Role of servant leadership explored at seminar

Michael Hagearty
Institute Communications and Public Affairs

T here’s an old adage among hik-
ers, often repeated as a way of mea-
suring one’s impact on the en-
vironment. But when the message
itself is internalized, it can have a
profound effect on an individual’s
approach to their personal and pro-
essional 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 mes-
sage can have meaning in the board-
room 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 abili-
ty to motivate others to want to strug-
gle for shared aspirations,” Stancell
emphasized the key elements of
desire and reward. The concept
of servant leadership, he said, was
coincided by author Robert Greenleaf
more than 30 years ago.

“Greenleaf popularized a philoso-
phy which said an effective leader
empowers others to achieve a goal,”
did 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 sym-
biotic relationship between leader-
ship 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 yard-
sick between listening and talking.

“ ‘No good idea was ever heard
through an open mouth,’” he joked.

Leadership continued, page 3

Tech researchers muster forces
for war on cancer

Sean Selman
Institute Communications and Public Affairs

C ancer 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 cele-
boration at the Petit Institute for
Biotechnology 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 data-
base 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 educa-
tional programs at Tech.

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

Provost Jean-Lou Chameau provid-
ed 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.”

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American students interested in studying abroad have a variety of options available to them, including programs sponsored by their universities or through the U.S. government. For example, the Fulbright Program offers grants to students, teachers, and professionals to study, research, or teach in other countries. Similarly, the Peace Corps provides opportunities for volunteers to work on development projects in various countries around the world. Additionally, many universities have exchange programs with institutions in other countries, allowing students to live and study abroad for a semester or a year.

Ahsan's experience taking classes in French and learning about French culture has been a valuable part of her education. She believes that learning a new language is an important way to expand one's horizons and gain a deeper understanding of different cultures and ways of thinking. In addition to studying abroad, Ahsan has also volunteered with Project Read and English-as-a-Second Language programs at Tech, teaching literacy to adults who are learning to read.

Ahsan's experiences in France and elsewhere have given her a strong sense of the importance of language and communication. She believes that understanding different cultures and languages is essential for solving problems and creating more effective solutions. As a Churchill Scholar, Ahsan will have the opportunity to continue exploring these ideas and applying them to her work in mechanical engineering.

The Churchill Scholarship is given to graduating seniors who have demonstrated exceptional academic achievement and have shown a strong commitment to making a contribution to their field of study. Ahsan is one of only 11 women to receive this prestigious honor, and she is the first female student at Georgia Tech to win the award. As a Churchill Scholar, Ahsan will have the opportunity to conduct 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.

Ahsan's experiences have prepared her well for this new challenge, and she is looking forward to the opportunities that the Churchill Scholarship will provide. 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. “I applied to 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.
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 the 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.

Leadership, cont’d from page 1

Stancell then outlined his approach for increasing an undergraduate’s exposure to these qualities, some of which, 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.brownbag.gatech.edu. 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.

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/ profs/merrill.html

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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 low cost rather than innovation. According to EDI researcher Jan Youitle, 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 have made no progress in developing new products or processes in the last two years, and that company concerns have shifted from information technology to marketing and new product development — 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 Youitle. "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, noted 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."
CAMPUSEVENTS

Arts & Culture
Feb. 14
The Fert 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 Fert 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 Science Council welcome D.B. Mitrocelli, 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 898-1818 or e-mail mary.fox@bits.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 cethelp@gt.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

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1994 Mazda B2500, 5-speed manual, new clutch, new fly wheel, tinted windows, good condition, $1,700 OBO. Call 404-610-3688 or jill.mixon@suc.umbc.edu.

1999 Nissan Quest GXE. 36K miles, dual a/c, AM/FM/cassette, TV/SCR, excellent condition, $14,000. Call 894-9521 or e-mail negal.yan@istp.net.

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

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COMPUTERS
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Toshiba 3110CT sub-notebook laptop, 512MB RAM, 1GB IDE, 1024x768 HD, 10/100 Network, floppy, CD, and more. Compact and in excellent condition, $420. Call 894-1027 or e-mail kyle.crawford@gti.gatech.edu.

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