

# FISCAL YEAR 2023 ANNUAL REPORT

July 2022 - June 2023



Strategic Consulting



# OUR MISSION

Advance Georgia Tech's strategic priorities through organizational effectiveness services.

## OUR GOALS

**1** Serve as a trusted advisor, convenor, and thought-partner to campus leaders in order to implement the Institute strategic plan initiatives.

**2** Equip the Georgia Tech community with the knowledge, skills, and tools to advance institutional strategic priorities and improve 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, while leading by example across the Georgia Tech community.



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# MESSAGE FROM THE ASSOCIATE VICE PRESIDENT



Thank you for taking the time to read our fiscal year 2023 annual report. We are proud to share the value that Georgia Tech Strategic Consulting (GTSC) has delivered to Georgia Tech over the past year. Our mission is to **advance Georgia Tech's strategic priorities through organizational effectiveness services**. That requires us to serve as trusted advisors to leaders and contributors across the organization, delivering high-quality, objective, data-informed solutions to the Institute's most important initiatives.

GTSC has a rich history of delivering value to Georgia Tech. In the mid 1990s, the earlier version of this team focused on continuous quality improvement, total quality management, organizational development, IT-focused change management, and enterprise project management. In 2013, after a thorough organizational assessment, the group was reformed as an internal consulting team, building on best practices in management consulting while maintaining a value-centered focus. Since then, GTSC has been building our acumen and toolset to deliver measurable value and provide leaders with insight and support to operate strategically. How do we add value today?

- » **We lead strategy implementation:** We help ensure that enterprise-wide projects and strategic initiatives gain traction and maintain momentum.
- » **We deliver leading practices in organizational effectiveness:** Our expertise and insights, combined with our historic institutional knowledge and fresh ideas, allow us to develop solutions that make a difference.
- » **We facilitate improvement through collaboration:** In partnership with leaders, we identify and pursue opportunities to be more efficient and effective. With an enterprise-view, we connect ideas, ambitions, people, resources, and plans across Georgia Tech.
- » **We develop Georgia Tech students:** We provide learning experiences, mentorship, guidance, and support of students.
- » **We strengthen organizational culture:** We lead intentional efforts to assess and address our culture so that our words (expressed values) and our deeds (behaviors and practices) are congruent.

This past year, GTSC continued to focus on leading the overall implementation of the Institute strategic plan (ISP) and assisting the 19 strategy implementation teams. While we continued to deliver organizational effectiveness solutions to assist academic, research, student services, and administrative leaders with programs in their specific areas, we did so with the goal of connecting that work to the strategic plan.

The most important part of delivering value is continuously nurturing the strength of our team. We have an extraordinarily diverse team in terms of experience.

We are proud to contribute to the Georgia Tech mission of developing leaders who advance technology and improve the human condition. We love Georgia Tech and we appreciate the chance to partner with you to make a meaningful difference.

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



# WHO WE ARE

We are a team of diverse talent possessing a wide range of education and experience. We are organizational effectiveness professionals with decades of Georgia Tech, higher education, and consulting experience and earlier career consultants who are growing and learning while we contribute.



**Andrew Billing**, MPA, LBC  
Senior Director



**Juana Cunningham**, MPA,  
SHRM-SCP, LSSGB  
Senior Director



**Drew Cutright**, MEPD,  
PMP, LEED AP BD+C  
Managing Strategy  
Consultant



**Andrew "Andy" Eichel**, Ph.D., CSM  
Senior Managing  
Strategy Consultant



**Byron Fitch**, CEC, CCMP  
Director



**Karlisle "Karla" Gibson**, M.Sc.  
Program & Portfolio  
Manager



**Haris Haq**, Ph.D.  
Strategy Consultant



**Samuel Karanja**, LSSWB  
Senior Strategy  
Consultant



**Tanika Kyle**, DSL, PMP,  
NPDP, LSSBB  
Program & Portfolio  
Manager II



**Kendra Lewis-Strickland**, Ed.D.  
Associate 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.,  
CRA, CCMP  
Director



**Rabab Saqib**  
Associate Strategy  
Consultant



**Kara Tillman**, MBA,  
PMP, CCMP  
Director





# WHAT WE DO

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Our primary focus is to lead the implementation of Georgia Tech's strategic plan and partner with leaders across the Institute to advance strategic priorities. As we do this, we deliver core organizational effectiveness services, that are often delivered together, to make improvements across the Georgia Tech community.

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## Organizational Review, Assessment, and 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 and Implementation

We collaborate with campus leaders to develop strategic and operational plans that include establishing clarity of purpose and ambition (mission and vision), 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, Program, and Portfolio Management

Mobilizing Georgia Tech's strategic priorities requires effective project and portfolio planning and execution. We build the capability of teams and units across the Institute to define and manage projects, programs, and portfolios of projects. We advise campus leaders on techniques to effectively 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.

## Strategic Organizational Alignment

We support Georgia Tech leaders in aligning their organizations to pursue their strategic goals. Partnering with human resource professionals, we assist leaders in preparing their people to perform effectively within the aligned structure.

## 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.

## Organizational Culture

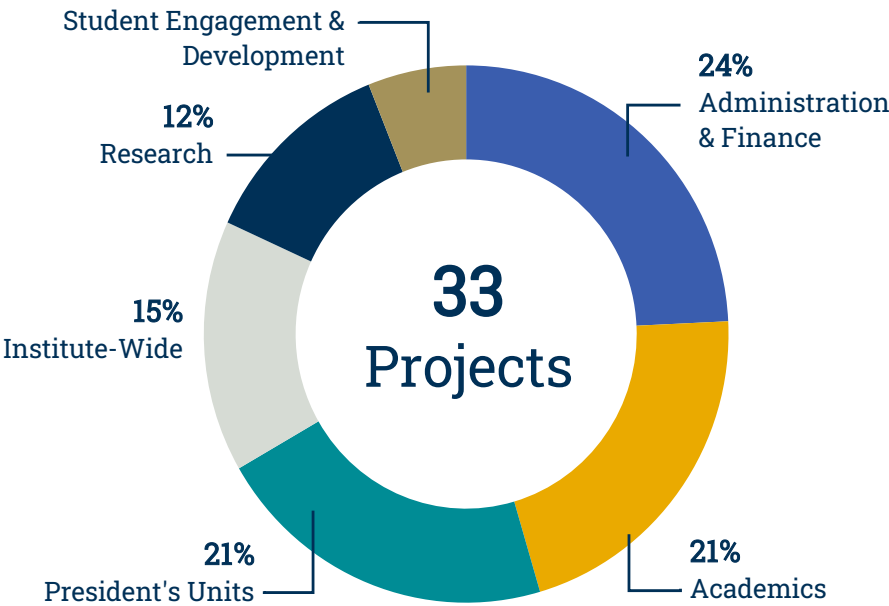
We lead Institute-wide initiatives to create a community culture where people can thrive every day. We work with leaders to align practices with our values and create environments where psychological safety is experienced consistently.



# OUR IMPACT IN FY23



## Projects By Client Area



## Institute Strategic Plan Goal Areas Reflected Across Projects



Note: A project can cut across multiple ISP goal areas.





# PROJECT HIGHLIGHTS

GTSC is proud of our contributions to furthering institutional priorities in fiscal year 2023. On the following pages we present a summary of our work leading strategy implementation, facilitating organizational effectiveness, 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 PROJECTS



## Implementation of Georgia Tech's Strategic Plan

- » LEAD CLIENT: Office of the President
- » SERVICES PROVIDED: All
- » STATUS: Ongoing

GTSC leads the implementation of Georgia Tech's ambitious 10-year Institute strategic plan (ISP). In this second year of implementation, GTSC worked closely with Institute leaders to maintain progress and measure outcomes for 19 strategic initiatives across the Institute. We assist cross-functional implementation teams to advance the initiatives, serving as a partner to provide guidance, ensuring resources are allocated where needed, and preparing teams for the measurement of 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 necessary to achieve their plans, selected vendor partners to support and assist with program management activities, and developed a dashboard highlighting expected outcomes, progress, and focus across all initiatives.

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## Strategic Growth Management

- » LEAD CLIENT: Office of the Provost | Administration & Finance
- » SERVICES PROVIDED: Strategy Development & Implementation | Project, Program, & Portfolio Management
- » STATUS: Ongoing

In pursuit of our goals to amplify impact, expand access, and champion innovation, Georgia Tech is growing in academic and research areas. To effectively address a larger student body and research portfolio, a strategic initiative was formed to create a holistic and comprehensive approach to growth management that considers our current and future expansion. GTSC is providing strategic consultation to the initiative leaders as they develop a strategic framework for expanding our capacity to support future growth and identify solutions to address growth challenges.



## Administrative Excellence

- » LEAD CLIENT: Administration & Finance
- » SERVICES PROVIDED: Strategy Development & Implementation | Project, Program, & Portfolio Management | Organizational Readiness & Change Management
- » STATUS: Ongoing

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, and making the routine things routine. GTSC assisted with managing the change of the first phase of Administrative Excellence focused on centralizing high-volume administrative HR activities including recruitment and hiring. We worked closely with the newly formed Administrative Services Center to help people transition into new roles and implement new processes. Then, we convened and facilitated an executive steering committee to prioritize and plan improvements for a broader scope of services.

## Expanding Access & Support for Limited Income Students

- » LEAD CLIENT: Office of the Provost
- » SERVICES PROVIDED: Strategy Development & Implementation | Project, Program, & Portfolio Management
- » STATUS: Ongoing

In pursuit of our goal to expand access, Georgia Tech created a need-based funding initiative when the plan was initially launched. 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. A steering committee was formed that includes experts from across the entire student life-cycle; from K-12 preparation up through graduation. GTSC is providing project management, facilitation, and strategic operational support to the steering committee. An initial action plan consisting of 25 recommendations was delivered to the Executive Leadership Team in early June and implementation is currently underway.



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*It was a really great experience working with GTSC. They did a fantastic job shepherding the process, making connections that I didn't know existed to other parts of campus, doing valuable data collection/analysis, and preparing deliverables.*





## Arts @ Tech

- » LEAD CLIENT: Office of the President
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Ongoing

In pursuit of our strategic goals to champion innovation and cultivate well-being, Georgia Tech created an Arts@Tech initiative. This past year, GTSC has continued to support initiative leaders by designing and facilitating engagement of thought leaders to create an implementation roadmap that includes a curatorial showcase, a new arts facility, the integration of the arts into academics, and strategic partnerships with industry and the community.

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## Sustainability Next

- » LEAD CLIENT: Executive Leadership Team
- » SERVICES PROVIDED: Strategy Development & Implementation | Project, Program, & Portfolio Management
- » STATUS: Ongoing

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. GTSC is supporting the initiative leaders with implementing the initial foundational components necessary for the Sustainability Next plan to move forward, which includes finalizing the Sustainability Next plan, hiring a new portfolio manager to oversee implementation, and developing the foundation for sustainability fundraising as part of the Transforming Tomorrow capital campaign. GTSC is currently planning a second phase of work that will focus on designing an efficient and effective governance structure for sustainability.

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## Transformative Teaching & Learning

- » LEAD CLIENT: Office of the Provost
- » SERVICES PROVIDED: Project, Program, & Portfolio Management | Strategy Development & Implementation
- » 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 Learning & Education leadership to develop an undergraduate teaching and learning strategy. GTSC assisted new leadership to understand expectations, organize the work, mobilize stakeholders, and socialize the plan to the campus community. We assisted the leadership team with developing milestones and timelines to contribute to both the Quality Enhancement Plan, a critical component required for accreditation, and a graduate teaching and learning strategy that will launch in academic year 2024.





## Planning & Assessment Coordination for Administrative Units

- » LEAD CLIENT: Office of the President | Administration & Finance | Research
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Ongoing

GTSC is responsible for leading the process to meet Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation and reaffirmation standards sections 7.1 and 7.3. We work closely with administrative unit leaders in the Office of the President, Administration and Finance, and the Division of Research to set annual goals, establish outcomes and regularly report on the unit's progress towards achieving these outcomes. This work plays a critical role in advancing the Georgia Tech strategic plan and facilitating SACSCOC reaffirmation in 2025.

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## Enrollment Strategy

- » LEAD CLIENT: Enrollment Management
- » SERVICES PROVIDED: Strategy Development & Implementation | Project, Program, & Portfolio Management
- » STATUS: Complete

GTSC provided support to a steering committee charged with developing and launching an enrollment strategy anchored in the vision and goals of the Institute's strategic plan. The completed strategy, comprised of 1-year, 5-year, and 10-year plans, is a roadmap for growing the enrollment of undergraduate, graduate (in-person and online), and non-degree learners, and strengthening the STEM education pipeline for K-12 students. GTSC coordinated the development of the overall roadmap and initiated tracking of year 1 actions. This initiative then evolved into the Strategic Growth Management initiative.

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## Global Student Experience & Partnerships

- » LEAD CLIENT: Office of the Provost
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

In pursuit of our goal to expand access, Georgia Tech launched an initiative to increase student's global experiences and expand our global partnerships. This past year, GTSC continued to serve as a thought partner with the initiative leaders to build upon study abroad offerings and engage on-campus students in more global experiences.

## Living Our Values Everyday (L.O.V.E. GT)

- » LEAD CLIENT: Office of the President
- » SERVICES PROVIDED: Strategy Development & Implementation | Organizational Culture
- » STATUS: Ongoing

Georgia Tech has worked to advance our values through a program called Living Our Values Every Day (L.O.V.E. GT). GTSC continues to lead this effort by designing and facilitating activities in three areas: leadership development and modeling, community engagement, and systems/structures. This year we continued to guide leaders through individual consultation on ways to improve their unit cultures. We led the delivery of workshops for leaders to learn ways to foster psychological safety within their groups. We advised community culture councils across the colleges and led community-wide engagement events including a LOVE-GT Day. We also designed and launched our second-year culture survey which yielded over 2,000 responses.



## Lifetime Learning

- » LEAD CLIENT: Office of the Provost
- » SERVICES PROVIDED: Strategy Development & Implementation | Organizational Readiness & Change Management | Project, Program, & Portfolio Management
- » STATUS: Ongoing

In the Fall of 2022, multiple working groups convened to develop a set of recommendations for the establishment of a new academic unit at Georgia Tech, focused on the K-gray continuum of lifetime learning. GTSC provided the project management structure for working group activities, the development of the final recommendations report, and the timeline for the activities necessary for operational planning and implementation. GTSC also provided change management expertise to support the cultural and organizational transformation necessary for the units directly involved as well as the campus at large. We designed and facilitated a series of listening sessions with key stakeholders to understand their concerns and address their questions.



*Overall, excellent work! Report was very high quality and summarized some complex situations very well.*





# PRESIDENT'S UNIT PROJECTS

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## University Global Coalition Advancement & Support

- » LEAD CLIENT: Office of the President
- » SERVICES PROVIDED: Project, Program, & Portfolio Management | Strategy Development & Implementation
- » STATUS: Ongoing

Over the past two years, GTSC has provided operational and program management support for the University Global Coalition, a collective of globally engaged, social-impact-focused universities. In 2022, GTSC helped guide the organization in developing a new strategic plan and a roadmap for implementation. GTSC also coordinated the planning of a virtual gathering of global stakeholders for the third year in a row. We helped organize the conference committee, lead communications support, organize registration, and engage with partners to develop content and prepare the 32 speakers and panelists. 580 individuals registered for the conference from 83 countries, bringing together a global audience of staff, faculty, students, and leaders in higher education, as well as partners from businesses, nonprofits, and government. Many attendees noted that the conference inspired them to mobilize leadership at their respective institutions to align agendas and strategies in support of the UN Sustainable Development Goals. Planning for the 2023 conference is already underway.

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## Institute Diversity, Equity, & Inclusion Strategic Operational Planning

- » LEAD CLIENT: Institute Diversity, Equity, & Inclusion
- » SERVICES PROVIDED: Strategy Development & Implementation | Strategic Organizational Alignment
- » STATUS: Complete

The Office of Institute Diversity, Equity, and Inclusion (IDEI) plays a significant role in contributing to the Institute-wide Diversity, Equity, and Inclusion (DEI) Plan as well as leading the implementation of the DEI Blueprint for the Institute. We provided support and guidance to IDEI leadership in performing a strategic analysis and insight into what will contribute to the unit's success in the years ahead. With our assistance, the unit created a one-year action plan, and we identified organizational structure and cultural alignment changes needed to implement the plan and refined the mission and vision to capture the aspirations the unit intends to realize. The plan aligns with the Institute strategic plan, and the DEI Blueprint, and meets planning and assessment requirements for SACSCOC accreditation.



## Institute Relations Strategic Planning


- » LEAD CLIENT: Institute Relations
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

GTSC provided guidance to Institute Relations in developing a new five-year strategic plan for the unit. We developed a framework for efficiently collecting staff input and assessing trends. We then provided advisement support to develop a new mission statement, goals, objectives, and roadmap for implementation. The new plan aligns with the Institute strategic plan and planning and assessment requirements for SACSCOC accreditation.


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## Office of the General Counsel Strategic Planning

- » LEAD CLIENT: Office of the General Counsel
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete



Soon after joining the Institute in fall 2022, the new General Counsel recognized the need to provide greater clarity around the organization's direction and focus. We worked closely with her team to develop a three-year strategic plan that aligns with the Institute strategic plan. We collected and analyzed stakeholder input, led two workshops with nearly 50 staff members across the Office of the General Counsel, advised the planning team on setting goals, objectives, and measures, and provided a framework for implementation. The new plan aligns with the Institute strategic plan and planning and assessment requirements for SACSCOC accreditation.



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## Wellness Empowerment Center Strategic Planning

- » LEAD CLIENT: Student Engagement & Well-being
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

As a result of the formation of the new Division of Student Engagement and Well-being, the Health Initiatives Unit was renamed the Wellness Empowerment (WE) Center. This required the unit to reset its focus and aspirations. They asked us to assist with refining the unit's mission, vision, and values. We planned and facilitated a one-day workshop with the WE team to collect visioning inputs from the team that was then used to draft the unit's strategic plan. We also empowered the unit with the knowledge and tools to finalize the plan and develop an action plan for implementation.

 *The GTSC team members were exemplars of Georgia Tech's values!*



# ACADEMIC PROJECTS

## Ivan Allen College of Liberal Arts Strategic Planning

- » LEAD CLIENT: Ivan Allen College of Liberal Arts
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

The Dean of the Ivan Allen College of Liberal Arts was interested in developing a strategic plan that spoke to the unique value and contributions of the College at the intersection of the liberal arts, humanities, social sciences, and technology. We worked closely with the Dean to ensure the plan aligned with the Institute strategic plan and provided a framework for implementation leaders to use for prioritizing and monitoring initiatives that would drive the first year of the new strategic plan.



## College of Design Strategy Development Planning

- » LEAD CLIENT: College of Design
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

The Dean of the College of Design was interested in updating the current strategic plan which is set to expire in 2025. GTSC provided advice and guidance to the Dean on the timeline, phasing of activities, and stakeholder engagement strategy to help her prepare for the strategic planning process. We engaged College faculty and staff in initial strategic visioning sessions and provided a framework for gathering internal and external insights to inform the creation of a new College strategy.

## Scheller College of Business Strategic Planning

- » LEAD CLIENT: Scheller College of Business
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

As the Scheller College of Business reached the end of its 2015 - 2020 strategic plan, the Dean was interested in updating the plan with clear actions that continue to drive the College forward as a nationally recognized top business school. We worked closely with the Dean to ensure the plan aligned with the Institute strategic plan and then established a process for implementation leaders to use for prioritizing initiatives and monitoring initiative progress through the first year of implementation.



## Graduate Career Services Organizational Assessment


- » LEAD CLIENT: Office of Graduate & Postdoctoral Education | Office of Undergraduate Education
- » SERVICES PROVIDED: Organizational Review, Assessment, & Discovery
- » STATUS: Complete

GTSC conducted an organizational assessment of the graduate career services function to identify opportunities for improving services provided to in-person and online graduate students as well as postdoctoral scholars. Recommendations for better-integrating graduate services into the Career Center were provided to the Vice Provosts and included options for an updated operating model and organizational structure, expanded service offerings, and strengthening partnerships with academic and administrative units.


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## Office of the Provost Staff & Faculty Engagement Workshop

- » LEAD CLIENT: Office of the Provost
- » SERVICES PROVIDED: Organizational Culture
- » STATUS: Complete



GTSC planned and facilitated the first-ever all-staff and faculty workshop for the administrative units under the Office of the Provost. The purpose of this one-day event was to foster a sense of belonging, inclusion, and engagement among employees. Anchored in the Institute's strategic goal to cultivate well-being, GTSC guided participants through a series of structured activities that identified strengths and opportunities for workplace cultural improvement and assigned action strategies for implementation following the workshop.



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## International Initiatives Strategic Planning

- » LEAD CLIENT: International Initiatives
- » SERVICES PROVIDED: Strategy Development & Implementation; Organizational Culture
- » STATUS: Complete

The Office of the Vice Provost for International Initiatives supports the Institute's global ambitions. The new Vice Provost requested assistance in facilitating a gathering of all reporting departments and campuses to help define key priorities and create a 5-year strategic operational plan. This was the first time all departments within VPII had gathered, including teams at our campuses in France and China. Time zone differences required creative collaboration strategies, both synchronous and asynchronous. We conducted several workshops and coordinated with strategy design teams to develop and define their vision for the future. The final strategic plan ensures students are supported through its services and staff have a collaborative and inclusive workplace culture.



# RESEARCH PROJECTS

## Research Next Design & Launch

- » LEAD CLIENT: Executive Vice President for Research
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Ongoing

In pursuit of our goals to amplify impact and champion innovation, the Research Next initiative was developed as part of the launch of the Institute strategic plan. In the first year, GTSC partnered with an external vendor to facilitate broader stakeholder engagement to create a detailed implementation plan. In FY23, GTSC continued assisting the Office of the Executive Vice President for Research to create and support the governance structure, guided and facilitated conversations, and provided guidance and coaching to working teams.

## GeoHazard Center Strategy Development

- » LEAD CLIENT: College of Engineering Faculty Member
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Ongoing

The U.S. Geological Survey reported thousands of landslides in Puerto Rico occurred due to rainfall from hurricanes, significantly impacting human lives, infrastructure, and economic stability. The former provost and executive vice president for Academic Affairs, contacted GTSC to request advice and facilitation of a strategic planning process for a National Science Foundation (NSF) proposal to establish a Collaborative Center for Landslides and Ground Failure Geohazards. In the Track I proposal phase GTSC contributed to the strategic planning elements of the proposal, aligned with our appreciative inquiry approach. Once awarded, GTSC supported the establishment of a mission, vision, values, and goals for the new Center. Additionally, GTSC supported community engagement nationally, and specifically in the initial living laboratory in Puerto Rico.



## GT-Neuro Strategic Planning

- » LEAD CLIENT: Cross-Disciplinary Faculty Group
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

In pursuit of our goal to champion innovation, GTSC assisted a group of faculty members from across the Institute in defining the need and opportunity for a more intentional and inclusive (interdisciplinary) research and educational program for neuroscience. GTSC facilitated the process for faculty across disciplines to establish a business case and make clear recommendation to best position GT-Neuro for the Institute's aspirations for neuroscience, neurotechnology, and society.



## GTRI Talent Management Department Change Management Support

- » LEAD CLIENT: Georgia Tech Human Resources
- » SERVICES PROVIDED: Organizational Readiness & Change Management
- » STATUS: Complete

In pursuit of our goals to lead by example, Georgia Tech Human Resources has undertaken a multi-year effort to create a dynamic, enterprise-wide people function that will provide the right support and services at the right time to the right people. As part of this effort, leadership decided to move the recruitment and hiring functions of GTRI into the Administrative Services Center and the Organizational Development functions into the GTHR Employee Experience organization. GTSC assisted with this change by engaging impacted team members, including those remaining in GTRI's HR function, in discussions with leadership and providing them with a cadence of consistent communication about the changes being made. The result was to ensure organizational readiness, reducing anxiety among the teams while ensuring that the business needs of GTRI remained central to the change process.



*Sincere thanks to GTSC for the efforts in guiding the strategic planning work! It would not have been possible without their expertise. Very responsive and easy to work with!*





# ADMINISTRATION & FINANCE PROJECTS

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## Budget Reform Design & Launch

- » LEAD CLIENT: Finance & Planning
- » SERVICES PROVIDED: Project, Program, & Portfolio Management | Organizational Readiness & Change Management
- » STATUS: Complete

In pursuit of our goal to lead by example, Georgia Tech launched the process to re-envision its budget model to move from an annual incremental budget model to a hybrid activity model. This new model relies on multi-year forecasting and projections that include incentives that achieve the Institute's strategic plan. The Executive Vice President of Administration and Finance asked GTSC to support the management of services delivered by an external consulting vendor which included project management and change management. The result of the engagement was that insights were shared and advocacy for campus stakeholders was brought forward.

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## Infrastructure & Sustainability Strategic Planning

- » LEAD CLIENT: Infrastructure & Sustainability
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

The newly hired Vice President of Infrastructure and Sustainability assumed leadership for an organization facing opportunities to improve culture, structure, and processes. Recognizing the need to engage the community in shaping a new vision and path forward for the unit, GTSC was engaged to guide and facilitate the creation of a new unit strategic plan aligned with the 10-year Institute and five-year divisional strategic plans. The new plan is designed to strengthen culture while improving effectiveness and efficiency of the large infrastructure and sustainability unit.



*As always, working with GTSC is a true pleasure. They bring the highest quality of work to their projects. Well-done!*

## Climate Action Plan Stakeholder Engagement Planning

- » LEAD CLIENT: Infrastructure & Sustainability
- » SERVICES PROVIDED: Organizational Readiness & Change Management
- » STATUS: Complete

Georgia Tech has committed to developing a Climate Action Plan (CAP) as a key objective of the Sustainability Next Plan. Stakeholder engagement across the Institute is a critical success factor in both inclusive planning and implementation success for the CAP. GTSC was engaged to help create a stakeholder engagement plan and to provide tools, templates, and resources. GTSC worked with CAP project leadership to identify high level goals and objectives, measures of success, and potential risks. We then helped the team develop a plan that detailed potential engagement strategies, outlined resources needed for implementation, and provided an implementation roadmap. GTSC's work allowed the external consultant to begin stakeholder engagement quickly, saving time and money. They had a clear and comprehensive picture of the current stakeholder landscape, an actionable implementation plan, and an approach for regularly measuring success.

## Georgia Tech Human Resources Strategic Planning

- » LEAD CLIENT: Georgia Tech Human Resources
- » SERVICES PROVIDED: Strategy Development & Implementation
- » STATUS: Complete

The newly hired Vice President and Chief Human Resources Officer arrived amid the transition of high-volume activities from HR into the new Administrative Services Center and faced the opportunity to redefine the work, structure, and processes of Georgia Tech's central HR unit. GTSC was asked to design and facilitate a process to create a new strategic plan for human resources. We supported their new leadership to strengthen operations, improve processes, and enhance the culture of the HR organization.





# STUDENT ENGAGEMENT & DEVELOPMENT

## Student Employment

GTSC is dedicated to offering employment opportunities through immersive consulting experiences that prepare students to compete in the job market. Student employees are engaged in their area of study, make contributions on active projects, and learn how to sharpen their management consulting skills. At the end of the engagement, students showcase their work and share future aspirations. This year we enjoyed the privilege of having nine students contribute to our projects, including ISP initiatives.

## In the Classroom

Throughout the 2022-2023 academic year, our team guest lectured and served as mentors to student groups in the Scheller College of Business Strategy Consulting Practicum course and co-taught GT1000. Our Associate Vice President also taught mini-semester sections throughout the year focused on building personal and organizational resilience.



## Work Science Center Partnership

GTSC has a long-standing partnership with the Work Science Center, an initiative of the School of Psychology within the College of Sciences. Each year we provide learning experiences for their graduate students. This year we participated on the thesis committee of one of their graduate students who researched the sensory influences (sight, sound, smell) on work-from-home productivity.

## Strada Beyond Completion Challenge

As a result of our work in representing Georgia Tech on the Taskforce on Higher Education, we were provided with an opportunity to apply for a Beyond Completion Challenge grant through Strada Education Network. In January 2022, we received a \$250k grant for the Office of Minority Educational Development (OMED) to engage in innovative programs that would improve equity in student outcomes beyond college completion. Serving as a project consultant and champion to OMED, we launched or expanded four initiatives: Peer-I-Scope (expansion of current), Career Immersion (continuation), Global Innovation (new), and Transfer Bridge (new). These projects are designed to support African American, LatinX, and Indigenous students in successful integration into the Georgia Tech culture, academic and professional skill development, and connections to career development resources.

# CAMPUS & EXTERNAL ENGAGEMENT

## Service on Campus Committees

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. Throughout the year, our team also served on hiring committees for key positions in the Administrative Services Center, Georgia Tech Human Resources, and Student Engagement and Well-being.

## Portfolio, Program, & Project Management Community of Practice (P3)

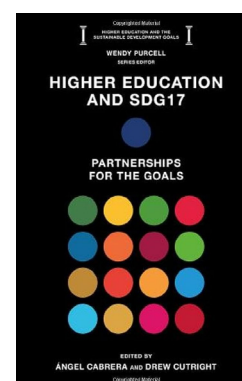
This year GTSC launched a new community of practice to provide more direct support for people across campus who have responsibilities for managing projects, programs, or portfolios of projects. Through a monthly forum, the group learns and exchanges ideas about best practices. The community of practice is focused primarily on supporting program managers from the strategic plan implementation (ISP) initiatives but is open to all members of the Georgia Tech community.

## Project Management Networking Forum

GTSC leads the Project Management Networking Forum (PMNF) to create a community of practice to foster and encourage the professional development of highly skilled project, program, and portfolio managers, so they are competent and confident in their capacity to drive projects. Last year we held a virtual and interactive discussion about strategies for managing projects in the midst of perpetual change. This session featured successful project managers who shared some of their key tips for managing resilient projects. Panelists included, Rashidah Bahar from OIT, Dean Hettenbach from the Georgia Manufacturing Extension Partnership (GaMEP), and Shelby Benko from Slalom. The session was moderated by Sonia Alvarez-Robinson. Over 60 community members, inside and outside of Georgia Tech, participated.

## Thought Leadership

GTSC actively contributes as members of major associations for organizational effectiveness and internal consulting: The Network for Change and Continuous Innovation (NCCI) and the Association of Internal Management Consultants (AIMC). In NCCI, Byron Fitch served on the Board of Directors, Kendra Lewis-Strickland as Vice Chair of the Volunteer Development Committee, and Jeneen Parker-Mosley on the Membership and Outreach Committee. In AIMC, Andrew Billing serves on the Board of Directors and was recently named co-chair of the Academic Development Committee. We exchange best practices with both organizations to help advance the field of internal consulting. In addition, 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.







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