

THE WHISTLE

GEORGIA INSTITUTE OF TECHNOLOGY

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When Christopher Howard considered college choices he did not consult *U.S. News and World Report* or *Money Magazine*. The New Jersey high school senior picked a school in a town where he had family, in this case a brother. This year several different magazines recognized Georgia Tech as one of the premiere institutions in the nation. Although the recognition gives Tech an advantage, rankings are not the only thing students consider when choosing a college.

Like Christopher Howard they also consider other factors such as family, location and athletics, said Jerry Hitt, who conducts student information sessions at Tech.



Emphasis on Rankings Angers Some

In March of this year, *U.S. News and World Report* rated Georgia Tech's Industrial/Manufacturing Engineering Graduate School as the top school in the nation. Tech was number 10 overall in that same survey. More recently in *Money Magazine's* "Best Universities Buys," competition Tech ranked 7th. In the latest *U.S. News and World Report* undergraduate survey, Tech was about 33rd. In the October 26 issue of *BusinessWeek*, Tech was among the top 20 schools in the nation for giving students "a big bang for the buck."

Rankings help with enrollment just as much as it helps when Tech goes to Final Four in basketball, wins National Championships in football, or gets the 1996 Olympic Village, Hitt said.

"You can't buy publicity. I think students pay attention to them (rankings). How much, I don't know. There is no way to know," he added.

While most high school college counselors use rankings to support their recommendations, they cringe at the thought of rankings being the only factor considered when students are deciding on a college. They question the publication's underlying motives and worry rankings stop students from exploring other opportunities.

"Most counselors are angry at the reports. They (magazines) try to boil it down to such simple things," said Jill Casky, director of college counselors at Paidei School in Atlanta. "I don't always like the rankings because of

the way it sets up schools and not always for the right reasons."

On the other hand, Casky said she will use the rankings to persuade a student. Sometimes students will not look at a school she recommends unless it is on a ranking list. Parents also rely on the lists, she said. A lot of time the surveys only offer some reassurance to students or parents after they made their decision.

Howard said having a brother in Atlanta helped him make his decision to apply at Georgia Tech. However, the ranking in *Money Magazine* "reinforced" it. He is paying for his college, so cost is a major factor.

One mother in Sarasota, Fla., said her son already made up his mind to go to Tech, but she read the *U.S. News* ranking and that helped her decide his choice was a good one.

Sometimes though, a ranking can be deceiving, for instance the *U.S. News* ranking of undergraduate schools seemed to be a drop for Tech. But, the institution moved into a larger, much more competitive class.

"Only a few years ago, Georgia Tech was listed as a specialty school," said Jim Langely, executive vice president External Affairs. "Now we're listed along with the major universities in the country, both public and private. Tech has been able to reach a level of national

stature without anything close to the resource base of our competitors."

Langely emphasized the *Money* survey was an excellent endorsement in a time when the media continually reports on spiraling costs of higher education and people are more concerned than ever about its costs and values.

"You couldn't ask for a better endorsement because in this tough economy," Langely said. "That (*Money Magazine* ranking) will be invaluable to us."

Langely characterized the theme of all the rankings and recent events at Tech, including the Vice Presidential Debates, as "we're able to do more with less" . . . in a way few institutions have.

Counselors agreed *Money* was one of the more important rankings because in these economic times even parents who can afford the more costly colleges want the best value.

"With some schools getting up around \$25,000 a year a lot of parents, even though they can afford it, are questioning whether a school is worth it," said David Burke, associate director of college counseling at Woodward Academy.

Other than the *Money Magazine* survey, Burke gave the rankings very little weight saying parents may use the rankings to brag about their sons or daughters.

He said he never hears students talk about the rankings. Woodward said students review a certain list but, in most all cases, they take academic reputation for granted.

"It goes beyond rankings to excellence in a specific field. Beyond that they look at what school they feel most comfortable attending," he said. "It's just a question of personal choice."

That is one of the major concerns counselors have with relying on rankings. The surveys do not include the personal factor.

"What's not included in the formula is a student's personal needs and desires," said Casky. "It could be the worst place in the world for them because it is not matched to their personalities."

Hitt, on the other hand said he doesn't hesitate to call attention to the *Money* list and it is helping increase enrollment at Tech.

"Those who come through here are pretty knowledgeable of the article. They've read it, or they're aware of it, and whether they have or haven't read it, they seem to agree with the (notion Tech is a good buy) and that is a major reason why they visit us."

"I think in a time of recession, college-bound parents are stretched and can't afford private schools. They have to look

at a good quality college," Hitt explained.

While many schools are experiencing a drop in enrollment because of the downturn in the birthrate 20 years ago. Applications to the freshman class at Georgia Tech, in the last two years, have increased 42 percent.

Two items preventing Tech from being an even "better buy," is the faculty/student ratio and retention rate, said President Crecine. In 1989, he set 1996 goals. Those goals included, average SAT scores of 1225, a 15:1 faculty /student ratio and 85 percent retention rate. This fall the average SAT score reached 1226.

Had Tech achieved the student/faculty ratio and graduation rate goals, its rank in the (*Money Magazine*) poll would have been two or three, said President Crecine.

"With this year's SATs (1226) and a reasonable student/faculty ratio (15:1) and an 85 percent graduation rate, we would be somewhere in the 15-20 rank, nationally. We have made outstanding progress in the past three years. Our goal of being among the very best universities in the country is well within reach," he added.

"Overall, I am really proud of the accomplishments of our faculty, students, and staff and am particularly optimistic about the future, given our dramatic improvements over the past few years," he said.

CALENDAR

NOVEMBER

17

TUESDAY

President's Staff meeting, 9:00 a.m.
President's Conference Room.

General Faculty Assembly, 3:00
p.m. Room 4, Physics Building.

Ph.D. Dissertation presentation,
Azhar Mansur Khan, "Helicopter Mis-
sion and Rotor Performance Optimiza-
tion with Quasi-linear Inflow Theory,"
11:00 a.m., Room 317, Montgomery
Knight Building.

Ph.D. Dissertation presentation,
Ashish K. Sareen, "Rotorcraft Air-
frame Structural For Optimization
Vibration and Dynamic Stress Reduc-
tion Including Damping Treatment,"
4:00 p.m., Room 317, Montgomery
Knight Building.

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Wednesday

Benefits Fair, 10:00 a.m. to 3:00 p.m.,
Student Center Ballroom. Representa-
tives from health insurance carriers, tax
deferred annuity plans, Teachers Retirement
System, optional retirement plan,
dental insurance plan, long-term dis-
ability insurance plan, and the Credit
Union will be present, as well as staff
members from the Office of Human
Resources. Open enrollment continues
through November 30. For more infor-
mation, contact the Benefits Office at
894-8373, 894-8627, 894-3958 or
894-8374.

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THURSDAY

Ph.D. Students Day, "GVU
Research in Progress," GVV Brown
Bag Series, noon, Room 102, Pettit
Building.

Executive Board meeting, 3:00 p.m.
Room W218, Electrical Engineering.

Office of Information Technology
PROFS Transition seminars 10:00 -
11:00 a.m. and 3:00 - 4:00 p.m. The
purpose of the seminar is to make you,
the end-user, aware of why PROFS is
going away, what your options are, and
answer basic electronic mail-related
questions.

5th Annual Touchables Exhibition
continues at the Westbrook Gallery.
The show is intended to bring art into
the hands of the visually impaired and
handicapped, a group often excluded
from the art community. Touchables is
on view through December 14. Gallery
hours are 2:00 p.m. to 7:00 p.m.
Tuesday - Saturday; closed Sunday
and Monday. Free admission.
894-2805 for more information.

Distinguished Lecture Series in Sys-
tems and Control. "Recent Break-
throughs in Adaptive Control,"

Professor Petar V. Kokotovic, Univer-
sity of California, Santa Barbara. At
3:00 p.m., Lecture Room 2, Space Sci-
ence and Technology.

Ph.D. Dissertation Defense, Asterio
K. Tanaka, "Conceptual Design of
Active Databases," 3:00 p.m., Room
201, College of Computing.

1st Annual Student Appreciation
"Casino Night," sponsored by the
Bookstore, Auxiliary Services and the
Student Center; 5:00 p.m. to 7:00 p.m.
in the Bookstore. Prizes include a Mac
Classic, HP 48SX, TI 85, CD player,
\$100 for textbooks and more.

Executive Board meeting, 3:00 p.m.,
Room W-218, Electrical Engineering
Bldg.

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FRIDAY

Georgia Tech School of Biology
Seminar - Dr. Franz deWall, associate
professor, Department of Psychology,
Emory University, "Peacemaking
Among Primates" 3:00 p.m. Room
320, Cherry-Emerson Building

Deadline for Winter Quarter
STRAP (Staff Tuition Reimbursement
Assistance Program) applications. All
permanent, full-time classified employ-
ees with at least one full year of employ-
ment are eligible. Pick up an application
at the Office of Human Resources or call
Deborah Wilson at 894-3850 or Shirley
Janrnett at 894-2249.

3rd Annual Silent Auction, Georgia
Tech Women's Forum, Student Center
Ballroom, 11:30 a.m. to 1:30 p.m. Pro-
ceeds support scholarships for GT
women students. Auction is open to all.
For more information call 894-2805.

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SATURDAY

National Merit/Achievement Day
for high school seniors who are
National Merit Scholars, all day.

23

MONDAY

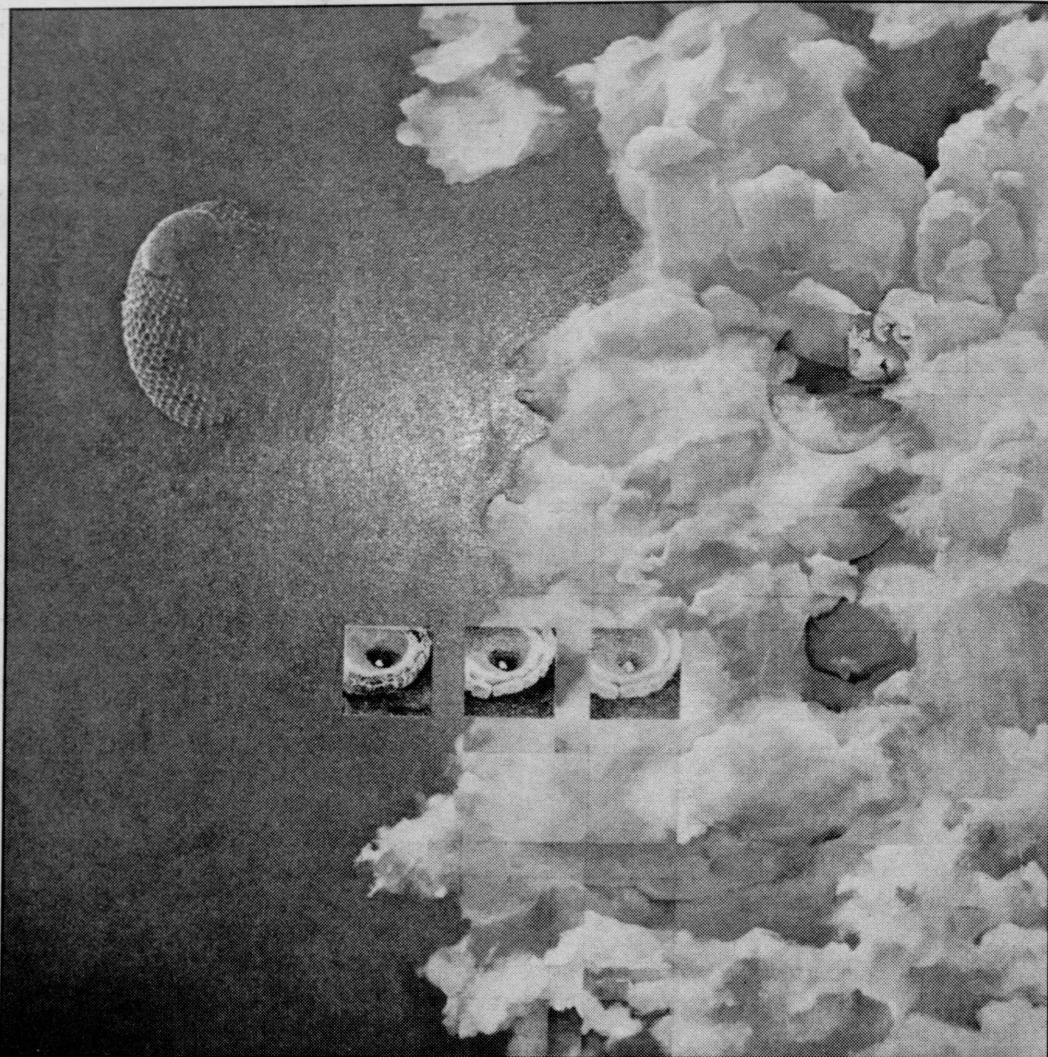
Elizabeth Nitz, "Simple Communi-
cation in Multi-agent Systems," Col-
lege of Computing Robotics Discus-
sion Group, 1:00 - 2:00 p.m., MARC
Room 359.

CIMS Seminar Series, "Sales: An
Essential Tool of Management," John
Grant of Airborne Express. MARC
auditorium, 4:30 to 6:00 p.m., free. For
more information, 894-5562.

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TUESDAY

President's Staff meeting, 9:00 a.m.
President's Conference Room.



This acrylic on canvas painting titled "Picture," hangs in the lounge area of the Student Art Center. The artist is Marcia Bujold.

25

WEDNESDAY

Library Hours: 8:00 a.m. to 6:00 p.m.

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THURSDAY

Happy Thanksgiving
Library is closed.

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FRIDAY

Library is closed.

28

SATURDAY

Library is closed.

30

MONDAY

Shanghai Acrobats & Dance Theatre
8:00 p.m. Georgia Tech Theatre for the
Arts. Tickets \$22/\$18 general admis-
sion, \$9/\$7 GT students. Georgia Tech
Box Office, 894-9600.

Fall Quarter Initiation Banquet of
Eta Kappa Nu, the electrical engineer-
ing honor society. All faculty and staff
are invited. Details are forthcoming.

Deadline for changing benefits
plans. All forms must be turned in to
the Benefits Office by 5:00 p.m.

CIMS Seminar Series, "Writing to
Win," Tom Sant of Sant and Associ-

ates, MARC auditorium, 4:30 p.m. to
6:00 p.m., free. For more information
call 894-5562.

Library Hours: 8:00 a.m. to midnight.

DECEMBER

1

TUESDAY

President's Staff meeting, 9:00 a.m.
President's Conference Room.

Academic Senate meeting, 3:00 p.m.
Room 1, Space Science and Technology.

Library Hours: 8:00 a.m. to midnight.

2

WEDNESDAY

Office of Information Technology
PROFS Transition seminars 10:00 -
11:00 a.m. and 3:00 - 4:00 p.m. The pur-
pose of the seminar is to make you, the
end-user, aware of why PROFS is going
away, what your options are, and answer
basic electronic mail related questions.

Library Hours: 8:00 a.m. to midnight.

3

THURSDAY

Ron Baecker, University of Toronto,
The User-centered Iterative Design of
Collaborative Writing Software,"

Graphics, Visualization & Usability
Distinguished Lecture Series, noon,
Room 102, Pettit Building.

Library Hours: 8:00 a.m. to midnight.

4

FRIDAY

An Old-Fashioned Holiday Sing,
holiday music and singing featuring
Southern folksinger John Paul Walters,
Certified Interpreter for the Deaf
Rebecca Ray, the Georgia Tech
Chorale and other special guests. Tick-
ets \$8 general admission, \$4 GT stu-
dents. Georgia Tech Box Office
894-9600.

Library Hours: 8:00 a.m. to midnight.

5

SATURDAY

Southern General Fabricators
Jury - a studio competition for mas-
ters degree candidates in architecture.
Time and place to be announced. For
more information call 894-4885.

Library Hours: 9:00 a.m. to midnight.

6

SUNDAY

Southern General Fabricators
Jury - a studio competition for mas-
ters degree candidates in architecture.
Time and place to be announced. For
more information call 894-4885.

Library Hours: Noon to 2:00 a.m.

Crecine Opens Up About Harris Panel

Unless you have been on another planet for the last few weeks, you know that a special panel has been named to look at certain policies and procedures at Tech. The group is expected to report to President Crecine and the Board of Regents in early 1993. The committee will employ a number of sampling techniques including: Review of the

institution's written policies and procedures and those of the Regents; interviews with key members of the Personnel Office staff; interviews with key administrators; interviews with key Regent's staff members; review of selected personnel files; and, an open letter to the Tech community inviting written or oral comments.

Editor's Note

Lately "The Whistle" has been accused of being one-sided — not representing the opinions of the entire Tech community. We feel it is important to cover both sides of any story and we make every effort to do that, not always successfully.

We encourage opinions and input from all Georgia Tech faculty and staff. We do reserve the right to edit statements for grammar and that are slanderous or libelous, but will not alter an article's meaning. We will not run anonymous letters. If we have the courage to run it, you should have the courage to sign it.

Following is the text of the open letter to the Georgia Tech community

At the request of President John P. Crecine, a commission has been established by Dr. H. Dean Propst, the Chancellor of the University System, to conduct an investigation of personnel policies and practices at the Georgia Institute of Technology, focusing on, but not limited to staff personnel policies and practices. The purpose of the Investigation is to determine if the policies in place are in conformance with Regents' policies and sound principles of personnel management and to determine if actual practices are in conformance with stated policies. The Commission is not charged with solving grievances of individual faculty and staff members. However, listening to faculty and staff members will assist the Commission. Mr. Ray T. Fortunato, assistant vice president emeritus of Personnel Administration at Penn State University, has been retained to assist the Commission. Therefore, if you feel that you have information that will be helpful, please write the Commission at P.O. Box 93244, Atlanta, Ga. 30318 or call (404) 894-4562 or 894-4563. You may call and leave your name and telephone number beginning November 23.

The Commission would appreciate receiving any such communications between now and December 14, 1992.

For the Commission

Marva Jones Brooks

Stephen M. Katz II

Edward C. Harris (Chairman)

Student Design Teams Study Product Afterlife

By Victor Rogers

Sometimes the toughest questions have the simplest answers. For example, how can we reduce the amount of paper waste we produce? Answer: Reduce the amount of paper produced in the first place.

A group of Georgia Tech industrial design students reached this conclusion while participating in Interdesign '92, a first-ever, two-week international educational workshop that focused on environmental issues.

Students and professors from the United States, England, France, Germany, Israel, Japan, Poland, Russia and Scotland worked at their respective universities for one term to tackle a regional environmental problem in which product design can make a positive impact. After doing some research, the Georgia Tech group (Gavin Holmes, Neal Martin, David Park and Michelle Swindell) decided that the reduction of throw-away paper products would be an appropriate project.

"We realized that paper comprises 40 percent of municipal solid waste in this country," said Swindell, a senior in industrial design. "And because the paper industry is big in Georgia, we selected reduction of superfluous paper as our topic."

Swindell said newspapers and magazines could probably be distributed better through an electronic medium. "It would be beneficial for publishers to do it this way, and the paper industry wouldn't necessarily be damaged either," she said. "You can't get rid of paper completely. It's a necessity."

The students proposed an electronic system for receiving, storing and sending information. The system offers a viable solution to the problem of increasing levels of paper consumption and disposal. The fiber-optically linked computer system, called MirMax, would allow consumers to access information normally presented on paper — newspapers, magazines, textbooks and phone directories. It also would offer other services such as

personal banking, credit card management and investment management.

Publishers and other information sources would provide electronic data for transmission. The data would be transmitted through telecommunications' companies to the MirMax unit. The MirMax owner would pay a monthly fee to the telecommunications company and a subscription fee to the information source, such as *Newsweek* or *USA TODAY*.

The three components of the system are: a home unit, which is responsible for the communications and mass memory storage; a portable unit,

"We have to design products which can be disassembled after their life has ended," he said. "The parts can then be recycled."

which allows the user to interact through input and output devices; and a card, which works with the portable unit, but also could be carried alone and used for making purchases.

The students created three prototypes for various users. The MirMax Edge is designed for the university student. It's made of a composite recycled plastic which requires no additional painting and is very tolerant to the rough handling it would receive from a student. The unit has a pouch for holding small items such as keys, change and identification cards. The pouch is made of nylon which makes recycling easier when it wears out.

The MirMax Edge has two touchscreens. One screen would show the textbook or some electronic document. The other screen would be used for note taking. The screens can be replaced without discarding the entire product.

Students would purchase documents from a book store, where information would be downloaded in an electronic format. Data is stored in one of three ways: in the unit's internal solid-state memory, in the "DATACARD," or in a memory bank located at home. The DATACARD is made of recycled plastic with an integrated memory chip. To transfer data to the unit the user slides the card through the opening on the top of the unit.

Using satellite communication technology, the second prototype, the MirMax Adventurer, can retrieve information from stock exchanges and news bureaus around the world. The Adventurer's small size and light weight make the unit practical for people on the go. Because of its rugged construction from strong recyclable plastic, water-proof auxiliary ports, and rubberized buttons, the Adventurer is suitable for indoor or outdoor use.

A liquid crystal display screen lets the user know how much battery power remains. The units rechargeable battery pack provides hours of use on a single charge. The students designed the third prototype, the Pro Max model, for the business executive. It has durable leather-bound housing, which repels water. The unit has fax capability, and a keyboard or printer can be added for improved computing. Another issue tackled at the workshop is homelessness and its connection to the environment. A significant number of homeless people sustain themselves by gathering recyclables as a source of income. The California College of Arts and Crafts designed an efficient moveable container with three components: shelter, storage and a water compartment.

After presenting their projects, the

students formed 10 international teams with a faculty advisor for each. For the next two weeks they examined a particular environmental-related issue through product design. Topics included the pro-ecological design of appliances and furniture, and the design of systems which facilitate clean-up, reduction of energy use and recycling.

Industrial designers are aware that

happens when the product breaks

"Designers should also design for what happens when a product can no longer be repaired," said Swindell. "If the product has a finite life-cycle, perhaps the designer should specify materials which are the same. Instead of using three kinds of plastic, use one. Mark those plastics so they can be recycled, or use metals."



The electronic information system comes in three models: the MirMax Adventurer (left), the Pro Max (rear), and the MirMax Edge.

many of the products they design eventually wind up in landfills, said Bill Bullock, professor and director of Tech's Industrial Design Program and faculty advisor to the student group. "We have to design products which can be disassembled after their life has ended," he said. "The parts can then be recycled."

"Many standard manufacturing processes are being reconsidered," said Gavin Holmes, a senior in industrial design. "For example, putting a logo on a product's plastic housing often contaminates the plastic. It can't be separated and recycled."

"But the consumer can only do so much," Holmes added. "If it's not convenient to recycle, they won't."

Industrial designers can make a significant impact by "designing for disassembly," or planning for what

"Industrial designers are concerned about detriment to the environment because our whole livelihood is in making attractive products which make life enjoyable," said Bullock. "(At Georgia Tech) we try to remain aware of the environmental impact of the products we design, but what we really need is a separate course to show what materials are better (for the environment)."

Bullock said one of the primary reasons for the international design workshop was to get ecological thinking back into the curriculums of design schools around the world. "I hope this will be the basis for an industrial design course on environmental design here at Georgia Tech," he said.

FOUNDATION F

THE PRESIDENT'S STATE

John P. Creine
October 27, 1992

By any measure, Georgia Tech is a complex enterprise. We have multiple missions, and in an environment of limited resources, these missions often compete with one another. Our collective challenge is thus to keep our focus on our overall objective — that is to make the Georgia Institute of Technology a greater overall university — concentrate on those things that will get us to our goal, and ignore those that would distract us.

IMPROVING NATIONAL RANKINGS

As we look to the future, let us first look back on our accomplishments over the past several years. We have done well pursuing our focus on a larger goal, to become the technological university for the 21st century. Toward that end, the past four-to-five years have been years of tremendous change and accomplishment for Georgia Tech, in terms of our undergraduate and graduate educational programs, our research and scientific activities, our intercollegiate athletic programs, our campus facilities, and our service and economic development activities. A Georgia Tech degree has grown considerably in value over the past half decade. If we, collectively, keep our focus on continuing to improve Georgia Tech, this institution is poised to become, in reality and perception, a truly world class institution by 1997.

Although academics tend to be generally disdainful of the popular rankings of higher education, allow me to argue that Georgia Tech was paid a tremendous compliment by *Money Magazine*, which rates Georgia Tech as the 7th "best value" of all universities in the United States. This is up from 31st five years ago. No longer viewed as a "specialty school," but now considered by all to be a national university, we were ranked about 30th in the *U.S. News and World Report's* annual poll of American universities. The remarkable thing is that if one examines the data underlying these national rankings, we will do much better next year when 1992-93 data on the characteristics of entering students graduation rates, and tuition come into play. With a more reasonable 15:1 student-faculty ratio as opposed to our too-high, current ratio of 20:1 we would easily be in the top 20 universities in the country. I believe we have absolutely convincing evidence that our overall strategy of broadening our focus in anticipation of the needs of the next century, and not losing our core focus on technology by trying to become a comprehensive university, is a strategy that is serving the institution and its constituencies exceedingly well.

Regardless of the specific rankings or methodologies used, national recognition means that Georgia Tech, especially in our educational programs, is doing more with less, than our competitors. For everyone in the Georgia Tech community who has endured the pain imposed by the state's fiscal difficulties over the past three years, this is a tremendous compliment for our efforts. There is no question that, in comparison with other institutions of higher education, we are making dramatic progress toward our institutional goals while making even more dramatic gains in our competitive positions. We have done this by concentrating scarce resources on areas of strategic opportunity.

It is in our educational programs where change has been most evident, and progress most visible. The Fall 1992 Georgia Tech freshman class is better than that of any other public university in the United States, based on the usual test of qualifications — average SAT scores. Georgia Tech students, as evidenced by our fantastically supportive and highly successful alumni, have always been very good. But our aim has always been to be unambiguously the best of the best. Higher education is an unusual industry in that higher quality clients lead directly to a higher quality product. Evermore-talented entering students also lead to higher quality teaching, learning and educational processes and higher quality outputs — recent graduates truly willing and able to immediately make their mark on the world.

But our focus has not just been on the raw numbers comprising our student body, but on the other characteristics that helps us prepare the Institute to meet different needs and expectations in the future. Along with increasing the overall quality of our student body, we have increased its overall diversity, in anticipation of the characteristics and challenges of the work force in the year 2000.

Georgia Tech has increased both the numbers and quality of enrolled women students, racial and ethnic minorities, and international students. And, we have improved dramatically in those categories where achievement levels have fallen nationally. In spite of the current state of the economy, Georgia Tech graduates continue to be among the most highly sought after in America and our student recruitment strategies are designed to keep this the case.

RE-EXAMINATION, REORGANIZATION AND RE-FOCUSING

In addition, Georgia Tech broadened the concept of a technologically oriented education with the addition of a significant number of new, highly subscribed, and forward-looking undergraduate degree programs. During the past four years, we have created an appropriate foundation — one which anticipates the needs of the next century. Institutions of higher education are noted neither for their flexibility nor for their ability to adapt to changing conditions. Unique among American research universities, Georgia Tech has successfully completed the most significant re-examination, reorganization, and re-focusing of academic programs of major research universities in the post-World-War II era. Tech's academic reorganization has been remarkably successful and is working in each of the three, new colleges created. During the two and a half years since its emergence as a separate college there have been dramatic improvements in the College of Computing — a 60 percent increase in entering students, an equally dramatic 62 point increase in SAT scores of those students, and a 180 percent increase in sponsored research awards. The College of Science similarly has seen an 80 percent increase in entering freshmen, a 30 point increase in SATs, and a 52 percent increase in sponsored operations since the reorganization. In addition, the College of Science, through the new Center for Education in Science, Math, and Computing, is focusing on the fundamentals — our undergraduate technical core curriculum — in exciting and innovative ways.

The third new college, the Ivan Allen College of Management, Policy and International Affairs, has shared in these successes, and provides a clear indication that the academic reorganization which created the new college is working and, in most cases, working spectacularly well. The schools and departments which were created to enhance and expand the old College of Management, have gone from zero undergraduate majors to over 150 in less than a year. Sponsored research operations in the units making up the Ivan Allen College have increased by more than 180 percent in the past five years. Equally significantly, I believe our new School of International Affairs, seen as a real breath of fresh air in the field of international relations, is already perceived to be among the top 10 in the country. The Communications and Technology program, which uses emerging multi-media technology as a focus for its efforts to effectively communicate, and our graduate program in History of Technology — described by an MIT visiting committee as potentially stronger than the best program in the country, which is at MIT — both indicate that the reorganization is working.

Especially important is the progress made in our School of Management where opposition to the reorganization among a subset of faculty has been the most persistent. Partly because of the School's greater visibility following the reorganization and partly because of its new Management of Technology program, the School has gone from being unranked — below the "top 50" in the annual *Business Week* rankings to making *Business Week's* list of "20 quality business schools that offer consumers the most bang for the buck." Not yet in the top 20, but in the top 20 in terms of educational value. The new leadership in the Ivan Allen College can only accelerate an already-impressive array of accomplishments in the College. Our ambitious academic reorganization has created new opportunities for students and faculty as intended, and that those opportunities are being fully exploited by students and the vast majority of the faculty.

BUILDING ON OUR STRENGTHS

The success of our new programs and the re-emphasis on undergraduate education has not been at the expense of our existing strengths in engineering and architecture, and has not taken energy away from graduate education, research, and our economic devel-

opment contributions to the state of Georgia and region. Georgia Tech's focus has always been, is, and always will be technology and applications of that technology for the common good. I would like to thank everyone involved in the reorganization for these successes. Those who supported the concept from the outset gave us the courage to take the important first steps. Those who remained critical sharpened the process and improved the outcome. More importantly, all but a very few put aside their differences and worked together in great Georgia Tech tradition to make sure the new programs were consistent with the Institute's high standards. In the process, we saw Georgia Tech at its best — working together to achieve a common goal, that of providing the best educational opportunities for our students and an expanded set of scholarly and research opportunities for graduate students and faculty.

Georgia Tech's graduate program has grown significantly in size and quality. We have been focusing on our doctoral programs, which strongly complement our research activities and add quite noticeably to the quality of the Institute. This focus has resulted in particularly dramatic growth and development. During the 1991-1992 academic year, we awarded 188 Ph.D.s, nearly two and a half times our annual contribution to this vital, national resource pool just four years ago. This year, we plan to award approximately 225 Ph.D.s, another substantial increase that shows the productivity of Georgia Tech's faculty. Georgia Tech is poised, based on current enrollment and progress, to award more Ph.D.s in engineering to African-Americans than the rest of the United States combined in the next two or three years — another example of a focus on an emerging national need. And, as our various schools and colleges report, the quality of our graduate student population has been improving every bit as dramatically as that of our undergraduate students.

Research is another area where Georgia Tech achieved greater prominence, in this case on technology-based applications that support the competitiveness, economic and military, of the United States. Our research operation, now the largest in the Southeastern United States, is thriving by almost any measure. In terms of the principal "market" for sponsored research and scientific activities, federally sponsored R&D expenditures, Georgia Tech's market share has expanded by 47 percent since FY87, and our rank nationally has gone from 26th to 19th — quite an achievement for an institution without a medical school! Most of the research growth has taken place recently in our strongest unit, engineering, which has seen a growth of 130 percent in sponsored research since FY87. Architecture has seen a nearly ten-fold increase in new research awards since FY87. Although GTRI has been down somewhat recently, this is explained by the downturn in defense R&D activities. As the research environment has changed, our focus has shifted to emphasize economic competitiveness. The success of our re-focusing efforts is shown in the 17 percent decline in our dependence on defense research and development during the past four years.

RESEARCH AND ECONOMIC DEVELOPMENT

As we look to the future, it is clear that interdisciplinary and multi-disciplinary research is becoming more and more important. It is also increasingly clear that research, if it is to be supported financially, must also blend applied activities with a more basic research focus. Georgia Tech, through its interdisciplinary centers, is developing the capability to leverage its disciplinary strengths and bring them to bear on inter- and multi-disciplinary research opportunities. By insisting that the major interdisciplinary centers also develop distinct undergraduate and graduate educational programs, we intend to keep our educational programs on the leading edge of intellectual developments in higher education.

And, I believe we are unique among major research universities in that we did not, during the 1960s and 1970s separate our great research institute, GTRI, from the institution. Instead, we have a great applied research capability within Georgia Tech in the form of GTRI. Like the remainder of the Institute, GTRI encompasses a spectrum of applied and basic research, with a majority being nearer the applied end of the spectrum. GTRI positions all of Georgia Tech research and graduate education well for the future. We have the capability of blending the more applied research capabilities of GTRI, coupled with one set of sponsor relationships, with the more basic research capabilities and sponsor relationships in the degree-granting units of the Institute. We certainly have not solved all of the problems necessary to fully exploit the GTRI-academic-unit

FOR THE FUTURE

THE INSTITUTE ADDRESS

...but the fundamental elements of the equation are in place. As we look to the future, it is also increasingly clear that research, if it is to receive adequate financial support from government or industry, in addition to being interdisciplinary and blending basic and applied activities, must also have a clear economic impact. We have worked hard to position Georgia Tech's activities so that we benefit from this trend. Georgia Tech's economic development efforts naturally dovetail with our research focus on economic competitiveness. In fact, some of our greatest successes have been in R&D-driven economic development activities. The relocation of the Institute of Paper Science and Technology to the Georgia Tech campus solidifies Georgia's position as the center of the pulp and paper industry in the United States. The Manufacturing Research Center, by providing a focal point for such research at Georgia Tech, is recognized as the leading such organization in the country. We have played a leading role in the establishment of the Georgia Research Alliance (GRA), a centerpiece of the state's economic development strategy.

Building on the Microelectronics Research Center, our academic strengths, and the economic infrastructure of the Atlanta area, the GRA has established the Georgia Center for Advanced Telecommunications Technology, which is serving as the focal point for this region's efforts to become the world center for media and the "new" telecommunications industry. Georgia Tech, again through the Georgia Research Alliance, is playing a leading role in the environmental sciences. By any measure, Georgia Tech is now centrally positioned as a critical engine for economic development in the State, region and nation. We are now widely perceived to be integrally important to this region's economic well-being. Research, scholarship, and technology are seen as the key to the state's economic success in a way it has never before been viewed. This is the result of a more coherent and sustained focus on economic development — a driving force in the affairs of the state — and a proactive effort to build bridges throughout the city, state and region.

A focus on excellence, on quality, and an unwillingness to accept compromises made by so many other universities has made Georgia Tech athletics a national success story. While we field a relatively small number of sports, can anybody deny the importance of intercollegiate athletics to Georgia Tech or the magnitude of the accomplishments achieved under Dr. (Homer) Rice's leadership? In the past two years, we have won a national championship in basketball, been to the Final Four and Sweet Sixteen in basketball, consistently highly ranked in golf and baseball, seen the emergence of strong women's teams in basketball, volleyball, and softball, and have dramatically upgraded our facilities, and have done so while consistently keeping the graduation rates of our student athletes at our most important accomplishment — within the top 25 in the AA Division I and above those of the rest of the Georgia Tech student body. The key is that our head coaches and athletic administrators see themselves as educators as well as coaches. Again, a clear understanding of our objectives, a realization of our strengths, and a focus on what we want and can do well is a recipe for success.

STRATEGIC PLANNING AND QUALITY INITIATIVES

This past year has seen major progress and achievement in two important process areas critical to our future. We underwent the most comprehensive and most successful strategic planning process in the Institute's history. By looking not just at our current inventory of strengths and weaknesses, but what will be important in the future, we have done the crucial groundwork for setting coherent focuses. By refusing to let ourselves be artificially constrained by current organizational arrangements, we can optimally position Georgia Tech to be the top technological university for the 21st century.

Georgia Tech's recent history has reinforced one of the great strengths of human enterprise — a rising tide lifts all ships. By bringing all of Georgia Tech's academic units into the mainstream of intellectual life at Georgia Tech — one important purpose of the economic reorganization — we not only have unleashed their creative energies, but their efforts have strengthened the rest of the institution. A successful intercollegiate athletic program, executed in the best Georgia Tech tradition, lifts the entire institution. GTRI's success lifts science and engineering, and so on. Lifting up one unit lifts all.

In addition to setting direction, we made important progress in setting our Continuous Quality Improvement process in motion on an Institute-wide level. Continuous Quality Improvement — CQI for short — forces all of us to focus on the factors and indicators of what is truly important to our success. CQI directs our attention toward what is important, helps us to improve those processes, and eliminates the distractions that sap our energy. Indeed, the quality process emphasizes doing the right things right. I believe that Georgia Tech is doing the right thing, that we are tremendously positioned, and if we can improve our methods of operation, that makes our goals that much easier to achieve. Our objective is not just to survive or to get by, but to prosper, to achieve, and to be the best. CQI is an essential tool that is helping us to get where we want to go.

BEYOND THE OLYMPICS

As we go forward, I want to mention Georgia Tech's role in helping stage the 1996 Atlanta Olympic Games, in serving as the site for the Olympic Village, the boxing competition, and most of the aquatic events. Our focus is to help stage the best Olympic Games ever and to enter 1997 as the best technological university we can be. The opportunities within these broad objectives are enormous and too numerous to begin to mention. They are not confined to the vast expansion of campus housing and facilities for students, faculty, and staff. The scope of the 1996 Games is such that I believe we can retain our focus as a research university and still make enormous contributions to the 1996 Games. The visibility, the Games will afford Georgia Tech, means that the world will see what it is we are about. If they like what they see in 1996, our future is guaranteed.

Throughout Georgia Tech's history, we have seen the virtue of focus on quality, of becoming the best in the relatively limited number of areas in which we compete. This strategy predates all of us, and has served the Institute well for over a century. Going forward, we have set a small number of very ambitious goals for 1996 to focus on, a set of goals that are true indicators of the type of university we would like to create. We have made tremendous progress toward these objectives, and I am confident of our ability to reach the standards we have set for ourselves. The opportunities we have before us are enormous. Only we, by our own lack of energy, vision, and teamwork can spoil these opportunities. Let us not be distracted, but get on with the work at hand.

TEAMWORK CRUCIAL FOR SUCCESS

Normally one would end a State of the Institute address at this point. A great record of institutional accomplishment. An even more promising future. A situation any institution — public or private — would love to be in a position to report at any time, but Georgia Tech's performance has been especially impressive in the face of what might be described as a "challenging" external environment! But at Georgia Tech, in true Dickens' tradition "it is the best of times, it is the worst of times." There are moves afoot in several quarters to seriously engage in exercises of self-doubt, recriminations, personal attacks. Rather than focusing on issues or specifics or institutional goals, objectives, and performance, the focus often turns personal, the method of attack indirect, using rumors and innuendo, with anonymous inputs to the world outside of the Georgia Tech community and the media. The opportunities we have before us are enormous. Only we, by our own lack of energy, vision, and teamwork can spoil these opportunities.

What accounts for the self-doubt and recriminations that periodically seem to surface at Georgia Tech? There is no question that the specifics of the spate of recent, negative publicity, largely generated by a local television reporter, is the most immediate cause. Some of the issues raised are serious, and equally complex, and many are legal posturing. I have attempted to deal as fully with the specifics of many of these issues as I can elsewhere and in other forums. I wish that I had done so sooner.

The negative publicity was caused in part by conditions we created, largely in our administrative and support organizations, when over a period of four years we massively reallocated resources from these organizations into the instructional faculty in order to deal with our student-faculty ratio problem. We were ill-prepared, especially in these units, for the budget cuts and resultant down-sizing of personnel made necessary by the recession and downturn in state

revenues. And, in some instances, we handled the personnel actions in an uncaring and inconsiderate manner. There are appropriate legal and procedural forums for legitimate grievances.

These are forums that have a much better chance of ferreting out the truth in what almost always is a complex situation with several sides to a story and for understanding the context of decisions, than is the case with the rumor mill and using the media or outside groups to handle inside complaints.

The negative publicity has unleashed a lot of criticism of the Institute, its leadership, and recently of me personally. Some of this is justified. I certainly have made many mistakes. And I intend to make more! But I also intend to recognize them and correct them as we go along. I have always acted in what I believed to be the long-run best interests of Georgia Tech. The legitimate, open, and specific criticisms are welcome, will be addressed directly and in what we, collectively, see as in the long-run best interests of Georgia Tech.

And, my view of a university, is one where disagreements and diversity of opinion is welcome, open, and a natural outgrowth of committed and caring minds. It is also a setting where disagreement and dialog is always in the context of a shared commitment to the institution, the assumption of goodwill, and where the focus is on issues and ideas, not personalities.

Some criticisms unleashed and reintroduced into the Georgia Tech environment have been particularly destructive however. Generally the destructive inputs into the social fabric of the Institute focus on personalities, and even more disturbingly, generally are vicious, and have little regard for evidence or truth. It is an ugly underside to university life. It is destructive because such behavior undermines the core values of any great university — civility, fairness, and decency. Just as a rising tide lifts all ships, the opposite is true as well. All are dragged down by a lack of civility, openness, and honesty. This is a university that works best when it identifies problems, addresses them forthrightly, and moves on with its business.

We need to move some of the dialog in the Institute to a higher plane. I pledge my efforts in that regard. I want the communication between students and the administration to be more open, honest, frequent, and direct. I want the communication between faculty, staff and administration to be more effective, using existing administrative and faculty governance channels, as well as new channels. I want the focus to be on issues and substance and specific matters of process.

Mostly I ask your help in reaffirming the fundamental values necessary in any community of scholars — faculty and students — and for any great university — civility, openness, trust, fairness, and above all decency. The opportunities we have before us are enormous. Only we, by our own lack of energy, vision, and teamwork can spoil these opportunities.

THE WHISTLE

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President Should Give Credit Where Credit is Due

R. E. Green, Professor of Management and Director, Undergraduate Programs in the School of Management

In his State of the Institute Address delivered on October 27, 1992, President Crecine focused on three themes: accomplishments, restructuring and strategy, and interaction with the various constituencies on this Campus. Each of these will be addressed in this invited response.

Accomplishments

All of us rejoice in the accomplishments of Georgia Tech. These accomplishments have, however, been achieved over many years, and are due to the hard work of previous administrations, faculty, staff, and students who have all given of themselves to make the Institute what it is today. It is sincerely hoped that President Crecine will be able to point to his contributions to this building process; but it is sheer arrogance to claim all of these achievements as his own! Let us examine some of these claims:

1. *Georgia Tech has recently been ranked as a "best value."* This has been true for years! Students from out-of-state have long voted to come here, to the continuing chagrin of some members of the Georgia General Assembly. Our long-term commitment to quality education, coupled by runaway costs at many private schools, has, and continues to make us a good value.

2. *We are no longer viewed as a "specialty school."* What is a "specialty" school? What is a "technological university?" Viewed by whom? How do we know this? A few new degree programs do not a university make, nor do public perceptions of an institution change as quickly as the president

suggests, even if the changes are real. It would seem that many of our alumni are proud to be graduates of a very fine "specialty school," and I would suspect that many of our current students chose it for the very same reason. Interestingly, we have never defined what we want to be, what we are, and how we might deal with any discrepancy between the two. We have only empty labels.

3. *Our 1992 freshman class is top notch.* Georgia Tech has always had a tremendously qualified student body. This has been true for many years. Our student body has always ranked at or near the top of all public universities in terms of SAT scores, National Merit Scholarships, and other signs of achievement. Economic pressures cause even more good students to choose lower, in-state tuition, makes

effect for one year and has produced but a small number of MSM students with certificates. It has great promise for the future but has certainly had very little to do with past or present success. It is interesting that while the School has consistently been well-ranked, the president has insisted on referring to us as "3rd best in the city, and 4th best in the state" when speaking to others, even when presented with evidence to the contrary. After years of denigrating the management faculty, he applauds himself for our accomplishments. As recently pointed out by the administrators of the School of Management in a letter to the *Technique*, our accomplishments come in spite of the president's efforts, not because of them.

5. *"New leadership in the Ivan Allen College."* While the choice of a new

after the creation of the College. In February of 1992, Mr. Cannon disappears completely and has not been heard from since. No announcement has ever been made to the College as to his whereabouts or status. The new IAC dean will take office in January of 1993, we defy the president to point to another academic unit, on this campus or any other, which was intentionally left without leadership for almost three years.

For the School of Management, this situation is even worse. Since Dean Day's resignation in September of 1989, we have been through a series of interim and acting people, including Mr. Cannon appointing himself to the post, simultaneously with his holding the IAC deanship. In February of 1991, a Management Dean Search Committee was named, even though

the IAC search was not announced till November of that year, making it unlikely that a Management Dean candidate would accept a position not knowing who his/her boss would

be. In April of 1992, after a long and arduous search, the search committee submitted its recommendations to President Crecine, who to this day, has not had the courtesy of even responding to their recommendation. Last week we found out that the top choice for the position, having been left to cool his heels since April, is no longer interested in the position.

Restructuring, Reorganization and Strategy

President Crecine tells us that "... we are making dramatic progress toward our institutional goals while making even more dramatic gains in our competitive positions. We have done this by concentrating scarce resources in areas of strategic opportu-

nity." How were these areas identified? Normally such areas of strategic opportunity are the result of careful analysis. In the case of restructuring, strategic opportunities were whatever President Crecine said they were.

"... Unique among American universities, Georgia Tech has successfully completed the most significant re-examination, reorganization, and re-focusing of academic programs of major research universities in the post-World-War II era." This is totally unwarranted self-praise. First, all major universities have undergone, and are undergoing re-examinations of their missions and refocusing of their energies. The major difference is that most of these were orderly and at least quasi-rational, while ours was gut-wrenching, ill-conceived, and poorly implemented.

The president repeatedly mentions the improvements made by the College of Computing and by the College of Sciences since becoming independent and achieving College status. The School of Management, on the other hand, got better by having its identity blurred, its resources shared with others, and left to drift leaderless for four years.

We are told that we have "a significant number of new, highly subscribed and forward-looking undergraduate degree programs." One program has 11 majors, another has 24, and International Affairs has 150. What the President does not address, however, is how the restructuring has contributed even to these modest achievements.

The restructuring committees repeatedly suggested that alternative organizational structures would accomplish the same thing, and were perhaps preferable. The final success of these degree programs cannot be determined pending the test of the

[Cont. page 7]

"After years of denigrating the management faculty, he applauds himself for our accomplishments."

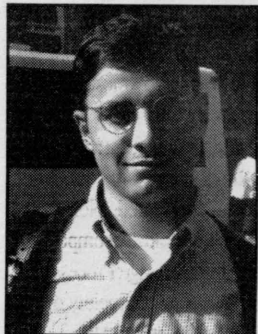
more out-of-state students look for good "value," and the increased competition raises the quality of the entering class. This process has been operating at all good state schools, and while we are glad that we are the beneficiaries of this trend, for the president to take credit for it is, to borrow a phrase from a recent vice presidential debate held on campus, "like the rooster taking credit for the sunrise."

4. *The progress made in the School of Management.* Georgia Tech's program in management and its faculty have long been cited for their achievements. (And recent accomplishments have occurred despite an absentee/part-time dean who was the joke of the campus.) The Management of Technology (MOT) program has only been in

Dean for the IAC is certainly welcome, it should be noted that the president has practiced what can best be described as not-so-benign neglect in matters of choosing leadership for the College and for the School of Management. In launching the IAC (March 15, 1990), the president named a part-time, academically inexperienced, care-taker dean who made it known that he would not be able to devote much time to the task. Mr. Cannon continued in his capacity as a Vice President of Procter and Gamble for 17 months, showing up one day every two weeks, sometimes less, living in Cincinnati, and communicating via phone and fax. The formal search for the IAC dean was not even begun till November of 1991, fully 20 months

STREET BUZZ

What's the most important issue facing Georgia Tech?



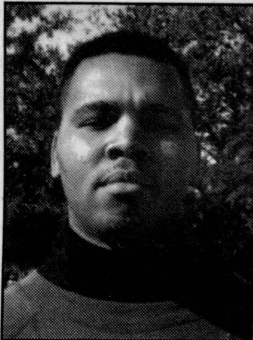
Robby Abdelal - Senior - Economics

"Georgia Tech really needs to continue its efforts to liberalize its education. The new programs in international affairs, both undergraduate and graduate and other programs in the Ivan Allen College are

significant steps toward liberalizing Georgia Tech in a way where it could be realistically compared to top rate institutions like M.I.T., which additionally had really strong economics programs and political science programs for both undergraduates and graduates."

William Austin - Graduate Student - Aerospace

"My main problem now is making sure I have adequate funding to continue higher education. I hope the government doesn't start cutting education funds. My basic worry now is where money will be coming from for the next few years for my Ph.D. program"



Sherry Chernetsky - Junior - ME

"There are a lot of really important issues facing Tech, including President Crecine and corruption and others. I feel, as a campus, we have problems with racism and sexism. As a woman, I can say we have big problems with sexism. I don't feel like the school really addresses it. I'm writing a letter to the *Technique* about them putting in sexist jokes and things like that. To me that's the most important thing."



LETTER TO THE EDITOR

Through a flood of self-congratulatory messages, the Tech administration is seeking to create the impression that Tech is already a world-class institution and it got there solely through their efforts. Both these claims are disputable. Indeed, not only are we not there yet, but we are falling behind because of the current administration's inattention or flagrant disregard for bread-and-butter issues that make for a world-class institution.

The state of the Library is a sad case in point. According to an article in *The Whistle* (15 June 1992), Georgia Tech ranks last in several key categories among 107 of the largest academic libraries in the country. The consequence is a very heavily used library with an aging collection, staffed sparsely by overworked and underpaid librarians, and which is forced to cut back on services. The state of our library is, according to the Graduate Student Senate, the number two concern of graduate students. I know that this concern is widely shared in the rest of the Tech community.

Undoubtedly it will be argued that this is due to the financial hard times we are experiencing at Tech. But the same hard times have not prevented the administration from pursuing other projects, for instance swelling its own ranks with multiple layers of new bureaucracy.

Perhaps in this age of style over substance, bread-and-butter issues like graduate student stipends, scholarships, and libraries are felt to be boring and unglamorous. But no amount of international gloss, strategic positioning, or Continuous Quality Improvement can cover basic flaws in the fabric of the Institute. When it comes to universities, there is no substitute for academic excellence. This is why world-class universities like Harvard, while not possessing Student Success Centers, make certain that their research and teaching facilities are second to none.

Turgay Uzer, Ph.D.
Associate Professor
College of Sciences

TECH SPOTLIGHT

Candy Carson

FULL NAME: Candace Christine Carson**AGE:** 39**OCCUPATION:** Assistant director of Registration, GTOC volunteer coordinator**CURRENT PROJECTS:** As GTOC volunteer coordinator, I work with Atlanta Community Groups setting up volunteer opportunities for members of GTOC, recruit volunteers, track volunteer hours and coordinate GTOC's efforts with the Atlanta Committee on Olympic Games**HOW LONG HAVE YOU BEEN AT GEORGIA TECH?:** 20 years**EDUCATION:** B.S. Education, Georgia State University**MARITAL STATUS:** Single**LAST BOOK:** *Olympic Force Volunteer Coordinators' Manual***LAST MOVIE:** "Basic Instinct"**BEST PIECE OF ADVICE YOU EVER****GAVE:** Do something for someone else.**BEST PIECE OF ADVICE YOU EVER****RECEIVED:** Never think that you are better than anyone.

Candy Carson

PET PEEVE: Disorganization**PERSONAL HERO OR HEROINE:** Mother, the kindest, most loving person I've ever known.**FEW PEOPLE KNOW THAT I:** Collect rock n' roll memorabilia**President Should Give Credit**

[Cont. from page 6]

market, and the results of this test are not yet available, nor is it clear that an appropriate analysis of the market was made before encouraging students to select these alternatives.

"This past year ... We underwent the most comprehensive—and most successful—strategic planning process in the Institute's history." Any sane organization does its strategic planning first, and then chooses a structure to facilitate the plan (form follows function). Only at Georgia Tech do we plan after we form our business units and define our products. Does this mean that we developed a plan to justify the restructuring? Or is it an admission that we restructured without strategic planning?

"In addition to setting direction, we made important progress in setting our Continuous Quality Improvement process in motion on an Institute-wide level." All successful quality movements are based on foundations of trust, empowerment, top management support, and broad involvement on the part of all those responsible for product delivery. These conditions are sorely lacking on this campus, and do not bode well for the effort. In fact, "driving fear out of the organization" is one of Demming's major principles, yet from all quarters we hear of fear, intimidation, retaliation and heavy-handed, top-down decision-making. Quality leadership is not a matter of lip-service, but rather, it requires "walking the talk." Georgia Tech's quality team that underwent training

to spearhead the efforts on campus, identified "walking the talk" as the highest priority "Opportunity for Improvement," a euphemism for "major weakness."

Dialogue and Interaction

President Crecine speaks of and pleads for "... the core values of any great university—civility, openness, and honesty." An examination of his own behavior is most interesting and revealing. In speaking of the reorganization he said, "Those who remained critical sharpened the process and improved the outcome." The reality is that those who were critical were demeaned before their graduate students at meetings, at luncheons sponsored by the president at the Alumni-Faculty House, and in front of alumni and other outside groups.

President Crecine speaks of the "... School of Management where opposition ... among a subset of faculty has been the most persistent." Yet his legal problems and negative publicity are from, in his own words, "our administrative and support organizations." Note also that a letter endorsing the *Technique* editorial calling for his resignation came from professors in the School of Health and Performance Sciences, the College of Science, and the School of Public Policy. First, it was a few disgruntled professors, then a few unhappy administrative and support people, and now it is a "fringe activist group" of students. In a repressive

regime, lack of negative comments should not be construed as support. The fact that so many "pockets of disgruntlement" are starting to emerge is indicative of major morale problems on this campus.

The president tells us that the problems with "our administrative and support organizations grow out of massive resource reallocation and resultant down-sizing of personnel." Yet, independent agencies, one after another, including a four member faculty panel, the Georgia Department of Labor, and the Board of Regents have ruled otherwise. We are told that, "The key (to our athletic success) is that our head coaches and athletic administrators see themselves as educators as well as coaches." What civility was shown to the swimming coach when, as a concerned educator and coach he protested the availability and consumption of alcohol by underage students?

The president has himself poisoned this well of civility by his demeanor in dealing with dissent, and by irresponsible actions such as his widely distributed letter to Charles Schroeder in which he describes individuals as "poison," "do nothings," etc.

Does anyone believe that "A Foundation for the Future" can be built on usurpation of credit for the work of many, reversing the well understood logic of structure following strategy, and negative examples of civility, fairness, and decency?

PEOPLE IN THE NEWS

MIROSLAV BEGOVIC

Begovic, assistant professor, Electrical Engineering, has been elected a Senior Member of the IEEE.

PAUL BENKESER

Benkeser, associate professor, Electrical Engineering, traveled to Las Vegas, Nevada to attend the AIUM Bioeffects Committee Meeting and to Tucson, Arizona, to present a paper and chair a session at the 1992 IEEE Ultrasonics Symposium.

DONALD BLACK

Black, graduate research assistant, Electrical Engineering, traveled to Columbus, Ohio to present a paper at the 1992 Antenna Measurement Techniques Association Symposium.

JIM COFER

Cofor, principal research engineer, GTRI Office of Directors was installed as a member of the ITEA National Board of Directors. ITEA is a professional organization of engineers, scientists, and managers engaged in testing and evaluation of complex systems.

STEVE CSEPLO

Cseplo, architectural designer, Facilities Office, was elected as the Southern Regional Director of the American Kitefliers Association, thereby becoming a member of the Board of Directors for this national organization.

MICHAEL G. GULER

Guler, graduate research assistant, Electrical Engineering, traveled to

Columbus, Ohio to present a paper at the 1992 Antenna Measurement Techniques Association Symposium.

JOHN GILMORE

Gilmore, senior research scientist, GTRI, was a key note speaker at the Soviet Conference on Artificial Intelligence in Tver, Russia October 19th-24th. In addition to his presentation on Knowledge-based Autonomous Vehicle Systems, he was a panel member on both the AI In Humanity and the AI In The Future panel discussions. As conference co-chairman, Gilmore also attend the fourth annual International Neuro-Nimes Neural Network Conference in Nimes, France.

MONTY HAYES

Hayes, professor, Electrical Engineering, traveled to Chicago, Illinois to participate in the IEEE Conference Board Meeting and the IEEE Ad-Com Meeting being held to discuss ICASSP'96.

NAN MARIE JOKERST

Jokerst, assistant professor, Electrical Engineering, has been named the coordinator for the Smart Pixels Steering Committee of the DARPA Consortium for Optical and Optoelectronic Technology in Computing (CO-OP).

EDWARD B. JOY

Joy, professor, Electrical Engineering, traveled to Columbus, Ohio to chair a session, present two papers, attend a Board meeting, and attend the 1992 Antenna Measurement Techniques Association Meeting.

GLENN E. LEWIS

Lewis, assistant professor of Industrial Design, recently held an "Exhibition of Serigraphs" at the University of Georgia's Department of Art. The exhibit showcased 18 multi-colored monographic serigraphs (silkscreen printing). Lewis presented a paper on the process at the Second Annual Computer and Art in Design Conference at Virginia Commonwealth University. He also presented a paper on "Performance Support Systems in Design Education."

M.S. McMEekin AND W.T. RHODES

McMeekin and Rhodes, presented "Texture Segmentation by Threshold Decomposition Filtering," at the 1992 Optical Society of America Annual Meeting; Albuquerque, New Mexico.

A.P. SAKIS MELIPOULOS

Meliopoulos, professor, Electrical Engineering, traveled to Auburn, Alabama to conduct a short course, "Modern Power Systems Analysis," at Auburn University. Dr. Meliopoulos traveled to Tampa, Florida to discuss fault identification and location for underground distribution systems with Kearney and Florida Power Corporation.

SHAM NAVATHE

Navathe, professor, College of Computing, is presenting a keynote speech at the 11th International Conference on Entity Relationship Approach and will give a research seminar at the University of Karlsruhe (Germany).

JAQUELINE (JACKIE) L. NEMETH

Nemeth has accepted a position as information specialist II in Electrical Engineering. She will assume the responsibilities of the annual report.

LEONARD PARSONS

Parsons, School of Management, recently presented "Methods for Evaluating Performance and Setting Goals for Individual Stores Within a Chain" to the Executive Advisory Board of the Center for Retailing Education and Research at the University of Florida.

KISHORE RAMACHANDRAN

Ramachandran, professor, College of Computing, will give talks at the University of Massachusetts, Amherst, the University of Kentucky at Lexington.

RONALD W. ROUSSEAU

Rousseau, professor, School of Chemical Engineering, was named the Eminent Speaker by the Chemical College of the Institution of Engineers and the Royal Australian Chemical Institute. Dr. Rousseau also presented the keynote address to Chemica '92 in Canberra, Australia.

BILL SAYLE

Sayle, professor, Electrical Engineering, has been reelected Administrative vice president and member of the AdCom of the Power Electronics Society for 1993.

DAVE SCHIMMEL

Schimmel, assistant professor, Electrical Engineering, traveled to Washington, DC to present a paper

at the Frontiers '92 Conference.

W. R. SCOTT, JR.

Scott, assistant professor, Electrical Engineering, published an article in the August issue of *IEEE Transactions on Microwave Theory and Techniques*.

PAUL G. STEFFES

Steffes, associate professor of Electrical Engineering, presented papers at the 24th meeting of the Division for Planetary Sciences of the American Astronomical Society and the Fourth International Conference on Laboratory Research for Planetary Atmospheres.

J. L. TASTO AND W. T. RHODES

Tasto and Rhodes professors, Electrical Engineering, presented "Noise Immunity of Threshold-Decomposition Morphological Image Processing," at the 1992 Optical Society of America Annual Meeting; Albuquerque, New Mexico.

RUSSELL TERWILLIGER

Terwilliger, director of the Counseling Center, has been appointed to a licensure board by Governor Zell Miller.

CRAIG TOVEY

Tovey, associate professor, ISyE (joint appointment with College of Computing), presented a paper at the 1992 ISHM International Symposium on Microelectronics in San Francisco. Tovey, presented two papers on spatial voting and one on fossil based stratigraphic correlation at the ORSA/TIMS joint national meeting.

CLASSIFIEDS

AUTOMOBILES

1965 Chevrolet Nova SS, 283 w/power glide transmission, 85 percent restored, excellent condition, red w/black interior, \$3500. Call 922-8077 after 6 p.m.

1985 Toyota Corolla GTS, 5 speed, AC, am/fm cassette, avg. 30 mpg. Good transportation. \$3500 OBO. Call 922-8077 after 6 p.m.

MISCELLANEOUS

Watkins famous extracts and spices give your holiday foods and desserts that extra wonderful flavor. Free 2 oz. vanilla with purchase. Satisfaction guaranteed. Call J. Lewis, 393-2841.

Sharp Electronic Organizer Wizard Oz 8000 64kb, large 40 character by 8-line display, database for names and telephone numbers. Electronic calendar. PC interface for download available. Calculator. Expandable. Like new. Original carton and receipt from Service Merchandise, \$125. Macintosh 2400 baud Modem-Everex 2400, like new, original documentation. All transformers and cords included. Purchased from GT bookstore, \$50. Call Bob, 973-3381.

30 ft. wooden extension ladder, \$150; 14" x 2 5/8" 5-lug white spoke wheels, \$50; wash bowl and pitcher set, \$150; Triumph motorcycle frame, front-end

and wheels, H2965, \$15; 40-channel CB radio w/antenna, \$25. Call 991-0049 Kennedy 2 dr. "Versa-cart." Excellent condition. \$150. Call Chuck 991-0049.

REAL ESTATE

For sale: Mint Condition 3 BR or 2 BR and den, 1 Bath (ceramic tile); LR/DR; Eat-in Kitchen; Brick with energy savings/airport pkg; 1 acre fenced yard with many shrubs, azaleas; Partial bsmt. with workbench, shelving; Much more. Quiet, established neighborhood; Walk to elem. school; Forest Park. Twenty min. to Tech in rush hour traffic! \$62,900. Call Cathy Fralish, 894-4817 (ofc.) or

631-0013 (home) for financing details. Owner/Agent.

For sale: 3 BR/2 BA brick ranch. New carpet, new roof, new furnace. Beautiful 1/2 acre lot. South Gwinnett school district. Great neighborhood. \$85,000 firm. Call Gayle at 991-0049 (h) or 894-7163 (w) for appt.

For sale: 4000+ sq. ft. heated on 5 1/2 acres. 4 BR, 3 1/2 BA brick/stucco Cape Cod. 3 car garage, dual heat and air, security system, intercom, hot tub, central vac., separate 1200 sq. ft. workshop. Lots of extras. \$375,000 unlisted, neg. Call for appt. 991-0049.

For rent: 2 BR/2 BA condo w/partially furn. bsmt. Vaulted ceilings, cul-de-sac, fireplace, deck, garage, 15 min. from Tech. Nice neighborhood. \$775. 435-3823.

SERVICES

Spanish and Typing services available. Please call 642-5950 for more information.

WANTED

Used Roto-tiller in good condition. Call Nita Richard 853-0870.

LOST

Ruby red pearl ring in ladies room, 3rd floor Student Center. Call Cecile at 894-3320

DID YOU KNOW?

INDUSTRIAL EXTENSION DIVISION RECOGNIZED

The Georgia Tech Industrial Extension Division won a national award for the business assistance it provided to the Rome Georgia Community Workshop, a non-profit corporation that provides employment for the developmentally and physically disabled. The Georgia Tech Division received second place in the business assistance category of the annual competition conducted by the National Association of Management and Technical Assistance Centers.

Georgia Tech provided a broad range of management services to the workshop, including market surveys, marketing plans, government procurement assistance, cash flow management and financial planning. According to the workshop's executive director, Georgia Tech

helped the program avoid bankruptcy while it continued to provide meaningful jobs for disabled production workers.

TECH TAKES PART IN TORNADO STUDY

Georgia Tech is one of four universities studying tornadoes in the Southeast under a grant from the National Oceanic and Atmospheric Administration (NOAA).

North Carolina State University will lead the Southeast Consortium for Severe Thunderstorms and Tornadoes which also includes Florida State University and the University of Alabama at Huntsville. Researchers will study tornadoes in the region and improve techniques for tornado prediction.

STRAP APPLICATION DEADLINE

November 20 is the deadline for

Winter Quarter STRAP (Staff Tuition Reimbursement Assistance Program) applications. All permanent, full-time classified employees with at least one full year of employment are eligible. Pick up an application at the Office of Human Resources or call Deborah Wilson at 894-3850 or Shirley Janrnett at 894-2249.

WE OUGHT TO BE IN PICTURES

Tech officials signed an agreement with Touchstone Pictures to use the Tech football team in an upcoming movie. "The Program" will star James Caan ("The Godfather," "Misery"), as the football coach of a fictitious college, Eastern State University. The script calls for ESU to lose a bowl game to Tech at the beginning of the film. After the team rebuilds, ESU defeats Tech.

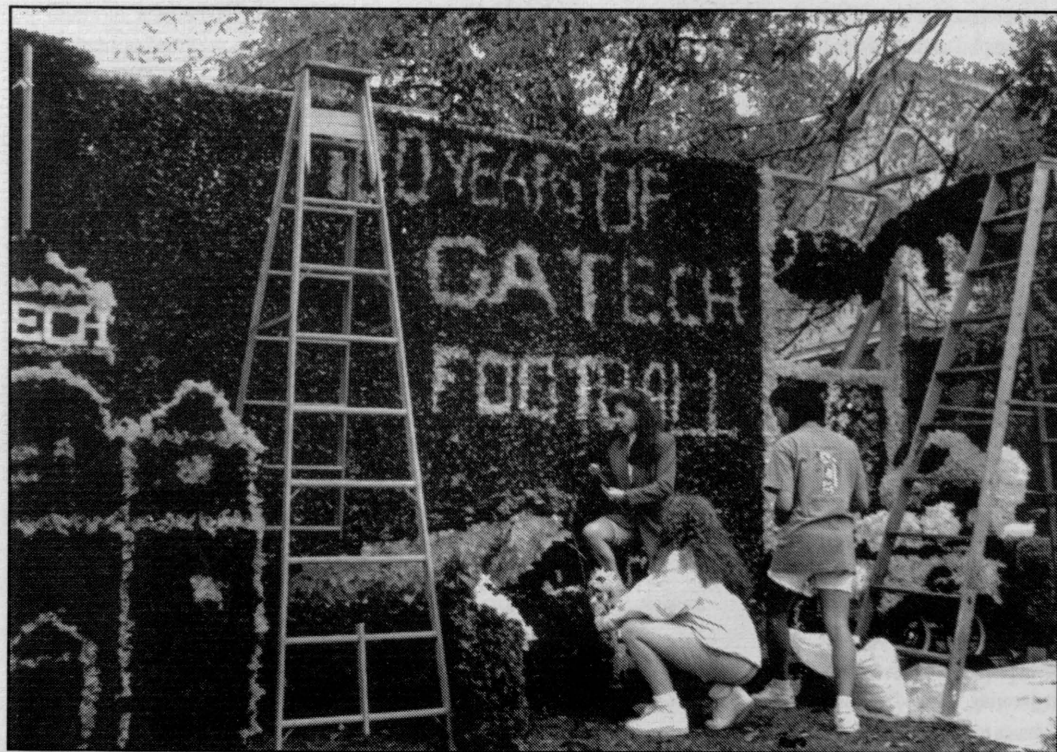
"It took a lot for us to agree to be

defeated," said Barry Walker, communications director. Tech officials asked the film's producer to include a reference in the script to Tech's squeaky-clean NCAA record while winning four national championships in its 100 year history. Georgia Tech is one of only four major college teams that has never been placed on NCAA probation.

GTOC CAMPUS FOOD DRIVE NEARS END

GTOC's campus food drive in conjunction with the Olympic Force "Share the Olympic Spirit Food Drive," will only be collecting food until November 18. So please be sure to bring your donations and drop them in collection bins placed around campus until November 18. GTOC is only collecting can goods or non-perishable items.

Share the Olympic Spirit Day is Saturday, November 21. That's the date items are to be delivered to designated locations around the state. GTOC would like to thank Lambda Sigma service organization for their participation. GTOC's next meeting is Dec. 3, in Tannenbaum Auditorium. GTOC is now accepting nominations for the positions of: President, Volunteer Coordinator, Secretary and Treasurer. If you would like to nominate an individual for one of these office, please send your nomination to Susan Auld, Box 35983. The office of Treasurer is only open to faculty and staff. All nomination must be received by no later than Dec. 3rd at 5:30 pm. Voting will be held on this date in the Tannenbaum Auditorium at 5:30 pm. Absentee ballots can be obtained from Candy Sonck, Department OARS, mail code 0325.



Members of the Alpha Gamma Delta sorority put the finishing touches on their float before Homecoming weekend, October 30-31. The Yellow Jackets went on to beat Duke, 20-17.

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