

Creating a Strategic Plan with the Scheller College of Business GTSC Case Study

Challenge

In the summer of 2014, the Scheller College of Business hired an energetic and forward-thinking new Dean to lead them into the next level of prominence. One of her first tasks was to establish clarity, focus, and alignment of the strategic direction for the College, so she launched a strategic planning process to chart a path toward the year 2020. The Dean wanted the strategic planning process to be inclusive of all stakeholders and data-driven in order to create an actionable plan with ownership and buy-in for the results. She wanted this to be a quick win and set the expectation for a rapid, yet highly inclusive and analytical process. Recognizing that facilitation and analytic support would be needed to quickly complete a solid plan with input from many stakeholders, the Dean asked Georgia Tech Strategic Consulting (GTSC) to assist with the process.

Service / Solutions

Building from deep experience in strategic planning, GTSC partnered with Scheller on the following aspects of the strategic planning process:

- Convened and led a steering team comprised of College faculty, staff, and students to provide guidance throughout the course of the engagement.
- Led the creation of a strategic analysis report to inform the creation of the strategic plan. The analysis included the collection and assessment of more than 50 key data points such as enrollment trends, marketplace studies, and industry forecasts.
- Collected and analyzed feedback from the College community through an environmental scan survey that was completed by 450 students, faculty, staff, and alumni.
- Designed and facilitated an all-day strategic planning retreat with over 100 members of the Scheller community.
- Assessed current state by benchmarking against 11 peer business schools and reviewing prevailing mega-trends in business education.

This planning process yielded an updated mission and vision along with six strategic goals (3 mission critical goals and 3 enabling goals) which included 18 objectives, and dozens of key tasks and metrics.

Impact

The release of the Scheller Strategic Plan 2015 – 2020 in early 2015 provided a strong foundation to position it as a leader in business education. An assessment of the planning support services showed high value for the contributions of GTSC in the following ways:

- Defining the steps and advising on the critical factors for success of strategic planning
- Advising about ways to identify and engage the right stakeholders
- 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 GT plan
- Creating specific and measurable objectives

GT Strategic Consulting will be involved to provide support for implementation of the strategic plan.