A Message from our Executive Director

Dear Georgia Tech Community and Partners,

We are honored that Georgia Tech Strategic Consulting (GTSC) has been highly engaged by leaders across the Institute to partner with them in advancing the most significant priorities of the Institute. This report outlines the value we delivered from the summer of 2020 through the end of 2021.

Over these 18 months, we were intensely involved in leading, facilitating, and supporting major improvement initiatives across every area of Georgia Tech. While the pandemic changed how we performed our work, it did not diminish our level of effort or the significance of our impact on the Institution.

Among our greatest achievements was the large-scale, community-wide effort we led to build an inclusive strategic plan, launching it in the Fall 2020. We engaged more than 5,700 community members through in-person and online experiences to shape our biggest dreams for the future of our Institution. Our new mission and vision statements were inspired through this rigorous community input. We helped shape and pursue a bold vision for the future, and defined six powerful goals that we are pursuing through a number of new initiatives. Today, GTSC has the honor of leading the implementation of this new 2020–2030 Institute Strategic Plan. As a critical success factor for this work, we are also actively engaged in shaping our culture, practices, processes, and structures to accomplish our grand ambitions.

Our shift to primarily remote work during FY21 necessitated that we be purposeful in building camaraderie, trust, and psychological safety within our team. In addition to numerous online team building activities, we also held several Covid-safe experiences to connect with each other in person. We “talked shop” but also used the opportunity to get to know each other better. We are consistently striving to live the Georgia Tech values everyday by creating welcoming, supportive, healthy environments where excellence and well-being coexist.

We celebrate our work together. We value the trust that our partners and collaborators put in us every day. We appreciate the chance to make a meaningful difference. We love this Institution and are so proud to contribute to the Georgia Tech mission of developing leaders who advance technology and improve the human condition.

In Progress and Service,

Sonia M. Alvarez-Robinson, PhD
Executive Director, Georgia Tech Strategic Consulting
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ADVANCING GEORGIA TECH’S STRATEGIC PRIORITIES

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GTSC Mission and Vision

As an internal resource to the Institute, GTSC advances organizational excellence by cultivating the community, culture, and capabilities critical to achieve Georgia Tech's mission and strategic priorities. While we are proud of our accomplishments as a team, we did not do any of it alone. Our philosophy is that our role is to cultivate the community, culture, and capabilities critical to achieve Georgia Tech’s mission and strategic priorities. We do this by:

- Cultivating organizational excellence through our role as a trusted advisor, by providing solid decision support, and facilitating organizational improvement.

- Community is central to our work as we are a convener, facilitator, catalyst and champion for excellence across the Georgia Tech community.

- Culture alignment with strategy involves understanding and shaping the beliefs, values, assumptions, priorities and behaviors so we can accomplish our collective aspirations.

- Capabilities are built through our work to educate, demonstrate, practice, and reiterate so that the organization can accomplish new goals and objectives.

The vision we set in early 2020 was to create an even greater measurable value by being proactively and predictively engaged as a connector and catalyst for community collaboration and innovation. Over these two years, we realized that vision.
We embrace the Institute Strategic Plan as the foundation for setting our unit level goals. We pursued 6 strategic goals:

**Amplify Impact**
Create measurable value in advancing the Institute's mission, vision, values and strategic priorities.

**Champion Innovation**
Assist leaders in driving innovation in research, education, and economic development.

**Cultivate Wellbeing**
Make a meaningful contribution to strengthen wellbeing for students, faculty, and staff across the Institute.

**Expand Access**
Play an active role in helping the Institute create a more diverse, equitable, and inclusive organization.

**Connect Globally**
Increase our awareness and understanding of Georgia Tech's presence and impact outside of the Atlanta campus.

**Lead by Example**
Strengthen GTSC's capacity and capability to deliver value to the Institute.
The strength behind our success is the power of our team. Our highly diverse team of organizational effectiveness professionals brings a rich set of experiences, education, and strengths to the work. We are intensely committed to creating a work culture where respect, honor, empathy, support, kindness, and candor are practiced consistently.

We demonstrate the Institute’s values everyday through our actions and how we work with each other and our partners across campus. We draw from the unique strengths and passions that each person brings. We share workload when members of our team need to shift their focus to care for themselves or their loved ones. We celebrate each other’s successes and support each other through challenges. This sense of belonging results in immeasurable value to the Institute as this team is committed not only in time but also in spirit.

We have deep relationships across the Institute. We know our client’s. We understand their priorities, programs, people, and practices. We are partners with them in solving complex organizational challenges. That is the strength of our team’s work to advance organizational effectiveness across the Institute.
We deliver services in 7 core competency areas as shown in the diagram below. While each area provides distinct value, most organizational needs require a multi-service, multi-competency approach. This is particularly true of many large scale, complex, transformational, and enterprise-wide initiatives. These intersections, and interdependencies, are key to the positive outcomes we achieve as we engage the organization holistically.
GTSC Service Areas

**Organizational Review, Assessment & Discovery**

We collect, organize, analyze, interpret, and share relevant information to enhance organizational success through the development of insight and intelligence about the organization. This service is usually a foundational step in providing our other services but can also stand alone.

**Strategy Development & Implementation**

We collaborate with campus leaders to develop strategic and operational plans that include clearly defined goals, objectives, strategies, tactics, success metrics, timelines, and owners for each major effort. This charts a course of action, with specific achievable results that enable units to align themselves with Georgia Tech's strategic goals.

**Project and Portfolio Management**

We build the capability of teams and units across Georgia Tech to effectively perform solid project management practices. This enables projects to be well defined and managed within expected timeframes and resource requirements. We also manage collections of projects in support of Georgia Tech’s strategic goals and advise campus units on portfolio management techniques to better structure, manage, and report on their project portfolios.

**Organizational Readiness and Change Management**

We partner with campus leaders to prepare our community for change, to lead and manage change effectively, and to help people navigate the impact of change in their workplace experience. This work supports the transitions to new systems, structures, processes, and priorities.

**Organizational Design & Development**

We support Georgia Tech leaders in aligning their organizations to be more efficient and effective. We also help them prepare their people to perform effectively within the aligned structure.

**Lean Process Optimization**

We facilitate collaboration to develop and implement improvements that streamline processes resulting in greater efficiency and effectiveness. We use lean methodology to assess the current state, identify waste, and design new processes that are more efficient and effective.

**Strengthening Culture and Community**

We lead Institute-wide initiatives to create a community culture where people can thrive every day. We are working to align practices with our values, and create environments where psychological safety is experienced consistently.
GTSC projects impact every aspect of the Institute. Our consultants and project managers lead these efforts and work alongside unit leaders as thought partners and trusted advisors to implement and execute the Institute's most important strategic initiatives.

The chart below shows the distribution of the projects we contributed to by organizational area. Our contribution to student focused and enterprise-wide initiatives increased significantly over the past two years.

**GTSC Project Count by Client Area**

- **Research**: 5 projects, 16%
- **Enterprise**: 6 projects, 19%
- **Academic**: 7 projects, 22%
- **Internal (Capacity Building)**: 5 projects, 16%
- **Student Focused**: 4 projects, 12%
- **Affiliates**: 0 projects, 0%
- **President's Office**: 2 projects, 6%
- **Administration**: 3 projects, 9%

*GCMI is captured in the Research Client Area*
While all of our projects were important, some required a greater level of effort. The table below reflects projects where we contributed the most significant time and energy. These projects also involved significant contributions by partners across the Institute, along with external vendor partners.

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<th>Project</th>
<th>Timeframe</th>
<th>Client Area</th>
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<td>Budget Model Project &amp; Change Support</td>
<td>Winter 2020 - present</td>
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<td>Fall 2021 - Summer 2021</td>
<td>Enterprise-Wide</td>
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<td>Living Our Values (LOVE GT)</td>
<td>Winter 2020 – Winter 2022</td>
<td>Enterprise-Wide</td>
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<tr>
<td>A&amp;F Strategic Plan</td>
<td>Fall 2020 – Fall 2021</td>
<td>Administrative</td>
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<tr>
<td>EVPR Commercialization Strategy</td>
<td>Winter 2020 – present</td>
<td>Research</td>
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As we measure our work, we look at two types of measurements: outputs and outcomes. We measure both the immediate results of our efforts, and also the longer term benefits of those efforts. In some cases, measuring outcomes takes time to manifest and we only have those measures after we perform evaluation some months following the end of the project. The project summaries included in this annual report reflect a blend of output (how much) and outcome (how well) measures.

To quantify the value of our work in economic terms, we also measure how much money the Institute saved by engaging internal services that may have otherwise been procured from external firms. We calculate this measurement monthly as an aggregate of project time allocation.

Total external consulting fees Georgia Tech avoided by using GTSC from July 1, 2020 to December 31, 2021 was $5.6M based on the hours expended on all projects. GTSC recovered 271% of the team’s salaries based on a very conservative estimate of a $200 per hour blended rate. The rates of many external consulting firms exceed that amount when calculated on an hourly or a fixed-fee basis. In addition, as an internal consulting team, we can achieve quicker results than an external partner due to our familiarity with the Institute priorities, people, and processes. We also save the time it would take to procure services from an external partner.

Salaries recovered by delivering value on strategic projects.
Project Summaries:
Student Focused
Program Name: Student Engagement and Development

Initiatives Delivered:
- GT1000 Instruction
- Resilience Mini-mester Instruction
- Career Alliance
- Student Employment

Students are our top priority and GTSC team members supported student success in several ways. Not only is this an important goal for our team's performance, it is also a passion for several members of the team. The primary focus of this effort is to build relationships with students and help them navigate personal challenges, manage uncertainty, transition to Georgia Tech, and gain meaningful professional coaching and work experiences to increase readiness for personal and career success.

GT1000 Instruction
GTSC team members have volunteered to teach GT 1000 courses for several years and Rashaad Owens has contributed for four consecutive years. The Office of Undergraduate Education offers GT 1000 as a one-credit hour, letter graded seminar course in fall, spring, and summer semesters. GT 1000 is for incoming, first-year students. The course is committed to supporting the successful transition and experience of new Georgia Tech students and relies on academic faculty and administrators who volunteer their time beyond regular responsibilities to assist incoming students in transitioning successfully to Georgia Tech.

Resilience Mini-Mester Course
This course was developed in the fall of 2019 and launched it in the spring of 2020, before the pandemic. Through December 2021, 69 students had participated in the 5-week course. The course is structured in 10 sessions and teaches strategies for building personal and organizational resilience. The data from student feedback showed highly favorable results. When asked, “what are the 1-3 most important things that you learned/gained in this class?” students shared the following responses:
- Be mindfully present to avoid rumination.
- Perfection is a direction, not a destination.
- Bending to situations is not the same thing as breaking. Allowing yourself to grieve, process, be upset, etc. is not breaking. I am not broken. I am bending, but I will also be able to eventually snap back.
Career Alliance
In late 2020, President Cabrera asked GTSC to represent Georgia Tech on the Taskforce on Higher Education and Opportunity. The Taskforce has 3 goals, including: To prepare our most vulnerable students and graduates of 2020-2023 for security and success in the post-pandemic economy. In pursuit of this goal, and the Institute's strategic goals, GTSC brokered a partnership between the Career Center and the Office of Minority Educational Development (OMED) to create and launch the Career Alliance program.

The program launched a 3-week career immersion experience for 26 financially vulnerable students to gain vital insight into the job market and to match them with mentors and experiential learning. GTSC staff and colleagues from across campus provided workshops on goal setting, prioritization, networking, and resilience.

Student results were encouraging with one sharing his success resulting from the program:

"Thank you for all the work you and everyone else put into Career Alliance! I do not think I would have been able to advocate for myself and gotten through interviews without the confidence and skills I built throughout the 3 week immersion program."

Student Employment
During FY21, GTSC employed 9 students. Upon conclusion of the spring semester, 100% of the students secured full-time job offers and/or paid summer internships in which they had the opportunity to directly apply their learned experiences of strategic development & implementation, data collection & analysis, communications planning & development, and facilitation within organizations outside of Georgia Tech.
Project Summaries: Enterprise-Wide
Project Name: Institute Strategic Plan Implementation

Services Delivered:
- Strategy Development & Implementation
- Portfolio & Project Management
- Change Readiness & Innovation Adoption
- Organizational Design & Development
- Process Optimization
- Organizational Culture and Community Engagement

In the fall 2020, Georgia Tech launched an ambitious ten-year strategic plan which fundamentally shifted our institutional focus toward our new mission, to develop leaders who advance technology and improve the human condition. GTSC led the development of the plan, which is organized around six goals dedicated to amplify our impact, champion innovation, expand access, connect globally, cultivate wellbeing, and lead by example. Aligned with each of these six goals, the plan includes 28 objectives and suggests numerous strategies to engage toward accomplishing these goals and objectives. GTSC was asked to lead the implementation of the plan, set the right actions into motion, and achieve measurable results.

Goals & Objectives
The goal of Phase 3 Institute Strategic Plan implementation is to fulfill our refined mission and achieve our biggest dreams as defined in the goals and objectives of our strategic plan. The objectives include:

- Define the priority strategic initiatives and mobilize the right people around them.
- Structure and organize the work into clear plans of action.
- Design and facilitate a process for aligning resources against the strategic priorities.
- Manage, track, measure, and communicate progress and outcomes.

Value Delivered & Impact
Once the plan was released, GTSC facilitated a working session with the Executive Leadership Team (ELT) to prioritize the actions needed for the first year of implementation.
We provided tools and facilitation to organize the ideas by impact, effort, and other decision factors. The ELT identified 20 priority initiatives to begin in the calendar year 2021.

GTSC initiated a process, structure, and approach for mobilizing the 20 initiatives, identifying an Executive Sponsor and Champion along with 2–3 implementation leaders for each initiative. These were carefully selected leaders who have responsibilities in areas related to the initiative, and/or have expertise or subject knowledge related to the initiative, and have demonstrated leadership capability. GTSC created a process and provided the implementation leaders with tools for each of the 6 stages of the process:

1. Get Organized – Assemble information about the initiative including work previously completed and associated/linking initiatives. Identify key contributors to be engaged. Tools provided: ISP Working Group Outputs, Stakeholder Identification
2. Define Focus and Assemble Team – Clarify objectives, strategies, expected outcomes, group structure, metrics, and KPIs. Tools provided: Charter, RACI Matrix
4. Submit Resource Requests – Demonstrate what is needed to achieve the desired result and how success will be determined. Tools provided: Resource Request/Business Case Form
5. Take Action – Implement the project plan/action plan, achieving and reporting progress toward the expected outcomes. Tools provided: Project Plan, Status Report Template
6. Measure Results – Evaluate the actual results from these efforts and how far we are “moving the needle”. Tools provided: Six-Month Results/Outcomes Report Template

Across the 20 initiatives, there were significant opportunities for collaboration and synergy. GTSC identified and facilitated connections across the 20 initiatives, and brought the groups together every other month starting in March. Through these Cross-Initiative Collaboration meetings, strong partnerships were formed. Each month, GTSC collected updates on the status of the initiatives, identified risks, and assisted in addressing those risks.
The GTSC team also directly supported the planning and implementation of 7 out of the 20 key initiatives:

- Administrative Excellence
- Budget Transformation
- Commercialization
- Diversity, Equity, and Inclusion Plan
- Global Student Experiences and Partnerships
- GTPE Next
- Research Next

All 20 initiatives were mobilized and teams were actively engaged. By the end of the fiscal year, the groups were at the following stages: Stage 1 – one initiative, Stage 2 – six initiatives, Stage 3 – twelve initiatives, Stage 4 – none, Stage 5 – one initiative. Feedback from the cross-collaboration meetings indicated a strong appreciation for the connections and initiated partnerships across the efforts. Several of the groups were preparing joint proposals for resources, a collaboration that was not present in previous strategic plan implementation efforts.

In addition to shepherding the implementation of the Institute Strategic Plan, GTSC provided guidance to units as they created their own plans aligned with the Institute. One such relationship with the The Georgia Tech Alumni Association (GTAA) involved GTSC helping the unit complete their new five-year strategic plan in November 2020. GTSC provided consultation support for the roll-out and implementation of the new plan. GTSC helped GTAA establish the implementation structure including prioritizing objectives, forming project teams, and developing initial action plans. GTSC also provided guidance on stakeholder engagement and communications, and metrics tracking and reporting. GTAA is in their second year of implementation and making measurable progress on its high priority initiatives that advance both GTAA's strategic vision and the Georgia Tech Strategic Plan.

An evaluation of the effectiveness of the ISP implementation phase is planned for the end of the calendar year. The momentum and collaborative energy is sure to show positive results.
**Project Name:** OneUSG Connect – HCM  
**Services Delivered:**  
- Change Readiness & Innovation Adoption

Georgia Tech Strategic Consulting (GTSC) was engaged to prepare the campus for transition to a new Human Capital Management (HCM) system, OneUSG Connect, in accordance with the requirement for all University System of Georgia (USG) institutions to utilize this technology platform for all USG human resources activities.

Although the campus was already utilizing Oracle PeopleSoft HCM, transition to OneUSG Connect would bring about significant changes as the configuration of the system solution included new and enhanced functionality and would require policy, process, security, and system changes.

Project scope and timeline were managed based on a system-wide perspective. To manage the implementation, USG institutions and the system office were assigned to cohorts. Beginning in 2019, deployments were scheduled in 6-month intervals. Georgia Tech was assigned to Cohort 6 and was the last USG institution to transition to the OneUSG Connect platform.

Key changes and challenges for Georgia Tech related to this implementation were:
- Transitioning to a new support model for human resources (HR) activities.
- Leveraging the ServiceNow platform to provide job aids, FAQs, knowledge articles, and glossary terms.
- Coordinating parallel efforts to (1) upgrade and enhance USG’s instance of ServiceNow and (2) develop Georgia Tech’s instance which captures institute-specific knowledge and provides access to global content (unified search capability).
- Utilizing USG Shared Services Center for Tier 1 support.
- Launching and supporting new system in March 2020 as the Covid-19 outbreak significantly impacted work protocols and practices.
**Goals & Objectives**
The goals and objectives of the Organizational Readiness and Innovation Adoption work stream for this project were as follows:

- Link organizational readiness activities to transformation vision (Transform, Build, Unify, and Empower).
- Adhere to the project’s guiding principles.
- Create an awareness of the value, importance, process, and impacts of moving to a centralized system with shared services support across all impacted stakeholder groups.
- Build support, commitment, buy-in, and ownership for full utilization of the new system and the changes that will be needed to gain full value of the investment (processes, organizational, and cultural).
- Support the acquisition of knowledge, skills, and abilities needed to optimally utilize the new system and supporting processes.
- Develop comprehensive communications and provide intentional outreach to all members of the human resources community – no employee will be left behind or left out.
- Encourage working in new and collaborative ways. Understand the why and value of new processes.
- Maintain a focus on continuous improvement. In an ever changing environment, there is no “end”.
- Help to build the workforce of the future.

**Value Delivered & Impact**
Key activities included but were not limited to:

- Launch and support of Change Agent Network and HCM Transformation Committee
- Planning and Support of Campus Communications (Info Sessions, Webinars, Website, Newsletters, Articles, Announcements, and Videos)
- Campus Outreach & Engagement (Transformation Expo, Departmental Meetings, Change Impact, Readiness and Risk Assessments, Surveys, and Focus Groups)
- Training (Job Aids, Instructor-Led Training, and Web-Based (Self-Paced) Training)

Even with the pandemic, the team was able to adjust approach and clearly communicate requisite actions to accommodate the evolving requirements.
For example, the transition to a new time keeping system for biweekly employees had involved several months of technical set-up, testing, communications, and training of employees. With the unexpected campus closure, it was necessary to train/re-train employees who had been slated to use a physical time clock on alternate systems and procedures. To support employees in Facilities, Housing, and Landscaping, additional measures were taken to safely train employees as they were scheduled to come to campus to ensure that time was accurately reported and paid without incident or interruption.

In addition, following the March 22 Go Live, campus calls were conducted to provide the project team, HR practitioners, and interested stakeholders with updates and information (e.g., known issues, items for awareness, clarifications, updates, service center statistics, and training updates). When surveyed on the effectiveness of these meetings, stakeholders were supportive of continuing the practice and one respondent shared the following observation:

"These meetings, when they began, were tough to get through with all the change stress everyone was experiencing, but I think one of the key values has been a renewed sense of community. After all, how often have so many campus community members come together on such a consistent basis? These meetings help break down the silos (and silo mentality) that can/may chip away at our sense of community."

A survey conducted in January 2021 focused on the effectiveness of the Organizational Readiness team in performing the following activities over the course of the project:

- 100% of respondents indicated they are likely to recommend GTSC to other Georgia Tech units.
- 100% of respondents indicated that the team performed well or extremely well in providing informational communications to the campus community and providing leaders with necessary information to sponsor and drive change.
Project Name: Diversity Equity & Inclusion Plan

Services Delivered:

- Strategy Development & Implementation
- Project Management

Georgia Tech's new strategic plan sets ambitious goals for creating a more diverse, inclusive, and equitable organization. President Ángel Cabrera has committed in his FY21 goals to the University System of Georgia (USG) that the Institute will create a Diversity, Equity, and Inclusion (DEI) plan. The plan will pay special attention to supporting currently underrepresented students and increasing success rates.

Goals & Objectives
The goal of this project is to develop a clearly-defined, data-driven, and stakeholder-supported Institute Diversity, Equity and Inclusion (IDEI) Blueprint that mobilizes the goals and objectives of the Institute's new strategic plan.

To accomplish this goal, GTSC provided advisement, guidance, support, tools, and templates to the Institute Diversity, Equity, and Inclusion planning teams.

The objectives included:

- Supporting the engagement of planning teams by providing process, structure and tools for technical and project management to achieve the following:
  - Identify and leverage available data from the working groups of the ISP, Institutional Research and Planning, and other resources to understand relevant internal factors (performance, experience, etc.) and external factors (marketplace, industry, and environment).
  - Organize the planning teams to focus on one or more of the Institute Strategic Plan (ISP) objectives and determine other objectives that the teams will plan for (if something is missing from the final ISP).
  - Define specific strategies to mobilize the ISP objectives.
  - Define metrics, baselines, and targets that will be used to measure progress and results for each objective.
  - Define owners and key contributors for each major strategy.
  - Define the resource requirements (e.g. talent, financial, technological, physical, etc.) for each strategy.

To support implementation of the DEI Plan, GTSC will provide portfolio management support in next fiscal year and create a unit-level strategic operational plan that details how the Office of Institute Diversity Equity and Inclusion (IDEI) will contribute to both the Institute Strategic Plan and the DEI Plan.
Value Delivered & Impact
In collaboration with colleagues from IDEI, GTSC was able to successfully facilitate the creation of the DEI Blueprint which identified 22 ISP aligned strategies and outlined opportunities to impact the Institute’s ability to expand access by creating an inclusive and equitable community; recruit, retain, and develop a diverse community; and support innovative and inclusive scholarship and teaching.

Additionally, the DEI Blueprint enables IDEI unit leaders to mobilize and achieve the defined goals and objectives of the ISP through identification and prioritization of foundational goals that the unit should focus on and enables the creation of a unit level operating plan and roadmap, activities which are scheduled to begin in the fall. At the conclusion of the project, GTSC administered a value assessment which provided respondents with the opportunity to evaluate the project’s value and impact using several measures of success.

Recommendation
- 100% of respondents indicated they are likely to recommend GTSC to other Georgia Tech units.

Project Goals
- 100% of respondents, who were able to rate the question, strongly agreed or agreed that the team developed a clearly defined, stakeholder supported, data driven DEI Blueprint which mobilized the goals and objectives of the Institute’s new strategic plan.
- 14 respondents indicated they were unable to rate this question.

Project Objectives
- 64% of respondents indicated GTSC was extremely effective or very effective in managing meetings & the project roadmap, preparing stakeholders, and organizing the focus area teams.
- 36% of respondents indicated GTSC was moderately effective in meeting these project objectives.

Strategy Development & Implementation
- 54% of respondents indicated GTSC was extremely effective or very effective in providing guidance for utilizing the Strategy Development and Implementation (SDI) toolkit (defining resource requirements, progress measures, strategies, and ISP data insights).
- 32% of respondents indicated GTSC was moderately effective in providing guidance for utilizing the SDI toolkit.

“Achieving the fast-paced timeline was only feasible due to the scaffolding created by GTSC and the ongoing monitoring of our progress.”
Project Name: Living Our Values Everyday (L.O.V.E. GT)

Services Delivered:
- Strategy Development & Implementation
- Organizational Culture

President Cabrera recognized that the 10-year strategic plan, grounded in a new mission statement and nine strategic values, could only be implemented effectively if we have the culture that supports and enables our ambitions. In his annual Institute Address, President Ángel Cabrera said, “The mission and the values are not just words on paper. They describe who we are and who we aspire to be every day.”

GTSC was asked to lead the process of advancing our values through a culture program called Living Our Values Every Day (L.O.V.E. GT). The objective is to help the entire community bring our values to life in tangible ways that allow us to fulfill the objectives we set forth in the strategic plan. Regardless of a person's role—student, faculty, staff, alumni, or affiliate—all of us can contribute by serving as examples of our values in our interactions with one another and with the communities we serve.

Our values unite our community in a set of shared beliefs, assumptions, and expectations for how we will interact with each other and carry out our work. Values are at the heart of our organizational culture and are the “how” we will deliver our mission, pursue our vision, and achieve our goals. Our work to align values is foundational to strategy execution and culture alignment. Leaders have a uniquely important role in modeling the behavior that exemplifies our values and reinforcing the actions of others to do the same. We ALL have a role to play in nurturing and reinforcing our values. Culture can consume strategy unless we understand and address the visible and invisible levels of organizational culture. Our framework takes a three dimensional approach to address the various perspectives of the organization through leadership, communication, and engagement.

Goals & Objectives
The goal of this project is to infuse the nine Georgia Tech values into the daily work of all GT community members by clarifying expectations, recognizing and rewarding demonstration of these values, and aligning policies, practices, and experiences in the community.

The following objectives will be the focus of this project:
- **Leadership** – Values are demonstrated through our behaviors, practices, policies, processes, and rewards.
  - Leaders will consistently model the behaviors expected in the community
  - Leaders will reinforce our values by recognizing and rewarding people who consistently live them everyday
  - Leaders will resolve incongruence of values and actions by holding people accountable
• **Communication** – Our strategic plan articulates our values and gives us a structure to shape and guide our culture.
  - We will clarify our values and their meaning, clarify our direction, foster alignment, and build commitment
  - We will promote interactive dialogue
  - We will co-create values-based goals in unit level strategic plans and individual performance goals

• **Engagement** – Culture is formed through underlying and implicit beliefs, shared assumptions, group learning, and social validation.
  - We will create space for exchange of affirming stories that elicit positive emotions and energy about how we live our values
  - We will create a psychologically safe environment that supports and reinforces our values
  - We will foster a learning environment that promotes new knowledge and healthy, productive mindsets

**Value Delivered & Impact**
The L.O.V.E. GT project team members from WLPD and GTSC designed and delivered a 1 hour and 40 minute workshop entitled Leading Congruently. Participants provided feedback about their experience through the evaluation survey.
  - 91% felt the session helped to identify opportunities for growth, uncover barriers and create an action plan going forward.
  - 91% felt the workshop helped them reflect personally on how they exhibit the right behaviors.
  - 91% felt the workshop provided a clear idea of the behaviors required to live our values every day.

“Breakout sessions were a great opportunity to connect with other campus leaders and hear their personal perspectives on the campus values.”
Project Name: Future of Work  

Services Delivered:
- Strategy Development & Implementation
- Organizational Review, Assessment, & Discovery
- Organizational Culture and Community Engagement

The past year has highlighted the importance of flexibility in how and where we work. In March 2020, Georgia Tech, like institutions around the world, quickly pivoted to remotely perform work across all functions of the Institute; academic, research, student support, and administrative operations went primarily online. While some roles required a continued physical presence on campus, the administrative work was mostly shifted to be performed in off-campus settings.

Historically, there had been resistance by some managers to allow remote work options for administrative staff. Even with the implementation of cloud-based administrative systems that enable remote access, the cultural norms were steeped in tradition often based on a lack of trust in the employee and confidence in their ability to work autonomously. However, the past year has given staff and their managers the opportunity to dispel some of these old myths about workers needing to be physically supervised. In fact, many are learning that they can be more productive in this setting with the reduction of commuting time and the ability to juggle personal and work responsibilities more fluidly.

At the same time, the lines of work and private time have become blurred and some employees are experiencing challenges to their wellbeing due to lack of time for rest and regeneration that was part of “clocking out” at the end of a day. In addition, the social well-being of staff may be compromised by the lack of interaction that is an inherent part of the campus experience.

This project sought to understand what the optimal “return to work” new normal should be for Georgia Tech with a focus on the approaching fall semester. With vaccines expected to be provided to all employees who want them, we needed to establish the post-Covid standards and policies for work and workplace.

Goals & Objectives
The goal of this effort was to create a flexible near-term roadmap for the work and workplace of Georgia Tech staff that builds on the foundations of the Workforce of the Future initiative, incorporates the lessons learned through the 2020 pandemic, and addresses changes that will be prompted by administrative excellence efforts.
In order to address this overall goal, the following objectives served as the basis for this project:

- Understand the current and near term changes to the work and how it is performed by Georgia Tech staff.
- Describe the nature and scale of those changes and the implications for how work will be performed in the future.
- Describe the implications of work changes to the workplaces/spaces needed in the near and longer term.
- Define the changes in policies, practices, people, and spaces that would be needed to adapt to the changing work.

**Value Delivered & Impact**

GTSC was responsible for providing the following services in collaboration with the vendor partner Deloitte Consulting:

- Provided institutional insights about culture, community, recommend groups, and participants.
- Met regularly with consulting partner to ensure alignment and provide internal assistance needed to advance the project.
- Maintained involvement in Campus Action Planning by supporting the working team by guiding, designing, and directly facilitating planning sessions.

As a result of GTSC’s internal consulting support to the vendor partner, the Future of Work initiative was able to accomplish the following:

- Solicited the voice and unique perspectives of thousands of employees across the Institute through a combination of focus groups, key stakeholder interviews, and broad survey tool.
- Developed an array of viable solutions that included the creation of an employee and manager toolkit, interactive portal and resource guide on GTHR's central website, working norms and best practices guide, and potential employee resource framework to support onsite and remote employees.
- Produced an iterative campus action plan that provided near-term and long-term strategies and suggested an implementation framework that the Institute can leverage moving forward.
Project Name: Administrative Units Planning & Assessment

Services Delivered:

- Strategy Development & Implementation
- Program Management

Planning and assessment is the intentional and coordinated process for establishing and documenting goals and priorities then assessing progress and communicating the results. At Georgia Tech planning and assessment takes place at multiple levels across the Institute.

- Institute Strategic Plan – This plan sets the overarching direction for the Institute and includes goals that will be implemented across the Institute (relates to SACSCOC Standard 7.1).
- President’s Annual Goals – These are the President’s priority focus areas which will require many contributors across the Institute to have a role.
- Unit Level Plans – Strategic and operational plans are developed by the colleges, divisions, and other organizational groups to describe their ambitions and how they will get there. Ideally, the unit level plans are also aligned with the performance goals of the unit leaders (relates to SACSCOC Standard 7.3).

Goals & Objectives
In addition to addressing SACSCOC standards for accreditation and reaffirmation, planning and assessment:

- Aligns priorities of the units with the priorities of the divisions and the Institute strategy.
- Provides leaders with a structure to clarify the work, track progress, and measure results.
- Facilitates focus on actions to achieve greater efficiency and effectiveness.
- Fosters a culture of continuous improvement.

Value Delivered & Impact
An effort which spans multiple years, Georgia Tech Strategic Consulting supports leaders of administrative units and owners of ISP initiatives as they develop programs and projects and align those efforts to the Institute Strategic Plan.
Project Summaries: President’s Office & Reporting Units
**Project Name:** Presidential Goals Portfolio Management FY21  
**Services Delivered:**  
- Strategy Development and Implementation  
- Portfolio Management

Each year, President Cabrera sets leadership performance goals with the University System of Georgia (USG). These goals are also performance goals for the Institute and require contributions from a variety of individuals across the Institute. GTSC is managing the achievement of these goals through portfolio management, tracking, and communicating progress. We aim to assist leaders in preventing duplication of efforts and helping to ensure that these initiatives progress and are being tracked and managed on an ongoing basis.

Additionally, these efforts are integrated into the Institute’s overall planning and assessment structure. The majority of these goals have been mapped to the Institute Strategic Plan initiatives and have assigned owners.

**Value Delivered & Impact**
GTSC assists President Cabrera in partnering with Institute leaders to plan, pursue, and report progress on the goals. Through this process of partnership and transparency, all of the goals set for FY21 were completed. Nine goals with thirteen objectives were tracked throughout the fiscal year. Four updates were provided to the President’s cabinet to describe the progress made on each of these goals. GTSC prepared an end of year report for submission to the system office to detail the outcomes of our work on these goals throughout the fiscal year.

In July 2021, fifteen goals with twenty-seven objectives were set by the President for FY22. GTSC provided guidance and support to define these goals that align and support the goals of the Institute Strategic Plan. For the first half of the fiscal year (through December 2021), GTSC worked closely with Institute leaders to plan, track, and communicate progress on these goals through updates to the President’s cabinet. The December update showed meaningful progress on all of the goals, and GTSC will continue to support leaders in keeping these initiatives on track.
**Project Name:** Recovery Task Force

**Services Delivered:**
- Project Management

Georgia Tech moved to an online format in March 2020 as a result of the Covid-19 pandemic. All classes, research, and other work shifted to an online delivery through the remainder of the semester. The USG indicated a desire to resume campus operations in the summer of 2020. As a result, a Recovery Task Force was created and is composed of roughly 40 members from across the Georgia Tech campus community. The Task Force is responsible for developing and mobilizing plans to resume on-campus activities starting in the summer of 2020. The Task Force will continued its planning efforts into the fall and spring semesters while keeping up-to-date on the virus, public health policy, and other considerations and developments. Resuming on-campus operations is critical to the success of the Institution and its ability to deliver on its critical mission—serving students.

**Goals & Objectives**
GTSC was asked to provide project management support to ensure the development, delivery, and implementation of resumption of operations.

**Value Delivered & Impact**
The Recovery Task Force continues to operate during the fall ’21 semester. A summary of the project management support provided by GTSC is provided below:
- Organized, tracked, and authored Georgia Tech's Return to Campus Plan which consisted of 3 versions to account for different resumption scenarios.
- Assisted in the development, delivery, and tracking of required Covid-19 health and safety training for all Georgia Tech staff.
- Developed, administered, and analyzed survey data throughout the project, including surveys focused on student, faculty, and staff concerns with returning to campus and likelihood of utilizing the GT Vaccine Clinic.
- Assisted in the planning and management of contact tracing efforts.
- Assisted in the planning and operations of the Vaccine Clinic which administered 32,124 doses of Pfizer vaccine.
Project Summaries:
Academic Projects
Project Name: Ivan Allen College Strategic Plan
Services Delivered:
- Strategy Development & Implementation

On June 1, 2020 the Ivan Allen College of Liberal Arts (IAC) officially welcomed Kaye Husbands Fealing as the new dean of the College. Bringing with her many years of service across multiple institutions and disciplines, experience as the former chair of the School of Public Policy, and a sense of optimism for the College's role in the new strategic vision for Georgia Tech, the Dean engaged Georgia Tech Strategic Consulting (GTSC) to coordinate and facilitate a strategic planning process for the College. The planning process would be anchored in a study, similar to the work of National Academies studies, researching the following foundational question: “What should be the purpose and potential of a liberal arts college at a technology-centered university in the 21st century?”

Over the course of the 2020 – 2021 academic year, a study committee conducted research and developed a set of conclusions and recommendations about Ivan Allen College’s offerings to faculty, students and staff, its role at Georgia Tech, and its contributions to the liberal arts. The culmination of the committee’s work was a final report that was shared with the IAC community and used as an input for the College’s strategic planning process. The more traditional development of the strategic plan – mission, vision, goals, objectives, and metrics – was originally scheduled to begin immediately after the delivery of the study report and will be finalized by the end of the Fall 2021 semester. However, with the pervasive pandemic impacts, and our commitment to wellbeing, the timeline was adjusted.

Goals & Objectives
The goals and objectives of this project were to:
- Design and facilitate a strategic planning process that incorporates the strengths of the Ivan Allen College and provides opportunities for community and subject matter expert engagement.
- Provide project management and facilitation support throughout the study analysis and strategic planning processes.
- Convene a study committee to produce a report consisting of findings, conclusions and recommendations on the following study question: “What should be the purpose and potential of a liberal arts college at a technology-centered university in the 21st century?”
- Provide guidance to the study committee as they develop points of view on topics that are related to the study question, including, but not limited to:
  - What should a liberal arts school aspire towards in terms of impact?
  - What academic disciplines support both the College’s potential for impact and its contribution to the Georgia Tech Strategic Vision?
In what ways should the curriculum, research, and outreach within the College be redefined to support our purpose and potential?

What types of co-curricular and experiential learning experiences are needed for liberal arts students today and in the future?

How can we elevate the importance of diversity, equity, inclusion, and mental health in the experience of IAC faculty, staff, and students?

How can we increase the integration of ROTC programs into the fabric of IAC?

In what ways can IAC expand leadership roles and professional development opportunities for faculty, staff, and students?

What are IAC's opportunities for diversifying funding streams and expanding its funding portfolio?

Facilitate the engagement of subject matter experts who will provide their insights to the study committee as they complete the analysis process.

Provide a framework to the study committee to support their work to identify relevant data and draw conclusions that will become the foundation for the final study report.

Provide guidance to the Dean with respect to the alignment of the IAC organizational structure in pursuit of the defined purpose and potential emerging from the study.

Facilitate the development of the foundational elements of the College strategic plan – mission, vision, goals, objectives, and metrics.

Facilitate the development of an action plan that clearly defines the owners, metrics, timelines, and resource requirements for each major objective defined in the plan.

Establish a cadence and process for tracking and reporting progress and continuous improvement.

**Value Delivered & Impact**

GTSC provided the structure, focus, and facilitation of the study committee process. The result was a well-researched work product that

Preparations are continuing for the strategic plan development phase of the project, which included engaging the IAC leadership team in the development of the mission and vision statements and goal theme areas, convening the strategic plan steering committee, and developing the content of the strategic plan. Several meetings with the IAC leadership team have been planned to engage them in conversations that will lead to the creation of the foundational elements of the strategic plan. This project will continue into FY22.
**Project Name:** Work Science Center Partnership

**Services Delivered:**
- Organizational Assessment
- Organizational Culture and Community Engagement

The Work Science Center (WSC) promotes the psychological study of people and work in the 21st century. As part of the School of Psychology, the center leverages knowledge from psychological sciences and allied disciplines to promote well-being, development, and organizational value in the workforce. Georgia Tech Strategic Consulting continues to collaborate with the Work Science Center each fiscal year to foster professional opportunities for masters and doctoral students to apply their theoretical knowledge in a real-life manner. During the course of FY21, GTSC employed three graduate students from the WSC who contributed their expertise and applied knowledge to the following projects:

**Living Our Values Everyday (L.O.V.E. GT)**
- Assisted the project team in analyzing, organizing, and synthesizing qualitative data received from the GT community regarding how we demonstrate our values through behaviors, actions, and practices.
- Assisted in the creation of a values-based culture assessment that will assess where we have strong alignment of our practices and identify areas where more support is needed to strengthen the culture.

**Future of Work**
- Analyzed the results and recommendations report from the recent data collection phase (survey, focus groups, and interviews) to determine level of effectiveness and areas of opportunity.
- Created a post survey tool to be leveraged by GTHR to assess the ongoing impact and effectiveness of the "Working at Tech" toolkit and web portal.
**Project Name:** Faculty Culture Improvement

**Services Delivered:**
- Organizational Culture

The faculty in one of Georgia Tech’s academic units are organized in affinity groups based on specific areas of focus within their discipline. These affinity groups share common expertise, collaborate on key academic activities, pursue research opportunities, and share in decisions such as faculty hiring. The productivity of each group relies on effective interpersonal dynamics, trust, respect, and collaboration. One group has struggled with unfavorable group dynamics for several years in the areas of communication, trust, inclusion, and other non-productive behaviors. As a result, the group has experienced missed research opportunities, delayed hiring, and undue stress experienced by their faculty and students.

Members of the group recognized the need for resolution and have been engaged in previous attempts to resolve the challenges that have persisted. The team desired a "reset" to begin to interact with each other in a very different way. To address the group’s challenges, the Office of Faculty Affairs requested GTSC to facilitate a session with the group to reset their behaviors and begin to change the culture. The initial plan to engage the group included delivery of a one-day “Start-Stop-Continue” workshop. After conversations with several members of the group, GTSC decided to revise the engagement plan by designing and facilitating a series of culture reset sessions with the group.

**Goals & Objectives**

The goal of this project was to:
- Improve the effectiveness and productivity of the affinity group through healthy and positive team dynamics.

The following objectives were the focus of this project:
- Design and facilitate group development experiences that help the group move toward becoming:
  - A group who can have respectful civil discourse with minimal conflict
  - A group who trusts, respects, and values each other’s diverse talents and insights
  - A group who creates and mobilizes innovative and collaborative programs
  - A group who works together to enhance students’ experiences
  - A group that demonstrates positive mental wellbeing
  - A group that treats students, employees, and staff with dignity, respect, and appreciation
Value Delivered & Impact

The impact of GTSC’s involvement in this project was mixed. When considering the areas where GTSC made a positive impact on the group, most faculty members who participated in one-on-one interviews indicated that they believed the format gave each person an opportunity to have their unique perspectives on the matter heard and acknowledged. Several appreciated the opportunity to share their experiences and opinions safely with GTSC one-on-one rather than in a larger group.

However, in the end, the group’s members could not agree on the fundamental issue that plagued them, and GTSC was also not able to get every member to agree to actively work towards creating a more collegial work environment. Even though these agreements could not be reached, the unit’s leader and the project’s sponsors now have information that allows them to be better prepared for future conflicts or interventions.

“THANKS again for all your efforts to help our group – much appreciated! I like to learn and, since last week, I have learned quite a lot with both of you! Moreover, you take a scientific approach to help us, which I believe is quite appropriate to our group (Science is something that all of us appreciate).”

“In the two meetings that we had with you, we had a great environment as we have been discussing without one freely offending the other – this is something that has not happened in this group for a while... Thanks again! What both of you are doing is of immense value and help!”
Project Name: Scheller Strategic Plan 2020

Services Delivered:
- Strategy Development & Implementation

The Scheller College of Business (CoB) developed a strategic plan in 2015 at the start of Dr. Maryam Alavi’s tenure as Dean of the College. The intent of this plan was to guide the priorities, actions, and investments of the College from 2015–2020 as it focused on strengthening its position as a top business school. The plan featured six organizational goals: three internally-focused goals to strengthen the College's foundation and three externally-focused goals to drive the College's mission forward.

As the College reached the end of the fifth year of the current strategic plan, the Dean is interested in updating the plan with clear actions that continue to drive the College forward as a nationally recognized top business school, while aligning with the Institute’s new strategic vision and plan. Additionally, the College is preparing for reaccreditation through the Association to Advance Collegiate Schools of Business (AACSB). Elements of the new strategic plan may be included in the AACSB reaccreditation report.

Goals & Objectives
The goals and objectives of this project were to:
- Develop a well-informed, data-driven, stakeholder-supported, and clearly-defined strategy and implementation plan that aligns with the Institute's new strategic vision and plan.
- Review and refine Mission and Vision statements to clearly communicate the College's contribution to the Institute's vision.
- Create a plan that leverages the College's strengths and further positions the College as a top business school, both nationally and internationally.
- Provide project management and facilitation support to the strategic plan steering committee throughout the strategic planning process.

Value Delivered & Impact
As a result of GTSC's support, the Scheller strategic plan was published and detailed implementation plans are being developed. GTSC will remain actively involved in assisting the realizing Scheller College's ambitions for the future.
**Project Name:** Center for Career Discovery & Development  
**Services Delivered:**  
- Organizational Review, Assessment & Discovery  
- Change Readiness & Innovation Adoption

The Center for Career Discovery and Development (C2D2) was created in 2013 from the merger of the Office of Career Services (from Student Affairs) and the Division of Professional Practice (DoPP) (from Academic Affairs). It was the first project assignment following the creation of GTSC. Since the 2013 merger, feedback had been gathered (through the Office of Undergraduate Education's (OUE) 2018 external review, C2D2's 2018 organizational culture study, and other anecdotal comments from students, faculty, staff, and employers) that suggested there was still work to be done for the Center to meet the original goals as set forth by the Institute's president at the time of the merger. Additionally, C2D2 experienced several leadership transitions over the course of six months, including the resignation of the Executive Director in August 2018, the retirement of the Director of Employer Relations in May 2018, and the hiring of a new Director of Employer Relations in November 2018.

Given these factors, coupled with the five-year anniversary of the organizational merger, the Associate Vice Provost for Undergraduate Education engaged Georgia Tech Strategic Consulting (GTSC) to conduct an assessment of C2D2 to review the current organizational structure and identify options for enhanced organizational models and strengthened relationships with the academic units that would better position the Center to serve students and other key stakeholders effectively and innovatively. To identify these options, this assessment looked at the following areas:  
- C2D2 operations and organizational structure  
- Voice of the customer data collection  
- C2D2’s relationships with academic and partner units  
- Strengthening C2D2's role in the undergraduate career advisement environment at Georgia Tech

**Goals & Objectives**  
The project focused on the following objectives to achieve this goal:  
- Engage C2D2 staff to understand and provide input on the Center’s organizational model, services, and processes.  
- Develop a perspective on how well the organization is performing today by understanding the needs, expectations, and experiences of undergraduate students and campus stakeholders.
• Document the career advisement programs, services and systems offered by academic units to determine: (1) the reasons for the development of these decentralized activities; (2) the areas where institutional gaps remain for undergraduate students; and (3) how C2D2 should be organized to better address campus needs.

• Collect and/or review feedback from employers to develop a perspective on their interactions with and services provided by C2D2.

• Engage C2D2 staff and campus career advisement stakeholders in an interactive, collaborative workshop to generate solutions that will strengthen both the services provided by C2D2 and its position in the undergraduate career advisement ecosystem.

• Develop a report that: (1) describes current organizational structure and service model for C2D2 and how that relates to the services provided by the academic units; (2) provides recommendations for realigning the strategy, structure, and programming of C2D2 to improve services to undergraduate students and employers; and (3) outlines a roadmap for implementing recommendations.

**Value Delivered & Impact**

Over the course of the spring 2019 semester, GTSC conducted 91 interviews with C2D2 staff and campus stakeholders, 6 student focus groups, and a survey that was distributed to a random sample of active employers in CareerBuzz. This data was supplemented by a benchmarking study conducted by the external consulting firm, the Career Leadership Collective. The final report, which was provided to leaders in OUE, Graduate Education and Faculty Development, as well as the Office of the Provost, provided options for future state service models that would significantly change the way the office performed its work and improve its relationship with students, campus stakeholders, and employers. The Vice Provost and Associate Vice Provost for OUE selected a best-case service model that they communicated to the Career Leadership Collective, along with the full GTSC final report, in order for them to develop a supporting organizational structure and job descriptions for the redeployed Center.

With the final organizational design in place, the reorganization plan was developed in January 2020 to submit to the Office of Human Resources. Content from GTSC's final report was used as supporting documentation for the reorganization memo, which specifically cited numerous organizational actions that addressed six GTSC recommendations. GTSC continued to work directly with the AVP–OUE and the Director of HR on strategies to communicate and implement organizational changes to impacted staff at C2D2 (which would be renamed The Career Center), campus stakeholders, and employers.
GTSC worked with the Associate Vice Provost for Undergraduate Education (AVP-OUE), the Director of Human Resources for the Office of the Provost, President, and EVPR to conduct a set of activities which included:

- Engaging C2D2 staff to understand the Center's organizational model, services, and processes.
- Engaging undergraduate students and campus stakeholders to understand their needs, expectations, and experiences with the career advisement resources provided by C2D2.
- Documenting the career advisement programs, services and systems offered by academic units to determine: (1) the reasons for the development of these decentralized activities; (2) the areas where institutional gaps remain for undergraduate students; and (3) how C2D2 should be organized to better address campus needs.
- Collecting feedback from employers to develop a perspective on their interactions with and services provided by C2D2.
- Providing guidance to the AVP-OUE on the scope of work for the external vendor, the Career Leadership Collective, and advising the vendor on the specific nuances of Georgia Tech as they conducted an external benchmarking assessment of university career services functions.
- Developing recommendations on (1) a future state service model for C2D2 that will redefine its own internal operations as well as how the Center relates to the services provided by the academic units; (2) strategies to improve services to undergraduate students and employers; and (3) a roadmap for implementing recommendations.
Project Name: International Initiatives Strategy Development

Services Delivered:
- Strategy Development and Implementation

In the summer of 2021, Bernard Kippelen was selected as the new Vice Provost for International Initiatives (VPII). As a new leader, he wanted to engage a broad range of people and perspectives to update and realign his operational plan to the new Institute Strategic Plan (ISP) and set new strategic priorities based on changing forces of influence.

Goals and Objectives:
To create a five-year strategic operational plan for the VP for International Initiatives (VPII) office, and its operating units (including global campuses), that aligns priorities with the GT Institute Strategic Plan.
- Engage VPII staff in an interactive process to define key priorities for Georgia Tech's International Initiatives.
- Build connections and establish productive working partnerships across the units and create overarching goals that set the directional focus for international initiatives broadly
- Create key objectives, and expected outcomes, for each goal.
- Prepare to develop unit-level strategies that describe how each unit under VPII will contribute to the overarching goals (e.g. International Education, International Development, GT Lorraine, GT Shenzhen, Operations and Affiliated Organizations).

Value Delivered and Impact:
GTSC created and administered a survey of staff to gain input on strengths, weaknesses, opportunities, and threats and key priorities for each unit. We provided guidance and support in the preparation of materials for pre-reading by the participants in advance of the two day working session (including ISP and initiatives). We led the design and facilitation two half-day global working sessions on Nov 8 and 9, with 100 participants around the world. We assisted the design team in creating the final plan document from working session outputs and provided tools and templates for unit strategy development and implementation planning.

The result was a plan created with the input of VPII staff from multiple countries. In a post-retreat evaluation, 96% of participants reported that the retreat was effective in building connections and establishing working partnerships across units; 100% felt we were effective in creating an overarching set of goals that set the directional focus for international initiatives broadly; 96% indicated that we were effective in defining key objectives for each goal.

When asked to comment on what worked well, one participant responded, "Participating in a collaborative environment where the exchange of ideas happens in real time with actionable results."

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Project Name: Global Student Experience ISP

Services Delivered:
- Strategy Development and Implementation
- Project Management

The Institute Strategic Plan includes the goal to strengthen our role as a convener of worldwide collaboration, and build a global learning network to expand our reach and amplify our impact. It articulates objectives:
- Prepare all Georgia Tech students to be cross-culturally competent, globally minded leaders.
- Be a leader in study abroad participation among leading public research universities.

Two specific strategies were defined:
1) Engage campus-wide to develop a strategy for globally minded student experience and competence, and
2) Build on program success through offerings of 1st year experience for study abroad.

GTSC was asked to assist the implementation team with developing a detailed plan for mobilizing efforts to accomplish these global ambitions.

Goals and Objectives:
Create a detailed implementation plan, along with identification of resources needed to accomplish the globally-focused goals and objectives of the strategic plan.

Value Delivered and Impact:
GTSC helped the implementation leaders develop their strategy and prepare their resource requests for one time FY22 and permanent FY23 funding. This partnership is ongoing and the value will be assessed as the implementation efforts get underway.
Project Summaries: Research Projects
**Project Name:** EVPR Commercialization Strategy  
**Services Delivered:**  
- Strategy Development & Implementation  
- Project Management  
- Change Management

During the Institute Strategic Planning process, numerous internal and external stakeholders shared their desire to reimagine the commercialization process. This led to the development of an objective in Georgia Tech’s 2020 Institute Strategic Plan in the Champion Innovation strategic theme to be the most attractive campus for high impact venture creation as well as to be one of the world’s top universities in invention disclosures, licensing of intellectual property, and innovation collaborations with leading companies.

In October of 2020, Raghupathy Sivakumar, Ph.D., “Siva”, was named the Interim Chief Commercialization Officer. In addition, the Office of Technology Licensing (OTL) and Venture Lab (VL) were brought together to form the new Commercialization Office, presenting opportunities to:

- Define the roles, responsibilities, and actions needed within the newly integrated commercialization unit.
- Align the organization in terms of workload.
- Understand the connections, linkages, and workflow across the commercialization ecosystem at Georgia Tech.
- Determine how these disparate entities should work together for the benefit of our faculty, students, and staff.

The EVPR’s office has asked GTSC to assist with developing a thoughtful strategy for amplifying the commercialization and technology transfer throughput and overall commercialization ecosystem of Georgia Tech Research. This plan will clarify where the commercialization unit is going, how it will get there, and how it can operate effectively and interact with the broader campus community to emerge as the central engine to drive the entrepreneurship and industry relations eco-system.

**Goals & Objectives**

The goal of this project is to create a clearly defined, comprehensive strategic direction for commercialization at Georgia Tech that achieves the following objectives:

- Effectively integrates the Office of Technology Licensing and Venture Lab
- Connects and aligns the other related commercialization functions in the Institute
- Effectively prepares the organization and manages change
- Clarifies the actions that need to be taken and who will perform them
- Aligns with the Institute’s strategic plan and the Research Next strategic direction.
Value Delivered & Impact
Raghupathy Sivakumar, VP of Commercialization and Chief Commercialization Officer summarized the value of GTSC's contribution to the project:

"For the first time, GTSC brought together all of the commercialization units on campus to jointly craft the vision, goals, objectives, strategies, and metrics for the commercialization ecosystem. GTSC led the group through an intense but effective process which included the planning and facilitation of working group sessions and ad-hoc discussions needed to conduct a strategic analysis and the creation and validation of a strategic plan for the Georgia Tech Commercialization Ecosystem."

When polled in January 2021, working group members were supportive of the initiative, expressed satisfaction with the direction and support received, and overall felt prepared for the next phase of work.
Project Name: Global Center for Medical Innovation (GCMI)

Services Delivered:
- Organizational Assessment
- Strategy Development & Implementation
- Process Optimization
- Organizational Culture and Community Engagement

In 2010, the Global Center for Medical Innovation (GCMI), a comprehensive medical technology innovation center, was established as an entity within Georgia Institute of Technology. In the same year, GCMI was awarded the i6 Challenge Grant by the US Dept. of Commerce’s Office of Innovation and Entrepreneurship. In 2012, it was decided that GCMI should become an independent 501c(3) entity and an affiliated organization of Georgia Institute of Technology.

In 2016, GCMI acquired T3L, a pre-clinical contract research organization, from Emory/Saint Joseph’s Inc. Originally conceived in 1999 under the branding of Saint Joseph’s Atlanta Cardiology Research Institute (ACRI) and then Translational Research Institute (SJTRI) which in turn partnered with Emory Healthcare in 2012, the T3L employees have experienced a number of transitions in the last few years. Additionally, T3L, the larger entity, was acquired by GCMI, the smaller of the two. T3L is a separate 501(c)3 organization that is owned by GCMI.

The EVPR’s office and GCMI’s leadership asked GTSC to conduct a comprehensive strategic operating model in order to strengthen the organization. Through these insights we aim to enhance GCMI’s organizational success by the implementation of specific and measurable actions to enhance their marketing, operations, finance, and talent strategies to position them for long term success. Insights from the engagement may be an input into Georgia Tech’s Research & Economic Development Strategy.

Goals & Objectives
The goal of this project was to develop a comprehensive strategic operating model to best position GCMI for long term success. The project focused on the following objectives to achieve this goal:

- Develop a refined mission, vision, and values.
- Conduct a strategic analysis to understand key trends and issues impacting GCMI’s work.
- Define a strategic approach to position GCMI in the marketplace based on market demand, competition, differentiation, and opportunities for growth.
- Define an operating strategy that defines GCMI’s core purpose, focus, measures of success, processes, programs, policies, and partnerships.
- Define a financial strategy that considers predictability of revenue, funds management, investments, cost, price, and other factors needed to achieve the market and operating strategy.
• Define a talent strategy that describes the knowledge, skills, abilities, structures, development, and reward systems needed to achieve the market and operating strategy.
• Assess GCMI’s readiness for plan implementation and recommend opportunities for closing the gap.
• Provide a clear and realistic roadmap for implementing improvements.

**Value Delivered & Impact**
GTSC provided the insight and engagement to assist with positioning GCMI to advance the Institute’s mission and vision to improve the human condition and which supports the Institute’s Strategic Plan stakeholder sentiments. Further, GTSC encouraged the strategic visioning conversation around the Institute’s strategic investment and desired growth in Technology Enterprise Park II. GTSC recommended a new portfolio approach to aligning multiple campus offices for translational research and technology licensing activities.

During the course of this work, GTSC collaborated with several entities including other affiliated organizations and Institute Finance to create an understanding of this affiliated organization. Many of the Institute’s affiliated organizations function differently and serve different purposes.

GTSC facilitated several conversations and requirements gathering sessions with faculty ranging from mission/vision conversations, PESTLE inputs, and Customer Engagement workshops to Process Events providing their stakeholder feedback. This impact is two-fold: it provides GCMI with necessary customer insights for decision making/pricing/must-haves and encourages a commitment (customer loyalty) by way of the engagement.

This project engaged human resource experts from GTHR and EVPR HR to provide the necessary subject matter expertise into the process. This recommended approach required a commitment by the team but ultimately provided the right people the right level of information for immediate and future recommendations.

Beginning with the foundation, GTSC ensured stakeholders were appropriately engaged and their insights appropriately included. GTSC facilitated a broad campus engagement across many of the phases, including faculty, the EVPR, EVP A&F, GTRC/OSP, Institute Finance, Real Estate, Legal Affairs, ATDC, EI2 and OHR. Further, many stakeholders from off-campus were included – from partner universities, local non-profits, and industry customers.

This project provided leadership with the understanding of GCMI’s specific strategic decisions and upfront investments for achieving financial autonomy.
**Project Name:** Georgia Tech Research Institute (GTRI) Strategic Plan  

**Services Delivered:**  
- Strategy Development & Implementation

The Director of the Georgia Tech Research Institute (GTRI) and Senior Vice President of Georgia Tech, James “Jim” Hudgens, PhD, aspired to create an organization-wide strategy for GTRI that aligns, supports, and complements the Institute Strategic Plan (ISP) currently being developed. This process needed to be highly engaging of research faculty and staff. The GTRI Strategic Plan will prepare for anticipated changes in the research landscape, focus our efforts to make a greater impact, and position ourselves as thought leaders. The GTRI Strategic Plan will also include an operational focus to position the organization for pursuit of new directions in the most effective and efficient manner possible.

GTRI selected a vendor partner, North Highland Worldwide Consulting (otherwise known as “North Highland”), to serve as project and process manager for this effort.

GTRI leadership has asked Georgia Tech’s Office of Strategic Consulting (GTSC) to contribute to GTRI’s strategy development, ensuring alignment with the Institute Plan and Research Next, and ensuring action from prior cultural assessments. GTSC partnered with North Highland and the GTRI core project team on the development of the Mission and Vision and to participate in GTRI’s executive leadership strategy development. This unit level planning included facilitation of multiple goal teams. These working group sessions engaged appropriate stakeholders and define the objectives, measures, milestones, and enabling work needed for successful implementation.

GTSC’s contribution to GTRI’s strategy development included the following activities.
- Contributing to executive leadership conversations
- Advising core project team
- Advising on alignment of GTRI Strategy with Georgia Institute of Technology’s Institute Strategic Plan and Research Next goals and objectives
- Supporting collaboration with the other planning groups on campus to ensure alignment with the Institute planning process
- Advising on a consistent unit level planning approach
- Designing and planning working group sessions
• Facilitating and co-facilitating GTRI goal development team synchronously and asynchronously
• Supporting the development of aspirational goals, objectives, measures, and milestones
• Utilizing strategic analysis to validate goal team objectives
• Contributing to implementation planning efforts

Goals & Objectives
The goal of this effort is to create a GTRI strategic plan that helps leaders set the course for:
• Research themes and priorities
• Growth in innovation around our research agenda
• Infrastructure and workforce planning
• Operational excellence

Value Delivered & Impact
GTSC team members worked with leadership to engage employees in GTRI with developing a strategic plan that is aligned with the inputs from the Appreciative Inquiry Phase, which included:
• Contribute to the executive leadership conversations
• Design, plan, and facilitate goal development working groups in the creation of objectives, measures, milestones, and an implementation plan
• Provide guidance and expertise to the Strategy Development core working group around the development of the strategic plan, ensuring the plan aligns with the Institute's goals and objectives
• Support the development of goals, objectives, measures, milestones, and an implementation plan

There were powerful and foundational discussions on the strategic positioning of GTRI for our city, state, and nation for (1) economic development; (2) thought leadership; (3) and overall research growth. These discussions paved the way for a refined Mission & Vision for GTRI.

With GTSC's guidance and support, the five goal groups created a strategy that responds to the organizational insights and cultural assessments, while addressing the internal and external factors and stakeholders. The approach leveraged feedback from the Institute Strategic Plan and leadership insights in the strategic analysis. Goals, objectives, and actions were developed in direct response to these insights. Organizational leadership and teams were assigned to implementation teams. This roadmap includes opportunities that will have the greatest impact on GTRI's ability to be an interconnected partner within the Institute and to advance their role in their work within the city, state, and nation.
Project Name: Research Next Phase I: Landscape Analysis

Services Delivered:
- Strategy Development & Implementation

With the current and future research landscape rapidly changing, Georgia Tech as an organization and community must respond to external forces in order to address local, national, and global challenges and produce novel ideas and actionable solutions. With that challenge before us, the Executive Vice President for Research, Dr. Chaouki Abdallah, engaged GTSC to support his aspiration to create an Institute-wide strategy for research that aligns, supports, and complements the Institute Strategic Plan. To be modeled similarly as the Creating the Next in Education (CNE) effort, the process should be highly engaging of faculty and researchers. The Research Next plan will leverage trends and thought leadership to prepare for changes in the research landscape, focus our efforts, and resolve grand challenges.

Goals & Objectives
The intention of this effort is to engage thought leaders and key stakeholders in dialogue about key issues in four areas:
- What will the research landscape of the future (including funding sources) likely be characterized by?
- What problems will need to be addressed through research?
- How will we work with industry and move discovery to industry?
- What is the infrastructure needed to operate optimally in this environment and address these problems that matter?

Value Delivered & Impact
The Phase I activities were structured to engage individuals in a dialogue with internal and external stakeholders about key issues in the following four areas:
- The World Beyond
- The World Within
- Research that Matters
- Working with Others

This engagement and analysis will prepare and launch the next era of research at Georgia Tech in order to:
- Contribute to technological and human progress.
- Act as a creative engine that positions our city and our state as examples of inclusive entrepreneurship and innovation.
The four teams pursued this work through the following approaches:

- Through group meetings, seminars, and other discussion forums to provide input and insights to the Research Next discovery and planning process
- Conduct independent research and study to contribute to strategic analysis and discovery of current and anticipated future states
- Contribute through team writing and editing to reports and documents that summarize, draw conclusions, and make recommendations about the future of research at Georgia Tech.

The commission benefited from the work of more than 50 contributors from across Georgia Tech including faculty, staff, and students. It leveraged our leaders from across the Institute’s schools and colleges, administrative units, EI2, and GTRI. The report addresses the significant challenges ahead for research universities including identifying and understanding the internal and external forces, networks that shape the university research ecosystem, examining how research universities engage with society, industry partners, government organizations, and other universities. The report released on March 17, 2021 is based on literature reviews, interviews with critical internal and external stakeholders, and information gleaned from institutional and national databases, as well as government reports. It can be found online at researchnext.gatech.edu.

The positive engagement of many of the co-leads resulted in these leaders being with Research Next in Phase II.

In addition to the thought leadership and insights of the report, this project also leverages expertise across the campus to deliver the needed products. The report production was a great example of cross campus collaboration between College of Design, Institute Communications, and GTRI Communications. The report resides on the Research Next website which was another example of campus collaboration between GTRI Communications, GTRI Enterprise Systems Department, and Institute Communications, facilitated by GTSC and the EVPR’s Office.
Project Name: JANUS Institute Strategic Road Mapping  
Services Delivered:
  - Strategic Planning

JANUS (Joint Advanced Propulsion Institute) is a $15 million dollar NASA funded Space Technology Research Institute, whose vision is to enable and proliferate the flight of high-power electric propulsion systems. Institute Director and Aerospace Engineering professor Mitchell Walker asked Georgia Tech Strategic Consulting (GTSC) to design and facilitate a strategic discussion for the NASA funded JANUS Institute including Year 1 Road Mapping activities.

Goals & Objectives
The strategic planning meeting presented an opportunity to establish new relationships, renew existing relationships and engage all the JANUS team members in an interactive strategic discussion to define the activities and interdependencies in each research thrust area to successfully deliver on the proposed vision. GTSC was asked to assist in developing and facilitating an agenda, activities and discussion that would build connections and establish productive partnerships within and across the research thrusts; support an analysis of the scope for each research area with defined activities that will set a road map; Establish a foundation for successful implementation for future JANUS activities by fostering student engagement with the research areas and to create a Year 1 Road.

Value Delivered & Impact
The report provided to the JANUS team captured critical success factors, the key activities, opportunities, deliverables and people identified at the strategic planning meeting. This draft roadmap by research thrust will support the area leaders and teams to successfully create their deliverables.

Mitchell Walker, Daniel Guggenheim School of Aerospace Engineering Professor & Associate Chair for Graduate Studies & Institute Director of JANUS, noted “Thank you for engaging JANUS and delivering an excellent product! I was impressed with your ability to engage a world-class group of researchers and guide them through a conversation at the interfaces of technical content, strategic activities, and team dynamics. Your competence, engaging personality, and genuine enthusiasm to achieve a successful outcome impressed the participants. They were also a clear differentiator for why Georgia Tech is the correct institution to lead a NASA STRI. JANUS will use the foundation from the session to build out our activities for year one and beyond. In addition to the year-one activities, I thought the group discussion on success metrics and the one-word descriptions were invaluable to the team bonding process.”
Project Summaries:
Administration Projects
Project Name: Administration & Finance Strategic Plan

Services Delivered:
- Strategy Development and Implementation
- Organizational Culture and Community Engagement
- Project Management

In February 2020, Kelly Fox joined Georgia Tech as the new Executive Vice President of Administration and Finance (EVPAF). As the new executive leader for the division, Kelly recognized the need for a new strategic plan for the division that would align with the new 10-year Institute-level strategic plan. Due to the emergence of a global pandemic, and the major role that the division played in responding to it, Kelly waited to begin the division planning until July 2020. This also allowed the process of Institute level planning to make progress so the divisional plan would have high level strategic direction from the Institute plan.

In July 2020, Kelly asked GTSC to design and facilitate the process to create a strategy and implementation plan for the division. She requested a data-informed, highly interactive process. On July 29, 2020 Kelly announced the process to the Division and the Institute more broadly. A 20-member steering committee was assembled from a group of volunteers, and they launched the process at their kickoff meeting on August 25.

Goals & Objectives
The goal of this project is to develop a well-informed, data-driven, stakeholder-supported, and clearly defined strategy and implementation plan that aligns with the Institute’s new strategic vision and plan.

GTSC was responsible for the following:
- Engage a broad group of stakeholders in shaping the desired vision for the future of the Division.
- Perform a strategic analysis to include the collection and analysis of relevant internal and external information.
- Review and refine the Division’s existing mission and vision statements to clearly define the Division’s contribution to its stakeholders and the Institute’s strategic direction.
- Define the expected behaviors and practices for members of the Division to demonstrate the Institute values.
- Define strategic themes, goals, objectives, and metrics that build on the Division’s strengths, improve the quality of service to internal and external customers, and prepare it to support the Institute’s ever-changing needs.
- Create an action plan that clearly defines the owners, tactics, timelines, and resource requirements for each major objective defined in the plan.
- Establish a cadence and process for tracking and reporting progress and continuous improvement.
Value Delivered & Impact

- 100% of respondents indicated that GTSC engaged stakeholders through interactive discussions about the future of A&F
- 86% of respondents indicated that GTSC helped the steering committee stay on track and focus on completion of deliverables
- 71% of respondents indicated that GTSC collaborated with other planning groups on campus to ensure alignment with the Institute Strategic Planning process
- 71% of respondents indicated that GTSC effectively captured and translated key ideas through documentation of interviews, focus groups, meetings, and survey input

“GTSC became a strategic partner in recognizing all departments as equally important to the campus.”
Project Name: Budget Model Project & Change Support

Services Delivered:
- Portfolio & Project Management
- Strategy Development & Implementation
- Change Readiness & Innovation Adoption

Georgia Tech has launched the process to identify and contract with an external consulting partner to re-envision its budget model to move from an annual incremental budget model to an outcome-based budget model that relies on multi-year forecasting and projecting that systemically includes incentives that align its budget to achieve the institute strategic plan. Georgia Tech is committed to expanding access to its educational enterprise. Tools currently used include financial aid, low tuition rate increases, and flat mandatory fees. Georgia Tech recognizes the tight state and federal funding environment and must develop mechanisms to systematically increase revenues while systematically curbing costs and re-inventing the underlying cost structure.

The current budget model has historically served the campus well but the current environment requires greater flexibility, engagement, transparency, attention to the details of costs, and a new openness to revenue generating opportunities. Today the Institute needs a budget model that can be more flexible to respond quickly to strategic opportunities, challenges, and crises. Our funding model must better enable us to respond to and anticipate current and future realities, instead of reflecting legacy decisions that may no longer be relevant. The revised budget will provide incentives to support and reward growth in key areas, optimize outcomes, respond to declines, and ensure accountability for the use and allocation of funding. The future state model also recognizes that growth without a check on expenses will result in inefficiencies. The new budget model will reflect the importance of capturing resources for strategic use both centrally and at the local level.

This opportunity to re-envision its budget model is coincident with the recent launch of a new Strategic Plan, and the new budget model will not only reflect and be grounded in the Values communicated in the plan but is intended to help operationalize and support the initiatives.

Final budget design should:
- Reflect and execute the Institute’s mission and priorities
- Be understandable, easy to manage, logical, and transparent
- Promote and reward performance, success, and innovation
- Foster trust and responsibility around decision making
- Provide predictable funding to support our ability to be strategic in our planning
Goals & Objectives
The goal of GTSC’s role in this project is to:
- Partner with the VP of Finance and Planning and the Executive Director of Institute Budget Planning and Administration to minimize risk and maximize value from the investment made in an external consulting vendor.

The following objectives were the focus of this project:
- Work with the selected vendor’s project manager to help structure the project and define goals and objectives, measures of success, contributors and their roles, major steps, responsible parties, and timelines.
- Recommend actions to maintain transparency, equity, openness, and fiscal stewardship throughout the project.
- Identify and report risks and recommend strategies for mitigation across the project life cycle.
- Provide support in the selection of the vendor to provide budget model consulting.
- Provide regular status reporting to the Executive Sponsor.
- Identify and recommend engagement strategies for key stakeholders through the project life cycle.
- Recommend strategies to achieve organizational readiness for each phase of the Budget Model project.
- Provide consultation and guidance in the scoping and agreement with selected vendor for each of the 3 phases of the project (assessing, designing, and implementing a new budget model).
- Assist with establishing and implementing a solid vendor management protocol to ensure clarity, transparency, rigor, focus, and value.
- Monitor and report on the vendor delivery to ensure return on investment through the design and administration of project health assessments to gain feedback from stakeholders about the effectiveness of the project.

Value Delivered & Impact
Executive Vice President of Administration and Finance, Kelly Fox, asked GTSC to partner with the VP of Finance and Planning and the Executive Director of Institute Budget Planning and Administration to help ensure effective mitigation of risk and achieve return on investment. GTSC is currently supporting working group sessions for the 5 working groups and assisting working group co-leads. Additionally, GTSC has delivered Budget 101 learning opportunities to working groups. This project is planned to end in June 2023, as such a value assessment had not been administered.
Project Name: Administrative Excellence (AdminX) – Design & Implementation Phases

Services Delivered:

- Organizational Review, Assessment & Discovery
- Strategy Development & Implementation
- Portfolio & Project Management
- Change Readiness & Innovation Adoption
- Organizational Design & Development
- Process Optimization
- Organizational Culture

The convergence of the global pandemic and two new ERP systems have illuminated the need to improve our administrative support model, processes, and use of systems. In addition, today's administrative staff face extraordinary workloads and some are also “home schooling” their children. A number of experienced, heavily relied-upon administrative professionals are retiring. Budget reductions make it challenging to backfill or add headcount even where needed. These emergent conditions have shown the magnitude of long-standing challenges with Georgia Tech's current administrative support model. Georgia Tech Executive Leadership has made a commitment to improve how administrative support is delivered across the Institute.

In May 2020, the executive vice president for Administration and Finance (A&F) engaged GTSC, with support from the functional leaders in IT, HR, and finance, to evaluate the costs and benefits of transitioning to a shared services model for administrative support. Using data collected during the 2018 Comprehensive Administrative Review process, several years of customer feedback, peer benchmarking, and research on leading practices, GTSC confirmed that there are resolvable challenges that a customer-centric, high-performing shared service center can address:

- High-levels of variation and redundancy resulting from many years of units creating structures and processes to meet their operational needs.
- An increase in administrative workload with fewer staff to handle it.
- Concerns raised by staff about the lack of career advancement, increased stress, frustration, and isolation.
- Many administrative staff are eligible for retirement, which could have a significant impact on smaller units.
• Staff in central units have reported being consumed by transactional activities making it impossible to deliver the strategic, enterprise level services they are expected to provide.
• The introduction of new financial and human capital management systems has led to standardization of some processes, but units have also reported that the new way of working requires more time and effort to complete transactions.

The business case found that shared services can reduce costs, improve services, provide greater depth of expertise, increase capacity to handle demand fluctuations, and eliminate duplicative services. Through unified leadership, cohesive strategies, aligned operations, and streamlined processes, shared services can improve the delivery of administrative functions while also increasing capacity in service areas facing a variety of new stressors as well as those experiencing rapid growth.

Goals & Objectives
The ultimate goal is to improve the way administrative work is performed at Georgia Tech. The project goals include achieving measurable improvements in:
• Customer Satisfaction
• Data-Informed Decisions
• Administrative Staff Benefits
• Efficient and Effective Processes

The expected outcome is an administrative services model that will:
• Deliver nimble, high-quality administrative services
• Improve the quality of the workplace experience for administrative staff
• Provide greater depth of expertise
• Increase capacity to handle demand fluctuations
• Eliminate duplicative services
• Achieve process standardization through efficiently designed processes and the use of enabling tools and technologies
• Effectively manage customer relationships
• Mitigate and manage enterprise risks more effectively
• Reduce administrative costs
• Increase the capacity of central and local unit leaders to focus on strategic efforts
Perform a business case analysis to understand the opportunity, potential benefits, costs/investments required, risks, and other key considerations for decision making.

Build positive energy and momentum throughout the process by effectively informing, engaging, and involving stakeholders early and often.

Design an administrative model that meets and exceeds expectations by ensuring clarity of customer requirements and documenting them into service level agreements (with a structure and cadence for tracking).

Customize the model to meet Georgia Tech’s unique needs by providing leaders with one or more model options for consideration.

Support Institute Leadership in the decision processes by providing relevant, timely information.

Maintain focus on achieving the goals and objectives by creating and maintaining a detailed implementation plan.

Organize administrative talent into an organizational structure, with clearly defined roles, requirements, and professional pathways.

Define the best-fit financial model and allocation of resources to support the long-term operational costs.

Achieve a greater return on the ERP investment by continuing to improve processes beyond the systems.

Creating efficiency by automating other processes where possible through robotic process automation (RPA).

Identify, onboard, and prepare the Administrative Services Center team for successful launch and steady state operations (in partnership with GTHR).

Establish and help manage governance and resource allocations.

Establish a structure and cadence to track performance metrics and manage a culture of continuous improvement.

Ensure continuity of operations in the local and central units impacted by the implementation of the ASC through interaction, support, and assistance to new process and organizational structure design.

This multi-year project is currently in-progress, as such a value assessment has not yet been conducted.
Capacity Building Projects
Capacity Building Initiatives

- Project Management Networking Forum
- Organizational Effectiveness Conference
- GTSC Management Consulting Master Services Agreement
- DOAS Management Consulting Contract
- Georgia Tech Staff Council

GTSC is charged to build capacity within units and help equip them with the practices, strategies, and tools needed to embrace, lead, and execute unit specific initiatives and projects. Capacity building is intertwined throughout all of GTSC’s service areas. As such, each year GTSC staff members lead efforts designed to inform and educate colleagues across the Institute and better position themselves to embrace their unit’s most challenging issues through sound practices which support overall advancement of the Institute’s priorities.

Project Management Networking Forum (PMNF)
The Georgia Tech PMNF presents opportunities for the Georgia Tech community to come together and discuss how they plan, manage, and execute projects. Attendees learn from each other, share experiences, and explore ways to develop competencies which better equip project managers to execute the initiatives they’ve been asked to lead.

During FY21 GTSC’s PMNF hosted one session. The session, How to Maintain Your Sanity While Managing Projects Remotely, was presented by Patrice Embry. Patrice shared key best practices for projects managers interested in learning ways to work effectively in virtual settings. Attendee survey feedback indicated that the topic was timely and the speaker was well-received and engaging. One attendee shared:

“The presentation contained many tips for being productive and mindful while working remotely. Many of the topics discussed reinforced routine discussions within my organization. I really like the reminders and actions individuals can take to improve our home office habits, how to navigate shared home spaces and separation of the many responsibilities we have.”
Organizational Effectiveness Conference

The half-day experiences featured engaging keynote addresses, leader panel discussion, interactive breakout sessions, Innovation Alley showcase, and networking consisting of 250 (+) higher education and industry professionals from across the country.

In Part 1 of this Organizational Effectiveness series, delivered in January 2021, GTSC kicked off the New Year with stories, insights and strategies for inspiring people to build and thrive in their communities. Part 2, delivered in April 2021, focused on operationalizing strategy and culture through continuous improvement of people, structure and processes, and overcoming barriers to success by building continuous improvement into every aspect of organization. The Part 3 finale event, took place in October 2021, and focused innovating with enhanced technology and methodologies to be a model of excellence within our organizations.

Attendee feedback indicated that the programming was timely and engaging, and that the 3-part structure was effective for delivery of a virtual conference. A value assessment survey was administered to participants to assess outcomes of the conference. A summary below of findings is provide below:

Part 1: Inspiring
- 100% of respondents shared that the conference created a platform that enabled dialogue and sharing of best practices among Higher-Ed and industry leaders
- 96% of respondents shared that the conference enabled individuals to learn valuable tools and resources that can be leveraged in any environment
- 36% of respondents indicated they would actively promote the next conference to others

Part 2: Improving
- 93% of respondents agreed the conference enabled them to learn valuable tools and resources that can be leveraged in any environment
- 93% of respondents agreed the conference created a platform that enabled dialogue and sharing of best practices among Higher-Ed and industry leaders
- 93% of respondents agreed the conference provided a virtual space to network and collaborate with attendees representing various backgrounds and industries
- 93% of respondents agreed the conference supported the Part 2 theme of “Improving organizational performance through alignment of people, processes and structure.”
Part 3: Innovating

- 92% of respondents agreed the conference enabled them to learn valuable tools and resources that can be leveraged in any environment
- 92% of respondents agreed the conference created a platform that enabled dialogue and sharing of best practices among Higher-Ed and industry leaders
- 75% of respondents agreed the conference provided a virtual space to network and collaborate with attendees representing various backgrounds and industries
- 83% of respondents agreed the conference supported the Part 3 theme of “Innovating the way we work and leveraging enhanced technology and methodologies to be a model of excellence within our organizations.”

"The energy! I could tell that the conference planners put so much time and thought into every aspect of the conference. There was a good balance of education and networking opportunities, break times, schedule structure, and variety in the educational offerings."
DOAS Management Consulting Contract
The Georgia Department of Administrative Services is preparing to reissue the Statewide Management Consulting contract. This contract vehicle will be accessed by all state agencies. Georgia Tech is involved in the evaluation and selection of those partners. Sixty-seven proposals will be reviewed and scored.

GTSC Master Services Agreement
In anticipation of the expiration of GTSC’s 5-year master services agreement (MSA), GTSC formed a small committee to establish a new MSA and solicit proposals from external management consulting partners to periodically provide targeted assistance to GTSC in the following core organizational effectiveness areas:
- Portfolio & Project Management
- Organizational Readiness & Change Management
- Organizational Design
- Process Optimization
- Organizational Culture
- Quality Assurance & Continuous Improvement

The request for proposals was issued to establish contracts with qualified firms on an ‘as needed’ basis to augment services provided internally by GTSC with the purpose of increasing GTSC’s capacity. Through a rigorous proposal submission and interview process, the committee sought to identify nimble firms that could deliver smaller scopes of work quickly and efficiently.

Near the conclusion of FY21, 10 vendor partners were selected and contracts were finalized. To support these vendor partners GTSC established a GT Consulting Round Table to foster communication, share knowledge, and provide networking opportunities between the selected vendor partners.
Georgia Tech Staff Council

During FY21, GTSC Sr. Consultant, Byron Fitch served as Chair of Staff Council, whose mission is to engage, advocate, and inform on behalf of the 4,000 (+) staff members working across the Institute. He served as a trusted advisor and thought leader by putting forth virtual programming, community building, and strategic avenues to build upon staff culture and engagement. Through his direction, Staff Council was able to accomplish the following:

- Hosted a series of virtual town hall events throughout 2020 that reached over 1,400 staff attendees:
  - “Return to Campus Staff” town hall event featuring President Cabrera, Kelly Fox, and Kim Harrington in August.
  - “Self-Care and Your Well-Being” town hall event to provide staff with resources and insights from campus experts.
- Hosted the inaugural Institute Staff Appreciation Day in October which engaged 300 (+) employees for a day of recognition, giveaways, and food.
- Revamped and launched the Staff Council website to increase branding and awareness of the organization.
- Hosted a series of PPE distribution events in collaboration with GT Environmental Health & Safety to support staff during the pandemic.
- Coordinated the 2020 Staff Council nomination and election cycle and onboard new Staff Council members.
- Facilitated the “End of Year” Staff Council leadership and planning retreat.

The work within Higher Education is often highly collaborative, requiring units to rely on colleagues to dedicate their time, discuss their professional perspectives, and share personal insights to help advance the knowledge and capabilities of Higher Education professionals. This is especially true regarding GTSC’s capacity building efforts. GTSC extends sincere appreciation to the many internal and external speakers, staff, and faculty members who dedicate their time and talents to make these events successful and meaningful for the Georgia Tech community and our colleagues within Higher Education.