I. Introduction
A. Lottery Joke

II. Georgia Tech Then and Now
A. The Same
1. High-Quality Students
a. Top tier ranking in U.S. News & World Report
2. Rigor of Curriculum
3. “Can do” ethic of faculty and graduates
   a. Anecdotes about successful alumni
   “Stuck and unstuck” -- Elmer’s Glue and WD 40; Kary Mullis; eight astronauts; Jimmy Carter; Sam Nunn; Arthur Murray; renowned architect John Portman; Miata designer; and thousands of successful engineers and business people all over the world.

B. Changes
1. Size of the Institute
   13,000 vs. 7,000
2. Research Funding
   $8 million vs. $180 million
3. Diversity
4. Multiple Successful Sports Programs
5. National Prestige

C. Ayodele Embry Story

I would like to introduce you now to one of our students. An electrical engineering major who carries a 4.0 grade point average, this student is a Fleet Scholar, a Presidential Scholar, recipient of the 1994 Omicron Delta Kappa Pettit Award for outstanding sophomore leader, and has recently been awarded
the prestigious national Truman Scholar grant, a national award given to students who have expressed an interest in continued education as a way to give back to their communities.

— 40 years ago this student would not have been eligible to attend Georgia Tech because she is a woman.

— 35 years ago she would not have been eligible to attend Georgia Tech because she is African American.

— Today, she leads her class.

III. Lighthouse Story

As you can see, we have a proud past and present. The question becomes: How are we planning for the future?

I am reminded of a story of the seaman who had just been promoted to captain. Late one night he was steering his ship when he saw ahead of him what looked like the lights of another ship coming straight for him. He immediately wired to the other ship the instructions: “Change your course 10 degrees!” The reply came back: “Change your course 10 degrees!” Angry, the new captain signaled: “I’m a captain, change your course to the south.” The reply came back: “I’m a seaman first class, change your course to the north.” Now enraged, then new captain signaled back: “I’m on a battleship...change your course or else.”

The reply came back: “And I say change your course north, I’m in a lighthouse.”

Recent changes in higher education, such as demands for increased accountability from students and parents and less grants from the government, have put some universities on a collision course with the shore — much like that poor captain. Unwilling in some cases and unable in others, many universities have refused to acknowledge a new course for the university within higher education. Instead they
trudge along citing tradition — and missing the boat for further opportunity.

Georgia Tech is well positioned to be a winner in this brave new world, if it is willing to make the required changes and we begin to receive the level of funding commensurate with our goals and the special nature of our programs.

IV. The Next Century

A. Build from History — serve students and state

As a state-owned university it is important we provide value to the citizens of Georgia. Therefore, when you think of Georgia Tech, I hope your first thought is excellence in education. That’s the most obvious way Georgia Tech serves our state — providing Georgia students a quality college education.

Georgia Tech is often compared to both MIT and Cal Tech. We recruit many of the same students and offer many of the same courses and degrees. However, there is one very big difference between Georgia Tech and MIT and Cal Tech. MIT and Cal Tech, although named for the states they are located within, are state schools in name only. At Georgia Tech, the in our name is very important; there is a reason we are named Georgia Tech and that reason is serving the students, citizens, and state of Georgia.

Approximately 7,000 of our current students are from Georgia and our latest recruitment statistics show that we are approximately 17 percent ahead on in-state applications for the upcoming year. Georgia Tech serves all of the eligible students in Georgia. Unlike many schools with our high quality reputation, we are not expensive.
B. Recognize changes — what got us this far will not carry us into the future
   1. Quote about Virginians

C. Recognize trends
   1. Distance learning capabilities
   2. Multidisciplinary programs
      a. Biotechnology

D. Capitalize on post-Olympic use of Olympic facilities

E. Develop Strategic Plan

V. Conclusion

I'd like to close by reading you the mission statement developed recently by teams of students, faculty, alumni, staff, and administration. It reads: "Georgia Tech will be a leader among the few technological universities whose faculty, students, staff, and alumni create, expand, and communicate the frontiers of innovation to provide an enriched and prosperous society for the citizens of Georgia, the nation, and the world."

Thank you.