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Georgia Tech College of Engineering School of Electrical and Computer Engineering





Dear friends,

The 2023-2024 academic year and fiscal year has been an extraordinary chapter for the Georgia Tech School of Electrical and Computer Engineering (ECE). This year, artificial intelligence (AI) has played a pivotal role in shaping our story, a topic that is highlighted in-detail in this annual report.

Research and faculty achievements have also been particularly noteworthy this year. Our faculty have distinguished themselves through groundbreaking research initiatives, securing prestigious grants, and publishing influential papers in top-tier journals. Their dedication to advancing the frontiers of knowledge has enhanced our academic reputation and provided our students with a rich, research-oriented environment.

Our ongoing collaborations with industry and public sector leaders help bridge the gap between our academic and research achievements and their practical applications. These relationships continue to remain vibrant aspects of our community. They have provided our students and faculty members with unmatched opportunities to make an immediate impact at a societal level.

As we move forward, our promise remains steadfast: to continue building a better tomorrow. This promise drives us, inspires us, and reaffirms the vital role that Georgia Tech ECE plays in the landscape of global technology and innovation.

Thank you for all you do to support ECE.

Go Jackets!

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Arijit Raychowdhury Steve W. Chaddick School Chair and Professor

11 This year, artificial intelligence has played a pivotal role in shaping our story.



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[ ENROLLMENT ]

## 2,762

overall total

## 1,285

total undergraduate enrollment, FY 23

590 B.S.E.E. 695 B.S.Cmp.E. 1,477 total graduate enrollment, FY 23

653 M.S.E.C.E.
3 M.S. Bioengineering
8 M.S. Cybersecurity
63 M.S. Cybersecurity—online
14 MS Computational Science and Engineering
37 Robotics
633 Ph.D.
22 Ph.D. Bioengineering
44 Ph.D. Machine Learning



841 overall total

322 total undergraduate degrees awarded, FY 23

> 151 B.S.E.E. 171 B.S.Cmp.E.

519

total graduate degrees awarded, FY 23

372 M.S.E.C.E. 2 M.S. Bioengineering 17 M.S. Cybersecurity—online 2 M.S. Computational Science and Engineering 26 M.S. Robotics 98 Ph.D. ECE 2 Ph.D. Bioengineering

## > LEADERSHIP TRANSITIONS

#### Davenport Named Associate Chair for Graduate Affairs

Professor Mark Davenport joined the School's leadership team as the associate chair for graduate affairs.

In this role, Professor Davenport will serve as the School's primary representative on all matters related to graduate academics. He will oversee the graduate affairs team, lead the graduate admission process, develop programs and assessments, and collaborate closely with the chair and associate chairs on academic initiatives.

#### Matthieu Bloch Joins College's Leadership Team as Associate Dean for Academic Affair

Professor Matthieu Bloch joined the College of Engineering leadership team as associate dean for academic affairs.

Bloch serves as the College's primary representative on all matters affecting undergraduate and graduate academics. He will lead program development, manage a range of assessment programs, and work with school chairs on academic programming.

The appointment continues Bloch's service in academic leadership roles. He was ECE's associate chair for graduate affairs since January 2021.

## Bakir Named Director of the Packaging Research Center

Professor Muhannad Bakir was named director of the Institute for Electronics and Nanotechnology's 3D Systems Packaging Research Center (PRC).

Originating as a National Science Foundation Engineering Research Center in 1993, the PRC is a national leader in the advanced packaging of microelectronics. As director, Bakir will guide the PRC into the future of advanced packaging through his vision and expertise. He is responsible for ensuring that the PRC's world-class facilities support the emerging needs of advanced packaging of microelectronics and supports members of the campus community who uses these facilities.

#### Ushering in a New Era of Pediatric Healthcare at Georgia Tech

Stanislav Emelianov, Joseph M. Pettit Endowed Chair, Georgia Research Alliance Eminent Scholar, and professor of ECE and biomedical engineering at Georgia Tech, was named co-director of the Children's Healthcare of Atlanta Pediatric Technology Center (PTC).

The PTC is a unique partnership that supports interdisciplinary research among clinicians, engineers, and scientists from Georgia Tech, Children's, and Emory University. Together, they harness the power of artificial intelligence, data science, and cutting-edge medical devices to address the most pressing challenges in pediatric healthcare.

## LEADING IN AI EDUCATION

Georgia Tech ECE is pioneering a future where artificial intelligence (AI) is strategically integrated into all aspects of learning, enriching the educational journey for today's students, and empowering the next generation of leaders.

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As AI continues to transform our everyday lives, we recognize the importance of equipping students with the skills and knowledge to thrive in an AI-driven world.

This year, the College of Engineering (CoE) took decisive steps forward like introducing the AI Makerspace in partnership with NVIDIA and Penguin Computing. ECE was proud to play a leading role in making this one-of-a-kind AI supercomputer designed specifically for students a reality. Additionally, along with CoE, we've developed and strengthened AI courses and opportunities for students to pursue, ensuring they're prepared for the challenges and opportunities of tomorrow. As leaders in AI, we understand that AI transcends the virtual realm of algorithms and advanced computing technology. It profoundly influences and advances tangible aspects of the physical world today. AI is already making its powerful and unique impression on all corners of the human experience. Recognizing the unpredictable nature of powerful change, we choose to actively lead where AI and humanity meet.

#### Introducing the AI Makerspace

For today's students to be tomorrow's AI innovators, they can't just learn theory. That's why Georgia Tech created a purpose-built artificial intelligence supercomputer hub specifically for students. The Georgia Tech AI Makerspace, in collaboration with NVIDIA, gives students access to some of the world's most powerful computational hardware — right here on campus.

Initially focusing on undergraduate students, the AI Makerspace aims to democratize access to computing

# GEORGIA TECH Al Makerspace

resources typically reserved for researchers or technology companies. Students will access the cluster online as part of their coursework, deepening their AI skills through hands-on experience. The Makerspace will also better position students after graduation as they work with AI professionals and help shape the technology's future applications.

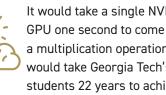
"The AI Makerspace represents a significant advancement in technology for education," explains Arijit Raychowdhury, professor and Steve W. Chaddick School Chair of Electrical and Computer Engineering. "To draw a comparison, the makerspace will provide a technological upgrade equivalent to switching from an etch-a-sketch to an iPad. That's the level of difference in technology that the AI Makerspace provides to students."

#### Powering the AI Makerspace

The Georgia Tech AI Makerspace is a dedicated computing cluster paired with NVIDIA AI Enterprise software. The software technology resides on an advanced AI infrastructure that is designed, built, and deployed by Penguin Solutions, providing a virtual gateway to a high-performance computing environment.

#### The first phase of the endeavor is powered by:

- 20 NVIDIA HGX H100 systems
- 160 NVIDIA H100 GPUs
- 1,280 Intel Sapphire Rapids CPU cores
- 40TB 4800 MHz DDR5 DRAM
- · 230.4 TB NVMe storage



It would take a single NVIDIA H100 GPU one second to come up with a multiplication operation that would take Georgia Tech's 50,000 students 22 years to achieve.

### **NVIDIA Chief Scientist Talks** Future of AI Hardware at ECE **Distinguished Lecture**

Bill Dally, chief scientist at NVIDIA, visited the Georgia Tech campus on April 10, 2024, to deliver a Distinguished Lecture hosted by the School of Electrical and Computer Engineering.

During his lecture on "Directions in Deep Learning Hardware," Dally provided valuable insights into the evolving landscape of hardware as artificial intelligence (AI) continues to shape the field. He highlighted some of NVIDIA's recent advancements, including the company's recently announced Blackwell architecture, while addressing the challenges and opportunities that lie ahead.





**Read online!** Georgia Tech Professor: Banning AI from school is a mistake

The op-ed in Fortune from ECE School Chair Arijit Raychowdhury calls on educators to

set students on the right path with AI, making the case that AI is the next technology that every student needs to know a bit about to navigate our modern times.

## FACULTY AND STAFF



104 academic faculty **11** academic professionals 52 research ad faculty

98 administrative staff

faculty members holding chairs or professorships

Promotion and Tenure

**Promotion to Associate Professor** 

Research Faculty Promotions Theeradetch Detchprohm Principal Research Engineer

Senior Research Engineer

Senior Research Engineer

Research Engineer II

Promotion to Professor Manos Antonakakis

Nima Ghalichechian

Zhiyang Jin

Anil Babu Poda

Kevin Whitmore

44 IEEE Fellows

3 NAE members

> New Faculty



Matthew Hale Associate Professor

Divya Mahajan Assistant Professor

#### Faculty and Staff Awards

#### **External Awards & Honors**

Farrokh Ayazi | National Academy of Inventors Fellow

Wenshan Cai | Optica Fellow

Vince Calhoun | Organization for Human Brain Mapping Glass Brain Award

**Deepakraj Divan** | 2024 IEEE Medal in Power Engineering

Greg Durgin | IEEE Fellow

**Callie Hao** | Intel Rising Star Faculty Award, NSF CAREER Award

Omer Inan | IEEE Fellow

**Bernard Kippelen** | Knight of the French National Order of Merit

Hyesoon Kim | IEEE Fellow

Pan Li | National Science Foundation (NSF) CAREER Award

Shaolan Li | Trailblazer R21 Award

Arijit Raychowdhury | Purdue Outstanding Electrical and Computer Engineer Award Paul Steffes (emeritus) | NASA Exceptional Scientific Achievement Medal

Karthikeyan Sundaresan | National Academy of Inventors Fellow

Madhavan Swaminathan (emeritus) | Rao R. Tummala Electronics Packaging Technology Award

**Shimeng Yu** | IEEE Fellow, Intel Outstanding Researcher Award

Fumin Zhang | IEEE Fellow

#### **Internal Awards & Honors**

Sankaraleengam Alagapan | Outstanding Non-Tenure Track Faculty Award, Sigma Xi Awards Best Faculty Paper Award

Lucretia Allen | Hats Off Performance Award

**Ghassan AlRegib** | Distinguished Faculty Achievement Award

**Douglas Blough** | D. Scott Wills Mentoring Award

Eve Cuero | Hats Off Performance Award

Faramarz Fekri | John E. Pippin Chair in

Wireless Communications

Nima Ghalichechian | Outstanding Junior Faculty Member Award

Jennifer Hasler | Regents' Entrepreneur

Omer Inan | Regents' Entrepreneur

Tushar Krishna | Outstanding Mid-Career Faculty Member Award

Daniel Molzahn | Junior Faculty Teaching Award, Class of 1940 W. Roane Beard Outstanding Teacher Award

Quoc Anh Nguyen | Hats Off Performance Award

**Christopher Rozell** | Sigma Xi Awards Best Faculty Paper Award

Maryam Saeedifard | Ken Byers Professor

Raghupathy Sivakumar | Regents' Entrepreneur

Manos M. Tentzeris | Ed and Pat Joy Chair in Antennas, Outstanding Achievement in Research Innovation Award



Maegan Tucker Assistant Professor

## STUDENTS AND STUDENT GROUPS

ECE student groups provide outlets for community building, K-12 outreach and service, and professional development. Our students also participate in interdisciplinary clubs and many social, professional, and cultural organizations at Georgia Tech.



ECE Ambassadors • ECE Graduate Student Organization • Eta Kappa Nu Georgia Tech IEEE • The Hive • Women in Electrical and Computer Engineering Black, Latino, and Indigenous in Electrical and Computer Engineering (BLIECE) • Silicon Jackets

#### **Award Winners**

Our students receive awards through the Roger P. Webb Awards Program in ECE and awards events held by other organizations and offices on campus. This year's winners include:

Rudranshu Datta, Justin Zhang ECE Graduate Teaching Assistant Excellence Award

**Piyush Kumar, Justin Zhang** ECE Graduate Research Assistant Excellence Awards

Michael Meng ECE Undergraduate Research Award

#### Student Highlights



#### **OPPORTUNITY** RESEARCH SCHOLARS' STUDENTS SWEEP SRC'S TECHCON

ECE's Opportunity **Research Scholars** Program (ORS), an undergraduate

research experience, had students attend the Semiconductor Research Corporation (SRC) conference, TECHCON 2023, in Austin, Texas in October 2023.

The event provided educational opportunities through coursework, research competitions, and direct industry interaction. ECE students excelled, winning the top three undergraduate awards: Hanna Khor (1st Place), Janet Tocho (2nd Place), and Adrian Candocia (3rd Place).

#### **[**[ I've realized that technology is evolving before our eyes, and we truly have the chance to " shape the future.

- Hanna Khor, a third-year electrical engineering major on ORS and TECHCON.

Jennifer Wolfe ECE Faculty Award

Amanda Hegadorn ECE Outstanding Service and Outreach Award

Aaron E. Wu **Outstanding Electrical Engineering** Senior Award

Maxime Beaulieu **Outstanding Computer** Engineering Senior Award

Jennifer Wolfe, Helen Grenga **Outstanding Woman Engineer Award** 

#### PREM PART OF **INVENTURE PRIZE** WINNING TEAM

Rhea Prem and the Lilypad Health team won this year's InVenture Prize, an interdisciplinary

students and recent graduates.

The team's groundbreaking invention, an at-home, non-invasive menstrual blood screening tool, aims to revolutionize women's health by making crucial tests more accessible.

Prem, alongside teammates Netra Gandhi and Ethan Damiani, developed the innovative solution to address gaps in preventive health care. Their work not only earned them the \$20,000 prize but also a spot in Georgia Tech's CREATE-X Startup Launch program.



WOLFE WINS **HELEN GRENGA** AWARD FOR FOSTERING **INCLUSIVITY IN** ENGINEERING

Jennifer Wolfe was honored with the 2024 Helen Grenga

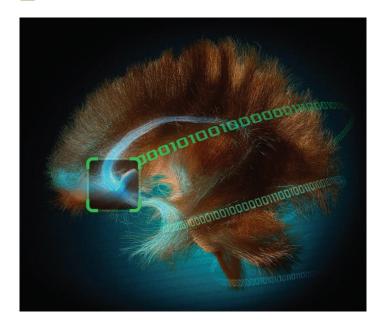
Outstanding Woman Engineer Award.

The award, which is named after Georgia Tech's first full-tenured female engineering professor, is given annually to one femaleidentifying student who excels in their academic pursuits and also works to create a more inclusive and diverse engineering community.

Wolfe was recognized for her passionate efforts in encouraging women to pursue engineering degrees and careers. She's heavily involved in all three Georgia Tech women in engineering organizations: Society of Women Engineers, Women in Engineering, Women in Electrical and Computer Engineering, participating as a mentee as well as a mentor.

innovation competition designed for undergraduate

#### RESEARCH AND EDUCATION HIGHLIGHTS



#### RESEARCHERS IDENTIFY CRUCIAL BIOMARKER THAT TRACKS RECOVERY FROM TREATMENT-RESISTANT DEPRESSION

A team of clinicians, engineers, and neuroscientists has made a groundbreaking discovery in the field of treatmentresistant depression. By analyzing the brain activity of patients undergoing deep brain stimulation (DBS), the researchers identified a unique pattern in brain activity that reflects the recovery process in patients with treatment-resistant depression. This pattern, known as a biomarker, serves as a measurable indicator of disease recovery and represents a significant advance in treatment for the most severe and untreatable forms of depression.

Sankar Alagapan, a research scientist in ECE was the lead author of the study, Professor Christopher Rozell was a co-senior author.

The team's findings, published in the journal Nature, offer the

first window into the intricate workings and mechanistic effects of DBS on the brain during treatment for severe depression.

This study is a crucial step toward using objective data collected directly from the brain via the DBS device to inform clinicians about the patient's response to treatment. This information can help guide adjustments to DBS therapy, tailoring it to each patient's unique response and optimizing their treatment outcomes.



## FOUR ECE ENGINEERS, THREE RECEIVER SITES, TWO DAYS, AND ONE ECLIPSE EXPEDITION

While hundreds of Georgia Tech students gathered on Tech Green on April 8 to witness the first eclipse in the United States in close to a decade, three Ph.D. students in ECE began preparing for the eclipse days ahead. Roderick Gray, Matthew Strong, and Varun Rajput, along with ECE research engineer Kevin Whitmore, traveled early Saturday morning to Houston, Texas.

The team, part of the Low Frequency Lab directed by ECE Professor Morris Cohen, set out with a goal of capturing data that could revolutionize our understanding of the Earth's ionosphere, particularly the elusive D-region.

Upon arrival in Texas, they split off to three receiver sites in Kerrville, Lost Pines, and Waco. The solar eclipse offered a unique opportunity to study the ionosphere's behavior under unusual solar conditions.

This snapshot is not just about capturing a moment, it is about peeling back layers of atmospheric behavior which have eluded study because of limited traditional observation methods during regular day and night cycles.

"The eclipse gives us a perfect planned sunset, daytime to nighttime to daytime, very rapidly," said Whitmore. "It gives us a peek at how those layers move up and down based on the influence of the sun."

## GRIDTRUST HELPS PROTECT THE NATION'S ELECTRIC UTILITIES FROM CYBER THREATS



A new cybersecurity technology that relies on the unique digital fingerprint of individual semiconductor chips could help protect the equipment of electrical utilities from malicious attacks that exploit software updates on devices controlling the critical infrastructure.

The GridTrust project, which has been successfully tested in a real substation of a U.S. municipal power system, combines

the digital fingerprint with cryptographic technology to provide enhanced security for the utilities and other critical industrial systems that must update control device software or firmware.

"The security of updates applied to equipment is critical to maintaining operation of the nation's electricity grid," said Santiago Grijalva, the project's principal investigator and Southern Company Distinguished Professor in ECE.

The project focused on power system controllers, including sensors, actuators, and protection relays that are normally located in power substations distributed throughout a utility's service area. Malicious actors may attempt to alter the software controlling the devices to, for instance, turn off power or damage the equipment. The attacks could take place if technicians attempt to use corrupted software to make updates at utility substations or other facilities.



FROM FATE TO SHARED SUCCESS: THE LOVE (AND GRADUATION) STORY OF IRFAN AND FABIA AT GEORGIA TECH ECE

Despite attending the same university in

Bangladesh, Irfan Al-Hussaini and Fabia Farlin Athena never met until their studies at ECE.

Their first encounter was brief but sparked a mutual curiosity. Their relationship blossomed during their Ph.D. studies, providing mutual support both academically and personally.

They got married in Atlanta in 2022, surrounded by family and friends from both Bangladesh and the United States, marking a new chapter in their lives together.

Now, Al-Hussaini works at NVIDIA, and Athena is pursuing a postdoctoral fellowship at Stanford. Their story highlights the unexpected ways education and community can bring people together, turning Georgia Tech into the perfect backdrop for their love story.

"We are grateful to ECE because it is a place where we made so many dreams come true," said Athena. "We credit Georgia Tech as much more than just the place we got our education, it turned out to be the unexpected, yet perfect, backdrop for our love story to unfold."



#### GEORGIA TECH AND SAMSUNG LOOK TO UNLEASH THE FUTURE OF DIGITAL STORAGE

The rise of Al-driven technologies relies heavily on advanced data storage solutions. Without efficient storage, applications like

self-driving cars and healthcare diagnostics would not reach their full potential.

A collaboration between Georgia Tech and Samsung aims to reduce voltage in current technology, enhancing AI systems. Assistant Professor Asif Khan and Dipjyoti Das, a postdoctoral fellow under Khan's supervision, are leading the effort, bringing together multiple labs and researchers. Their focus is on improving NAND flash technology, which is crucial for devices like SSDs and USB sticks.

The challenge lies in reducing NAND's high voltage requirements, which currently exceed 20 volts, leading to increased energy consumption and potential damage. The research was presented at the International Electron Devices Meeting (IEDM) in San Francisco in December, highlighting the importance of strategic partnerships in driving innovation and efficiency in data storage.

## A RECORD BREAKING YEAR FOR ECE RESEARCH (AGAIN)

#### ECE Secures Historic \$81.3 Million in Research Funding, Driving Future Technologies and Addressing Workforce Challenges

This fiscal year (FY 23), ECE received \$81.3 million in sponsored research funding, breaking last year's record of \$81.1 million and setting a new record for the second consecutive year.

Additionally, the School set a new expenditure record of \$112 million for FY 23, with \$70 million dedicated to sponsored research. These figures reflect a broader trend of growing research investment and activity for the School.

The considerable funding interest from industry, governmental entities, and philanthropy is geared at fueling cutting-edge research taking place at the

School that broadly aims to enhance current technologies and pave the way for future innovation.

It also underscores the need to cultivate the future workforce of electrical and computer engineers crucial to addressing a significant shortage of workers in the field.

"It's an exciting time for ECE at Georgia Tech," said Arijit Raychowdhury, the Steve W. Chaddick School Chair and professor. "The dedication of our entire community to stay engaged and dedicated, recognizing that our work is greater than any one individual, sets us apart. This collective effort underscores the importance of our work now more than ever."

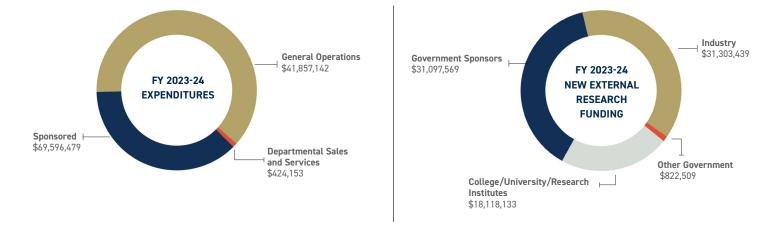
ECE's record research numbers align with funding trends across Georgia Tech, which ranked No.17 in higher education research and development (and No. 1 among universities without a medical school). The ranking, based on an annual survey conducted by the National Science Foundation, reflects a year of innovations in healthcare, computing, and sustainability research.

Georgia Tech's record \$5.3 billion economic impact for FY 23 also underscores its leading role in driving Georgia's economic growth and job creation, with the highest state impact and employment contribution.

## FINANCES

New external research funding in FY 23 totaled \$81,341,651 from grants and contracts, a record number for ECE. Of the \$81.3 million total, 38% came from industry, 22% came college/university/research institutes, and 2% from other sources.

The School spent \$111,877,774 from state, sponsored research, and departmental sales and services sources. This money mostly pays for faculty, staff, graduate student support, and researcher salaries, and the rest is used for materials and supplies, travel, and equipment in support of our research and educational missions.





## DEVELOPMENT



Over the next three years, with the support of alumni, parents, faculty, staff, friends, corporations, and foundations, Georgia Tech – and ECE - can secure the resources that will help us achieve the most ambitious goals in our history. For more information about "Transforming Tomorrow" and ECE's fundraising activities, contact Jeff Colburn, director of ECE Alumni Development at jeff.colburn@ece.gatech.edu or Patricia Allen, director of ECE Corporate Development, at patricia.allen@gatech.edu.

#### FY 2023-24 DONORS

We would like to thank the following corporations, organizations, and individuals for their generous support in the amount of \$8,418,158 to the School and its affiliates during this fiscal year.

Thomas and

#### INDIVIDUALS

Anonymous 160 Keefe and Joanna Bohannan Niles and Kathleen Bolton Robert Brown McKenzie Brumet Philip and Kayla Burrus Rob and Gwyneth Butera Ken and Tricia Byers Larry and Karen Calhoun Domenic Carr Steve and Barbara Chaddick Arunabha Chatterjee Brian and Na Chen Jeff and Lindsay Colburn Harriett Coleman Michael and Jennifer Coleman Adrian Colomitchi Al and Mary Connelly Taylor Crane Jeffrey Elms Ken and Sue Entrekin Joseph and Raena Evans John and Lorraine Facella Michael and Diane Farber David and Carol Flanagan Lawrence and Beth Fulghum Kamal and Nimisha Garg

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## 

#### **GRADUATES HONORED AT COLLEGE OF ENGINEERING ALUMNI AWARDS**

Five ECE graduates were honored at the 2024 College of Engineering Alumni Awards Induction Ceremony on April 20.

The ceremony honors numerous graduates across the College's eight schools each year.

Three ECE graduates, Rodney Adkins (EE 1981, MS EE 1983, Hon. Ph.D. 2013), Gary May (EE 1985, Hon. Ph.D. 2021), and Aleksander Slzam (EE 1974, MS EE 1980), were inducted into the College's Hall of Fame, its highest honor.

Nick Otto (EE 2005) received the Council of Outstanding Young Engineering

Alumni Award, and Joel Stenson (EE 1997) was honored with the Academy of Distinguished Engineering Alumni Award.

The ceremony is a testament to the College's commitment to excellence and the remarkable achievements of its alumni.



#### 40 UNDER 40 CLASS OF 2024

Announcing the Georgia Tech Alumni Association 2024 Class of 40 Under 40! Six ECE graduates, representing 15% of the total, were recognized for their diverse backgrounds in entrepreneurship, research, academia, and beyond. These alumni are not just leading now; they are poised to drive innovation and make lasting contributions well into the future.

This year's 40 Under 40 honorees from ECE are Jonathan Blake Brannon (EE 06, MS ECE 07), Joseph Boettcher (EE 17, MS CS 21), Austin Foote (EE 13, MS ECE 14), Azra Ismail (CmpE 17, PhD HCC 23), Min-Gu Kim (PhD ECE 19), and Malik Russel (CmpE 17).

#### FROM ONE ENGINEER TO ANOTHER

At the Spring 2024 Commencement — almost 60 years after Ronald Yancey, EE 1965, became the first Black student to graduate from Georgia Tech — Deanna Yancey, his granddaughter, earned a master's in electrical and computer engineering. Not only was the elder Yancey in attendance, but he also presented the diploma to his granddaughter onstage at McCamish Pavilion.

"We are extremely proud that Deanna took the initiative to select her field, to quietly and quickly apply, arrange her curriculum, and follow through with the completion of her matriculation," Ronald Yancey said. "Deanna's graduate degree is truly an impressive achievement."

From a granddaughter's perspective, "It signifies the passing of a baton from one engineer to another. But more importantly, the struggle that he saw is not the struggle that's going on now."





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