

## 2007 Annual Report



VANISHING BOUNDARIES



**Georgia Institute**  
**of Technology**



## TABLE OF CONTENTS

1	Vanishing Boundaries
2	Research with Foresight
7	Student Support and Success
10	Global Outreach and Education
12	Economic Growth and Innovation
14	Community Integrity and Vitality
16	Enrollment and Degrees
17	2006-2007 Timeline
20	Administration of the Georgia Institute of Technology



## VANISHING BOUNDARIES

As the world weaves itself into a global economy and hot spots of innovation emerge in the spaces between the traditional disciplines, the boundaries that once constrained the Georgia Institute of Technology to a narrow patch of academic turf are vanishing. The Institute is seizing the new opportunities that are opening before it to broaden its sights and extend its reach.

For example, a decade ago, no one would have placed Georgia Tech in the same sentence with the word medicine. Today, Georgia Tech is home to three national research centers in nanomedicine and has emerged as a leader in health systems technology.

A decade ago, Georgia Tech's research in alternative energy sources was viewed as esoteric by mainstream energy industries. Today, major energy companies are seeking Tech's expertise in biofuels and in carbon separation to minimize greenhouse gas emissions.

As the economic significance of national boundaries has faded, Georgia Tech has embraced the global economy, educating students to be citizens of the world, building strategic partnerships with international universities whose expertise aligns well with its own, and helping the state of Georgia to expand its economic opportunities.

At a time when the American Council on Education reports that only 1 percent of American college students studies abroad—even less for engineering majors—more than a third of Georgia Tech's undergraduates are gaining international experience through study abroad or international internships or co-op assignments. They

are sought after by global corporations such as GE, which had already hired forty-seven undergraduates before they walked across the stage to receive their diplomas last May.

Tech's international research and education platforms, strategically located in Europe and Asia, not only serve the Institute's global interests, but also facilitate economic development contacts for Georgia's State Department of Economic Development.

As the twenty-first century unfolds around us, the shape of the technological research university of the future is becoming increasingly clear. It is global in its scope. It is collaborative in nature, leveraging its strengths in unique partnerships across academic disciplines and institutional boundaries. It

is innovative, continually reshaping its educational experience and refocusing its research thrusts to produce the talent and discoveries the future demands. And it embraces the planet, seeking solutions to the world's seemingly intractable problems and ways to improve the quality of life for all of Earth's inhabitants.

As Georgia Tech works hard and makes careful, strategic investments in its quest to define the technological research university of the twenty-first century, the Institute will continue to gain national and international significance. The doors will continue to open to new opportunities to cross the traditional boundaries and create the solutions that will allow humankind to prosper and flourish.







## RESEARCH WITH FORESIGHT

Georgia Tech continues to lead the way in promoting environmental sustainability on multiple fronts: reducing the pollution that degrades our air and water, slowing the release of climate-changing greenhouse gases, and developing cleaner alternative energy sources that are economically viable.

### Dealing with Carbon Emissions

As the political climate in the oil-rich Middle East has become progressively volatile and as growing carbon dioxide emissions contribute to climate change, energy has become a priority issue, both for national security and for quality of life.

Although a promising array of clean alternative energy sources is emerging, it will take time for them to become commercially viable and scale up to a level where they can break the nation's dependence on fossil fuels. In the meantime, increased attention is focusing on minimizing the environmental impact of fuels like oil and coal by capturing and sequestering the carbon dioxide they emit upon burning, rather than releasing it into the atmosphere.

However, the capture of carbon dioxide will require new technologies and approaches. For example, using current technology to separate carbon dioxide from the emissions of coal-burning power plants and sequester it is estimated to increase the cost of electricity by more than 80 percent, mostly from the cost of capture.

Power companies, as well as major oil companies who rarely used to



U.S. Sen. Saxby Chambliss (R-Ga.) paid Georgia Tech a visit to get a firsthand look at how Tech is working to create more efficient and affordable biofuels.

approach Georgia Tech because of its focus on alternative energy rather than petroleum engineering, are now knocking on the door, seeking assistance with better ways to capture greenhouse gas emissions.

Their search invariably leads to Roberto C. Goizueta Chair for Excellence in Chemical Engineering William J. Koros, who heads a research group that develops innovative membranes

and barrier materials capable of separating various types of molecules from gaseous mixtures. One of the practical applications of the group's research is the separation of carbon dioxide from fossil fuel emissions.

Once the carbon dioxide has been separated, energy companies hope to sequester it deep underground, taking advantage of the reservoirs and seams in the earth that have already proven

adept at storing natural gas, crude oil, brine, and carbon dioxide for millions of years.

The benefits of sequestration extend beyond keeping carbon dioxide out of the atmosphere. Pumping carbon dioxide into marginal oil wells can help to stimulate their production, giving oil companies a new tool to maximize domestic supplies.

In addition, pumping carbon dioxide into geologic formations may help to enhance the recovery of hydrocarbons, which would provide value-added by-products that could help to offset the cost of carbon capture and sequestration.

## Making Ethanol Cost-Competitive

Ethanol is receiving increased attention as an alternative to gasoline. During the past year, Georgia Tech forged a \$12 million partnership with Chevron to develop biofuels for transportation, and was also named a partner in a new \$125 million U.S. Department of Energy (DOE) biofuels research center.

One of the focal points of Tech's research in biofuels is transforming the pulp of the Southern pine into ethanol, which could generate enough fuel to replace between 15 percent and 20 percent of Georgia's gasoline consumption, according to Sam Shelton, a lead researcher on the Southern pine project and member of Georgia Tech's Strategic Energy Institute.

"Southern pine has huge potential for the state of Georgia," Shelton told U.S. Senator Saxby Chambliss, who visited Tech for a firsthand look at research to create more efficient and affordable biofuels. "It's a great economic development opportunity."

Southern pine is readily available from Georgia tree farms, which produce up to 18 million tons of extra wood pulp each year and would benefit economically from the creation of another market beyond paper goods.

The challenge lies in making the process for removing ethanol from wood pulp commercially viable. Georgia Tech researchers are working with special membranes designed to separate ethanol and water from the pulp by catching the larger ethanol molecules. They hope to have this process ready for commercial application within the next few years.

Another strategy for making biorefineries cost competitive with



Christopher W. Klaus Advanced Computing Building

## Campus makes major strides toward sustainability

As one of approximately 280 signatories of the American College and University Presidents Climate Commitment, President G. Wayne Clough joined campus leaders across the nation in agreeing to reduce campus greenhouse gas emissions that contribute to climate change. The short-term goal is climate neutrality by offsetting any carbon production through the purchase of renewable energy sources or credits.

Joining the Climate Commitment effort is a public expression of Georgia Tech's dedication to sustainability, which goes well beyond its numerous research projects to include ensuring that campus buildings and landscaping have the smallest environmental impact possible.

A prime example is the Christopher W. Klaus Advanced Computing Building, which was dedicated in 2006. Located in the heart of the Tech campus and home to some of the most advanced computing labs and innovative educational technology in the world, the building also includes a substantial number of environmental and sustainable features that helped it achieve the prestigious Leadership in Energy and Environmental Design (LEED) Silver rating from the U.S. Green Building Council.

"This building is not only beautiful, but also reflects Georgia Tech's commitment to environmental sustainability in the development of our campus," said President Clough. "Recycled materials were used in its construction, and it employs energy-efficient systems that will save Georgia Tech \$200,000 annually."

More than 50 percent of the Klaus Building's six-acre site is preserved as green space, and the facility includes a storm water collection system to provide water for its irrigation. Storm water collection technology—a crucial source of irrigation during the drought of 2007—has also been implemented in other campus buildings.

The Klaus Building followed in the footsteps of the College of Management Building at Technology Square, which was only the second building in the entire state of Georgia to receive LEED Silver certification. Nationally, the Management Building was the thirteenth to receive LEED Silver certification since the LEED rating system was launched in 1998.

Tech's commitment to an environmentally sustainable campus also includes a significant project known as the Eco-Commons. Designed as a series of green spaces arcing across the northern end of campus, the Eco-Commons will do more than provide passive outdoor recreation space. Its flowing waterways will be carefully engineered for integrated storm water management, providing opportunities for research and education.

"The Eco-Commons was conceived during the 2004 update of the Campus Master Plan and refined during the creation of the Campus Landscape Master Plan in 2006," said Deborah L. Greene, executive director of budget and planning. "In addition to providing invaluable green space for the Tech community, the Eco-Commons will also contribute to the Institute's reputation and leadership in sustainable design."





President Clough visits with Georgia Tech's Solar Decathlon team on the National Mall in Washington, D.C. Pictured below is Tech's entry in the Solar Decathlon—a house powered entirely by solar energy—which placed sixth in the competition.

the fossil fuels industry is creating a second revenue stream from the sale of high-value chemicals made from byproducts of the ethanol production process.

"It seems unlikely that fuel from a biorefinery—at least in the beginning—is going to be as cost-effective as fuel from traditional fossil sources," said Charles Eckert, a professor in the School of Chemical and Biomolecular Engineering. "If we can take a chemical stream worth only cents per pound and turn it into chemicals worth many dollars per pound, this could help make the biorefinery cost-effective."

To that end, Eckert and his research team are exploring the use of three environmentally friendly solvent and separation systems—gas-expanded liquids, supercritical fluids, and near-critical water—to produce specialty chemicals, pharmaceutical precursors, and flavorings from a small portion of the ethanol feedstock. These green processes could produce chemicals worth up to \$25 per pound.

## Harnessing the Potential of Solar Power

Solar power also has the potential to play a larger role in meeting energy needs. For example, Georgia Tech researchers have developed a new prototype satellite engine that uses up to 40 percent less fuel by running on solar power while in space and by fine-tuning exhaust velocity.

Reduced fuel consumption will make launching satellites more cost-effective by allowing either a smaller launch vehicle or a larger payload. Greater fuel efficiency could also give satellites expanded capabilities, such as more maneuverability once in orbit or the ability to serve as a refueling or towing vehicle.

At the Georgia Tech Research Institute (GTRI), researchers have developed unique three-dimensional solar cells that use an array of miniature "tower" structures resembling high-rise buildings in a city street grid

to capture nearly all of the light that strikes them.

The new 3D solar cells could boost the efficiency of photovoltaic (PV) systems while reducing their size, weight, and mechanical complexity. They could find near-term applications for powering spacecraft, and by enabling efficiency improvements in photovoltaic coating materials, could also change the way solar cells are designed for a broad range of other applications.

Another team is bringing solar power closer to home as they fund raise, plan, design, engineer, build, and transport a prototype solar-powered home to the National Mall in Washington, D.C., to compete with nineteen other universities in the U.S. Department of Energy's Solar Decathlon. The competition also has marketing and communication components.

"Working with other majors has been very educational," said Nadine Cafhlan, a fourth-year Architecture student on the interdisciplinary student-faculty team. "Our thought processes are different from one major to the next. This project allows you to see how engineers and architecture students go about finding a solution differently. We all come at it from different angles, but in the end we are striving for the same conclusion."

## Forging the Future of Alternative Energy

A truly comprehensive energy strategy calls for a diverse array of alternative energy sources, many of which have yet to receive the level of attention given to ethanol and solar energy.

For instance, researchers in Georgia Tech's Aerospace Systems Design Laboratory and the Georgia Tech Research Institute have conducted successful test flights of an unmanned aircraft believed to be the largest to fly on the power of a proton exchange membrane (PEM) fuel cell that uses compressed hydrogen.

The fuel-cell system that powers the 22-foot wingspan aircraft generates only 500 watts. "That raises a lot of eyebrows," said Adam Broughton, a research engineer who is working on the project. "Five hundred watts is plenty of power for a light bulb, but not for the propulsion system of an aircraft this size." In fact, 500 watts represents about 1/100th the power of a hybrid car like a Toyota Prius.

Tech researchers have also demonstrated a prototype nanometer-



Thomas Bradley (left), a doctoral student in Mechanical Engineering, and Reid Thomas starting the fuel cell aircraft during a test flight at the Atlanta Dragway.

scale generator that produces continuous direct-current electricity by harvesting mechanical energy from its surrounding environment in the form of ultrasonic waves, mechanical vibration, or even blood flow. Based on arrays of vertically aligned zinc oxide nanowires that move inside a novel “zig-zag” plate electrode, these tiny generators do not require batteries or other dedicated external power sources.

“This is a major step toward a portable, adaptable, and cost-effective technology for powering nanoscale devices,” said Zhong Lin Wang, Regents’ Professor in the School of Materials Science and Engineering. “There has been a lot of interest in making nanodevices, but we have tended not to think about how to power them. Our nanogenerator allows us to harvest or recycle energy from many sources to power these devices.”

The nanogenerator could be used to power a broad range of nanometer-scale defense, environmental, and biomedical applications, including biosensors implanted in the body, environmental monitors, and even nanoscale robots.

Organic electronics is another emerging interdisciplinary field that holds substantial promise in the arena of sustainable energy. With applications emerging in the areas of displays, solid-state lighting, solar cells, transistors, and sensors, organic electronics is predicted to grow rapidly into a \$30 billion industry by 2015.

To provide an opportunity for leading researchers in the field to meet and exchange ideas, Solvay and Georgia Tech’s Center for Organic Photonics and Electronics (COPE) co-sponsored the first Solvay-COPE Symposium on Organic Electronics. The Symposium featured internationally recognized experts in organic electronics as well as several Georgia Tech professors.

Solvay, an international chemical and pharmaceutical company, recently entered into a long-term partnership in organic electronics with Georgia Tech and COPE. The original three-year, \$3 million partnership begun in 2006 for research into organic light-emitting diodes (OLEDs) recently expanded to include research on organic solar cells and has increased in value to \$5 million.

## Understanding Climate Change

In addition to developing clean energy technologies that will enable the nation and world to reduce the level of carbon dioxide released into the atmosphere, Georgia Tech is also researching climate change.

Judith Curry, chair of the School of Earth and Atmospheric Sciences, and Civil and Environmental Engineering Professor Peter Webster have documented the growing intensity of the Earth’s hurricanes. Between 1970 and 2004, they found that the number of Category 4 and 5 hurricanes worldwide had doubled.

“The increase in global hurricane intensity since 1970 has been associated directly with a global increase in tropical sea surface temperature,” Curry told the U.S. House of Representatives’ Select Committee on Energy Independence and Global Warming last spring.

Webster also works in Bangladesh, one of the world’s most susceptible regions to flooding. Seasonal

monsoons bring regular flooding, enabling farmers to grow rice, but catastrophic floods have now increased from once every twenty years to once every four or five years.

Working with scientists at the U.S. National Center for Atmospheric Research, Webster is designing a pilot forecasting system to warn residents of impending floods. Last summer they began delivering one-to-ten-day flood forecasts directly to more than 100,000 residents living in floodplains.

Scientists customarily document historic climate changes by drilling ice cores from the massive ice sheets in Greenland or Antarctica that have been laid down over hundreds of thousands of years.

Earth and Atmospheric Sciences Assistant Professor Kim Cobb gathers similar data from another part of the world by drilling into stalagmites that have formed over thousands of years from dripping rainwater inside caves on the island of Borneo. Chemical traces in the layers of the stalagmites provide a climate history of the Pacific Ocean’s tropical region.

Contemporary studies by climatologists document the role of tropical Pacific phenomena such as El Niño in driving climate variations around the world. Cobb’s research suggests that activity in the tropical Pacific may have laid the groundwork for abrupt climate change throughout history.

“Understanding how the dominos fell [in the past] is very important to our understanding of our current warming trend,” Cobb said.



Assistant Professor Kim Cobb (right photo) takes water samples from stalagmites to compile a climate history of the Pacific Ocean’s tropical region. The photo at left is a close-up of one of the stalagmites analyzed in Cobb’s study.





## Sustaining an Efficient, Affordable Healthcare System

All the diverse elements of Georgia Tech's broad-based research agenda have the same guiding principle: to enhance the quality of human life. This is especially true for Tech's health-related research activities.

Last year Georgia Tech hosted a signing ceremony for a national initiative aimed at improving healthcare quality, information, and cost-effectiveness. Signers included U.S. Department of Health and Human Services Secretary Michael Leavitt, Georgia Gov. Sonny Perdue, former Speaker of the U.S. House of Representatives and founder of the Center for Health Transformation Newt Gingrich, and representatives from top Georgia healthcare companies and organizations. François Sainfort, former director of the Health Systems Institute (HSI) at Georgia Tech and Emory University, signed the initiative on behalf of Tech and HSI.

Georgia Tech was chosen to host the event because it is developing many of the technologies needed to make healthcare improvements technically possible. For example, HSI has partnered with Children's Healthcare of Atlanta to establish the Center for Pediatric Outcomes and Quality (CPOQ), a collaborative research endeavor to use science, engineering, technology, and clinical expertise to improve both treatment and prevention for children.

"Because their patients are children,

pediatric hospitals are more susceptible to bad outcomes when medical errors occur," said Sainfort. "At the same time, these hospitals are 'safety net' care providers that bear a heavier burden of uncompensated care. Thus, pediatric healthcare providers are faced with the challenge of simultaneously reducing costs and improving care quality."

In a separate pediatric-focused project, Georgia Tech and Emory University researchers developed an innovative technology to enable pediatric cardiac surgeons to design and test a customized surgical procedure before they ever pick up a scalpel.

Known as image-based surgical planning, the technology uses three-dimensional computer simulations to model blood flow and determine any energy loss in the heart.

"We use the MRI images and time data to create models of these children's vascular systems and hearts to simulate how they currently work and how they could work after surgery," said Ajit Yoganathan, a co-principal investigator on the project and biomedical engineering faculty member. "The goal is to improve the quality of life for these children by understanding their current physiology and finding the best way to optimize the surgery for that particular child."

Yoganathan expects the technology to



Georgia Gov. Sonny Perdue participated in a signing ceremony at Georgia Tech for a national initiative to improve healthcare quality, information, and cost-effectiveness.

become generally available to surgeons in three to five years.

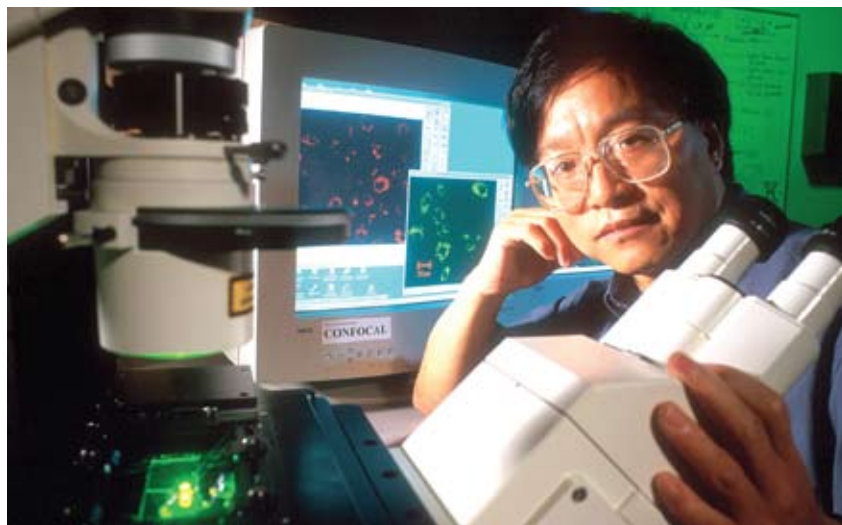
Georgia Tech is also recognized as a national leader in nanomedicine, a rapidly emerging field with vast potential for improving health. Last fall the National Institutes of Health (NIH) awarded Georgia Tech its third Nanomedicine Development Center in less than two years. Based at Tech, the center includes Emory University and the Medical College of Georgia as partners.

As cells replicate, mistakes can be created in the DNA that, if not repaired, can cause defects that lead to illness or disease. However, the body is also capable of DNA repair, which is the initial focus of the Center.

"We need to understand the basic engineering design principles underlying how cells repair DNA damage with high precision and apply this knowledge to the development of novel therapeutic strategies for a wide range of diseases, including cancer," said Gang Bao, College of Engineering Distinguished Professor in biomedical engineering and director of the Center. "The probes, tools, and methodologies we develop will be applicable to a wide range of biological and disease studies."

Long-term applications include potentially reversing genetic defects, curing disease, or delaying aging.

The Center will receive between \$6 million and \$10 million from NIH over the next five years plus almost \$3 million from the Georgia Research Alliance, a public-private partnership of Georgia universities, businesses, and government.



A Georgia Tech and Emory University research group lead by Gang Bao, a professor in the Wallace H. Coulter Department of Biomedical Engineering at Georgia Tech and Emory University, was recently awarded \$11.5 million to establish a new program focused on creating advanced nanotechnologies to analyze plaque formation on the molecular level and detect plaque at its early stages.





## STUDENT SUPPORT AND SUCCESS

In a national environment of ever-increasing college costs, Georgia Tech is maintaining affordability while simultaneously enhancing undergraduate education to produce well-rounded young leaders.

### Addressing the Challenge of Rising Costs

As rising tuition costs bring increased scrutiny of higher education by national policy bodies from Congress to the Secretary of Education's Commission on the Future of Higher Education, Georgia Tech is taking positive action to expand its tradition of making a high-quality technological education broadly accessible to talented students.

Georgia Tech has always worked to make a high-quality technological education accessible to qualified students through tuition rates that are low relative to its peer institutions, and through its Cooperative Program, which is one of the oldest and largest voluntary programs in the nation and helps participating students work their way through school.

However, President Wayne Clough felt the Institute needed to do more. "Georgia Tech graduates are a unique resource in an economic environment that needs talented leaders who understand technology," he said. "We do not want qualified students to turn away because they lack the financial resources to graduate without a prohibitive level of debt."

So Clough personally oversaw the development of Georgia Tech Promise,

which was launched in February 2007. The need-based assistance program offers a debt-free education to undergraduate students from Georgia with family income of less than \$30,000. It is a first in the University System of Georgia.

"The Georgia Tech Promise is not a free ride," said Marie Mons, director of Student Financial Planning and Services. "Students must maintain a 2.0 GPA, and we expect them to participate in work-study or other employment to the extent of earning \$1,250 per semester."

Students must also be eligible and apply for federal funds such as Pell Grants.

About 200 new and returning students qualified for GT Promise at its inauguration for the 2007-08 academic year, a number that Mons projects may eventually rise as high as 400.

These students are well qualified by measures such as SAT scores and grade point averages, but their average family income is less than \$23,000. Women and minorities comprise a majority of the group, helping Georgia Tech move toward its goal of expanding the number of these underrepresented groups in the science and engineering educational pipeline.

Because state law prohibits state funding from being used for the

program, Georgia Tech is raising a \$50 million endowment from private funds to provide ongoing support for the program. Michael G. Messner, a 1976 Civil Engineering alumnus, and his wife, Jenny, have taken the lead in supporting Georgia Tech Promise by making the first \$1 million commitment to the endowment. Messner is a partner with Seminole Capital Partners in New York City.

In other recent efforts to broaden Georgia Tech's arsenal of need-based scholarships, Jerry S. Johnson, EE 1957, endowed a scholarship fund to help seniors with financial need who are in Tech's widely recognized Co-op Program.

In addition, the Classes of 1980, and then 1982, celebrated their twenty-fifth reunions by raising funds to support need-based scholarships for Tech students.

### Attracting and Retaining the Nation's Best

At the same time Tech works to keep the cost of its education affordable, the Institute is also focused on enrolling students of the very highest quality. Among the nation's public universities, Tech presently ranks first in the

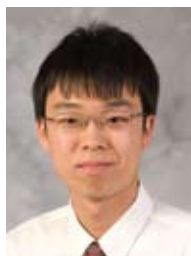
percentage of its freshman class who are National Merit Scholars and second in the average SAT score of its incoming freshman class.

Nabil Wilf provides a good example of what an outstanding student can do with a Tech education. After graduating from Georgia Tech in 2006 with dual bachelor's degrees in biology and international affairs, he spent a year as a Fulbright Fellow in Syria and Kuwait, and then was awarded a Gates Cambridge Scholarship to pursue a PhD in biochemistry.

Other outstanding students include two biomedical engineering majors who won prestigious Goldwater Scholarships in 2007. Yixao Zou, who is on track to graduate in 2009, hopes to pursue an MD/PhD in medical physics with a concentration in neuron imaging. His long-term career goal is to develop non-invasive imaging technologies to study changes in the brain on the synaptic and cellular levels to improve medical care for patients with neurological diseases.



Nabil Wilf



Yixao Zou

Fellow Goldwater Scholar Inn Chen, a native of Alabama who is set to graduate in 2008, was named to USA Today's 2007 All-USA College Academic Team. She is working on collaborative projects in regenerative medicine as well as creating novel tissue engineering and stem cell therapies for clinical use. She has also done volunteer work in biomedical engineering in the hospitals of El Salvador through Engineering World Health.

Chen was lured to Georgia Tech with a President's Scholarship, one of the Institute's most important tools for recruiting outstanding students. These prestigious scholarships are offered to about 100 outstanding high school seniors each year, and for many years, President's Scholars have excelled in their studies on campus and gone on to success in a wide variety of distinguished careers.

As varied and impressive as the achievements of past President's Scholars are, their current and future

counterparts are likely to exceed them, thanks to the Stamps Leadership Scholar Awards made possible through a gift from the Stamps Family Foundation, which is matched by the Institute.

The most exclusive of the President's Scholarships, the Stamps Leadership Scholar Award is presented each year to the top ten incoming freshmen and covers the full cost of their education plus enrichment experiences.

"What really sets the Stamps Leadership Scholar Awards apart from the already impressive President's Scholarships is the individual enrichment opportunities," said Randy McDow, director of the President's Scholarship Program and himself a former President's Scholar. "The possibilities for this kind of experience include an outdoor summer leadership development experience prior to the freshman year, a grant to support a public service internship and/or an undergraduate research experience, or one or more travel/study abroad experiences."

For example, sophomore Carola Conces, a Stamps Leadership Scholar from Dallas, Texas, traveled to both Mexico City and Madrid, Spain, last summer as part of the Languages for Business and Technology (LBAT) program.

"The program was a great opportunity for me to learn the economics and business language of two different countries," said Conces, a double major in global economics and modern languages, and applied mathematics. "I hope to work in international economics after I graduate, and pretty much all economics research now has a global element to it, so the language and cultural parts of the LBAT

experience will be a big help."

The Stamps Leadership Scholar Awards are competitive with the best scholarships offered anywhere in the nation, placing Georgia Tech in a much stronger position to recruit the very brightest young scholar/leaders to campus.

## Striving to Understand Divergent Perspectives

The exceptionally bright students who enroll at Georgia Tech quickly come to understand that college is a place and a time for them to explore myriad new ideas and begin to find their adult voices. However, at times some of those voices, at Tech as on many campuses, express what many view as intolerance and incivility.

Last fall, the Student Government Association (SGA) addressed this unsettling trend head-on with Finding Common Ground, designed to promote civility and the respectful discussion of thorny issues on campus. The initiative, which enjoyed the full support of the Tech administration, consisted of three workshop sessions and culminated with a public address by renowned poet Maya Angelou.

"Finding Common Ground is an idea [students] came up with to encourage dialogues on campus," said Allison Graab, undergraduate SGA president for 2006-07. "We had three small group sessions comprised of fifty to seventy-five students each that brought students from different facets of the community to the same table to teach them skills on how to dialogue on difficult



Georgia Tech alumnus E. Roe Stamps, fourth from right, and his wife Penny have made the President's Scholarship Program one of the strongest of its kind in the country, thanks to the establishment of the Stamps Leadership Scholar Awards.



issues—such as the war in Iraq—and also help them understand the perspective of other students on campus.”

Tech students Michael Gluzman and Brad Herrmann gained extensive experience in grasping a world view very different from their own. The two wrote and directed “Fanya Kaplan,” a short film based on the story of a woman who attempted to assassinate Soviet leader Vladimir Lenin in 1918. The film won Best Picture at the Campus MovieFest National Grand Finale.

The biggest challenge the student directors faced was filming the movie in Russian. None of the Tech student-actors except Gluzman knew the language, so he and friend Ildar Musin taught the students what they needed to know for the film in about a week.

“There was a lot of doubt as to whether we could pull it off in Russian,” Gluzman said. “The other option was accents.” But Tech students are quick learners, and in the end the film was in Russian with English sub-titles.

## Expanding Housing

Georgia Tech’s ongoing efforts to strengthen the campus life experiences it offers students were enhanced in March 2007 with the acquisition of the Olympic housing across North Avenue from the East Campus Residence Halls.



The addition of the North Avenue Apartments, as they are now called, enables the Institute to house 70 percent of its undergraduates on campus—an exceptionally high level for a public university.

The response from Tech students was enthusiastic and immediate, with campus housing more than 99 percent occupied despite the addition of 1,375 new beds.

Tech plans to concentrate sophomores in the North Avenue Apartments and is designing programming that will continue the mentoring and support systems now offered to freshmen in their residence halls.



The women’s tennis team reacts with joy as they win the NCAA championship last spring. Key players in that victory were Kristi Miller (left) and Christy Striplin.

## Women’s Tennis Highlights Stellar Year for Student-Athletes

Georgia Tech’s women’s tennis team didn’t mind standing in the sweltering heat of the White House South Lawn last June. They were focused on President George W. Bush, who honored them as one of twenty-eight 2006-07 NCAA national championship teams. The Yellow Jackets won their first women’s NCAA tennis title by defeating the University of California, Los Angeles in the finals.

“You’ve distinguished yourselves on fields and fairways, tracks and tennis courts, rivers and rinks, pommel horses and pools, bowling alleys, mountains, and basketball arenas,” Bush told the proud student-athletes.

Coach Bryan Shelton, who was named Wilson/Intercollegiate Tennis Association National Coach of the Year, said the White House visit was the first thing his team asked about after winning the title. Since Shelton returned to his alma mater to coach the women’s tennis team in 2000, his teams have made seven NCAA appearances in the past seven years, captured two ACC Championships, and included some of the nation’s top-ranked players as well as the first set of All-Americans in the program’s history.

Tech athletes continued to fare well in the classroom this year. Golfer Roberto Castro (industrial engineering) was named to the 2007 ESPN the Magazine Academic All-America men’s at-large first team, and swimmer Ofer Finkler (electrical engineering) earned second team honors.

On the gridiron, wide receiver Calvin Johnson made history when he was selected by the Detroit Lions as the second overall pick in the 2007 National Football League draft, becoming the highest selected Yellow Jacket ever. Winner of the 2006 Biletnikoff Award as the nation’s top receiver, Johnson was a two-time first-team All-American for the Yellow Jackets.

Tech’s men’s varsity lightweight eight crew continued its winning ways by scoring a second consecutive gold medal in the Dad Vail Regatta, collegiate rowing’s biggest event. This is the fourth consecutive year that a Tech crew has brought home a gold medal.



## GLOBAL OUTREACH AND EDUCATION

Georgia Tech not only establishes strategic international partnerships with other universities, industry, and government, but also educates students for success in an evolving and dynamic global marketplace.

### Fostering Global Economic Development and Modern Infrastructure

As the global economy encompasses a shrinking planet, Georgia Tech's tradition of anticipating and nimbly responding to market forces has enabled it to forge innovative international partnerships that align with its interests and provide a competitive edge for Tech and its home state of Georgia.

The newest of those partners is the nation of Ireland. Last year the Georgia Tech Research Institute (GTRI) established a research facility in the Irish city of Athlone in partnership with the Ireland Development Agency and in collaboration with Ireland's research universities. Within the first year, Georgia Gov. Sonny Perdue had visited Ireland and Ireland President Mary McAleese had come to Atlanta and the Tech campus.

President G. Wayne Clough described McAleese's visit as "another step in the growing relationship between Ireland and Georgia Tech. This relationship is already opening doors of economic opportunity between Georgia and Ireland."

Georgia Tech Ireland focuses on industry research and development needs. Over the next five years, the

Irish operation plans to build a portfolio of research programs and collaborations with industry valued in excess of \$24 million, and at full operation, it will employ fifty highly qualified researchers.

"During President McAleese's visit, we had the opportunity to highlight the broad range of interdisciplinary research at Georgia Tech and the major achievements of the university's programs in commercialization and applied research," said David Parekh, director of Georgia Tech Ireland. "It was clear throughout our discussions how this collaboration for innovation would bring tremendous value to both Georgia and Ireland."

Georgia Tech also reaches out to developing nations that need assistance with such basics as clean, safe drinking water. Worldwide, more than 1 billion people lack access to potable water and 2 billion still need access to basic sanitation facilities.

"We have a large-scale infrastructure in the United States to provide clean water," said Joseph Hughes, chair of Georgia Tech's School of Civil and Environmental Engineering. "Using our current approach will not provide the rapid fix the United Nations is looking for in developing countries [as part of the UN Millennium Development Goals]. It would take decades."

Hughes outlined four steps for solving the developing world's water and sanitation problems:

- Determine how big the problem is
- Analyze the dynamics of water distribution
- Understand the complexity of the systems required
- Create new approaches to water supply and sanitation through research and development

Tech Professor of Public Policy Susan Cozzens is leading new research to determine the effectiveness of recent international efforts to improve water supply and sanitation in developing nations.



Professor Susan Cozzens is leading research on water supply and sanitation.



Cozzens also plans to investigate how communities in developing countries share their knowledge. She will conduct case studies in urban and rural locations in four countries—Mozambique, South Africa, Costa Rica, and Brazil.

Georgia Tech has also become a partner in Emory University's Center for Global Safe Water. GTRI scientists and several students worked together to create a prototype dry latrine that does not contaminate the soil or groundwater. Based on solar oven designs and built from locally available materials, the latrines use solar power to heat the waste chamber to at least 140 degrees Fahrenheit, killing harmful bacteria and parasites and enabling the waste to be used as fertilizer.

Last January, the students traveled to La Paz, Bolivia, with GTRI and Emory representatives to present their prototype and demonstrate how to build the latrines.

## Leading the Way in Global Education

Although Georgia Tech has offered study abroad and exchange programs for a long time, the Institute has made major strides in recent years to expand and advance the caliber of its international education programming—and those efforts are paying off.

Last year, Georgia Tech was awarded the Senator Paul Simon Award from the Association of International Educators (NAFSA) in recognition of overall excellence in internationalization efforts as evidenced in practices, structures, philosophies, and policies.

"It is unusual for a major research university to receive such an award, particularly an institution with a strong emphasis on science and technology," said Howard Rollins, former associate vice provost for International Programs. "Georgia Tech has put together an incredible array of international initiatives that go well beyond the traditional areas, including study abroad, overseas campuses and research centers, and the integration of international programs into all undergraduate majors and international distance learning. The receipt of the Paul Simon Award provides national recognition for these significant efforts that are challenging for any university."

Georgia Tech's recognition as one of the most successful of the major research universities in

internationalization is based on the sheer number of international programs under way and the Institute's innovative approaches.

The International Plan, for example, is designed to integrate international education into many of Tech's undergraduate majors, and an increasing number of programs offered outside the United States feature work and research experiences as well as academic studies. As a result, more than a third of Tech undergraduates have studied or worked abroad by the time they graduate.

Tech's alumni are also helping to internationalize the campus. The fiftieth reunion project of the Class of 1957 provided an international study scholarship to assist students of all majors in pursuing a study abroad experience and/or meeting the requirements for the International Plan degree designation.

In a more targeted initiative, a group of Cuban-American alumni have created an educational loan program aimed at improving their island home. "Reconstruyendo El Puente" (Rebuilding the Bridge) makes educational loans to students of Cuban descent who attend Georgia Tech. Loans will be forgiven as the recipients return to work in Cuba whenever conditions allow.

"For more than seventy-five years, Cuban students have been part of the academic and cultural environment at Georgia Tech," said Juan M. Portuondo, spokesperson for the alumni group. "The technical training and developmental skills that we received at Tech prepared us well for professional careers in the United States and the many other countries where fellow alumni reside. It is time to give back not just to our alma mater but, most importantly, to our country of origin."



Georgia Tech Associate Professor of International Affairs Kirk Bowman (second from left) and Georgia Tech graduate students visited with Chief Ratu Timoci Batireregu, leader of the Fijian village of Tagaqe, during a coral reef conservation project there.

## I-House honored as 'Best of the Best'

Since it was launched in Fall 2005, the International House—or I-House—has evolved into a thriving community of students who are enthusiastic about the world and interested in engaging the global dynamics of politics, current events, economics, and culture.

Last March, this intentional living community, housed in the Fourth Street Apartments on Tech's East Campus, was awarded the "Best of the Best" trophy in the Academic and Student Services category of the Georgia Tech Best Practices Challenge.

The residents of I-House are participants in the International Living and Learning Experience, led by International Affairs Professor Kirk Bowman with assistance from graduate student Vince Pedicino. Bowman has devoted substantial time to special programming for I-House students outside the classroom, creating an appreciation for other cultures and a new level of dialogue between faculty and students around international issues.

The forty-eight student residents come from various nations, including the United States, and commit to participating in internationally themed programming throughout the year. Many have begun to lead programs for fellow I-House residents as well as the wider campus community.



## ECONOMIC GROWTH AND INNOVATION

Georgia Tech is a recognized leader in the development of forward-looking economic policies to keep Georgia on the leading edge of innovation and job creation.

### Tech Administrators Play Leadership Roles

As universities are increasingly called upon to help drive economic development, Georgia Tech's life-long role of helping Georgia businesses innovate and develop new markets has given it a competitive edge. Tech is widely acknowledged as a leader in technology transfer and commercialization, and President Wayne Clough has become a recognized leader in global innovation policy.

Clough was invited by the White House to serve as senior delegate from the United States at the G8 Business and University Leaders Symposium on Innovation in Moscow. The Symposium, held in advance of the annual G8 Summit in St. Petersburg, Russia, was an open discussion among selected leaders from business and education known for their successes in innovation and cutting-edge research. The dialogue focused on the development of a favorable policy framework designed to stimulate successful partnerships between business, governments, and academic institutions.

Last fall, Clough served as the higher education representative at the Council on Competitiveness Innovation Symposium. The event provided an opportunity for America's innovation leaders to celebrate America's

cutting-edge innovations and to mark the twentieth anniversary of the Council on Competitiveness, of which Clough is vice chair. The Symposium also coincided with the release of *Competitiveness Index: Where America Stands*, the first assessment of America's position in the global economy since September 11, 2001.

The Symposium focused on the tremendous economic growth that has taken place over the last two decades and also anticipated the challenges that lie ahead for American competitiveness. Clough was the only university president to address the issues facing higher education institutions in an extremely competitive global economy.

"The world of the twenty-first century presents new challenges," Clough told the Symposium participants. "The speed of technological change has increased, and a growing number of nations now compete in the technology space. Jobs and investments flow easily to the most promising locations. Innovation, flexibility, and agility have become the keys to success. World-class universities that live at the inflection point of innovation will be a major force in this new environment. However, this role requires new approaches to higher education. Universities need to be agile and collaborative. They need to be flexible enough to pursue research, corporate partnerships, and global alliances when those

opportunities present themselves."

Clough is also one of four university presidents to serve on the National Governors Association's (NGA) Innovation America Task Force, which includes three representatives from industry and six governors. Delegations from thirty-two states helped the Task Force kick off the innovation initiative.

"I have worked on the challenge of innovation from a national perspective as co-chair of the U.S. Council on Competitiveness' National Innovation Initiative," said Clough. "However, the efforts of state governments also make a vital contribution to the innovation process, and the state of Georgia and Georgia Tech are working together to create an environment rich in innovation."

The NGA innovation initiative is a call to action for states to encourage innovation-based growth in their region through economic and education policies. The process will ultimately provide governors with ideas and examples of how to help their colleges and universities realize their potential as vital resources for regional innovation.

Back home, Georgia Tech continues to support the growth of Georgia's high-end economic sector with an expanding array of services provided through its Enterprise Innovation Institute. The most recent addition is



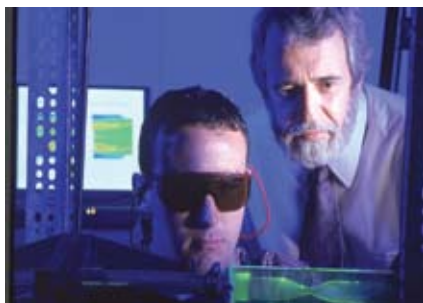
FastTrac TechVenture, a twelve-week comprehensive business training program licensed by the Kauffman Foundation that focuses on the needs of start-up technology entrepreneurs.

The program is offered through Tech's Advanced Technology Development Center (ATDC). Seventeen start-up companies were chosen from fifty applicants to participate in the inaugural program offered during early 2007, creating a strong group of those most likely to benefit.

"There was a lot of preparation and homework for each class, and for a small company the investment can be a strain," said Dave Bernard, vice president and co-founder of The Intellection Group in Duluth, Georgia. "That being said, it was worth ten times what it cost. We were able to better position ourselves and make a better pitch. The networking alone pushed our company forward twelve to eighteen months."

Among the industries that Georgia has targeted for growth is biotechnology, and Georgia Tech has been a leader in helping the state realize that growth.

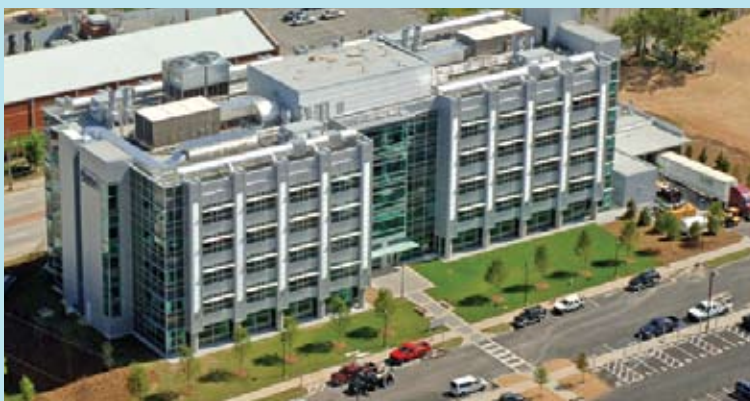
In recognition of that leadership role, the Georgia Biomedical Partnership presented the 2007 Biomedical Industry Growth Award to Don Giddens, dean of Tech's College of Engineering.



Engineering Dean Don Giddens (right)

Giddens, a national pioneer in biomedical engineering, was honored for developing Georgia Tech's bioengineering program, enhancing its research and technology commercialization efforts, and expanding the Institute's partnerships with Emory University. These partnerships have been critical in expanding the life sciences research base in Georgia and in creating an engine of growth for the life sciences industry.

"I'm honored to be recognized as a contributor to the impressive growth of Georgia's biomedical industry," Giddens said. "Georgia Tech's partnership with Emory has truly enhanced our opportunities for research innovation."



Building I of Technology Enterprise Park

### Tech Ranks in Top Five for Technology Transfer

Georgia Tech is one of the top universities in the world for technology transfer and a top producer of start-up companies, according to a biotechnology study released by the Milken Institute.

Georgia Tech was ranked No. 4 for start-up companies, No. 8 for patents filed, and No. 11 overall for technology transfer (bringing technologies from the lab to market).

The study, "Mind to Market: A Global Analysis of University Biotechnology Transfer and Commercialization," shows how institutions such as Georgia Tech enable the commercialization pipeline, which starts with quality research and moves to patented ideas and, finally, to the market.

As biotechnology began to take hold in the research community in the late 1990s, Tech built a multi-faceted biomedical engineering partnership with Emory University's School of Medicine and employed its well-respected technology transfer resources, including VentureLab and the Advanced Technology Development Center (ATDC). More than fifty biotechnology companies have been created based on technology developed at Georgia Tech since 1990.

In addition to ATDC, Tech's Technology Enterprise Park, located on North Avenue near the campus, now offers space designed specifically for bioscience and technology companies leaving the incubation stage. Flexible space configurations will allow tenants to expand as needed.

"Great science leads to great commercial opportunities, but these biotech companies need a lot of support and space to get their businesses up and running," said Lee Herron, ATDC's general manager of biosciences. "Tech provides a supportive environment for these companies to grow at both the incubation and post-incubation stages."

Tech's contribution to building Georgia's biotechnology industry is indicative of the Institute's broader expertise in technology transfer. Tech ranked No. 9 among American Universities in number of patents awarded in 2005, according to the U.S. Patent and Trademark Office, and the Institute's achievements were a major factor in Atlanta's ranking as No. 9 among top technology-transfer metro areas in the United States.

"Growth in the number of start-up companies based on Georgia Tech innovations reflects the commercial relevance of our research, the support faculty members receive for their commercialization activities, and the infrastructure investments made by organizations like the Georgia Research Alliance," said Wayne Hodges, vice provost of Georgia Tech's Enterprise Innovation Institute.

Since 1999, companies in incubation at ATDC have raised more than \$1 billion in venture capital, and last year ten of the state's top twenty-five venture capital deals went to ATDC companies, including the two largest. Companies incubated by ATDC have produced a total of almost \$13 billion in revenue to date.



## COMMUNITY INTEGRITY AND VITALITY

Georgia Tech reaches out across its campus boundaries to help ensure the long-term health of its neighbors and partners.

### Diverse Alliances Enrich Tech and the Community

Unlike universities that cultivate an ivory tower image, Georgia Tech deliberately blurs the boundaries between its campus and the community, welcoming Midtown residents and workers to its shops and restaurants and supporting the neighborhoods that surround it, as well as assisting more distant communities with which the Institute shares special bonds.

Last year, the extraordinary volunteer efforts of the Institute and its students on the Gulf Coast resulted in Tech's being named to the first President's Higher Education Community Service Honor Roll for distinguished community service.

"This distinction recognizes Tech's incredible response to Hurricane Katrina victims," said Sarah Brackmann, assistant director of student involvement for community service. "The campus raised more than \$50,000 for relief efforts, served as a temporary Red Cross shelter, and assisted student evacuees from Tulane University. In addition, more than 350 Tech students have traveled to the Gulf coast to volunteer for rebuilding efforts."

"Georgia Tech has set a strong example for college-level civic engagement," said Stephen Goldsmith, CEO of the Corporation for National and

Community Service, a federal agency that works to foster a culture of volunteering and service in America. "Many people and communities have been improved because Georgia Tech and its students identified some of society's most pressing needs and got involved."

The announcement of the President's Honor Roll in October 2006 coincided with the tenth anniversary of TEAM Buzz, an annual philanthropic initiative that brings together students, faculty, staff, and alumni for a day of service in Atlanta. In addition, twenty-two Tech student organizations have mission statements that specifically focus on community service.

Many of Georgia Tech's community service efforts—particularly among the student body—are coordinated by its Institute Partnerships office, which facilitates relationships with local public schools and community organizations.

"Georgia Tech has a strong tradition of building and nurturing community outreach programs that allow Tech students to volunteer in nearby schools providing tutoring, mentoring, leadership skills, and even help to coordinate sports programs like swimming and soccer, to Atlanta school children," said Andrea Ashmore, special assistant to the president and director of Institute Partnerships. "Our students serve as positive role models and give their time to encourage these youngsters to



TEAM Buzz marked its tenth anniversary.

stay in school and excel."

In 2006-07, more than 160 Tech students volunteered in the neighborhoods and schools that surround campus through Institute Partnerships. They tutored students at Centennial Place Elementary School and Kennedy Middle School, gave swimming lessons, offered "How Stuff Works" seminars, and provided SAT preparation programs for high school students.





Associate Professor of Civil and Environmental Engineering Adjo Amekudzi led efforts to produce the Georgia Guidebook for Pedestrian Planning.

Members of Georgia Tech's fraternities and sororities also volunteered for service activities in the neighborhoods surrounding campus, from tutoring school children to building a Habitat for Humanity House.

Three tributes for community service were among the eight awards the Georgia Tech Interfraternity Council received last year—more than twice as many as any other of the seventy universities in the Southeastern Interfraternity Conference. Also among the awards was Best Interfraternity Council in the Southeast.

Community support of a different nature came from Georgia Tech researchers who focus on the policies and planning required for quality living and working environments. Last year they developed the new *Georgia Guidebook for Pedestrian Planning* for the Georgia Department of Transportation to help planners assess their pedestrian environment and prioritize projects to improve it.

"There's something in the guidebook for everyone—from local, regional, and state planners in the beginning stages all the way to the advanced stages of developing pedestrian facilities—and that was our intent," said Associate Professor of Civil and Environmental Engineering Adjo Amekudzi, the project's principal researcher. "Georgia must continue to develop pedestrian facilities (which include sidewalks, walkways, crosswalks, and shelters) as a viable transportation choice. We want to make walking for short trips safe and convenient and provide citizens the opportunity to maintain a healthy and active lifestyle. That is our vision."

Advocates of pedestrian travel say walking can help citizens and communities in numerous ways: decreasing

obesity; reducing pollution, traffic congestion, and oil consumption; and building a sense of community.

Highlighting the work of those who historically have been marginalized is another form of community service, embodied in last fall's exhibition of "Family of Woman," a photographic journey around the world. Sponsored by Tech's Institute for Leadership and Entrepreneurship and Americans for UNFPA (United Nations Population Fund), the exhibit launched with a public symposium on the "Health and Rights of Women Everywhere."

Housed in the College of Management, the exhibit pictured women from

Ethiopia to Peru to Indonesia, living their lives as farmers, factory workers, soldiers, midwives, mothers, and daughters. The photos highlighted the geographic, racial, ethnic, lifestyle, and socioeconomic diversity of women assisted by UNFPA's work.

"'Family of Woman' provided pictorial lessons in women's empowerment and development," said Terry Blum, director of the Institute for Leadership and Entrepreneurship. "Joining Americans for UNFPA as an exhibit co-sponsor allowed us to bring vivid images and experiences of women of the world directly to our campus."

Of course, Georgia Tech's efforts to support and sustain healthy communities begin with its own campus. Ensuring safety and security includes providing the best equipment for all of Tech's police officers—even the non-human ones.

Thanks to Vest N PDP, a non-profit group that raises money to buy protective vests for police dogs, Tech police officers Tiger, Tarzan, and Hooch each received a bullet-proof/stab-proof vest.

Protective gear for Tech's police dogs is important because they often are called in to assist the Atlanta Police Department. The Department's K-9 unit consists of bomb-sniffing dogs, while Tech's dogs are trained to patrol as well as identify potential explosives.

## Tech Responds to Virginia Tech Tragedy

On April 17—the day after a Virginia Tech student killed thirty-two people in the deadliest school shooting in the nation's history—the Georgia Tech community gathered for a memorial service to mourn the victims and express its solidarity with its sister technological university.

Then on April 20, the Tech campus joined with the Virginia Tech family across the country in observing "Orange and Maroon Effect" day. In addition to wearing orange and maroon, the Georgia Tech campus observed a moment of silence followed by thirty-three blasts from the Tech whistle—one in remembrance of each victim and a final blast to express support for the Virginia Tech community, the families of the victims, and the many first responders associated with the incident.

"We are profoundly grieved and saddened by this horrible tragedy, and our hearts and prayers go out to the campus community of Virginia Tech, especially to the families of those who were killed or wounded," said President Wayne Clough, who was dean of Engineering at Virginia Tech earlier in his career.

"Virginia Tech is our sister technological university and partner school in the ACC, and the connections between Georgia Tech and Virginia Tech run broad and deep. We extend our deepest condolences to President Charles Steger and the entire Virginia Tech community and stand ready to assist in any way we can as they try to deal with this painful and difficult chapter of their lives and find a way to move forward."

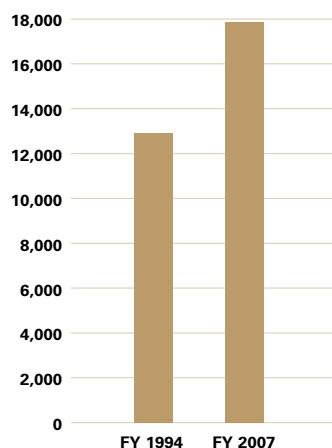
# ENROLLMENT AND DEGREES

## TOTAL HEADCOUNT ENROLLMENT

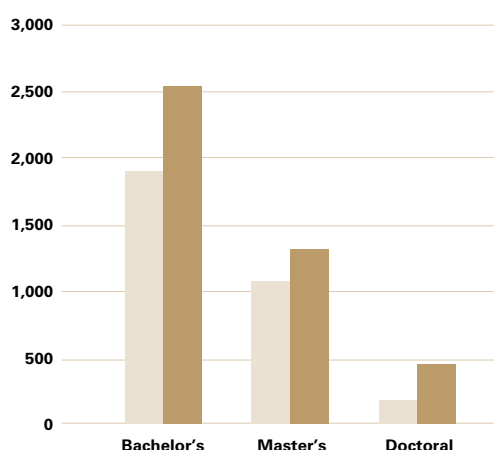
HEADCOUNT ENROLLMENT	FY 1994	FY 2007	PERCENT INCREASE/ (DECREASE)
Undergraduate	9,181	12,360	35%
Graduate	3,664	5,575	52%
Total	12,845	17,935	40%
Full-time Equivalent (FTE) Enrollment	12,705	17,027	34%

FY 1994 FY 2007

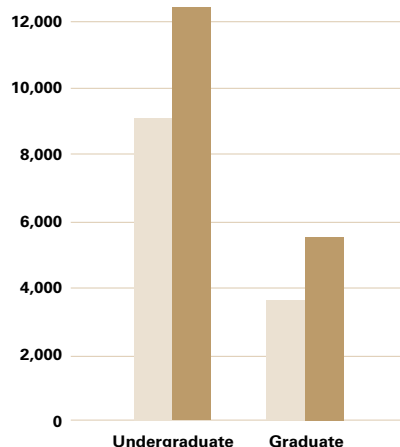
COMPARISON OF TOTAL HEADCOUNT ENROLLMENT  
FY 1994 AND FY 2007



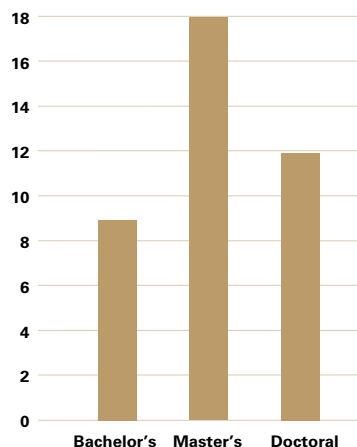
COMPARISON OF DEGREES AWARDED BY LEVEL  
FY 1994 AND FY 2007



COMPARISON OF HEADCOUNT ENROLLMENT BY LEVEL  
FY 1994 AND FY 2007



NEW DEGREE PROGRAMS  
1994-2007



## NEW DEGREES SINCE 1994

### Bachelor's

**Biochemistry**  
Biomedical Engineering  
Computational Media  
Economics & International Affairs  
Environmental Engineering  
Global Economics & Modern Languages  
International Affairs & Modern Languages  
Materials Science and Engineering\*  
Polymer and Fiber Engineering\*  
Public Policy

### Master's

Bioengineering  
Bioinformatics  
Biomedical Engineering  
Building Construction & Facility Management  
Business Administration\*  
**Computational Science and Engineering**  
**Digital Media\***  
Electrical & Computer Engineering  
Global Executive MBA  
Human-Computer Interaction  
Industrial Design  
Information Security  
International Affairs  
International Logistics  
Management of Technology  
Materials Science and Engineering\*  
Medical Physics\*  
**Music Technology**  
Paper Science & Engineering  
Prosthetics & Orthotics  
Quantitative & Computational Finance

### Doctoral

Algorithms, Combinatorics, & Optimization  
Applied Physiology  
Bioengineering  
Bioinformatics  
Biomedical Engineering  
Digital Media  
Electrical & Computer Engineering  
History & Sociology of Technology & Science\*  
Human Centered Computing  
Materials Science & Engineering  
Paper Science & Engineering  
Public Policy

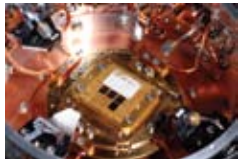
\*Updated programs



# 2006-2007 TIMELINE

The White House asks President Wayne Clough to serve as senior U.S. representative at the Business and University Leaders Symposium on Innovation, held in Moscow in conjunction with the G-8 Summit. The symposium communiqué is endorsed at the Summit.

Georgia Tech and IBM develop the world's fastest silicon chip, with frequencies above 500 gigahertz.



*Diverse: Issues in Higher Education* magazine names Georgia Tech the nation's top producer of African American engineers at the master's degree level for the 2004-05 academic year.

Ground is broken for the Marcus Nanotechnology Building, the largest cleanroom facility in the South and the first in the nation designed for biotechnology research.

*U.S. News and World Report* ranks Georgia Tech among the nation's top ten public universities for the eighth consecutive year.

Gary B. Schuster, dean of the College of Sciences, becomes provost and vice president for Academic Affairs, succeeding Jean Lou Chameau, who was named president of the California Institute of Technology.



A Milken Institute study identifies Georgia Tech as one of the world's top universities in commercializing biotechnology discoveries and technologies.

*Hispanic Business* magazine ranks Georgia Tech No. 2 in the nation for Hispanic engineering students.



The Georgia Tech Information Security Center, AT&T, and ISS form a partnership to study security and reliability issues surrounding Voice over Internet Protocol (VoIP).

The National Institutes of Health award Georgia Tech its third nanomedicine research center in partnership with Emory University Medical School and Medical College of Georgia.

*BusinessWeek* includes the College of Architecture on its list of the world's top 60 design schools.



In a national survey, readers of *The Scientist* magazine rank Georgia Tech among the top 15 places to work in academia in the United States.

Economics Professor Hiazheng Li becomes president of the Chinese Economist Society and will stage a major conference in China.

## July

A \$12 million partnership between Georgia Tech and Chevron will pursue cellulosic biofuels and hydrogen fuels for transportation.



Aerospace Engineering School Chair Robert Loewy wins the Daniel Guggenheim Medal, awarded jointly by the American Institute of Aeronautics and the American Society of Mechanical Engineering.



## August

Tech researchers shrink the power of sophisticated biosensors onto a single microchip.

The Library East Commons opens, providing space for collaborative projects and study groups as well as the Jazzman's Café and areas for relaxation.



Researchers in the Georgia Tech Research Institute and the School of Mechanical Engineering develop handheld devices using multi-spectral imaging and acoustics to detect and define deep tissues and injuries such as bedsores.

Nancy Nersessian, who holds a joint appointment in the School of Public Policy and the College of Computing, is elected to the Royal Netherlands Academy of Arts and Sciences.

## September

Researchers complete successful test flights of a hydrogen-powered, unmanned aircraft with a 22-foot wingspan.



The Global Gaming League includes Georgia Tech among the Top Ten Gaming Colleges in the United States based on superior programs, opportunities, and technologies for videogaming.



## October

Georgia Tech's Center for Advanced Communications Policy and Atlanta's Shepherd Center receive a second five-year grant from the National Institute on Disability and Rehabilitation Research to continue developing wireless technologies for people with disabilities.



The Christopher W. Klaus Advanced Computing Building is dedicated.

Thousands of students, faculty, and staff spend a day in community service as TEAM Buzz celebrates its tenth anniversary.



# 2006-2007 TIMELINE

Finding Common Ground, a student initiative to encourage open, respectful discussion of difficult or controversial issues, promotes small group discussions and features a keynote address by poet-activist Maya Angelou.



President Wayne Clough is one of four university presidents appointed to the National Governors Association Innovation America Task Force to help states promote innovation.

Sony, Toshiba, and IBM partner with the College of Computing to create the first Center of Competence focused on the multi-core Cell Broadband Engine (Cell BE) microprocessor.

The College of Management dedicates the \$1 million Ferris-Goldsmith Trading Floor, a 2,000-square-foot, high-tech model trading floor to prepare students for investment banking and financial services careers.

Tech researchers develop new technology to enable pediatric cardiac surgeons to design and test customized heart-surgery procedures in advance of the actual surgery.



Two high-ranking North Korean diplomats visit campus for a series of confidential, informal diplomatic discussions.



Bahareh Azizi, postdoctoral fellow in the School of Chemistry and Biochemistry, co-hosts the PBS program "Science Investigators."

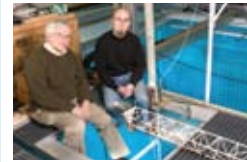
Georgia Tech ranks third in the nation in nanotechnology researchers who are "highly cited" in peer-reviewed publications, and in the top ten for first authors published in such journals, according to a study by the Southern Growth Policies Board.

The College of Computing is awarded a \$2 million grant from the National Science Foundation to expand the pipeline of quality students and faculty and increase the participation of historically under-represented groups in computer science programs.



Willie Pearson Jr., sociology professor in the School of History, Technology, and Society, appears in an episode of the NOVA program "Forgotten Genius" focusing on African American chemist Percy Julian.

Researchers develop an underwater sensor, inspired by the design of fish ears, that not only detects quiet underwater targets, but also provides directional information.



The College of Architecture assists Emory Neuro Critical Care with designing a world-class neuron-intensive care unit with special features ranging from natural light, which studies show reduces pain and drug usage, to centralization of critical medical services, to space for families.

## November

## December

## January

## February

Four Tech faculty are elected Fellows of the American Association for the Advancement of Science:



Evans M. Harrell II,  
Mathematics



Nancy Nersessian,  
Cognitive Science



Z. L. Wang,  
Materials Science  
and Engineering



Boris Mizaikoff,  
Chemistry and  
Biochemistry

The expanded Fifth Street bridge opens, providing a park-like link over the expressway to Technology Square.



Georgia Tech becomes one of seven leading universities in IBM's Open Collaborative Research program, in which specific research projects will be made available as open source software code, and intellectual property based on these projects will be openly published and royalty free.

Professors Abhijit Chatterjee and Joseph L.A. Hughes of the School of Electrical and Computer Engineering are named Fellows of the Institute of Electrical and Electronics Engineers.

The College of Management begins an evening MBA program.



The Yellow Jackets make their tenth consecutive bowl appearance in the Gator Bowl and almost upset No. 12 West Virginia.



The Georgia Tech Glee Club serves as ensemble-in-residence at the Hawaii International Conference of Arts and Humanities, presenting concerts and workshops.

Gary May, professor and Steve W. Chaddick School Chair of the School of Electrical and Computer Engineering, receives the 2006 Mentor Award from the American Association for the Advancement of Science for extraordinary leadership in increasing the participation of under-represented groups in science and engineering fields.



A prototype engine developed by aerospace engineering researchers optimizes power to launch satellites with less fuel, enabling either a larger payload or a smaller engine.





The College of Management jumps up to 25th in the annual *U.S. News & World Report* graduate rankings, while the College of Engineering retains its position in the elite top five.

*BusinessWeek* ranks the undergraduate programs of the College of Management second in the nation for return on investment.

Georgia Tech receives the Paul Simon Internationalization Award in recognition of its growing international focus and opportunities for students.

The Ivan Allen College of Liberal Arts presents the 2007 Ivan Allen Jr. Prize for Progress and Service to Charles and Lessie Smithgall in recognition of their 1988 gift that named the college.



Georgia Tech receives a \$3.5 million grant to develop portable communications technology using tiny, power-saving analog chips that can scan a broad range of radio-frequency bands for open channels. Uses range from battlefield communication to better cellular phone connections.

The Library and Information Center receives the 2007 Excellence in Academic Libraries Award from the Association of College and Research Libraries.



The volleyball team concludes its season by winning the ACC/SEC Challenge, which features the top teams in both conferences.

The women's tennis team wins Georgia Tech's first ever NCAA national championship. Coach Bryan Shelton is named National Coach of the Year, and the team is honored by President Bush at the White House. Earlier the team won the national indoor tennis championship.



Eva Lee, associate professor in Industrial and Systems Engineering, and Marco Zaider of Memorial Sloan-Kettering Cancer Center win the annual Franz Edelman competition for their sophisticated modeling and computational techniques for the optimal placement of radioactive "seeds" to treat cancer.

The College of Computing is ranked among the nation's top five graduate programs in computing by *Communications of the ACM*, the official magazine of the Association of Computing Machinery. Computing Professor Mary Jean Harrold is designated the No. 1 software engineering scholar in the world.



Georgia Tech is inducted into the Cooperative Education Hall of Honor. Tech has the nation's fourth oldest and largest voluntary program, which is regularly recognized by *U.S. News & World Report* as an "academic program to look for."

Georgia Tech is named a partner in a \$125 million bioenergy research center led by Oak Ridge National Laboratory.

## March

The Yellow Jackets make their 15th appearance in the NCAA Basketball Tournament.



The College of Architecture Dean's Symposium on the Changing Nature of Practice focuses on emerging developments in music technology that promise to revolutionize performance, composition, analysis, and education.

Living Game Worlds III: Playing with Reality, Georgia Tech's annual electronic gaming symposium, draws hundreds to discuss how games can provide learning experiences about real-world issues.

The Georgia Tech Chapter of the National Society of Black Engineers wins the National Large Chapter of the Year Award.

## April

*E-Liberia: Vision 2010*, a new national information and communications technology policy for Liberia developed with the assistance of Georgia Tech faculty and graduate students in public policy and computing, is unveiled by Liberia President Ellen Johnson-Sirleaf, who visited campus in September.

The Molecular Science and Engineering Building is dedicated.



Professor Bernard Kippelen of the School of Electrical and Computer Engineering is elevated to the rank of Fellow in the Optical Society of America for his contributions to organic nonlinear optical materials and optoelectronic devices.



## May

Paul Houston is named dean of the College of Sciences. He previously served as senior associate dean of the College of Arts and Sciences at Cornell University.



The rowing team takes a gold and two silver medals at Dad Vail Regatta, collegiate rowing's largest national event.

The softball team sets ACC single-season records in team batting average, home runs, RBIs, total bases, slugging percentage, and runs scored.

The College of Management is selected to provide leadership training for scientists, engineers, and technologists who will play key roles in NASA's new Vision for Space Exploration programs.

## June

Russell Dupuis, the Steve W. Chaddick Endowed Chair in Electro-Optics in the School of Electrical and Computer Engineering, wins the 2007 Edison Medal, top honor of the Institute of Electrical and Electronics Engineers, for his outstanding career.



The Yellow Jackets achieve a first for the Institute, joining only five other schools in the past twenty-five years in having top-twenty picks in the same year's professional football, basketball, and baseball drafts. Wide receiver Calvin Johnson is picked second overall in the NFL draft. Catcher Matt Wieters is the fifth overall baseball pick. Thaddeus Young is twelfth and Javaris Crittenton nineteenth in the NBA draft.

# ADMINISTRATION OF THE GEORGIA INSTITUTE OF TECHNOLOGY



**G. Wayne Clough**  
President

**Gary B. Schuster**  
Provost and Vice President  
for Academic Affairs

**Mark G. Allen**  
Senior Vice Provost  
Research and Innovation

**Anderson D. Smith**  
Senior Vice Provost  
Academic Affairs

**H. Wayne Hodges**  
Vice Provost  
Enterprise Innovation Institute

**Jack R. Lohmann**  
Vice Provost  
Institutional Development

**William J. Wepfer**  
Vice Provost  
Distance Learning and  
Professional Education

**Douglas C. Allen**  
Interim Dean  
College of Architecture

**Richard A. DeMillo**  
Dean  
College of Computing

**Don P. Giddens**  
Dean  
College of Engineering

**Sue V. Rosser**  
Dean  
Ivan Allen College  
of Liberal Arts

**Steven R. Salbu**  
Dean  
College of Management

**Paul L. Houston**  
Dean  
College of Sciences

**Richard W. Meyer**  
Dean and Director  
Libraries

**Robert K. Thompson**  
Executive Vice President  
Administration and Finance

**Stephen E. Cross**  
Vice President and Director  
Georgia Tech Research Institute

**William D. Schafer**  
Vice President  
Student Affairs

**Barrett H. Carson**  
Vice President  
Development



## 2007 Financial Report



**Georgia Institute**  
**of Technology**

## Message from the Executive Vice President for Administration and Finance



This Fiscal Year 2007 annual financial report reflects the continued commitment of the Georgia Institute of Technology administration to provide an annual compilation of the Institute's financial position and performance, thereby documenting the growth and health of the Institute over time for its many benefactors, constituents, friends, and supporters. It presents the Institute's general purpose unaudited financial statements and accompanying footnotes for the Fiscal Year 2007 ending June 30, 2007. It should be noted that the Georgia Institute of Technology is one of the thirty-five (35) institutions that comprise the University System of Georgia governed by the Board of Regents. The Institute's financial statements are audited annually by the State of Georgia Department of Audits in its annual audit of the University System. Their audited financial statements will be available for review at "[fin-services@gatech.edu](mailto:fin-services@gatech.edu)."

The Fiscal Year 2007 financial report for the Institute incorporates Governmental Accounting Standards Board (GASB) Statements 34, 35, and 39, first required in FY2004, to enhance the understanding of the following three groups of financial statement users:

- Those to whom government is primarily accountable (citizens)
- Those who directly represent citizens (legislative and oversight bodies)
- Those who lend or participate in the lending process (investors and creditors)

Three basic financial statements are presented: Statement of Net Assets (the Balance Sheet); Statement of Revenues,

Expenses, and Changes in Net Assets (the Income Statement); and Statement of Cash Flows. It is important to note that GASB treats state appropriations as "non-operating income" rather than "operating income," a presentation requirement that makes it appear that Georgia Tech and other public colleges and universities have an "operating loss" since state appropriations are not considered as operating income. A full picture of the year's operations can be seen from the "bottom line" of the Statement of Revenues, Expenses, and Changes in Net Assets. GASB standards also require the discrete reporting of affiliated organizations in the Institute's audited Financial Statements. For this unaudited annual report, affiliate information is included in the notes.

Note 1 to the financial statements recognizes the significant contributions of six separately incorporated cooperative organizations to the annual operation and performance of the Georgia Institute of Technology. These six cooperative organizations provide the means and support to build facilities and purchase equipment; to receive and invest contributions; to perform sponsored research and services and license intellectual property; to facilitate technology transfer and economic development; to provide programs and facilities for intercollegiate athletics; and to inform and promote alumni interest in the Institute. Together they add significantly to Institute assets and revenues for programs and services, and ultimately enhance the Institute's performance of its mission.

This annual report demonstrates the commitment and the progress Georgia Tech has made in its quest to become the defining technological university of the twenty-first century. This quest includes a campus-wide effort to build an administrative, support, and capital asset infrastructure equal to that task while emphasizing human values that lie at the core of the educational mission of the Institute.

Fiscal Year 2007 marks the thirteenth year of significant Georgia Tech accomplishments under the leadership of President G. Wayne Clough. This annual report highlights some of the end results of the strategic visioning,

teamwork, dedication, and focus of the many Georgia Tech faculty, students, staff, and supporters on and off the campus. Efforts to improve the Institute's capital infrastructure and administrative processes and systems have touched all departments and employees of the campus, and enhanced the achievement of academic goals and plans. The Institute continued to receive good audit reports with no major findings in the many federal and state audits conducted annually. Best practice programs continue to be emphasized in business and finance operations throughout the campus. Special efforts have continued to enhance information security in all business areas and to protect Institute assets from external intrusion. The Institute's physical development continues to evolve with new construction, infrastructure, renovations, and landscape improvements focused on strategic plans and sustainable development. FY2007 has been another year of major progress toward the Institute's mission to be the defining technological university of the twenty-first century.

Employees in Administration and Finance and throughout the academic and other major divisions of the Institute made significant contributions to the performance highlighted in this annual report, and I wish here to acknowledge and praise their efforts to move the Institute forward in FY2007. A great university is characterized by disciplined people engaged in disciplined thought leading to disciplined action, an apt description of the Georgia Tech team. A special thanks goes to members of the Administration and Finance Management Team listed on the facing page who played key leadership roles in achieving these accomplishments.

Sincerely,

A handwritten signature in dark ink, reading "Robert K. Thompson". The signature is fluid and cursive, with a large, stylized "R" and "T".

Robert K. Thompson  
Executive Vice President  
Administration and Finance

## ADMINISTRATION AND FINANCE

Executive Vice President,  
Administration and Finance  
*Robert K. Thompson*

Vice President for  
Administration and Finance/  
Associate Vice President for  
Budget and Planning  
*Steven G. Swant*

Associate Vice President for  
Auxiliary Services  
*Rosalind R. Meyers*

Associate Vice President for  
Facilities  
*Chuck Rhode*

Associate Vice President for  
Financial Services  
*Joel E. Hercik*

Associate Vice President for  
Human Resources  
*Chuck Donbaugh*

Associate Vice President for  
Information Technology  
*John Mullin*

Interim Director of Internal  
Auditing  
*Phillip W. Hurd*

Chief Legal Advisor  
*Randy Nordin*

Executive Director of  
Organizational Development  
*Hal Irvin*

Executive Director of Real Estate  
Development  
*John E. Majeroni*

Executive Director for  
Affiliated Organizations  
*Patrick J. McKenna*

Director, Security & Police  
*Teresa Crocker*

Executive Secretary to the  
Executive Vice President  
*Jane-Allen Shope*

## GEORGIA INSTITUTE OF TECHNOLOGY STATEMENT OF NET ASSETS (dollars in thousands)

	Primary Government June 30, 2006 (audited)	Primary Government June 30, 2007 (unaudited)	Component Units June 30, 2007 (see note)
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	\$74,841	\$100,953	\$64,083
Short-term Investments	163	135	
Accounts Receivable, net			
Receivables—Federal Financial Assistance	3,065	2,001	
Receivables—State General Appropriations Allotment			
Receivables—Other	18,553	22,655	35,132
Leases Receivable			3,853
Pledges Receivable			2,116
Due from Component Units	41,383	33,683	440
Due from Primary Government			
Inventories	302	293	18
Prepaid Items	3,345	12,174	6,669
Notes and Mortgages Receivable			1,341
Other Assets			40,264
<b>Total Current Assets</b>	<b>141,652</b>	<b>171,894</b>	<b>153,916</b>
<b>Noncurrent Assets</b>			
Noncurrent Cash	549		14,121
Due from Component Units			90,332
Due from Primary Government			
Investments (Including Real Estate)	54,700	61,280	1,507,287
Notes Receivable, net	8,190	8,722	
Leases Receivable			167,891
Pledges Receivable			9,575
Other Assets			61,585
Capital Assets, net	1,149,607	1,261,605	285,677
<b>Total Noncurrent Assets</b>	<b>1,213,046</b>	<b>1,331,607</b>	<b>2,136,468</b>
<b>TOTAL ASSETS</b>	<b>1,354,698</b>	<b>1,503,501</b>	<b>2,290,384</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts Payable	3,954	19,456	20,926
Salaries Payable	661	938	
Benefits Payable	155	169	
Contracts Payable	2,021	877	
Deposits	22,518	23,435	8,579
Deferred Revenue	19,829	14,213	39,775
Other Liabilities	4,903	3,659	250
Deposits Held for Other Organizations	2,749	10,310	
Due to Component Units			440
Due to Primary Government			33,683
Current Portion of Long-term Debt	10,009	12,199	59,300
Compensated Absences (Current Portion)	16,016	17,049	1,475
<b>Total Current Liabilities</b>	<b>82,815</b>	<b>102,305</b>	<b>164,428</b>
<b>Noncurrent Liabilities</b>			
Due to Component Units			90,332
Due to Primary Government			
Lease Purchase Obligations (Noncurrent)	326,115	397,770	92,540
Deferred Revenue (Noncurrent)			
and Other Noncurrent Liabilities	10,924	5,619	597,311
Compensated Absences (Noncurrent)	11,880	14,428	
<b>Total Noncurrent Liabilities</b>	<b>348,919</b>	<b>417,817</b>	<b>780,183</b>
<b>TOTAL LIABILITIES</b>	<b>431,734</b>	<b>520,122</b>	<b>944,611</b>
<b>NET ASSETS</b>			
Invested in Capital Assets, net of related debt	814,640	851,635	6,927
Restricted for			
Nonexpendable	47,535	53,099	370,084
Expendable	26,608	37,982	496,951
Capital Projects	15,941	49,600	11,387
Unrestricted	18,240	(8,938)	460,425
<b>TOTAL NET ASSETS</b>	<b>922,964</b>	<b>983,378</b>	<b>1,345,774</b>



GEORGIA INSTITUTE OF TECHNOLOGY STATEMENT OF REVENUES, EXPENSES,  
AND CHANGES IN NET ASSETS  
(dollars in thousands)

	Primary Government June 30, 2006 (audited)	Primary Government June 30, 2007 (unaudited)	Component Units June 30, 2007 (see note)
<b>REVENUES</b>			
Operating Revenues			
Student Tuition and Fees (Net of Allowance for Doubtful Accounts)	\$124,986	\$150,862	
Less: Scholarship Allowances	18,855	30,308	
Grants and Contributions			61,939
Endowment Income (Per Spending Plan)			44,200
Federal Appropriations			
Grants and Contracts			
Federal	277,282	271,377	
State	15,361	14,459	
Other	122,087	145,132	
Sales and Services	14,319	19,984	29,928
Rents and Royalties	652	1,328	53,415
Auxiliary Enterprises			
Residence Halls	37,015	40,453	
Bookstore	1,017	1,208	
Food Services	13,999	16,550	
Parking/Transportation	10,595	12,328	
Health Services	5,041	5,608	
Intercollegiate Athletics	2,101		
Other Organizations	1,729	7,709	
Other Operating Revenues	16,957	11,241	353,157
Total Operating Revenues	624,286	667,931	542,639
<b>EXPENSES</b>			
Operating Expenses			
Salaries			
Faculty	216,049	231,264	
Staff	224,807	236,894	18,094
Benefits	87,986	93,698	3,861
Other Personal Services	3,423	4,263	52
Travel	15,842	16,646	3,113
Scholarships and Fellowships	10,532	14,118	6,330
Utilities	24,974	24,010	419
Supplies and Other Services	203,138	236,485	20,150
Depreciation	56,026	61,864	9,338
Other Operating Expense			10,011
Payments to or on Behalf of Georgia Institute of Technology			443,419
Total Operating Expenses	842,777	919,242	514,787
Operating Income (Loss)	(218,491)	(251,311)	27,852
<b>NONOPERATING REVENUES (EXPENSES)</b>			
State Appropriations	233,962	252,569	
Grants and Contracts			
Federal			
State			
Other			
Gifts	7,914	8,321	
Investment Income (Endowments, Auxiliary, and Other)	11,914	14,393	200,830
Interest Expense (Capital Assets)	(16,963)	(17,133)	(32,678)
Other Nonoperating Revenues	(14,015)	11,354	
Net Nonoperating Revenues	222,812	269,504	168,152
Income Before Other Revenues, Expenses, Gains, or Loss	4,321	18,193	196,004
Capital Grants and Gifts			
Federal			
State	9,508	35,919	
Other	3,637	6,302	241
Additions to Permanent Endowments			30,745
Total Other Revenues	13,145	42,221	30,986
Increase in Net Assets	17,466	60,414	226,990
<b>NET ASSETS</b>			
Net Assets—Beginning of Year, As Originally Reported	905,498	922,964	1,122,362
Prior Year Adjustments			(3,578)
Net Assets—Beginning of Year, Restated	905,498	922,964	1,118,784
Net Assets—End of Year	922,964	983,378	1,345,774

GEORGIA INSTITUTE OF TECHNOLOGY STATEMENT OF CASH FLOWS  
(dollars in thousands)

	Primary Government June 30, 2006 (audited)	Primary Government June 30, 2007 (unaudited)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Tuition and Fees	\$105,271	\$120,615
Grants and Contracts (Exchange)	418,644	424,583
Sales and Services of Educational Departments	18,348	19,959
Payments to Suppliers	(327,471)	(368,137)
Payments to Employees	(441,297)	(464,300)
Payments for Scholarships and Fellowships	(10,532)	(14,118)
Loans Issued to Students and Employees	(3,815)	(3,325)
Collection of Loans to Students and Employees	3,310	2,793
Auxiliary Enterprise Charges:		
Residence Halls	36,769	40,529
Bookstore	1,080	1,222
Food Services	13,994	16,552
Parking/Transportation	10,609	12,344
Health Services	5,047	5,605
Intercollegiate Athletics	2,101	
Other Organizations	1,762	7,673
Other Receipts (Payments)	10,925	17,701
Net Cash Provided (Used) by Operating Activities	(155,255)	(180,304)
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
State Appropriations	233,962	252,569
Agency Funds Transactions	(421)	7,561
Other Nonoperating Receipts (Used)	1,469	8,321
Gifts and Grants Received for Other Than Capital Purposes	5,233	5,588
Net Cash Flows Provided by Noncapital Financing Activities	240,243	274,039
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
Capital Grants and Gifts Received	6,269	8,889
Proceeds from Sale of Capital Assets	47	
Purchases of Capital Assets	(64,371)	(57,603)
Principal Paid on Capital Debt and Leases	(7,119)	(10,193)
Interest Paid on Capital Debt and Leases	(16,962)	(17,107)
Net Cash Used by Capital and Related Financing Activities	(82,136)	(76,014)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Proceeds from Sales and Maturities of Investments	3,974	35
Interest on Investments	10,766	8,293
Purchase of Investments	—	(486)
Net Cash Provided (Used) by Investing Activities	14,740	7,842
Net Increase/Decrease in Cash	17,592	25,563
Cash and Cash Equivalents - Beginning of Year	57,798	75,390
Cash and Cash Equivalents - End of Year	75,390	100,953
<b>RECONCILIATION OF OPERATING LOSS TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES</b>		
Operating Income (Loss)	(218,492)	(251,311)
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided (Used) by Operating Activities		
Depreciation	56,026	61,864
Change in Assets and Liabilities:		
Receivables, net	(2,283)	4,662
Inventories	194	10
Other Assets	1,787	(8,740)
Accounts Payable	(2,997)	15,793
Deferred Revenue	2,547	(5,809)
Other Liabilities	8,508	(354)
Compensated Absences	(545)	3,581
Net Cash Provided (Used) by Operating Activities	(155,255)	(180,304)



# GEORGIA INSTITUTE OF TECHNOLOGY

## NOTES TO THE FINANCIAL STATEMENTS

June 30, 2007

### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements presented in this report are modified statements issued under reporting guidelines established by the Governmental Accounting Standards Board (GASB). The statements focus on the financial condition, results of operations, and cash flows of the Institute as a whole, with resources classified for accounting and reporting purposes into four net asset categories: invested in capital assets, net of related debt; restricted-nonexpendable; restricted-expendable; and unrestricted. The basis of accounting is full accrual, including capitalization and depreciation of equipment and fixed assets.

The unaudited financial statements are prepared using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when an obligation has been incurred. All significant intra-Institute transactions have been eliminated. Audited financial statements with accompanying footnote disclosures have not been completed at this time. Copies of the audited financial report will be available upon request.

The financial operations and position of six Institute cooperative organizations are considered component units of the Institute and are included by discrete presentation in the Institute financial statements. Although these organizations operate exclusively to provide the Institute with supplemental resources and support, they are separately incorporated and managed by their own boards. An annual post audit of each organization's financial statements is conducted by independent certified public accountants. These organizations are described below:

**Georgia Tech Foundation Inc.** is incorporated as a nonprofit corporation under the laws of the state of Georgia to promote in various ways the cause of higher education in the state of Georgia, to raise and receive funds for the support and enhancement of the Georgia Institute of Technology, and to aid the Institute in its development as a leading educational institution.

**Georgia Tech Facilities Inc.** is incorporated as a nonprofit corporation under the laws of the state of Georgia. The purpose of Facilities Inc. is to construct buildings and other facilities as may be appropriate to meet the needs and goals of the Georgia Institute of Technology. Facilities Inc. serves as a financing and contracting entity for construction projects on the campus of Georgia Tech, but does not manage buildings after completion.

**Georgia Tech Alumni Association Inc.** is a nonprofit organization formed to assist the Georgia Institute of Technology in alumni relations and to promote education. The Association is dedicated to the interests and welfare of Georgia Tech. Among its many other programs and activities, the Association acts as a fund-raising arm of the Georgia Tech Foundation through solicitation of contributions from alumni and friends of the Institute on behalf of the Foundation.

**Georgia Tech Research Corporation (GTRC)** is a Georgia nonprofit corporation organized and operated exclusively for scientific, literary, and educational purposes. GTRC serves as the contracting agency for all sponsored research activities at Georgia Tech. Additionally, GTRC assists Georgia Tech in obtaining quality research space, enters into long-term leases for specialized research equipment and facilities, and conducts other research support programs for Georgia Tech and its affiliated research programs. It also owns all intellectual property created at Georgia Tech and manages patents, copyrights, and licenses. All funds received by GTRC are used to support various Georgia Tech research programs as approved by the Board of Trustees of GTRC.

**Georgia Tech Athletic Association Inc.** is a nonprofit organization created for the express purpose of aiding the educational programs of the Institute by providing physical training, recreation, and intercollegiate athletic facilities; carrying out its athletic programs; and soliciting gifts, donations, and grants for the purpose of supporting and enhancing the Institute's varsity athletic programs.

**Georgia Advanced Technology Ventures Inc. (GATV)** is a Georgia nonprofit organization formed to support the Georgia Institute of Technology's technology transfer and economic development mission. GATV provides capital and operating support for technology transfer and economic development activities, including the Advanced Technology Development Center (ATDC) incubator facilities and services to ATDC-affiliated companies.

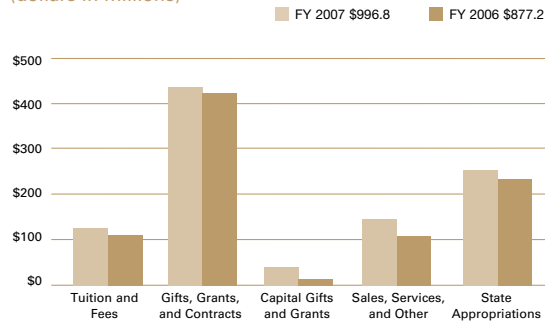
### GEORGIA INSTITUTE OF TECHNOLOGY COOPERATIVE ORGANIZATIONS

Summary financial data from the financial statements of each cooperative organization is as follows: Year ended June 30, 2007 (dollars in thousands) (unaudited)

	GEORGIA TECH FOUNDATION	GEORGIA TECH FACILITIES	GEORGIA TECH ALUMNI ASSOCIATION	GEORGIA TECH RESEARCH CORPORATION	GEORGIA TECH ATHLETIC ASSOCIATION	GEORGIA ADVANCED TECHNOLOGY VENTURES
Total Assets	1,630,475	232,034	1,301	109,380	201,958	115,237
Total Liabilities	429,214	225,635	781	68,305	122,481	98,196
Unrestricted Net Assets	418,270	(7,896)	51	41,075	4,343	16,144
Restricted Net Assets	782,992	14,295	470	-	75,134	897
Net Assets	1,201,262	6,399	520	41,075	79,477	17,041
Total Net Assets and Liabilities	1,630,476	232,034	1,301	109,380	201,958	115,237
Revenues	320,294	14,823	6,280	360,361	62,468	10,230
Expenditures	115,988	7,739	6,528	354,699	50,121	12,390
Net Increase (Decrease)	204,306	7,084	(248)	5,662	12,347	(2,160)
Net Assets: July 1, 2006	996,956	(685)	769	35,412	67,130	19,201
Net Assets: June 30, 2007	1,201,262	6,399	521	41,074	79,477	17,041

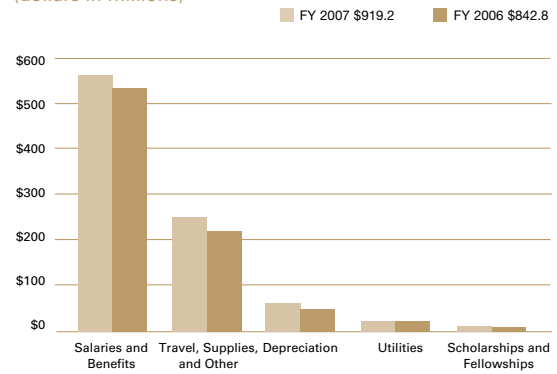
### GEORGIA INSTITUTE OF TECHNOLOGY REVENUE

(dollars in millions)



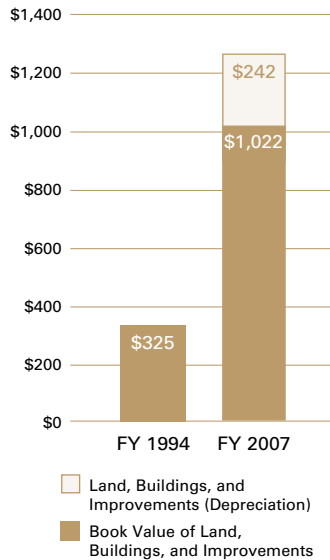
### GEORGIA INSTITUTE OF TECHNOLOGY EXPENSES BY OBJECTS OF EXPENDITURE CLASSIFICATION

(dollars in millions)



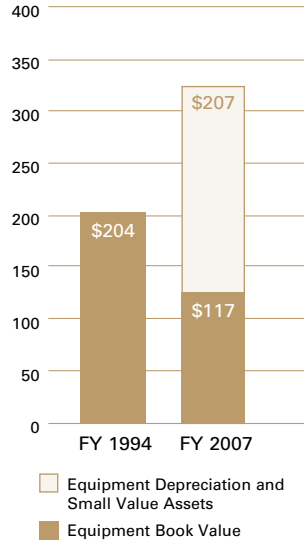
### PHYSICAL PLANT ASSETS THIRTEEN-YEAR COMPARISON BOOK VALUE OF LAND, BUILDINGS, AND IMPROVEMENTS

(dollars in millions)



### PHYSICAL PLANT ASSETS THIRTEEN-YEAR COMPARISON BOOK VALUE OF EQUIPMENT

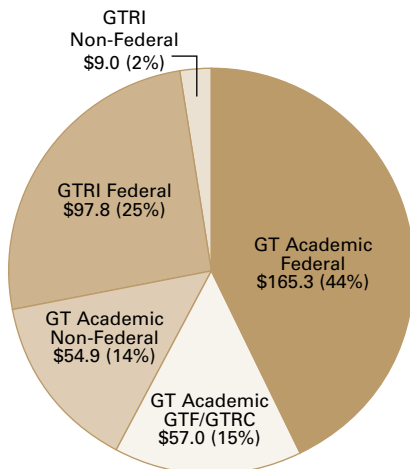
(dollars in millions)



In the bar charts to the left, dark portions for FY 2007 reflect current values under national accounting standards requiring depreciation on all assets and the recent Board of Regents rules increasing the equipment capitalization threshold to \$5,000. Light extensions show what would have been reported absent the rule changes.

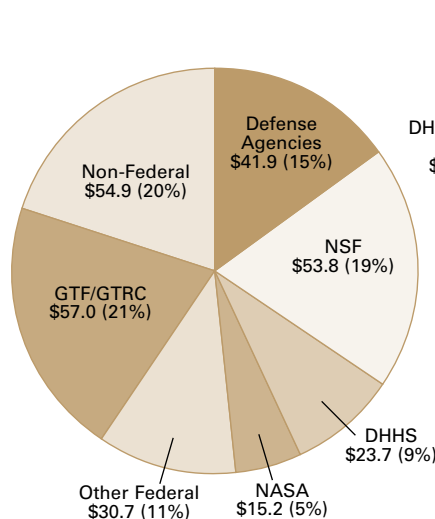
### GEORGIA TECH SPONSORED EXPENDITURES

By major unit and source  
FY 2007 (Total: \$384.0 Million)



### GEORGIA TECH ACADEMIC SPONSORED EXPENDITURES

By major source  
FY 2007 (Total: \$277.2 Million)



### GEORGIA TECH RESEARCH INSTITUTE SPONSORED EXPENDITURES

By major source  
FY 2007 (Total: \$106.8 Million)

