



ACADEMIC PROJECTS

School of Building Construction Strategic Planning

Services Provided: Strategic Plan Development

The Challenge: During the 2014/2015 academic year, the majority of the faculty and staff, a representative set of Masters and PhD students, alumni, and industry leaders participated in a series of discussions to assess the current state of the School and to identify a desired future state in preparation for the development of the 2015-2020 strategic operational plan. The plan operationalizes the school's goals and ensures that they are in alignment with the strategic goals of the College of Architecture (now the College of Design), and ultimately the strategic goals of the Institute.

Our Contributions: The methodology used to develop the operational plan was to collect data from constituents via one-on-one interviews with faculty, staff, and other stakeholders, focus groups with students, and a survey for alumni.

- These data points were summarized and presented to the School's Advisory Board as well as a strategic planning steering committee for their review and input. The Steering Committee's charge was to use the findings to develop a strategic operations plan that supports the goals of both the College of Architecture and the higher level goals of the Institute
- An environmental scan was also conducted to get a sense of the industry and how that could affect the future direction of the School as well as benchmarking data collected from schools with similar programs/schools
- Based on the data collected and subsequent discussions, the Steering Committee developed the mission and vision statements, as well as draft strategic goals for the School. Faculty, staff, students, and alumni participated in an all-day retreat, which was held to finalize the goals and develop measurable objectives, and action strategies
- An updated mission and vision, 6 goals, 30 objectives, and strategies to achieve the goals were the products of the retreat

Impact/Value/Outcome: GTSC provided a strong foundation for the School to position itself as the destination school for building construction and facilities management education. An assessment of the planning support services showed high value for the contributions of GTSC in the following ways:

- ✓ Defining the strategic planning process and providing guidance throughout the planning process
- ✓ Engaging all major stakeholder groups in providing input for the planning and development processes
- ✓ Effectively facilitating group planning processes
- ✓ Keeping the project on track in terms of scope and planned timelines while balancing their needs for flexibility
- ✓ Driving the development of clear and actionable strategic goals aligned with the broader Georgia Tech and College of Architecture strategic plans
- ✓ Creating specific and measurable objectives, and action strategies