

SHAPING THE FUTURE

A STRATEGIC VISION AND PLAN 2015-2020





Message from the Dean

When I joined Georgia Tech Scheller College of Business as Dean in July 2014, what most attracted me to the opportunity was the College's momentum and great potential to be a leading business school of the 21st century.

As technology continues to reshape the business world, the value of a business education at Scheller College will only continue to grow. Every industry increasingly requires technically savvy business leaders and professionals. With our world-class faculty and staff, we play an important role in closing the gap between available skills and marketplace needs.

One of my first steps as the new dean was to initiate a strategic planning process to shape our future and reach our full potential as a top business school. Benefiting from our position within one of the world's premier technological universities, Scheller College is at the leading edge of business mega-trends including globalization, business analytics, managing innovation and technology, and sustainability.

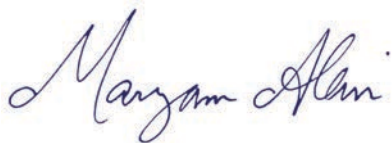
Involving a strategic analysis of these mega-trends, our strategic planning process was evidence-based and highly inclusive, led by a steering committee and involving participation from many alumni, faculty, staff, and students. My heartfelt thanks go to the steering committee for their tireless efforts, as well as to all who participated at various stages of the plan's development, providing invaluable insights.

Now that our plan of action is honed and implementation planning has commenced, we will remain innovative and agile to ensure that Scheller College continues to thrive and ascend. As we prioritize our implementation activities, we will always keep in mind our commitment to developing the principled analytically and entrepreneurially minded leaders who will solve the business and societal challenges of today and tomorrow.

We derive great strength from our home within the Georgia Institute of Technology, so we have developed goals that are firmly in alignment with the overall goals of the university's Strategic Plan. Our plan strikes a balance of leveraging Georgia Tech's strength as a premier technological research university while strengthening our position as a leading business College.

We have set six Scheller College-specific goals that will shape our future. Working together to fulfill the strategic plan, we will continue to make significant progress as we transition into a new era of great opportunity.

Sincerely,



Maryam Alavi

Dean and Stephen P. Zelnak Jr. Chair



About the Georgia Tech Scheller College of Business

Internationally recognized as a school on the rise, Georgia Tech Scheller College of Business develops principled leaders who are analytically and entrepreneurial-minded, possessing a deep understanding of how technology and globalization are affecting business today and into the future.

Our nationally ranked College offers Undergraduate and PhD degrees in addition to Full-time, Evening and Executive MBA options. We also co-lead a number of interdisciplinary programs, including the Master of Science in Analytics and Master of Science in Quantitative and Computational Finance.

Our students benefit from the College's location in the vibrant Technology Square community. Located in Midtown Atlanta, the heart of the city's high-tech business community, Tech Square is a natural setting for exploring synergies between business innovation and technology. This collaborative environment positions students close to learning and career opportunities at pioneering startups and leading corporations.

Maintaining a strong commitment to career services, Scheller College boasts placement rates for both undergraduate and graduate students that are well above the national average. Many Scheller College graduates have become leaders in a wide variety of fields, joining the larger Georgia Tech network of more than 143,000 alumni worldwide. The dedication of many of these alumni is a great source of strength for our College.

Strategic Planning Process

The Scheller College of Business launched a strategic planning process in September of 2014 to chart a path toward the year 2020. The planning process, conducted with the expert assistance of Georgia Tech Strategic Consulting, was aligned with the Georgia Tech Strategic Plan while focused on specific opportunities and goals for Scheller College. Foundational to the planning process, a strategic analysis of inputs and insights from the current and emerging marketplace and the Scheller College community was conducted. The strategic analysis included a review of global business megatrends*; a survey of strengths, weaknesses,

opportunities, and threats (SWOT); a benchmarking study of competing business schools; and an analysis of financial and operational data from Georgia Tech.

Ongoing engagement with key stakeholders was essential to the strategic planning process. In addition to participating in the strategic analysis survey, more than 100 Scheller community members (faculty, staff, students, and alumni) also participated in a full-day planning retreat. The Strategic Plan Steering Committee obtained additional input and feedback through a series of forums, meetings, and presentations.

With the Strategic Plan 2015-2020 now in hand, we will collectively and committedly work toward fulfilling the vision and mission of Georgia Tech Scheller College of Business.

**Conducted pro bono by Boston Consulting Group*

Vision and Mission Statements

Based on the extensive input of various stakeholders during the strategic planning process, our Vision Statement is aspirational in nature, reflecting our College's great ambition to reach the highest levels of educational, research, and service excellence and prestige in the 21st century's innovation economy.

Vision: The Georgia Tech Scheller College of Business will be globally recognized for defining the innovative business school of the 21st century.

This vision guided the formulation of our mission as a top-rated business College at a premier research-oriented technological university.

Mission: The Georgia Tech Scheller College of Business shapes business and society by developing principled leaders and conducting high-impact research. We foster innovation, analytical thinking, and an entrepreneurial mindset in our graduates and all we do.

Six strategic goals and a set of corresponding objectives, actions and measures were defined to accomplish our mission.

Goals, Objectives, Actions and Measures

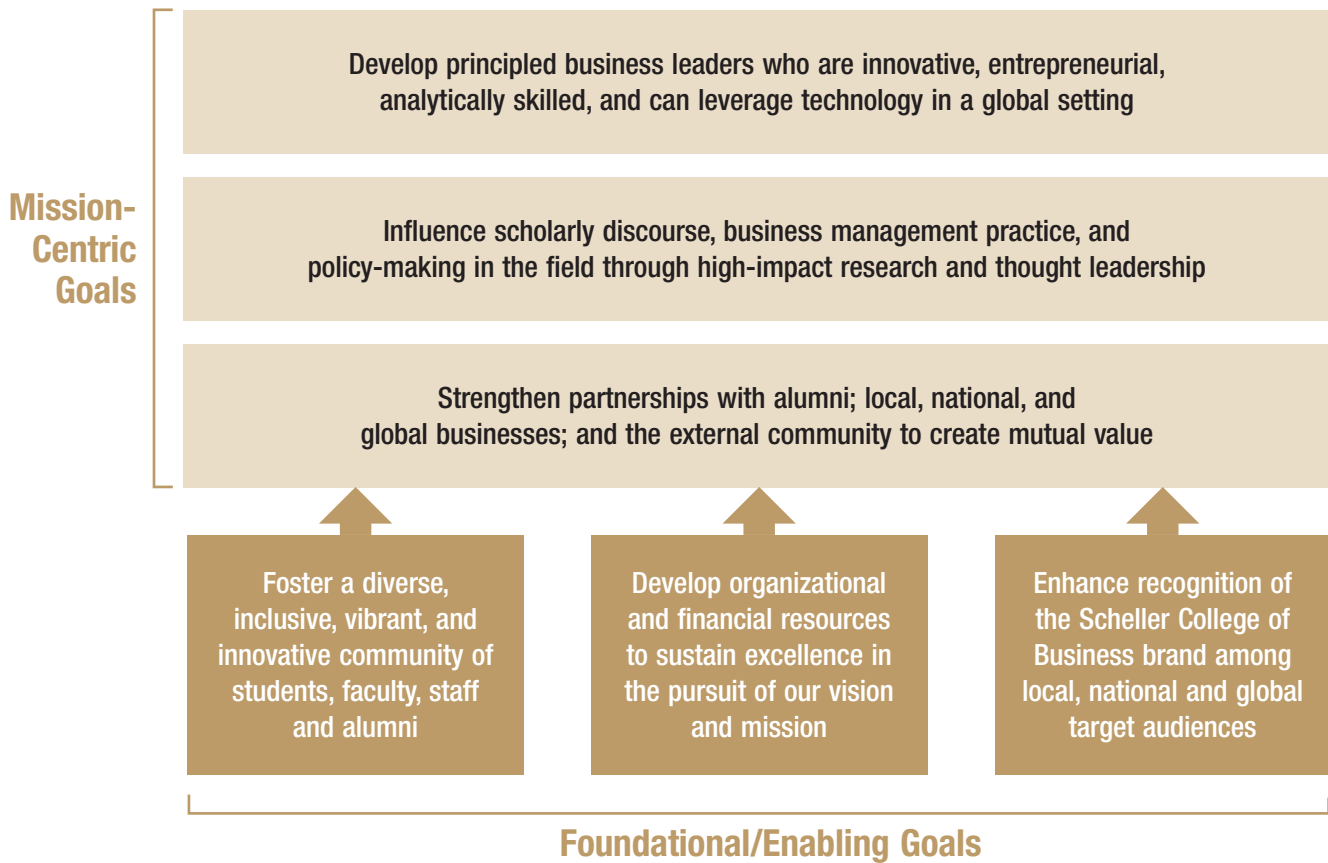
Scheller College of Business' Strategic Plan has six strategic goals as displayed in the figure below: three mission-centric goals that are focused on achieving and strengthening the core dimensions of the mission of Scheller College, and three enabling goals that in turn facilitate the achievement of the mission-centric goals and make enhancements sustainable.

To mobilize our strategic plan, each goal is in turn divided into a set of objectives and corresponding actions that will collectively lead us to the realization of the goal.

A key to the successful implementation of any strategic plan is the identification of relevant metrics and measures that gauge progress and ultimately

achievement of goals. Therefore, an initial set of suggested measures is defined for each of the plan objectives. These measures will be reviewed and refined during the implementation phase of the strategic plan.

Scheller College's Strategic Plan will serve as a dynamic and flexible roadmap by which we measure our progress over the next five years. Key stakeholders throughout the Scheller College will employ this plan as a blueprint for success as we prioritize action steps and launch specific initiatives towards attaining our goals.



GOAL 1: Develop principled business leaders who are innovative, entrepreneurial, analytically skilled, and can leverage technology in a global setting

In every industry and every functional area, an analytical and entrepreneurial mindset is a highly sought capability as organizations strive to solve complex business problems and stay on the leading edge. Thus, our curriculum strongly emphasizes the development of these key capabilities in our graduates.

We are committed to preparing principled leaders for a rapidly changing global business environment where the ability to continually adapt to technological, environmental, and societal change is paramount for success.

As the rate of technological progress accelerates, we will be at the leading edge of changes that will reshape the future of business education. We will continue to expand the practical and experiential learning that develops our students into innovators and game changers who will transform society and the world of business for the better.

OBJECTIVE: Review program content and improve in differentiating areas (innovation and technology, entrepreneurship, sustainability, and analytical skills)

Through the years, our College has developed students' acumen to lead and succeed in every field of business. We will continue to ensure that the content of



all of our programs is of the utmost relevance to meet the contemporary and future challenges facing business and society.

Thanks to the strength of our faculty and the thriving interdisciplinary ecosystem of the Georgia Institute of Technology, we are uniquely positioned to excel in the following differentiating areas:

- **Business Analytics**, which involves learning the application of big data and analytics in functional areas of business and industry, as well as understanding, framing, and solving problems to make better decisions in complex contexts.
- **Entrepreneurship**, which involves developing the innovative, entrepreneurial mindsets essential to effective business leaders, whether they are building their own businesses or working within a larger organization.
- **Managing Innovation and Technology**, which involves adapting to the rapidly changing world of business through an entrepreneurial approach, leveraging technology to create business and social value.
- **Sustainability**, which involves understanding business-relevant trends and innovation opportunities related to resource scarcity, environmental concerns, societal needs, emerging technologies, and policy developments.

In order to continue growing as a top provider of business education and develop successful graduates, we will take these actions:

- Review curricular content to align the College's programs with this strategic goal.
- Enhance curricular opportunities in support of differentiating areas.
- Strengthen and expand experiential learning opportunities through tighter links with Georgia Tech, businesses, and other organizations.
- Review and assess approaches to measure student outcomes.

OBJECTIVE: Enhance the student learning experience through innovative teaching approaches and instructional technologies

We have built a superb roster of faculty members who are known for their excellence in both research and teaching. They are committed to continual innovation with the instruction they provide to undergraduate and graduate students in support of their learning and development.

To further enhance the quality, flexibility, and efficiency of the student learning experience, we will take these actions:

- Integrate instructional technology into existing courses.
- Apply instructional technology in program delivery in a blended and/or on-line format.
- Increase co-curricular and extra-curricular developmental experiences of students.

OBJECTIVE: Continued emphasis on student placement and career options

Key measures of the value of a business education are the quality and quantity of career opportunities that are available to students upon graduation. Employer demand for Scheller graduates has remained strong over the last decade and starting salaries have continued to rise.

We are committed to meeting recruiters' increasing demand for graduates who possess both hard and soft skills. The unique, synergistic atmosphere of Georgia Tech helps Scheller students develop into business professionals with leadership, business, and technology acumen who are able to communicate and work effectively in global environments.

To improve career opportunities for these well-prepared graduates, we will take these actions:

- Attract top recruiters from a wide range of firms and industry sectors.
- Increase entrepreneurial opportunities for students.

OBJECTIVE: Enhance the quality and number of students in Scheller College's degree programs

We continue to strengthen our commitment to admitting high quality, motivated students across all programs. As attributes of the student body become even more impressive, the College will also increase the size of select graduate programs.

Benefits resulting from an increased program size include attracting more top recruiters to campus, enhancing job opportunities for Scheller graduates, and expanding our impressive alumni network that circles the globe. Increased program size will also increase revenues, ensuring that we have the resources to attract the best talent to our College and continue innovating in our programs.

To improve the quality and number of students in degree programs, we will take these actions:

- Continue to enhance the undergraduate student quality and increase the ratio of direct versus transfer students.
- Increase the size of the graduate programs while maintaining/enhancing quality.



GOAL 2: Influence scholarly discourse, business practice and policy-making in the field through high-impact research and thought leadership

Many of Scheller College’s faculty members are recognized as creative researchers, and they are highly sought after by corporations, industries, and governments to help address some of the pressing challenges in business and society.

Widely published in leading journals in their fields, many of our professors serve in key editorial positions at top-tier academic publications. Increasing our faculty’s reputation for excellence and innovation in scholarship and thought leadership is a core aspect of our College’s mission.

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

The intellectual reputation of a top-tier business school like Scheller College is largely linked to faculty members’ achievement in their chosen areas of research and teaching.

Our College’s academic reputation has benefited from thoughtful expansion of tenured and tenure-track faculty over the last decade. Recruitment efforts have yielded leading scholars as well as highly promising young minds in academe.

To continue to attract and retain the brightest minds capable of producing the highest impact research, we will take these actions:

- Identify and implement leading practices to achieve excellence in attracting, developing, and retaining a diverse faculty body.
- Maintain and enhance resources for support of faculty research.
- Support faculty opportunities for professional development and pursuit of research interests.
- Provide faculty mentoring and encourage greater peer-to-peer interactions across Scheller College and Georgia Tech.

OBJECTIVE: Enhance the Scheller College PhD program

An energetic, vibrant, and high quality PhD program contributes to the intellectual climate of a top-notch business school like Scheller College.

Enhancing our PhD Program can play a key role in attracting and retaining leading faculty scholars who benefit from the collaborative atmosphere and appreciate the opportunity to mentor doctoral students.

Graduating and placing PhDs at other leading business schools also improves the College’s academic reputation, expands our scholarly network, and increases our influence on business research and education.

To improve the quality of our PhD Program, we will take these actions:

- Assign strategic responsibility for the PhD program to a faculty member (e.g., PhD Director or appropriate Associate Dean).
- Enhance the quality of PhD placements and maintain the time-to-completion of the degree.
- Enhance research support for PhD students (e.g., data acquisition, conference attendance).
- Increase the size and diversity of the PhD program while maintaining/enhancing quality.

OBJECTIVE: Increase faculty impact on business and management practice and policy-making

Many Scheller professors work with leading corporations, governments, and non-governmental organizations, building relationships and engaging in activities that broaden the College’s impact and sphere of influence. This in turn enhances the reputation and visibility of the College in the business community and facilitates the placement of our graduates.

To increase our faculty’s influence on business practice and policy development, we will take these actions:

- Foster and encourage faculty research initiatives that balance academic rigor with relevance to business and policy-making.
- Promote and share faculty research and insights with business and policy communities and the media.
- Plan and implement thematic events around key emerging business issues hosted by Scheller College and other Georgia Tech thought leaders.

GOAL 3: Strengthen partnerships with alumni; local, national, and global businesses; and the external community to create mutual value

Exchange of knowledge, skills, and other resources between Scheller College and businesses and other organizations can lead to the creation of synergistic and mutual value for all involved. As a top business school, we will continue to address important business and community challenges and opportunities. Businesses and the external community will facilitate the attainment of our research and educational goals by supporting our scholarly and teaching initiatives.

Tech Square has attracted innovation centers of several Fortune 500 companies, including AT&T Mobility, Panasonic, The Home Depot, and GE Energy, with NCR relocating its headquarters to the area. Leveraging the Tech Square ecosystem will facilitate the formation of value-added partnerships, helping the Scheller College realize this goal.

OBJECTIVE: Reach out to the Atlanta community and beyond by providing services, educational opportunities, and thought leadership

Know-how and skills from across the College will deliver solutions, services, and educational programs of relevance and value to businesses and the broader community.

To expand our reach to external entities, we will take these actions:

- Create targeted opportunities for Scheller College students, faculty, and staff to address social and community challenges by applying their expertise and skills.
- Increase non-degree Executive Education programs to enhance life-long learning for alumni, businesses, and other organizations.
- Host thematic industry/research events, focused on highlighting Scheller College/Georgia Tech thought leadership, leveraging the broader Georgia Tech community, including the Tech Square innovation ecosystem.
- Assist alumni with career management decisions.

OBJECTIVE: Leverage business and external community resources to foster research and education at Scheller College

Our research and teaching activities will be enhanced by attracting resources via external partnerships. Furthermore, these partnerships will ensure that our research and programs remain relevant and align with the current and emerging needs of business and society.

Specifically, we will take these actions:

- Launch an “Executives-in-Residence” program to engage distinguished executives and alumni with faculty and students for mentoring and collaboration.
- Work with the business community and alumni to understand their evolving needs, refine our educational programs, and align them with current and emerging trends in the marketplace.
- Increase business community investment in the various Scheller College Centers for support of research projects and educational activities such as student field projects.

OBJECTIVE: Create organizational mechanisms to facilitate interactions with alumni, businesses, and the external community

To better identify opportunities for relationship building with alumni and the external community, we will create the infrastructure and allocate the resources to complete these actions:

- Formalize a Scheller College Partnership initiative, a tier-based industry/academic collaboration to provide a single entry point into Scheller College.
- Create and staff a new position in the College to lead alumni/external partnership initiatives.

Goal 4: Foster a diverse, inclusive, vibrant, and innovative community of students, faculty, staff, and alumni

We prepare leaders to succeed in a global economy in which they will thrive in cross-cultural environments and interact with people from varied backgrounds.

Increasingly, Scheller College reflects the wide diversity of today's global business community as the broad appeal of the Georgia Tech brand continues to attract students, faculty, and staff with different cultural, ethnic, academic and professional experiences and perspectives from around the world.

Diversity in all of its forms is one of Georgia Tech's greatest strengths, and one of the major priorities identified in the Institute's Strategic Plan. To further enhance diversity, we will work toward developing a culture of "inclusive excellence," where all individuals feel invested and engaged in the business school's mission.

Creating a diverse, inclusive and equitable environment based on mutual respect – with open channels to communicate constructively about differences – will enhance the productivity and innovation of Scheller College.

OBJECTIVE: Foster diversity within the Scheller College community through a culture of inclusion, support and equity

Through partnerships with various diversity-focused initiatives at Georgia Tech and in the external community, we will continue to explore opportunities to enhance diversity at Scheller College.

To create an environment that reflects the rich diversity of the global business community and society, we will take these actions:

- Increase diversity of enrolled students at all levels by offering scholarships and building strong relationships with diverse and business-focused organizations such as the National Black MBA Association and the National Society of Hispanic MBAs.

- Support opportunities for the Scheller College community to join like groups and encourage participation in a variety of Georgia Tech campus-wide networks such as groups for women, people of African heritage, people of Hispanic/Latino heritage, LGBTQA, and veterans.
- Increase opportunities for enhancing awareness, appreciation, understanding and value of diversity, equity, and inclusion through training and development.

OBJECTIVE: Improve the quality and quantity of interactions among faculty, students, staff, and alumni

Community building is essential to every successful business school, and Scheller College strives to create an interactive and thriving environment of faculty, students, staff, and alumni. Improving channels of communication and opportunities for engagement will continue to build strong relationships, increase collaboration, facilitate problem solving, and enhance the overall educational and work experience.

To strengthen the fabric of the Scheller College community, we will take these actions:

- Encourage faculty to engage students with their research activities and create opportunities for the students to be involved in faculty projects.
- Establish and implement feedback loops that provide timely information about the quality of experiences of faculty, staff, and students at Scheller College.
- Increase active engagement of Scheller College alumni through outreach programs such as the Alumni Association's Mentor Jackets Program and Institute-wide events such as Homecoming.

OBJECTIVE: Create mechanisms to encourage, support, and sustain innovative thinking and collaboration

Innovation is essential to creating value and sustaining growth in all organizations. A diverse community, including the best and brightest, drives the innovation process as creative thinkers draw upon their varied perspectives and experiences.

We will continue to promote a culture of collaboration and teamwork in order to hone our innovative edge. To foster our collective and individual creativity, we will take these actions:

- Identify and secure incentives that will inspire individuals and groups to advance and implement innovative concepts.
- Develop a process to identify and reward the most innovative ideas on a regular basis.
- Increase investments in the professional development of faculty and staff.
- Leverage and expand current relationships with innovative campus partners such as the Georgia Tech Research Institute, Advanced Technology Development Center, Enterprise Innovation Institute, etc.



Goal 5: Develop organizational and financial resources to sustain excellence in the pursuit of our vision and mission

The Scheller College of Business pursues excellence and distinction in all of its endeavors. Continual advancement requires resources that enable us to launch new initiatives and to attract, develop, and retain the best talent.

Currently, we rely on a mix of funding sources to sustain and expand our operations, including funds allocated by the State of Georgia. Increased private funding is essential to ensure that we achieve our vision of defining the innovative business school of the 21st century.

In the ongoing pursuit of organizational effectiveness and excellence, we will grow the resources necessary to fulfill our strategic goals while tactically allocating funds.

OBJECTIVE: Attract, develop, and retain a diverse pool of highly qualified staff

Through the years, we have built a diverse and dedicated staff focused on supporting the College's mission. Retaining individuals who have great depth of knowledge in their fields and developing them to reach greater heights of excellence are vital to our future success.

To ensure that we recruit and employ highly effective staff members, we will take these actions:

- Implement a talent acquisition plan to ensure the availability of skills and capabilities across Scheller College to support operations and strategic priorities in a timely and efficient manner.
- Implement practices to attract, develop, retain, and manage highly qualified staff.

OBJECTIVE: Implement an entrepreneurial financial model

In order to compete effectively in the crowded marketplace of business education and achieve excellence in the pursuit of strategic goals, we will augment state funds by generating revenues from additional sources. To ensure the growth of this additional revenue stream, we will:

- Define and verify revenue generation, development, and fundraising assumptions and margins.

- Increase generation of revenues and funds driven by Scheller College through degree and non-degree programs, sponsored programs, and philanthropic contributions.
- Analyze investment requirements and financial impacts of strategic actions in determining their implementation priorities and timing.
- Implement a financial plan and budgeting process in alignment with the strategic plan and priorities.

OBJECTIVE: Build and optimize organizational and infrastructure resources

Successfully fulfilling Scheller College's mission will require continual improvements to processes and infrastructure to maintain high quality programs while increasing the scope of opportunities available to students, faculty, and staff.

We will continue to hone our ability to function as a lean organization, optimizing operations as we grow available resources for our students, faculty and staff. We will enhance our infrastructure in order to remain agile and stay ahead of the curve in a rapidly evolving and increasingly competitive arena of business education.

To increase our effectiveness and efficiency, we will take these actions:

- Review and assess operations through in-depth analyses of processes and benchmarking.
- Align Scheller College's organizational structure, processes, and workflows with strategic goals and priorities.
- Prioritize and invest in IT infrastructure and facilities to support faculty, staff, and students to enhance their productivity and performance.

Goal 6: Enhance recognition of the Scheller College of Business brand among local, national and global target audiences

Top ranked universities and business schools compete fiercely for students, talent, and resources on a global basis. To succeed in an increasingly competitive environment, we will create a stronger awareness of our brand among key audiences including prospective students, faculty, businesses, alumni, and donors – with a focus on local, national, and global markets.

We will develop targeted marketing and communication plans which clearly articulate our programs’ and school’s points of differentiation while growing the resources to implement increasingly effective marketing strategies to enhance our scholarly and educational reputation.

OBJECTIVE: Leverage the strength of the Georgia Tech brand while creating a distinctive and recognizable identity for Scheller College as a leading business school.

Benefiting from Georgia Tech’s international reputation for excellence, Scheller College strives for the Institute to be as synonymous with business education as it is with engineering. To enhance international recognition of Scheller College, we will promote our differentiating interdisciplinary programs that harness Georgia Tech’s strengths.

Growing our reputation for providing dynamic and innovative education and research will involve these actions:

- Leverage relationships with alumni and business partners to develop approaches to increase local, national, and global recognition of the Scheller College as a key unit of Georgia Tech with a focused mission and offering a differentiated learning experience.
- Highlight the value of Scheller College’s connection with Georgia Tech, including its international reputation and its global alumni network, to prospective students.
- Showcase to prospective and current students, recruiters, alumni, and donors our cross-campus joint and interdisciplinary programs and access to Georgia Tech initiatives and resources.

OBJECTIVE: Increase Scheller College’s brand recognition associated with innovation and technology, entrepreneurship, sustainability, and analytical skills

We foster and differentiate our College through innovation, entrepreneurship, sustainability, and analytical thinking. To communicate these strengths, we will raise awareness across multiple media platforms, reaching prospective students, faculty, peer schools, alumni, and donors with key messages.

To enhance our brand recognition, we will take these actions:

- Develop and disseminate focused messages around the differentiating themes for various constituencies and targeted markets.
- Explore and develop new platforms to highlight faculty expertise in core and differentiating areas including participation in national panels, online communities, blogs, signature events, and research reports.
- Highlight the achievements of Scheller College’s students and alumni.
- Attract media interest in Scheller College by creating and maintaining an experts section on the Scheller College website and proactively promoting College news.





Implementation of the Plan

Recognizing that the real value of a strategic plan is determined by how well it is executed, we will employ these foundations of successful implementation:

- **Project Management** – The clarity, discipline, and focus needed to achieve strategic goals and objectives begins with establishing and driving the right focus, discipline, and rigor. The initial phase of the implementation process will establish process owners, timelines, expected outcomes, measures of success, and resource requirements.
- **Leader Alignment/Stakeholder Engagement** – College leadership will communicate clearly about the plan’s goals and objectives, ensuring that Scheller College community members understand and are engaged with the plan and the implementation process.
- **Business Process Alignment** – In order to ensure that we can achieve strategic goals and objectives, we will focus on process improvement, fostering greater efficiency and effectiveness.
- **Managing and Supporting Change** – The implementation process will support the Scheller College community in making improvements and adopting new ways of working. We will devote resources to facilitate needed modifications, supporting our faculty and staff with their learning and development while reinforcing and rewarding positive changes.
- **Measurement and Accountability** – A key to successful implementation of the strategic plan is measurement and accountability. Our implementation teams will continually review our success at achieving metrics for each of the major objectives, revising actions as needed.

The intensive process of developing Scheller College’s Strategic Plan has led to this blueprint for our future success. Flexibility and agility will be an ongoing part of the implementation process as we fulfill our vision of defining the innovative business school of the 21st century. Through the collective strengths of the Scheller College community, we will reach even greater heights of excellence and prominence.



APPENDIX

Overview of the Strategic Analysis

As the foundation of this planning process, the Steering Team engaged in a strategic analysis of the internal and external environments of Scheller College.

The sum of all data, insights, and literature considered by the Steering Team during the planning process was incorporated into the strategic analysis report. In addition to our students and programs, the main areas comprising the strategic analysis were:

- The Environment
- Finances and Resources
- An Introspective Look
- Competitive Analysis and Benchmarking

The Environment

Five major global business mega-trends were assessed as they relate to the future of successful business education and research, including:

- **Globalization** – Leading business schools have curricula that prepare students for the global marketplace. Also, all business schools are operating and competing in a global environment.
- **Innovation/Entrepreneurship** – Schools are expected to be ecosystems for fostering innovation and idea incubation. Increasingly, big corporations are looking for business leaders with entrepreneurial mindsets.
- **Sustainability** – The business of sustainability is gaining momentum. Encompassing more than social consciousness, sustainability involves creating models of business strategic operations that manage cost and minimize resource consumption.
- **Digitization** – Advances in digital technologies will continue to impact and transform business, industry, and society. Students need to be prepared to lead and function effectively in this new digital world.

- **Big Data and Analytics** – A by-product of digitization is on-going creation of massive data sets that continually and routinely capture market and operational transactions. Analysis of these data sets provide an opportunity to undertake a data-driven approach to business decision making.

Finances and Resources

Georgia Tech receives funding from the Board of Regents of the University System of Georgia that is then allocated to the Colleges. The Georgia Tech Executive Leadership team assesses all budget requests submitted by the Colleges and establishes College allocations based on alignment with the Strategic Plan and the Institute's priorities.

Outside of Board of Regents funding, Scheller College receives capital gifts from donors through the Georgia Tech Foundation. Scheller College receives both unrestricted and restricted funds. Most funds are restricted and can only be used for specific uses such as professorships or scholarships. In 2014, 14.35% of Scheller College's Foundation funds were unrestricted whereas 85.65% were restricted for very specific uses as defined by donors.

The greatest opportunities to increase Scheller College's financial resources lie within the growth of existing programs: Executive Education, Evening MBA, and non-degree executive programs. In addition, growth in sponsored research and the creation of new programs could lead to additional financial resources.

An Introspective Look

An important input to the strategic planning process included the use of an anonymous stakeholder survey to collect feedback from a wide variety of students, faculty, staff, and alumni. The survey included questions regarding the following issues:

- Other business schools that respondents considered attending and why they chose Scheller (if applicable).
- How well Scheller prepares graduates for mega-trends such as globalization, innovation/entrepreneurship, sustainability, digitization/technology, and big data/analytics.
- The current strengths, weaknesses, opportunities, and threats of Scheller College.
- Activities that Scheller College should continue, stop, or undertake.
- Level of agreement on the existing Scheller College mission and vision statements.

The global business trends and the strategic analysis outcomes constituted key inputs into the strategic planning process and formed the starting point for the development of the College's vision and mission statements as well as the strategic goals, objectives, and suggested actions.



Strategic Plan Steering Committee

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