

*NOTE: Scheller College of Business is currently engaged in an inclusive strategic planning process. This document describes the strategic management framework.*

## Strategic Management

### 3.1 Mission Statement and summary of strategic plan or framework:

Provide the mission statement for the business school and the supporting major components of the strategic plan or framework (goals, objectives, etc.). If the mission statement and supporting document have changed, provide factors influencing the changes.

Georgia Tech has recently completed a 25-year Strategic Vision and Plan, a culmination of a collaborative process initiated by the new President, Dr. G.P. “Bud” Peterson in 2009. Students, administrators, and faculty were included in the year-long process to develop the Institute’s Strategic Plan (see <http://www.gatech.edu/vision/>). Much of this effort was aimed at characterizing Georgia Tech and the nature of education in a technological university with a strong global reach. Growing forward, Individual units at Georgia Tech may design their own missions and plans to formally define their mission and academic ‘blueprint’ in the context of this overarching plan.

The College of Management has not yet had an opportunity to frame a new statement vis-à-vis the current Institute plan given that it has so recently been introduced to the campus. However, through active leadership by the previous and current dean, there has been a consistent attention paid to topics of mission, strategy, and continuous improvement. Dean Steve Salbu formulated a refined strategic statement and plan to achieve this goal during his first year (2006). The College’s existing mission statement is already closely aligned with the Institute’s new Strategic Plan:

**Georgia Tech’s Vision:** “Georgia Tech will define the technological research university of the 21st century. As a result we will be leaders in influencing major technological, social and policy decisions that address critical global challenges. “What does Georgia Tech think?” will be a common question in research, business, the media, and government.

**Georgia Tech’s Mission:** Technological change is fundamental to the advancement of the human condition. The Georgia Tech community= students, staff, faculty and alumni= will realize our motto of “Progress and Service” through effectiveness and innovation in teaching and learning, our research advances and entrepreneurship in all sectors of society. We will be leaders in improving the human condition in Georgia, the United States and the globe.

**College of Management Mission:** To become the world's preeminent business school for management and technology. The major components of the College's 2006 Strategic Plan included:

*Build quality and critical mass in all the core functional areas of business, such that all functional areas are competitively ranked within ten years.*

- Highly ambitious, aggressive hiring of world-class faculty at all levels. From approximately 53, to between 70 and 90, TT faculty within five years, maintaining the trend in the second five years
- Increase number of Chairs and Professorships by at least 20 by December, 2010, with as many coming on-line as quickly as possible
- Increase number of Fellowships for junior faculty by at least 20 by December, 2010, with as many coming on-line as quickly as possible
- Increase faculty support endowments for competitive summer research funding
- Endow faculty teaching and research awards
- Aggressive recruitment of cluster TT hires
- Maintain an excellent non-TT teaching faculty, and hire non-TT teaching faculty strategically

*Achieve global excellence and eminence in two selected **horizontal** areas:*

- Commercialization of Technology
- Sustainable Business

*Achieving top-10 status in a variety of **disciplinary** areas that are currently ranked, although not top-10:*

- Information Technology Management
- Operations Management
- Supply Chain Management
- Quantitative and Computational Finance

**Build Staff**

- **First Stage:** Resource development. Selected investment, as well as hiring in areas that will generate funds for other staff needs.
- **Second Stage:** Identify and prioritize programs, functions, and support areas that need additional staff.
- **Staff Development:** Continue and increase opportunities for staff job and career development.

**Build Relationships with the Business and Alumni Communities**

- To serve both the business community and our students in the market for talent
- To benefit both the business community and faculty in the development of research and consulting relationships
- To enhance community support for the College
- To build our reputation in Atlanta, Georgia, the U.S., and around the world.

## Build programs

### *Some Undergraduate Program Challenges*

- Enhance the profile and diversity of undergraduate students
- Enhance the reputation of our undergraduate program, on and off campus
- Enhance recruitment of undergraduate students from high schools
- Increase the resources of the Undergraduate Program Office
- Look into building the advising and career services functions
- Bring more students from across the campus to our classes and programs, without an adverse impact on resources

### *Some Full-Time MBA Program Challenges*

- Enhance the profile and diversity of full-time MBA students
- Increase enrollment in the full-time program
- Two cohorts, beginning with Class of 2009
- Increase elective offerings as class size and faculty grow
- Grow extracurricular and international opportunities
- Grow number of student organizations along with increase in enrollment
- Expand international opportunities on two levels:
- Percent of students who engage in international experience
- Quality/Time/Intensity of international experience

### *Some Executive and Part-time MBA Challenges*

- Finding the right portfolio of programs
- Tailoring those programs to the marketplace
- Ensuring academic rigor of programs
- Stepping up the marketing of programs
- **All** with the final goal of *increasing enrollments while continuing to build quality and relevance*

### *Some Doctoral Program Challenges*

- Continuous improvement of quality in admissions and yield, quality of training, and quality of placements. Tactics include:
  - Enhancements to doctoral support
  - Improvements in our inventory of course offerings
  - Explore ways to improve recruitment of doctoral students

## Grow the Resource Base

- Tuition and fee revenues
- Executive Education's enhanced revenues
  - Degree programs
  - Non-degree programs, custom and open-enrollment
- Philanthropy of Donors
  - Alumni
  - Friends
  - Corporations and foundations
- Sponsored research