

What: Administrative Network
When: November 20
Length: 20 minutes -- 15 for speech, 5 for questions

Good morning. It is a pleasure to speak to the members of the Administrative Network. Today, I'd like to talk to you about our accomplishments this past year and your role in contributing to Tech's future success.

I am presenting to you what is basically a staff-oriented version of the State of the Institute Address. Although my last version of the State of the Institute Address lasted well over an hour, I think you'll approve of my strategy for this speech, which reflects some excellent speechmaking advice I once received. Basically, I was told. "Be loud. Be brief. Be seated."

I'd like to begin with some information about the past year. It was a year of accomplishment. Of achievements of Olympic proportions, and I would like to commend all of you for your hard work during our Olympic period.

I realize it wasn't easy. Many of you worked odd hours; all of you experienced inconvenience—from waiting for MARTA to waiting for ACOG shuttle buses to waiting in line to actually enter the campus.

I understand there were probably times when you wondered if the inconveniences were worth it. I myself will admit there were times when doubts crept into my mind—when the jackhammers were in full force at 4:30 a.m., when campus trees by the dozens were being cut down, and during one dramatic encounter when my wife and I were told to lie down on the floor while a SWAT Team searched the President's Home for what was thought to be

an armed gunman—on those occasions, I definitely had my doubts.

However, overall the results are already clearly positive and we have yet to reap the full measure of our participation. The great track star Jesse Owens once labeled the Olympics, "a lifetime of training for 15 seconds of glory." This summer, we witnessed plenty of glory—Kerry Strug's heroic vault into history, Michael Johnson's fluid sprints, as well as the gold medal performances of two of our alumni, Derrik Atkins and Derek Mills.

But, athletes notwithstanding, I was most impressed by the team of our Georgia Tech staff, faculty, students, and alumni. Because of your willingness to sacrifice and work for the greater good of the Institute, we gained infrastructure that will help us continue to build a foundation for a greater future—as well as a wealth of publicity that will help us continue to grow our reputation and prestige.

Today, the excitement of July has quietly faded into the reality of a new school year. However, unlike the Olympic athletes, our team is still very much together and ready to build on the winnings of last year for a greater future for Georgia Tech. In addition, the benefits we gained will last well beyond the 15 seconds predicted by Jesse Owens.

During the year our team was strengthened by the strategic acquisition of some new players. Obviously, I cannot announce all of the new positions hired last year, however I would like to highlight three administrative positions that I believe will benefit Georgia Tech for many years to come. Those positions include:

- Joe DiGregorio, vice provost for Distance Learning, Continuing Education, and Outreach. Our strategic plan has dictated that student enrollment should not grow to more than 15,000—just 2,000 more students than we currently possess. Future growth will occur in areas like distance learning and continuing education, where we can serve the needs of nontraditional students—without overstressing the space limitations of our campus. Joe will oversee this area and lead us forward into a new era of nontraditional learning;

- Steve Swant, assistance vice president for budget and planning. In year's past, the financial arm of the campus has been cited as the administration's weak link. Steve will work to improve our budgeting and financial planning initiatives and help us to build an administration that is equal to the excellence achieved by the rest of the campus;

- Chuck Donbaugh, associate vice president for the Office of Human Resources. Georgia Tech's most valuable resources are its human resources. Chuck will provide directions for our human resources processes, including training for existing employees as well as the hiring of new employees.

Each of these positions was created out of existing ones on campus; as I stated in last year's State of the Institute Address, it is still my goal to have a "lean and mean" Administration.

Strategic acquisition of key players is important. However, as the Braves have demonstrated over the years, it's the players who stay with you over the long haul—who begin in the minors and work their way up to the Big Leagues—who make perhaps the biggest difference. For that reason, this year we

introduced several new training opportunities to our workforce.

The first I would like to highlight is called SuperTrain and consists of 13 career development courses. The response to these classes—especially from the staff—has been tremendous. In the past year, 156 supervisors have completed 445 courses and 310 employees have completed “Preventing Sexual Harassment. In addition, including non-SuperTrain classes, more than 547 faculty and staff registered for various training courses.

A second career development initiative with a strong showing this past year was the MentorTech program that paired relatively new employees with Georgia Tech veterans. This program has enabled new employees to grow through interaction with their mentors, and allowed mentors to share knowledge they’ve gained from their Georgia Tech experiences.

Since team members are often the best place to look for improvement ideas, it should come as no surprise that several CQI initiatives—through the Administrative Excellence Task Force—are helping to improve Tech’s administrative team effort. In fact, after my presentation today, you’ll hear from members of the Procurement and Classified Hiring teams. Both teams have done an excellent job of improving processes here on campus and I think you’ll both enjoy and approve of the results they have obtained and the changes they are recommending.

Too many, change is a scary concept. However, for the Institute to move forward, change is inevitable. If you look back at the history of Georgia Tech, it is easy to see where we have benefitted from change: the admission of women and minorities,

the addition of graduate courses, and the new buildings we've erected are just a few of the positive changes that come to mind.

Currently, the strategic plan outlines the changes we would like to make through the beginning of the next millennium. During the past year a committee chaired by the Associate Dean of Sciences Andy Smith, has worked on a draft of a strategic implementation plan. This plan includes hard and fast criteria to measure our progress and provides deadlines for the original 48 action items described in the strategic plan.

The strategic plan and the implementation draft are both extremely important as they provide direction for our future. After all, no team can succeed without a game plan, or as sports legend Yogi Berra once said, "if you don't know where you're going, you might wind up someplace else."

With a team like Georgia Tech, there are obviously more achievements that I could highlight. However, as promised, I will keep my remarks brief and conclude with a few short words about your role in our future success.

In essence our future success depends upon you. Our future will be determined by our ability to work as a team, and, just as in baseball or football...or most other team sports for that matter... every team member is vital to the final enterprise.

Every day you and every other team member help to build the future of this Institute. Author Alice Walker once said, "Keep in mind always the present you are constructing. It should be the future you want."

To support our future success, I urge you to continue to put forth excellence, continue to seize opportunities for career growth and development, and continue to look for ways to improve the basic processes of the Institute.

If everyone throughout the Institute works to do the same, I've no doubt we will soon achieve our goal of moving to the next level of American research universities.

Thank you.

Outline

I. Welcome

A. "Be loud. Be brief. Be seated."

II. The Year in Review

A. The Olympics

1. Sacrifice and inconvenience
2. Impressive Georgia Tech team

B. New Players

1. Joe DiGregorio
2. Steve Swant
3. Chuck Donbaugh

C. Development of Current Players

1. SuperTrain
2. MentorTech

D. Team Improvement

1. CQI-AETF
2. Strategic Plan

III. The Future

A. Depends upon you

B. Author Alice Walker "Keep in mind always the present you are constructing. It should be the future you want."

C. Build future though continuing to:

1. put forth excellence;
2. seize opportunities for career growth and development,
3. continue to look for ways to improve the basic processes of

If everyone throughout the Institute works to do the same, I've no doubt we will soon complete our goal of moving to the next level of American research universities.