STAGING FOR THE STONES

(Top) Two crew members assemble the stage in Bobby Dodd Stadium for the Rolling Stones concert that took place June 9. Crews began working in the stadium five days before the concert to assemble the stage, cover the field with flooring, and set up fencing and other equipment around the venue. (Bottom) Attendees begin to fill the stadium while opening act St. Paul & the Broken Bones performs. For more photos, visit www.c.gatech.edu/startmeup.

Campaign
Georgia Tech Surpasses Initial Goal of $1.5B

STACY BRAUKMAN
OFFICE OF DEVELOPMENT

When Campaign Georgia Tech began five years ago, it set an ambitious goal to raise $1.5 billion. With six months remaining, that goal has been surpassed, and just a handful of individual goals remain.

“Knowing that we hit our overall goal well before the end of the Campaign timetable is exciting,” said John F. Brock III, Tech alumnus and Campaign co-chair. “It is an impressive accomplishment for Georgia Tech.”

The Campaign is the largest in the Institute’s history. It is twice the size of the previous campaign, which was twice the size of its predecessor.

“We are very grateful to the Brocks for their tireless energy and commitment in leading the public phase of Campaign Georgia Tech,” said President G. P. “Bud” Peterson. “Reaching the $1.5 billion goal early is a testimony not only to their leadership, but to the ongoing engagement and loyalty of the entire Georgia Tech community. Together, we are pressing forward to accomplish all of our major Campaign goals so that the entire campus may celebrate the success.”

As the Campaign continues, generous donations continue to roll in. The Ray C. Anderson Foundation, named for the alumnus devoted to the idea of sustainability in manufacturing, made a commitment to the Scheller College of Business for $5 million in expendable funds over the next decade, resulting in the naming of Scheller’s Ray C. Anderson Center for Sustainable Business. Established in 2013 with seed funding from the Ray C. Anderson Foundation and overseen by Beril Tokyay and Howard Connell, the center was originally known as the Center for Business Strategies for Sustainability. “Ray Anderson championed the business case for sustainability,” said Peterson. “His life’s work to pioneer sustainability in global manufacturing is an inspiration for generations to come. We are honored to continue his legacy through this Center.”

Since its founding, the Center has been active in launching new

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**ARTS & CULTURE**

**June 25-27** DramaTech Theatre presents Down the Road, which centers on a convicted serial killer and the husband and wife writing team hired to help him write an account of his crimes. Performances begin at 8 p.m. dramatech.org

**Through June 26** The Georgia Tech Library and Robert C. Williams Museum of Papermaking host an exhibit on the early mappings of the Earth called A Gathering of Continents, an exhibit showcasing a 17th century atlas. Admission is free, and the museum is open weekdays from 9 a.m. to 5 p.m. rbl.gatech.edu

**SEMINS & LECTURES**

**June 23** An online webinar explores Fulbright opportunities in four unique regions of France: Alsace, Aquitaine, Nord Pas de Calais, and Rhône Alpes. Program staff will provide an overview of awards, review application process and tips, and have recent alumni share their experiences, from 2 to 3 p.m. Register online at c.gatech.edu/francefulbright

**June 25** The Atlanta REaT Program hosts an education Ph.D. career panel from 3:45 to 6 p.m. in Room 230. Psychology and Interdisciplinary Sciences (PAIS) Building, Emory University. Panelists will discuss their careers, how they got there, and tips for career exploration. c.gatech.edu/edupanel

**July 15** The Office of Human Resources hosts a Be Well session on the subject of power of attorney, with attorneys from ARAG Legal, from noon to 1 p.m. in Room 200, Scheller College of Business. RSVP to attend at c.gatech.edu/powersofattorney

**TRAINING**

**July 9-10** The Office of Sponsored Programs hosts a two-day Conduct of Research workshop for trainees funded by National Science Foundation or National Institutes of Health projects. Learn more and register at training.asp.gatech.edu

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an opportunity to discuss diversity and cultural issues,” said Lisa Mitchem, senior associate director of the Office of Scholarships and Financial Aid. “These stories — and their potential impact in the workplace — were phenomenal.”

This year, Institute Diversity’s Staff Diversity, Inclusion, and Engagement (SDIE) team invited a more expansive audience to the Diversity Roundtable, which included Georgia Tech faculty and staff; community, civic, non-profit, government, industry, and professional organization leaders; and fellow diversity and inclusion practitioners. The theme of the luncheon was “Death by 1,000 Cuts: The Impact of Giants… and Very Small Stings.”

“Together, the programs were designed to juxtapose the lingering and detrimental impact of ‘giant’ life experiences with the insidious nature of ‘small, yet stinging’ micro-events that we repeatedly endure,” said Cheryl Cofield, director of inclusion and engagement at Institute Diversity and primary choreographer of the event.

Pearl Alexander, executive director of SDIE at Institute Diversity, expanded on this idea. “Micro-messages are the little things that we do from a behavioral standpoint that diminish the way others feel,” she said. “Conversely, when our intentions are not full of pretense or ego, these messages can be affirming, creating positive, inclusive, and inspiring interactions.”

The SDIE team will continue to use the annual roundtable as one way to facilitate connection, engage employees in growing together, and enable diversity of talent to thrive on campus.

“As an ongoing initiative designed to help Georgia Tech reach its goal of inclusive excellence, the Diversity Roundtable is an experiential event, which features a series of powerful stories and small group dialogues,” said Archie W. Ervin, vice president of Institute Diversity. “Through a uniquely crafted methodology, participants are able to safely, courageously share experiences that encourage them to notice the impact of behaviors on relationships.”

Many attendees were moved by the sharing of stories that took place. “I learned about the power of sharing stories and how these community conversations can bind together people who are hearing these stories, thus lowering barriers and enabling us to communicate better with one another,” said Paul Goldbart, dean of the College of Sciences.

Susan O’Halloran, one of the storytellers, explained why storytelling is so effective. “It goes right to the heart,” she said. “You can’t argue with someone else’s experience. Once you understand someone’s experience, you can start to make connections.”

As a follow-up to the Diversity Roundtable, Institute Diversity’s SDIE team will host a conversation series that further explores micro-messages on July 22 from 11 a.m. to 1 p.m. in the Student Center Crescent Room, and August 14 from 11 a.m. to 1 p.m. in the Student Center Peachtree Room. To register for this conversation series, visit www.c.gatech.edu/micro-july22 and www.c.gatech.edu/micro-aug14

— Christine Kapurch, Office of Human Resources, contributed to this story.

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research and developing coursework in renewable and sustainable energy and related topics, Georgia Tech is a unit of the University System of Georgia, which presently includes faculty diversity efforts, and enhancing faculty, entrepreneurs, and executives.

Another major goal was hit in May when Mike Anderson, president and CEO of both the Southern Company Charitable Foundation and Georgia Power Foundation, announced a $5 million gift to establish the Dean’s Chair in the College of Engineering. In announcing the gift, Anderson recognized that Georgia Power and Georgia Tech have been linked for more than 125 years.

“I’m pleased that the most recent commitment from the Southern Company Foundation is directed to what is arguably the largest, most diverse, and finest College of Engineering in the nation, if not the world,” Anderson said.

Gary S. May, dean of the College of Engineering, will be the inaugural holder of the Southern Company Dean’s Chair.

“I cannot thank our friends at Southern Company enough,” May said. “I am honored to be the first dean to hold the Southern Company Dean’s Chair and very much value the partnership we have with Southern Company.”

The gift is structured to provide discretionary funds for the dean to use to continue building on the priorities of the College, which presently include faculty recruitment and retention, graduate student support, student and faculty diversity efforts, and enhancing the student experience on campus.

“Southern Company has created a vital, lasting legacy that provides essential resources for recruiting, retaining, and rewarding student and academic leaders,” May said. “This gift is truly an investment in the future of the College.”

Southern Company has a long history of offering support for Georgia Tech, including funding for Georgia Power Professors, research support for the Carbon-Neutral Energy Solutions Lab and the Strategic Energy Institute, and funds for student scholarships.

Campaign Georgia Tech will continue unabated until Dec. 31 at 11:59 p.m. To learn more, visit www.development.gatech.edu
Politicians, corporate executives, and celebrities often find themselves in trouble and feel the need to apologize. Some do it well, and the controversy dies. Others botch the apology, causing the controversy to grow. What separates the good apologies from the bad?

“Public apologies get a lot of press when an event is catastrophic or when a celebrity, bungles an apology,” said Rebecca Burnett, Class of 1958 Professor of Rhetoric and director, Writing and Communication Program in the School of Literature, Media, and Communication. “Bad apologies abound; they’re insincere, offering too little, too late,” she said. “Good apologies are rare; they’re believable and begin to rebuild trust.”

Lucien Dhooge, the Sue and John Stanton Professor of Law in the Scheller College of Business, said apologies can be a tricky business.

“In the words of the Elton John song, ‘sorry seems to be the hardest word’; although it bears noting that simply stating that one is ‘sorry’ for a specific set of circumstances is not the same as apologizing for causing them to occur,” Dhooge said.

He added that no one likes to admit that he or she was mistaken about a situation, harmed another person through his or her actions, or failed to live up to personal behavioral expectations.

“We think of ourselves as more caring, sensitive, ethical, and better behaved than our fellow human beings,” said Dhooge. “Apologies are an acknowledgement of our shortcomings and thus can be difficult no matter if it is in a personal or professional context.”

What is the correct way to apologize — and make it stick?

Effective apologies share several common traits. Burnett and Dhooge agree that sincerity, specifically a heartfelt and personal statement of regret, is at the top of the list.

“Make the apology genuine, sincere, heartfelt, honest — and work hard to make sure it is perceived as genuine by the various public audiences, which is difficult to do,” said Burnett. She also suggests practicing the delivery to avoid losing track of ideas and appearing unsure.

According to Dhooge, “Sincerity goes a long way toward repairing the damaged relationship between the apologizer and the recipient. On the other hand, reading verbatim from a prepared statement or being surrounded by a bevy of attorneys and public relations personnel may have the opposite effect.”

The timing of the apology also is important.

“Offer the apology early in the public information about the wrongdoing/incident/mistake/accident/event rather than delaying it by hours or days,” said Burnett.

Dhooge said, “The longer one waits to apologize, the longer the addressed harm has to fester and infect the relationship going forward. A delayed apology also conveys the impression that the apologizer was so insensitive as to not grasp the harmful nature of his or her actions or simply did not care enough to offer timely words of regret.”

The apology also needs to be in “plain English,” said Dhooge.

“This is not the time for management speak, customer relations jargon, or legal mumbo-jumbo, which often conveys defensiveness or a focus on the future when attention should be on the here and now,” he said. “The apologizer should clearly describe the circumstances that necessitated the apology and express regret for their occurrence.”

In addition, Burnett said the apologizer also should promise that the mistake will not happen again.

“Don’t skimp and omit parts of the apology — acknowledgment of wrongdoing, acceptance of responsibility, expression of regret, and a promise not to repeat the wrongdoing,” she said. “And don’t hedge or use weasel words.”

Navigating the Pitfalls

Some apologies miss the mark and fail to resonate with the intended audience. One reason is that the apologizer expects to forgive.

“The apologizer may seek forgiveness, but there is no guarantee that the apology will be accepted,” Dhooge said. “Stated another way, simply making an apology does not entitle one to forgiveness. Some apologizers lose track of this point and thus cannot understand why their apologies fell flat.”

Dhooge said the expectation of immediate exoneration is unrealistic.

“Acceptance and forgiveness are only granted by the recipient and cannot be demanded by the apologizer,” he said.

Avoiding the “I want to apologize” trap is also critical.

“Language should be taken at face value,” said Dhooge. “Stating that one wants to (apologize) is not actually doing it. ‘Wanting’ to do something and actually ‘doing’ something are two different concepts altogether,” he said.

Burnett agrees that the language is very important.

“Avoid an apology that includes profanity; makes slurs against race, gender, ethnicity, age and so on; blames someone else (especially an underling); or offers excuses,” she said.

Delivering a strong apology can be hard to do. However, Burnett said that well-done apologies have distinct benefits.

“Good apologies may touch personal lives of victims, defuse public anger, satisfy a sense of taking moral responsibility, serve to make amends (or begin that process), ameliorate litigation, and begin to resolve the problem,” she said.

SUMMER TOUR SWEEPS THE STATE

(Above) President G.P. “Bud” Peterson talks with David Davis, president of Precision Products Inc. (PPI), in Dalton on June 17 as part of the president’s annual summer tour of Georgia. This year’s tour covered 650 miles, 30 counties, and 13 cities and towns. Read more at www.president.gatech.edu. (Right) Peterson smiles at the ‘thank you’ plaque engraved for him using one of PPI’s pieces of equipment. PPI works with Tech’s Enterprise Innovation Institute and the Georgia Manufacturing Extension Partnership.

Sorry, Not Sorry: How to Make a Public Apology

For a more comprehensive listing of events, or to add one of your own, visit calendar.gatech.edu
You've had a pretty wide variety of experiences. Talk a little bit about your career path. I graduated in 1983 and spent about a decade in the telecommunication industry. I worked my way up from engineering to management. I worked for big companies and startups, and found I liked the startups. I'd left Atlanta at that time and was able to come back and put together a venture capital firm. I spent about a decade doing that. I looked at tech companies in the Southeast, a lot from Georgia Tech, as well as North Carolina, Florida, and others. That gave me a really good background in the right ways and sometimes the wrong ways to do technology-based startup companies.

What led you to venture capital? I worked in a couple of venture-backed startups and liked the process a great deal. I realized the venture investors were typically people just like me and I thought I would fit well in that role. I didn't have a formal finance background, but I learned it later.

What brought you back to tech at Georgia Tech? I was engaged as an alumnus, served on committees and endorsed a professorship. Using that status, I was criticizing some things Georgia Tech was doing 12 years ago. I kept saying, “We need to do better.” So they provost at the time said, “Stephen, why don’t you come fix it?” I planned to do this for about two years. It has now been 10 years and I’m still here. I never planned to do this for a living, but I fell in love with this place. Every university claims it’s special, but this one really is. It’s just a wonderful place to spend every day.

Why do you believe so strongly in what Georgia Tech is doing to encourage entrepreneurship and partnership with the private sector? We have both a mission and an obligation to the economy of Georgia by making these economic development activities happen. We’ve taken that role very seriously. Tech, unlike almost any university in the U.S., was created for economic development. We are very unusual. This is just a different way of doing economic development — 130 years ago it was textile mills and coal mines. Now it’s creating infrastructure behind innovation neighborhoods like Tech Square. It’s this new economic development model based on brainpower.

We are seeing a lot of growth and investment from the private sector around Tech Square. To what do you attribute that momentum? This is kind of like the country band that makes it big and people say it’s an overnight success. This really started 15 years ago. It’s taken a lot of work and a lot of effort to make this stuff happen. I do think a lot of people just started to notice. Announcements were made around 1999 and 2000 about Tech Square, and we’re doing a lot of the things Georgia Tech leadership said we were going to do. I don’t know of another place like this in the country. It’s an absolutely unique asset. We’re the first to get an innovation neighborhood right.

Why do you believe Georgia Tech’s location in Atlanta is an asset? The advantage Georgia Tech has is that we’re a major research university in a major city. That makes a lot of people want to be here right next to Georgia Tech. That makes it an exciting place for our students. They love the idea that they can get a great job and still stay close to campus. Most schools can’t offer that.

You grew up in Atlanta. What has it been like watching the city grow and change? It’s been really kind of remarkable. There was a period where everyone was leaving the city and the suburbs were where all growth and activity were going to be. Atlanta was in danger of becoming a Detroiter where everything is shaped like a donut. Fifteen years ago, this area [around Tech] emptied out at the end of the day and no one wanted to live here. Now, it’s a walkable, bikeable neighborhood. Tech Square is the sort of neighborhood where you can get to work early, stay for dinner, and feel like you’re in a nice neighborhood, not an office building where they turn the lights off at 5 o’clock.

Were you interested in entrepreneurship as a student at Tech? Or is that something you developed later in life? If there was a class on entrepreneurship in 1983, I didn’t take it. Back then, you didn’t use the word entrepreneur. And if you did, it meant you couldn’t get a job at AT&T. That was the goal back then — you wanted to work for a big company for 40 years.

Talk about Tech’s shift toward hands-on, real-world experiences. That’s been a student-driven change. I’m proud of the students doing that. Their generation’s goal is to create jobs. Not just for themselves, but for a lot of people. These kids are really, truly inspiring with what they want to go off and do, so we’re trying to keep up with them. These resources for entrepreneurial students at Tech are just amazing. In most cases, they’re there because students say, “We want this and we need this, Georgia Tech. What are you going to do about it?” And we’re scrambling to keep up.

This story originally appeared in the Summer 2015 (Vol. 91, No. 2) issue of the Georgia Tech Alumni Magazine. Read more at gatamag.com

Julie Ancis, associate vice president of Fratinita Diversity, was elected to Fellow status in the American Psychological Association (Division 35: Psychology of Women) for outstanding contributions with respect to scholarly publications and leadership and impact in the psychology of women.

Muhammad Bakir, associate professor in the School of Electrical and Computer Engineering, was named an IEEE Components, Packaging, and Manufacturing Technology Society Distinguished Lecturer for a four-year term. Aerospace engineering professor Robert Braun received the first ever Space Technology Award from the American Astronautical Society for his outstanding achievement in space technology. Aerospace engineering professor Marilyn Smith was appointed to the editorial board for Scientific Reports, an open-access online journal produced by the publishers of Nature.