Project Objectives

1. Create a purpose and a path for the CoC through a clear and compelling strategic direction

2. Provide focus and guidance to internal stakeholders for major business planning and operational decisions

3. Develop an engaging brand position to help convey the heart and soul of the CoC and create true differentiation among our peers
Project Catalysts

• Last major review and update of CoC strategy and brand was done in 2006. Since then, CoC:
  – Created three new schools
  – Experienced major leadership & staffing changes
  – Hired new faculty (and lost some)
  – Created three new research centers
  – Matriculated five undergraduate classes

• Institute established new Strategic Plan in 2010 to guide planning, budgeting, etc.
Building a Strategic Direction for CoC

- **Phase 0**
  - Goals
    - Master Goal
    - Sub-level Goals

- **Phase I**
  - Strategic Direction
    - Attributes
    - Mission & Vision
    - Position

- **Phase II**
  - Execution
    - Planning
    - Budgeting
    - Branding
MASTER GOAL: Create a “Top Five” global computing program

- Become preeminent in global computing education
- Support and encourage agenda-setting research
- Strengthen and engage a global CoC community
- Be a leader in effectiveness and innovation
Phase I

- **Research & Analysis** – Examine landscape and discover areas of strength and differentiation
- **Direction-Setting** – Create list of core attributes, mission, vision and positioning statements
Research & Analysis

Secondary Research
- The New York Times
- Wired
- Fast Company
- U.S. News
- BusinessWeek
*Plus sources from GT

Primary Research
- 13 In Depth Interviews With Faculty, Staff, Alumni & industry
- 2 Student Focus Groups
- ‘Shadow Craig Mundie’ Day
- Advisory Board Workshop
- CoC Meetings, Surveys, Workshops

Competitive Analysis
- Carnegie Mellon
- Stanford Computer Science
- Cornell University Department of Computer Science
- Department of Computer Science
- University of Washington
- MIT
- Massachusetts Institute of Technology
Research & Analysis

External Landscape (Media, blogs, assoc, etc.)

• Market
  – Computing is everywhere
  – Computing “heroes/heroines” inspire interest in the field
  – Computing is cool…and lucrative

• Higher Ed
  – Computer science is growing in scope, scale and significance
  – Technology disruptions are changing the game
Research & Analysis

Competitive Analysis

- Only GT and CMU have a college or school dedicated to Computer Science.
  - GT CoC is not tied down by the traditions and habits of an engineering department
- Highlights of Top Universities
  - Root of popular innovations, campuses all over the world, star faculty accreditations and awards
  - Presence in DC to set the agenda for computing
  - Students work = changes in the WORLD
  - Shows how CS can take you out of the classroom
  - CS for non-majors to get students hooked
  - Small acceptance rates reinforce elite status
Research & Analysis

Internal Observations (Interviews, Groups, etc.)

– The College of Computing is unique because…
  • CoC name, structure
  • Threads program
  • Reputation of strong work ethic
  • Size, breadth, depth

– The barriers to success for CoC include:
  • Internal: politics, egos, funding, conflict, lack of strategy, disconnect among entities, lack of balance between students and research
  • External: dynamic industry, falling economy, budget challenges, geography, Southern stigma
Research & Analysis

Internal Observations (cont’d)

– The figurative CoC student is a natural problem-solver, a tinkerer, an out-of-the-box thinker, and a nerd. He/she is a self-proclaimed computationalist, not an engineer.
Research & Analysis

Internal Observations (cont’d)

– In the future, CoC will… *(Big, Hairy, Audacious Goals)*
  
  • Set the agenda for computing research
  
  • Influence every important decision in the world
  
  • Drive the next technological revolution
  
  • Acquire and develop “star thinking”
  
  • Achieve a more central role across campus / make GT known for both engineering *and* computing
Research & Analysis

Workshop Outcomes

THE COLLEGE OF COMPUTING WILL...

- Be a creative environment
- Create the next generation of passionate and gritty computing leaders
  - Pave the way
  - Make the world a better place
- Create impact and empower people to make their mark
  - Home of curiosity-driven scientists
  - Tackling, pushing it
  - The ultimate proving ground
  - Setting the agenda
- A place to solve annoying burning questions still unanswered
  - Take on the hard problems
Research & Analysis

Conclusion

– CoC needs a strategic direction that changes how people look, think and feel about computing in the world
– CoC must **speak, act and be** different from our peers
Direction-Setting

Three Pillars for CoC Strategic Direction

- Attributes & Values
- Mission & Vision
- Position
Direction-Setting

Core Attributes

Differentiating Attributes:
Attributes which differentiate the CoC from its competitors

Valued Attributes:
Attributes which are valued by stakeholders and differentiate, but not sufficiently

Entry-level Attributes:
Attributes needed to compete in the market
Direction-Setting

Core Attributes (cont’d)

• Differentiating
  – **DARING** - Bold, the one and only College of Computing, maverick, redefining rules, e.g.: Threads
  – **INGENIOUS** - Inventive, creative thinkers and problem solvers – a balance of abstract and application
  – **TENACIOUS** - Determined, passionate and driven innovators who want to do things better, smarter, faster

• Valued
  – **INTERDISCIPLINARY**
  – **AGILE**
  – **RIGOROUS**

• Entry-Level
  – **BRIGHT**
  – **IMPACTFUL**
  – **COLLEGIAL**
Direction-Setting

• Mission

*To challenge the next generation to be tenacious, imaginative and innovative in expanding computing and making their mark on the world*

• Vision

*The boldness, intelligence and diversity of our people will impact the major political, social and technological decisions of the world. When faced with complex challenges, the global community will ask, “What is the GT College of Computing doing?”*

• Position

We are the College that innovates at every opportunity. We’re not bound by (or concerned with) how everyone else does it – we create our own way. Whether it’s research, theory or practical application, our way of thinking goes beyond “collaboration” or “interdisciplinary” – we shatter boundaries and create new ways of exploring problems. We have dedicated, world-class faculty, and tenacious, imaginative and smart students, and a groundbreaking, interest-driven curriculum that allows students to map their own course. *At the Georgia Tech College of Computing, we teach, research and learn unlike any other program, because we are unlike any other program.* We are our own College. The distinction – and the results – speak for themselves.
Direction-Setting

A Great Story...A New Concept...A Bold Approach

DARE TO BE MORE

We are the first College of Computing
We inspire individuals and innovators
We champion diversity
We redefine the rules
Phase II

- **Rollout** – Socialize among leadership, faculty & staff for additional input and buy-in
- **Planning & Budgeting** – Use Strategic Direction as foundation for planning efforts and budgeting processes
- **Branding** – Update CoC brand to reflect Strategic Direction
Planning & Budgeting

- Challenge College, School and Center leaders to propose and implement programs that are bold, test new waters, and help CoC grow to a Top 5 program
Branding

• Refresh CoC “brand” to align with Strategic Direction

Messaging & Collateral

Internal & External Campaigns

Public Relations

Web & Social Media

Compelling, consistent brand messaging