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COVER PHOTO

Mr. Steven A. Denning visited the Denning Technology & Management (T&M) Program suite on
November 30, 2018, to meet with T&M students and alumni. From left to right: Henderson Johnson II
(T&M Class of 2016) - Aerospace PhD student at Georgia Tech; Lisa Carlson (T&M Class of 2012) -
Director of Insights to Innovation – Explore, Georgia-Pacific; Miles Parker (T&M Class of 2019) - Flight
Test Engineer, Boeing; Anna Klaussen (T&M Class of 2019); Steven A. Denning (Benefactor); Rachel
Luckcuck (T&M Class of 2020); and Elias Crist (T&M Class of 2013) - Planning Associate for SignatureFD
and teaches financial planning workshop for current students.
Executive Summary

The Steven A. Denning Technology & Management (T&M) Program helps create cross-functional leaders in technology and business-related fields by building upon Georgia Tech’s outstanding programs and curriculum. Classes emphasize experiential learning and include hands-on elements, allowing Denning T&M students the opportunity to offer interdisciplinary-team solutions to real-world problems faced by the program’s corporate affiliates.

The Denning T&M Program is open to all Georgia Tech undergraduate students, which includes the Scheller College of Business, the College of Computing, the College of Engineering, the College of Design, the Ivan Allen College of Liberal Arts, and the College of Sciences.

Business and Engineering students who complete the program earn a 22-credit minor in Engineering & Business. Computer Science and IT Management students earn a minor in Computing & Business. Students from all other colleges earn a minor in Technology & Business.

<table>
<thead>
<tr>
<th>Vision: To develop a generation of collaborative, professionally adept, ethical, and successful business leaders with an openness to seeking and learning from alternative points of view, and with the capability to leverage technology to improve the state of the world.</th>
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<tbody>
<tr>
<td>Mission: To be the flagship interdisciplinary program at Georgia Tech offering minors at the intersections of technology and business, involving rigorous academic and professional training in collaboration with world-class faculty and corporate partners across a breadth of industries.</td>
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There are two sides to the program: students and corporate affiliates; and the five-member T&M faculty/staff team, with the support of our curriculum professors, bridge these two sides. Additionally, as the alumni base expands, the team strives to incorporate them into the program whenever possible.

When it comes to supporting our students, we offer rigorous academic challenges paired with events to encourage their growth as individuals and team members. Our events can be categorized as career development, corporate partnerships, academic, international, alumni-centered, community building, and administrative.

When it comes to establishing and nurturing our corporate partnerships, the T&M Program team works closely with each affiliate to meet their specific innovation and hiring needs. From on-site visits by our Administrative Director and Corporate Relations & Student Counseling Manager to office takeovers, the T&M career fair, and capstone project development, mentoring, and execution, we are here to listen intently and execute process improvement to benefit affiliates and students alike.

This report includes our curriculum as well as information on our events to create a broad view of the T&M Program’s opportunities. It will touch on students, alumni, and corporate affiliates to show the unique ecosystem that is known across Georgia Tech as one of the leading undergraduate programs.
The T&M Program Model

**Intellectual**
- T&M courses
- Engagement with corporate executives

**Interdisciplinary**
- Cohort spanning all Georgia Tech Colleges
- Interdisciplinary teams

**Professional**
- Oral/written communication skills
- Leadership and team building
- Career support and alumni engagement

**International**
- Themed annual international experience

**Capstone Projects**
Faculty and Staff

The T&M Program staff have been working together for over five years now under the guidance of Faculty Director Han Zhang and Administrative Director Bob Burgess. Academic Program Coordinator Sheena Brown is a founding member of the team and has watched the program grow from an idea to a competitive program that draws students away from the Ivy Leagues. She handles all events, student attrition and scholarships, as well as finances. Communications Manager Anne Lynch and Corporate Relations and Counseling Manager John Stanford partner to coach the students for career success. After offering career guidance, John passes the students back to Anne for writing advice. Between the two of them the students get the one-on-one attention needed to excel. John also coordinates all corporate engagement to nurture industry partnerships.

Sheena Brown, Bob Burgess, John Stanford, Steven A. Denning, Anne Lynch, and Han Zhang.

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<th>Name</th>
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<tr>
<td>Sheena Brown</td>
<td>Academic Program Coordinator II</td>
<td><a href="mailto:sheena.brown@scheller.gatech.edu">sheena.brown@scheller.gatech.edu</a></td>
<td>404.385.7688</td>
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<td>Robert “Bob” Burgess</td>
<td>Administrative Director</td>
<td><a href="mailto:robert.burgess@scheller.gatech.edu">robert.burgess@scheller.gatech.edu</a></td>
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<td>John Stanford</td>
<td>Corporate Relations &amp; Student Counseling Manager</td>
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<td>Han Zhang</td>
<td>Faculty Director</td>
<td><a href="mailto:han.zhang@scheller.gatech.edu">han.zhang@scheller.gatech.edu</a></td>
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Leadership Update

Dr. Han Zhang has completed his third year of his three-year term as the Faculty Director of the Steven A. Denning Technology & Management Program, and we are excited to announce that he will continue in this role for the next three years. He is a Professor in Information Technology Management (ITM) and the Steven A. Denning Professor of Technology & Management. Dr. Zhang’s research focuses on the economics of information technology, online trust and reputation, online word-of-mouth, and the evolution of electronic markets. His research work on the institutional setup to help small businesses grow in the digital economy has been used as the basis for testimony before the Congressional House Committee on Small Business.

For the third year in a row, Dr. Zhang traveled to Hong Kong and Shenzhen, China for the T&M International Experience where he encouraged the students to experience Chinese culture through interactions with Chinese students from Shenzhen University.

Steven A. Denning Visit to Campus

On November 30, 2018, Mr. Steven A. Denning, our program’s benefactor, visited the T&M Program suite and had the opportunity to meet with several focus groups. He spoke with Technology & Business minors, International Experience participants, former and current Mr. Georgia Tech representatives, fraternity brothers, alumni, and staff.

Business & Technology minors Victoria Massaro, Helena Wright, Katie Gibson, and Carly Schmitt with Mr. Denning.
Admissions and Program Statistics

Fifty-four students from the Denning T&M Class of 2019 completed minors in either Computing & Business, Engineering & Business, or Technology & Business. Two students from the Ivan Allen College of Liberal Arts, Katie Gibson and Victoria Massaro, were the first two graduates to earn the Technology & Business minor. In Fall 2019, 63 students in the Class of 2020 will begin the Pre-Capstone class, and 69 students in the newly admitted Class of 2021 will begin coursework.

The incoming Class of 2021 of 69 students has an average GPA of 3.77 and spans 17 Georgia Tech majors. Majors represented include Aerospace Engineering (AE); Biology; Biomedical Engineering (BME); Business Administration (BA); Chemical & Biomolecular Engineering (CHBE); Computer Engineering (CMPE); Computer Science (CS); Economics; Electrical Engineering (EE); History, Technology, and Society; Industrial Design; Industrial and Systems Engineering (IE); International Affairs; Materials Science Engineering (MSE); Mechanical Engineering (ME); Media and Communication; and Music Technology. Women students represent 50% of this class, African-American students represent 1%, and Hispanic students represent 13% (total of 40% non-White).

Additionally, beginning in the fall semester of 2015, the Denning Technology & Management Program has offered “Express Admission” to all incoming Scheller College of Business Dean’s Scholars. Twenty-eight Dean’s Scholars have accepted the offer to date. Several students have stated that a key factor in
their acceptance of the Scheller Dean’s Scholarship was the fact that they received “Express Admission,” which means they can declare their desire to join the program in their sophomore year without formally applying or interviewing.

32% Acceptance Rate

There have been 2,099 applications received up through the Class of 2021, with 667 students accepted into the program.

93% Graduation Rate

There have been 527 students accepted through the Class of 2019, with 490 earning one of the three T&M minors.

Gender (2016-2021)
Enrollment Growth by College (Total Enrollment = 667)

Minors

Computing & Business Minor
Scheller College of Business – IT Management
College of Computing

Engineering & Business Minor
Scheller College of Business – all concentrations except IT Management
College of Engineering

Technology & Business Minor
College of Design
College of Sciences
Ivan Allen College of Liberal Arts
Academic Success Stories

We would like to celebrate two success stories from the 2018-19 Academic Year (AY). The first story began in Dr. Karthik Ramachandran’s Managing Product, Service, and Technology Development class. The KitchenPrints prototype team created an affordable 3D printed prosthetic that had modular attachments to make life easier for those with lower limb amputations. Thank you to Karthik Ramachandran for mentoring Kalie Compton, Varsha Gokare, Ilesh Jain, Casey Erb, and Nishant Reddy throughout the process, which culminated in showcasing their project and prototype at the Ideas to Prototype and Create-X competition on December 5, 2018.

Dr. Eric Overby teaches Analysis of Emerging Technologies, and on February 5, 2019, he held a “Reports from the Future” symposium where three student teams competed with their solutions to one of the United Nations’ sustainable development goals. Class of 2020 students Helena Wright and Tina Lu presented on Goal #14 (Life below Water) with their project on “Cleaning up the Great Pacific Garbage Patch.”

United Nation’s Sustainable Development Goals
Helena Wright Presenting | Corporate judges Tony Burdett (NCR), Alex Grady (Georgia-Pacific), and Tony Agusti (Caterpillar) announcing the winners.

“Reports from the Future” symposium participants, judges, and audience.
Corporate Statistics

The 2018-19 AY marked the official beginning of the T&M Program’s partnership with Shaw Industries. This year is the fourth year in a row where corporate affiliates could sponsor multiple capstone projects. Georgia-Pacific offered two projects, one for bleached board and one for IT, and NCR provided two projects. Although technically two separate companies, Siemens Power/Finance and Siemens Healthineers provided two unique capstone project opportunities.

There was a total of 11 corporate affiliates for AY 2018-19, including Boeing, Caterpillar, Elavon, Equifax, Georgia-Pacific, Honeywell, Interface, NCR, Shaw Industries, Siemens, and Siemens’ subsidiary Siemens Healthineers. Two affiliates sponsored two projects, making the total number of capstone projects 13 for AY 2018-19.

Corporate Affiliate History

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Capstone Projects = 5 5 7 8 9 11 11 14 15 13 15 126

NOTES:
1 Pro Bono project for non-profit government agency.
2 Pro Bono project for GT community.
Corporate Affiliate Guest Speakers

Denning T&M Program students benefited greatly by meeting and speaking with the following corporate executives who served as guest speakers during AY 2018-19:

**Elavon:**
Wally Mlynarski, Chief Product Officer

**Equifax:**
Jeff Dugger, Principle Data Scientist

**Georgia-Pacific:**
Ed Austin, Project Manager

**NCR:**
Jackie Breiter, VP Digital Innovation

Salary Statistics

Across the board, students that graduate from Georgia Tech with one of the three T&M minors, realize a financial benefit in their starting salary. The graph below illustrates the differences across the three colleges listed for alumni starting full-time jobs in the summer of 2019. Also, the average hourly rate for T&M students interning was $25.14/hour.

![Average Full-time Starting Salaries - May 2019](image)
**Student Employment with Corporate Affiliates**

The Denning T&M Program is pleased to report that a total of 33 students worked for T&M corporate affiliates during the academic year or in a summer internship. Seven students also started a full-time position with a corporate affiliate in 2019.

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<th>Student</th>
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<td>Mechanical Engineering</td>
<td>2018</td>
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</tr>
<tr>
<td>Boeing</td>
<td>Miles Parker</td>
<td>Mechanical Engineering</td>
<td>2019</td>
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T&M Events by Category

As mentioned in the Executive Summary, our events can be categorized as career development, corporate partnerships, academic, international, alumni-centered, community building, and administrative. In this section, we will elaborate on these events to allow the reader to see how the Denning T&M Program supports its students and corporate partners across multiple dimensions.

Career Development Events

When it comes to career development, the T&M Program strives to provide as many hands-on workshops and events as possible to allow students to practice their communications skills frequently. By consistently interacting with our corporate affiliates the students refine their elevator pitches and conversation skills to build confidence for competitive interviews and public speaking opportunities.

Each student starts off their T&M tenure with an official headshot in business formal to use on their LinkedIn profile. They also all go through a rigorous resume review with Communications Manager Anne Lynch to stand out amongst their peers when it comes to clarity, keyword optimization, formatting, and intrigue. Every student, current and on-campus alumni, are eligible to be included in a bound resume book that corporate affiliates await every fall at the Corporate Affiliate Job Fair.

Sophia Rubino’s LinkedIn Profile Showcasing Her T&M Headshot

At the Fall 2018 Corporate Affiliate Job Fair, Corporate Relations & Student Counseling Manager John Stanford welcomed affiliates while they set up their tables in the Tech Square Research Building. Over the course of the event, 130 students met with recruiters to explore internship and full-time positions. As referenced earlier, 40 students opted to work for a corporate affiliate. Most notable was the strong T&M alumni presence representing corporate affiliates.
Varsha Gokare, Casey Erb, Kalie Compton, and Christina Darland | Lucy Mitchell (T&M alumna and NCR) speaks with Connor Meads.

Kylene Barut (T&M alumna and Boeing) speaks with Rachel Techau. | Miles Parker speaks with Doug Sawyer (Georgia-Pacific).
During the job fair, our students pitch themselves to prospective employers and capstone project sponsors. In the more intimate setting of the T&M Suite, John Stanford and Sheena Brown host office takeovers. These events last from 10:00 am – 2:00 pm and allow the companies to pitch themselves to our students. Students enjoy these informal events where they can learn more about the company culture while practicing their business conversation skills.

Additional workshops that allow T&M students to stand apart from their contemporaries are our Business Etiquette Dinner and our Dress for Success Workshop. In Spring of 2019, Peggy Parks, CEO of Parks Image Group, led the students in a comprehensive etiquette class. Additionally, T&M students were joined by five Excel Program students and their teachers. The Excel Program is a four-year college program for students with intellectual and developmental disabilities (I/DD) leading to two separate certificates. The Denning T&M Program suite is next door to the Excel Program and T&M students frequently serve as mentors to Excel students. This event allowed everyone to learn together.
Excel Program students with Peggy Parks. | Taylor Spuhler and Corson Teasley role playing.

Dorian Lee, Michelle Liang, and Justin Sackett demonstrating the correct way to hold a soup spoon.

For the Dress for Success Workshop, Nicole Guerrero and Lester McCarter from Nordstrom separated the Class of 2020 into two groups based on gender to teach the differences between casual, business casual, and business formal in order to prepare them for interviews and important corporate events. At the women’s event T&M Class of 2018 alumni, Ellen Brown and Anne Gusler, served as models to show various business formal dos and don’ts. They also fielded questions about working for NCR.

“Style is saying who you are without having to speak.”

- Rachel Zoe
Lester McCarter teaching. | Nicole Guerrero demonstrating proper pant length on Anne Gusler (T&M alumna and NCR).

Nicole Guerrero emphasizing that it takes seven seconds for someone to make an impression. | Nicole showing students where Ellen Brown (T&M alumna and NCR) should take in the straps with tailoring.

Capstone Events

Before the academic year begins, corporate sponsors solidify their capstone project and begin refining it if needed with the T&M team. About one month into the semester four pre-capstone class sessions are reserved for affiliates to give their capstone project pitches. Most students have already met the speaker at a recent office takeover which makes it easier for the students to envision themselves
working alongside the project lead for six months. The capstone project pitches also give affiliates an opportunity to get feedback in the form of the Q&A session on how our interdisciplinary students would propose tackling their problem.

After the pitches, students vote on their top five projects. Each student must justify their reasoning behind choosing a topic and say how they propose to contribute. After the T&M faculty and staff analyze the results, they place students on balanced teams and reveal the teams at the Ropes Leadership Challenge Course. Students are joined by corporate affiliates to complete group challenges and go up on the ropes. Caterpillar’s Tony Agusti proposed the idea of joining students on the ropes three years ago, and it has been implemented ever since. Later on in the semester, teams take on an Escape Room to learn more about their team dynamic under pressure. This memorable challenge serves as a bonding experience and a starting point for discussions on leadership and group work.

Corporate affiliates remain involved throughout the year as they interact with their capstone team and the T&M staff. They often stop by the suite when in Midtown to reconnect, meet with capstone team members, and chat with other T&M students in passing. In April all capstone students present their findings at an On-Site Capstone Presentation. A T&M staff member joins the team to support them as
they present to a room full of executives. This event is an opportunity for our corporate affiliates to showcase the work of their students for their colleagues. Approximately two weeks later, at the close of the semester capstone advisors come to campus to watch public Capstone Project Final Presentations. Presentations are divided over multiple class sessions so that affiliates can support the culmination of their team’s work and network with other industry executives.

Siemens Healthineers team on site for their final presentation. | Elavon team after their on-site presentation.

This year, we added a new event called the Capstone Showcase on April 15, 2019. The event was required for the Class of 2019, Class of 2020, and newly admitted Class of 2021. At this event current capstone project teams provided a brief executive summary of their capstone project followed by a time for questions.

James Westbrooks from Siemens IoT team shares their presentation introduction. | Capstone students line up to present to their classmates.
Corporate Partnership and Academic Events

Understandably there is overlap between career development, corporate partnership, and academic events as these categories are interdependent. In fact, that’s exactly what makes the Denning Technology & Management Program so unique. However, there are some events solely for our corporate affiliates to make sure they are making the most of their sponsorship. In the summer our Administrative Director Bob Burgess and our Corporate Relations and Student Counseling Manager John Stanford conduct their Summer Tour where they go onsite to as many affiliates as possible and have group calls with the locations that are out of state. At these meetings, they discuss best practices, possible capstone projects, and meet new employees that may begin working with the T&M Program. The Summer Tour is a great way to learn more about the company culture as well.

On the last Monday of class, all T&M students from the Class of 2019 and Class of 2020 meet at the Academy of Medicine for the Class of 2020 Poster Session and the Class of 2019 Commencement & Awards Ceremony. The Class of 2020 pitches their new products to students, parents, faculty, staff, and corporate guests to compete for one of two awards: “Highest Impact,” or “Most Creative.” The Poster Session is another opportunity for affiliates to interact with the next class and get to know potential capstone team members for the next academic year. The Class of 2019 also nominates a Class Speaker and awards are announced for students of the year and best capstone project as well as best capstone presentation. All award winners are listed in the “Denning Awards” section.

After the end of the academic year, the Corporate Advisory Panel Meeting is held at Top Golf so that affiliates can meet with each other as well as the T&M faculty and staff. At this end of year meeting affiliates look back over the year and offer advice on how to continue improving the program. T&M is especially grateful for our partners that have been part of our journey over multiple years. Their wisdom has shaped the program and improved the benefits for new affiliates.

T&M alumni that became corporate affiliates: Anne Gusler (NCR), Alex Grady (Georgia-Pacific), Ellen Brown (NCR), and Lisa Carlson (Georgia-Pacific).
This year, we had a success story come out of the capstone season. T&M alumnus Alex Grady led the Georgia-Pacific IT: “Food Delivery Reusable Packaging” team during the academic school year and was approached by team member and Mechanical Engineering student Miles Parker to continue the project in the summer session for his senior design project. Alex happily agreed and led a team of six to complete Phase II of the innovative project. Out of the six, three students were T&M scholars.

![T&M students Miles Parker, James Westbrooks, and Nick Randall with their three classmates.](image)

**International Events**

The fifth annual International Experience took place from March 15 to March 23, 2019. Students explored businesses in Hong Kong as well as Shenzhen, China and partnered with Shenzhen University students to earn a “Global Leadership – Conducting Business in China” certificate. Thirty-eight students took part in the immersion led by Dr. Han Zhang.

Among the 38 students, three students were from the T&M Class of 2019 and 35 students were from the T&M Class of 2020. The group visited three companies in Hong Kong and four companies in Shenzhen. The highlight of the China trip was a two-day certificate program at College of Management, Shenzhen University (SZU), on March 20 – 21, 2019. The students took two classes (Marketing and Consumer Behavior in China; Understanding Leadership in China), visited DJI (drones) arranged by Shenzhen University, and had an Undergraduate Forum with 38 Chinese undergraduate students.

Our T&M students formed teams with the SZU students and worked on an assigned business question related to global expansion. Each team discussed the question and made a joint presentation at the end. Our students enjoyed the interaction with the SZU students and thought it added significant value to their international exposure. Overall, the China trip was an eye-opening and life-changing experience.
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Students at LF Logistics in Hong Kong with Georgia Tech alumnus Jay Lengel.

John Stanford and Anne Lynch at InvestHK. | Students in Hong Kong at Repulse Bay.
Alumni Events and Involvement

In October 2018, 64 alumni, their guests, and T&M staff gathered at The Torched Hop Brewery for the 2018 Alumni Event. Alumni shared stories about their time in T&M and how they would like to stay
connected in the future. There was a consensus that T&M had significant positive impacts on their careers. We even had our first baby attend an alumni event – decked out in a Georgia Tech onesie nonetheless.

T&M Program Alumni and Little Yellow Jacket at the 2019 Alumni Event

Sheena Brown, Hannah Burke, and Anne Lynch | Han Zhang and Bob Burgess
In November 2018, Anne Lynch traveled to Seattle, Washington to attend a professional development conference and host two T&M alumni dinners. At the first dinner with Sarah Selim and Yamini Nambiar, she discussed the current Boeing capstone project. To everyone’s surprise, Sarah was currently working on a similar project and volunteered to serve as a mentor for the capstone students. Her guidance proved invaluable and cemented the importance of our alumni network.

On March 4, 2019, a second Atlanta event was also held at Torched Hop and 36 alumni, their guests, and T&M staff attended.

Tony Agusti (Caterpillar) with T&M alumni.
On February 25, 2019, alumnus Elias Crist (Class of 2013) taught a Financial Planning Workshop. Current students and alumni learned about the importance of living below their means, investing in their 20s, and making smart choices as a young adult to secure a healthy financial future. Additionally, 11 alumni returned to campus to watch and evaluate Capstone Midterm Presentations. Capstone students present their mid-semester findings to their classmates to get feedback and advice from each other and alumni. It’s a great way to keep alumni involved while inspiring current students.

Elias Crist teaching.

LinkedIn Initiative

In June 2019, we created a Higher Education page on LinkedIn for the Denning Technology & Management Program to post public content about our program, students, corporate affiliates, and alumni. Most importantly, our 490 alumni have the ability to add the T&M Program under their LinkedIn Education section to officially list the minor they earned at Georgia Tech. Once added, alumni pull through to a searchable directory based on location, company, career field, major, and skillset. This directory can also be queried by keyword to find alumni with expertise in anything from machine learning to corporate finance to diversity & inclusion.

Students, alumni, corporate affiliates, and headhunters can use the alumni directory to find experts, future colleagues, mentors, speakers, and former classmates. It has connected alumni in Pittsburg at Carnegie Mellon, in London across industries, and even internal to Google for lunch networking. Current students have used the directory to reach out to alumni who worked at their target companies, navigated being an F-1 visa holder, and earned MBAs. Corporate affiliates can now easily target alumni for recruitment. It has also facilitated city-specific alumni networking.

T&M’s dynamic public presence on LinkedIn will elevate its alumni and nurture its students in a way that wasn’t possible before. This page will have exponential positive ramifications to drive innovation, build community, and increase the earning potential of both alumni and students. It can be accessed at https://www.linkedin.com/school/denning-technology-management-program.
In July 2019, Anne Lynch traveled to New York City to host two networking events. With over 30 alumni in Greater New York, she wanted to make sure to see as many of them as possible. Over the course of the two events, she met with 16 alumni, including Kishen Raghunath, from the first graduating cohort of 2010. Another notable attendee was Gennadiy Gurevich from the Class of 2011. He told the story of meeting with the administrative and faculty directors to pitch his case for being a dedicated T&M scholar. After earning his minor, he recognized T&M as a life-changing part of his career path, and in 2018 became the first alumnus to contribute financially to the program. We are all grateful for his donation, and most importantly, his confidence that we continue to shape the lives of our students and graduates.


Community Building Events

The T&M Program understands that a strong community fosters academic success and future alumni engagement. When the opportunity presents itself and the student interest is there, the program has financially backed additional opportunities for our scholars. Over the last year, we sponsored the Ideas to Serve Competition and the Georgia Tech Women’s Leadership Conference. Nine students completed a four-week improvisation workshop series with teacher Lesly Fredman and one student, Robert Walsh, received one-on-one presentation coaching with her. Additionally, 12 students traveled to Birmingham and Montgomery, Alabama with Georgia Tech’s Civil Rights’ Tour organized by the MLK Jr. Student Board.

The Ideas to Serve competition, which allows Georgia Tech students to explore social problems for the problem discovery track or solve a problem in the ideas track. Not only do we sponsor the event, our students often compete after taking Dr. Karthik Ramachandran’s Managing Product, Service, and Technology Development class. This year, Morgan Knowlton (2021), explored obstacles for students in LaAmistad’s after-school tutoring program for Latino students. Georgia Tech’s Women’s Leadership Conference is an all-day event, which brings in speakers and allows participants to network with each other. This year, Nidhi Palwayi represented T&M at the conference.
In 2015, Lesly Fredman partnered with the T&M Program to teach improvisational techniques to our pre-capstone students. The goal was to foster a strong group dynamic, enable students to respond fluidly to questions during interviews and presentations, and to learn more about full body communication. Ms. Fredman’s coaching has evolved to small group workshop series and one-on-one coaching to go deeper into relevant subject matter. In the spring of 2019, nine students completed her four-week series and four of them are pictured below. Additionally, Robert Walsh coached with her in two private sessions and his capstone team, Interface, went on to win best presentation. The confidence he gained from Ms. Fredman’s exercises allowed him to bring humor into his team’s presentation which easily won the audience over.

Nidhi Palwayi, Tina Lu, Lesly Fredman (instructor), Douglas Belgorod, and Chris Sewell.
Robert Walsh negotiating a carpet installation during the Interface capstone presentation.

On Friday, January 11, 2019, two buses left Georgia Tech’s campus for a weekend-long Civil Rights’ Tour. Out of the larger group of students, faculty, and staff, Anne Lynch accompanied 12 T&M scholars. Student participants included Kishan Chudasama, Aashal Dave, Ashima Gauba, Ana Jafarinia, Ronnie Ludwin, James Ni, Nidhi Palwayi, Miles Parker, Yumi Rivas, Maya Holikatti, Shivani Mehrotra, Venkatesh Muppaneni, and Helena Wright. The group visited historic sites such as the 16th Street Baptist Church, the Edmund Pettus Bridge, the Rosa Parks Museum, the Freedom Rides Museum, the Civil Rights Memorial Center, the Dexter Avenue King Memorial Baptist Church, the Legacy Museum, and the National Memorial for Peace and Justice.
It was a transformational trip for all and was best summed up by Ronnie Ludwin who wrote, “For me, this trip was meaningful because I had the chance to learn about a lot the lesser-known movers and shakers in the Civil Rights movement, step foot (and learn about) where key historical moments took place, and expose myself to a new perspective on civil rights then and now, and how this is still a serious issue that needs to be addressed. I think the Civil Rights tour is something that all Americans, especially those who will rise in the ranks of companies and governments (like GT students) should experience.”

Entire Georgia Tech group at the 16th Street Baptist Church in Birmingham, Alabama. | T&M scholar and Scheller College of Business contingent on the Civil Rights’ Tour.

Administrative Events

Lastly, when it comes to running the Denning T&M Program, certain administrative events allow us to recruit potential students, welcome the newly admitted students, help students build community, and then celebrate the graduates of our program. It’s a full circle that enables us to keep the program running while enjoying the academic cycle.

The academic year kicked off with the Fall Orientation for both the Class of 2019 and Class of 2020. At this event, students mingled and had dinner in mixed groups so that the older students could pass on advice to the younger students.

Every October we host the Prospective Student Information Session during the application period which ends at exactly 11:59 pm on October 31st every year. Finance major Rachel Luckcuck from the Class of 2019 was the MC of the event, and she engaged a student panel. The panel spoke on all aspects of the program and the three minors and then answered audience questions. Over 150 prospective students attended the event.

In March, after admissions decisions have been made, we host the Orientation and Welcome event to introduce the newest students from the Class of 2021 to each other and the corporate affiliates.
The academic year ends with the **Commencement and Awards Ceremony** where capstone teams graduate team by team and awards are announced for the best overall team, best presentation, students of the year, and class speakers reflect on their time in the program. The younger cohort also receives awards for “**Highest Impact**” or “**Most Creative**” for their poster competition. Award winners are listed below.

### Denning Awards

**Class of 2019 Best Capstone Project 1st Place: Caterpillar** won based on the criteria of milestone completion and quality, feedback from corporate sponsors, and teamwork.

Ana Jafarinia (ME), Christina Darland (IE), Keenan Witsken (ME), Jason Quill (Scheller - Finance), Bob Burgess (T&M), and Tony Agusti (Caterpillar)
**Class of 2019 Best Capstone Project 2nd Place: Georgia-Pacific IT** won based on the criteria of milestone completion and quality, feedback from corporate sponsors, and teamwork.

Tyler Harper (Scheller - Finance), Yumi Rivas (IE), Miles Parker (ME), Bob Burgess (T&M), and Joseph Welch (IE)

**Class of 2019 Best Capstone Presentation 1st Place:** This year Interface won for their outstanding work on their capstone presentation.

Anne Lynch (T&M), Anna Klaussen (CS), Stephanie Tang (IE), Robert Walsh (CMPE), and Casey Erb (ENVE)
Class of 2019 Best Capstone Presentation 2nd Place: NCR – Silver won second place for their outstanding work on their capstone presentation.

Anne Lynch (T&M), Ashima Gauba (CS), Parth Patel (BME), Rishi Yemme (CS), and Rishab Mokkapati (CMPE)

Class of 2019 Outstanding Student Awards:

Bob Burgess and Chase Lewis (Equifax); Bob Burgess and Victoria Massaro (G-P Bleached Board)
Class of 2019 Class Speaker: The Class of 2019 nominated classmate Aashal Dave to speak on their behalf. Aashal reflected on his growth over the years and the impact that T&M had during his time at Georgia Tech.
Class of 2020 Outstanding Student Awards:

Morgan Knowlton (IE) and Bob Burgess; Ted Vlady (AE) and Bob Burgess

Class of 2020 “Highest Impact” Project Award:

“Pillverizer” demonstration by Connor Meeds. | Shivani Mehrotra (EE), Claire Corbin (BA), Anna Katherine Cates (BA), Taylor Spuhler (BA), Anneliese Leach (BME), and Connor Meeds (ME)
Class of 2020 “Most Creative” Project Award:

“Expandable Rain Jacket” demonstration. | Nicole Wang (CMPE), Reese Howard (BA), Merritt Kendzior (MSE), Johnny Vargas (CHBE), Will Sheiner (BA), and Richie McClure (BA) | Johnny Vargas explaining the jacket.

Scholarships

**Boeing Scholarship:** The Boeing Scholarship was established in 2014 to be awarded to underrepresented undergraduate students at the Georgia Institute of Technology who have been selected to participate in the Steven A. Denning Technology & Management Program.

**Robert L. Branner, Jr. Scholarship:** The Robert L. Branner, Jr. Scholarship Endowment Fund was established in 2011 to be awarded to students who have been selected to participate in the Steven A. Denning Technology & Management Program.
**Denning T&M Program Scholarship:** The Denning T&M Program Scholarship was established to be awarded to undergraduate students at the Georgia Institute of Technology who are ineligible (for reasons of residency or major) for other listed scholarships.

![Karan Achtani, CS](image1)  
![Anna Klaussen, CS](image2)  
![Kar Shin Lin, CS](image3)  
![Victoria Massaro, IAC](image4)

**Holland-Roller Scholarship:** The Holland-Roller Endowment Fund was established by the donor for Denning T&M undergraduate College of Engineering students at the Georgia Institute of Technology. The scholarship is in memory of L. Aubry Holland, ME 1937 (1915-2003).

![Nathan Girmay, CE](image5)  
![Merritt Kendzior, MSE](image6)  
![Connor Meeds, ME](image7)  
![Miles Parker, ME](image8)  
![Yumi Rivas, IE](image9)  
![Nicole Wang, CMPE](image10)  
![Keenan Witsken, ME](image11)

**Laughter Scholarship:** The Laughter Scholarship Endowment Fund was established by the donor to be awarded to Aerospace Engineering undergraduate students at the Georgia Institute of Technology who have been selected to participate in the Steven A. Denning Technology & Management Program.

![Douglas Belgorod, AE](image12)  
![Maddie Sibia, AE](image13)  
![Ted R. Vlady, AE](image14)  
![Christopher Williamson, AE](image15)
Lonnie A. “Aubry” Holland Technology & Management Scholarship: Aubry Holland was the founder of the Holland-Underwood Foundation, and this scholarship is in his memory.

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<tr>
<th>Brett T. Broughton, BA-ITM</th>
<th>Darby Foster, BA-ITM</th>
<th>Peter Franzek, BA-ITM</th>
<th>Tyler Harper, BA</th>
<th>Madison Jones, BA</th>
<th>Rachel Luckcuck, BA-ITM</th>
<th>Vivek S. Pai, BA-ITM</th>
<th>Brandt Plomaritis, BA</th>
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<th>Jason Quill, BA</th>
<th>John (Patrick) Ramsey, BA</th>
<th>Topher R. Sullivan, BA</th>
<th>Michelle Voykovic, BA</th>
<th>Matt Webster, BA-ITM</th>
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<th>Sherry (Sabrina) Huang, BA-ITM</th>
<th>Ronnie Ludwin, BA</th>
<th>Richard (Richie) McClure, BA</th>
<th>James Ni, BA</th>
</tr>
</thead>
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Judy D. and Stephen P. Zelnak Jr. Denning Technology & Management Program Scholarship: The scholarship endowment fund was established by the donor Stephen P. Zelnak, Jr., IM 1969 to be awarded to students who have been selected to participate in the Steven A. Denning Technology & Management Program.

Thomas (Ford) Coleman, BA
Claire Corbin, BA
Aashal Dave, BA
Stockton De Laria, BA
Garrett DeVaney, BA-ITM
Stephanie Eubanks, BA-ITM

Katherine Hampton, BA
Louis Hou, BA-ITM
Michelle Liang, BA-ITM
Marlee Massengill, BA
Garrett Prellberg, BA-ITM
Christopher Sewell, BA-ITM

Nevika Shah, BA-ITM
William Sheiner, BA
Tanay Sheth, BA
Taylor Spuhler, BA
Clare Thanner, BA

Class of 2019 Capstone Projects

The backbone of the Denning T&M Program is the capstone project. Each year our second-year students carefully weigh their options and vote for the team where they will not only be able to contribute significantly but also learn the most. This academic year we had 13 projects split between our 54 Class of 2019 cohort members. At the end of the semester, four teams received awards for their overall work or presentation skills.
MBA Mentor Initiative

Over the last four years, our undergraduate students have been supported by full-time MBA students. In the spring of 2016, the T&M program hired a grader, Rob Smith, to grade capstone final reports. Rob’s help inspired us to think about adding more help, so in the fall of 2016, Rob returned and another MBA student, Carson Moore, was hired. As it turned out, Carson was a T&M alumnus from the Class of 2011. These two MBA students helped grade the written reports and oral presentations for the Class of 2017, both fall and spring semesters.

Zach McClure was hired beginning in the fall of 2017 due to Rob’s graduation. Both Carson and Zach brought more to the table than just grading. They added coaching to their duties and checked in our students weekly.

With Carson graduating from the MBA program in the spring of 2018, Zach helped in hiring three new full-time MBA students, Elizabeth Noe, Jack Beall, and Stephen Spicher, in the fall of 2018. We officially named these four students “MBA Mentors” and divided the 13 project teams among the four mentors for the Class of 2019. While they still helped with grading, their primary focus was coaching the capstone teams. Because they helped the students succeed on the front end, the quantity of revision work was reduced on the back end. These MBA Mentors worked about five hours per week increasing the quality of the projects and the students’ presentations and reports. The plan going forward is to increase the number of MBA Mentors so that even more coaching can be done for each project.
**Boeing: “Interiors Responsibility Center Router Room Dust Mitigation”**

Sponsor: Ryan Kerns, Propulsions Structural Analysis Engineer, T&M Alumnus Class of 2014; Haley Snyder, 787 Design Engineer, T&M Alumna Class of 2017

The Boeing Capstone Team’s project was focused at the Interiors Responsibility Center in Charleston, South Carolina where panels with honeycomb structure are created for the 787 aircraft interior. Dust forms during the panel routing process and accumulates on the panel surface and within routed holes. The dust remains on the panels after the routing process because there is currently no effective method to clean the panels. The objective of the project was to develop a method to remove dust from panel surfaces and routed holes in under 30 minutes. The team redesigned a shroud to ensure proper contact with the panel surface to optimize internal vacuuming as drilling occurs. The new shroud design is estimated to save 24 hours of downtime a year and $48,000 in direct labor costs. Overall, Boeing estimates that the financial impact of the new shroud will be in excess of $265,000 per year.
Caterpillar: “Generator Set Enclosure Value Chain Optimization”
Sponsors: Anthony “Tony” Agusti, Integration Manager, Georgia Tech Alumnus; Joe Brunton
Custom Solutions Engineering Manager

The Denning Technology & Management Program capstone team developed a business case for
recommendations to Caterpillar’s generator set enclosures based on three improvement areas. First,
transportation alternatives were investigated to reduce cost and improve reliability. Second, suppliers
were reevaluated to ensure on time delivery of product and explore cost reductions. Lastly, design
changes, including assembly strategies and material analyses, were optimized to improve manufacturing
and decrease cost. The team also emphasized important considerations, such as brand reinforcement,
technician safety, and customer relationships. Through these recommendations, Caterpillar can
decrease their lead time, become more cost competitive, and win more market share.
Elavon: “Increasing Usage of Poynt’s App Marketplace”

Sponsor: Shauna Easley, Chief of Staff, Global Product and Innovation and VP, Global Product and Innovation; Philip Agcaoili, SVP, Product and Security Innovation

The Denning Technology & Management Program capstone team’s project was to address the problem of low customer engagement with the “Poynt App Marketplace” preloaded on the Poynt device, a small point of sales (POS) device marketed towards small- and medium-sized businesses. The marketplace offers clients several apps designed to provide a variety of business solutions ranging from employee scheduling to creating rewards programs for customers. By increasing engagement, Elavon will receive higher percentage revenue from the apps’ subscription and will potentially improve customer retention with the Poynt device. The solution provided was a prototype website with a full list of apps offered in the App Marketplace, which can be segmented by relevance to specific small businesses, which will better enable Elavon to display the benefits of the Poynt device.
Equifax: “Time-To-Default of Auto Loans: A Retrospective Analysis”
Sponsor: Jeff Dugger, Principal Data Scientist; Sarah Harbison, Director of Innovation Design and Orchestration; Brian Hollan, Director of Auto Product Innovation and Management

The Denning Technology & Management Program capstone team’s project evaluated the value of knowing timing information in automobile lending versus the traditional credit score as a performance metric. The team conducted a two-fold analysis of the problem, analyzing the market entry strategy in addition to the technical analysis of the survival rate of borrowers. The timing analysis conducted showed in many cases that time to default showed less variance and more predictive power than the traditional credit scores. Using the knowledge of predicted time to default, the team found promising results that will be used as a feature in Equifax’s auto lending portfolio.
Georgia-Pacific Bleached Board: “Claims Process Enhancement”
Sponsor: Lisa Carlson, National Accounts Manager; Greg Fike, Sr. Director of Tech Services & Development

The Denning Technology & Management Program capstone team’s project developed a business proposal recommending a customer-focused and standardized claims process in which GP Bleached Board pays all claims submitted by their customers. The team also recommends a revitalization of the GPNow portal to include a tab for the claims process, providing customers with real-time information and transparent communication on the status of their claim. These enhancements will create a competitive advantage for GP Bleached Board in the paper industry and allow them to strategically position themselves in the market to attract new customers.
Georgia-Pacific IT: “Food Delivery Reusable Packaging”
Sponsors: Alex Grady, Associate Innovation Manager; Edward Austin, SCRUM Master, Project Manager

Tyler Harper, BA  Miles Parker, ME  Yumi Rivas, IE  Joseph Welch, IE

The current delivery market is $30B and total off-premise restaurant sales are around $210B. This leads to $180B of potential delivery market share for the taking. Because of this GP is currently working with restaurants and 3rd party delivery systems to see where they can add value. The capstone team was tasked with developing a viable solution, food packaging or otherwise, that addressed the keys needs of order accuracy, food integrity, food security, and/or brand quality reinforcement within the restaurant food delivery market. After looking at all the different pain points and working with GP’s marketing team, the capstone team narrowed down the solution to reusable package. Research showed 75% of operators have said they would pay for reusable package. The capstone team created a reusable package system composed of a financial model, network model, and package prototype. Restaurants and customers also benefit from increased food safety and integrity, branding ability, and positive environmental impact. These benefits will drive certain demographics on both the restaurant and the consumer side to the model. Through our reusable package system, Georgia-Pacific is positioned to implement a network that has the possibility to creatively destruct their disposable business and create a business model that produces higher margins and hooks their customers. This business has the potential to earn 70M+ in year over year revenue.
Honeywell: “Drone Delivery Last Foot Solution”

The Denning Technology & Management Program capstone team’s project created a business case for how Honeywell can leverage its current technologies in a future drone delivery ecosystem. The team believes that Honeywell should focus on the “last foot” of the process: transporting the package from the drone to the ultimate recipient. The team developed a process using Honeywell conveyance and warehousing technology and a hub-and-spoke commercialization strategy that will bring Honeywell an estimated five-year net present value (NPV) of $1,526,340 assuming 620 buildings adopt the system in that time period.
Interface: “Custom Order Lead Time Forecasting Tool”
Sponsor: Shawn Byrne, Vice President of Planning and Logistics

The Denning Technology & Management Program capstone team’s project developed a tool in Microsoft Excel to aid Interface in estimating the lead time of custom carpet orders they receive. The lead time forecasting tool adds specificity, flexibility, and accuracy to Interface’s custom order process for 182 different classifications of carpet. The tool models manufacturing plant capacity over a 10-week time period after an order is placed. By using this tool to provide more accurate carpet-ready dates to customers, Interface can reduce their expedited shipping costs as well as maintain a higher profit by decreasing the number of customers who switch from custom to stock orders which have lower margins on average. Moreover, Interface can achieve its strategic goals of building brand love, operating efficiently, and strengthening relationships with customers.
Hundreds of small- and medium-sized businesses (SMBs) are still using the “pen-and-paper” approach to count their inventory, which costs them thousands of dollars of valuable time and labor. This method is painstaking and can negatively impact the user experience with Console’s (NCR’s point-of-sales system) inventory management features due to a lack of functionality, ease of use, and integration with inventory counting. The Denning Technology & Management (T&M) Program capstone team (the capstone team) conducted research by speaking to five SMB owners (both NCR clients and non-clients) and multiple NCR employees to better understand the business need and the specific features that would be helpful to count inventory. Based on this research, the capstone team built a mobile application prototype that would allow employees to take inventory more efficiently by using voice recognition and barcode scanning. These functionalities, combined with a robust backend database, would enable NCR to help their clients through the entirety of the inventory management process and yield a projected net present value of over $269,000 for NCR after five years.
NCR PS: “Customization of Self-Service Kiosks”
Sponsors: Edward Parker, Global Vice President of Digital and Portfolio Management; Innovation, Consumer Engagement, Experience Design; Ellen Brown, Digital Services Business Analyst; Anne Gusler, Business Analyst; Paul Radley, Global Professional Services Operations - Special Projects

The Denning Technology & Management Program capstone team developed a tiered customization service for NCR’s restaurant self-service kiosks. NCR customers will collaborate with the Professional Services team to make modifications to the user interface to incorporate their brand into the ordering experience. Having multiple tiers will enable NCR to develop a kiosk for any customer regardless of customer needs or budget. This service will increase the marketability of the hardware and lead to millions of dollars of revenue with low implementation costs.
Shaw Industries: “Redefining Atlanta Commuting”
Sponsors: John Cantrell, Brand Director; Alyssa Gagnon, Product Designer

The Denning Technology & Management Program capstone team’s project focused on creating a happier, convenient, and more sustainable commute for Shaw Industries’ 15 Atlanta-based employees. Shaw’s Atlanta-based employees currently commute 60-90 minutes one-way to Shaw’s Create Centre in Cartersville, Georgia, causing a significant negative impact to their work-life balance. As a result, the capstone team created a 3-phase recommendation, including a current term, short term, and long-term solution. In the current term, a shuttle service will transport employees from Atlanta to Cartersville. In the short term, these 15 employees will transition to working in an Atlanta-based collaborative workspace. In the long term, Shaw will build an ecosystem by investing in Atlanta, serving as a spoke to its Dalton hub. Through this 3-phase recommendation, Shaw will be able to retain its current talent, increase its diversity in recruiting through a stronger Atlanta presence, and be better connected to Atlanta’s design community.
Siemens Healthineers: “Improving Compliance Rates Through Implementation of a Gig Economy System”
Sponsors: Jason Raak, Senior Director of Channel Management and Jerry Howze, Director of Service Support

The Denning Technology & Management Program capstone team’s project developed a business proposal for the Customer Service Engineers of Healthineers. The proposal included a revised labor system that includes both full-time engineers and the addition of part-time gig workers to increase compliance rates for on-time maintenance. A financial model and a simulation tool were both given to Healthineers to help assess the benefits of the proposal. This recommendation will allow Healthineers not only to increase their compliance rate, but also will provide significant savings due to a reduction in labor costs.
Siemens IoT: “IoT For Microbreweries”
Sponsor: Malika Tandon, UX/UI Designer; Michael Sonst, Head of Product & Solution Development Americas

Peter Fechter, CMPE
Katherine Hampton, BA
Nathan Offut, CMPE
Madeleine Sibilia, AE
James Westbrooks, ME

The Denning Technology & Management Program capstone team’s project focused on utilizing Siemens’ Internet of Things (IoT) technology in the microbrewery industry. The project team was tasked with determining whether or not there was a consistent problem in the microbrewery space that could be solved with Siemens IoT technology, and if so, if it would be a profitable venture for Siemens to actually develop the solution. The deliverables to the corporate affiliate included microbrewery market insights, a remote temperature visualization prototype in the form of User Interface (UI) mockups, and a business case detailing the financial impact of the project. Ultimately, the capstone team recommended a no market entry solution to Siemens because of the large gap that existed between the cost of Siemens technology and microbreweries’ willingness to pay. The team estimated that keeping out of this industry would save Siemens approximately $800,000 across ten years.
Class Photos

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