

**2011 Institute Address
President G. P. “Bud” Peterson
August 30, 2011**

Introduction

Good morning! Before I start, I would like to introduce some members of the senior leadership team that are here with us today: Rafael Bras, provost and vice president for Academic Affairs; Barrett Carson, vice president for Development; Steve Cross, executive vice president for Research; Lynn Durham, assistant vice president; Archie Ervin, vice president for Institute Diversity; Pat McKenna, associate vice president, Legal Affairs and Risk Management; Bill Schafer, vice president of Student Affairs; Dene Sheheane, executive director of Government and Community Relations; Andy Smith, senior vice provost for Academic Affairs; Steve Swant, executive vice president for Administration and Finance; and Michael Warden, vice president of Communications and Marketing.

I would also like to ask that the Academic Deans stand and be recognized. Thanks for all that you do for Georgia Tech. And finally, I want to introduce Val. Like so many of you, she is a great ambassador for Georgia Tech.

I apologize that there is not room for everyone in this room, but we wanted to hold the Institute Address here to give everyone a chance to see this marvelous new facility and to demonstrate its inherent capabilities.

We are streaming this address, and I welcome those of you watching next door in the auditorium, online or via Facebook and Twitter. Following my comments, we will take questions from those of you in the room, as well as those who are virtually here.

Clough Commons

It is a great privilege for me to be here with you today in the new Clough Undergraduate Learning Commons. This 220,000 square-foot building will be a resource for every Georgia Tech undergraduate student, as well as for the rest of the Tech community.

Our venue today is symbolic of Georgia Tech’s vision to enhance undergraduate education. It also represents the heart of Georgia Tech, for were it not for the generosity of our alumni and other supporters, coupled with an investment from the state, we would not be able to have this impressive new facility. We’ll have an official dedication next month, but I would like to take a moment for us to thank those who had the vision and partnered to make the Clough Commons a reality.

I hope that all of you can remain after this presentation for the opening celebration. We’ll have free lunch, in a commemorative bag, and tours of the building.

We took a video yesterday afternoon to give you an idea of how much this facility is already being used. Let’s watch it. My question is, where did we put all these students before?

Because the Clough Commons is linked to the library both physically and intellectually, students will benefit from boundless resources in a common enterprise, designed to enhance their undergraduate experience in a single location. In addition, our students will benefit from a centralized access to academic support services, including a communication center. It offers students a truly exceptional environment – providing the resources to succeed.

Consistent with our [Strategic Plan](#), we believe that this beautiful facility will help to transform the student experience at Tech. The Clough Commons will provide undergraduates with a shared educational experience during their first two years on campus. It offers ample opportunities for collaborative learning, including study areas and places for team projects, and we anticipate that the innovative classroom design will inspire and facilitate both collaborative learning and the development of new teaching methodologies.

Principal users of this facility include the College of Sciences, Undergraduate Studies, the Center for the Enhancement of Teaching and Learning, and the Office of Information Technology.

Transforming the Campus

Despite the economic challenges we are facing, Georgia Tech has been blessed with growth. The Clough Undergraduate Learning Commons, along with the Campanile, Campus Transit Center and North Avenue improvements are transforming the campus. Our football team is already benefitting from the new Mary R. and John F. Brock III Indoor Football Practice Facility. And we are looking forward to the completion in the next 12 to 18 months of the Ken Byers Tennis Complex and the McCamish Pavilion.

This year we will update our campus master plan to ensure that the facilities and resources that we enjoy today accurately reflect the needs and aspirations of tomorrow. Today, we are benefiting from the vision and commitment of those who have gone before us and to ensure that we pass this along, we must continue to plan for future generations of students.

I appreciate all of you bearing with us this past year for campus construction. We can already see some of the benefits throughout the campus, and I hope you agree it was worth it.

I want to show you another video, this time of the construction on North Avenue.

Strategic Plan Goals

A year ago tomorrow, I stood before you and officially launched the new 25-year Strategic Plan that defines our vision for the future. Together, we created a shared vision that we entitled “Designing the Future” with five overarching goals. Our strategic plan is designed to position Tech for greater national and international prominence. As such, it will help us better serve the state, the region and the nation through our education, research, innovation, and global reach. It has drawn national attention and several universities have inquired about its development or sent representatives to discuss both the plan and the process by which it was created.

The overarching goal of our Strategic Plan was to envision what the world and in particular what the educational environment might be like in 25 years and to then identify what we needed to do in the next 10-12 months, 3-5 years and 10-15 years to prepare for that type of environment. It is agile and flexible enough to allow us to respond to future changes that we did not and perhaps, could not anticipate.

During this past year, we have focused on the implementation and have made steady progress towards the goals outlined in the Plan. Provost Bras held an offsite this past January at which more than 120 white papers were submitted by our colleges, and our research and academic units. Through this process, we began to explore both current and new opportunities. As we move forward in the years to come, these ideas will be integrated and woven throughout everything we do.

Today, I would like to share with you some examples of how our students, faculty, staff and friends are building Georgia Tech's momentum in support of the goals outlined in the Strategic Plan.

Strategic Plan Project Teams

Overseeing the implementation of Tech's Strategic Plan is a Steering Committee, comprised of Georgia Tech faculty, staff and students that represent all aspects of the Institute. The Steering Committee is co-chaired by Rafael Bras, Steve Cross, and Steve Swant. Its principal role is to provide guidance and oversight for the more than 15 project teams already at work and to prioritize the new initiatives being developed. Some of these have already been initiated and will be completed in the coming months. Others may not start for some time and may not be completed for years to come.

Project Teams

- Revitalizing Undergraduate Education
- Burdell Center and Interactive Design
- Redefining and Re-energizing Life Sciences, Health Sciences and Biology at the Institute Level
- The Allen Institute for Advanced Studies
- Globalization of our Education, with Increased Language Support for Students, and Global Village
- Service Learning and Legacy Project
- TechArts and the Arts at GT
- Strengthening Industry-Focused Research and Translational Activities
- Energy Engineering Logistics/Sustainable Energy
- Global Leadership/International Advisory Group
- Innovation Task Force
- X-College Committee
- Technology and Law
- Campus Visioning and Planning Effort
- GT Strategic Business and Operations Plan
- Leadership Development

Goal 1: Be Among the Most Highly Respected Technology-Focused Learning Institutions in the World

The work that Georgia Tech and our many representatives are doing is enhancing our national prominence. Our vision is that as we define the technological research university of the 21st century, we will be leaders in influencing major technological, social and policy decisions. "What does Georgia Tech think?" will be a common question in research, business, the government and the media.

What does Georgia Tech think?

We see evidence of our progress towards this goal in many places—whether it's faculty testifying before Congress, Georgia Tech experts on CNN, faculty appointments to key scientific and policy committees or business and government seeking out Georgia Tech as the go-to institution for research-related expertise in everything from earthquake engineering to rescue robotics and humanitarian logistics. This summer President Obama launched the Advanced Manufacturing Partnership, a national effort to bring together industry, universities and federal agencies, to develop ways to create jobs and spark a manufacturing renaissance in the U.S. Georgia Tech is one of six universities nationwide to have a seat at the table. In late July NSF Director Subra Suresh launched the NSF Innovation Corps to take the most promising research

projects in American university laboratories and turn them into start-ups. Georgia Tech was one of four institutions that wrote and signed the initial letter that precipitated this important development.

We have numerous partnerships and collaborations with industry, business, government and other universities to develop solutions to global challenges and in the process create jobs, help our state and our nation's economy, and improve the quality of life.

Goal 2: Sustain and Enhance Excellence in Scholarship and Research

We have taken a number of steps to sustain and enhance excellence in scholarship and research.

Research Powerhouse

Despite ongoing challenge and reductions in state and federal resources, Georgia Tech faculty and staff have worked together to increase new sponsored research awards to nearly \$600 million, the largest amount in Tech's history. To maximize efficiency and impact, we've aligned the major components of our research functions—the Georgia Tech Research Institute and EI², along with our colleges and other support functions, to form a single, unified research enterprise under the leadership of Dr. Cross.

Revitalizing Undergraduate Education

One of our Strategic Planning teams is focused on revitalizing undergraduate education. We want to enrich the student experience, and partner with them in their success as we prepare them for leadership. Dr. Bras has formed a committee to develop the X College initiative to increase student-faculty interaction and allow more flexibility in curricula. This would allow students to gain expertise in multiple disciplines, such as developing programs directed at some of the grand challenges facing society. We're also exploring multidisciplinary minors. We've implemented a graduate leadership program within Biomedical Engineering, we're revising GT 1000, including moving it from Student Affairs to the Office of the Provost, integrating the President's Scholarship Program and the Honors Program, and changing the advising and mentoring system.

Goal 3: Ensure That Innovation, Entrepreneurship and Public Service are Fundamental Characteristics of Our Graduates

We are committed to preparing students to become innovators and leaders, as well as helping faculty and staff commercialize their ideas more quickly.

Innovation

The new Georgia Tech Integrated Program for Startups, or GT:IPS, combines a streamlined licensing program with organized support for faculty and student inventor-entrepreneurs. The program includes facilitation and license components. The Bio-impact Commercialization Team, or BCT, is a focused institutional commitment for translational research in biomedicine. These new programs complement the InVenture Prize for undergraduate teams, TI:GER, our partnership with the Emory School of Law, the Business Plan Competition, and Ideas to SERVE, or I2S.

For fiscal year 2010, 41 percent of Georgia Tech inventors were either graduate or undergraduate students, and 80 percent of the invention disclosures listed at least one student as a co-inventor.

Goal 4: Expand Our Global Footprint and Influence to Ensure That We are Graduating Good Global Citizens

Over the past two decades, Georgia Tech has grown into one of the most global universities in the world, with partnerships in more than 30 countries and campuses and operations in France, Ireland, Costa Rica, Panama, and China. Our international platforms are continuing to expand. This past year we established the LaFayette Institute at GT Lorraine, an innovation hub to expand our European campus and provide a new resource center for industry and academic research. We launched the Georgia Tech Panama Logistics and Research Center last fall, and the Trade and Logistics Innovation Center in Mexico City in July.

Forty percent of Tech undergraduate students have an international experience, including study, work or research abroad by the time they graduate. And now we want to provide every student with this opportunity. That could be study or work abroad trips or even just a walk down 10th street. We're exploring the idea of expanding Tech Square to create a global village, along with developing ways to enhance globalization opportunities in academics.

Goal 5: Relentlessly Pursue Institutional Effectiveness

Part of our pursuit of institutional effectiveness is to ensure that we're maximizing our resources as we serve the state.

Georgia Tech Savannah

I would like to publicly thank the task force that recently completed an in-depth review of GT Savannah and the Georgia Tech Regional Engineering Program. I have reviewed their final report and have accepted their recommendations and we are now working to ensure that Georgia Tech-Savannah continues to have a strong presence in Southeast Georgia by creating a new academic and operational model for the campus while phasing out our undergraduate degree programs there. We are developing new professional education programs that will help transition Savannah to a new model that complements, rather than competes, with what we do here in Atlanta.

Operations

As these changes are implemented, we will continue to be mindful of the potential impact on our faculty, staff and students, along with the communities we serve in the coastal region. In our pursuit of organizational excellence this year we have realigned organizations for maximum effectiveness, created a new job classification and compensation system, implemented BuzzMart (an eBusiness system to help eliminate paperwork), created an online applicant tracking system, and created flexibility for employees in accessing information and transacting business from virtually anywhere.

Athletics

We're proud of our more than 350 student-athletes, who compete in 17 intercollegiate varsity sports. Georgia Tech student-athletes continue to excel in the classroom as well as the competitive arena. In the Academic Progress Report released by the NCAA this spring, 7 of our teams improved their multi-year APR. Three Tech teams — golf and men's and women's cross country — posted perfect multi-year scores of 1,000. These 3 sports, along with softball, were recognized by the NCAA for ranking in the top 10 percent within their respective sport in the nation.

In July the NCAA Division 1 Committee on Infractions assessed penalties on Tech for infractions in our football and basketball programs. We are appealing those rulings and cannot comment on them until the appeal process runs its course. I will say, however, that here at

Georgia Tech, we have an unwavering commitment to the integrity of our athletic programs and fully support the NCAA's core values. We are committed to continuing to work to maintain the highest levels of integrity and sportsmanship, while pursuing excellence, both on and off the field.

Commitment to Diversity

This past year key leadership positions were filled, including Dr. Archie Ervin in our newly-created position of vice president for Institute Diversity. As a member of the senior leadership team, he is working to strengthen our national leadership position in the diversity of our Institute. Our Fall 2011 freshman class is the most diverse in Tech's history. We have a record number of African American and Hispanic students. In addition, there are more than 1,000 female students in the freshman class, an 8 percent increase from three years ago. And, we have greatly enhanced our programs to recruit and retain more underrepresented minorities and women in all of our academic programs. We're also working to enhance the diversity of our faculty. As we commemorate the 50th anniversary of the matriculation of the first African American students at Tech, we are reminded of how far we have come and how much more we have left to do to recruit, develop, retain, and engage a diverse cadre of students, faculty, and staff to create a campus community that exemplifies the best in all of us and fosters inclusive excellence.

Economic Impact

Georgia Tech is serving in a leadership role in America's renewed emphasis on manufacturing. We have an interdisciplinary Manufacturing Research Center. EI² in Tech Square helps manufacturers improve their competitiveness through the application of science, technology and innovation. In 2010 we helped Georgia manufacturing companies reduce operating costs by \$35 million, increase sales by \$243 million, and create or save 1,300 jobs.

EI² worked with more than 710 manufacturing companies during the past year, both large and small. And last year Georgia Tech produced more than 400 invention disclosures, ranking us as one of the state's top producers of patents.

All of this results in an annual economic impact of more than \$2 billion.

Our commitment to cutting-edge research cultivating dynamic new businesses, and partnering with business, industry, and government will ensure that Georgia Tech will continue to be a positive force and influence for prosperity in the state, the nation, and the world.

Campaign Georgia Tech

Last fall, we launched the public phase of Campaign Georgia Tech, with a goal of \$1.5 billion and a timeframe that extends through to December 31, 2015. It is clearly the most ambitious campaign in the history of the Institute. Since January, we have held 28 Campaign roll out events throughout the U.S., and that will continue into next year, expanding the campaign internationally. This summer we surpassed the 1 billion dollar mark, giving us the confidence that we can reach our goal. Campaign Georgia Tech will not only help us to realize the goals outlined in the Strategic Plan, but it will help us achieve a level of excellence that would otherwise not be possible. The campaign will:

- allow us to add endowed chairs and professorships to continue to attract and retain the very best faculty, with a goal of providing endowed professorships to one in every four tenure-track faculty. We started out with one in eight, and are now at one in six. Since July 1, 2004, we have added 58 new endowed chairs and professorships.
- It allow us to provide scholarships for our undergraduates and fellowships for our graduate students, so that we can attract the most promising scholars and ensure access to a Georgia Tech education for all qualified students, regardless of their

economic stature. A great example is the G. Wayne Clough Tech Promise program, which is helping to ensure that a Georgia Tech education is within reach of any qualified Georgia student, regardless of income.

- It allow us to construct new, and renovate existing, facilities that have heretofore not been possible
- and most importantly, it will allow us to continue to build the culture of excellence for which Tech has become so well known.

Our current economic environment makes Campaign Georgia Tech even more vital to our success.

The Challenges Ahead

One of our biggest challenges, now and in the foreseeable future, is resources. The global recession continues to present challenges at the federal, state and local levels, impacting all of us here at Georgia Tech. Over the past 3 years, our state appropriation has decreased by almost \$100 million, or approximately 31 percent. We have been able to recover approximately \$43.2 million through tuition increases, but today we receive about \$60 million less than we did three years ago. If you look at that as part of a \$1.2 billion budget, it is substantial.

From a national perspective, federal funds represent 70 percent of Tech's research awards, and in these challenging economic times we anticipate that competition for these resources will continue to increase. One of the things we talked about in the strategic planning process was whether in 25 years the federal government would be able to continue to provide research support at current levels, considering all of the other issues like Social Security and healthcare that it has to deal with. We are looking at ways in which we can continue to excel, including focusing on partnerships and transdisciplinary research, and pursuing other ways to increase our market share with agencies like NSF, NIH, the Department of Commerce, the Department of Defense and others. We anticipate that other untapped revenue sources will become increasingly important, such as private foundations and international partnerships. Georgia Tech is an economic engine, but we will need to explore new ways to support our research enterprise.

It would be easy to be discouraged, but let's try to put this in perspective. While we're in the midst of a recession, today we are gathered together in a new \$90 million facility for undergraduate students. And we just talked about the numerous other buildings and improvements around campus, thanks to the investment of our alumni, and our other partners.

Over the course of the past several years, we have been able to hire some new faculty to ensure the quality of our academic and research programs and accommodate our enrollment growth. We are continuing to work to address retention and compression issues. I recognize that we have not been able to give merit raises in the past four years, and we're working to resolve that in the months and years to come. Still, through careful management and by working together, we have been able to preserve the quality of our academic programs and ensure that we are able to provide an educational experience consistent with the very best institutions in the country.

Sharing the Investment Costs

Many people are asking why the cost of education is increasing so rapidly. In reality it is the amount of cost that is being shifted to the students that is going up. If you look at the University System of Georgia with its 35 institutions of higher education institutions, it is clear that state appropriations have not been able to keep pace with enrollment growth over the last five years.

As illustrated here, while tuition has gone up dramatically, state appropriations have declined since 2009, resulting in a relatively flat total.

Record Number of Students

When you couple this with enrollment, which is at an all-time high and projected at 318,000 for FY12, it is clear that the cost per student has actually gone down.

It should be noted that compared to our peers, tuition and fees are still well below the average, making Georgia Tech a great value, especially when one considers the outcome of graduating with a Georgia Tech degree.

Investment of a Lifetime

This was made very clear when earlier this month SmartMoney magazine ranked Georgia Tech number one in the nation based on the financial return graduates earn from their degree.

According to SmartMoney Magazine, the median pay for a recent Georgia Tech graduate was \$57,300, and the median pay for a mid-career graduate was \$105,000.

But it is not all about money or earning potential — a Georgia Tech education is the investment of a lifetime for our graduates. I just met with new students and their parents last week at convocation and told them that our focus is on helping students be successful in making the best investment they will ever make.

As innovators and leaders in business, industry, and government, Tech alumni are developing solutions to some of society's most pressing challenges, benefitting our state and our nation.

What does Georgia Tech think?

There are hundreds of things that Georgia Tech people are doing day in and day out that contribute to our global presence. Our brand is the essence of who we are—our people, our reputation, our values, our identity, and our influence throughout the world. We are a diverse academic community involved in hundreds of programs of study and research, but we are one Georgia Tech.

For our closing segment, I would like to return for a moment to the question “What does Georgia Tech think?” and share some examples of the ways Georgia Tech is having an impact. In the interest of time each example is very brief, and for each one included there are about a dozen others that could have been included.

This summer Georgia Tech alumna Sandy Magnus was aboard the final flight of the Space Shuttle. She was one of 14 Georgia Tech astronauts in the Shuttle program, including John Young who commanded the first flight. Tech's Bobby Braun is the NASA chief technology officer, and Tech graduate Michael Gazarik has been selected as NASA's new deputy chief technologist. In addition, we've had hundreds of NASA scientists, administrators and engineers. Tech's Aerospace Engineering program is already working on new frontiers.

Paul Steffes, Electrical and Computer Engineering, has the longest, continuously supported research program at Georgia Tech and one of the longest single topic research activities supported by any NASA program. He is a key player in the Juno Mission that was launched earlier this month.

Nick Feamster, in the School of Computer Science is a rising star in computer networking, with a research focus on Internet transparency and information security. His commentary on Internet transparency was recently published in the Wall Street Journal. Along with Professor Wenke Lee he has secured \$4.5 million in Google funding for research related to Internet transparency.

Charles Kemp's "Robots for Humanity" was featured on ABC news. This project is being conducted jointly with the Healthcare Robotics Lab at Georgia Tech and Willow Garage. The robot is helping Henry Evans, a mute quadriplegic, operate a computer.

Henrik Christensen, KUKA Professor of Robotics in the School of Interactive Computing, this year received the Engelberger Award in Robotics, the world's highest honor in industrial robotics research. He's also been working with the national robotics association and U.S. political leadership in Washington to advance "From Internet to Robotics: A Roadmap for U.S. Robotics," a report he lead.

Andres Garcia in Mechanical Engineering, is working on restoring and enhancing function in injured or diseased organs, and is a leader in regenerative medicine applications which with an aging population could make joint replacement less invasive.

GTRI's Dr. Lora Weiss is widely regarded as one of the world's leading experts in autonomous systems. She is on several national boards, does work for the Department of Defense, and is widely published. Her article on robotics served as the cover story of the August IEEE Spectrum Magazine. She was directly involved in a research program that we believe for the first time ever showed that two air vehicles and a ground vehicle can work together to complete a mission autonomously.

Joshua Davis, one of GTRI's junior researchers, has established Georgia Tech's reputation as one of the nation's leading open-security research institutions.

Four BME students have designed a medical device called CardioScout that uses a minimally invasive approach for heart surgery. They are integrating it with a standard bronchoscope for stability and accuracy, which is available at almost every hospital in America. It is in the process of being patented. Two of the students on the team have been accepted into medical school and the other two are applying.

Civil and Environmental Engineering students have developed a Solar Sanitation System that could save lives. Their company, "Sanivation" was one of 110 companies given funds from Startup Chile, a six-month Chilean government program encouraging entrepreneurial activity in the South American country.

Z. L. Wang, Hightower Chair in Materials Science and Engineering and director of the Center for Nanostructure Characterization, proposed self-powering nanotechnology in 2005. Ever since he demonstrated the first nanogenerators using piezoelectric nanowires for converting mechanical energy into electricity there has been global interest in developing various approaches for energy harvesting from the environment.

Mark Prausnitz, Regents' Professor in Chemical and Biomolecular Engineering and director of the Center for Drug Design, Development and Delivery, is leading research to use microneedle patches to apply vaccines to the skin in a painless, minimally invasive manner.

Georgia Tech is a leader in sustainability. Earlier this month, for the fourth consecutive year Georgia Tech was one of 16 schools included on the Princeton Review's Green Honor Roll, receiving the highest possible score.

The photo on the right is of solar panels on the Clough Commons roof, which are a product of Suniva, a Georgia Tech spin out company. The Georgia Water Resources Institute, under the

leadership of Civil and Environmental Engineering Professor Aris Georgakakos, worked with state leadership to initiate the state's first-ever water planning process. Professor Georgakakos is collaborating with United Nations agencies, USAID and several regional organizations and governments to implement an early warning drought and famine system for East Africa. In fact, he's there now.

Architecture Professor Fred Augenbroe was part of a team that recently developed the country of Qatar's answer to the LEED sustainability rating system, which was adopted in 2009 for country-wide energy performance rating and overall sustainability scoring.

Thorsten Stoesser in Civil and Environmental Engineering is working with colleagues at Texas A&M to develop an integrated response system for oil spills in the Gulf of Mexico.

Marilyn Brown is a leading innovator in energy policy and technology to ensure a sustainable future. She serves on an array of influential national boards, including the Tennessee Valley Authority - the nation's largest public utility. Professor Brown is also working to engage and educate the public on energy issues through frequent press interviews, opinion pieces, and her quarterly consumer Energy Buzz.

Reggie DesRoches was among the Georgia Tech experts quoted this past week by national media about the Virginia earthquake. His work in Haiti and the Natural Hazards Mitigation Research Group he heads up are making a worldwide impact.

The School of City and Regional Planning each semester tackles real issues in healthy community development. New ideas first conceived in Tech's urban design studio frequently are adopted and implemented by communities and civic leaders. Professor Nancy Green Leigh's studio partnered with the Georgia Conservancy to develop a plan of action to help a troubled Atlanta neighborhood, and that plan has been accepted.

Charles Mulford in the College of Management is often the first person reporters turn to when they uncover questionable corporate accounting practices. He's been quoted in Forbes, The New York Times, and The Wall Street Journal. Professor Mulford's Financial Analysis Lab Reports have attracted numerous subscribers, including hedge fund managers and financial journalists, who look to him to develop an understanding of the latest trends.

Ozlem Ergun, Pinar Keskinocak, and Julie Swann in Industrial and Systems Engineering are making a global difference in humanitarian engineering. The Center for Health and Humanitarian Logistics has become a key global player in helping to ensure that disaster relief supplies arrive at their intended destination as quickly and efficiently as possible. Some examples include work with CARE, CDC, the World Health Organization, Veteran's Administration, Children's Healthcare of Atlanta and the United Nations.

Georgia Tech is a leader in science, technology, engineering and math education. Through CEISMC (the Center for Education Integrating Science, Mathematics and Computing), we host 28 different programs for K-12 students. Earlier this month, the Governor's office announced the winners of five Race to the Top initiatives. Georgia Tech is the co-applicant in three and is partnering in the fourth.

I've mentioned just a few individuals and initiatives. There are literally hundreds that collectively combine together to give Tech the world-class reputation that we enjoy today. The successes

highlighted this morning are the result of your efforts — Tech’s faculty, staff, students, alumni and many supporters.

Thank you for your ongoing commitment and for investing your talents and energy to improve the human condition in Georgia, our nation, and throughout the world.

Thank you. I believe we have time for a few questions.