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THE WHISTLE

FACULTY/STAFF NEWSPAPER

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THE GEORGIA INSTITUTE OF TECHNOLOGY

Provost plans new measures for improving Institute communications

David Terraso
*Institute Communications
 and Public Affairs*

The provost wants to hear from you. Next semester, Provost Jean-Lou Chameau will launch a new plan to further enhance communication between his office and Institute faculty and staff. Although Chameau initiated the plan, its final form represents a combined effort between Chameau and a focus group of Tech faculty and staff. It calls for the provost to issue periodic e-mails, make in-depth visits to Tech schools and colleges, host a monthly invitational luncheon for faculty and staff, and host a separate luncheon for the college chairs and program directors each semester.

Beginning in late January, Chameau will begin sending periodic e-mail updates to all faculty and staff. Information will vary among mailings, but will touch on topics such as major policy changes, budgets, long- and short-term goals, news from the Board of Regents and the status of major leadership searches. Recipients will be invited to respond to the e-mails with questions or comments.



Jean-Lou Chameau

"If Georgia Tech is going to continue its tradition of excellence in education and research, every person on the team must be able to share their ideas. Information and good communication are important to our future success," he said.

Chameau's plan originally called for e-mails only, but a faculty/staff focus group he commissioned to study his plan had some ideas of

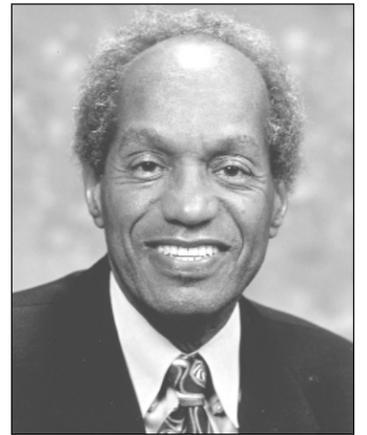
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Chair of Servant Leadership to focus on developing skills in students

David Terraso
*Institute Communications
 and Public Affairs*

Arnold Stancell's enthusiasm for teaching is infectious. A bundle of potential and kinetic energy, the chemical engineering professor's eyes twinkle as he delves into a subject he's excited about, and he has the ability to convince you that you're just as excited as he is. He's charismatic, bright and creative, all qualities that should serve him well in his appointment to Tech's newly created Turner Chair of Servant Leadership.

As chair, Stancell will help develop Tech's student leadership initiative, designed to teach leadership skills to undergraduates. The Turner Chair figured prominently in this year's State of the Institute Address, part of President Wayne Clough's ongoing plan to create a more student-focused education. The initiative has been under development for the past two years by Vice Provost for Undergraduate Studies and Academic Affairs Robert McMath and Lee Wilcox, vice president of Student Affairs.



Arnold Stancell

"The thing that really distinguishes Georgia Tech's attitude about leadership from other schools' is our notion that leadership skills should be taught to everyone, not just a select few," explained Wilcox.

Stancell's appointment comes after an illustrious career in the private sector. Before joining Tech five years ago, Stancell honed his leadership skills during a 30-year tenure at

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Vice Chancellor discusses future of engineering education

Dan Treadaway
*Institute Communications
 and Public Affairs*

The impending arrival of a new University System chancellor and increasing calls for engineering programs outside of metro Atlanta have created lots of questions recently about the future of engineering education in Georgia.

Dan Papp, senior vice chancellor for Academic and Fiscal Affairs with the University System Board of Regents, addressed some of those questions at the Dec. 4 Faculty Senate meeting.

"One of the most important factors here is the perspective of the chancellor," said Papp, who previously served on the Tech faculty and in the administration for a number of years. "And I simply don't know what (incoming Chancellor Thomas Meredith's) perspective on this will be. We haven't had the chance to

discuss it yet." Meredith officially becomes chancellor on Jan. 1, replacing retiring Chancellor Stephen Portch.

Papp pointed out that Georgia Tech's plans call for having no more than 15,000 students at its Atlanta campus, and the Institute now has more than 14,000 students. "Georgia Tech is almost at its carrying capacity," he said. "We have to look at the question of what are the state of Georgia's needs in terms of engineering education. I don't know exactly what those needs are right now, but I will recommend to Chancellor Meredith that we do some type of study to look at the engineering education needs of the entire state. I think that study will have to address the question of whether Georgia Tech should maintain its virtual monopoly on engineering programs."

President Wayne Clough, who presided at the Senate meeting, also

offered some comments on the issue. "I think the question we have to look at is whether we want to produce all the state's engineers if the state's needs outstrip our capacity," Clough said. "There may be an increasing need for engineers, but that need is largely in metro Atlanta. But the day is coming when all engineering education can't happen on our campus. Either we go out and expand programs like GTREP (Georgia Tech Regional Engineering Program) or we let other schools pick up some of the demand."

In addition to the engineering education issue, Papp also discussed a number of other items:

• **Funding formula:** Papp said the University System will lobby the Legislature to change the current formula for allocating funds to each of the System's 34 colleges and universities. He said the current formula takes into account enrollment levels only, and does not consider high-cost

programs at Georgia Tech, the Medical College of Georgia and other units that are required to conduct advanced scientific research and economic development programs.

• **Strategic plan:** Papp said the guiding words for the System's most recent strategic planning process are "A More Educated Georgia." He said that admissions standards that have become increasingly rigorous during the 1990s have led many to question whether the typical Georgia student can still get admitted to a System institution. He said that Chancellor Meredith will be looking at the question of whether there is too much "exclusivity" in admission to System colleges and universities.

• **Report card:** The Office of Educational Accountability and the Governor's Education Coordinating Committee are working on a "report card" for System institutions. The

Senate continued, page 2

“QUOTE— UNQUOTE”

“This has the potential, along with Zoo Atlanta, to make Atlanta the world capital for conservation. It will put us on the cutting edge, which is where Atlanta ought to be.”
—Terry Maple, professor in the School of Psychology and director of Zoo Atlanta, on the announcement of a \$200 million gift from Home Depot Chairman Bernard Marcus to build an aquarium in the Atlantic Station redevelopment zone.
(Atlanta Business Chronicle)

“Now is the time for the government to be patient and let the private sector continue investing in greater deployment of broadband so that more people can — and do — make use of its capabilities. However, once the market takes shape, the federal government may need to step in to help improve service where broadband availability is lacking or to address any abuses of market power that might occur.”
—Nikil Jayant, professor in the School of Electrical and Computer Engineering and chair of the Committee on Broadband Last Mile Technology for the National Research Council, on its report advising the U.S. government to refrain from regulating broadband networks.
(Reuters)

Tech's entrepreneurial spirit drives Start-Up Café

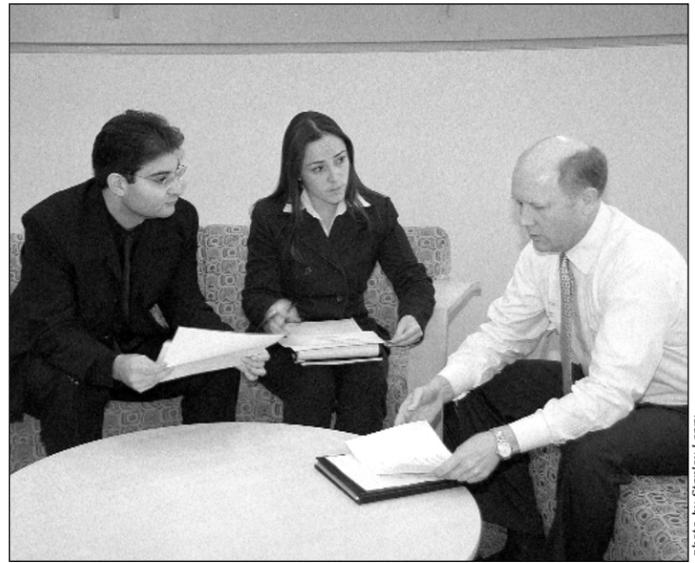
Elizabeth Campell
Institute Communications
and Public Affairs

Even in a slowing economy, many people are still pursuing their business dreams. To help the would-be entrepreneur, the Program for Engineering Entrepreneurship — a collaborative effort between the DuPree College of Management and the College of Engineering — continues to add programs to help students, professors, researchers as well as community members to develop and refine their business ideas.

This semester, the Engineering Entrepreneurship Program and the Georgia Tech/Emory Center for the Engineering of Living Tissue (GTEC) launched a weekly Start-Up Café, bringing local business experts to campus for 30-minute, one-on-one consultations with potential entrepreneurs. Venture capitalists, attorneys and marketing consultants were among the experts who volunteered their time to review business ideas, answer questions, suggest funding strategies, critique business plans, suggest service providers and more.

Phil Moise, a partner at the law firm Sutherland, Asbill & Brenn, said, “Participating in Start-Up Café does two things for us: first, it helps expand the technology pie in Georgia to strengthen the whole sector for the benefit of everyone in the industry, including service providers like us. And secondly, it gives us the opportunity to meet prospective clients directly.” His firm is now helping two students he met at Start-Up Café set up their business.

Another Tech alumnus and partner of Accenture consulting firm,



Jack McMillan, right, assists in the development of a business plan for ISyE graduate students Sam Taleb and Diana Orrego.

Jack McMillan, said he found the conversations stimulating and plans to volunteer again.

“As expected, these students reflected the high quality of the Tech student body,” said McMillan. “Most needed to be taken to the next level of specificity in terms of what the business proposition is. I hope that I was able to help the students think about questions that they need to answer in taking their ideas to another level of detail.”

Some attendees found the sessions so helpful that they attended several. As word of the weekly event spread, time slots filled quickly.

Mark Prausnitz, an associate professor of chemical and biomedical engineering, signed up for sessions on financing and legal advice to commercialize his drug delivery technology. What motivates him to

start his own business? “I want my technology to be used and the only way to do that is through a company,” he said. “It does not have to be my own company. I just want to be sure that the company is committed to my technology.”

Maheep Yadav, an MSM graduate student tackling a cruise line business, attended the Start-Up Café three times to learn more about developing a timeline, marketing and financing. “The Start-Up Café is a great forum and an indispensable source of advice,” said Yadav.

For more information...

Program for Engineering
Entrepreneurship:
www.entrepreneurship.gatech.edu/

Senate, continued from page 1

report card will rate four criteria: retention rates, graduation rates, passage rates on an expanded Regents' Test that includes math, and passage of professional certification and licensing examinations by graduates. Papp said the program will lead to extensive debate over certain issues — such as how to define a first-time, full-time freshman, and whether to use actual graduation rates or projected graduation rates.

• **State budget crisis:** Following recent state-mandated cuts of 2.5 percent from fiscal 2002 funds, Papp said a final decision has yet to be made on fiscal 2003 reductions, although a 5 percent cut has been widely rumored. He said that one possible positive outcome of the current fiscal crisis is an increase in funds appropriated for campus construction. “(The Legislature) could go deep into the building list this year because money is so cheap to borrow right now,” he said.

President Clough said that due to uncertainty surrounding fiscal 2003 cuts, Tech's budget hearing process will be delayed from January to March to allow Tech officials to gather more information on the very fluid state budget picture.

In other business:

The Faculty Senate discussed several proposals for changing the wording of the “Student Bill of Rights” published in the General Catalog. The proposed change that prompted the most vigorous debate was the addition of the following, referred to as Item No. 3: “The right to receive an evaluation of academic performance in a class prior to the point at which one may withdraw from the course without penalty.”

Committee Chair Paul Benkeser said the Student Regulations Committee wanted to add the item to address ongoing student concerns about courses in which no tests or other academic evaluation was given prior to the withdrawal deadline. Several Senate members, however, expressed concern that the rule would have a negative impact on some laboratory courses in which, for a variety of reasons, tests cannot be given early in the semester.

The Senate voted to adopt the proposed changes to the Student Bill of Rights with several changes, including deletion of Item No. 3. The revised version can be viewed at www.facultysenate.gatech.edu/SRCMins10-30-011.html.

After some debate, the Senate also voted to approve a request for a name change for the Department

of Health and Performance Sciences to the Department of Applied Physiology. Vice Provost for Undergraduate Studies Robert McMath, who presented the proposal, said the name change reflects the department's ongoing development of “a robust research agenda in physiology and the science of movement.” McMath also said plans are in the works for a master's program.

Some senators expressed concern that the name change appeared to be the first step toward moving away from offering basic physical education and wellness courses to students. Department Chair Robert Gregor said the basic wellness courses, HPS 1040 and the HPS 1060 series of courses, will continue to be an important part of the department's mission. He also said that a condition of the Department's entrance into the College of Sciences several years ago was the understanding that the Department would gradually move toward a research orientation.

The Senate voted unanimously to approve the name change.

For more information...

Senate committee annual reports:
www.facultysenate.gatech.edu/CommitteeMinutes00-01.html

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their own.

"The focus group was really enthusiastic about being able to share their ideas with the provost. Not only did the group give us positive feedback on the e-mail plan, they also suggested holding informal gatherings where small groups of faculty and staff would meet with the provost face to face," said Kathi Wallace, market research analyst for Institute Communications and Public Affairs and the focus group moderator.

Chameau agreed with the group's idea and added an informal invitational lunch to his plan. Each month he will invite seven to ten faculty or

staff members to attend the lunch.

"I always find that meeting faculty and staff face to face is the best way for me to understand the issues that are important to them," explained Chameau.

The focus group also suggested the provost periodically visit schools, colleges, institutes and centers on campus. Chameau visited the College of Architecture and the Schools of Physics, Public Policy, and Aerospace Engineering this past fall and will visit the DuPre College of Management in January. Additional visits are being planned.

"Visiting the various units here at Tech allows me to see the extraordinary work of our

faculty, staff and students and meet with many of them in a small group setting," said Chameau.

In keeping with a tradition started by his predecessor, Michael Thomas, Chameau will also continue to hold a lunch with college chairs and program directors each semester. In addition, enhanced communication and interaction mechanisms with undergraduates and graduate students are being planned.

"On a day-to-day basis, the 'excitement' in my work comes from interaction with faculty, staff and students," he said. "This initiative will provide even more opportunities for such interaction."

Leadership, cont'd from page 1

Mobil, where he served as vice president of exploration and production. He earned his doctorate in chemical engineering at MIT and was elected to the National Academy of Engineering in 1997.

Having already included leadership lessons in some of his own classes, Stancell will work on developing an elective course in servant leadership, which will be offered next fall. He is also working to imbed leadership components into existing courses involving 90 percent of Tech's undergraduates.

According to Wilcox, Stancell's conviction and creativity make him the perfect choice to head up the initiative. "Anyone who believes so strongly that leadership education is important for undergraduates and is creative enough to have taught leadership within thermodynamics would be my choice for this chair," said Wilcox.

Stancell says he's ready for the job, "I'm going to be putting a lot of energy into launching the program, with a lot of help from the faculty and the other departments."

Tech's initiative is designed to teach students the skills of servant leadership, a style which differs from the hierarchical command and control style of the past by emphasizing collaboration and respect between leaders and others in the organization.

The initiative is concentrating on teaching students six skills and characteristics they must have in order to be a good leader: vision, personal integrity, a service orientation, effective communication skills, self-awareness and the ability to work in teams made up of diverse individuals.

While some of these characteristics may seem self-evident, others are not. "Communication is more than just being able to deliver a good speech," explained Stancell. "Part of it is listening and sharing

information. You make everyone more effective when they have the latest information."

Having an orientation toward serving others is also key to the servant leadership style, said Stancell. "Servant leadership is supporting people, nurturing and developing people in the organization. You listen to them, participate with them and encourage ideas. Your organization will grow as a result of your having a servant leadership style. I have seen it. It's terrific."

Even though not every student will end up as a vice president of a major corporation, Stancell believes all of them will benefit by understanding leadership skills. It's not enough for students to just understand their major anymore. "There have been too many situations where I saw bright people who didn't meet their full potential because they didn't have an inkling of these skills," he said.

Pulling the plug on SAC

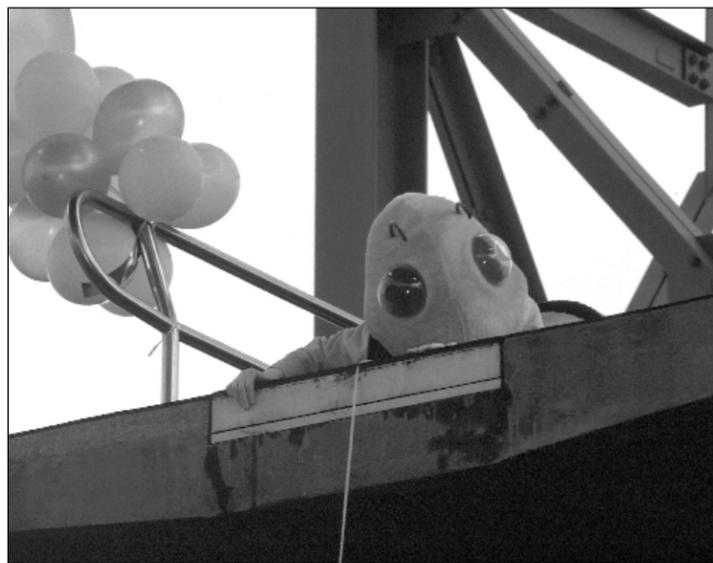


Photo by Stanley Leary

At left, Buzz lies in wait on the diving platform, preparing to yank the rope that "pulls the plug" on the Olympic Pool at the Nov. 28 construction kick-off for SAC II. During the first phase of construction, the Aquatic Center will be enclosed. In the second phase, the existing SAC and Bubble Pool will be demolished, and the new Fitness Center and Leisure Pool will be constructed. Completion of the project is expected in the fall of 2004.

Since the completion of the West Campus residence halls prior to the '96 Olympic Games, the original SAC — built in 1977 — is considered to be too small to accommodate the growing student population, up 17 percent since 1994.

IN BRIEF:

Don't get stung by the flu

The Health Center has recently received its entire supply of **flu vaccines**, which are now available. Vaccinations will be given Monday through Friday from 9 - 11:30 a.m. and 1 - 3 p.m. for as long as vaccine is available. There is no cost for students and spouses who have paid the student health fee; there is a \$5 charge for faculty and staff. If you have any questions or would like more information, call 894-1423 or refer to www.cdc.gov/nip/publications/VIS/vis-flu.pdf.

Freeze warning cancelled

The Office of Human Resources received notice from the Board of Regents last week that the current **hiring freeze is discontinued**, effective immediately.

OHR has said it will be contacting departments that had requests pending to confirm that the filling of vacancies is still desired. With departmental approval, requisitions on file will then be posted.

OHR also notes that additional cost-saving actions may be necessary in the future as the Institute reviews budget resources.

Tech Square Hotel gets a manager **Crestline Hotels & Resorts**, a preeminent leader in university hospitality partnerships, has been **tapped to manage the Georgia Tech Hotel and Executive Conference Center**, scheduled to open in the summer of 2005.

The 250-room hotel is an integral part of Tech's development plans in Midtown Atlanta. Adjoining the hotel will be the Georgia Tech Global Learning Center that will create an international learning environment with multiple amphitheatres and classroom facilities. The hotel and other facilities will offer state-of-the-art technology features, including the ability to project video conferences around the world with simultaneous translations.

The Georgia Tech Hotel and Conference Center will be Crestline's ninth hotel property in the Atlanta metropolitan area. Overall, Crestline manages 37 hotels, resorts and conference and convention centers across 12 states.

Pre-law program recognized

Members of the Georgia Tech student organization **Phi Alpha Delta** were honored recently at the national conference of pre-law chapters as having the **Best Professional Program** in the nation. The awards committee recognized PAD's Spring Speaker Series on Biotechnology, Ethics and Policy — co-hosted with the School of Public Policy and the Petit Institute for Bioengineering and Bioscience — for its unique multidisciplinary collaboration. Tech's PAD chapter is in its first year since being chartered.

Go see a show

The Robert Ferst Center for the Arts has announced that faculty and staff are eligible for a **15 percent discount on tickets** for the remainder of the 2001-2002 season. To see the schedule, refer to www.ferstcenter.gatech.edu; to order tickets, call 894-9600.

Volunteer age lowered

Due to an overwhelming response to the call for volunteers from Tech's students and young alumni, the Atlanta Local Organizing Committee has decided to modify its volunteer guidelines to include individuals who will be at least **21 years old** by March 1, 2002. To volunteer, call Hal Irwin at 894-1099.