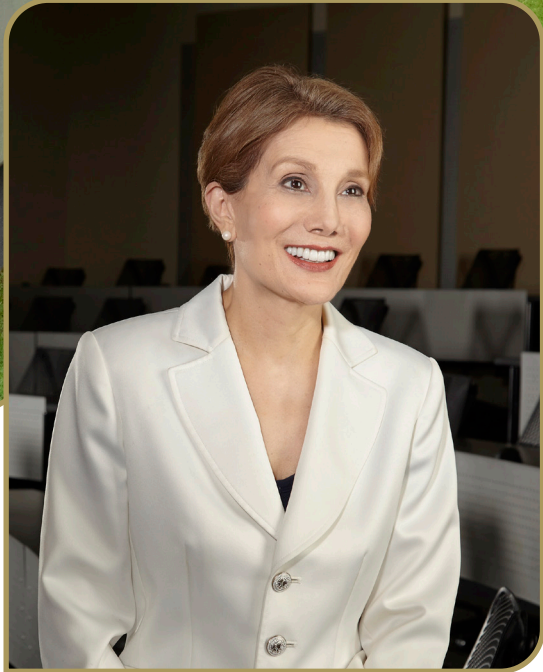




Georgia Tech
Scheller College
of Business

Georgia Tech Scheller College of Business Strategic Plan

2021 - 2026



A Message From Dean Maryam Alavi

Dear Scheller College Community,

I am pleased to share with you the 2021 – 2026 Strategic Plan for the Georgia Tech Scheller College of Business.

When I wrote my letter for the 2015 – 2020 Strategic Plan, I could have never imagined all that would transpire over those next five years. I have been inspired by the innovation, resilience, and spirit of community demonstrated by the students, faculty, and staff of the Scheller College of Business, especially in the face of the unique circumstances brought on by the Covid-19 pandemic. This amazing group of people proved that no matter the size of the challenges we face, we can meet them – and grow stronger together. We can keep our focus and continue reaching our goals of growth, leadership, service, diversity, inclusion, and enterprise. We can be part of the solution to the complex problems the world faces.

Technology continues to reshape and transform the business world faster and in so many more ways than ever before. As it does, the value of the business education Scheller College provides will only continue to grow. In a post-Covid world, every industry increasingly requires technologically savvy business leaders. Now more than ever, we play an important role in closing the gap between available competencies and current and evolving marketplace needs.

Successful implementation of our previous 2015 – 2020 Strategic Plan led to innovations in academic and student programs, and achievements in scholarly productivity and thought leadership. We have enhanced the reputation and recognition of the College, made significant progress in diversity, equity, and inclusion, and strengthened our relationships with the broader community.



Maryam Alavi

Dean and Stephen P. Zelnak, Jr., Chair
Professor of IT Management
Georgia Tech Scheller College of Business

Our 2021 – 2026 strategic planning process was led by an engaged, diverse, and progressive steering committee, beginning with a strategic analysis of current and emerging trends. We sought participation from a broad set of stakeholders, including students, faculty, staff, and alumni of the College. My sincere and heartfelt thanks go to the steering committee for their tireless efforts, and to all who participated in the planning process by providing their insights and feedback.

Our new 2021 – 2026 Strategic Plan builds on our progress and key differentiators – our home at Georgia Tech, location in the heart of Technology Square and Midtown Atlanta, and strategic position at the intersection of business and technology. All of this will work to propel our College to greater heights. Furthermore, our strategic goals are in close alignment with the overall goals of the Institute's 2020 – 2030 Strategic Plan. Our plan strikes a balance between leveraging the Institute's strength as a premier global technological research university and our position as a leading business school.

Now that our Strategic Plan is complete and we begin its implementation, we will remain agile and engage in inclusive innovation to ensure that the College continues to ascend and thrive. As we sequence our implementation activities, we will remain focused on our commitment to the success and well-being of our students, faculty, and staff.

As we work together to achieve our goals, we will transition into a new era of great opportunity and play a key role in solving some of the biggest business and societal challenges of today and tomorrow.





Overview of the Planning Process

The Georgia Tech Scheller College of Business launched a strategic planning process in February 2020 to chart a new course toward the year 2026. Due to pandemic-related disruptions, the College paused its strategic planning work as faculty, staff, and students navigated through complexity and change in their academic, professional, and personal lives. The planning process was relaunched in January 2021.

A strategic analysis was conducted early in the process to develop insights on current trends and emerging market needs that will influence and shape the College in the years to come. The strategic analysis included a review of local, national, and international business and business education trends; a survey of strengths, weaknesses, opportunities, and threats (SWOT); and an analysis of financial and operational data from Georgia Tech.

The strategic planning process began with the work of the Strategic Plan Steering Committee supported by the Georgia Tech Office of Strategic Consulting (see Appendix A). The committee consisted of a group of faculty, staff, students, and external stakeholders who worked diligently together to collect and analyze data to develop the framework that served as the foundation for the first draft of the plan. Next, the wider Scheller College community was invited to review and provide input on the plan draft. The steering committee used feedback gathered through community engagement to shape the finalized strategic plan, which we present here.

Our Values

The Scheller College of Business aligns itself with Georgia Tech's values as defined in the Institute's Strategic Plan. We aim to exemplify each of these values in our culture, teaching, research, and service. Below are the values as they are stated in the Institute's Strategic Plan.

Students are our top priority.

We are educators first and foremost, committed to developing leaders who advance technology and improve the human condition. We measure our success by the achievements of our students and the impact of our graduates in improving the lives of others.

We strive for excellence.

We strive to be among the best at what we do and to set high expectations for each of us individually and for our community. The expectation of excellence, which is instrumental to our ability to have a meaningful impact in the world, extends to our teaching, our research and creative endeavors, our athletic programs, and our operations.

We thrive on diversity.

We see diversity of backgrounds and perspectives as essential to learning, discovery, and creation. We strive to remove barriers to access and success, and to build an inclusive community where people of all backgrounds have the opportunity to learn and contribute to our mission.

We celebrate collaboration.

We enable and celebrate collaboration across disciplines and perspectives, between units and departments, and with other organizations at home and around the world. We value the contributions of all members of our community, promote civil and respectful discourse, and help one another succeed.

We champion innovation.

We inspire, empower, and provide the resources and environment for innovative ideas and solutions to flourish. We welcome new concepts and approaches that lead to creative ideas and solutions.

We safeguard freedom of inquiry and expression.

We protect the freedom of all members of our community to ask questions, seek truth, and express their views. We cherish diversity of ideas as necessary for learning, discovery, scholarship, and creativity.

We nurture the well-being of our community.

We strive to build a healthy and vibrant environment that helps our students and every member of our community grow holistically and develop the self-awareness, knowledge, and practices necessary to pursue healthy, purposeful, fulfilling lives.

We act ethically.

We hold one another to the highest standards of professional and ethical conduct. We are transparent and accountable, and strive to earn and maintain the public trust.

We are responsible stewards.

We are careful stewards of the resources we are entrusted with and strive to be an example of sustainability, efficiency, respect, and responsibility.



Vision & Mission Statements

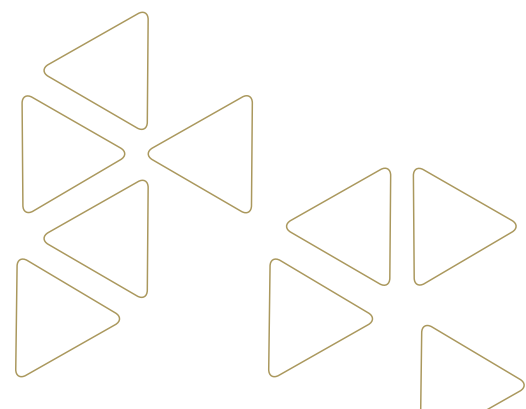
Vision Statement

The Georgia Tech Scheller College of Business will be a global leader in education, research, and inclusive innovation to advance business and improve the human condition.

Mission Statement

Through innovative education and research, the Georgia Tech Scheller College of Business cultivates ethical, tech-savvy, and business-smart leaders from a diversity of backgrounds who create value for business and society.

We strive to deliver on our vision and mission by continuing to build an inclusive and empowered community for learning, discovery, collaboration, innovation, and excellence.





Goals, Objectives, Strategies, & Metrics

The world is experiencing rapid transformation in the face of new technologies and global challenges and opportunities. A new type of leader is required for this new era, one who is values-driven, analytically skilled, and entrepreneurial-minded. The Scheller College of Business is distinctively qualified to cultivate leaders who know how to solve problems, leverage opportunities, and create positive change in an increasingly complex world.

Through the years, the College has developed excellence in every field of business. In particular, the strength and expertise of our faculty and the Institute position us to continue to excel in our areas of recognized expertise, including:

- **Business analytics:** Application of big data and analysis techniques to understand, frame, and address problems and opportunities and make better decisions.
- **Entrepreneurship:** Development of the entrepreneurial mindset and know-how essential to launching new businesses and driving innovation in existing organizations.
- **Technology management:** Transformation of organizations and industries in a rapidly changing world through leveraging technology to create economic and social value.
- **Sustainability:** Understanding and addressing business-relevant trends and factors related to resource scarcity, environmental concerns, social issues, and policy implications.

Scheller College has created four strategic goals to guide the growth and progress of the College over the next five years. Each goal includes two to four objectives that describe the desired outcomes upon implementation of the plan. Furthermore, several strategies are defined that represent initial ideas for achieving these objectives. To gauge our progress toward achieving our goals, a primary set of metrics is also provided for each goal. Scheller College's objectives, strategies, and metrics will be further refined, operationalized, and prioritized during the implementation phase of the strategic plan.

While Scheller College works toward completing these four goals over the next five years, we will remain flexible and agile to allow us to take advantage of new opportunities and address challenges as they emerge.

Goal #1

Develop our students into ethical leaders who understand how to innovate and leverage technology to address business challenges and opportunities for the benefit of industry and society.

Technological advances, social transformation, and globalization are accelerating the rate of change. These changes demand the leadership of principled professionals who understand how to apply their business acumen and knowledge of technology to bring about positive outcomes in organizations and society.

Drawing on our educational leadership at the intersection of business and technology, the Scheller College of Business cultivates the skills and mindset needed to create such leaders. From our home in Technology Square, the heart of Atlanta's entrepreneurial ecosystem, we prepare graduates for success and resilience in the face of technological, environmental, and societal change.

Moving forward, we will expand the scope of offerings and means of program delivery to increase student access and options. In addition, we will raise awareness of the educational opportunities, reputation, and brand of the College to grow our student and alumni base and expand our impact.





Objective 1

Enhance the student learning experience and outcomes through accessible, innovative program offerings and educational technologies.

Strategies to Accomplish this Objective

- Enhance program offerings that focus on developing business leaders with an ethical and entrepreneurial mindset, business and technology acumen, and a global perspective.
- Focus on and measure effectiveness of teaching and student development.
- Anticipate educational trends and rapidly respond to the need for innovation in curriculum, programs, and instructional technology.
- Expand the scope and size of program offerings and increase access by providing online and specialty master's degrees, certificates, lifelong learning, and more.
- Hire faculty and staff to match the expanded offerings and provide continued excellence.

Objective 2

Continue to focus on enabling the achievement of student career aspirations, including corporate, entrepreneurial, or public service goals, and establishing Scheller College as a recognized source for business leadership.

Strategies to Accomplish this Objective

- Enhance experiential learning, co-curricular, extra-curricular, and leadership development opportunities for students.
- Leverage the synergies between Georgia Tech, Technology Square, the Greater Atlanta business community, and beyond, to enhance student learning and development.
- Ensure that all students have equal access to career readiness and immersion experiences by monitoring participation and closing gaps.
- Deepen, expand, and cultivate new relationships with the local, regional, and global business community.

Metrics to Measure Progress Toward the Goal

- Student satisfaction with the quality and value of the learning experience and outcomes
- Elapsed time for revisions to existing programs and development and delivery of new offerings
- Student participation in career preparation and internship experiences
- Career opportunities, options, and short and long-term placement success of Scheller College graduates
- Employer feedback on graduates' career readiness and performance
- Applications and enrollment in existing and new degree and non-degree programs

Goal #2

Influence scholarly discourse, management practice, and policymaking through high-impact research and thought leadership.

The world of business is transforming rapidly, requiring the expansion of the frontiers of knowledge to leverage opportunities and solve problems at a global scale. To this end, the Scheller College of Business will nurture and support the creation of impactful research and thought leadership by faculty and students. We seek to become globally recognized for advancing business knowledge and expertise.

Scheller College will continue to pursue excellence in teaching and research. Working with businesses and other organizations, our faculty will bring innovative thinking to vital issues of the day. We will continue to support our faculty as they publish their research in leading journals and serve in key editorial positions at top publications. The College will focus on recruiting, developing, and retaining a diverse pool of world-class faculty and Ph.D. students.

Objective 1

Increase faculty impact on management theory, practice, and policymaking.

Strategies to Accomplish this Objective

- Foster and reward faculty initiatives that promote rigorous research on issues of importance to scholarly communities and private and public organizations.
- Promote and make accessible faculty research findings to business, policy, and student communities.





Objective 2

Attract, develop, and retain a diverse pool of world-class faculty.

Strategies to Accomplish this Objective

- Identify and implement policies and best practices to achieve excellence in recruiting and retaining world-class faculty.
- Increase the number of faculty from diverse backgrounds, particularly those who come from underrepresented backgrounds.
- Maintain and enhance resources for support of faculty research and teaching.
- Ensure sufficient faculty time, attention, and collaboration for research and teaching by adding tenure and non-tenure track faculty commensurate with college priorities.

Objective 3

Attract, develop, and support a diverse pool of outstanding Ph.D. students.

Strategies to Accomplish this Objective

- Identify and implement policies and best practices in recruiting, training, and retaining Ph.D. students from a diversity of backgrounds, particularly those from underrepresented backgrounds.
- Continue to enhance support and resources for the Ph.D. program.
- Maintain and enhance the quality of placements and time-to-complete for Ph.D. students.

Objective 4

Increase the reputation and application of Scheller College thought leadership among educational institutions, organizations, and media outlets worldwide.

Strategies to Accomplish this Objective

- Highlight research and faculty initiatives through Scheller College, the Institute, and external media sources, leveraging the Institute's reputation to increase the visibility of Scheller thought leadership in core and specialty areas.
- Foster and support faculty participation and presentations at academic and professional forums.
- Increase interdisciplinary collaboration with other Georgia Tech colleges, units, and initiatives.

Metrics to Measure Progress Toward the Goal

- Level of support for research-productive faculty, including summer research allocations and chairs/professorships awarded
- Level of research productivity and thought leadership of College faculty, including publications, journal editorships, and professional and executive development presentations
- Level of faculty research impact on business, policy, and media, including through organizational leadership, policy initiatives, and public engagement
- Number and diversity of faculty recruited and retained over time
- Number of Ph.D. students from underrepresented backgrounds who matriculate and complete the program
- Percentage of Ph.D. students placed at peer and aspirant universities



Goal #3

Enrich the Scheller community and network by nurturing diverse perspectives and creating an authentic, compassionate, and empowering culture.

The Scheller College of Business continues to work toward developing a vibrant, deeply connected community of students, faculty, and staff who come from a diversity of backgrounds and experiences. We will create a culture that supports the well-being and development of all community members. This includes providing resources and focusing on positive and transformational action to empower our community and increase diversity, equity, and belonging.

Furthermore, Scheller College seeks to deepen meaningful connections and partnerships with the Georgia Tech and wider Atlanta communities. We will continue to cultivate those relationships while reaching outward to state, national, and global audiences. This will create mutual value, increase impact, and attract resources for the Scheller College community.

Objective 1

Prioritize the holistic support, development, and well-being of our students, faculty, and staff.

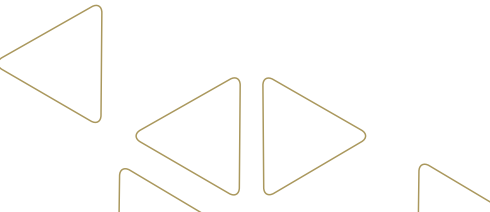
Strategies to Accomplish this Objective

- Offer students a superior education and connected community experience by continuously improving the Scheller College environment.
- Support students, faculty, and staff in continued professional and personal development and success by enhancing learning, mentoring, and coaching resources.
- Develop ways to support the mental, physical, and emotional health of students, faculty, and staff.

Objective 2

Create a thriving community of engaged and empowered faculty and staff.

Strategies to Accomplish this Objective

- Attract, develop, and retain a diverse pool of world-class staff by identifying and removing barriers to well-being and advancement.
 - Evaluate Scheller College workplace culture and climate and make adjustments that improve employee engagement, empowerment, equity, and sense of belonging.
 - Regularly review Scheller College's compensation structure and make adjustments to ensure internal and market equity based on resource availability.
 - Develop and recognize leaders who consistently demonstrate cultural competence, inclusiveness, accountability, and ethical behavior.
 - Create various forums for faculty and staff across units in the College to discuss how to empower and engage our community members more effectively.
 - Ensure the Scheller College work environment adapts to the evolving needs of employees.
- 



Objective 3

Foster continuous improvement in diversity, equity, and inclusion (DE&I) throughout the College.

Strategies to Accomplish this Objective

- Continue to emphasize the importance and value of DE&I and expand DE&I training programs for faculty, staff, and students.
- Apply DE&I best practices for student recruiting and the hiring, mentoring, and retention of faculty and staff.
- Seek enhanced funding for DE&I initiatives across the College, including scholarship and fellowship support for students.
- Create and implement a DE&I action plan for the College in alignment with the Institute's goals and initiatives in this area.
- Enhance and integrate our pursuit of DE&I across our programs, practices, and community.

Objective 4

Create mutual value through strengthening and expanding engagement and relationships within Georgia Tech and beyond by building connections with alumni, organizations, and communities at the local, national, and global level.

Strategies to Accomplish this Objective

- Increase Scheller student participation in interdisciplinary projects and initiatives across Georgia Tech, while increasing participation from Georgia Tech students in Scheller-led programs and initiatives.
- Provide service, educational support, and thought leadership to members of the Georgia Tech, Technology Square, Atlanta, and wider communities.
- Increase Scheller College's external outreach by increasing the College's engagement in business and community activities and organizations.
- Create and leverage alumni, organization, and community relationships and resources to foster support for student, faculty, and staff activities, including research, teaching, student organizations, and more.

Metrics to Measure Progress Toward the Goal

- College climate assessment scores on well-being, culture, and perceptions of belonging along with improvements in scores over time
- Quantity and scope of personal and professional development and DE&I-focused training for students, faculty, and staff, and level of participation in training
- DE&I activities and level of desired outcomes achieved
- Degree of alignment of representation among students, faculty, and staff with diversity of talent available in the marketplace
- Number of Scheller College faculty and students who participate in Georgia Tech cross-college interdisciplinary academic and research programs
- Number of non-Scheller College faculty and students who participate in Scheller interdisciplinary academic and research programs
- Quantity and quality of student, faculty, and staff participation in collaborations with industry and the external community
- Level of industry and external community participation and support of research projects, educational programs, and various activities at the College

Goal #4

Steward our existing allocation of resources in people, programs, and infrastructure, while expanding and diversifying financial resources needed for continued excellence, growth, and innovation in support of the College mission.

The foundation of any successful institution is a strong financial model and careful stewardship of resources. Through thoughtful allocation of resources, our College will continue to effectively serve the Scheller community, Georgia Tech, and the business world and expand our influence.

The State of Georgia and income from degree and non-degree programs furnish vital funding for the College. To increase our leadership and impact on business and the community, the College will identify and pursue opportunities to increase funding from other sources, including the expansion of degree and non-degree programs as well as fundraising from alumni and private sources.





Objective 1

Review allocation of funds and continue to strategically increase funding in support of the Scheller College vision, mission, and goals.

Strategies to Accomplish this Objective

- Continue reviews to ensure effective and efficient allocation of Scheller College resources.
- Enhance and leverage outreach to individuals, corporations, and foundations for funding opportunities including targeted scholarships, fellowships, chairs, professorships, new programs, grants, and more.
- Evaluate and increase revenue from both existing and new sources associated with the expansion and diversification of degree and non-degree programs.
- Create new and expand existing fundraising opportunities, especially in relation to Technology Square Phase III development.


Objective 2

Sustain and improve relationships with alumni, donors, and friends of the College and increase their engagement and participation in College initiatives.

Strategies to Accomplish this Objective

- Allocate resources and create engagement opportunities to develop deeper connections with Scheller College alumni, donors, and friends of the College.
- Create relationship-building opportunities for recent College alumni to foster lifelong engagement.
- Increase support and contributions to College and program initiatives.

Metrics to Measure Progress Toward the Goal

- Measures of effectiveness in College processes and operations
 - Income and financial contributions from existing and new programs
 - Level of participation, variety of sources, and amount of funds raised, including through annual MBA alumni giving
 - Funds raised and associated opportunities created in connection with Technology Square Phase III development
- 



Next Steps: Implementation Overview

The work involved in setting strategic goals and objectives has allowed Scheller College the opportunity to refine and clarify our direction for the future. This represents the first step in a process of innovation, continuous improvement, accountability, and progress. Our next steps include implementation plan development, stakeholder alignment, resource evaluation and allocation, change management, and more.

As we mark the beginning of the next five years of work and progress, we move forward with great optimism and confidence. By uniting the individual and collective strengths of our students, faculty, staff, and alumni in pursuit of our goals and through thoughtful, strategic implementation, we know we will continue to succeed and ascend.

Implementation Plan Development

- Prioritize objectives and strategies
- Establish owners, timelines, and resource requirements
- Confirm key measures of success and metrics, including baseline and targets for these measures
- Conduct program planning and management of prioritized objectives

Leader and Stakeholder Alignment

- Communicate and engage
- Incorporate strategic plan implementation into annual goals and performance metrics

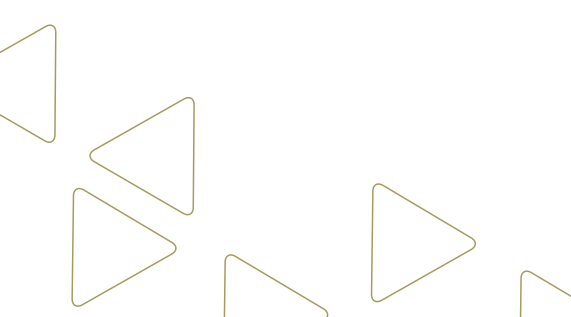
Resource Evaluation and Alignment

- Review, revise, and enhance the allocation of College resources in alignment with the Strategic Plan
- Determine the sequence of activities to support new initiatives
- Align College policy, processes, and practices

Change Management and Support

- Identify areas of change
- Communicate and prepare individuals who will be impacted by change
- Provide training and engagement in support of planned changes
- Deliver on-going management of desired change

Measurement and Accountability

- Track and report strategic plan progress and outcomes
 - Assign responsibility for tracking and reporting
 - Refine strategies as needed
- 

Appendix A: Scheller Strategic Plan Steering Committee

Co-Chairs

- Maryam Alavi, Dean and Stephen P. Zelnak, Jr., Chair, Professor of IT Management
- Peter Swire, Elizabeth and Tommy Holder Chair, Professor of Law & Ethics

Committee Members

- Sabrina Bernstein, Evening MBA '23
- John Byrne, Senior Director of Development
- Sara Chamberlain, MBA '21, Former President of the Graduate Business Council
- Jonathan Clarke, Senior Associate Dean of Programs, Associate Professor of Finance
- Kevin Cruse, Human Resources Business Partner
- David Deiters, Executive Director of the Jones MBA Career Center
- Soumen Ghosh, Senior Associate Dean of Faculty, Nancy J. and Lawrence P. Huang Professor, Professor of Operations Management
- Jamaal Hankey, BSBA '23, Bergmark Family Dean's Scholar
- Manpreet Hora, Associate Professor of Operations Management
- Ajay Kohli, Gary T. and Elizabeth R. Jones Chair, Professor of Marketing
- Dong Liu, Gregory J. Owens Professor, Professor of Organizational Behavior
- Katie Lloyd, Associate Dean of MBA Programs
- Liz Maryanski, College Administrative Officer
- Maria Misbach, Director of Marketing and Communications
- Elton Moyo, Executive MBA '21
- Kathy Rupar-Wang, Assistant Professor of Accounting
- Ursula Reynolds, Associate Director of the Doctoral Program
- Francesca Sally, MBA '22, President of the Graduate Business Council
- Michael Smith, Senior Lecturer of IT Management
- Teresa Smith, BSIM '83, Chair of the Scheller College Advisory Board
- Eunhee Sohn, Assistant Professor of Strategy & Innovation
- Craig Womack, Associate Dean of Undergraduate Programs

Georgia Tech Office of Strategic Consulting

- Sonia Alvarez-Robinson, Executive Director
- Kevin Chan, Consultant I
- Juana Cunningham, Senior Consultant



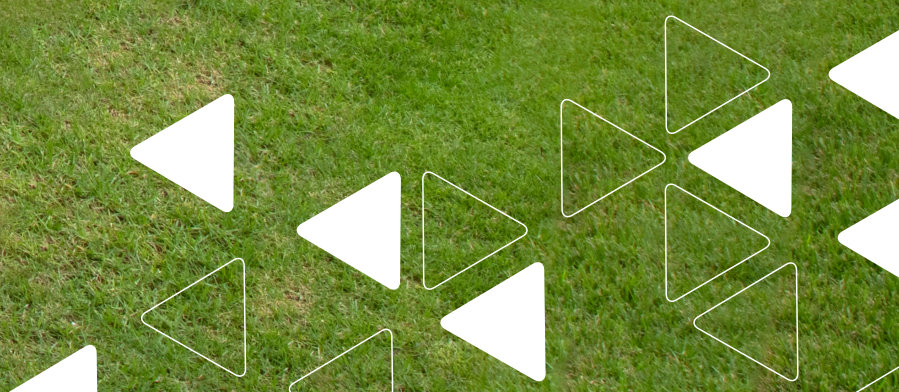


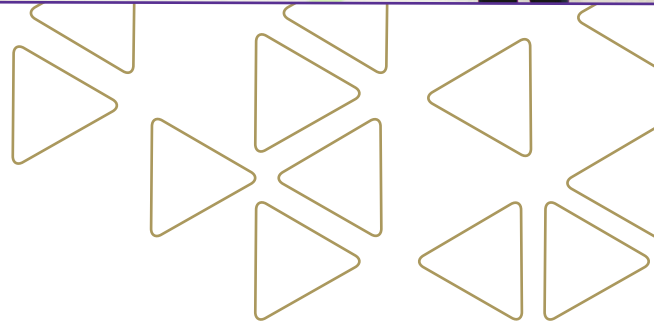
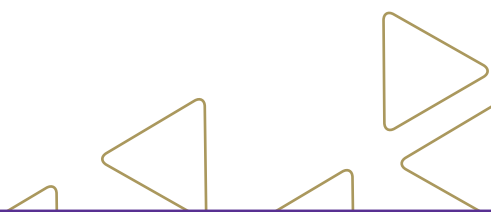
Georgia Institute
of Technology



ite
y

**Technology
Square**





Georgia Tech
**Scheller College
of Business**