Leaders.
- Served on campus-wide committees.





# Operations

## Who we are

Established in October 2024 to support the OGC Strategic Plan, Operations is a vital unit focused on refining OGC's structure, enhancing efficiency, and fostering a culture of collaboration and accountability. Led by the inaugural Director of Legal Operations and Chief of Staff, the team includes Administrative Manager II, Legal Services Coordinator, and Program Support Coordinator, all dedicated to supporting OGC staff and leadership through strategic planning, budget management, process improvement, and employee well-being.

## Looking back

### Highlights of 2024-2025:

- Established the OGC Operations unit led by the inaugural director, legal operations, and chief of staff.
- Led Phase 1 of the OGC restructure, aligning leadership priorities and facilitating a successful Leadership Restructure Retreat.
- Developed structured budgeting tools, streamlined financial tracking, and created the OGC Finance and Budget Planning Teams Group for coordinated financial oversight.
- Expanded the Wellness and Engagement Committee, hosted staff events.
- Offered leadership coaching to new leaders to enhance team resilience and effectiveness.
- Launched Phase I of the "Ask Legal" triage process, improving workflow transparency and client identification.
- Enhanced technical skills through knowledge-sharing sessions, including Excel and Legal Files Lunch 'n Learns.

## Looking forward

### Goals moving forward:

- **Continue Executing the OGC Strategic Plan:** Collaborate with stakeholders to align priorities, set clear metrics, and develop roadmaps.
- **Operationalize OGC Restructure:** Promote HR alignment and strong change management strategies.
- **Strengthen Knowledge Retention:** Expand training, streamline Standard Operating Procedures, and enhance knowledge management.
- **Build Leadership Expertise:** Leverage resources and executive coaching for leadership development.



# Enterprise Risk Management

## Who we are

Enterprise Risk Management (ERM) is a strategic, Institute-wide framework that enables Georgia Tech to proactively identify, assess, and manage risks that could impact its mission, operations, and long-term success. By embedding risk awareness into decision-making, ERM helps the Institute navigate uncertainty, seize opportunities, and advance its goals in education, research, and technology. At the core of the ERM approach is a cross-functional governance structure, including a Risk Committee made up of 19 campus groups, which supports consistent oversight and collaboration. The Institute maintains a comprehensive risk inventory that captures both internal and external risks across key categories: strategic, operational, financial, compliance, and reputational. Risks are evaluated using both qualitative and quantitative methods and are managed through tailored strategies such as avoidance, mitigation, transfer, or acceptance. Each risk has a clearly defined owner, with associated action plans, controls, and monitoring mechanisms to track mitigation efforts and assess effectiveness. ERM is integrated into core functions, including strategic planning, budgeting, project management, and policy development. Through scenario planning and forecasting, the Institute strengthens its ability to anticipate disruptions, evaluate responses, and maintain resilience in a rapidly evolving environment.

## Accomplishments in Enterprise Risk Management:

**Completed ERM Cycle:** We successfully completed the annual ERM cycle, identifying 51 risks during the risk assessment phase. Through a rigorous process, the Risk Committee assessed 34 of these risks, leading to valuable insights into the Institute's risk landscape.

**Top-10 Risk Identification:** The Executive Leadership Team evaluated and assessed risks, identifying the top 10 risks to develop and implement risk mitigation plans for the upcoming year. This targeted approach ensures that resources are allocated effectively to address the most significant risks facing GA Tech.

**Partnership with Internal Audit (IA):** ERM collaborates with IA to identify emerging trends posing risks to the Institute. This proactive partnership enhances risk awareness and facilitates timely response to evolving threats, ensuring the resilience of Tech's operations.

**Implementation of ERM Module:** ERM completed phase two of a three-phase implementation of an ERM module in the ServiceNow platform. This module enables us to build a comprehensive library of risk mitigation plans where we can monitor the implementation and effectiveness and adjust accordingly.

**Collaboration with USG Schools:** ERM chairs a group of other University System of Georgia (USG) schools, facilitating monthly meetings in 2024. This collaboration enables knowledge-sharing, and community-building among ERM professionals.







# Privacy

## Who we are

The Data Privacy Office strives to build and maintain an enterprise privacy program and culture that supports the innovative use of personal information, complies with regulatory requirements, and upholds the rights and preferences of individuals who share their data with the Institute.

## Looking back

### Highlights of 2024-2025:

- Appointed Georgia Tech's inaugural Chief Privacy Officer.
- Formed the Data Privacy Office that oversees the governance of personal information maintained by Georgia Tech.
- Collaborated with Data Governance to identify and document mission critical applications and activities that process personal information.
- Designed a proposed operating model for privacy engagement and accountability, including strategic oversight, operational management, and program development and execution.
- Refined process to review and respond to data subject requests.

## Looking Forward

### Goals moving forward:

- Continue program implementation and maturity, outlining and tracking specific actions over the next three years.
- Obtain independent assessment of regulatory privacy compliance.



# Ethics and Compliance

Georgia Tech's Office of Ethics and Compliance is part of the Institute's overall compliance program. In the last quarter of 2025, the first fully dedicated Chief Ethics and Compliance Officer (CECO) for Georgia Tech was appointed to develop a strategic plan for compliance and manage the OEC. The strategic plan will further OEC's commitment to upholding excellence, transparency, and high ethical standards, ensuring each decision and action at the Institute is rooted in its core values, integrity, and strategic stewardship.

The CECO and team will collaborate with other compliance and risk management professionals to ensure that Tech has a comprehensive control environment and consistent compliance strategy that cuts across various departments, offices, and units.

In addition to providing strategic direction to the GT Compliance Program, the OEC is responsible for managing policy development, maintaining our Code of Ethics, facilitating biannual compliance training, and overseeing several compliance programs, including youth programs compliance, conflict of interest, export and trade, and 117 Compliance (in connection with Legal Affairs). OEC also works very closely with research security and other partners around the Institute. OEC responds promptly to detected problems and undertakes corrective action when warranted.







# Conflict of Interest

## Who we are

Conflicts of interest are the natural outgrowth of successful research, collaboration, and commercialization efforts. The Conflict of Interest (COI) team is charged with reviewing all active Georgia Tech employees' external activities and ensuring that real or potential conflicts are effectively managed.

## Looking back

### Highlights of 2024-2025:

- Expanded the team, including the hiring of the first Director of Conflict of Interest, and filled a vacant position.
- Responded promptly to congressional inquiries.

## COI by the numbers

- In 2024, there were **22,434** Annual Certifications, a **32%** increase from 2021.
- In 2024, there were **1244** External Activities reported, a **504%** increase from 2021\*.
- Between 1/1/2025 and 2/27/2025 there were **1557** Annual Certifications, and **130** External Activities reported\*.

\*These numbers do not reflect the requests that come directly to team members from Office of Sponsored Programs or to the COI mailbox.

## Looking forward

### Goals moving forward:

- Improvement in current COI ServiceNow system and implementation of a new system to enhance user experience and automation.
- Socialization of COI guidance for startups and other external activities to Georgia Tech population.
- Collaboration with Contracting and the Institutional Review Board to improve the financial conflicts of interest process.
- Initiation of the COI Review Committee with training and operating manual by July 1.
- Establishment of an annual audit of management plans across Tech.
- Establishment of process plan for COI review and approvals.
- Publication of quarterly COI tips.



# Ethics Engagement

## Who we are

As part of its mission to promote ethical awareness and integrity, the Office of Ethics and Compliance (OEC) plays a central role in organizing and supporting Ethics Week each year in partnership with the University System of Georgia. This signature initiative serves as a platform to highlight the importance of ethics across the Institute.

Ethics Week features a variety of engaging and educational activities, keynote speakers, informational sessions, interactive discussions, and presentations on compliance functions. These events are designed to deepen understanding of ethical standards, encourage transparent communication, and empower individuals to uphold the values of integrity and accountability in their daily work.

## Looking back:

### Highlights of 2024-2025:

During Ethics Week, the OEC led a variety of impactful events designed to engage the campus community and highlight the importance of ethical leadership.

- Brought ethics directly to the community by sharing information and giveaways with staff at Dining Services and the Georgia Tech Research Institute.
- Hosted an engaging panel discussion with the OEC Investigations Team on “Understanding Investigations: Upholding Ethics at Georgia Tech,” offering insight into the Institute’s approach to integrity and accountability.
- Featured a thought-provoking conversation between President Ángel Cabrera and renowned business leader Bill George, focused on values-driven leadership.
- Presented a fireside chat with President Cabrera and Admiral James A. “Sandy” Winnefeld, exploring ethics in leadership and national service.

By fostering opportunities for dialogue and reflection, Ethics Week reinforces Georgia Tech’s commitment to ethical leadership and principled decision-making across all levels of the Institute.

## Looking forward

### Goals moving forward:

Moving forward, OEC will continue to deliver high-quality programming and strengthen campus engagement.





# Export Control

## Who we are

Federal import and export regulations are intended to protect the national and economic security of the United States. These regulations can potentially impact any Institute activity with an international nexus. The Office of Export Control and Trade Compliance exists to assist every member of the Georgia Tech community with navigating these complex and constantly evolving regulations.

## Looking back

### Highlights of 2024-2025:

Several new hires to underscore the prominence of this function:

1. January 2024, senior Export Control Officer was hired to assist with export control reviews and authorizations, particularly involving Georgia Tech Research Institute.
2. In July 2024, the leader of the unit was elevated from a manager to a director of Export Control and Trade Compliance, and the inaugural Director was hired to help mature the program and expand the team.
3. In July 2024, a Legal Affairs team member returned to the Research Division to advise on legal matters and manage relationships with external counsel.
4. The office played a key role in navigating a complex congressional inquiry, requiring significant resource allocation.
5. Two team members attended the Export Compliance Training Institute - University Export Controls Conference in Ohio to enhance their understanding of university-specific export control challenges.

## Looking forward

### Goals moving forward:

Export Control and Trade Compliance is dedicated to expanding outreach and training across the Institute, while continuously improving processes and strengthening our security posture. With the new administration poised to introduce a range of regulatory changes, the office will hire an additional Senior Export Control Officer and begin the search for an Export Control Coordinator to support these exciting developments.

## Export Control by the numbers

- Nearly **1,000** individuals completed export control training through the Collaborative Institutional Training Initiative (CITI).
- The team collaborated with stakeholders to complete nearly **1,600** export control reviews, including:
  - International travel.
  - Reviews for international visitors.
  - Imports and exports of goods.
  - Authorizations for releasing controlled technology.
  - Development of technology control plans to protect technology.



# Investigations

## Who we are

The Investigations team promotes accountability, transparency, and trust within the Institute by addressing, fairly and promptly, allegations of unethical behavior, policy violations, fraud, waste, and abuse. The team encourage reporting without fear of retaliation to ensure thorough, impartial reviews. The team also monitors trends in allegations to identify areas needing further review or additional controls.

## Looking back

### Highlights of 2024-2025:

- Added a new Academic Investigator to the team.

#### Certifications and Achievements:

- Two team members completed the Certified Fraud Examiner (CFE) certification.
- Built strategic partnerships with Equal Opportunity, Compliance, and Conflict Management to enhance investigation efficiency.

#### Process Improvements:

- Updated and finalized campuswide Investigations Standard Operating Procedures.
- Introduced Microsoft Lists for case management.
- Streamlined report writing with improved templates.
- Refined the recommendations follow-up process, enhancing response efficiency.
- Reduced case-closure times.
- Held “Best Practices” workshop for all USG institutions.

## Looking forward

### Goals moving forward:

- Expand campus education to foster proactive collaboration.
- Acquire and implement a case management software.
- Provide training for all investigative units across campus.
- Continue to streamline investigations for greater efficiency.
- Continue Strengthen collaboration with Tech units and external agencies.
- Improve case follow-up/monitoring and closure rates.

To better align with other USG institutions, the Investigations team will move to the Department of Internal Auditing in 2025, but OGC will continue to remediate, report, and track trends for compliance purposes.

## Investigations by the numbers (2024)

**206** EthicsPoint cases

**85** Walk-in cases

**31%** Substantiation Rate for 2024 Year-to-Date

**31** Average Days Open



# Policy

## Who we are

As a critical component of an effective compliance program, the Institute Policy Office plays a vital role in supporting the development, maintenance, and communication of administrative policies that guide institutional operations. With a dedicated staff of one, the Institute Policy Manager collaborates closely with policy owners and campus stakeholders, including Legal Affairs, Internal Auditing, and other compliance partners, to ensure policies are clear, current, and aligned with regulatory expectations and institutional goals.

This collaborative approach helps foster consistency, transparency, and accountability in policy governance across the Institute.

## Looking back

### Highlights of 2024-2025:

Supported key policy developments and revisions to Foreign Talent Recruitment Policy, Fit for Duty Policy, and the Faculty Leadership Appointment Policy, among others. These policies reflect the Institute's ongoing commitment to addressing emerging compliance risks and supporting a culture of ethical and responsible conduct.

## Looking forward

### Goals moving forward:

- Continue strengthening policy infrastructure through stakeholder engagement, streamlined processes, and improved policy access and awareness.
- Procure a Policy Management System to enhance efficiency and align with best practices.

## Tech Policy Process: An Overview





# Compliance Training

## Who we are

The Office of Ethics and Compliance remains committed to fostering a culture of integrity and accountability through comprehensive employee education. In both 2024 and 2025, the office supported biannual compliance training for all employees, reinforcing our shared responsibility in upholding ethical standards across the organization. Training content is regularly updated to reflect emerging regulatory requirements and key themes identified through investigations, ensuring our programs remain relevant, responsive, and impactful.

## Looking back

### Highlights of 2024-2025:

Over the two-year period, more than 18,000 employees completed training twice a year. These sessions covered critical compliance topics, including conflicts of interest, cybersecurity awareness, and ethics in action, equipping employees with the knowledge and tools to navigate complex ethical scenarios and make sound, informed decisions. Ongoing engagement through training ensures that ethical principles remain front and center in our daily operations. By maintaining a regular cadence of education, we continue to build a workforce that is not only compliant but also empowered to lead with integrity.

#### Training Completion:

- Fall 2024 - **14,900+** employees completed 3 courses in **71** days (100% completion).
- Spring 2025 - **18,000+** employees completed 4 courses in **61** days (100% completion).

## Looking Forward

### Goals moving forward:

Looking ahead, OEC will continue to focus on aligning training with employee needs, meeting evolving regulatory requirements, and pursuing effectiveness and innovation in our learning initiatives.





# Youth Programs Compliance

## Who we are

The Youth Programs Compliance (YPC) team is responsible for overseeing policy and compliance for programs at Georgia Tech serving non-student minors, both on and off campus, and for third-party programs. We evaluate registration forms for compliance and risk management practices, provide guidance, resources, and training based on requirements, and conduct site visits and assessments. The significant growth of Youth Programs Compliance underscores Georgia Tech's expanding commitment to providing safe, meaningful experiences for minors on campus.

## Youth Programs by the numbers

The number of youth programs more than doubled in just one year - reflecting a **113% increase** from 256 programs in 2023 to 545 programs by March 2025.

- 2023 - **256** programs | **52,103** minors | **11,294** chaperones.
- 2024 - March 2025 – **545** programs | **57,336** minors | **12,632** chaperones.

## Looking back

### Highlights of 2024-2025:

- Expanded Capacity: Hired a dedicated Youth Programs Compliance Specialist to focus exclusively on youth protection efforts.
- Mandatory Training: Launched required training for all youth program organizers, reinforcing awareness of safety protocols and compliance obligations.
- Centralized Recordkeeping: Updated protocols to establish a central repository for tracking compliance with background checks, training, and Code of Conduct requirements.
- Enhanced Review Process: Introduced a formal Enhanced Review process to address instances of non-compliance, requiring programs to complete corrective actions, subject to approval, before proceeding.

## Looking forward

### Goals moving forward:

- Acquire a Youth Safety and Compliance System to manage all aspects of internal Georgia Tech programs and third-party entity programs.
- Continue to refine compliance controls, policy, and procedures.

# Athletics Compliance

## Who we are

The Georgia Tech Athletics Compliance unit, comprising legal and compliance functions, is responsible for training, monitoring, enforcing, and implementing policies and procedures as it relates to the Institute's NCAA obligations. It also manages transactions, including sponsorship and coach agreements. The unit is heavily engaged in anticipating, and planning the responses to, national class-action issues related to intercollegiate athletics such as injunction decisions and settlement of lawsuits that impact collegiate athletics nationally.

## Looking back

### Highlights of 2024-2025:

- Completed review of compliance operations with outside consultant as required by the NCAA Committee on Infractions and was certified as completing all recommendations from review in 2022-23.
- Implemented newly refined transfer evaluation process to match the growing need for resources by Georgia Tech Athletics Association in this space.
- Supported the planning for the next possible phase of intercollegiate athletics with a possible revenue sharing model on the horizon.
- Following the final settlement approval of House v. NCAA, GTAA Legal and Compliance reformed department policies and procedures to fully implement GTAA's licensing and revenue sharing model with current student-athletes.
- As part of a broader multi-decade partnership, Hyundai secured naming rights for the playing field at Bobby Dodd Stadium - now named Bobby Dodd Stadium at Hyundai Field. The agreement provides significant new revenue for Georgia Tech Athletics, supporting student-athlete success and enhancing the fan experience.

## Looking forward

### Goals moving forward:

- Continue collaboration with GTAA coaches and staff and Georgia Tech campus partners to anticipate and effectively respond to potential litigation.
- Prepare and respond to new reporting obligations, significant changes to NCAA legislation, and a new enforcement mechanism in continued support of Georgia Tech.





# Legal Affairs

Legal Affairs provides strategic legal counsel to support the Institute's mission, protect its interests, and enable informed decision-making. The team advises on a wide range of matters, including contracts, employment, litigation, intellectual property, and more. Legal Affairs partners with campus stakeholders to navigate complex legal challenges, mitigate risk, and promote effective operations across Georgia Tech. In the past year, the OGC created three Deputy General Counsels to align with the executive leadership of the Institute. See the new organizational structure at <https://generalcounsel.gatech.edu/organizational-chart>.

## Research

Prior to the reorganization outlined in OGC's strategic plan, this team was split amongst multiple functional areas, ranging from the Georgia Tech Research Institute Legal and Ethics and Compliance teams to Export Control in the Office of Ethics and Compliance. The effort and accomplishments of our former teams are highlighted in the subsequent sections. The team has shifted its focus to being more client-centric under a Deputy General Counsel for Research who will be the point person for advice for the broad research function at the Institute.

## Academic Affairs, Employment and Litigation

Prior to the reorganization outlined in OGC's strategic plan, this team was split amongst multiple functional areas, including academic affairs, student life, employment, and litigation. The effort and accomplishments of our former teams are highlighted in the subsequent sections. The team has shifted its focus to being more client-centric under a Deputy General Counsel for Academic Affairs, Employment and Litigation.

## Administration and Finance, Affiliated Organizations

Prior to the reorganization outlined in OGC's strategic plan, this was a dedicated team for "transactions." It broadly served all of campus on transactional and administrative matters. The effort and accomplishments of our former teams are highlighted in the subsequent sections. The team has shifted its focus to being more client-centric under a Deputy for Administration and Finance who will be the point person for advice for the Administration and Finance function.





# GTRI

## Who we are

The Georgia Tech Research Institute (GTRI) is Georgia Tech's nonprofit applied research arm and a designated U.S. Department of Defense University Affiliated Research Center.

The GTRI Legal and Ethics and Compliance team, including the Ethics and Compliance Office (ECO), supports GTRI's mission by providing legal guidance, transactional support, and ensuring compliance with federal, state, USG, and Institute policies. Their integrated approach promotes a culture of integrity through conflict of interest reviews, familial relationship reporting, and compliance monitoring for e-Time and Allocated Business Fund Reimbursement. These efforts help GTRI advance its vision of a secure nation, prosperous Georgia, and sustainable world.

## Looking back

### Highlights of 2024-2025:

- Initiated a revamp of the e-Time compliance monitoring process by utilizing AI to assist with timesheet compliance monitoring.
- Assisted in compliance research to answer key questions for the purchasing of items falling within the purview of the Bureau of Alcohol, Tobacco, and Firearms.
- Assisted the Office of Sponsored Programs – Government and Not-For-Profit Contracting for GTRI in developing a process review/improvement for determining the applicability of the Trade Agreements Act and Buy American Act to GTRI contracts and developing policy updates related to Federal Acquisition Regulation and Defense FAR Supplement requirements for federal contractors and subcontractors.

## GTRI by the numbers

GTRI's ECO processed/reviewed

- **1,281** ABFR requests.
- Over **200 +** Annual Compliance Certifications needing follow-up.
- Over **100 +** External Activity Requests.
- **58** familial/amorous relationship reports.
- **12** time and labor audits, which returned a **97.2%** rate of compliance across GTRI.

## Looking Forward

### Goals moving forward:

The team looks forward to finishing the upgrade to the e-Time compliance monitoring process and hopes to make similar upgrades, if resources allow, to the Allocated Business Fund Reimbursement compliance monitoring process.



# Administration and Finance

## Who we are

Prior to the reorganization outlined in OGC's strategic plan, this was a dedicated team for "transactions." It broadly served all of campus on transactional and administrative matters. The team has shifted its focus to being more client-centric under a Deputy for Administration and Finance who will be the point person for advice for the Administration and Finance function. Clients range throughout Administration and Finance, but also include other units such as Development.

## Looking back

### Highlights of 2024-2025:

Our team spent much time increasing efficiency and clarity for our campus colleagues. This effort included updating template agreements for the Campus Recreation Center, the College of Lifetime Learning, Academic and Research Agreements, International Agreements, Real Estate Licensing Agreements, and more.

In addition to document support, our team focused on process improvement to help our campus colleagues close business transactions. We implemented a new agreement process for the Library, conducted a review and updated Signature Authority for the Institute, supported scholarship/development process following SCOTUS decision, and built a new process for contractor/sub-contractor e-verify affidavits.

Our team also serves on numerous campuswide committees, including:

- AI Steering Committee
- Lifetime Learning College Steering Committee
- Institutional Animal Care and Use Committee/Biosafety Committee/Institutional Review Board
- Intellectual Property Triage Committee
- Real Estate groups

## Looking forward

### Goals moving forward:

In Fall 2024, we hired a new Deputy General Counsel for Administration and Finance, and we are focusing on becoming more client-centric and less transactions oriented. Our goal is to review and implement new processes for our new campus clients including the OIT, and Development. Additionally, we will continuously monitor and update our compliance programs across our diverse client portfolio to ensure ongoing excellence.

## Administration and Finance by the numbers

**559** new files in 2024

**1,030** closed files in 2024





# Affiliated Organizations

## Who we are

The Office of Affiliated Organizations, part of the Office of the General Counsel, facilitates collaboration between the Institute and 13 independent entities (Affiliated Organizations/Cooperative Organizations). These entities support Georgia Tech's mission, strategic goals, and commitment to professionalism. This collaboration is vital for advancing Georgia Tech's vision, including capital projects, economic development, and technology ventures.

## Key areas of focus:

- **Collaboration:** Working with Institute stakeholders and external advisors to advance the Institute's mission and goals.
- **Operational Excellence:** Ensuring activities align with Board of Regents policy and Georgia Tech's strategic objectives.
- **Transparent Stewardship:** Aligning business and financial activities with the Institute, fostering trust and collaboration.
- **Innovation:** Serving as a hub for creativity, adapting strategies to meet Georgia Tech's evolving needs.
- **Governance Support:** Coordinating Board meetings, preparing agendas and materials, managing logistics, and maintaining accurate records.

Together with our Affiliated Organizations, we are committed to turning Georgia Tech's vision into reality and setting new standards in our pursuit of excellence.

## A few key affiliated organizations:

### Georgia Advanced Technology Ventures, Inc.

A Georgia non-profit supporting education, scientific research, economic development, and real estate investments in Georgia.

- Approved the Georgia Startup Foundation to support over 1,000 startups.
- Facilitated capital projects, including Lockheed Campus Building 12 Infrastructure Expansion, Data Center Updates, Peachtree (RS 3 Core & Shell) Design and Build Project, SEAL Lab Expansion, and Lockheed Campus Building Roof Replacement and Renovation.

**Georgia Tech Facilities Inc.:** A Georgia non-profit enabling Georgia Tech to utilize alternative funding and construction sources for capital projects and facility needs.

- Secured bond funding for Tech Square 3 construction.
- Refinanced bonds for the Molecular Science and Engineering Building.
- Secured bond funding for Curran Street Residence Hall.

**Georgia Tech Global Inc.:** A Georgia nonprofit supporting global educational, scientific research, and economic development activities.

**Georgia Tech-Europe:** The Institute's first international off-campus site, offering innovative academic programs and collaborations with top schools, research centers, and industry hubs in Europe and North Africa.





# Employment and Litigation

## Who we are

We guide the Institute through complex employment and litigation matters, championing its core values, and assist colleagues with responding to records requests, cybersecurity issues, and related challenges.

## Looking back

### Highlights of 2024-2025:

- Worked closely with campus partners to investigate and/or respond to complaints involving faculty, staff, and students.
- Defended a number of GCEO/EEOC complaints.
- Supported outside counsel in defending litigation against the Institute, including a significant False Claims Act case.
- Settled and resolved numerous employment claims against the Institute.
- Worked with HR to revise and update numerous policies and practices regarding hiring to comply with USG guidance.
- Served on Institute committees including the Triage, Background Investigation, and the Threat Assessment Team.

## Employment and Litigation by the numbers

### Advice Matters

- Opened cases: **94** → Closed cases: **81**

### Document Requests

- Opened cases: **16** → Closed cases: **20**

### Litigation/Claims

- Opened cases: **23** → Closed cases: **14**

## Looking Forward

### Goals moving forward:

Our team remains dedicated to guiding the Institute through complex employment and litigation matters while championing its core values. We will continue to navigate the intricacies of employment and litigation with a commitment to preserving and promoting the Institute's foundational values.



# Student Life and Academic Affairs

## Who we are

Fiscal Year 2024 was a year of growth, focusing on refining policies, improving campus procedures, and protecting the Institute's interests. We prioritized freedom of expression, legal compliance, and student success while navigating complex regulations and defending the Institute against integrity-related claims.

## Key Initiatives and Achievements:

- Enhanced campus procedures to support freedom of expression, leading to an improved ranking in the Foundation for Individual Rights and Expression (FIRE) Ranking from 90th in 2023, to 29<sup>th</sup> in 2025.
- Led compliance efforts in Section 117 and CHIPS Act reporting.
- Defended the Institute against borrower defense claims and investigations by the Department of Education's Office for Civil Rights.
- Supported academic agreements to promote student success and executed 96 nondisclosure agreements for student-led projects.
- Secured corporate partnerships with Fortune 500 companies like Coca-Cola, Delta, Home Depot, and UPS.
- Streamlined the academic nondisclosure process, improving efficiency and resolving common issues.
- Facilitated off-campus mental health care agreements for student well-being.
- Provided legal counsel on Title IX compliance and supported student organizations through SEWB staff.

## Committee Involvement and Training:

- Served on several committees, including Admissions, Freedom of Expression, and Website.
- Supervised an Undergraduate Internship and led training to raise awareness about institutional policies.

## Looking forward

### Goals moving forward:

Looking ahead, we remain committed to safeguarding academic freedom, upholding institutional integrity, and fostering student success through continued collaboration, proactive policy development, and strategic legal guidance.