1. What is the perception that you want people to have of Georgia Tech 10 years from now?

I would like Georgia Tech to be recognized as one of the world's top-ranked technological institutions, as well as a university that helps society chart the directions of the future. As technology becomes even more pervasive in our lives, Georgia Tech should be a place where learning and education go hand in hand to produce leaders who have not only technical capability, but also the broad vision to understand cultural and moral values important to the survival of our planet and all of the creatures on it. This is a tall order, but I have no doubt we have the capability to achieve at this level and that we understand how to tackle the largest challenges. After all, when we handled the Olympics, we proved that Georgia Tech can handle big jobs well if everyone has a role and all of us unite behind a common goal.

2. Could you address the changes in the FASET program? Were there any specific reasons that brought about these changes? What does the future hold?

FASET is one of the key orientation programs which helps new students acclimate to campus and provides them with the skills and will to graduate from the Institute. Having been a student in the days when there was very little effort given to orientation, I can assure everyone that the role FASET plays is important to what Georgia Tech is all about today. FASET was developed over the past decade with involvement of staff and students and it is a proven success. Yet, every program needs to be reexamined in view of changes that are inevitable from internal and external sources. For example, our Institute Strategic Plan calls for better integration of academic and student life programs – an essential change if we are to capture the value that is to come from use of educational technology and our goal to develop more of a “whole person” educational concept for our students. We should make sure FASET is consistent with our strategic philosophy and fits with other student life and academic initiatives.

Recently, a committee composed of students, faculty, parents and members of the administration began the process of examining where and how we could improve FASET. Opportunities will be provided for public comment before any final decisions are made and all viewpoints will be considered in undertaking any new directions. We have created an Orientation Advisory Board as
an advisory organization which represents many constituencies. We plan to continue to use this
group for help in the future.

3. How much student input will be in the current reorganization of Student
Services? How much interaction do you as president have with these programs?

Student Services crosses over many areas at Georgia Tech, and includes matters that range from
parking and housing to career placement, athletics, counseling, and performing arts. As such,
these services derive from almost every segment of the administration and are driven by a complex
funding process. I am involved with all of them to one degree or another since the officers who
are responsible either report directly to me or report to someone who ultimately reports to me.

The reorganization of Student Services is based on: (1) the need to create a consistent structure
with Board of Regents policy; (2) a goal to have a responsive and efficient Student Services
network; (3) results of a study of our organizational structure undertaken with the help of an
outside consultant; and (4) information from six quarters of student satisfaction surveys that were
conducted prior to the Olympics. In the process of considering how we would approach the re­
organization, many students and staff members were interviewed. Additionally, we included
student leaders in all phases of our decision processes to date and will continue to do so in the
future. Fortunately, most of the major decisions have been made and we are in the process of
filling positions that will serve the new organizational structure. In all of the searches for new
people, students are included on the search committees and are active participants.

4. With the recent additions and cuts of vice presidents, I’m interested to know
which vice presidents are reporting directly to you/and will or will not be in the
near future?

The vice presidents who report to me are Michael Thomas, provost and vice president for academic
affairs; Robert Thompson, senior vice president for Administration & Finance; Jim Langley, vice
president of External Affairs; and Gail DiSabatino, interim vice president of Student Affairs. In
addition, our athletic director, Homer Rice, reports to me.

When I arrived at Georgia Tech, I felt the vice president structure was top heavy. Now, I am
pleased with the efficiency of the current structure and consider the reorganization process to be
complete.
5. I've noticed that the Administration prefers to deal with SGA on student affairs. Although SGA is important it is not representative of the students. How will this be dealt with?

The SGA, through its elective process is designed to be representative of the entire spectrum of the Georgia Tech student population. As such, it is the central student organization I look to for advice and help in staffing our advisory committees and study groups. It is important that SGA represent the voice of the students at Tech, and I would urge that anyone interested in influencing Institute policy get involved with SGA.

Having said this, I respect that not everyone can be involved in SGA or that all student viewpoints are represented by SGA. Thus, I make an effort to meet periodically with other student groups, I am a regular reader of the *Technique*; and my e-mail address (wayne.clough@carnegie.gatech.edu) can be accessed by anyone (and often is). I meet weekly with the vice president for Student Affairs and any of her direct reports she chooses to join us, and we discuss matters that students have brought to the table. In our weekly presidential cabinet meeting, the cabinet officers, many of whom are concerned directly with student issues, bring them to my attention. Finally, our provost, Mike Thomas; our vice president for Administration and Finance, Bob Thompson; and my executive assistant, Dan Papp, regularly meet with students about their concerns. Thus, there are many avenues by which all of the administrative officers, including myself, are regularly kept apprised of student concerns.

6. Do you see a more general class load placed on students once Tech converts to semesters and the major specific classes are absorbed into the general curriculum? How do you plan to combat this?

When we convert to semesters, there will be the same amount of time for classes as there are today, but the material will be packaged somewhat differently. The semester system will allow more opportunity for in-depth study, activities to encourage working in teams, improved use of educational technology, and oral and written communications. How all of this will fit together vis a vis the present curriculum is being worked out in the conversion process. Conversion will take place not only in the years leading up to the change-over, but even afterwards as further adjustments are made to continue to address needs and issues that arise after the first changes are put into place. Throughout, we will have in place a system of checks and balances to insure we meet all educational requirements and to encourage creativity in improving educational delivery.
7. How will you work toward funding for the new civil engineering building?

For reasons related to Institute and College of Engineering priorities and other more pressing needs, a “building” in the sense of a major new structure is not in the cards for civil engineering in the near term. The future will show more emphasis on buildings designed to encourage interdisciplinary efforts, and fewer will be built for particular disciplines. The move towards interdisciplinary buildings is being driven by trends in the workplace and a need for improved efficiency in use in space on college campuses.

We are working through alternative means to address programmatic needs such as those in civil engineering. A number of elements are being planned that are in part contingent on developing private funding from our Capital Campaign. These will include renovations and an addition to the Mason Building.

8. Who will use the Aquatic Center?

Beginning in mid-Spring, the Aquatic Center will be open for faculty, staff, and students. Activities in the Aquatic Center will include recreational swim periods, Health Performance Sciences classes, and Options classes. Additional groups will be allowed to rent the Aquatic Center for both practices and sporting events. Beginning in the fall, the men’s swimming and diving team will begin practicing and holding meets in the Center. Currently, the bubble pool is open and serves the campus. We are also studying options for the long-term use of the Aquatic Center involving enclosing it, but this requires capital funding that we presently do not have.

9. When will the Campanile finally be finished?

The Campanile itself is complete, including Olympic restoration work. The Plaza area is 95 percent complete. ACOG is continuing to work on drainage issues and care of the larger trees.

10. Why do we have so many streets running parallel to each other instead of closing one or two to create parking or green space? (e.g. Ferst and Tech Parkway?)

The issues are larger than just these two streets. They include issues regarding Georgia Tech, the City of Atlanta, the State Department of Transportation and at least two major corporations. To address these issues, we are (a) undertaking a comprehensive master plan for campus and the
surrounding areas that will include consideration of parking and auto, bike, and pedestrian traffic issues; and (b) hiring a campus traffic manager whose responsibilities will include improving traffic management over the short and long terms.

11. What is the most unexpected thing about being president of Georgia Tech?

Having worked at five other research universities before coming to Tech, there are not too many surprises. Two do come to mind. The first is how important Georgia Tech and its mission is to Atlanta and the State of Georgia, although we may not always receive credit for it. Hardly a day goes by that we are not cited by a company or corporation as the reason they are located here or that our services are not requested in one form or another by someone or an agency in the City or the State. Before coming here, I knew Georgia Tech was a key element economic development in the State and the City, but I did not appreciate how important we are and the fact that we will be even more important in the future. The second surprise is how uniformly good our students are, but how they too often are unaware of the need to prepare to become leaders in society. Our students’ destiny, even though they may not appreciate it yet, is to lead society. During my presidency, I will work on trying to get more students interested in understanding the cultures of the world, appreciating public service, and learning how to communicate with people who do not have technological backgrounds.

12. If the technology fee is not a raise in tuition, why do we have to pay for it?

Technology fees were authorized by the Board of Regents to be used to improve the quality of educational opportunities for schools whose programs were comprised of relatively high cost areas. Georgia Tech, with its concentration in the sciences and engineering and need for high tech laboratories, fits the profile. Technology fee funds are to be used explicitly for improvement of laboratory and computer infrastructures, with an emphasis on programs that impact the largest numbers of students. The technology fee is similar to the student activity fee, the health fee, and the transportation fee in that its purpose is specific enough be separated from tuition, which is used for general support of education programs.

13. Do you think the punishment fit the crime in the SAE case when compared to what is going on at UGA?

I am very comfortable with SAE’s suspension and probationary period. The sanctions placed on the SAEs were developed through a careful process that fully considered the recommendations of
our student judicial process. The final decision recognized the human dimensions of the issues, and highlighted my administration’s intent that the safety of our students must come first. I do hope that the SAEs learn from the experience, since any future offenses will be dealt with severely.

14. Did you wear a rat cap?

Yes, but I have to confess I went “bare” whenever I thought I could get by with it. In my day as a student, cool was in, and rat hats were uncool.

15. Do you use a Mac or PC?

I am a mixed mode person, having used both. Fundamentally, I have always admired the Mac approach, but being an engineer, I use lots of PC-based software. Presently I primarily use a Mac, but most of my software is PC-based and runs on a Mac.
1. Can you describe future campus expansion plans? (parking, playing fields, residences, etc.)

Georgia Tech is in a challenging situation in that it is short of space, both in terms of buildings and the land to build them on. We are taking a two-pronged approach, moving forward where possible with building projects, but at the same time undertaking a new look at our situation through the development of a new master plan. The master plan will be comprehensive, and will rely on an internal committee of students, faculty, staff, and administrators as well as the work of a nationally renowned consulting team. These groups will look at all the issues regarding use of our present space as well as areas we might be able to access beyond our present campus boundaries. We want to meet the needs for facilities, but at the same time, preserve our historic buildings and the open space that makes a campus a place of contemplation and enjoyment.

In the coming year, we hope to break ground on two major new buildings, the Manufacturing Related Disciplines Building - II, and a Biotechnology Building. Depending on whether permission is granted by the state, we also hope to design and build a new parking deck.

2. Georgia Tech students don’t seem to feel a real sense of community. Is there anything the faculty, administration, or students themselves can do to improve this?

We recognize this as a weakness on our campus and our Strategic Plan addresses it in a number of areas. Involvement is a key factor. The more involved students become, the more he/she will feel a sense of community. The increased number of students living on campus will help bring about an improved sense of community. Beyond this, we need to have more opportunities for community service, more cultural activities, and more interaction outside of the classroom for students, faculty, and staff. A number of initiatives are being put into place to address these areas and you should see results from them over the coming year and beyond.

3. Does the school intend to grow as far as the number of students?

According to the Strategic Plan, the campus will not grow beyond 15,000 students as of the year 2010. Because we have worked hard to decrease the student/faculty ratio, we will take our growth slowly so that the student/faculty ratio decreases or remains constant. Although the number of
students on campus will not rise very far, we do intend to grow through areas such as long-distance learning and continuing education.

4. **What is your favorite Tech tradition?**

It's hard to name a favorite. I enjoy the Ramblin' Wreck parade and George P. Burdell's constant enrollment. I'm also very pleased that we resurrected the tradition of blowing the Whistle after a winning football game. That was one tradition I missed.

5. **Will Tech require students to own a certain type of computer?**

The committee working on this issue has recommended that several hardware platforms be available that meet the required level of performance. I believe this is the right course.

6. **Was there a drastic increase in incoming freshmen due to the Olympics?**

Applications are up this year by as much as 25 percent, but interestingly, not from international students. The increased numbers of applications from U.S. students could possibly be attributed to the exposure of the Olympics, but there are many other factors at work. For example, we have seen a steady increase in applications from Georgia residents for the past four years due largely to the influence of the HOPE scholarship program. Other factors driving up applications include our steadily improving reputation and the steady growth of college-bound students in Georgia and all of the sun belt states.

7. **There are still many problems with financial aid. Do you have any ideas to improve the bureaucracy?**

During the last few years the financial aid process has greatly improved. We know this from the results of our Student Satisfaction Surveys and the reduction in numbers of problems and complaints. Also, the lines to get student aid checks which used to circle the Carnegie Building, are non-existent today. We know there is still work to be done, but we feel we are on the right track and have a very competent staff who will continue to work on the issues. Part of our challenge today comes from the changing rules and regulations from the federal level where funds are being reduced and more bureaucracy is being instituted.
8. The percentage of African-Americans freshmen this year was several percentages points less than that of last year. Can you explain why this is?

We are perplexed by the reduction in numbers of African-American students in last year's freshman class and are looking closely at the issue. Georgia Tech values diversity in its student population and our students benefit from an environment that reflects the world they will work in. We do know that last year there was a considerable increase in pressure to admit in-state students, particularly in engineering. Unfortunately, historically the percentage of African American students in this cadre is low. This squeezes the number of students from out-of-state we can admit. In the past four years, the percentage of out-of-state students who are in our freshman class has dropped from 45 percent to 34 percent. This is in large part the explanation for the decrease in African-Americans in the freshman class.

The good news is that we continue to see an increase in African-American students in our graduate classes and as a result, we have the largest total number of African American students enrolled at Tech in our history, and a historically high number of African-Americans received Tech degrees this year.

The changing dynamics of the applications for Georgia Tech will be studied closely to insure that we are offering admission to as many qualified students as possible. We want to maintain the highest quality student body possible which brings to our campus a healthy diversity in terms of gender, ethnic and cultural background.