



CREATING A SUSTAINABLE FUTURE

Strategic Plan 2016-2020

Ray C. Anderson
Center for Sustainable Business

Georgia Tech  **Scheller College
of Business**





Message from the Center Leadership

The urgency and opportunity for sustainable business practices have never been greater.

Within the Scheller College of Business and the Georgia Institute of Technology community, there are students, faculty, staff, alumni, and friends who recognize this and dedicate their work to establishing best practices for environmentally and socially responsible enterprises.

We created the Ray C. Anderson Center for Sustainable Business to unite this network of people with a shared vision and mission. In doing so, we multiply our influence and effectiveness as we work to integrate sustainability into all business functions and drive sustainability-focused innovation.

Georgia Tech alumnus Ray C. Anderson (1934-2011) understood the power of a shared vision. In 1994 he challenged his company, Interface, to “be the first company that, by its deeds, shows the entire world what sustainability is in all its dimensions: people, process, product, place and profits—and in doing so, become restorative through the power of influence.” That vision, which he often called “climbing Mount Sustainability,” motivated the success of Interface as it transformed into one of the most respected corporate leaders in sustainability and the world’s largest manufacturer of modular carpets.

We are honored that the Ray C. Anderson Foundation has entrusted us to help carry Ray’s legacy forward and to both inspire and educate the Ray Andersons of today and tomorrow. We are grateful to the Scheller College of Business for recognizing that sustainability research and education is a differentiating strength of Scheller College and a keystone around which businesses can help build thriving communities here in the State of Georgia, and everywhere they operate.

The intention of this strategic plan is to align the programs and initiatives of the Ray C. Anderson Center for Sustainable Business with the forward-looking missions of the College and the Institute as a whole. In doing so, we help build a sustainable future.

L. Beril Toktay
Faculty Director
Professor of Operations Management
Brady Family Chair

Michael Oxman
Managing Director
Professor of the Practice in Sustainable Business



ABOUT THE CENTER

The Center launched at Scheller College of Business in 2013 with support from the Ray C. Anderson Foundation, the Kendeda Fund, and Scheller College leadership to accelerate the development and adoption of sustainable business practices through educational programs, high-impact research, and industry engagement. After receiving a \$5 million commitment from the Ray C. Anderson Foundation in January 2015, the Center was named to honor Ray C. Anderson's legacy and is now known as the Ray C. Anderson Center for Sustainable Business.

The Center supports and draws upon the research and instruction of faculty working across Scheller's core business disciplines. **Their work advances thought leadership in three major areas:**

Business Value, Innovation, and Competitive Advantage

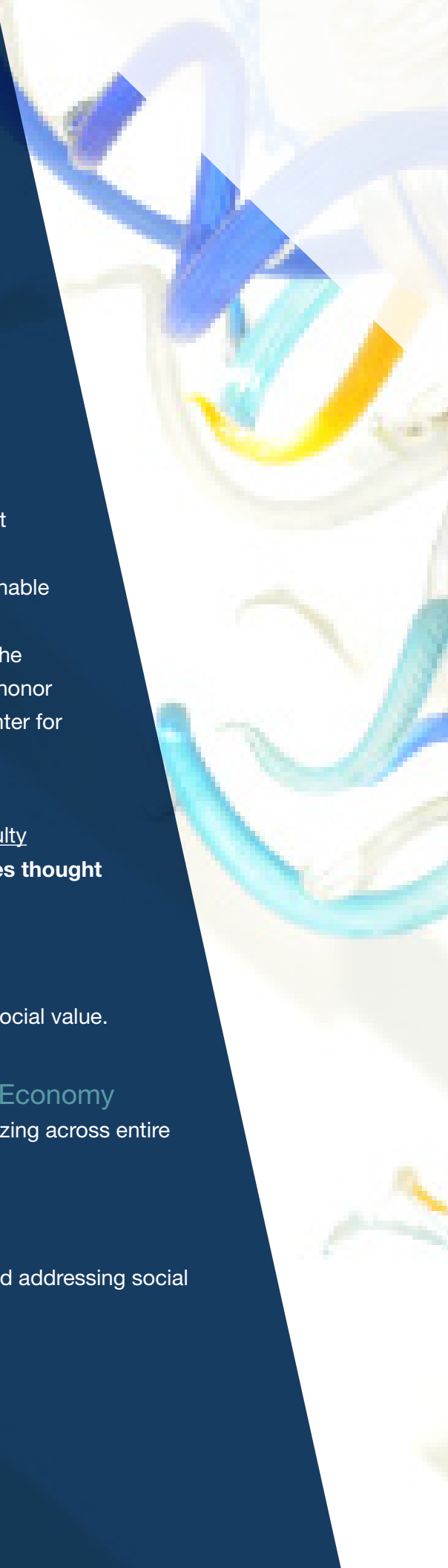
Strategies in this area promote long-term economic, environmental and social value.


Operations, Supply Chain Management, and the Circular Economy

Sustainable operations strategies reduce risk and create value by capitalizing across entire value chains and creating new business and collaboration models.

Human Rights, Ethics, and Transparency

Strategies in this area support responsible decision-making, reporting, and addressing social welfare locally and globally.





The Center's educational programs serve current and future managers, entrepreneurs, executives, and community leaders. Students gain knowledge, experience and a global understanding of issues and opportunities at the intersection of business and sustainability.

The Center also functions as a network hub for students, faculty, alumni, and practitioners. We catalyze new discoveries, ideas, and collaborations by enabling connections on the Georgia Tech campus, in Atlanta, regionally, and even globally. In doing so, we help businesses create long-lasting positive relationships with stakeholders and local communities.



VISION AND MISSION STATEMENTS

Through the strategic planning process we refined our vision to be a premier knowledge center that educates and inspires leaders to use the power of business, innovation, and collaboration to build a sustainable future.

VISION: Empowering the leaders of tomorrow to create sustainable businesses and communities.

The Center will work toward this vision in a manner that is unique to the diverse strengths of our Scheller College faculty and staff, and the technological prowess of the Institute.

MISSION: The mission of the Ray C. Anderson Center for Sustainable Business is to enable ***sustainability-driven innovation and sustainability integration*** in business and education. We create and share the knowledge that current and future leaders depend on to integrate sustainability into their organizations and beyond, and to drive innovation in business models, products, technologies, and governance. We lead by example with the educational content and experiences we develop for our students and partners.

Sustainability-Driven Innovation \\\

Leverage technologies, products, services, management practices, governance structures and business models that advance economic growth and enhance human welfare.

Sustainability Integration

Facilitate enterprise-wide integration of sustainability to realize business value and to address the central environmental and social issues of our times.

The expertise of the Center's affiliated faculty across business disciplines positions us well to advance sustainability innovation and promote enterprise-wide integration. Themes we will emphasize include the circular economy, carbon-conscious business, and business-community engagement.

The Ray C. Anderson Center for Sustainable Business has already made significant strides toward this mission.

1. The Center led the creation of Scheller College's "Innovating for Sustainability" immersive MBA track, which combines unique courses in sustainable business, emerging technologies, supply chain governance, nonprofits, public policy, and engineering with real-world projects in sustainability from partner companies.
2. In 2014, the Center's work was recognized as one of the grand prize winners of the Dr. Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula.
3. In 2015, Scheller College ranked 1st in the U.S. and 6th globally in Corporate Knights Better World MBA rankings for programs that are preparing students to tackle the social and environmental challenges of our time.
4. The Center played a leadership role in establishing the Institute-wide educational initiative called [Serve-Learn-Sustain](#). The program, which launched in 2016 with the theme "creating sustainable communities," will have an influence on the educational experiences of every undergraduate student on campus.

To build on these achievements, we defined three strategic goals and a set of supporting objectives.

Scheller College of Business identified sustainability as one of four global business megatrends related to the future of successful business education and research. In reviewing the Center's sustainability-related programming and creating goals guiding our future contributions, we are advancing one of the specific objectives in Scheller College's strategic plan and making the Center's mission the guide for strategic decision-making.

GOALS



Goal 1: To catalyze, support and disseminate high-impact research in thematic areas aligned with sustainability integration and sustainability-driven innovation.

Our Center-affiliated faculty are advancing knowledge in emerging thematic areas that include circular economy design, shared value creation, product or process innovation, and integrated reporting. We aim to accelerate faculty thought leadership and heighten its contribution to the integration of sustainability practices across all core business disciplines. This is aligned with Scheller College's objective of increasing faculty impact on business practice and policy-making.

Goal 2: To impart to students and practitioners the knowledge, skills, and desire to be change agents for a sustainable future in their professional and civic lives.

This goal directly supports Scheller College's goal of developing principled business leaders, and it represents our intention to empower the Ray Andersons of tomorrow. The "doing well by doing good" perspective not only creates additional value for employers and communities but also gives students a greater sense of purpose and satisfaction as they build their careers.

Goal 3: To nurture networks of faculty, students, alumni, staff, practitioners, and community leaders that co-create and share knowledge.

Sustainability initiatives are beginning to include scalable cross-industry or cross-sector collaborations. To advance these positive trends, we will facilitate partnerships that create value for all participants. These activities will also help to fulfill Scheller College's strategic objective of increasing brand recognition associated with sustainability.



In Dean Maryam Alavi's words,
Scheller College is committed to
*“developing the principled, analytically
and entrepreneurially minded leaders who
will solve the business and societal challenges of
today and tomorrow.”*



OBJECTIVES



1. Build research-oriented collaboration and communication networks.

Creating events and programs for two-way communication between industry and faculty is key to determining what type of research will be most relevant and impactful in the marketplace and to disseminating the learnings from that research.

2. Develop and integrate sustainability content into undergraduate and graduate programs at the College and beyond.

Investing in the creation of additional sustainability-related curricula will ensure that more students graduate with an understanding of sustainability issues and skill sets.

3. Enhance co-curricular and extracurricular opportunities for undergraduate and MBA programs.

Establishing sustainability-related internships, co-ops and job opportunities will provide students with real-world experiences and deepen ties with businesses.

4. Develop programmatic opportunities for practitioner engagement and impact.

Offering executive and continuing education for professionals, as well as recognizing achievements in sustainability innovation, will support the work of practitioners in the field and strengthen their ties to Scheller College.

5. Strengthen organizational and financial resources of the Center and the College.

Embedding sustainability into Scheller College's culture through the creation of innovative programs will create opportunities for future development.

IMPLEMENTATION OF THE PLAN

The value of the strategic plan will be determined by how well we execute against it to enhance the impact of the Center. To that end, we have defined roles and structures for implementation.

1. Action Plans

The Center leadership, with the support of the Strategic Planning Steering Committee, developed Action Plans aligned with each of the objectives of the strategic plan. These Action Plans were prioritized by analyzing effort, impact, and available resources.

2. Action Plan Owners

Action Plan owners were selected from our Center staff and affiliated faculty. They are supported by our Steering Committee and are responsible for developing corresponding timelines and activities to fulfill their action plan goals.

3. Faculty Steering Committee

A Faculty Steering Committee convenes to provide strategic guidance to the management team of the Center for the implementation of the Center's Action Plans, with a specific focus on research and education objectives. The Faculty Steering Committee includes select Center-affiliated faculty members and meets three times each semester during the academic year.

4. External Advisory Board

The External Advisory Board contributes perspectives on the Center's strategic direction, builds the network and reputation of the Center, and advises on the implementation of the Center's strategic growth and impact. The Board meets semi-annually.



STRATEGIC PLANNING PROCESS



Following the completion of Scheller College of Business' strategic plan, the Ray C. Anderson Center for Sustainable Business launched its own strategic planning process in fall of 2015 to align the Center's priorities with Scheller College's plan through 2020.

The Center's planning process included surveys of Scheller College students and interviews with faculty, staff, and the Dean. In addition, we interviewed sustainability executives to hear their perspectives concerning marketplace needs for sustainability-related skills and knowledge.

The final step in the process involved a series of facilitated meetings with a multi-stakeholder steering committee of faculty, staff, students, and industry practitioners. In particular, we would like to thank John Federovitch of Kimberly-Clark and Lane Moore of Rubicon Global for sharing their valuable insights.

STRATEGIC PLAN STEERING COMMITTEE

We would like to thank the following individuals for giving their time and energy to participate in the Strategic Plan Steering Committee:

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