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THE WHISTLE

FACULTY/STAFF NEWSPAPER

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THE GEORGIA INSTITUTE OF TECHNOLOGY

Role of servant leadership explored at seminar

Michael Hagearty
Institute Communications
and Public Affairs

There's an old adage among hikers, often repeated as a way of measuring one's impact on the environment. But when the message itself is internalized, it can have a profound effect on an individual's approach to their personal and professional lives.

The saying goes like this: "Leave your campsite better than when you found it." In discussing the role of leadership with Arnold Stancell at a brown bag seminar last week, what becomes apparent is how the message can have meaning in the boardroom as well as the bivouac.

Sponsored by the Office of Organizational Development, the brown bag — open to faculty and staff — was a chance for Stancell to share his thoughts on leadership, as

well as the administrative role he has taken to imbue those qualities across the breadth of an undergraduate's academic experience at Tech.

Stancell, a professor in the School of Chemical Engineering, was tapped by President Wayne Clough in 2001 to assume Tech's new Turner Chair in Servant Leadership and charged with incorporating leadership skills into the undergraduate curriculum.

In defining leadership as "the ability to motivate others to want to struggle for shared aspirations," Stancell emphasized the key elements of desire and reward. The concept of servant leadership, he said, was coined by author Robert Greenleaf more than 30 years ago.

"Greenleaf popularized a philosophy which said an effective leader empowers others to achieve a goal," said Stancell. Conversely, the act of relinquishing authority — helping others develop leadership qualities —

has the effect of "making the leader a servant in the process."

Stancell's talk focused on the symbiotic relationship between leadership and teamwork, noting not only that the respective skill sets depend upon one another, but also help to improve a person's role as either leader or team player. In essence, he said, one can't be an effective leader without being a good team player, and vice-versa.

He pointed to a list of ten qualities that define good leadership.

More than anything else, Stancell said, the ability to communicate — with the ears as well as the mouth — is the "hallmark of excellent leaders," adding that the ratio of a person's ears to mouth makes for a good yardstick between listening and talking.

"No good idea was ever heard through an open mouth," he joked.

Leadership continued, page 3

When Tech went co-ed



Faculty and staff are invited to attend the opening reception and preview of an exhibit showcasing the history of women at Georgia Tech. The reception will take place Friday, Feb. 7, from 3:30 — 5 p.m. in the Neely Lobby, first floor of the Library, and is one of many activities planned in conjunction with the celebration of this anniversary. Visit www.gatech.edu/50yearsofwomen for more details.

The exhibit will be available for viewing during normal operating hours through the end of October.

Tech researchers muster forces for war on cancer

Sean Selman
Institute Communications
and Public Affairs

Cancer bullets, gene maps, drug targets, mortality rates: these and other research terms proliferate in the escalating war against cancer. Now investigators at Georgia Tech are gathering forces for the fray, hoping to add new weapons to the cancer war's growing arsenal.

Institute officials, faculty members and students attended a kick-off celebration at the Petit Institute for Bioengineering and Biosciences Jan. 27 to announce the formation of the Georgia Tech Cancer Research Council.

An initial goal of the Council will be to develop and maintain a database of faculty interests and activities related to cancer research, said Professor Alfred Merrill, the Smithgall Chair in Molecular Cell Biology within the School of Biology. The council also will develop a strategic plan for

cancer research and related educational programs at Tech.

Among the attendees at the kick-off were dozens of Tech researchers with ongoing projects in cancer-related fields, plus others interested in exploring how their work may have special relevance in the international war against cancer.

Provost Jean-Lou Chameau provided opening remarks at the event and put his full support behind the Council. Joining him was Jonathan Simons, director of the Winship Cancer Institute at Emory University, who addressed the future of cancer research in Georgia and lauded the ongoing research partnership between Emory and Tech.

"We decided to create the Georgia Tech Cancer Research Council in response to ongoing activity among the faculty," Chameau said. "This is a bottom-up initiative led by some of our top-down researchers."

Council continued, page 3

Campus candids

Don't look!



photo by Nicole Cappello

Undergraduate student Ryan Smith closes his eyes as Red Cross employee Jill Smith prepares to draw a pint of blood during January's three-day blood drive in the Student Center Ballroom.

The drives — coordinated by Mobilizing Opportunities for Volunteer Experience (MOVE), the Phi Gamma Delta (Fiji) fraternity and the Co-op Club — occur four times per year and represent a large supply for the local chapter of the American Red Cross. In 2002, Tech faculty, staff and students donated more than 1,500 pints.

David Prophitt, director of MOVE, said the next drive will be March 31-April 2.

“QUOTE— UNQUOTE”

“The implications of security on supply chain design can be profound. More generally, issues on security are now having significant influence on where raw materials, commodities and system components are purchased and built.”

—*Chelsea White, chair of transportation and logistics in the School of Industrial and Systems Engineering, on how the fear of terroristic attacks — either on the high seas or in international trading ports — is impacting the shipping industry.*

(Agence France Presse)

“A lot of the political talk is nonsense. Everyone would like to believe that someone is in control. Everyone feels safer thinking that someone is guiding the economy. And if not, there’s no one to blame.”

—*Rod Duncan, assistant professor in the School of Economics, on giving the President too much credit (or blame) for the state of the economy.*

(Atlanta Journal-Constitution)

International perspective is key for Churchill Scholar

David Terraso
Institute Communications
and Public Affairs

A love of teaching, research and language helped senior Saniya Ahsan become the first female student at Georgia Tech to win the coveted Churchill Scholarship. The mechanical engineering senior is one of only 11 Americans chosen to study engineering, science or mathematics for a year at the University of Cambridge in England. Ahsan will pursue a Master of Philosophy in Engineering at Cambridge next fall.

The trip abroad will be Ahsan’s fourth since enrolling at Tech in 1998. After her freshman year, she studied at GT Lorraine, returning to France her junior year to intern at Schlumberger in Clamart. She also spent time in Bangladesh and India on her own. Ahsan said her international experience has given her a fascination with the way people from different cultures communicate and solve problems.

Studying at Cambridge is an amazing opportunity, said Ahsan. Its reputation as an academic institution is legendary and “it’s a place where I’ll see a meeting of the minds from all over the world. I’ll see people from different cultures and how they approach a problem.”

In addition to her work in France, Ahsan worked as a co-op student at Visteon in Pennsylvania, conducted undergraduate research at Tech’s Manufacturing and Research Center and taught fluid mechanics as an intern in the School of Mechanical Engineering, all while maintaining a



Saniya Ahsan

3.97 grade point average.

“Saniya has put together an incredible record at Tech,” said Amanda Gable, academic professional in the Office of Graduate Studies and Research. “She’s someone who’s always trying to find something to put her energy into.”

Teaching is what she’s most passionate about. In addition to teaching at Tech, Ahsan has taught literacy to adults with Project Read and English-as-a-Second Language with Hands on Atlanta.

“I’ve always loved to read, and education has been a huge part of my life. Language is so important. It’s how we communicate, which is something we take for granted,” said Ahsan.

While at Cambridge, Ahsan will

perform research projects with auto makers and power companies using tiny machines, known in the industry as Micro-Electro-Mechanical Systems (MEMS) to study how fluid flows through turbines. More fuel-efficient cars and power plants are just two of the possible applications of her research.

She plans on returning to the states the following year to get a doctoral degree in mechanical engineering.

Born and raised in Kansas, Ahsan moved to Georgia with her parents where she became valedictorian of North Cobb High School in Kennesaw. She was a President’s Scholar at Tech and also received a Wohlford Cooperative Education Scholarship as well as a Governor’s Scholarship. Ahsan said Tech’s reputation as a tough school challenged her to do better than her best.

“When I first came to Tech, I was so scared because of its reputation of failing people out. It doesn’t matter if you were valedictorian, so I really studied hard and made sure that I knew my stuff,” she explained.

Tech’s first female to win the Churchill, Ahsan is only the second Tech student to receive the honor. The scholarship is given out by the Winston Churchill Foundation of the United States, which was founded in 1959 as an expression of admiration for former British Prime Minister William Churchill. The award pays for one year of study at the University of Cambridge, plus a living allowance. Only 75 universities are allowed to nominate students for this prestigious honor.



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Georgia Tech is a unit of the University System of Georgia.

“The seven deadly sins people commit when trying to get financial aid.”

Last week, The Whistle published a Q & A with Director of Student Financial Planning and Services Marie Mons, instructing parents on what to do during the application process. This week, as a supplement to that information, the Office offers tips on what not to do.

1. Skip the application

It’s like the lotto: you can’t win if you don’t play.

2. Apply late

Deadlines are important and most people applying for aid meet them, so don’t expect much sympathy if you’re late.

3. Apply incompletely

The applications are important, so fill in every line. This is not the SAT; you can’t leave a question blank if you don’t know the answer. If you don’t know the answer, find out, or call the financial aid office for help.

4. Don’t accept the offer

If you don’t respond to the offer for aid, the financial aid office assumes you don’t want the money.

5. Refuse to provide a social security number, or provide an incorrect number.

This is government money; they already know your social security number. So, while it’s not a good idea to give your social security number to telemarketers or the guy on the corner selling hot dogs, giving it to the financial aid office is essential if you want the money.

6. Neglect to report changes in financial circumstances.

If you’re financial resources suddenly bottom out, let the financial aid office know. Many awards are based on financial need. If you have that need, make it known.

7. Wait until you receive an admission acceptance letter before applying for aid.

For many schools, the deadline for applying for financial aid is close to or earlier than the day they send out acceptance letters. Give yourself enough time and apply early so you don’t commit sin number two.

Tech strengthens state, industry ties with new research facility

Sean Selman
Institute Communications and Public Affairs

Late last month, Georgia Tech broke ground on a \$9.4 million research building where researchers will examine new technologies that will make industrial food processing safer and more efficient.

When the first phase of the Food Processing Technology Research Facility is complete in spring 2004, it will provide the state a unique, world-class research center for collaborative food processing technology development, academic research and public interaction.

"Georgia Tech has a long history of working with the state's traditional industries, helping them implement new technologies that help them compete in the marketplace," President Wayne Clough said. "We see this as a neighborhood improvement project as well as an important project for our state and industries."

More than 40 engineers and scientists associated with the facility will work together to develop exciting breakthroughs in computer vision, robotics, plant ergonomics, biosensors and wearable-computer technology. The research facility also will serve as headquarters for the Food Processing Technology Division, a research unit within the Georgia Tech Research Institute that examines new technological developments for processing food more efficiently.

The state of Georgia and a mix of corporate and industrial donors provide funding for the facility. Rep. Richard Royal, chairman of the Georgia House Ways and Means Committee, praised the new facility as one that will help industries tap into emerging technologies and serve as a catalyst that will bring new technology firms and more food processing industry to the state.



photo by Nicole Cappello

Craig Wyvill, chief of the Food Processing Technology Division at GTRI, stands in front of a rendering of the planned research facility.

"This is a great example of a public/private partnership that will be important to the state of Georgia," Royal said. "This construction reflects the growing connection between the state of Georgia and the food processing industry."

When complete, the building will be one of several included in Tech's new North Avenue Research Area. Its first phase will house 35,000 square feet of laboratory and office space for research and development in the areas of automation technology, information technology and environmental systems. Phase two will house 10,000 square feet of additional space for human factors, food safety and bioprocessing research.

The Food Processing Technology Division also houses the Agricultural Technology Research Program, which recently ranked tenth among the top 10 university programs serving the meat and poultry industry.

Leadership, cont'd from page 1

Stancell then outlined his approach for increasing an undergraduate's exposure to these qualities. Some efforts, like a freshman psychology course and an upper-level management course, have already taken root. His next goal, working with each college, is to

create leadership modules where some form of teamwork already exists — in lab and design courses. Endowed summer internships and prominent guest speakers are also on the horizon.

Still, despite 31 years in private industry and several more in academia, Stancell said cultivating his leadership abilities has been a lifelong pursuit.

"I'm still learning myself," he admitted. "It's a tough set of skills."

For a complete list of topics for the brown bag lunch series, visit www.trainsweb.gatech.edu/brownbag.asp. To make a suggestion, contact Shannon Scott at 894-7284 or e-mail shannon.scott@success.gatech.edu.

Council, cont'd from page 1

Several faculty members have been gathering informally to discuss their various efforts related to cancer research, Chameau said, and Institute officials decided to formalize the meetings to further encourage the interdisciplinary cooperation and to help researchers take better advantage of future funding opportunities.

Merrill leads the new Cancer Research Council. He said it will provide much-needed networking opportunities for faculty with interest in cancer research.

"We must make internal and external audiences aware of the role Tech can play in cancer research

and treatment," Merrill said. "One of the goals of the Council is to let the word spread far and wide that

Georgia Tech is fully committed to cancer research."

The council already has begun to attract interest and support in the state.

During the kick-off event, Russ Toal, president of the non-profit Georgia Cancer Coalition, said the initiative will be important to his organization's battle against the disease.

"This Cancer Research Council is precisely the kind of innovation in fighting the disease that we embrace," Toal said. Joining forces with Tech makes sense for the coalition, he said, as one of the organization's chief missions is to make the state a national leader in cancer treatment by accelerating research efforts that examine the disease.

CRC Executive Board

Gang Bao (Biomedical Engineering)
Xiaoping Hu (Biomedical Engineering)
Bill Hunt (Electrical Engineering)
Eva Lee (Industrial and Systems Engineering)
Shuming Nie (Biomedical Engineering)
Jim Powers (Chemistry and Biochemistry)
Mark Prausnitz (Chemical Engineering)
Harish Radhakrishna (Biology)
Katherine Seley (Chemistry and Biochemistry)
Jeff Sitterle (GTRI)

The new Council already has several initiatives under way. It helped launch a new graduate and senior undergraduate course this past fall, "Cancer Biology and Biotechnology," Merrill said, and the Council also has agreed to sponsor Tech's 11th Annual Suddath Symposium in March. This year's topic, "Cell Signaling and New Technologies for Cancer Detection and Control," will be co-sponsored by the Georgia Cancer Coalition.

For more information...

Professor Alfred Merrill
www.biology.gatech.edu/professors/merrill.html

IN BRIEF:

Survey sees profit and wage benefits in innovation

Georgia manufacturers that compete based on innovation in products and processes — rather than on low cost — earn higher profits and benefit from higher wages, a new Georgia Tech survey has found.

Researchers from Tech's Economic Development Institute (EDI) and School of Public Policy found that on average, annual wages were \$10,000 higher at innovative manufacturing firms and returns on sales were almost a full percentage point higher.

However, a majority of Georgia manufacturers are competing based on cost rather than innovation. According to EDI researcher Jan Youtie, that's a bad sign because companies competing on low cost are vulnerable to competition from international producers with even lower costs.

The study also showed that more than half of Georgia's manufacturers underwent major changes in strategy or structure in the last two years, and that company concerns have shifted from information technology to marketing and new product development — with nearly two-thirds of manufacturers now improving or developing new products.

"What was disturbing in this survey is that even more of our manufacturers competed on low price than had taken this approach in the last survey, when we were in a growth economy," said Youtie. "So when faced with a stressful economic situation, rather than innovating their way out, they are trying to get out of it by dropping their prices. That's not a good long-term strategy for global competition."

Researchers defined innovative companies as those that were developing new products or processes, improving products or processes, or changing organizationally. Researcher Philip Shapira, a professor in the School of Public Policy, notes that innovation isn't restricted to companies considered to be "high technology."

"There can be innovative companies in traditional sectors such as textiles, food and apparel," he said. "It may be that they use these process and organizational methods to give themselves leverage in the marketplace in order to distinguish themselves from other companies."

C A M P U S E V E N T S

Arts & Culture

Feb. 14

The Ferst Center for the Arts welcomes The Acting Company for an 8 p.m. performance of Shakespeare’s “As You Like It.” For tickets, call 894-9600.

Feb. 15

The Ferst Center for the Arts welcomes The Acting Company for an 8 p.m. performance of Studs Turkel’s “American Dreams: Lost and Found.” For tickets, call 894-9600.

Brown Bags/Conferences/Lectures

Feb. 11

The School of Materials Science and Engineering and the Materials Council welcome D.B. Miracle, Air Force Research Laboratory, on “Atomic Structural Models for Amorphous Metals,” at 3 p.m. in room 185, Love Building. For more information, e-mail arun.gokhale@mse.gatech.edu.

Feb. 12

The Center for the Study of Women, Science and Technology Focused Research Panel sponsors a

discussion on “Information Technology and the Workforce” at 4 p.m. in the Wesley New Media Center. For more information, call 894-1818 or e-mail mary.fox@hts.gatech.edu.

Feb. 12

The Architecture Program Lecture Series continues with Susan Buck-Morss, professor of government at Cornell University, at 5:30 p.m. in the College of Architecture Auditorium.

Faculty/Staff Development

Feb. 20

The CETL Faculty Development Seminar Series continues with a panel discussion on “Teaching the Ethical Professional of Tomorrow” at 11 a.m. in the Library’s Homer Rice Center. RSVP to cetlhelp@gatech.edu or call 894-9418 to reserve a seat and box lunch.

Feb. 20

The Office of Sponsored Programs hosts a brown bag workshop on “Intellectual Property” from noon - 1:30 p.m. in room 119, Centennial Research Building. To register, call 894-6944 or e-mail nadia.zitman@osp.gatech.edu.

Miscellaneous

Feb. 10

The new “Weight Watchers at Work” program will be held at the Alumni/Faculty House each Monday for 15 weeks from 11:30 a.m. until 12:15 p.m. Open to all employees and students, the cost is \$165 and may be made in installments. For more information, e-mail karla.ruggiero@alumni.gatech.edu or call 385-1095.

Feb. 12

GT SMART and the Student Center Programs Council co-sponsor “Buzz Around Town: Atlanta Arts and Culture Fair” from 11 a.m. - 2 p.m. on the second floor of the Student Center. Representatives from Atlanta artistic and cultural venues will be distributing information, and many will have special discounts and promotions available. Call 385-2289 for more information.

Upcoming

Feb. 6

Poets Stephen Dobyns, Thomas Lux and H. Bruce McEver will read some of their compositions at 4:30 p.m. in the Clary Theater, Student Success Center. For more information, refer to www.iac.gatech.edu/poetry.html.

C L A S S I F I E D S

AUTOMOBILES

1991 Honda Accord LX sedan. 120,850 miles, automatic, charcoal gray, good condition, new front brakes, Alpine CD receiver with detachable faceplate, Kenwood speakers, \$3,500. Call 770-434-0853.

1993 Cadillac Sedan de Ville. White, new Michelin tires. 186K hwy. miles, perfect condition, runs, rides like a dream. \$5,000. E-mail rcunn537@bellsouth.net or call 894-6701.

1993 Isuzu pick-up truck, 4cyl., 5spd., 106K mi., cold air, hot heat, AM/FM/cassette, runs excellently and looks good. Bike rack and bedliner included, \$2,995. Call 894-7367 or e-mail oro.tate@library.gatech.edu.

1994 Mazda B2300. 5-speed manual, new clutch, new fly wheel, tinted windows, good condition. \$1,700 OBO. Call 404-610-3688 or jill.mixon@success.gatech.edu.

1995 Mercury Cougar. 117K miles. Automatic, 2-dr, black, key code entry, CD player, cruise, a/c, new tires, tan leather interior. Good condition. \$3,000 OBO. Call 404-798-4643 or e-mail pdogan@che.gatech.edu.

1995 Mercury Sable LS. White, blue interior, 4-door, 3.8L, 100K miles, power windows. Regular maintenance with all paperwork. Good condition. \$3,900 OBO. Call 770-436-4159.

1995 Nissan 240SE, automatic, one owner, new tires, 114K miles, very good condition, asking \$3,500. Call LaCreasa at 404-513-0895.

1999 Chevrolet Cavalier. Gold, 5-speed, 2-door, 69K miles, excellent condition, \$3,500. Call 894-1324.

1999 Nissan Qwest GXE. 36K miles, dual a/c, AM/FM/cassette, TV/VCR, excellent condition. \$14,000. Call 894-9521 or e-mail zegui.yan@ipst.edu.

1999 Oldsmobile Intrigue. White, 4-door, auto, 57K miles, excellent condition, very clean. Sports package, \$8,000. Call 894-1324.

1999 Subaru Impreza Rally Sport. Blue, excellent condition, 46K miles, AWD, sunroof, alarm/keyless entry, 6-disc CD, extended warranty, \$12,500. Call Greg Hale at 678-521-7710 or e-mail durelen@mindspring.com.

2000 Chevy Blazer LT. White, 4-door, with tan leather interior. Excellent condition, sun roof, CD/cassette, climate control a/c, power seats, windows and door locks. 34K miles, \$14,500. Call 404-310-4173.

COMPUTERS

Pentium 4 1.4GHz, 256MB memory, 20GB HDD, DVD-CDRW combo, integrated 10/100 NIC, integrated 56K modem, 15" XGA display. Windows XP, \$1,250 OBO. Call 770-309-5626 or e-mail charles.andry@ipst.edu.

Toshiba 3110CT sub-notebook laptop. PII 300 MHz, 128MB RAM, 10GB HD, dock, 10/100 Network, floppy, CD, and more. Compact and in excellent condition, \$420. Call 894-1027 or e-mail kyle.crawford@gttri.gatech.edu.

FURNITURE

Empire-style “shabby chic” dining chairs: cherry finish, upholstered seats. 3 side chairs, 1 arm chair. Will include custom-made, off-white slipcovers for side chairs. \$60. E-mail leslee.trammell@ibb.gatech.edu.

New caramel-colored, three-person, Sealy leather couch, less than 6 months old. Perfect condition. \$750 OBO, originally \$1,500. Selling for relocation. Call Christina, 894-9597.

Chest/drawers 34x18x51, unfinished, one year old, \$250. Parsons-design table, 30x48 maple butcher block; 4 bentwood/cane arm chairs, \$200 for all. Two white rattan arm chairs, \$50. Call 894-2183.

Moving sale. Furniture, TV/video, household goods and more. All in excellent condition, many nearly new. Call 770-394-2036, e-mail celine.m@att.net or see home.att.net/~celine.m/wsb.

REAL ESTATE/ROOMMATES

For rent: sunny, charming 1BR/1BA w/ small office, storage, hdwds, brick walls, dishwasher, W/D, gated parking, 1 mile from campus near Piedmont Park. \$950/month. E-mail michele.gordon@oie.gatech.edu or call 894-9165.

Looking for roommate to share executive 4BR/3BA house in Virginia Highland with professional male, \$850 mo. Call 404-745-9092

In-law suite available. \$590 month includes utilities and W/D. Spacious 1BR/1BA East Cobb home near Wheeler HS. Prefer mature female who values peace and privacy. Call 770-565-3242.

Visiting Fulbright scholar from the Netherlands needs furnished house or apartment for 3 months (March-May). Non-smoker, spouse and small baby. Maximum rent: \$1,500/month. E-mail fried.augenbroe@arch.gatech.edu or call 894-1686.

All brick, 4BR+1bonus/2.5BA, LR, DR, den, remodeled kitchen/breakfast area, finished basement, new carpet, screen porch, 2-car garage, Parkview Schools, \$229,900. Call 770-923-4523.

SPORTS/FITNESS/RECREATION

Men’s bike, Huffy 18-speed, great tires, \$40. E-mail leslee.trammell@ibb.gatech.edu.

MISCELLANEOUS

Sofa slipcover from Linens N Things. Off-white, fits large sofa. \$40. E-mail leslee.trammell@ibb.gatech.edu.

Set of four RockCrawler black rims, size 15x10 with center chrome insert. Great condition. \$150, will fit Jeep. Call 894-8392 or bob.lang@gttri.gatech.edu.

Free to good home: spayed female pit bull, 1-1.5 years old, very affectionate & intelligent. Great with other dogs. E-mail katy.blevins@cos.gatech.edu.

Utility trailer, heavy-duty, 4x8, 3,500-lb. axle, coupler and wheels, 2-ft. sides, wood floor. Good condition. \$450 OBO. E-mail marla.edwards@icpa.gatech.edu or call 404-873-3079.

1999 Bryant 214, 22 feet, 305 V8 engine, 70 hours on boat, Tandem Trailer life jackets, wake board included, everything you need to hit the water. Call Steve at 770-579-5565.

*Editor’s Note: Only faculty and staff may submit classified ads via e-mail to **michael.hagearty@icpa.gatech.edu**. Ads will run for a maximum of three weeks in the order in which they are received. The Whistle reserves the right to edit ads longer than 30 words.*