MESSAGE FROM OUR ASSOCIATE VICE PRESIDENT

This has been an exciting year for Georgia Tech Strategic Consulting (GTSC). We have had the honor of serving as a trusted advisor, catalyzing innovation, and helping mobilize our community to implement the Institute’s strategic priorities. That is a responsibility that we are humbled to fulfill.

We have been entrusted to convene and facilitate the improvement of our organizational culture, grounded in our values, with a focus on fostering innovation. Since culture underlies our ability to achieve any strategic priority, this work has been critical for us and Georgia Tech. As a steward of our Institutional culture, we worked with individual leaders throughout the year and designed and led two senior leadership retreats to engage more than 50 of our top leaders in understanding and addressing our current culture. Together, we are working to create an environment where people feel a sense of psychological safety and are rewarded and recognized for living our values every day.

Our primary efforts have been to implement and refresh our Institute Strategic Plan (ISP), partnering with cross-organizational teams to achieve the goals of our 2020-2030 plan. We partner with leaders in making informed decisions, directing the work of others, and instilling accountability for results. We bring organizational effectiveness expertise and an objective, Institute-wide perspective to facilitate and support the success of our partners who bring deep content knowledge.

We shared thought leadership with higher education colleagues broadly, delivering workshops at the national conferences of the Network on Change and Continuous Improvement (NCCI) and the Association for Internal Management Consultants (AIMC). We were even honored this year by AIMC, receiving the small consulting group excellence award along with Liberty Mutual, Mayo Clinic, DHL, and Dell Technologies. We were also fortunate to have our recent study on the use of Appreciative Inquiry for Strategic Planning published by the Journal of Higher Education Policy and Management.

Professional knowledge and skill development continues to be one of our team’s core priorities. We have been developing our skills in using generative AI and other advanced technologies to improve our efficiency. As a team, we have been operationalizing what we learned in the intensive course on “Being a Trusted Advisor” and building on the frameworks of the Five Behaviors of a Cohesive Team, Gallup Strengths, and our DiSC profiles through ongoing facilitated team development sessions.

We are deepening our focus on innovation, updating our service delivery framework, and sharpening our knowledge, skills, and tools to support the generation of breakthrough, radical, and disruptive innovations across the organization. We even updated our mission and are looking forward to a new name in the coming fiscal year!

We are so proud of our contributions and grateful for our partners as we worked collaboratively to fulfill Georgia Tech’s mission of developing leaders who advance technology and improve the human condition.

Sonia Alvarez-Robinson, Ph.D.
Associate Vice President
Strategy & Organizational Effectiveness
OUR MISSION

Our mission is to serve as strategy partners who advise leaders, catalyze innovation, and mobilize the community.

OUR GOALS

1. Catalyze innovation and engagement to advance Institute strategic priorities by serving as a trusted advisor, connector, and thought partner with campus leaders.

2. Equip the Georgia Tech and internal consulting community with the knowledge, skills, and tools to advance innovation and strategic priorities while improving organizational effectiveness.

3. Support student success academically, professionally, and strategically through direct student engagement and ensuring that students are our top priority as we implement the strategic plan.

4. Enhance the well-being, professional development, and team effectiveness in GTSC.

5. Foster a culture of psychological safety and inclusivity, where diverse voices are heard, respected, and valued, enhancing collaboration, creativity, and resilience.
GTSC offers a unique value proposition:

- We have deep Institutional knowledge and strong organizational improvement skills and experience that allows us to contribute quickly.
- We are connectors – we bring the right people to the table to solve complex challenges.
- We are the only unit on campus whose entire mission is to advance, align, and innovate the institute's strategies.
- We bring diversity of skills, experience, ideas, and insights across our team to develop and implement new solutions.
- We are committed to the success of Georgia Tech – “tied in a single garment of destiny”.

Each member brings an important element to the collective capability of the team. Their unique talents are applied on assignments that align with their professional interests, strengths and passions, and experiences needed at the time. As you can see in the bios below, we have an impressively diverse team who are relentlessly committed to the success of Georgia Tech.
WHO WE ARE

Juana Cunningham, MPA
SHRM-SCP,
Lean Six Sigma Green Belt
Senior Director

Andrew “Andy” Eichel, Ph.D.
CSM
Senior Managing Strategy
Consultant

Byron Fitch
CEC, CCMP
Director

Karla Gibson, M. Ed.
Program & Portfolio Manager

Haris Haq, Ph.D.
Strategy Consultant

Samuel Karanja
Lean Six Sigma White Belt
Senior Strategy Consultant

Tanika Kyle, Ph.D.
DSL, PMP, NPDP,
Lean Six Sigma Black Belt
Program & Portfolio Manager II

Kendra Lewis-Strickland
Ed.D.
Strategy Consultant

Rashaad Owens, Sr., MBA
Senior Strategy Consultant

Tiffany Owens, MPA
PMP
Strategy Consultant

Jeneen Parker Mosley, MBA
Senior Administrative
Professional

Michelle Powell, M.A.
CCMP
Director

Jacquelyn Schneider, MBA
PMP
Managing Strategy Consultant

Gerome Stephens, Ph.D.
Senior Managing Strategy
Consultant

Kara Tillman, MBA
PMP, CCMP
Director

Maria Ward, Ph.D.
Managing Strategy
Consultant
WE DELIVER ON OUR MISSION BY PARTNERING TO:

**SET STRATEGY:** We bring people together to create shared visions and generate ideas for our collective future. We support leaders in analyzing their current realities and collaborate in teams to prioritize where we should focus and how we will measure success.

**IMPLEMENT STRATEGY:** A strategy is only valuable when it is put into action. We help leaders and their teams define the actions, timing, resources, roles, and responsibilities to bring their strategies to life. We help them track, measure, and communicate results and address any areas where additional attention is needed.

**GUIDE DECISION-MAKING:** We work with leaders as they consider decisions in the best interest of our students, workforce, alumni, stakeholders, and community. We collect, analyze, interpret, and visualize data to provide leaders with reliable insights.

**MANAGE AND LEAD CHANGE:** We assist campus leaders in fulfilling an important role to inform, inspire, and engage their stakeholders around significant organizational changes. We design and facilitate processes that help people understand changes that will impact them and engage them in contributing to our success.

**IMPROVE EFFICIENCY AND EFFECTIVENESS:** We help teams to continuously improve by refining and redesigning processes and identifying opportunities for automation in partnership with technology experts.

**CREATE THE CULTURE AND CONDITIONS NECESSARY FOR SUCCESS:** We assess and address factors that shape and influence our organizational culture, modeling what it means to Live Our Values Everyday at Georgia Tech.

**FOSTERING RESILIENCE:** We help our community to develop the skills and practices to be ready for, respond to, and recover from adverse situations.
OUR IMPACT IN FY24

Recovered $2.70M+ for Georgia Tech

29 projects in GTSC’s FY24 portfolio

93% of clients agreed that project goals & objectives were achieved Extremely Well or Very Well

83% of projects advanced Strategic Priorities

GREAT Net Promoter Score (NPS)

Projects By Client Area

Institute Strategic Plan 55%

Academics 3%

Student Engagement 7%

Strategic Portfolio Management 7%

President’s Units 14%

Administration & Finance 14%

Institute Strategic Themes Reflected Across Projects

<table>
<thead>
<tr>
<th>Projects</th>
<th>Amplify Impact</th>
<th>Champion Innovation</th>
<th>Connect Globally</th>
<th>Expand Access</th>
<th>Cultivate Well-Being</th>
<th>Lead by Example</th>
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OUR CONTRIBUTIONS

The following pages summarize our contributions at the Institute level and in specific initiatives across the six focus areas of our Institute Strategic Plan.

These summaries describe our contributions in setting and implementing strategy, guiding decision-making, managing and leading change, improving effectiveness and efficiency, creating a culture of success, fostering resilience, developing Georgia Tech students, and strengthening our organizational culture.

These narratives provide a glimpse into the variety of ways we collaborate with Institute leaders to advance Georgia Tech’s goals and objectives.
INSTITUTE-WIDE STRATEGY DEVELOPMENT AND IMPLEMENTATION

Partnering to Implement and Refresh Georgia Tech’s Strategic Plan

- **Lead Client:** Georgia Tech Executive Leadership Team including President, Provost, EVP Research, and EVP of Administration and Finance
- **Key Contribution:** Setting strategy; Guiding decision making; Implementing strategy; Managing and leading change; Improving efficiency and effectiveness; Creating culture and conditions for success
- **Status:** Ongoing

GTSC has been charged to provide trusted advisement, serve as a catalyst for innovation, and to mobilize the community in the implementation of Georgia Tech’s ambitious 10-year Institute Strategic Plan (ISP). In this third year of implementation, GTSC worked closely with Institute leaders to maintain progress and measure outcomes for 19 strategic initiatives across the Institute. We supported three initiatives as they matured to advance into an operational steady state, embedding the work into their divisional operations.

GTSC assisted cross-functional implementation teams to advance the initiatives, serving as a partner to provide guidance, allocate resources, and prepare teams to measure results.

We convened implementation leaders to collaborate and discuss synergies across initiatives, ensuring all initiatives have clearly defined action plans. We equipped implementation leaders with the tools and resources to achieve their plans, hired vendor partners to fill gaps, and developed a dashboard highlighting expected outcomes, progress, and results across all initiatives.

In the latter part of the fiscal year we designed and led a fresh of the plan to hone our focus and address newly emerging Institutional opportunities and market demands. The value of this work is delivering a clear, compelling strategy that is widely understood and will guide day-to-day decisions and align efforts across the organization.

Senior Leader Alignment: Strategy and Culture

- **Lead Client:** Office of the President
- **Key Contributions:** Guiding decision making; Managing and leading change; Creating culture and conditions for success
- **Status:** Ongoing

Every 6 months, approximately 50 Georgia Tech senior leaders convene to align around priorities, strategy, and culture. This year GTSC designed and facilitated the strategy and culture agenda items for these full-day meetings.

At our January 2024 session, we engaged leaders in defining innovations for implementing the strategic plan. The results of those discussions were included for consideration in the refresh of the strategic plan. We also led a deep-dive discussion in partnership with GTHR on creating a culture of psychological safety and rewards and recognition.
INSTITUTE-WIDE STRATEGY
DEVELOPMENT AND IMPLEMENTATION

Planning and Assessment for Administrative, Research, and Academic Units

- **Lead Client:** Office of the President; Administration and Finance Division; Research Administration
- **Key Contributions:** Setting strategy; Guiding decision making; Improving efficiency and effectiveness
- **Status:** Ongoing

GTSC leads the process to ensure we meet the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation and reaffirmation standards for sections 7.1 and 7.3 related to Administrative Unit Planning and Assessment. These standards are consistent with our established processes for setting and implementing unit level strategic plans in alignment with the overall Institute strategic plan.

We work closely with the leaders of 20 administrative units across the Office of the President, Administration and Finance, the Division of Research, and our affiliated organizations to set annual goals, establish outcomes, and regularly report on unit progress towards achieving these outcomes. This work plays a critical role in advancing the Institute Strategic Plan and supporting the Institute's upcoming SACSCOC reaffirmation process.

This year we assisted the new dean of the Scheller College of Business, Dr. Anuj Mehrotra, as he set his vision for the college while building on the strategic plan we helped to create a few years ago.

Supporting Achievement of President's Annual Goals

- **Lead Client:** Office of the President; Administration and Finance; Research
- **Key Contributions:** Guiding decision making; Implementing strategy; Improving efficiency and effectiveness
- **Status:** Ongoing

Every fiscal year our President sets performance goals for which he is accountable to the University system. These are goals that are set to achieve targeted outcomes across the organization.

GTSC advises the President in setting and achieving his annual goals. These goals advance our broader Institute Strategic Plan, with a focus on what is achievable within the 12 month fiscal year. GTSC partners with leaders assigned to each goal and their teams to plan, assess, and report progress where needed. This year we assisted leaders in achieving 37 goals to amplify education and research impact, drive operational excellence, develop campus to support growth and sustainability plans, strengthen culture, deliver fundraising goals, ensure student success, advance student engagement and well-being, and strengthen the innovation ecosystem.
INITIATIVES TO AMPLIFY IMPACT

We partnered to advance Georgia Tech’s strategic goal to: Embrace our power as agents of change for the public good and generate talent, ideas, and solutions with unmatched impact and scale to help define and address the most critical problems of our time, locally and globally.

Student Success Transformation - focused on Student Advising Services and Systems

- **Lead Client:** Office of the Provost
- **ISP Initiative:** Expanding Access and Success for Low Income Students
- **GTSC’s Key Contributions:** Setting strategy; Guiding decision making; Implementing strategy; Managing and leading change; Improving efficiency and effectiveness
- **Status:** Ongoing

Academic advising and the tracking of academic performance and progression through a degree program is a foundational aspect of a student’s college experience. To improve the effectiveness of current advising practices, GTSC partnered with Education & Learning leaders to develop a holistic approach to serving students that encompasses their entire experience from pre-matriculation through graduation. We engaged campus stakeholders to develop a vision for academic advising at Georgia Tech and common advising practices for professional and faculty advisors across Institute. We provided a project management structure and roadmap for process improvement, policy review, change management, and the implementation of recommended solutions. GTSC also partnered with the Office of Information Technology to prepare for the implementation of new technology to support academic advising and student success processes.

Strategic Growth Management

- **Lead Client:** Office of the President
- **ISP Initiative:** Strategic Growth Management
- **Key Contributions:** Setting strategy; Guiding decision making; Implementing strategy; Managing and leading change; Improving efficiency and effectiveness
- **Status:** Ongoing

Georgia Tech’s overall enrollment has grown 21.6% over the last 3 years. Our online graduate enrollment growth was 21.6%, our Atlanta campus graduate enrollment grew by 24.5%. Our undergraduate enrollment grew by 17.6%.

The Strategic Growth Management initiative was charged with developing an integrated, comprehensive strategy to effectively manage and support both current and future growth in enrollment and driving sustainable enhancements to elevate and optimize the student learning experience. GTSC provided consultation to initiative leaders as they developed a strategic framework for expanding our capacity to support future growth and identified an initial set of proposed solutions to address existing growth challenges. When implemented, this strategy will ensure we have faculty and staff support, proactive and coordinated space planning, innovative teaching practices, exceptional student advising, and housing availability.

[The strategy engagement] surpassed all of my expectations, [GTSC was] seamless to work with, extremely helpful, and got us the project we hoped for in the way we hoped it would be delivered. I am extremely grateful.
INITIATIVES TO CHAMPION INNOVATION

Partnering across campus to achieve our strategic goal to: Champion our leadership position as an engine of innovation and entrepreneurship, and collaborate with other public and private actors to create economic opportunity and mobility, positioning Atlanta and Georgia as examples of inclusive innovation.

Supporting the Implementation of Arts @ Tech

- **Lead Client**: Office of the President
- **ISP Initiative**: Arts @ Tech
- **Key Contributions**: Setting strategy; Guiding decision making; Implementing strategy; Managing and leading change; Improving efficiency and effectiveness
- **Status**: Ongoing

GTSC has provided advisement, guidance, project management, and co-created documentation including presentations alongside the Associate Vice Provost-Arts. GTSC has participated in industry customer discovery meetings and assisted with identification of degree design team faculty and stakeholders, as well as filling in operational gaps like identifying vendors and contracting engagement for facilitation and landscape analysis for the degree design meetings.

Supporting Implementation of Transformative Teaching and Learning

- **Lead Client**: Office of the Provost
- **Key Contributions**: Setting strategy; Guiding decision making; Implementing strategy; Managing and leading change; Improving efficiency and effectiveness
- **Status**: Ongoing

In pursuit of our goals to amplify impact, champion innovation, and cultivate well-being, an initiative to transform the teaching and learning experience and improve student outcomes was formed. This past year, GTSC partnered with Graduate and Postdoctoral Education leadership to develop a graduate teaching and learning strategy. We provided a project management structure for organizing the work, mobilizing stakeholders, and socializing the plan to the campus community. GTSC also provided support to the Education & Learning leadership team as they developed the framework for implementing a new Quality Enhancement Plan, a critical component required for accreditation.
INITIATIVES TO CHAMPION INNOVATION

Launching the Division of Lifetime Learning

- **Lead Client**: Office of the Provost
- **ISP Initiative**: Lifetime Learning
- **Key Contribution**: Setting strategy; Guiding decision making; Implementing strategy; Managing and leading change; Improving efficiency and effectiveness; Creating culture and conditions for success
- **Status**: Ongoing

At the start of this fiscal year, The Division of Lifetime Learning was created, aligning the Center for 21st Century Universities (C21U), the Center for Education Integrating Science, Mathematics, and Computing (CEISMC), and Georgia Tech Professional Education (GTPE) to establish a new academic unit at Georgia Tech, focused on the K-gray continuum of lifetime learning.

GTSC has provided the project management structure for operational planning and implementation of the new organization. We established a framework for assessing current organizational capabilities and recommending approaches for unified division operations.

We provided change management expertise to support the cultural and organizational transformation needed for the units involved and the campus at large. GTSC also planned and supported a series of campus information sessions to introduce the concept of the Lifetime Learning College, address stakeholder questions, and understand their concerns in support of the faculty governance process.
INITIATIVES TO CONNECT GLOBALLY

Partnering to achieve our strategic 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.

Advancing the University Global Coalition

• **Lead Client:** Office of the President
• **Key Contributions:** Strategy implementation; Organizational effectiveness

In 2023, Drew Cutright (who now works in the Georgia Tech Office of Campus Sustainability) led the planning and execution of the University Global Coalition’s (UGC’s) 5-day virtual gathering of global stakeholders. The focus of this year's gathering was to further plans and actions from universities around the world to support the 17 Sustainable Development Goals, utilizing the 17 Rooms process developed by The Brookings Institution and The Rockefeller Foundation.

Members of GTSC helped coordinate the conference committee, provided communications support, organized registration, and engaged with partners to develop content and prepare for the 20 conference sessions. 377 individuals, from 84 countries, responded to the call to participate, bringing together a global audience of staff, faculty, students, and leaders in higher education, as well as partners from business, nonprofit, and government.

Drew Cutright co-edited, with President Cabrera, *Higher Education and SDG17: Partnerships for the Goals*. Released in June 2023, it includes a series of 17 books focused on ways higher education can accelerate progress towards achieving the UN Sustainable Development Goals.

> All went well. Appreciated the pace and interactivity [and the leadership in] thinking through our unique unit’s cultures. Presenters were excellent.
INI TIA TIVES TO CULTIVATE WEL L-BEING

Contributing to Georgia Tech's goal to: Strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.

 Leading L.O.V.E. GT - Living Our Values Everyday

• Lead Client: Office of the President
• Key Contributions: Setting strategy; Guiding decision making; Implementing strategy; Managing and leading change
• Status: Ongoing

Georgia Tech continues to advance our values through the Living Our Values Every Day (L.O.V.E. GT) cultural framework. During FY24, GTSC led this effort by designing and facilitating activities in the following areas: assessment, communications, community engagement, and integrating practices.

We engaged with 15 unit leaders and several HR partners to further align practices with our values. Results from the second year Institute-wide culture survey (administered by GTSC) showed positive progress in every category. We provided leaders with a Culture Improvement Toolkit to make improvements in their unit and team cultures. We gathered input from key stakeholders (SEWB, Faculty Affairs, D&I, HR) to develop a Year 3 culture assessment plan emphasizing employee engagement metrics using the Gallup Q12 Survey.

We collaborated with HR, Staff Council, and student organizations to organize the second annual LOVE GT Day with over 200 community members participating. This annual event continues to foster a positive community culture by reinforcing a sense of belonging, appreciation, and shared purpose among community members.

We championed a culture of psychological safety by partnering with leaders from HR Employee Experience and Learning/Development to integrate these practices into HR activities and learning strategies. We facilitated over 10 Institute-wide and unit-level workshops to foster an environment where employees feel valued and empowered.
INITIATIVES TO EXPAND ACCESS

Partnering to achieve the strategic goal to: Empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.

Expanding Access and Support for Low Income Students

- **Lead Client:** Office of the Provost
- **ISP Initiative:** Expanding Access and Support for Limited Income Students
- **Key Contribution:** Setting strategy; Guiding decision making; Implementing strategy; Managing and leading change; Improving efficiency and effectiveness
- **Status:** Ongoing

In pursuit of our goal to expand access, Georgia Tech created a need-based funding initiative. In early 2023, executive leadership expanded the scope of that initiative to address all barriers to access and success facing Georgia Tech’s limited-income students, especially those who are Pell-eligible. The goal of the initiative is to increase the percentage of first-time, first-year Pell students at Georgia Tech and ensure their success. GTSC provides project management, facilitation, and strategic operational support to the steering committee, which includes experts from across the entire student lifecycle. Multiple projects have begun to expand student pipeline initiatives, grow recruitment and outreach efforts, increase investments in student success initiatives, and expand fund-raising for need-based aid.

Diversity and Inclusion Strategic Reset

- **Lead Client:** Office of the President
- **Key Contribution:** Guiding decision making; Managing and leading change; Improving efficiency and effectiveness; Creating culture and conditions for success
- **Status:** Ongoing

"We thrive on diversity" is one of Georgia Tech’s core values and a top priority for Institute leadership. Fostering inclusion and belonging among our students, faculty, and staff is fundamental to delivering our mission.

GTSC was asked by the Office of the President to perform a review of the diversity and inclusion programs and services delivered centrally to identify strengths and opportunities to achieve greater outcomes. GTSC performed a program review and engaged a cross-functional leadership team to make recommendations. The result was an illumination of programs that have tremendous positive benefit to our community and approaches to gain more measurable results.

Following the review, GTSC assisted in facilitating the transition of central program activities into operational units where the subject matter experts can positively influence outcomes (e.g. staff development efforts into HR, academic program support into Academic Affairs). GTSC is now advising leaders and mobilizing the community around a more integrated approach to diversity and inclusion work.
INITIATIVES TO LEAD BY EXAMPLE

Partnering across campus to achieve our strategic goal to: Lead and inspire by example by creating a culture of deliberate innovation in all our practices and be an example of efficiency, sustainability, ethics, equity, and inclusion.

Administrative Excellence

- **Lead Client:** Administration & Finance
- **ISP Initiative:** Administrative Excellence
- **Key GTSC Contributions:** Portfolio management

In pursuit of our strategic goal to lead by example, Georgia Tech is working to reform and strengthen our institutional administrative practices so that they enable our instructional, research, and service missions, making it easy to do the right thing and hard to do the wrong things (making the routine things routine).

GTSC has convened and facilitates an executive steering committee to govern and prioritize improvements with a focus on Hiring and Onboarding, Compensation, and Procurement.

In partnerships with administrative units, we maintain a regular cadence of tracking, reporting, and continuous improvement in the areas of: streamlining administrative processes, policies, forms, and approvals.

Launching the Implementation of Sustainability Next

- **Lead Client:** Executive Leadership Team
- **ISP Initiative:** Sustainability Next
- **Key Contribution:** Project and portfolio management; Strategy development

Sustainability Next is an enterprise-wide, cross-functional effort to advance sustainability throughout our educational, research, and campus operations. This initiative pursues our strategic goals to amplify impact, champion innovation, and lead by example. This past year, GTSC supported the initiative leaders with setting the foundation for sustainability fundraising as part of the Transforming Tomorrow capital campaign. GTSC also supported the Office of Sustainability who led the efforts to design and develop a streamlined approach for coordinating and advising the decision-making, planning, and implementation of sustainability-related efforts across the Institute.
INITIATIVES TO LEAD BY EXAMPLE

Learning and Development Strategy Design

• **Lead Client:** Administration & Finance
• **ISP Initiative:** Working @ Tech
• **Key Contribution:** Strategy development

Georgia Tech Human Resources asked for GTSC's help with a project to develop a world-class workforce committed to enhancing employee skills and providing a diverse, equitable, and inclusive environment. GTSC was asked to assist in engaging the campus-wide learning ecosystem to help dream and design a comprehensive, cross-functional learning and development strategy for faculty and staff, building upon existing offerings. In appreciation that learning has never been easier, and the need for learning has never been greater, this strategy is intended to define how we will sustain our ability to change and improve as an organization.

The result was a new vision for the future of Learning and Development (L&D) for Georgia Tech, constructed with three elements in mind: 1) decentralized learning that is facilitated or delivered through units across Georgia Tech, 2) learning experiences and services that could be facilitated or delivered through a new centralized L&D unit, and 3) learning that is facilitated delivered, or supported through the various units across the Institute but is supported by a new centralized unit. All three elements have specific opportunities in People & Culture, Innovation & Creativity, and Collaboration & Organization. The new centralized L&D unit recommended approach included a matrix approach between capabilities and delivery methods along with knowledge and content areas.

Office of General Counsel Organizational Transformation Support

• **Lead Client:** Office of General Counsel
• **Key Contribution:** Project and portfolio management
• **Status:** Ongoing

GTSC was asked by The Office of the General Counsel (OGC) to develop a plan and process for implementing a revised organizational structure focused on four new OGC leadership positions and one leadership “changing position” that qualifies for Georgia Tech Human Resources' Expression of Interest process. During this organizational transition project, GTSC has advised, supported, and engaged the OGC in Project, Program, and Portfolio Management, Process Optimization, and Strategic Organizational Alignment.

This project is currently on going and will complete by August 2024. To date, GTSC has partnered to create an implementation roadmap, project plan/timeline, and standard work and tools to complete all stages of the hiring process for these five critical leadership positions and served in the role of trusted advisor for the General Counsel. Some of the key deliverables completed include, but are not limited to: finalization of job descriptions, drafting communication of changes and process, identification and training of the 5 search committees, rubrics and interview questions, creation of a central location, tools, and process for the evaluation, ranking, and selection of candidates at all stages, project plan, and modification of the EOI process for OGC's impacted position.
INITIATIVES TO LEAD BY EXAMPLE

Student and Campus Event Centers User Experience Focus Groups

- **Lead Client:** Student Engagement and Well-being
- **Key Contribution:** Process optimization

GTSC embarked on a collaborative project with the Student and Campus Event Centers (SCEC), aimed at enhancing the service delivery to campus departments, Registered Student Organizations (RSOs), and external clients. The initiative was prompted by the recognition that SCEC's rapid expansion and team growth necessitated an overhaul of its pre-COVID operational procedures to better meet client demands and expectations. GTSC's role was to gather and analyze data from these stakeholders to identify areas of improvement from the initial inquiry stage through to the execution of events, aligning with SCEC's ambition to be a national leader in creating impactful campus experiences.

Through the execution of targeted focus groups, GTSC extracted valuable insights into the user experience, pinpointing specific needs and areas for enhancement in SCEC's service offerings. Our findings led to the formulation of actionable recommendations designed to refine the event reservation process and enhance the overall support provided during events. These initiatives are expected to streamline operations, improve efficiency, and elevate the level of customer service provided by SCEC. The collaboration between GTSC and SCEC has set a foundation for continuous improvement and innovation in service delivery, reflecting a shared commitment to excellence and the strategic objectives of Georgia Tech. This partnership exemplifies GTSC's dedication to delivering solutions that not only meet but exceed client expectations, reinforcing our value and impact as a strategic advisor.
SERVING THE CAMPUS COMMUNITY

Student-Centered Efforts

Our team participated in Week of Welcome activities on Tech Square for First Year students. We worked with our colleagues in BuzzCard to distribute campus ID cards to new students. We also welcomed students to Taste of Tech Square and Rock Ramble and Roll activities! GTSC staff are regular volunteers at convocation and graduation ceremonies.

Campus Committee Service and Leadership

GTSC is actively involved in committees across campus. Two members of our team serve in leadership positions on Staff Council: Jeneen Parker Mosley is the council’s vice chair and Kendra Lewis-Strickland is the co-chair of the Compensation and Benefits Committee. GTSC also holds a rotating membership on the Institute Survey Coordination Committee, a group of faculty and staff members who coordinate survey administration across the Institute to reduce survey fatigue, especially for students.

Juana Cunningham is a member of the Provost’s QEP Development & Planning Committee (DPC). The QEP DPC works to ensure broad-based support of institutional constituencies and focuses on the improvement of specific student learning outcomes. Byron Fitch leads the GRIOT Employee Resource Group, is advisor to the African American Male Initiative, co-chair of the GT Charitable Campaign, and advises several Staff Culture Advisory Councils that operate across campus. Samuel Karanja, a Scheller MBA student, also serves as Vice President of Operations for the Graduate Evening Management Students.

Throughout the year, our team also served on hiring committees for key positions in Administrative Services, Georgia Tech Human Resources, and Student Engagement and Well-being. We also enjoy giving together as a team to campus families during the holidays!
STUDENT ENGAGEMENT & DEVELOPMENT

Student Employment

GTSC provides employment opportunities to both undergraduate and graduate level students to enhance their academic experiences and prepare them to excel in their internship and full-time job opportunities. Student employees are engaged in their area of study, make contributions on active projects, and learn how to sharpen their management consulting skills.

During FY24, we employed 16 students during the fall semester and 11 during the spring semester. These students were empowered to contribute their unique perspectives, ideas, and recommendations across 11 of our Institute Strategic Priorities. In addition, we hosted monthly student connections events to provide an opportunity for our students to connect, network, and collaborate across their ISP projects. Lastly, we hosted the 2024 ISP Student Conference at Scheller College of Business to further engage the student population in the Institute Strategic Plan and showcase the great work that our student employees are contributing to the various ISP projects.

My experience has been very fruitful. I learned an immense amount and did work that stimulated me. Every person involved was amazingly helpful. The culture amongst the student assistants is unmatched and has been very valuable. Networking opportunities, working with other SA's on their projects, and just having weekly meetups were great ways to grow as a professional.
STUDENT ENGAGEMENT & DEVELOPMENT

In the Classroom

GTSC team members guest lectured and served as mentors to student groups in the Scheller College of Business Strategy Consulting Practicum course to help prepare students for consulting careers. Our AVP also taught 3 mini-mester sections of a customized course for graduate and undergraduate students called Strategies for Building Resilience: Growing Through What You Are Going Through.

In Georgia Tech Programs

Team members also served as keynote speakers at engagements such as the Stamps Scholars Convention, the Undergraduate Scholars Program Administrators Association, and the OMED Career Alliance 3-Week Immersion Program. Our team members have also supported study abroad trips with students to South Africa and Namibia, even chaperoneing the Spring Break service projects. Our team members also contributed to K-12 outreach.
BUILDING ORGANIZATIONAL CAPACITY

Portfolio, Program and Project Management Community of Practice (P3)

This year GTSC continued to enhance the quality of the experience for the P3 Community of Practice, which provides more direct support for people across campus who have responsibilities for managing projects, programs, or portfolios of projects. Through a monthly forum, the group learns and exchanges ideas about best practices. The community of practice is focused primarily on supporting project, program, and portfolio managers from the ISP implementation and President’s Goals initiatives but is open to all members of the Georgia Tech community.

P3 started with 25 people in 2023 and has grown to 60 P3 Managers from across the Institute who participate in 2024.

This year P3 has provided tools and training in new areas like strategic foresight and leadership styles. A Speaker Series was started to bring in subject matter experts, internally and externally, in various areas that impact project management and higher education like AI in project management.

P3 expanded beyond the normal virtual platform to provide opportunities for in-person collaboration, which included the first P3 Networking and End of Year Celebration Event and a P3 Annual Retreat.

A recent value assessment from the P3 Community showed:

The value of the information presented during P3 had an overall score of 4.15 out of 5. Over 92% of participants at the recent retreat said they had the opportunity to deepen established relationships and create new connections while having fun and learning.

“Connection with colleagues who understand the challenge of this role. Camaraderie...I enjoyed the topics and thought the agenda was well-rounded and appropriate for the work that we do on campus.”
SHARING THOUGHT LEADERSHIP

Professional Associations and Publications

GTSC actively contributes as part of a communities of practitioners from higher education and other industries to exchange insights, experiences, tools, and strategies.

The Network for Change and Continuous Innovation (NCCI) is an organization dedicated to higher education practitioners. We regularly present our lessons learned at their annual conference. This year we presented on three separate topics and three of our team members served on their leadership board.

The Association of Internal Management Consultants (AIMC) is an organization for internal consulting practitioners across industries. We have members who serve on the Board of Directors and this past year we were awarded recognition for our excellence in the small-group category.

This fall our study on the Social, Emotional, and Professional Impacts of Using Appreciative Inquiry for Strategic Planning was published in the *Journal on Higher Education Policy and Management*. This study was co-authored by our AVP and two of our MBA alumni, Christopher Arms and Angel Daniels.