

**ANNUAL REPORT OF INSTITUTIONAL PROGRESS
ADMINISTRATION AND FINANCE
2005-2006**

Units reporting to the Senior Vice President for Administration and Finance continue to accomplish many goals and objectives to enhance customer service, improve efficiency and productivity, and add qualitative value to programs and processes across the Institute. The paragraphs that follow highlight many of these accomplishments:

AFFILIATED ORGANIZATIONS

Each of the separately incorporated nonprofit organizations affiliated with the Georgia Institute of Technology executes a unique responsibility in support of the Institute's mission. Their operations are critical to the success of the Institute and are closely scrutinized, both internally and externally. The position of Executive Director for Affiliated Organizations is charged with assuring that the legally separate organizations affiliated with Georgia Tech are organized and operated in a professional business manner, that the separate legal existence and the ability of the organizations to accomplish their intended purposes are preserved, and that their respective activities are coordinated and aligned with the strategic and operational goals of the Institute as defined by the President.

Significant accomplishments during Fiscal Year 2006 include:

- A Cooperative Organization Memorandum of Understanding and a related operating agreement was developed for Georgia Tech Lorraine, a French association that operates the extension of Georgia Tech in Metz, France, and which is the first international affiliate of the Institute. Additional work, expected to be completed in Fiscal Year 2007, was done to develop the framework for supporting the operations of Georgia Tech in Ireland and the proposed campus in Singapore.
- Campus facilities were augmented through the efforts of Georgia Tech Facilities, Inc. The Married and Family Housing project was completed and turned over to the Institute for operation. Financing was put into place for a project to revamp the telecommunications system for the Georgia Tech campus. Construction of the Molecular Science and Engineering Building came to a close, with completion early in Fiscal Year 2007, and the project to construct a new electrical substation and distribution system for the campus was initiated with final completion anticipated in Fiscal Year 2008.
- Important steps were taken by Georgia Advanced Technology Ventures, Inc. (GATV) toward the development of a research and development park affiliated with Georgia Tech and geared to the entrepreneurial needs of emerging firms as well as divisions of established companies. A master lease was put into place with GATV's financing collaborator for the first building of Technology Enterprise Park, and the first sublease for space in the Park was entered into with an emerging biotechnology company.
- The Institute's effort to provide advanced networking facilities to its faculty and researchers was expanded through the transfer of the operations of Southern Crossroads (SoX), an inter-networking aggregation facility supporting education, research and economic development by universities throughout the Southeastern region, to Southern Light Rail, Inc. (SLR),

combining the services of SoX with those of the National Lambda Rail previously available through SLR.

AUXILIARY SERVICES

Programs

- **Graduate Student Symposium.** The graduate students hosted their second annual Graduate Student Symposium and saw an increase in participation with more than 100 graduate students giving their research via posters and verbal presentations. Auxiliary Services funded the \$1,000 Impact Award given to Jonathan Gilbert McGrath for his “Fabrication of Colloidal Crystals Using Hard Core/Soft Shell Nanoparticles” research.
- **Katrina Evacuees.** The Student Center, GT Dining and Auxiliary Services staff assisted displaced Tulane University students and New Orleans residents during the Hurricane Katrina crisis.
- **Atlanta Regional Commission \$300,000 grant.** Parking & Transportation received its second grant to broaden its alternative transportation programs, discounting Metropolitan Atlanta Rapid Transit Authority (MARTA) passes and expanding its carpool program with this federal Congestion, Mitigation and Air Quality grant.
- **Pace Award Finalist.** Parking & Transportation submitted for the first time its alternative transportation program to the Atlanta-based Clean Air Campaign and received “finalist” status.
- **Best Workplaces for Commuters.** Through a submission from Parking & Transportation, the U.S. Environmental Protection Agency selected Georgia Tech as one of the first annual “Best Places for Commuters;” winners were published in The Chronicle of Higher Education.
- **Student Center Programs Council** presented, as part of the annual Sting Break, a concert with popular Hip-Hop artist, Big Boi, and rock group, Cake that drew 3,149 people.
- **Flicks on Fifth.** In its second year, the summertime outside movie series more than doubled its attendance at the seven Wednesday night movies shown at Technology Square (7,966).
- **BuzzCard** expanded its operations to satellite production sites, including the Campus Recreation Center (CRC) that produces temporary BuzzCards for visitors during evenings and weekends.
- **Best Practices.** Auxiliary Services was recognized in all three Georgia Tech Best Practice categories: Information Technology Best of the Best - BuzzCard - Providing a Pay for Print & Copy Solution; Research, Finance & Institute Operations Runner Up - Housing - Improving Vendor Performance; People Strategies Certificate of Excellence - Auxiliary Services - Employee of the Month program.
- **On-Campus Housing.** The Office of Institutional Research & Planning tracked living on-campus vs. off-campus for the first time and showed retention statistics from first to second year up to 10 percent higher for students living on-campus and those participating in Freshman Experience (FE) vs. non-FE retention rates up to eight per cent higher.
- **Impact and Single Parent Scholarships.** Auxiliary Services gave 12 scholarships, including two new scholarships for single parents. Impact – 10 @ \$3,000. Single Parent – two @ \$3,200.
- **Used Textbook Initiative.** Barnes & Noble @ Georgia Tech collaborated with the Provost, faculty and students, increasing its used books for students for the second consecutive year, assisting students in keeping down the cost of textbooks.

- **ACUHO-I Host.** Georgia Tech Housing was one of the host schools for the Association of College and University Housing, International 2006 annual conference.
- **Board of Regents Mandatory Health Committee.** Georgia Tech Health Services worked with the Board of Regents and Georgia Tech students, creating insurance guidelines for international student insurance.

Services

- **GT Dining Student Advisory Board.** GT Dining and 20 students started this advisory board, creating such events and items as new vegetarian and vegan food labels, The Dinner Dance at Woodward, and Rice Day where students gave one of their meals on April 28, and GT Dining, in turn, made a donation for each of the meals to the Atlanta Food Bank.
- **Credit Card Parking Meters.** Parking & Transportation added credit card payment parking meters to its parking lot frequented by companies conducting student interviews.
- **Kneeling Bus.** Parking & Transportation added a “kneeling bus” to its fleet. This bus lowers to curb level, assisting disabled students in boarding and is currently operating on the Green route.

Facilities

- **Housing** renovated its Armstrong Residence Hall, giving students newly painted walls, carpeting, furniture and individual air conditioning thermostats for each bedroom.
- **Student Center** renovated its first floor and central staircase, including new tile, carpeting, sheetrock, paint, millwork, furniture and the addition of a new flat screen television.
- **GT Dining** opened its Jazzman’s Café in the Library, providing salads, sandwiches, desserts, coffees and other drinks for students and visitors studying in the Library.

BUDGET AND PLANNING

Office of Budget Planning and Administration (BP&A)

Institute Budget Process, Training, and System Initiatives

- **Improvement of budgeting skills of campus budget contacts - -** BP&A continued to hold training sessions during the FY06 through the Office of Organizational Development (OOD) training over 90 campus staff participants in budget preparation and management. BP&A also led the Institute’s budget management and year-end closing process. With two campus budget directors and in cooperation with OOD, the Budget Office developed and conducted a training session for academic campus leaders through the University Leadership Program, focusing on budgets and financial management for FY06 to help avoid a deficit, despite major shortfalls in indirect cost and tuition revenue.
- **Improvements in budget preparation process - -** In FY06 BP&A automated the process whereby the units prepared their raise plans with the automatic upload of data, which eliminated unnecessary input of position data into forms (trial basis for selected units for FY07 preparation; to be required for FY08 preparation).
- **Policy and process changes for tuition waivers and indirect cost revenue - -** BP&A completed a major study of graduate tuition waivers and assistantships, and developed a new policy in this area. BP&A also played a pivotal role in the implementation of the policy and the accompanying new budget process. The result has been increased GSTRP (Graduate Student Tuition Remission Program) recoveries and elimination of waivers for students not

involved in teaching and research. Also, the Office developed and implemented a new model of budget changes related to departmental indirect cost (F&A) funding in colleges' base budgets at the 30% level.

- **Formal monthly and quarterly budget reviews** - - BP&A improved its detailed, monthly budget reviews to detect problem areas. BP&A also continued to enhance the Office's ongoing decision-support services for current and next year's capital projects and President's Discretionary Endowment planning by executive staff.

Office of Institutional Research and Planning (IRP)

Institute Planning and Analytical Support Initiatives

- **Support Initiatives** - - The Institutional Research and Planning (IRP) team provided analytical support to the President's Office for several major initiatives, including student retention and graduation studies; the Annual Report of Institutional Progress; the State of the Institute Address; faculty salary analysis; NSF ADVANCE; the President's Annual Report to the Chancellor; Academic Program Review, enrollment projections and development of personnel reporting mechanisms. The Office of Budget Planning and Administration and IRP facilitated a series of discussions with the academic leadership to enhance their understanding of the budget and planning processes on campus. Other campus partnerships fostered during 2006 include ICPA (annual reports, president's speechwriting); Assessment (data portfolios for academic program review); Student Affairs (student performance studies); OIT (data warehouse advisory group); Academic Affairs (Registrar's Advisory Group; faculty support services; and institutional effectiveness). The IRP analytical team responded to over 300 ad-hoc data requests and over 50 surveys were completed, including U.S. News and World Report, Peterson's, the College Board Survey and the Common Data Set.
- **Awards and Recognitions** - - The IRP team received the award for the "Best Institutional Research Website" at the annual conference for the Southern Association for Institutional Research (SAIR). The Director of IRP was voted President-Elect for the Southern Association for Institutional Research (SAIR).

Capital Planning and Space Management (CPSM)

Institute Campus Planning Initiatives

- **2004 Update of the Campus Master Plan** - - Efforts to begin campus-wide sector planning to implement the 2004 Update were initiated and concept development continued for the Innovative Learning Resource Center.
- **Implementation of the Campus Landscape Master Plan** - - Three pilot sites demonstrating different landscape alternatives and appropriate signage were installed in the spring of 2006 and are being maintained. The Landscape Work Group was launched to improve communications among campus units affected by capital and road improvements, landscape implementation, and related issues affecting the campus landscape.
- **State Funds for the Institute's Capital Plan** - - State funds to support the renovation of the Old Civil Engineering Building were approved by the Governor and Legislature for FY 2007.
- **Improvements in the Class Scheduling System** - - The Class and Event Scheduling staff within the Office of CPSM was reorganized. Enhanced communication among the academic

units and CPSM, and additional efforts by CPSM staff to trouble shoot earlier in the schedule resulted in as “close to perfect as possible” a match of students, faculty, and course locations for the fall 2006 semester, despite an unexpected additional 200 freshman students entering Georgia Tech in that semester. (The situation was also helped by the addition of several new classrooms coming on line in the Molecular Science and Engineering Building, and several administrative spaces being converted into instructional space in the Central Academic Core.)

- **Creation of Campus Map Work Group** - - A SWAT approach to updating the Campus Map was established in late FY 2006 to prepare an updated base map for the campus. (A more formalized Campus Map Work Group with appropriate campus representation is being developed in FY 2007.)

FACILITIES

Design and Construction

In fiscal year 2006, Georgia Tech Facilities Design and Construction (D&C) managed design, contracting, and construction services with a total value of \$413.3M. Facilities awarded 320 small contracts for professional services; maintenance, repair, renovation projects; and minor capital improvements for a total value of \$29.3M. Major capital projects for which D & C provided project management services were \$384M continuing into FY 2007. Following are highlighted representative projects, which D&C managed during FY 2006.

Projects Completed in FY 2006:

- Renovation of the Janie A. Swann Building \$ 5,700,000
The Swann Building Renovation is a multi-phase renovation project for one of the oldest buildings on campus. The School of Modern Languages occupies the newly renovated space.
- Ferst Drive / Fifth Street Corridor-Phase 1B \$ 1,200,000
Corridor improvements for Fifth Street between Techwood and Fowler Streets include conversion of the existing 2 lanes with parking roadway into a 3-lane roadway with bike paths, tree planting zones, improved lighting, and wider brick bordered sidewalk.
- Family Apartments \$ 59,400,000
The Family Apartment Project replaced the Callaway and Healey structures with 397 one and two bedroom apartment units and associated administrative space as well as a parking deck with 650 parking spaces. It provides space for a future daycare facility for approximately 100 children.
- Folk Residence Hall Renovation \$ 3,800,000
This project includes comprehensive renovation of a 1960's era four story residence hall, including life safety code, bathrooms, air conditioning, student amenities and new furnishings.
- Holland Boiler #4 Replacement \$ 1,800,000
This project replaces one of the three main heating boilers in the central heating plant. The present boiler was installed in 1938 and was last renovated in 1952.
- Centergy Building - Level Five \$ 4,800,000
Programs from CRB and former GCATT Building are co-located to provide space for GCATT and ECE Research. Includes laboratory and office construction of 44,360 sq. ft. for technology research.

- North Avenue Research Area Development \$ 4,700,000
This project provided for the civil and electrical infrastructure, roadway, landscape, streetscape, and security improvements to the North Avenue Research Area. The improvements included upgrades to storm and sanitary sewers, roadways, sidewalks, security and ornamental perimeter fencing, streetscape and landscaping for both the Aerospace Combustion Laboratory and the Food Processing Technology Building. The project converted the overhead electrical and telephone services to underground services for all of the buildings in this area and constructed a gate house to provide controlled access to the research area.
- 645 Northside Drive Warehouse –Building Renovation \$ 350,000
This project included interior demolition and clean up. The project provided for the replacement of original windows with masonry, as well as roofing repairs, new metal trim and exterior painting.
- Utility Relocation for the Nanotechnology Research Center Building \$ 2,400,000
This project included the design and construction of new underground steam and condensate piping systems serving the Baker Building and the Centennial Research Building. The project included the removal of the older steam lines which were within the building footprint of the Nanotechnology Research Center Building.
- GTRI Building 250 Fourteenth Street \$ 1,500,000
This involved phased construction for relocation of GTRI-ITTL research programs.
- Graduate Living Center – Bathroom Renovation \$ 400,000
This involved restoration of student apartment bathrooms.
- O’Keefe Gym Women’s Varsity Volleyball team Locker Rooms \$ 485,000
This involved conversion of former club weight rooms to team locker rooms and support spaces for women’s volleyball program.
- Campus Addition of Chiller/ Cooling Tower \$ 2,000,000
This involved installation of a 2000-ton chiller and cooling tower in the 10th Street Central Plant in support of the Klaus Advanced Computing Building.
- Holland Chilled Water Distribution Pumps Replacement \$ 1,300,000
This project upgraded the chilled water distribution pumps and converted them to variable volume pumps. This project was necessary to provide additional chilled water pumping capacity for the Klaus Advanced Computing Building and the future building needs specified in the master plan.
- O’Keefe Building for ROTC Programs \$ 390,000
ARMY ROTC, NAVY ROTC, and AIR FORCE ROTC were relocated into renovated offices and classrooms.
- College of Management – Fourth Floor \$ 250,000
This project involved office suite construction for two programs. GT Lorraine relocated from Van Leer and the Institute for Learning and Entrepreneurship is the new institute directed by former Dean Terry Blum.

Projects under Construction in FY 2006:

- Crosland Library – First Floor Renovation \$ 1,500,000
Project scope entails complete renovation of first floor of the Crosland Library, known as East Commons. Space is designed to promote group activity and collaboration.
- Armstrong Residence Hall Renovation – West Campus Housing \$ 3,600,000

This project includes comprehensive renovation of a 1960's era four story residence hall, including life safety code, bathrooms, air conditioning, student amenities and new furnishing.

- Klaus Advanced Computing Building (KACB) \$ 62,500,000
KACB provides new research laboratories, offices, office support, classrooms and informal gathering spaces for College of Computing and School of Electrical and Computer Engineering. Included is Auxiliary's Services 540 vehicle parking deck located beneath the program space.
- Molecular Science and Engineering (MS&E) Building \$ 76,900,000
The MS & E Building is a shared interdisciplinary complex between the College of Engineering and the College of Science. The 272,700 gross square foot, five-level structure caps the north end of the Biotechnology Campus. MS & E will provide state-of-the-art research laboratory resources conducting nano-tube research, fatigue and fracture research, ceramics and materials processing research at the atomic and molecular level.
- Hill District Communications \$ 295,000
Project scope includes installing an additional 4" communication conduit system from North Ave and Cherry St. to Bobby Dodd Way. The conduit system will continue west to the manhole on the lower level of Skiles.
- Technology Square Research Center – Fourth and Fifth Floors \$ 2,300,000
Project includes phased construction of laboratory, GRA and faculty office improvement for two research groups relocating from the former GCATT Building and the COC group from the Centennial Research Building.
- Nanotechnology Research Center Building (NRCB) \$ 94,000,000
The project will be an 188,000 gross square foot facility to house state-of-the-art cleanroom laboratories to support education, research and economic development in the areas of microelectronics, medicine, pharmaceuticals, nanoscience and nanotechnology. It will house a 30,000 square foot tri-level cleanroom complex designed for interdisciplinary research activities.
- Campus Utilities - Electrical Feeders and New Power Sub Station - \$ 34,000,000
Build out of the Campus Master Plan requires additional power capacity. This project provides a new electrical substation with feeders extending into the main campus to be located south of the campus along Northside Drive.
- College of Management Trading Floor \$ 1,000,000
A technology enhanced classroom and Quantitative Computational Finance research laboratory of 2,900 square feet with 45 trading desks, electronic display and data wall to simulate the financial trading floor environment.

Projects in Design FY 2006:

- Student Center Second Floor Interiors \$ 475,000
Interior finishes makeover similar to Student Commons
- Tenth Street Chiller No. 6 \$ 2,900,000
- Whitaker BME – B Level Lab Build out \$ 400,000
Biomedical Research Laboratory by College of Engineering
- Hinman Research – Third Floor Architecture Design Studio \$ 1,300,000
Adaptive re-use and rehabilitation within 70 year old building
- Quad Café Restaurant \$ 800,000
Food service for the BEM Research Quadrangle

- Hefner Residence Hall Renovation – West Campus Housing \$ 3,900,000
Comprehensive renovation of a 1960's era four story residence hall, including life safety code, bathrooms, air conditioning, student amenities and new furnishings
- Campus Recreation Center Landscape Plan \$ 2,000,000
Phased landscape plan with Phase I
- The North Green (Van Leer/College of Architecture) \$ 780,000
Converts paved area into a landscaped area
- Business Continuity Data Center \$ 4,800,000
- 490 Tenth Street CATEA Elevator Addition \$ 375,000
Elevator addition to building housing disability research programs
- GTRI Cobb Co. Campus - Hydrogen Supply System \$ 780,000
Fuel supply system for fuel cell technology research
- GTRI Cobb Campus – Fuel Cell Laboratory \$ 2,600,000
Advanced research lab for fuel cell technology
- IPST Building - CNC Laboratories Phase 1 \$ 300,000
Center for Microscopy Labs providing MS & E instruction; lab relocations from the J.S. Love Building.

Operations and Maintenance

- Georgia Tech's 9th Annual Earth Day Celebration: The theme for our celebration of Earth Day on April 21, 2006 was "What is your global footprint?" Sixty three environmental organizations from across the metro Atlanta area participated in the State of Georgia's largest Earth Day event and hosted thousand of visitors from off campus as well as being vigorously supported by GT students, staff, and faculty.
- Facilities Building Services was awarded the Association of Physical Plant Administrators' (APPA) Effective and Innovative Practices Award for 2006.
- Facilities Building Services converted to "Green" chemicals as part of Georgia Tech's commitment to sustainability.
- Georgia Tech Beautification Day Program: planted 850 flats, 15,300 flowers, 16,000 square feet of sod, spread 1,000 bales of pine straw and 195 cubic yards of woodchips with the participation and support of over 400 faculty, staff, and students.
- The Landscape Department, in conjunction with the consultant's direction, implemented the campus Landscape Master Plan Pilot Projects in three areas of GT campus. Two woodland sites; the hill across from MaRC had 1,282 trees and 190 shrubs planted, and the Sixth Street hill was planted with 243 trees and 165 shrubs. The third site is parkland which was planted with 38,304 square feet of Fescue sod, 4 trees and 34 shrubs. The entire installation was done by in-house staff.
- Facilities O&M work order systems was identified as a "Best Practice" among the national Sightlines database participants.
- Lighting Upgrades: During the last twelve months, the Area Maintenance Managers have documented a \$54,400 annual savings due to lighting upgrades. These upgrades include automation of common use area lighting, elimination of incandescent lamps in most areas, and moving from T-12 lamps to T-8 and T-5 lamps where possible. All of these upgrades will continue to save kilowatts year-after-year.
- Night, Weekend, and Summer Setbacks: Twenty-six buildings on the campus were equipped with Building Automation Controls that were programmed for night, weekend, and summer

temperature setbacks. This programming is based on time-of-day and price per kilowatt hour parameters.

- Improved Electricity Rate: Georgia Power Company agreed to change the Campus Master Electric System from a School Rate to a School Load Management Rate. This change was made after Georgia Tech surveyed all buildings, petitioned for the better rate, and agreed to upgrade HVAC systems in two campus buildings. This rate change is estimated to have saved \$600 thousand dollars annually.
- Water Use Reductions: Georgia Tech departments have installed water meters to measure makeup gallons to closed loop systems, irrigation systems, and cooling towers campus-wide. The information from dozens of these meters has helped diagnose leaks. The information for certain meters has been transmitted to the City of Atlanta Water Department for reduction of sewer related charges. This effort has been estimated to have saved \$100 thousand dollars annually.
- Start-up of a new Holland Plant Boiler was completed. This marks the completion of a 3 year long installation and integration of a boiler to replace the old #4 boiler at the plant. The new boiler is larger, cleaner and more efficient. This is the first boiler replacement in the plant in 50 years. The boiler has extensive emissions controls and earmarks a new era on the Georgia Tech campus.
- Title V Air Emissions Permit: We are in final review and negotiation with Georgia EPD for our first Title V Air Emissions Permit. This permit governs all of the emission on the Georgia Tech campus. This is a result of over a year and half of work by GT with the Georgia EPD. Changes in Atlanta's pollution rating shift Georgia Tech under new and much more stringent compliance guidelines.
- Infrastructure Preventive Maintenance (PM) Program: We have completed implementation of a much needed PM Program for the campus utility systems. The various distribution systems on campus such as our 20kv electrical distribution, chilled water piping, natural gas lines, domestic water, storm and sewer systems require hundreds of work orders a month to maintain them. A new standard has been set for the maintenance of Georgia Tech through these programs.

FINANCIAL SERVICES

- The major PeopleSoft financial system V8.8 upgrade, effective January 2006 that moved from a client server model to a web-based offering was implemented. This upgrade was successfully accomplished without any significant disruption to campus services, thanks to the dedicated and persistent efforts of both the functional and technical teams and good campus communications and training.
- The development and rollout of the cost effective and customer friendly web check payment offering for student tuition and fees was fully implemented (initially offered in spring semester 2005). Coupled with the discontinuance of the credit card payment option, this resulted in cost savings of over \$900,000 annually. Fall semester 2005 had over 9700 web check payments for \$26M, accounting for 52% of the payments and over 59% of the dollars. Web check transactions increased to over 56% in the spring semester 2006.
- Construction project financing continued to be a major factor in the capital plan for FY06. Bond financing for the electrical substation project of \$35.5M was secured in November using the variable rate financing with a synthetic LIBOR based swap to achieve a more fixed rate payment and lower the cost of capital. The financing structure was projected to result in

savings of approximately 81 basis points or approximately \$7.6M over bond life, compared to a traditional fix rate issue. Initial results through June 30 were computed at approximately 99 basis points. Financing was also secured for the telecommunication system project (\$9.6M), the NRCB chiller project (\$3M), MSE FF&E (\$6.2M) in addition to refinancing several equipment purchase agreements to achieve lower interest rates and cost savings.

- General accounts receivable operations were organizationally consolidated with those of student receivables in the Bursar Office. Plans to move to a single Accounts Receivable (AR) system have been developed with the largest hurdle being retiree health insurance billing that will require extensive programming between the Human Resources system and Banner AR.
- Steps continued to move toward a central accounts receivable business model for the campus with DLPE professional education programs and the ISYE logistics program being billed and managed by the Bursar's office staff. Abroad programs are scheduled for FY 07.
- Federal Express invoices were converted to the P-Card payment process to increase operational and cost efficiency achieving campus-wide savings of approximately \$150K.
- An on-line invoice image approval process was piloted with GTRI to improve payment timeliness and efficiency. Expansion to other departments will occur in FY07.
- Procurement and payments via the highly successful P-Card program continued significant growth to approximately 150k transactions for \$43.3M (prior year 126k, \$38.5M)
- While Sponsored Programs award and expenditure were generally level year to year, the substantial process and compliance training delivered to campus departments for the last two years resulted in notable improvements, with the number of late salary cost transfers (greater than 60 days after posting) decreasing 30% and the number of projects in "exception status", defined as past term or over budget, decreasing 11%.
- New short term and endowment investment policies were implemented, which resulted in incremental returns over and above benchmarks (State Treasurer GF1 and BOR STF). Trade tracking and reporting structures have been established. A companion change in the endowment spending plan was implemented which provided an additional \$500K to support campus budgetary needs.

OFFICE OF HUMAN RESOURCES

Strategic Accomplishments

Transforming OHR for the 21st Century

- Partnered with Segal/Sibson to conduct campus survey of Human Resources' effectiveness and to position Human Resources to plan, develop and implement programs of strategic value to the Institute
- Based on campus input and working with the Office of the Senior Vice President, Administration & Finance, developed the following:
 - New HR Charter for GT
 - Core competencies for HR department
 - Role and competency definitions for HR leadership
 - New operational and leadership structure
 - Creation of a campus HR Advisory Board
 - Partner with executive search firm to recruit for key new leadership positions

Recruitment & Retention Initiatives

- Conducted detailed analysis of Tech's current child care needs and proposed model for next 3-5 years. Actions include:
 - Forming a child care task force to evaluate current services and future demands
 - Conducted survey of married students to ascertain current interest in and future demand for graduate student child care facility on campus
 - Commissioned a feasibility study from Bright Horizons (a professional, for profit, service provider)
 - Issued a Task Force Executive Summary with recommendations to Institute leadership
- In partnership with the Office of Organizational Development, developed an Institute Job Rotation program as the leading component to a broader succession planning model for the Institute. Phase I will test model with 3 to 4 Institute partner organizations
- Developed an Institute staffing model for catastrophic events on campus (e.g., Avian Flu), and integrated with a comprehensive, broad-based Institute planning model

Operational Accomplishments

Benefits

- Significantly enhanced the benefits of self-service and open enrollment components of the TechWorks website
- Significantly enhanced insurance payment reports and self-service functionality allowing for overall reduction of two full time equivalent positions

Payroll

- Extended website access to terminated employees to provide on-line view and print options for eW2 and e1042S for a 24-month period after termination date; provided customer convenience and satisfaction, and reduced manual processing

Employee Relations

- Successfully complied with NASA Title IX audit and created initiative for a comprehensive title IX action plan for the Institute.
- Provided design model and leadership for two pilot career development programs within HR:
 - Career planning for all employees within HR
 - Success/succession planning program for high potential HR employees

Compensation

- In compliance with the Defense Contract Agency (DCAA), successfully completed a comprehensive audit on the Institutes' Staff and Research Faculty Compensation Programs, developing methodology to match individual job content (particularly research positions) with commercially available compensation surveys, and issued findings and recommendations to the Office of the President
- Conducted comprehensive study on new Fair Labor Standards Act overtime eligibility requirements and reclassified 200+ employees to meet compliance standards

Foreign National Service Center

- Completely integrated the Permanent Residency evaluation and application process into the Foreign National Service Center, assuming those duties from the Office of Legal Affairs, creating a "one stop" center for our foreign national employees; currently managing 44 permanent residency applications
- Conducted GT Immigration Workshop for campus

- Fall '05 – General (beginners) Workshop for 75+ participants
- Spring '06 Advanced Workshop for 60+ participants

OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology (OIT) team has made a significant impact on the campus during this timeframe. It is hard to imagine an area of campus life that is not impacted by or dependent upon the information technology services provided by the OIT team. This year, as in the past, the team has made extraordinary contributions for the students, faculty and staff of Georgia Tech.

In support of the *academic* endeavor, OIT partnered with Distance Learning & Professional Education (DLPE) and the Library to develop and pilot an innovative system for capturing classroom video, cataloging the materials and delivering to students, local and distant, on demand via high speed networks.

In partnership with Student Affairs, Enterprise Information System (EIS) developed Georgia Tech's portfolio management system - CareerTech. This system helps students by documenting their skills, experiences and activities and incorporates them into a portfolio and resume format. This online portfolio helps students keep track of their life accomplishments by tracking development of essential skills over time. Students have the ability to produce portfolios and resumes for a particular audience, whether for an employer or for academic pursuit.

Our classroom support team added an additional 30 facilities and upgraded 24 rooms to bring our new footprint to 270 conference or classrooms supported by OIT. We continue to expand the remote monitoring capability to classrooms, adding 71 classrooms for a total of 144 rooms that can be remotely monitored.

We expanded our support to *students* by offering walk-in services in the renovated lower level of the Library. Called the Resource Center, this collaboration of services brings together walk-in computer and account support, coupled with undergraduate advising and evening one-on-one tutoring sponsored by the Success Programs. As one of multiple experimental approaches, the Resource Center was designed to be flexible and to help in identifying the correct suite of services to bring together for the proposed ILRC.

Our overall support continues to grow with ever increasing calls for assistance ---FY04 - 142,122; FY05 - 161,322; **FY06 - 182,924**--- showing that as technology is integrated into every aspect of our lives, the need for support explodes.

In support of the *Administration & Finance* activities, OIT team members developed and implemented significant upgrades to the two major software systems supporting the academic, financial and human resources activities of Georgia Tech.

In January 2006, OIT's EIS, in conjunction with our functional users, went live with version 8.8 of Peoplesoft Financials. This upgrade made Peoplesoft Financials fully web accessible like

Peoplesoft HRMS. Via the Techworks portal, both PeopleSoft HRMS and Financials are available to campus units via a single sign on approach.

In late 2005, we upgraded to Banner version 7, which introduced new functionality to handle concurrent curriculums. Previously students or advisors could define only two majors, minors or concentrations for a student. This new functionality provides much greater flexibility. This functionality also helps in meeting the institute initiative of incorporating DLPE into Banner. Without this, their line of business would have required a large customization to Banner by EIS. A major milestone in the DLPE implementation occurred in January when the Language Institute went live in Banner.

The Office of Information Technology initiated a project to improve *telecommunication services* and approved the award of a multi-year contract to Bellsouth Communications Systems. The initial provisioning of voice service and conference bridging will be provided to 13,000 lines on the Atlanta campus by the first quarter of CY07. Over the coming years, a set of these services, including Voice Over IP, are planned for all Georgia Tech locations worldwide.

OIT made major contributions to the *Research* community during this period. One of the most active areas was in the realm of High Performance Computing (HPC). Our team members played a significant role in the successful launch of the Center for Systems Biology, headed by Dr Jeffrey Skolnick. Working with the campus executives and vendors, we assisted in the acquisition and implementation of a new generation of HPC in support of science with the development of a new data center and the installation of a 4000 processor IBM machine.

OIT continued to partner with Colleges of Engineering, Sciences, and Computing to design, implement, host, and support a new era of HPC platforms and services.

We expanded the Public Access Cluster Environment (PACE) program initiated in FY06, much of which is available at no cost to GT faculty and departments. This program provides:

- Base PACE cluster for faculty testing and prototyping
- 10Gb cluster HPC backbone network allowing for interconnection of individual faculty or departmental computation clusters into a larger pooled resource
- Consulting service for faculty and departments in the specification, vendor negotiation and purchase, and deployment of HPC resources
- Physical hosting service
- Cluster software distribution and update service
- Data backup service (fee/SLA based)
- Cluster systems administration and management service (fee/SLA based)

This year's focus has been on the acquisition and renovation of additional suitable spaces to house these specialized HPC resources. The upcoming Capital Campaign includes a provision for a new building to house the next generation of campus HPC resources.

DEPARTMENT OF INTERNAL AUDITING

The Department of Internal Auditing has continued to provide strong value-added assurance functions and evaluating compliance for the Office of the President, and the Institute as a whole, through our innovative, progressive, and preventive audit approaches.

Our administrative processes continue to be streamlined and we have paid particular attention to areas of increasing risk— especially those in the area of information systems security. Our department’s expertise has been sought on many occasions to provide advice and input as campus units seek to improve their controls and mitigate risks. Our “advisory services” efforts have grown considerably. This is due to two key factors: (1) having the requisite skills and expertise to add value to management; and (2) working hard to develop a strong working relationship with management – being seen as a helpful advisory resource as opposed to just a campus watchdog.

The Internal Control Guide which we published has been recognized specifically as a best practice in the State. It was noted to the Governor as one of 25 *Efficiencies* out of the University System of Georgia and the State Inspector General and his staff have given considerable attention to our progressive practices, trying to model many of their approaches after ours. The Internal Control Guide has become the de facto standard within higher education as several other universities have virtually copied verbatim our format and text recognizing our approaches as a best practice. The Information Security Incident Response process has gained notable acceptance as an industry best practice (as cited by EDUCAUSE).

We have continued to work hard this year to help increase management’s attention to emerging areas of risk. The recent initiative of taking on a more robust Institution-wide “Enterprise Risk Management” model (as outlined at the President’s Retreat and Georgia Tech Advisory Board) is breaking new ground for Georgia Tech. This approach has resulted in dynamic and fruitful discussions with Institutional leaders regarding how Georgia Tech can continue to be innovative in its strategic goals while appropriately managing and mitigating risks in a cost effective manner.

Our on-going audit efforts have found that many units across campus are improving their internal controls and risk mitigation procedures as a result of our education and awareness efforts. The “Managing Risks at Georgia Tech” classes taught by the Audit Director have been fruitful to promote strong internal controls throughout the campus.

Through all of these forward-thinking methods, we continue to perform our audits and assessments with increased efficiency. Management’s reactions to our audits have continued to be favorable, with the successful implementation of virtually all of our audit recommendations.

The Department dedicated significant support to several special investigations this year. Several of the reviews required detailed computer investigative analysis, an area of audit coverage in which our Department now has notable depth of experience and skill. This has enabled our Department to be a key resource in information systems security reviews throughout campus.

Our department continues to serve in leadership roles in the profession as well. The Director has served on the local and international levels of The Institute of Internal Auditors; on the Security Task Force of EDUCAUSE; and has presented at the annual conferences of NACUBO and ACUA. Rob Clark recently received the profession's highest award from ACUA – the “Professional Contributions Award” – in recognition of outstanding contributions to the advancement of the profession of internal auditing.

Our auditors were also involved in leadership positions in ACUA and participated in several other professional associations, all of which continue to place the Department of Internal Auditing at Georgia Tech in a leadership role in the profession of Internal Auditing in higher education.

OFFICE OF LEGAL AFFAIRS

This report of accomplishments covers activities from July 1, 2005 through June 30, 2006. For this period the Office of Legal (OLA) handled 1616 new files. The office continues to handle a wide variety of Institute business including, but not limited to, employment related matters, transactional matters and requests for documents. For example, OLA opened 301 general advice files, 419 agreement files and 644 files relating to confidentiality agreements.

Issues relating to export regulations continue to be an area of interest for the Institute. This year OLA worked with the Associate Vice President for Financial Services to establish a new travel policy. This would require an export review be performed by the Office of Legal Affairs for foreign travel where the traveler responds positively to one of four questions. In addition, OLA handled several subpoenas relating to investigations into possible violations of the U.S. export laws. As a result, OLA jointly hosted an educational program presented by the Department of Homeland Security and the FBI to raise the awareness of Georgia Tech faculty regarding the consequences of failure to comply with these laws.

OLA continues to receive new matters through the email address established last year. The new procedure was established to help serve the campus more efficiently.

The Office continues to provide assistance to the Real Estate Development Office relating to new construction for the Institute. OLA continues to provide support to GT Facilities and relevant cooperative organization(s) as required for the Nano Tech facility, a new substation facility and a research park.

The staff continues to participate in training for faculty and staff. The course entitled “Understanding and Managing Legal Risks” was expanded from a two hour course to a full day and is taught in conjunction with the Office of Human Resources and Internal Auditing. Classes on Workplace Discrimination and Export continue to be offered periodically.

The Office continues to support educational efforts of the School of Public Policy's pre-law program by providing opportunities for students to participate in the internship program for law students, and by providing support for the moot court team.

The staff continues to serve on a variety of Institute and Board of Regents Committees including, but not limited to, Committee for Access Review, Institute Review Board, SACS Compliance, Homeland Security, Intellectual Property Policy Committee, Intellectual Property Licensing, Institute Biosafety Committee and Sexual Assault Task Force.

OFFICE OF ORGANIZATIONAL DEVELOPMENT

Leadership Initiatives

Georgia Tech rolled out its new University Leadership Program (ULP) for ten faculty members in key positions of academic leadership. The ULP was received very favorably by the participants who appreciated the opportunity to build on their leadership skills. The ULP for faculty was developed after the successful pilot year of the Masters Series Executive Development Program for staff. The Masters Series completed its second installment with a graduation ceremony for twelve participants in the Spring of 2006. President Wayne Clough, the keynote speaker at the graduation, stated how important programs like the Masters Series were in building staff “bench strength” to maintain Tech’s momentum.

Mentoring and Career Development

OOD celebrated the 10th Anniversary of the Mentor Tech Program in May 2006. Three departments, OIT, GTRI and ECE were recognized for their participation in the program. 273 employees have been served 349 times. 28 pairs of mentors and protégés went through a formal developmental process of coaching and self-assessment. The career development program, which was piloted in 2004, continues to gain momentum on campus. During the past year, 43 employees participated in the three sessions Career Development Program from the following departments: GTRI, ECE and ME.

OOD continues to expand its employee development initiatives and now provides a 360-Degree Feedback assessment and One-on-One executive coaching in addition to Behavioral Style Assessments such as MBTI, and DiSC and Leadership Assessments such as Life Styles Inventory, Campbell Leadership Indicator and Leadership Practices Inventory. The demand for these services is increasing. For campus leaders wanting to ensure they are being effective, our Office now also offers an in-depth confidential Leadership Effectiveness analysis.

Staff Training Programs

Georgia Tech Staff Training continued to flourish with Tech staff filling over 4,700 class seats in over 500 scheduled classes from July 2005 to June 2006. More than 900 Georgia Tech staff was enrolled in one or more of four OOD certificate programs. With over 210 participants completing their certificate program in the Fall of 2004, OOD witnessed a sustained level of success two years later with over 230 Georgia Tech staff completing their certificate programs in 2006. Newly appointed Provost, Dr. Gary Schuster, acknowledged that programs offered by offices like OOD are invaluable to the individual growth of each and every Tech employee and, most importantly, demonstrate the Institute’s commitment to investing in its people.

Change Management, Best Practices, and Internal Consulting

Our office continued to lead the change management effort for our PeopleSoft HRMS and Financials systems and expanded its support to include new Institute initiatives (the implementation of a new campus-wide chemical inventory management and telephone systems), new offerings (leadership/team transition workshops and strategic planning) and new services (created a full-time position to lead the transformation of our administrative systems training function).

The second year of the Georgia Tech Best Practices Challenge again recognized outstanding departmental best practices which are capable of being leveraged across the campus. The annual Challenge continues to focus on improving processes, leveraging technology, serving our students and celebrating people.

Georgia Tech Consulting Services (GTCS) worked with academic and administrative departments to continue improving customer service, operations, and efficiency within the Institute through ongoing customer service surveys, organizational reviews, and process improvement projects. In 2006, GTCS also began supporting Chancellor Davis' customer service initiative through the involvement of Dr. Hal Irvin as Georgia Tech's Customer Service Champion, and partnering with departments to improve the personnel transactions of students, faculty, and staff at the Institute.

REAL ESTATE DEVELOPMENT OFFICE

Major accomplishments of REDO in FY06 are as follows:

Successful acquisition of key parcels to support the GT Campus Master Plan:

- Managed and achieved settlement of two condemnation actions to procure 2+ acres of land as part of Technology Square
- Purchased two out of four remaining Tech Parkway/Marietta Street parcels to advance efforts to acquire Tech Parkway right-of-way from City of Atlanta

Initiated GATV real estate entity to develop Technology Enterprise Park (TEP) adjacent to GT campus.

- Completed phase 1 master plan for TEP
- Procured financial and development parcels
- Initiated marketing plan and executed initial lease to trigger financing of development
- Completed design of building 1, commenced construction
- Successfully procured zoning variances for site to allow reduced parking ratio
- Procured \$1.12M Economic Development Administration infrastructure grant

Community Outreach activities:

- Represented GT on steering committee for English Avenue Neighborhood Redevelopment Plan
- Represented GT on Neighborhood Planning Unit E Section (NPU-E) and served as chair
- Represented GT on Midtown SPI16 Development Review Committee

- Represented GT on Home Park Land Use Committee, 14th Street Bridge Committee, 14th Street master plan design committee and Fowler Street planning committee
- Elected to Board of Association of University Research Parks, national organization
- Received Atlanta Urban Design Commission annual award for community cooperative service related to Community Planning Committee for City Hall East Redevelopment Plan

The REDO supports GT administrative effectiveness by its active participation in community building and outreach activities. In its work in numerous communities adjacent to GT, the REDO supports a foundation of trust, effective communication and transparency with host communities that transcend the specific activities of REDO.

In the near term, acquisition of new properties adjacent to campus will allow GT to continue its goal, pursuant to the Campus Master Plan, to relocate administrative functions to the periphery of campus. This will clear land opportunities for the construction of major new academic and research facilities.

SECURITY AND POLICE

The Georgia Tech Security and Police Department went through its third full year under the leadership of Teresa Crocker.

The most significant accomplishment was the reduction of crime by 22.3%. We experienced a 40% reduction in motor vehicle thefts, and a 31.5% reduction in larceny theft. The case solvability rate increased to 54.5%. This accomplishment was realized through continued crime suppression and reduction efforts through partnerships with local law enforcement agencies and campus departments. We performed crime prevention education for more organizations on campus.

The Accreditation/Certification Division formalized the policy manual. To become compliant with Accreditation/Certification standards several processes were developed and refined. Training and education of Department personnel on policies and procedures were implemented.

This year we provided a 40 hour training block for sworn personnel. Training was also provided for non-sworn personnel. This training covered campus updates, less-lethal weapons, first aid, CPR, AED, and other required law enforcement training.

The Department obtained state of the art software systems for records and Computer Aided Dispatch (CAD) to replace the antiquated software that had been in place for many years.

The emergency action plans (EAP, GT EAP) were completely revised, the emergency operations center guidebook (EOCG) was written and implemented, and EAP training was conducted for building managers/units on campus. As a result, EAP submissions rose to approximately 75%, despite regular building manager turnover.

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Yellow Jacket 06, an annual emergency response functional training exercise was conducted with over 225 participants including campus units, the FBI, and the Atlanta Fire and Police Departments.

A \$92,215 FEMA grant for the GT Campus Siren Warning and Notification System was awarded to the department, with estimated installation by Dec 1.

We will continue to work as a team to meet our Good to Great goals.

MANAGEMENT OF CAMPUS CONFLICT AND CHANGE

The GT Dispute Management System and campus-wide training programs have been in operation since 1998 to support accomplishing our objective of effectively managing campus conflict. This system is comprised of “Multiple Entry Points” for managing campus conflict. The multiple entry points include Alternative Dispute Resolution (ADR)/Ombuds Office, Employee Relations, The Office of Diversity Management, Faculty Status & Grievance Committee, Impartial Board of Review, and the Dean of Students. These offices and committees maintain policies and processes that will appropriately address and/or resolve disputes.

The GT Dispute Management Team which is comprised of the ADR/Ombuds Office, Employee Relations and the Office of Diversity Management addressed 91 cases of employee concern during fiscal year 2006. Eighty-nine (89%) of the 91 cases were handled informally leaving only 10 cases (11%) to be handled through formal processes.

Dispute Management Processes

Formal Disputes	10
Informal Disputes	64
Facilitated Discussions	17

A variety of campus training is continuously available and is sponsored by the Office of Organizational Development to inform employees on productive methods of dealing with conflict. During fiscal year 2006, 36 courses were facilitated for employees on how to minimize conflict including, but are not limited to, the following:

- Building Community through Fair Performance Evaluations
- Building Better Work Relationships
- How to Save the Employee
- Managing Legal Risks
- Managerial Mediation Skills
- Preventing Workplace Discrimination
- Preventing Sexual Harassment
- Understanding and Managing Diversity

As a result of these training programs, 449 employees were trained.