

Maintaining excellence in a challenging budget environment

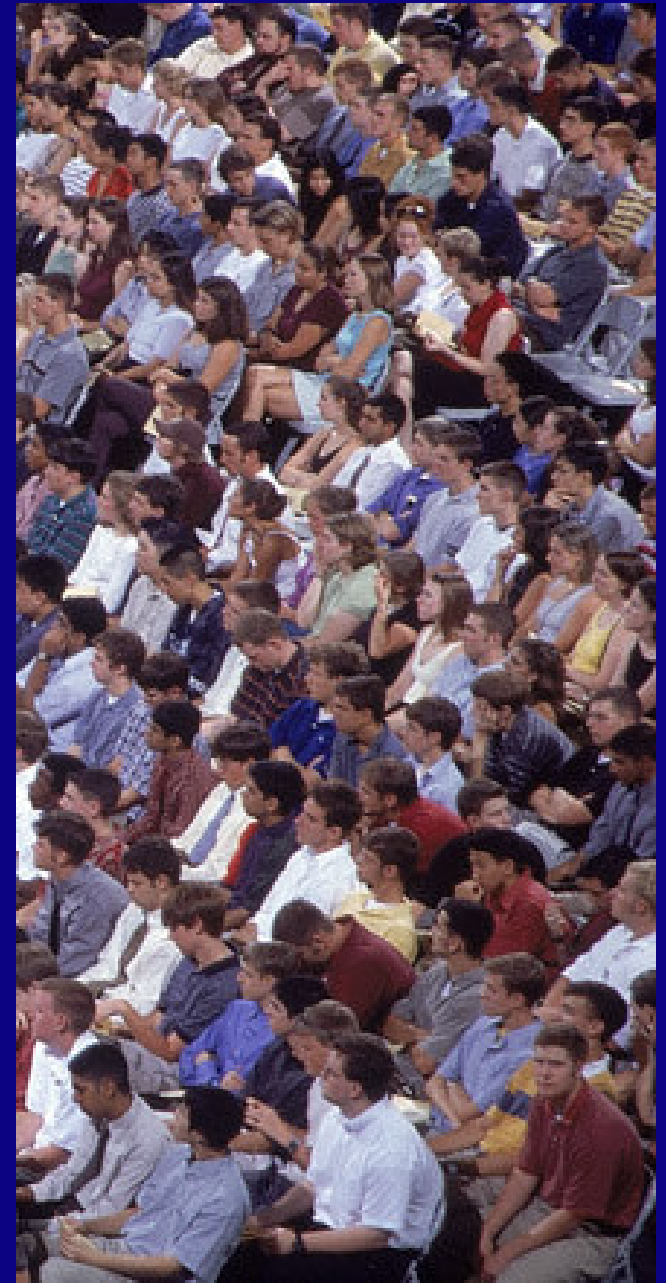
President G. Wayne Clough

Georgia Tech Research Corporation

June 13, 2003

Admissions

- 2,200 incoming freshmen
(same as last year)
- Strong academic profile
 - Average SAT: 1339
 - Average GPA: 3.7
- In-state students increase slightly; out-of-state students decrease slightly



State funding levels



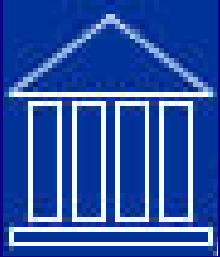
- Sustained \$24.3 million in cumulative cuts through FY '03 (11.3% of state-funded budget)
- Recently passed FY '04 budget:
 - \$4.3 million additional cuts
 - Formula fully funded
 - \$1.4 million in new funds for GTREP
- GRA funded at \$24 million
- Only one capital project funded in System
- Special session possible in Aug or Sept



Board of Regents of the University System of Georgia

Allocations to Georgia Tech

- Received expected amount in workload allocation (\$10.9 million)
- Passed along \$1.4 million for GTREP
- \$2.25 million for operations and maintenance funds for new facilities, including Technology Square
- \$1.3 million performance-based increase and strategic allocation



Tuition and fees

→ Tiered tuition increases:

- 15% increase at research universities

- 10% increase at 4-year institutions

- 5% increase at 2-year colleges

→ Tuition and fees - Georgia Tech:

- In-state: \$2,038 per semester (+ \$230)

- Out-of-state: \$8,001 per semester(+ \$1,008)

→ National average in-state tuition & fees for 4-year public universities: \$2,200 per semester

In-state tuition & fees for public peers 2002-03

Penn State	\$8,382	UCLA	\$4,378
Michigan	\$7,485	UC Berkeley	\$4,336
Illinois-Urbana	\$6,704	UT Austin	\$3,950
Minnesota	\$6,280	Virginia Tech	\$3,936
Purdue	\$5,580	NC State	\$3,827
Texas A&M	\$4,748	Ga Tech	\$3,616
Washington	\$4,636	Florida	\$2,581

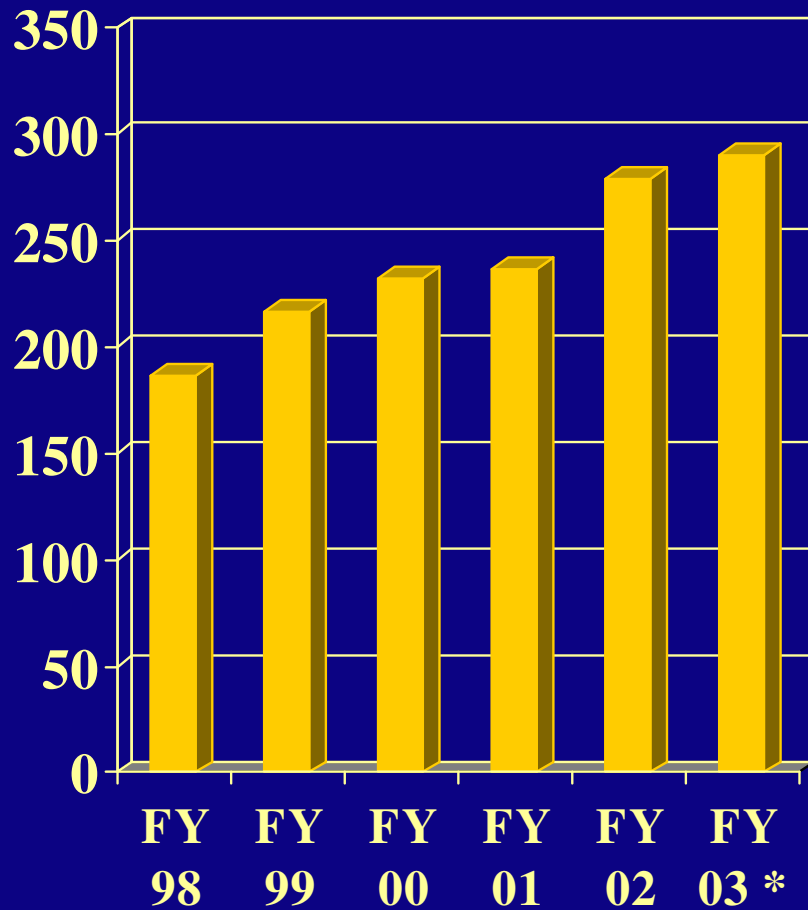
Out-of-state tuition & fees for peers

2002-03

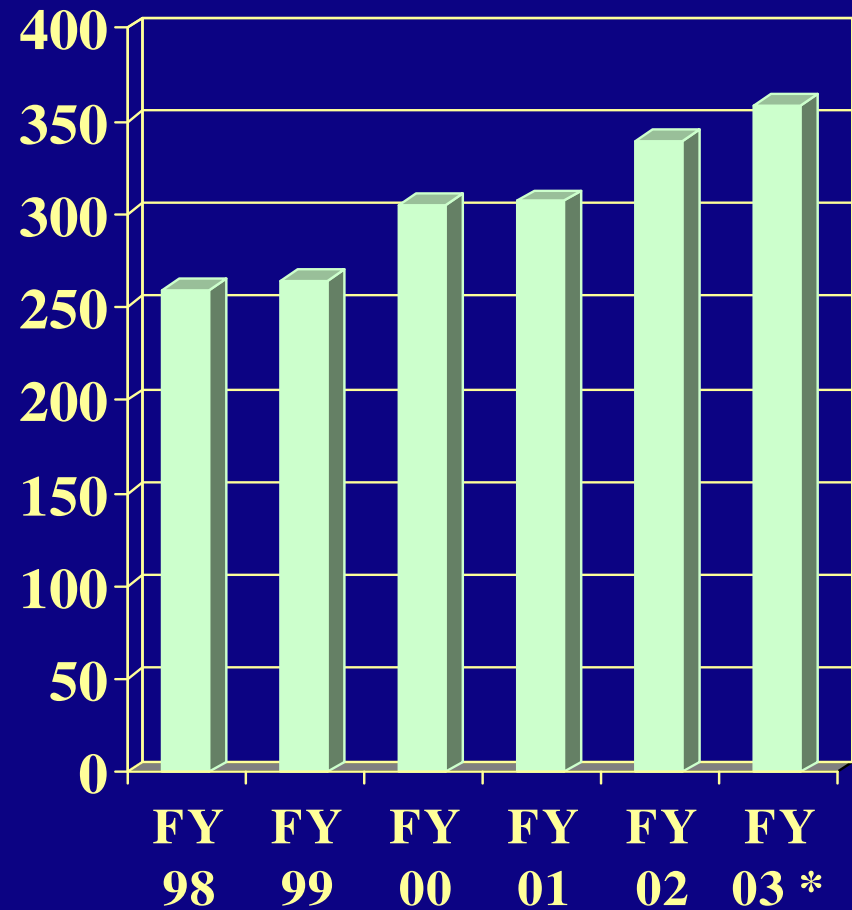
MIT	\$28,230	UC Berkeley	\$16,715
Cornell	\$27,394	Purdue	\$16,260
Johns Hopkins	\$27,390	Washington	\$15,337
Northwestern	\$27,228	Illinois-Urbana	\$15,308
Stanford	\$27,204	NC State	\$15,111
Carnegie Mellon	\$27,120	Ga Tech	\$13,986
Michigan	\$23,365	Virginia Tech	\$13,552
Cal Tech	\$22,119	Florida	\$12,046
Penn State	\$17,610	Texas A&M	\$11,288
Minnesota	\$16,853	UT Austin	\$10,490
UCLA	\$16,757		

Expanding research enterprise

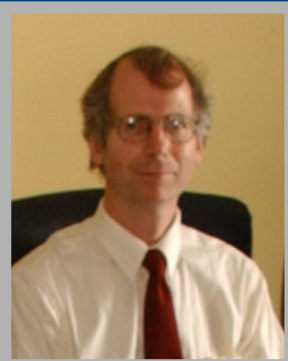
Awards



Expenditures



Succession Planning: Building on Success



The Arizona Group: Power Pack

Seth Marder

Chemistry & Biochemistry

Jean-Luc Brédas

Chemistry & Biochemistry

Bernard Kippelen

Electrical Engineering

Joe Perry

Chemistry & Biochemistry



New Leaders: A Strong Foundation

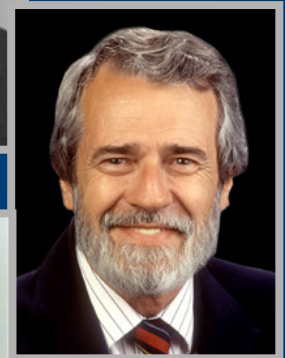
Rich DeMillo

Inlay Dean of Computing



Don Giddens

Dean of Engineering



Diana Hicks

Chair, School of Public Policy



Larry McIntire

Chair, Coulter Department of
Biomedical Engineering



Endowed Chairs: A Great Opportunity

Barbara Boyan

Price Gilbert Jr. Chair in
Tissue Engineering



Russell Dupuis

Steve W. Chaddick Chair in
Electro-Optics



Catherine Ross

Harry West Chair for Quality
Growth and Regional Development



Marie Thursby

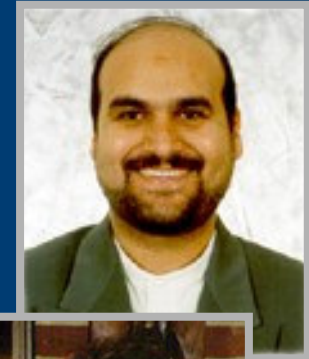
Hal and John Smith Chair in
Entrepreneurship



Young Stars: Making News, Making History

Ali Adibi

Electrical & Computer Engineering
Packard Fellow in Science & Technology



Michael Chapman

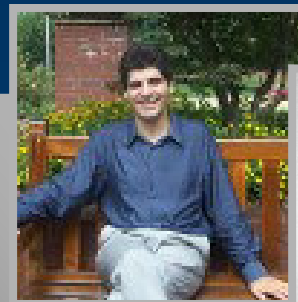
Physics
*all-optical cooling of atoms to nearly
absolute zero*



Steve Potter

Biomedical Engineering
*Robotics utilizing rat brain
signals*

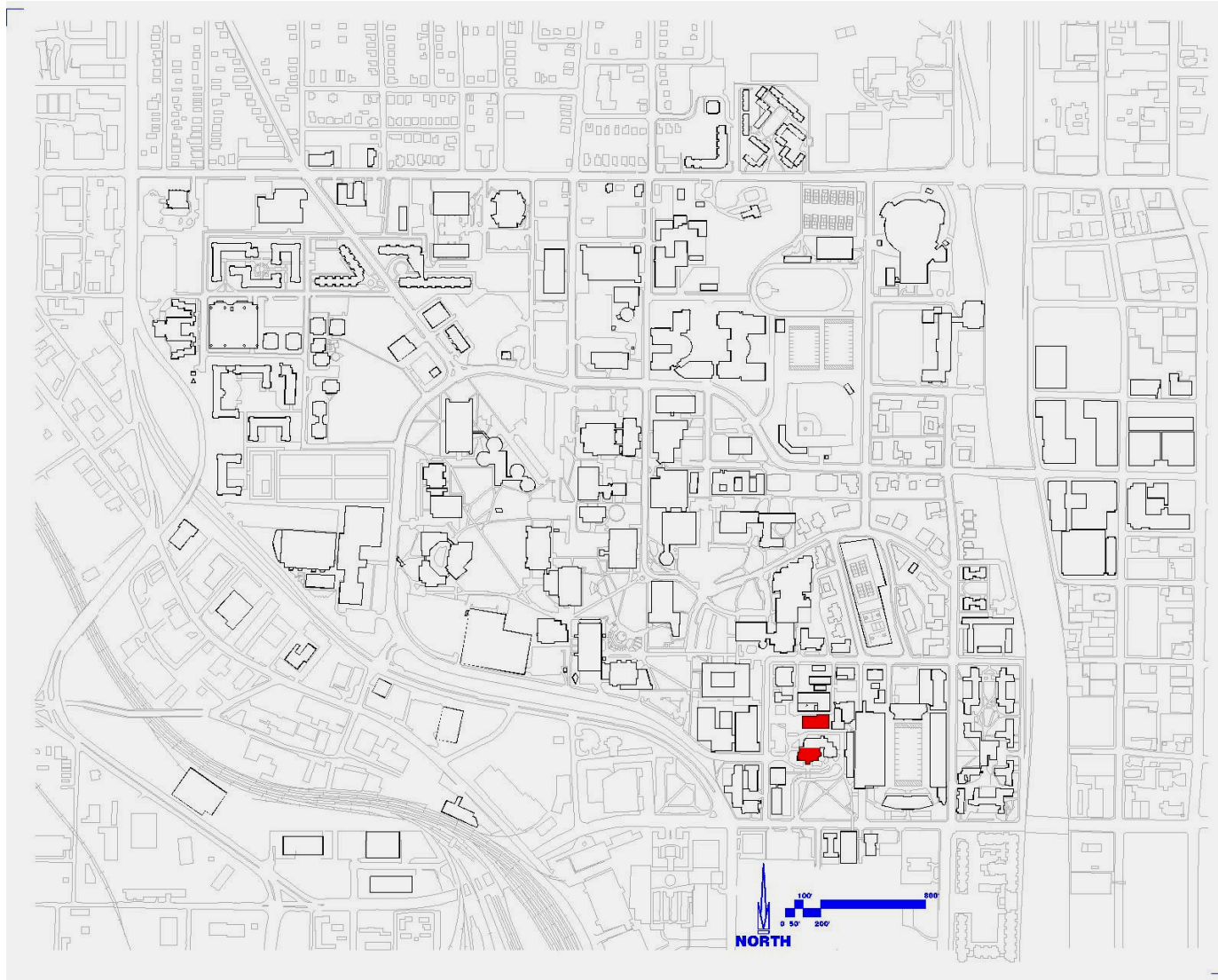




Georgia Tech Facilities Update 1995 - 2005

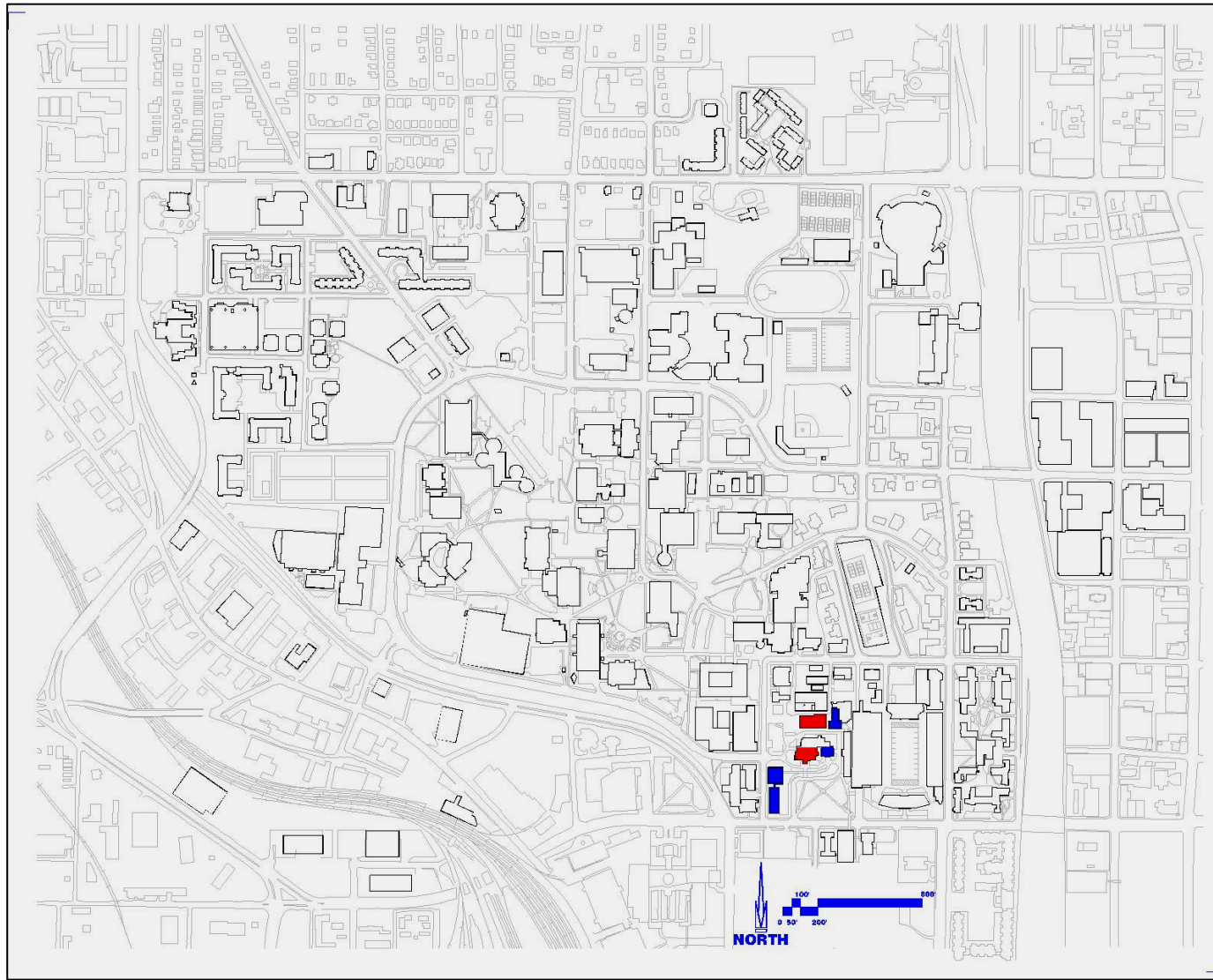
Georgia Tech Foundation
June 6, 2003

The History of Building Construction



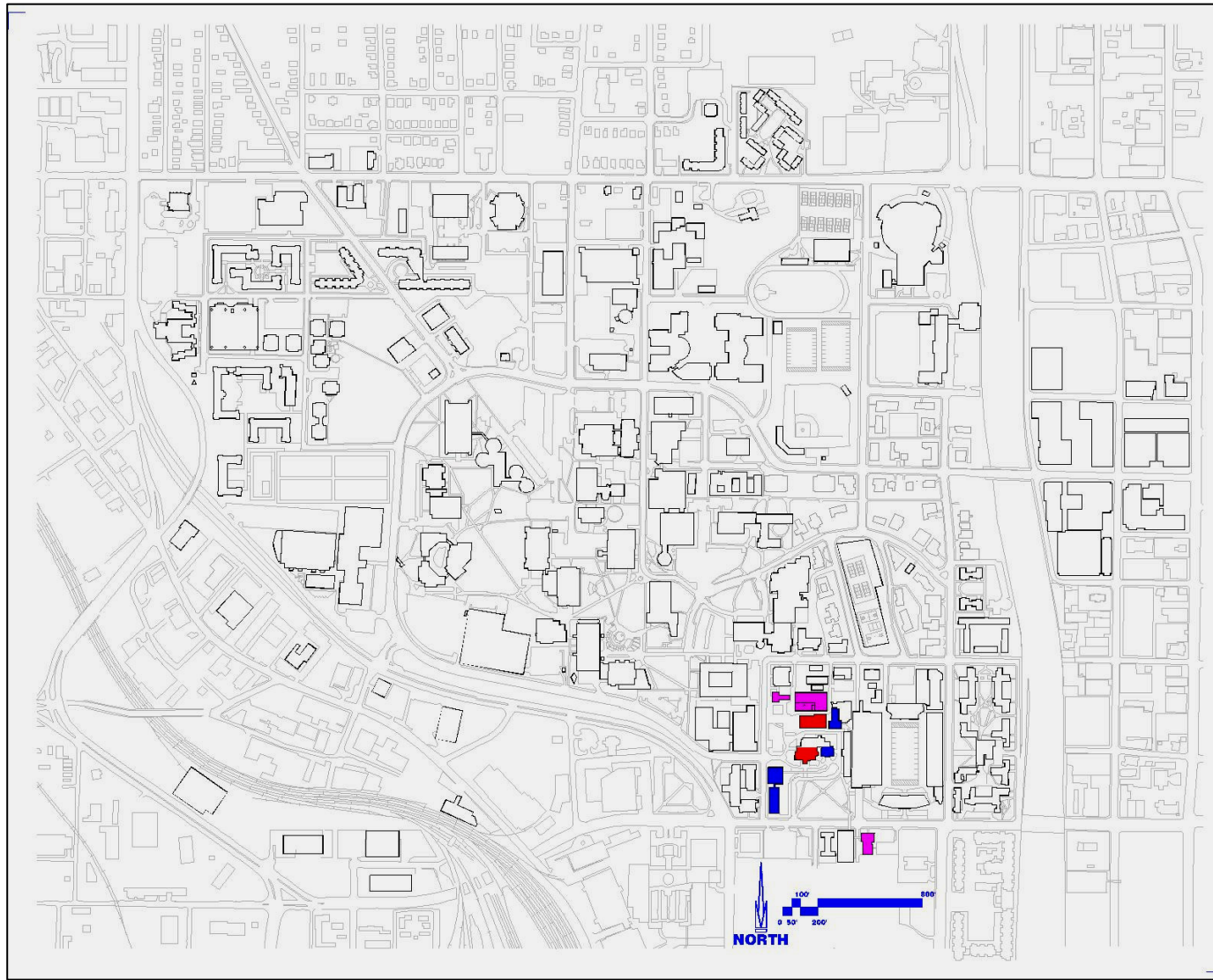
■ 1800's

The History of Building Construction

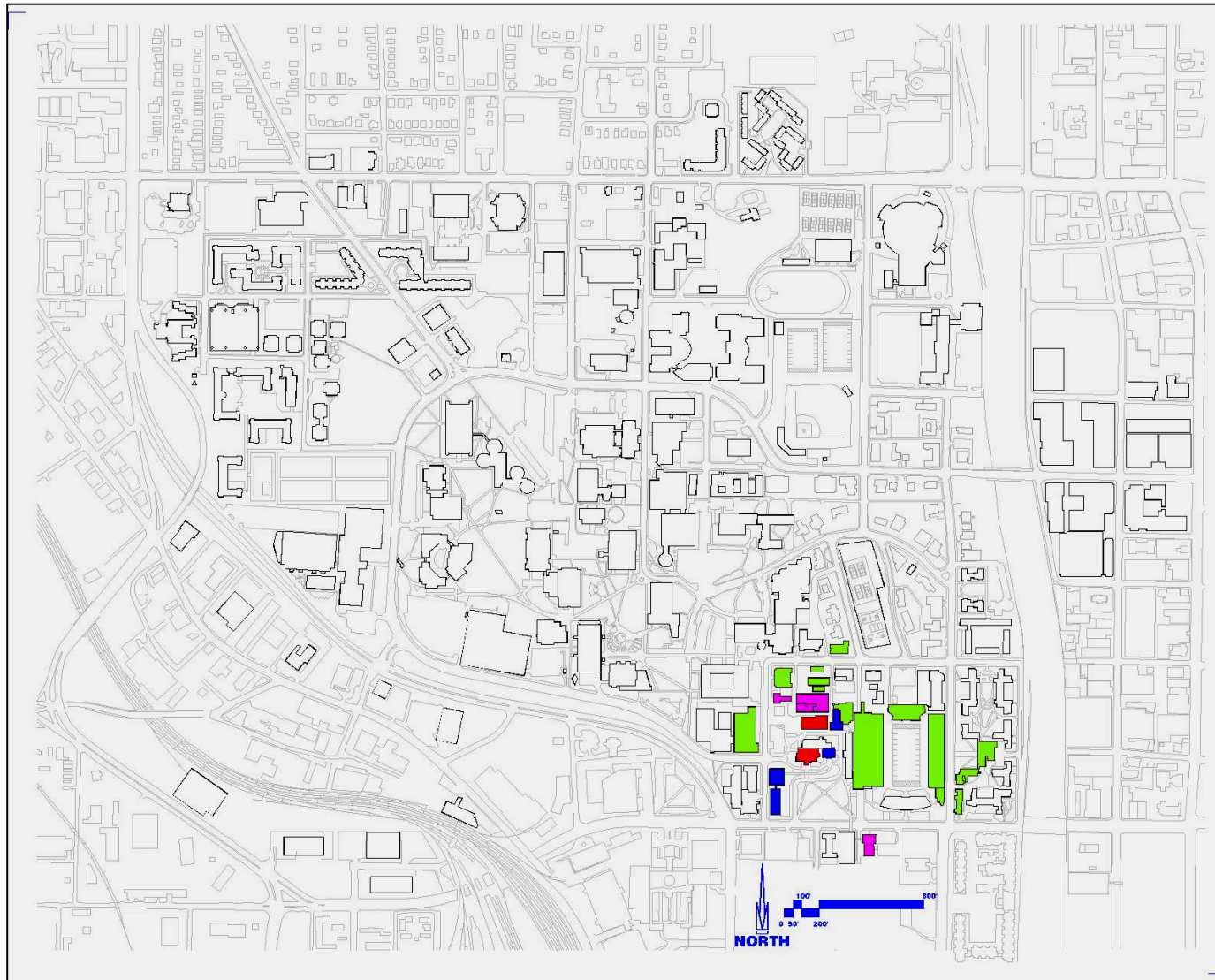


- 1800's
- 1900's

The History of Building Construction

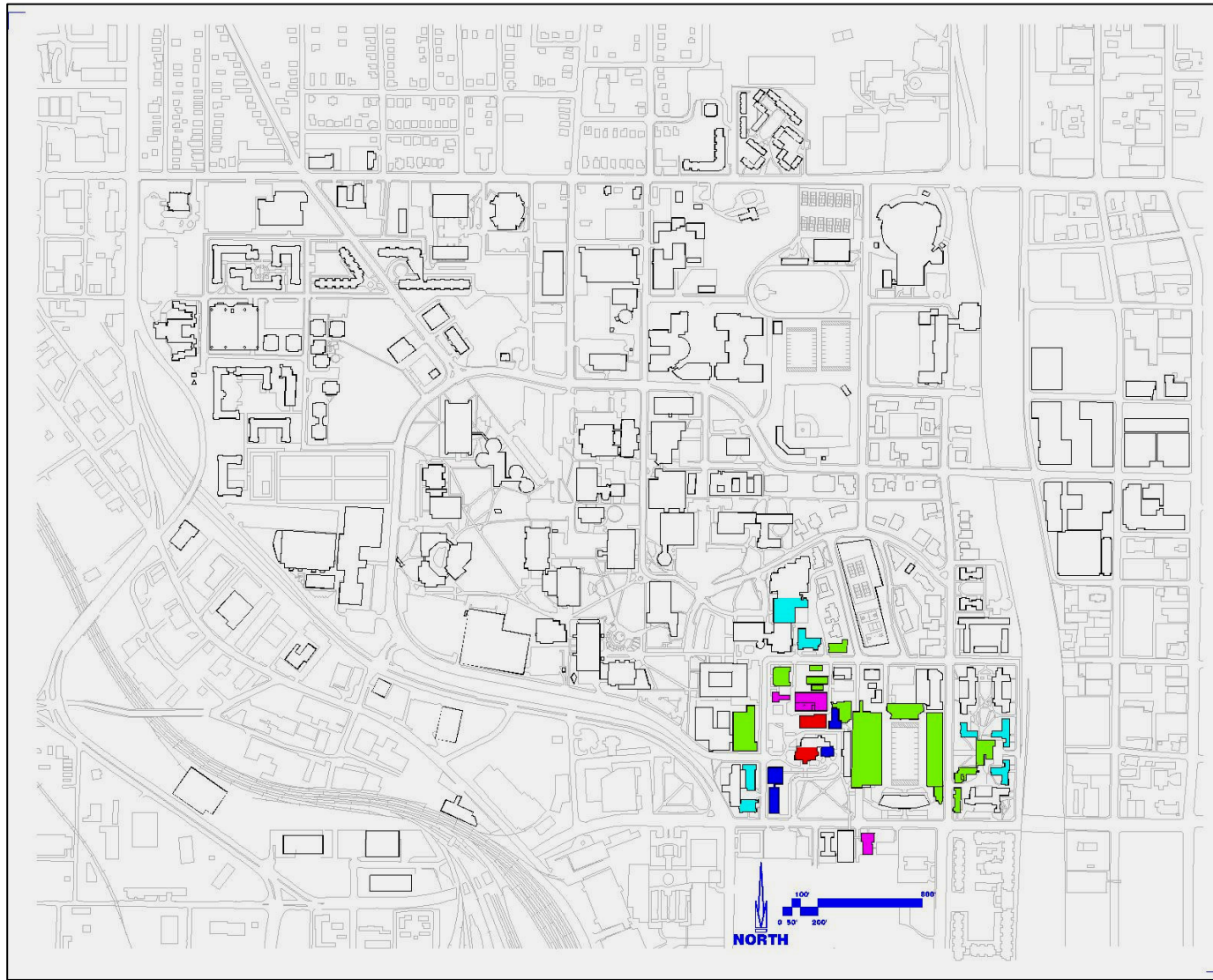


The History of Building Construction



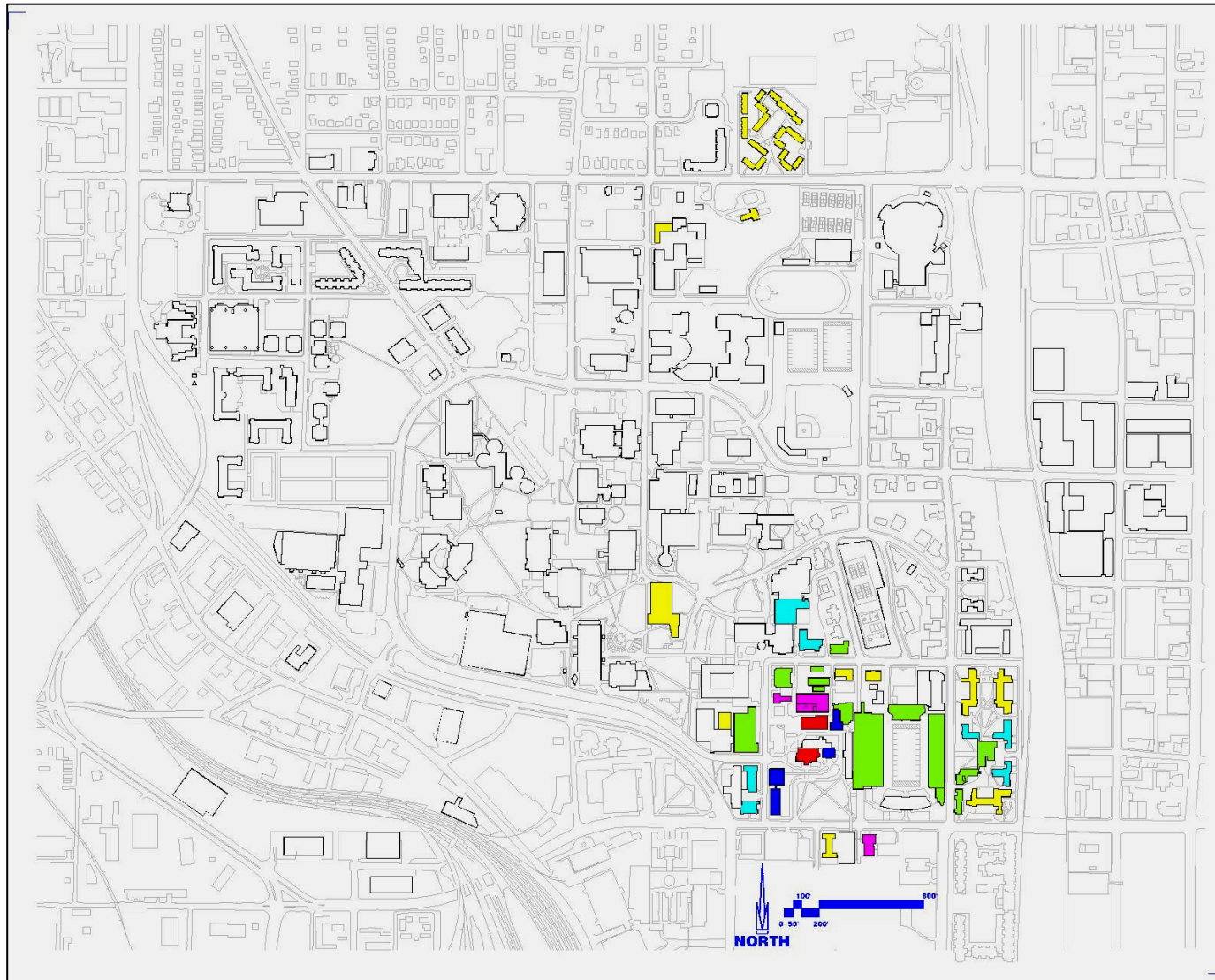
- 1800's
- 1900's
- 1910's
- 1920's

The History of Building Construction

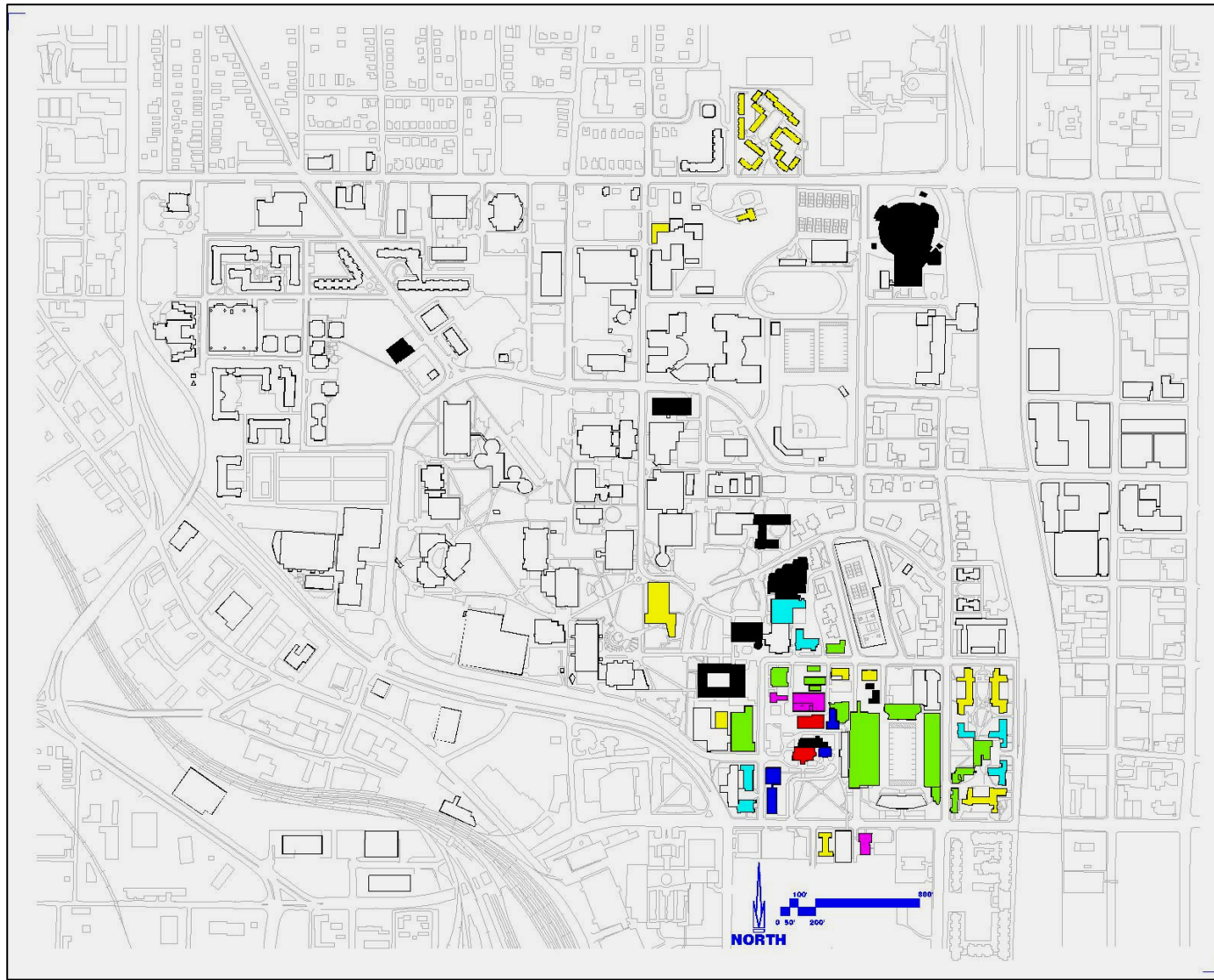


- 1800's
- 1900's
- 1910's
- 1920's
- 1930's

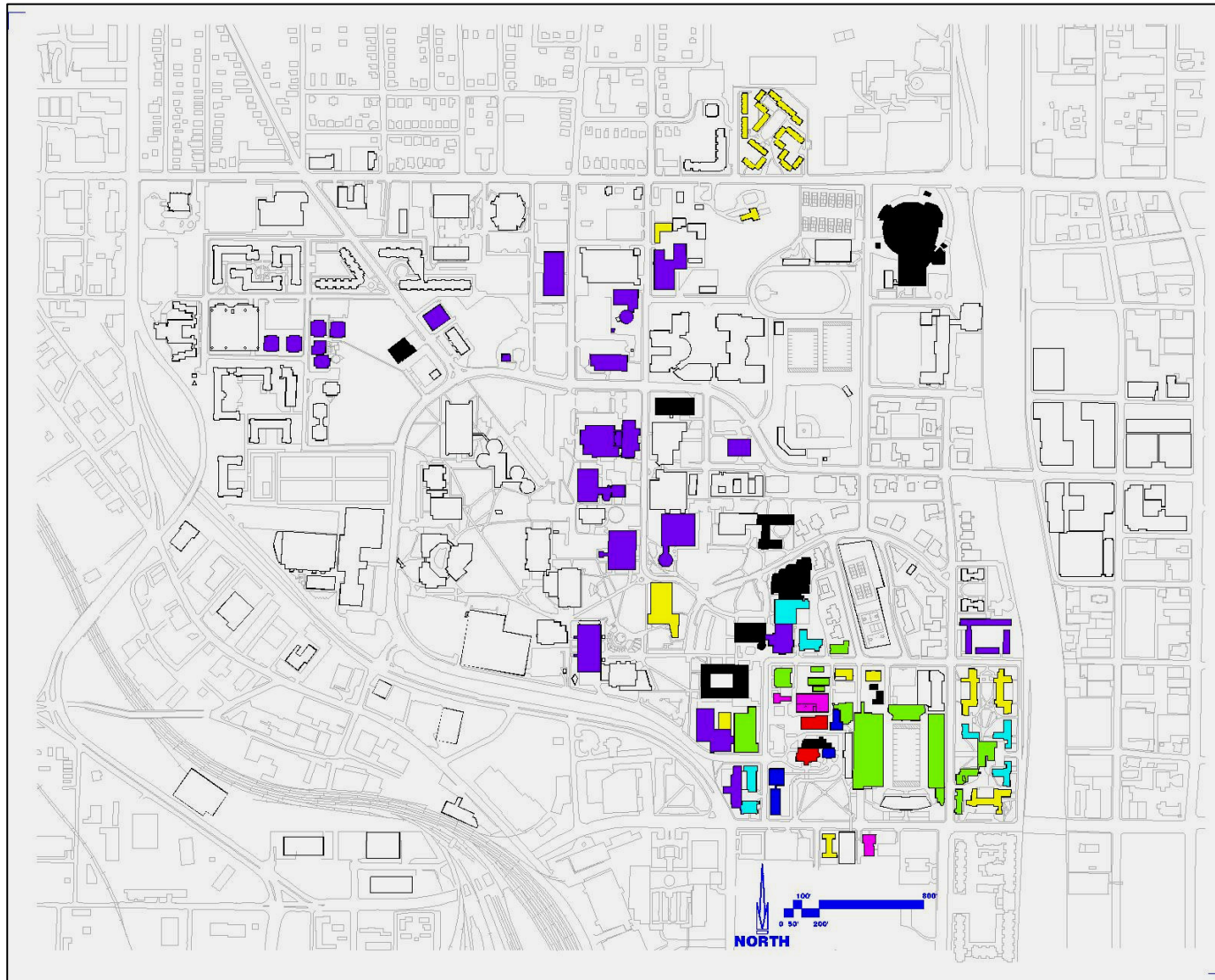
The History of Building Construction



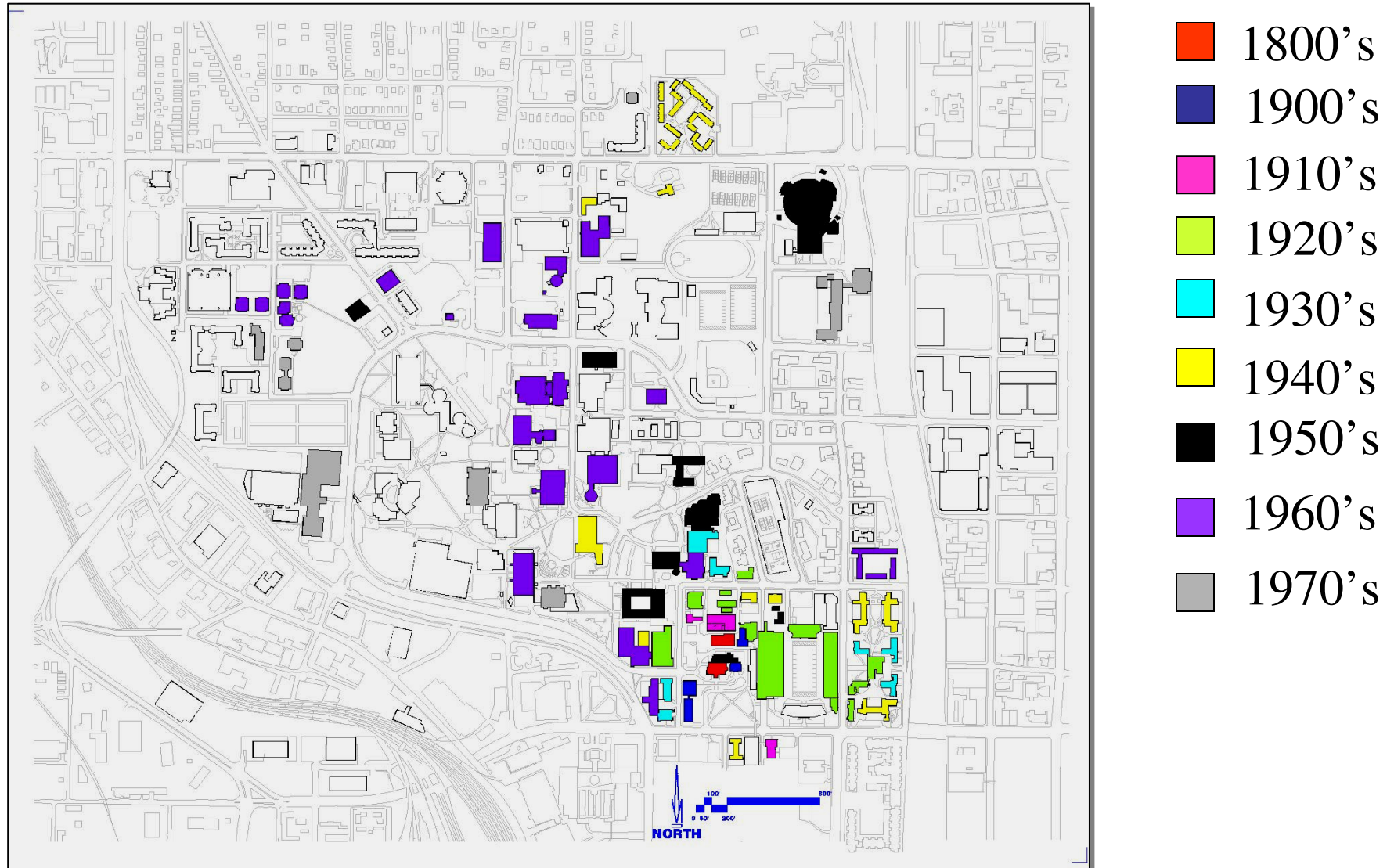
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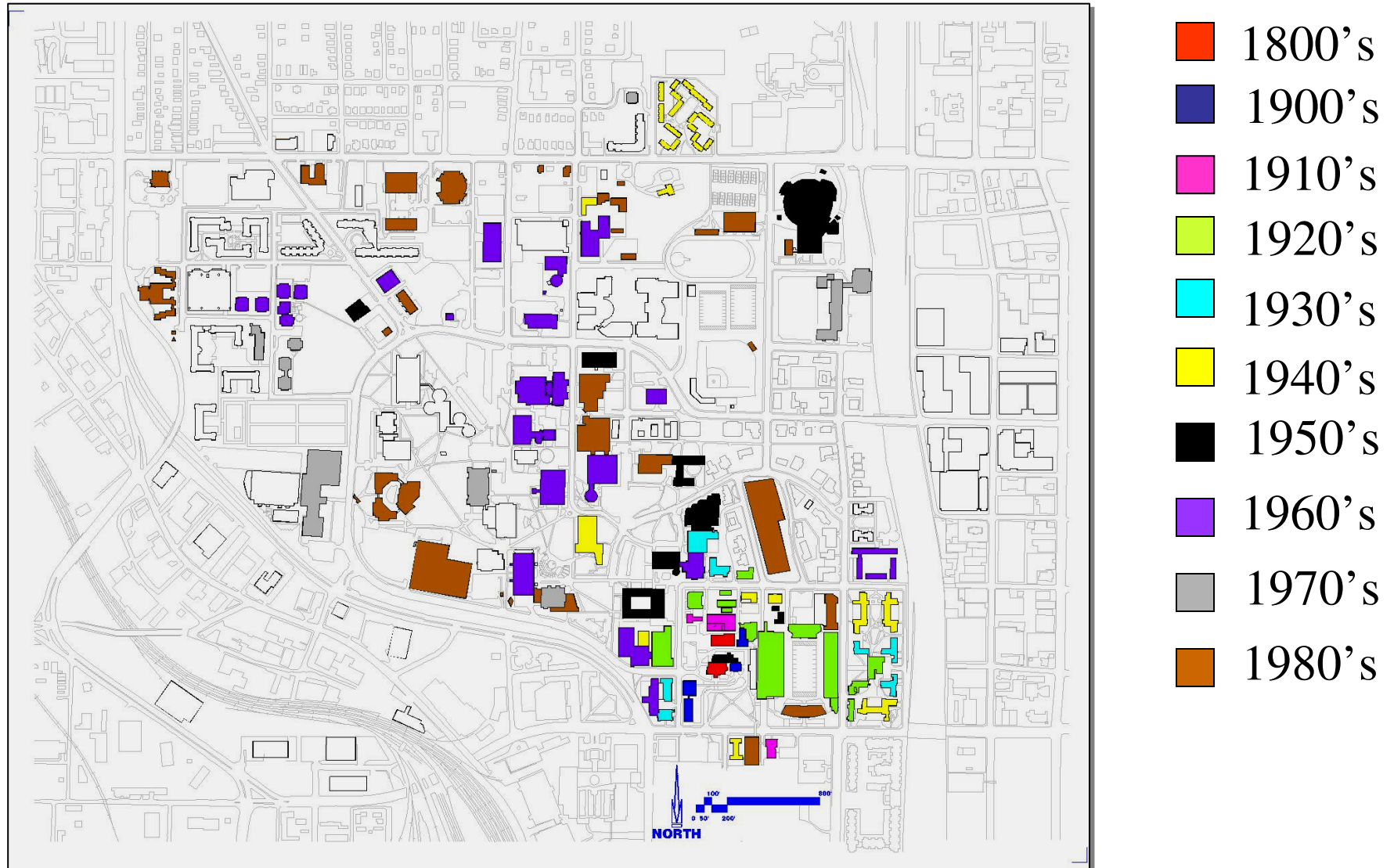
The History of Building Construction



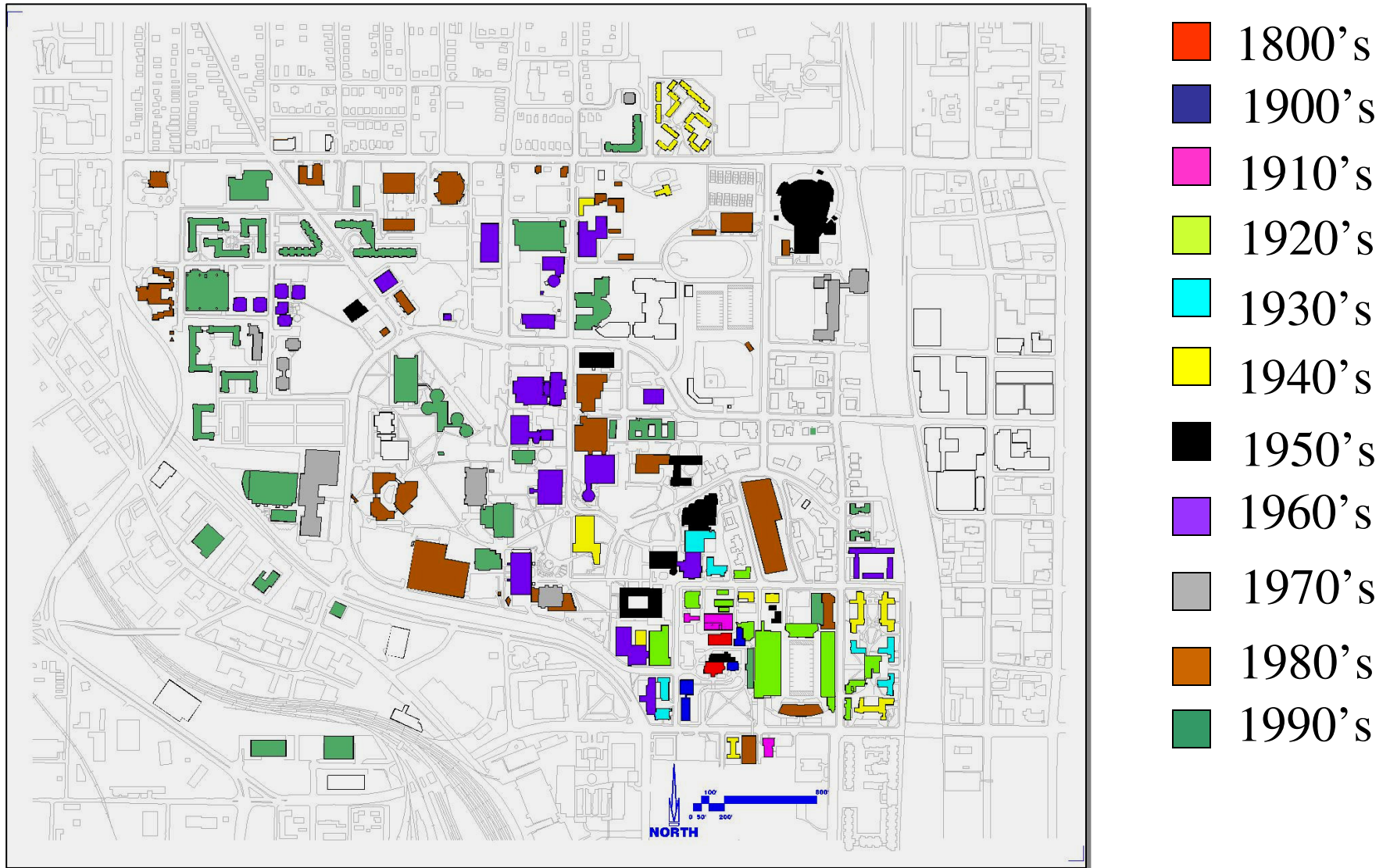
The History of Building Construction



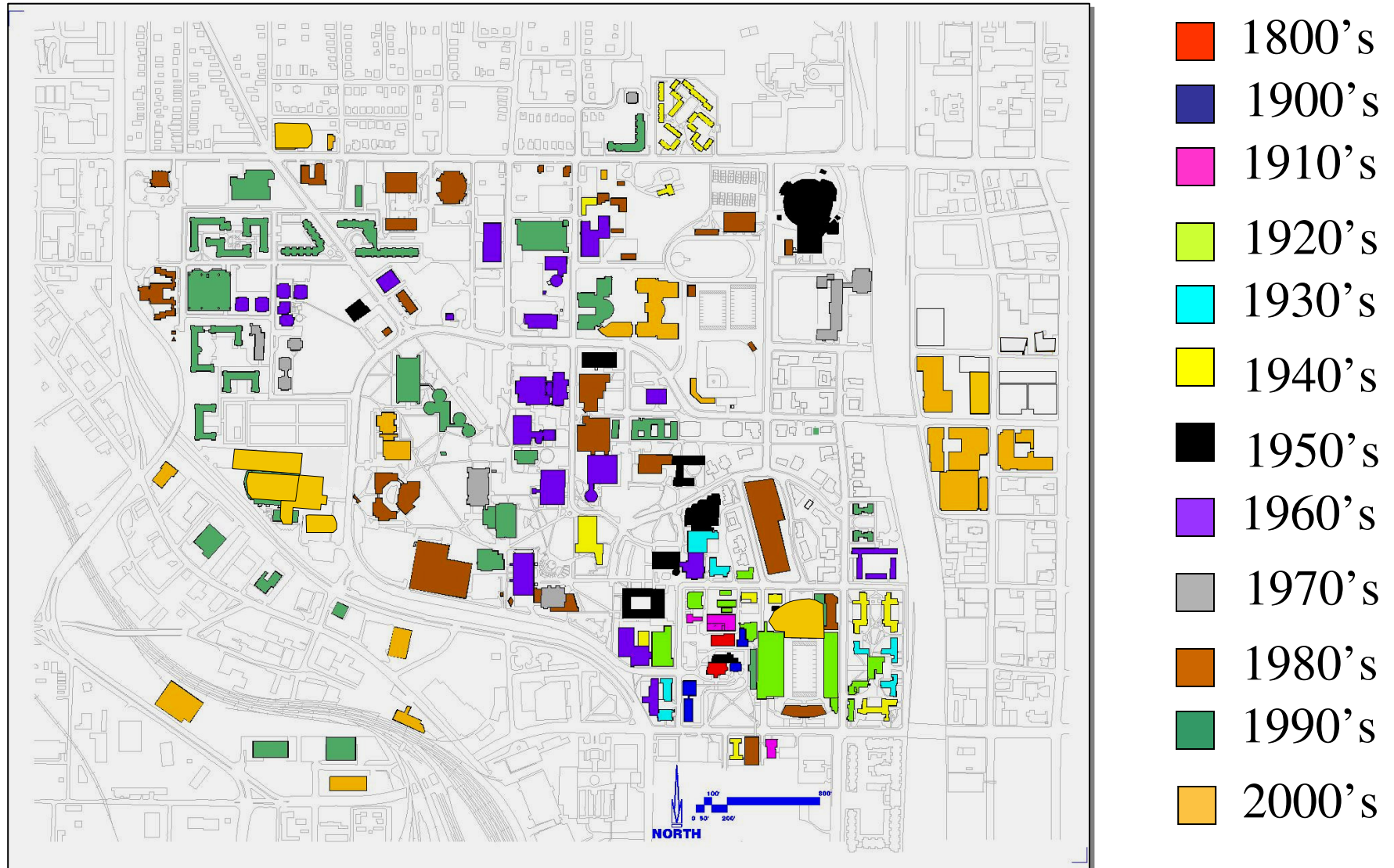
The History of Building Construction



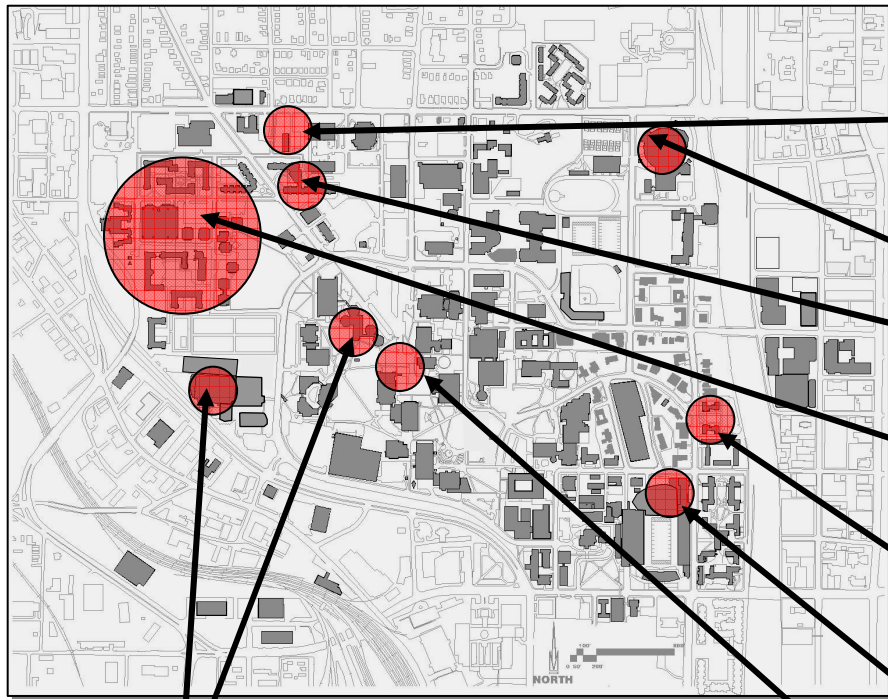
The History of Building Construction



The History of Building Construction



1995 - 1998



GCATT

157,500 GSF

\$27.4 M

10th Street Chiller Plant

8,800 GSF

\$ 3.2 M

AMC Renovation

\$12.0 M

Center Street Apartments

152,800 GSF

\$13.9 M

Olympic Housing

523,400 GSF

\$64.7 M

Fourth Street Houses

30,800 GSF

\$ 4.6 M

Homer Rice Center

22,000 GSF

\$ 5.2 M

Sustainable Education Building

33,000 GSF

\$4.3 M

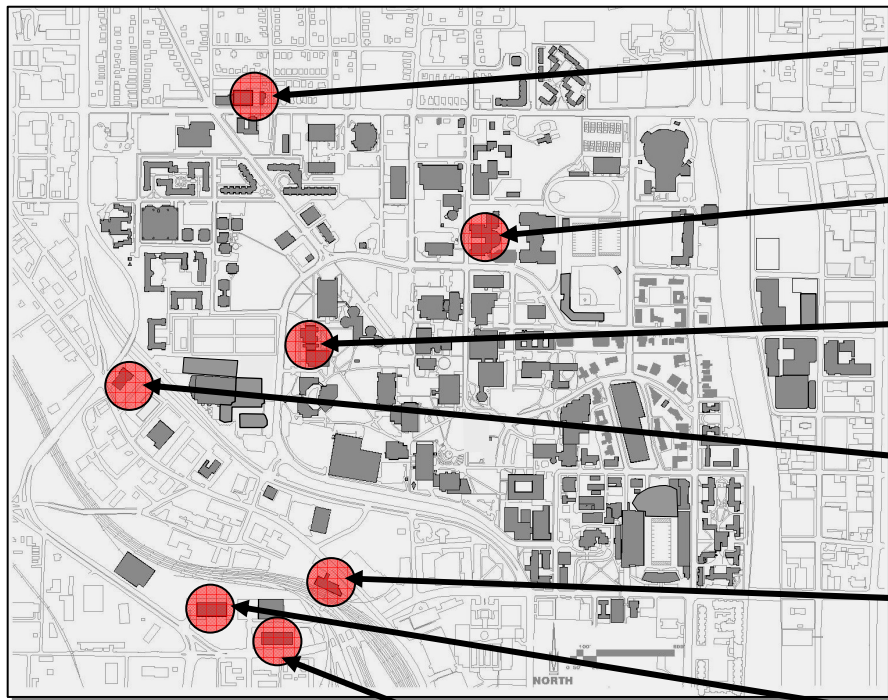
MRDC I

121,900 GSF \$16.0 M

Aquatic Center

117,145 GSF \$ 5.8 M

1999 - 2001



Broadband Institute Lab

6,400 GSF

\$ 700 K

Institute for Biosciences & Bioengineering

153,200 GSF

\$ 30.4 M

J. Erskine Love Manufacturing Building

153,700 GSF

\$ 27.3 M

OIT Office Complex

44,900 GSF

\$ 550 K

Advanced Wood Products Laboratory

18,700 GSF

\$ 630 K

Structures Laboratory

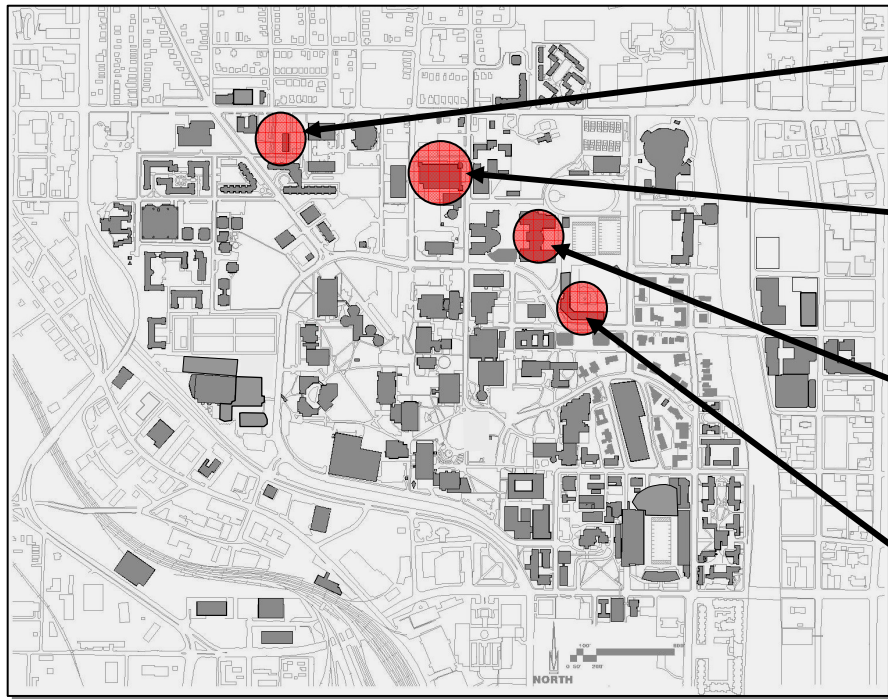
29,000 GSF

\$ 6.9 M

AE Gas Combustion Laboratory

21,500 GSF

\$ 7.7 M



North Chiller Plant Expansion

\$4.8 M

North Campus Parking Deck

268,500 SF

\$10.6 M

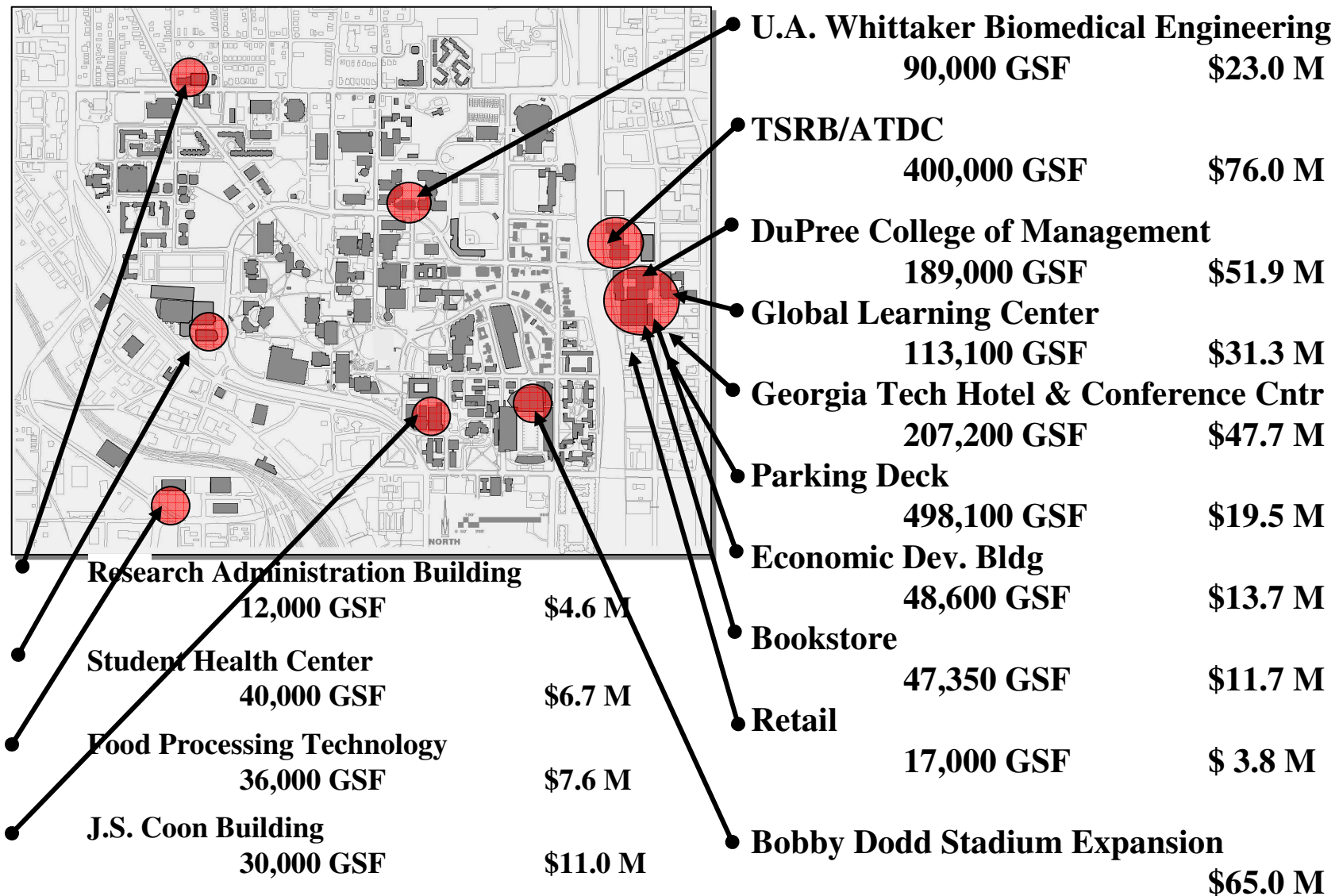
Ford Environmental Science & Technology

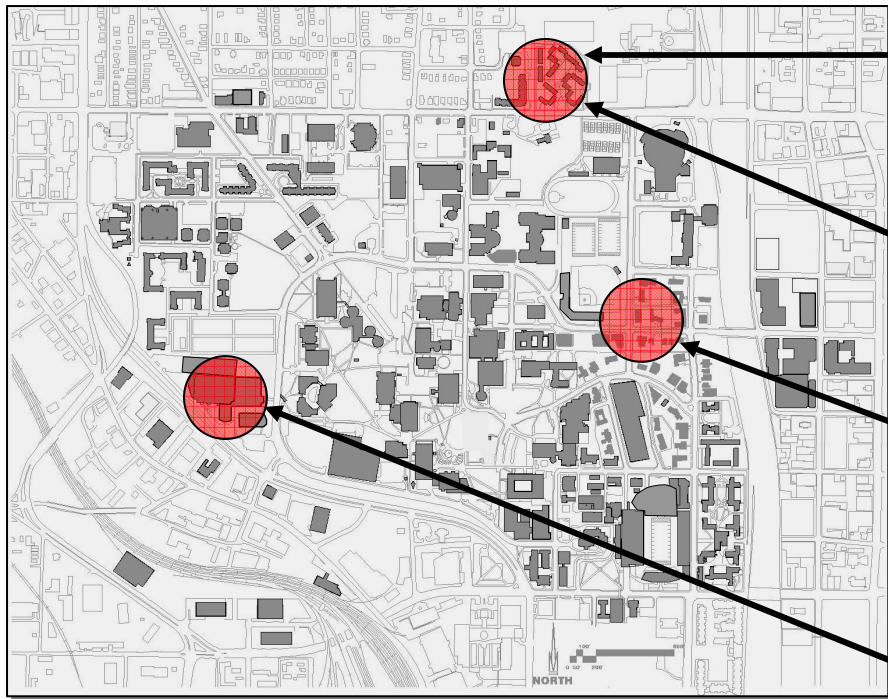
291,000 SF

\$58.0 M

Chandler Field Stadium

\$9.5 M





Family and Married Student Housing
410,000 GSF \$61.9 M

Parking Deck
270,000 GSF \$10.4 M

Fifth Street Project
\$2.5 M

Student Athletic Complex
280,000 GSF \$44.0 M



Advanced Cleanroom Complex

150,000 GSF \$80.0 M

Molecular & Materials Sciences

200,000 GSF \$60.0 M

Klaus Advanced Computing Building

210,000 GSF \$53.5 M

Parking Deck

170,000 GSF \$ 9.0 M

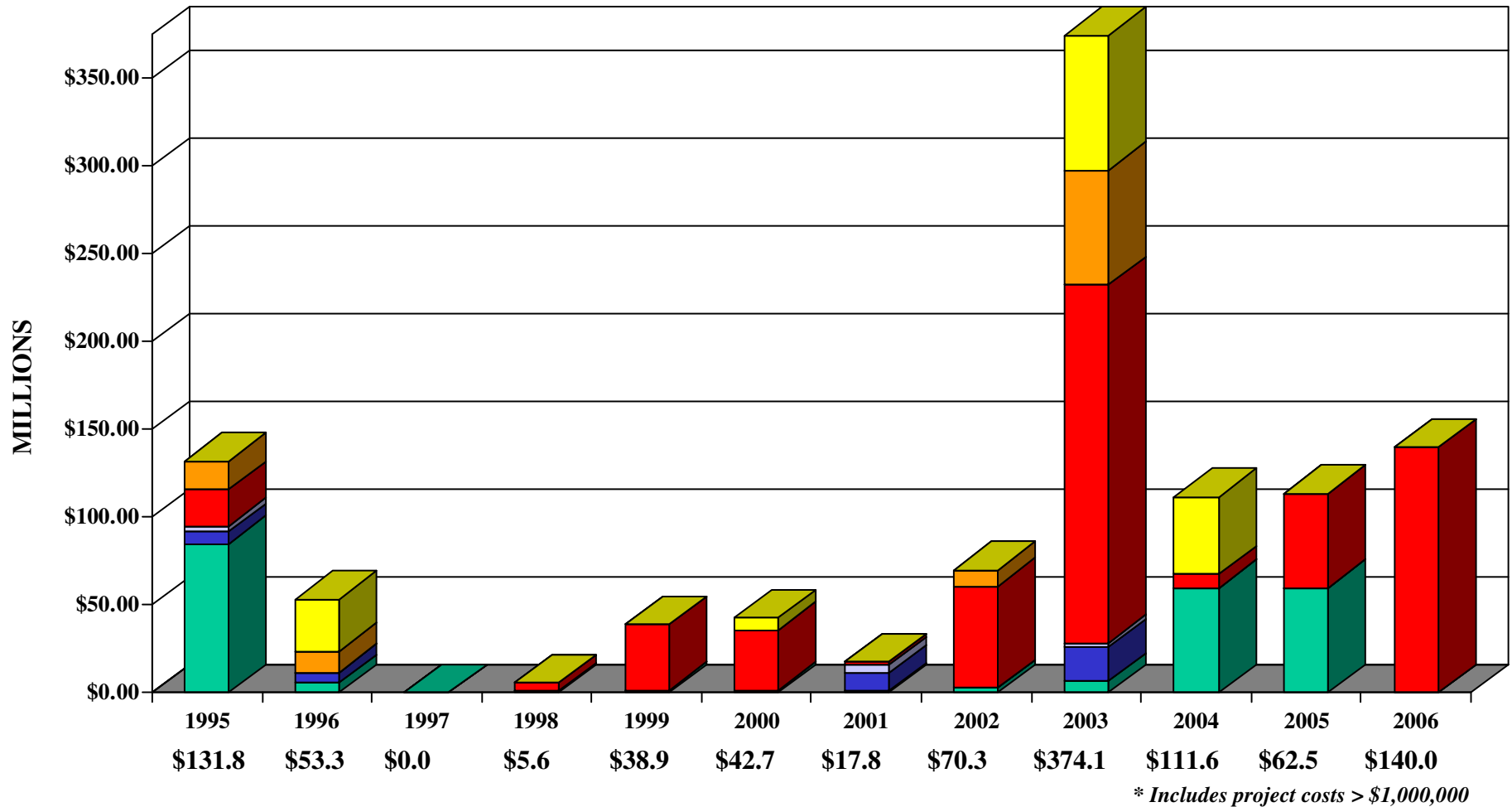
Innovative Learning Resource Center

205,000 GSF \$42.0 M

Electrical Substation

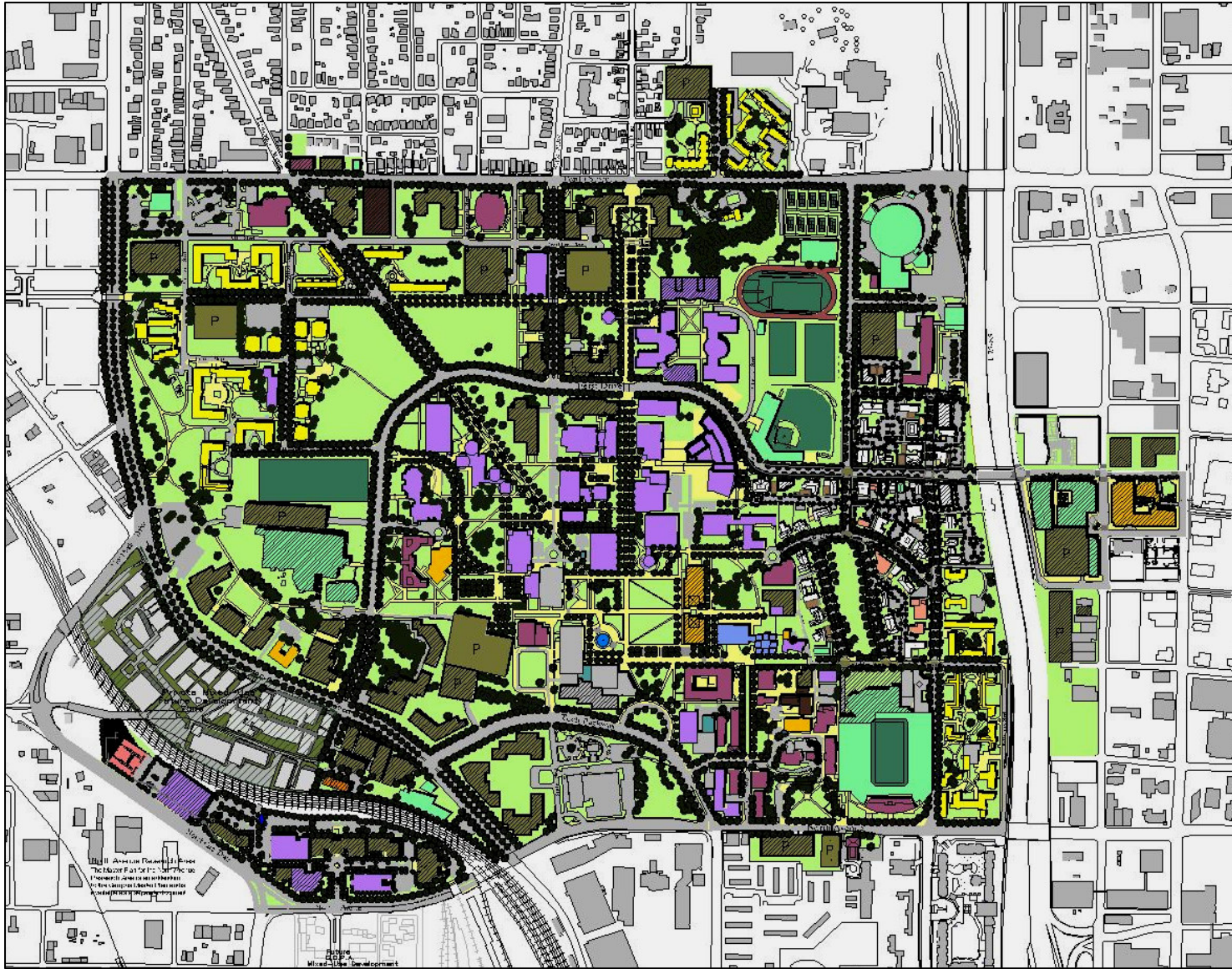
\$25.0 M

Major Capital Expenditures 1995 - 2006



■ Auxiliary
 ■ Parking
 ■ Infrastructure
 ■ Academics
 ■ Athletics
 ■ Other

The Master Plan



Maintaining excellence in a challenging budget environment

- Clarify the planning context
- Identify the challenges
- Consider options for action
 - State/System level
 - Institute level

Enrollment considerations

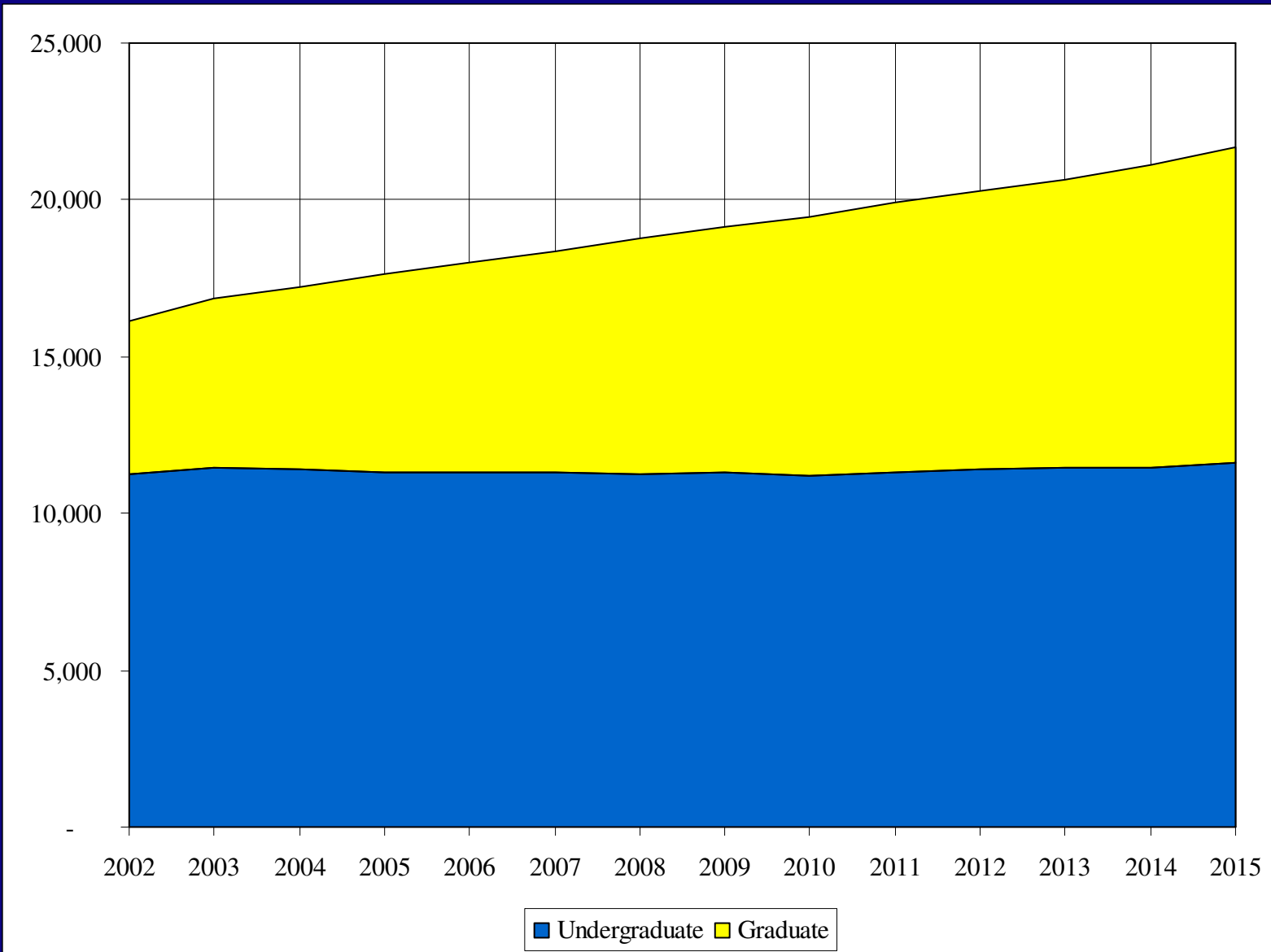
- Increasing graduate enrollment
 - In disciplines like the sciences and management
 - In interdisciplinary programs
 - At GT Lorraine in France and GT Asia-Pacific in Singapore; other dual degree options
 - Through distance learning; executive programs
- Absorbing undergraduate growth through GTREP and transfer programs

Peer enrollment composition

<u>Institution</u>	<u>Total</u>	<u>Graduate</u>	<u>% Grad</u>
MIT	10,317	6,139	60%
Stanford	18,297	10,937	60%
Carnegie Mellon	9,373	4,026	43%
Michigan	35,700	11,228	31%
Georgia Tech	16,479	5,022	30%
UC Berkeley	32,408	8,693	27%
Illinois-Urbana	37,209	8,966	24%

Projected enrollment

(2002-2015)



Student/faculty ratio: A critical issue

- Goal: 16/1
- Would require 500 new faculty by 2013
- Space requirements:
 - Classrooms
 - Research labs
 - Offices for faculty and attendant grad students
 - Support services



Peer student/faculty ratios

MIT	6/1
Cal Tech	8/1
Northwestern	8/1
Carnegie Mellon	11/1
Cornell	11/1
Stanford	11/1
Washington	12/1
Michigan	14/1
Johns Hopkins	14/1
UCLA	15/1
Minnesota	16/1

Penn State	17/1
UC Berkeley	18/1
NC State	18/1
Virginia Tech	18/1
UT Austin	19/1
Texas A&M	20/1
Purdue	20/1
Georgia Tech	21/1
Illinois-Urbana	21/1
Florida	27/1

Next generation GT facilities



Advanced Clean Room
Building



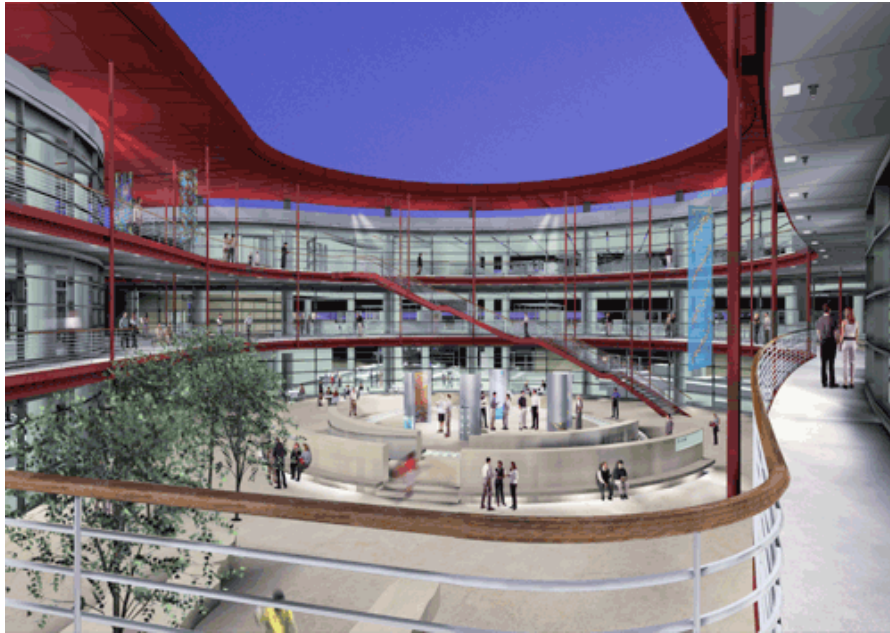
Innovative Learning
Resource Center



Molecular Science
and Technology

Facilities:
The best keep
improving...

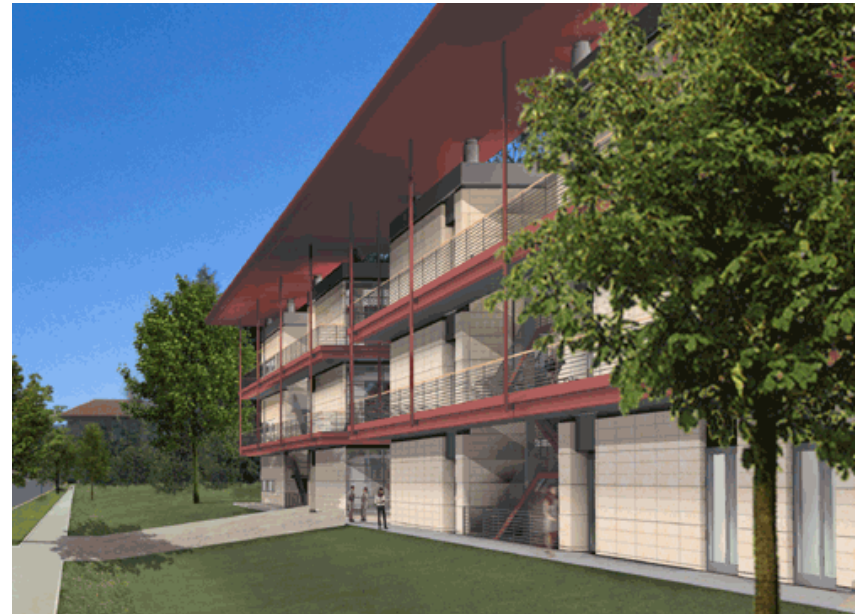
Stanford University



The Clark Center will house research for biocomputation, biophysics, biodesign, chemical biology, genomics/proteomics and regenerative medicine. In addition, the Clark Center will house the newly evolving Department of Bioengineering, a large cafe, an auditorium, and several seminar rooms.

Clark Center for Biomedical Engineering and Sciences

- \$150 million
- 182,500 GSF



Massachusetts Institute of Technology



The Stata Center for Computer, Information, and Intelligence Sciences

- \$212.5 million
- 713,000 GSF

The Ray and Maria Stata Center will include the William H. Gates Building housing the Laboratory for Computer Science, the Alexander Dreyfoos Building housing the Artificial Intelligence Laboratory, the Laboratory for Information Decision Systems, and the Department of Linguistics and Philosophy, a below grade service facility and 2 levels of below grade parking.



University of Michigan-Ann Arbor



Biomedical Science Research Building

- \$220 million
- 472,000 GSF

Cardiovascular Center

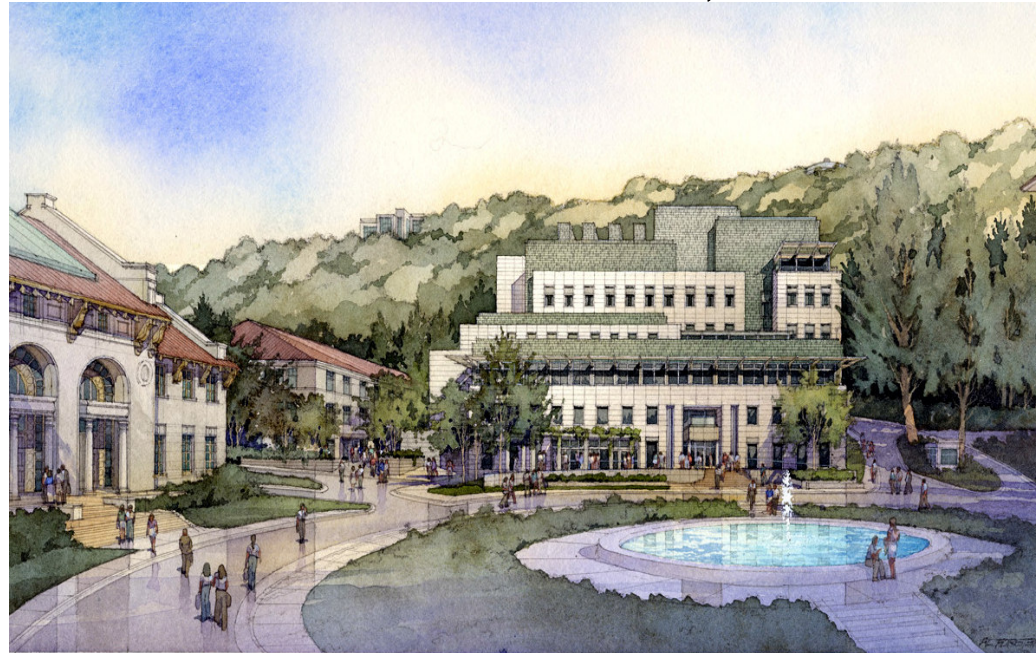
- \$199 million
- 350,000 GSF



University of California-Berkeley

Stanley Biosciences and Bioengineering Facility

- \$162.3 million
- 285,000 GSF



The Stanley facility will be dedicated to structural biology, bioengineering, chemical biology, computational biology, magnetic imaging, tissue engineering and other disciplines. The facility is partially funded by the state through the California Institutes for Science and Innovation program (Cal-ISI).

Basic Questions: How do we...

- generate funds for 500 new faculty over the next 10 years (\$100 million added to base)?
- continue to build and renovate facilities to keep pace with the competition?
- address deferred maintenance while keeping up with present needs?
- keep our edge by improving our programs of distinction?
- lift average/good programs to levels of distinction?

State/System-level options

- Revise formula to recognize quality and the distinctive mission of Georgia Tech.
- Use tuition increases strategically to enhance quality rather than back-stopping budget cuts.
- Enhance state support for new and renovated facilities; improved support for maintenance.

State/System-level options, cont.

- Create a special facility initiative for research universities with incentives, e.g. matching funds, economic development potential.
- Delegate greater authority levels to research universities (time is money).
- Maintain special funding supporting unique mission of research universities, e.g. GRA.

Institute-level options

- Stay focused on our mission and strategic vision.
- Benchmark national trends and competitors.
- Continue to make strategic investments that leverage strengths.
- Leverage private and industry support.
- Create funds for strategic investments.

Institute-level options, cont.

- Continue master plan real estate development program.
- Expand global collaborations to enhance educational experiences.
- Emphasize continuous improvement in all areas of the institution.
- Continue to focus on people.