



## Carnegie Mellon

### Welcome to The Piper!

Just to set the record straight, this isn't a publication about bagpipes or bagpipers. We might include the occasional story about the university's rich piping tradition, but we won't be all bagpipes, all the time. That's not what we're here for.

Instead, The Piper will be a new source for official Carnegie Mellon news. Published each month (we'll take brief vacations in December, June and July), this newspaper will be dedicated to telling the stories that make Carnegie Mellon an educational institution like no other. We'll include stories about the research that has propelled us to the top of the national rankings, and we'll also feature pieces on the people who make that research happen, the students we all support, and the events and activities that make this university a vibrant place to live, work and learn.

The Piper also aims to strengthen the connection between Carnegie Mellon's Pittsburgh campus and its programs around the world. As the university expands and becomes an institute for global learning, it's important for people in Pittsburgh to know what their peers in Silicon Valley, Qatar or Australia are doing. We hope to bridge that information gap with The Piper by running stories that will help us all remember that regardless of our location, we all share in the rich Carnegie Mellon tradition.

Our first issue contains something for everyone — a newsy feature on campus construction, a fun Q&A with Dean of Student Affairs Jennifer Church, recaps of Homecoming and Reunion Weekend, a little bit of Carnegie Mellon lore and International Dispatches from Qatar, Japan and Australia. We hope you like what you see.

And we hope you'll keep reading.

## Architect Mack Scogin Tackles Gates Complex From the Inside Out

■ Bruce Gerson

It's a good thing Mack Scogin is a problem solver. How else could he design one of the largest structures on campus in one of the most challenging sites at Carnegie Mellon, while meeting the requirements of its future inhabitants and gaining the approval of the university's Design Review Committee? Putting a square peg in a round hole wouldn't be totally accurate in describing the feat, but it's pretty darn close.

Scogin, co-principal of the Atlanta-based, award-winning Mack Scogin Merrill Elam architectural firm, is accustomed to solving problems. "One of the things that distinguishes our firm is that generally when people have a big challenge on their plates, they come to us," he said in a southern drawl.

That big challenge for Carnegie Mellon is the new \$88.6 million Gates Complex for Computer Science, made possible with a \$20 million lead gift from the Bill & Melinda Gates Foundation. The complex will consist of two buildings, totaling 210,000 square feet, and a 150-space underground parking garage on the western part of campus. A four-story, 50,000 square-foot structure



A FOUR-STORY STRUCTURE WILL SIT OFF FORBES AVENUE BETWEEN CYERT AND HAMBURG HALLS AND WILL CONNECT FROM ALL LEVELS TO A SEVEN-STORY, MULTIFACETED BUILDING NESTLED BETWEEN THE PURNELL CENTER, DOHERTY, NEWELL-SIMON AND SMITH HALLS, AND THE COLLABORATIVE INNOVATION CENTER.

shaped like a trapezoid will sit 180 feet off Forbes Avenue between Cyert and Hamburg halls. Research will be the theme for this yet-unnamed building, which will connect from all four levels to a seven-story, multifaceted companion building called the Gates Center, which will be nestled between the Purnell Center for the Arts, Doherty, Newell-Simon and Smith halls, and the Collaborative Innovation Center.

The two facilities will encompass 5.6 acres of the West Campus and will

be surrounded by enough green space — about 120,000 square feet — to rival the Cut. Landscape architecture firm Michael van Valkenburgh Associates, part of the Scogin team, has designed a "greenscape" that will include a winter garden, tree groves, rain garden, patio, benches, pedestrian bridges, walkways and pathways. It will even have a volleyball court. A green roof on the east side of the Gates Center will be visible from the Cut.

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## On the Record: Jennifer Church



JENNIFER CHURCH

■ Jenni King

Jennifer Church took the helm as dean of student affairs at Carnegie Mellon this past April after more than a decade in various student life positions at the university. The Piper caught up with Church earlier this month to learn more about her take on Carnegie Mellon students, why she loves her job and what she likes to do when and if she has free time. You might be surprised by some of her answers.

### What attracted you to a career at Carnegie Mellon?

I was actually beginning doctoral work at Pitt in 1995 and decided I also wanted to continue working. There was an opportunity in the student life office

working with community standards — which is an area that I have experience in — and so I applied for the position. Right timing, right place, and luckily everything came together.

Carnegie Mellon really was the only institution that I was considering because I was really impressed with the institution and the caliber of students.

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# the PIPER

10/06 Issue

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In addition, Carnegie Mellon University does not discriminate in admission, employment or administration of its programs on the basis of religion, creed, ancestry, belief, age, veteran status, sexual orientation or gender identity. Carnegie Mellon does not discriminate in violation of federal, state, or local laws or executive orders. However, in the judgment of the Carnegie Mellon Human Relations Commission, the Presidential Executive Order directing the Department of Defense to follow a policy of, "Don't ask, don't tell, don't pursue," excludes openly gay, lesbian and bisexual students from receiving ROTC scholarships or serving in the military. Nevertheless, all ROTC classes at Carnegie Mellon University are available to all students.

Inquiries concerning application of these statements should be directed to the Provost, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-6684 or the Vice President for Enrollment, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-2056.

Carnegie Mellon University publishes an annual campus security report describing the university's security, alcohol and drug, and sexual assault policies and containing statistics about the number and type of crimes committed on the campus during the preceding three years. You can obtain a copy by contacting the Carnegie Mellon Police Department at 412-268-2323. The security report is available through the World Wide Web at [www.cmu.edu/police/statistics.htm](http://www.cmu.edu/police/statistics.htm).

Obtain general information about Carnegie Mellon University by calling 412-268-2000. Produced for the Media Relations by the Communications Design Group, October 2006, 07-192.

## The Tartan Turns 100

■ Brittany McCandless, Tartan Reporter

After dedicating itself to reporting on local and campus news, Carnegie Mellon's student newspaper is making headlines of its own: The Tartan is turning 100.

Since its first issue in October 1906, The Tartan has chronicled the university's history in its pages. From the merger between Carnegie Tech and the Mellon Institute, to the students who attacked Strom Thurmond with marshmallows during his campus appearance, The Tartan has covered it all.

For its editors, managers, writers and designers, making the newspaper has evolved dramatically since 1906. Students no longer put the issues "to bed" by hand, and editors don't have

paper's first office was in Porter Hall, the only building on campus when The Tartan was founded, then it moved to the south mezzanine of the College of Fine Arts. The paper relocated to the Carnegie Union building, formerly the Andrew Mellon mansion and now the location of Doherty Apartments. The Tartan's fourth office was in Skibo and the fifth in the Old Student Center. Now, the newspaper makes it home on the third floor of the University Center.

To celebrate The Tartan's 100th

**FOR ITS EDITORS, MANAGERS, WRITERS AND DESIGNERS, MAKING THE NEWSPAPER HAS EVOLVED DRAMATICALLY SINCE 1906. ... GONE ARE THE DAYS OF HANGING TYPESET PARAGRAPHS UP TO DRY, WAXING BLOCKS OF COPY, PRESSING OUT LETRASET HEADLINES AND INSERTING HAND-DRAWN ILLUSTRATIONS.**

to drive downtown to pick up the papers fresh from the printer. Gone are the days of hanging typeset paragraphs up to dry, waxing blocks of copy, pressing out Letraset headlines and inserting hand-drawn illustrations.

Today's staff creates the paper on in-office computers and goes to press by sending electronic files to the printer. The weekly publication now appears in full form on The Tartan's Web site, and a collection of digital cameras has replaced the office darkroom.

The office itself has also been transformed since The Tartan was born. The

anniversary, its staff members joined forces with Alumni Relations to host several events during Homecoming and Reunion Weekend earlier this month. Alumni had the opportunity to tour The Tartan's office and feel the pulse of weekend production during the paper's Open House, and past and present staff members participated in a panel discussion about the newspaper. Celebrations continued with an anniversary party that gave former and current staff members a chance to share stories of toiling away to produce the century-old publication.

While The Tartan celebrates its



THE TARTAN HAS CHRONICLED THE UNIVERSITY'S HISTORY SINCE ITS FIRST ISSUE APPEARED IN OCTOBER 1906.

IMAGE COURTESY OF THE CARNEGIE MELLON UNIVERSITY ARCHIVES

past this fall, its writers, editors and managers are focused on keeping the paper current with the rapid

technological advances going on in the newspaper industry today. The Tartan is creating an entire media organization poised to adapt to the changing desires of its audience.

To do this, the staff is establishing relationships with the university's radio station, WRCT, and its television station, cmuTV. By joining forces with campus media outlets, The Tartan can broadcast university and local news via the airwaves and stream up-to-date video on the paper's Web site, [www.thetartan.org](http://www.thetartan.org).

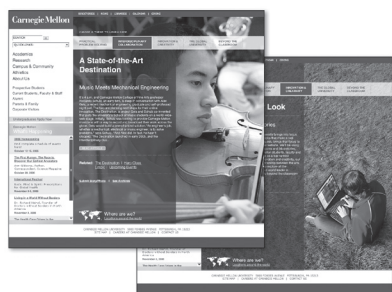
The Tartan staff is also forging relationships with students at sister campuses in Silicon Valley and the Middle East. In time, The Tartan will boast regular correspondents from Carnegie Mellon West and Carnegie Mellon Qatar, so all Carnegie Mellon students will always know what their peers are doing thousands of miles away.

As it enters its second century as the university's student newspaper, one thing is certain about The Tartan: It will continue to chronicle Carnegie Mellon's history and hold its rich tradition within its pages.

## NEWS BRIEFS

### CMU.edu Redesigned

Keep an eye out for the new [www.cmu.edu](http://www.cmu.edu). Following research and focus groups with students, faculty, staff and alumni, University Advancement's Marketing Communications Department and Computing Services teamed up with Enrollment Services and the Web Forum to redesign the university's Web site. Designed by local agency Ripple Effects Interactive, the new site will be updated daily and will give visitors a look into Carnegie Mellon's innovative and distinctive nature. It will allow visitors to submit their own story ideas and photographs for consideration on the university homepage. To provide feedback on the site, send email to [web-feedback@andrew.cmu.edu](mailto:web-feedback@andrew.cmu.edu).



### United Way Campaign Ends Nov. 17

Carnegie Mellon's annual United Way campaign began earlier this month and runs through Nov. 17. United Way of Allegheny County connects people and organizations, streamlining the process of getting funds to agencies that impact critical community needs. Last year, United Way partner agencies assisted nearly one million individuals in Allegheny County alone. Donations can be made at [www.unitedwaypittsburgh.org/carnegiemellon](http://www.unitedwaypittsburgh.org/carnegiemellon) or via a pledge card distributed through campus mail. This year, the university aims to increase participation as well as maintain a level of giving that supports those in need in the Pittsburgh community.

### Carnegie Bosch Institute Endows Five New Faculty

The Tepper School of Business and the Carnegie Bosch Institute for Applied Studies in International Management have announced five endowed appointments that constitute a new research committee focused on developing insights into global business. The appointments recognize individual faculty members

for outstanding research applicable to solving problems in a dynamic and complex global business environment. The appointments are: Sunder Kekre, Bosch Professor of Manufacturing and Operations Management and committee chair; R. Ravi, Carnegie Bosch Professor of Operations Research and Computer Science; Linda Argote, Carnegie Bosch Professor of Organizational Behavior and Theory; Don Moore, Carnegie Bosch Faculty Development Chair; and Vishal Singh, Carnegie Bosch Faculty Development Chair. As part of its new vision, the Carnegie Bosch Institute has also developed several leadership forums, including the flagship Global Leadership Executive Summer Forum.

### New "Green" Approach Transforms Plastics Manufacturing Process

Using environmentally safe compounds like sugars and vitamin C, scientists at the Mellon College of Science have vastly improved a popular technology used to generate industrial plastics for applications ranging from drug delivery systems to resilient paint coatings. The revolutionary improvement in atom transfer

radical polymerization (ATRP) enables large-scale production of many specialty plastics and will allow existing materials to be made more efficiently. "By reducing the level of the copper catalyst used in ATRP, we have made this process at least 100 times more efficient and much more amenable to industrial processes," said Krzysztof Matyjaszewski, J.C. Warner Professor of Natural Sciences and director of the Center for Macromolecular Engineering.

### Heinz School Creates Institute of Social Innovation

The Heinz School has created the new Institute of Social Innovation (ISI) to foster creativity and entrepreneurship in the social sector. Funded by a two-year grant from The Grable Foundation and an anonymous donor, the institute will focus on creating new courses, conducting research and establishing outreach programs aimed at promoting innovation and societal change. The institute is being led by Denise Rousseau, the H. John Heinz II Professor of Organizational

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## ASK ANDREW

**Dear Andrew, Why is “the Cut” called “the Cut?” It doesn’t look like anything of the sort to me. J.P., H&SS**

**Dear J.P.,**

Carnegie Mellon’s main campus wasn’t always flat and lush with grass, like it is today. Well, it was lush — but not with neatly manicured lawns. Instead, it was “all hills and valleys,” as Ted Fenton writes in his “Carnegie Mellon 1900–2000: A Centennial History.” He also offers a direct answer to your question: “Until 1917, a ravine or ‘cut’ extending from the present site of the tennis courts to the deep ravine on the Forbes Street side of Wean Hall marked the edge of campus. Hornbostel [Carnegie Mellon’s original architect] had planned to build a bridge across the valley, but instead the ravine was filled in by 1917 after Tech acquired the land that separated the campus from Forbes Street. About one million cubic feet of earth from a nearby hill filled the Cut. In 1908 making one’s way from Forbes Street to the existing campus across what is now a level lawn (the Cut) would have meant a scramble down one side of a steep, brush-covered slope and another scramble up the other side.”

**Dear Andrew, I read somewhere that Margaret Morrison Carnegie College turns 100 this year. What were the original majors in the college and how many women were enrolled in the first class? S.C., University Advancement**

**Dear S.C.,**

Even before the Carnegie Technical Schools had a president, it had a vision. The original trustees imagined a learning institution divided into four units, among them the Margaret Morrison Carnegie School for Women (eventually renamed Margaret Morrison Carnegie College). In 1908, the college had 16 faculty members — nine women and seven men — and enrolled 395 women (221 day students and 174 night students). Margaret Morrison originally offered three-year diploma programs and two-year certificates, and the courses were “planned to develop womanly attributes and give a foundation on which to build a career in distinctly feminine fields.” The college offered programs in bookkeeping and office work, cooking, millinery, stenography, and sewing. These girls weren’t all about traditional women’s roles, though. As early as 1906, they had plans to start a basketball team.

**Have a question for Andrew? Send it to [cribbs@andrew.cmu.edu](mailto:cribbs@andrew.cmu.edu).**

# David vs. Goliath – Tartan Basketball Looks To Slay Big Opponent

■ Adam Lazarus, Sports Information Intern

The two universities are located just a mile apart, yet in recent decades Pitt and Carnegie Mellon’s basketball programs have rarely crossed paths. But Nov. 1, the Tartans will lace up and do battle with the Panthers — a perennial Big East powerhouse — in a preseason exhibition game at the Petersen Events Center on the Pitt campus.

“It’s a daunting task,” said Carnegie Mellon Head Coach Tony Wingen, who is in his 17th season at the helm of a program that captured its first University Athletic Association (UAA) Championship last year. “Yet we want to go in with the mindset that there are things we can do and have success with — things we can do that will give the Panthers some trouble.”

— occurred early in the 1996-97 campaign.

While Carnegie Mellon has not defeated the Panthers since a 68-64 win in 1969, the Tartans are no stranger to Division I play, or success versus bigger national programs. Since 1993, the Tartans have played 12 games against seven different Division I opponents. And during last season’s historic 20-6 run, Carnegie Mellon defeated Princeton 51-46 on the Tigers’ home court.

“Pitt is much better than Princeton was last year, but it does give us confidence that we can beat a Division I team,” Wingen said.

The Tartans enter the contest with several returning members from last



THE TARTANS, WHO WON THEIR FIRST UAA TITLE AND ADVANCED TO POST-SEASON PLAY LAST YEAR, WILL TAKE ON THE PITT PANTHERS NOV. 1.

**“IT’S A DAUNTING TASK. YET WE WANT TO GO IN WITH THE MINDSET THAT THERE ARE THINGS WE CAN DO AND HAVE SUCCESS WITH — THINGS WE CAN DO THAT WILL GIVE THE PANTHERS SOME TROUBLE.” – HEAD COACH TONY WINGEN**

The conference the Tartans belong to, the UAA, consists of eight Division III schools, and most of Carnegie Mellon’s opponents in recent years have been these “smaller” colleges. Although they’re members of the NCAA, Division III schools do not offer athletic scholarships, unlike their Division I counterparts — including Pitt.

Despite the programs’ differences, the 7:30 p.m. matchup will not be the first time the Tartans and Panthers square off. Pitt owns a 106-18 historical advantage in competition against the Tartans, with most of those games occurring before Pitt joined a major athletic conference. In their most recent clash, Pitt defeated Carnegie Mellon 97-70 in a similar preseason showdown in November 2004. The last regular season meeting — an 84-39 Pitt home victory

season’s squad, but this year’s edition will look different from the team that lost to Baldwin-Wallace in the opening round of the NCAA Division III tournament last season.

“We have a very inexperienced team, we are young,” Wingen said. “We’re still trying to find our identity, but I think we’re all very confident that we are going to have a very good season.”

Beyond the exposure for the program and the seasoning the Tartans will get by playing one of the top teams in the national rankings, the game with Pitt offers to be a thrilling experience.

“It’s fun for the players to play in a big arena against guys you see on TV all year and read about in the national magazines,” Wingen said.

## Upcoming Events

### Nov. 1

Interactive Theater  
“The Fix,” focusing on conflict management  
11 a.m., Rangos 1  
Register at <https://acis.as.cmu.edu/gale2/servlet/HRLearn2>

### Nov. 2-4

International Festival  
“Body, Mind & Spirit: Prescriptions for Global Health”  
University Center

### Nov. 2

Health and Benefits Fair  
11 a.m.–5 p.m.  
Rangos Ballroom

International Festival Lecture  
“Epidemic Vulnerabilities in a Connected World”  
Dr. Donald S. Burke, dean of the Graduate School of Public Health, University of Pittsburgh  
4:30 p.m., McConomy Auditorium

Adamson Visiting Writer Series  
Marshall Klimasewiski, (HS’88), author of fiction collections

“Cottagers” and “Tyrants.”  
8 p.m., Adamson Wing, Baker Hall 136A

### Nov. 3

International Festival  
Lecture & Lunch  
“Living in a World Without Borders”  
Dr. Richard Heinzl, founder of Doctors Without Borders North America  
12:30 p.m., Rangos Ballroom

### Nov. 4

Carnegie Mellon Football  
The Tartans vs. Bethany College  
1 p.m., Gesling Stadium

### Nov. 4

International Festival  
“The Mystical Arts of Tibet: Scared Music Sacred Dance”  
Tibetan Monk Singers of Drepung Loseling Monastery  
7 and 9 p.m.  
Rangos Ballroom

### Nov. 6

University Lecture Series  
“The Health Care Crisis in the Developing World: Spotlight on Nicaragua”  
Oscar Aragon, ophthalmologist and founder of an education and training center in Nicaragua  
4:30 p.m., Adamson Wing, Baker Hall 136A

### Nov. 9

University Lecture Series  
“Fish School”  
Dean Pomerleau and son, Kyle  
4:30 p.m., Adamson Wing, Baker Hall 136A

### Nov. 10

CAUSE Speaker Series  
“She Would Be Better Off in the South: Working-Class Black Women and Their Families Response to New York State’s Use of Southern Parole.”  
Cheryl D. Hicks, assistant professor of history, Williams College  
5 p.m., H&SS Auditorium, Baker Hall

# And the Andy Goes To...

## ■ Susie Cribbs

Each October, Carnegie Mellon pauses in the midst of the busy fall semester to bestow its annual Andy Awards on individuals or teams of staff members whose outstanding dedication and performance have made a significant impact on the university. The awards are open to all non-faculty university employees and are presented in five categories: enthusiasm, innovation, dedication, culture and citizenship.

Without further ado, this year's winners are... (Drum roll, please.)

### ENTHUSIASM

Honors staff members who bring a positive and productive perspective to work, building morale within groups or organizations on campus.



**WINNER:** John Sengenberger  
**TITLE:** Director of Alumni Relations  
**SCHOOL:** Tepper School of Business

**PRaise FROM PEERS:**  
"John's enthusiasm and drive has resulted in a truly outstanding alumni relations program that would not be half as successful if not for him."

"John Sengenberger displays the most enthusiastic and positive spirit of anyone that I have ever worked with. And his enthusiasm is contagious! ... I admire his fortitude in making sure that alumni are continually aware of what is happening with their alma mater and individually responding to their requests, needs and direction."

### INNOVATION

Recognizes thinkers and doers who have developed new approaches, methods and systems to improve organizational effectiveness, find solutions to problems or foster change that benefits the entire Carnegie Mellon community.



**WINNER:** The Oracle 11i E-Learning Initiative Team

**TEAM MEMBERS:** Renee Fisher, e-learning and systems support specialist; Amanda Perkins, university card manager; Brett Rebeschke-Smith, Oracle help desk analyst; Leonard Stellanato, business training specialist; and Noel Ross Strader III, scientific/technical specialist

**DEPARTMENTS:** Human Resources, Financial Systems, Office of Technology for Education

**PRaise FROM PEERS:**  
"The Oracle 11i E-Learning Initiative Team developed a self-service module to meet the campus training needs. ...

Development of this online learning module enabled campus users of the expense and procurement modules to select a self-paced training experience that could be accomplished at their own schedule and convenience."

"They did an excellent service for the Carnegie Mellon community in helping us understand our transition to Oracle 11i. I applaud their efforts and their time in helping the transition to 11i be as smooth as possible."

"Considering the number of users who had to be certified and the short time frame, the Oracle 11i E-Learning Team did a great job!"

### DEDICATION

Celebrates employees who take pride in their work and unfailingly serve their customers through an unyielding commitment to getting the job done right.



**WINNER:** Lori Bell  
**TITLE:** Benefits Specialist  
**DEPARTMENT:** Human Resources

**PRaise FROM PEERS:**  
"Lori has consistently been a star service provider during her tenure at Carnegie Mellon, committed to advocating on behalf of Carnegie Mellon faculty and staff and their families, [and] working through the bureaucracies of numerous vendors..."

"Lori is immediately responsive — always willing to go the extra mile, listening with care to requests for assistance to understand the underlying need. ... Lori's service orientation makes faculty and staff feel that she is their ally who can and will help them get through the red tape of the benefits world."

### CULTURE

Recognizes staff who foster a balanced, inclusive workplace culture and are committed to providing a welcoming environment.

**WINNER:** Leslie Rhodes  
**TITLE:** Pre-Award Administrator  
**DEPARTMENT:** Office of Sponsored Programs



**PRaise FROM PEERS:**  
"Her leadership has inspired others to work with her and, at times, to take the lead. Leslie has always been supportive of the work of her coworkers and constituents."

"... When the people who coordinated Carnegie Mellon's Take Our Daughters and Sons to Work Day decided to drop their involvement, Leslie — who was already an active member of Staff Council — just picked it up and ran with it. ... There were only six weeks to pull it all together and she built a team and was able to pull off a great day for the children."

"Leslie simply takes requests and if she can't get them done, she finds the person who can and then helps. ... She is a wonderful giver, server and person."

## NEWS BRIEFS

CONTINUED FROM PAGE TWO

Behavior at the Heinz School and the Tepper School; Tim Zak, president of the Pittsburgh Social Innovation Accelerator and an adjunct professor at the Heinz and Tepper schools; and Marie Coleman, senior director of development and special projects at the Heinz School. For more about the ISI, visit [www.heinz.cmu.edu/socialinnovation](http://www.heinz.cmu.edu/socialinnovation).

### Open Enrollment Runs Through Nov. 10

Open Enrollment for health care benefits will take place through Nov. 10. This is an opportunity for university employees to make changes to their benefits for 2007. Because a new vision carrier has been added to Carnegie Mellon's list of benefits vendors, this year's open enrollment

will also be a special, one-time open vision election year. Faculty and staff should soon receive Open Enrollment packages at their home addresses that outline new monthly rates and plan features for the benefits programs. The annual Benefits and Fitness Fair will be held in conjunction with Open Enrollment from 10 a.m. to 4 p.m. on Thursday, Nov. 2. Dozens of vendors will be on-hand to provide benefits information, conduct demonstrations and health screenings, and answer questions. For more information on health care benefits, Open Enrollment or the Benefits Fair, visit <http://hr.web.cmu.edu>.

### International Festival Explores Rx for Global Health

Carnegie Mellon will hold its annual International Festival Nov. 2-4 in the University Center. Organized around the theme, "Body, Mind and Spirit: Prescriptions for Global Health,"

the festival will feature a keynote lecture by Dr. Richard Heinzl, founder of Doctors Without Borders North America.

Free tickets to the lecture are available at the University Center (UC) Information Desk. Other events scheduled for the weekend include a student cultural food fair; an international bazaar and marketplace with food and craft vendors; and "The Mystical Art of Tibet: Sacred Music and Sacred Dance," featuring the famed multiphonic Tibetan Monk singers of Drepung Loseling Monastery. Other lectures, workshops, gallery shows, panel discussions and films will occur throughout the festival. For more, see [www.cmu.edu/internationalfestival](http://www.cmu.edu/internationalfestival).



### DARPA Picks Tartan Racing for Funding

Carnegie Mellon's Tartan Racing is one of 11 teams that will receive technology development funds from the Defense Advanced Research Projects Agency (DARPA) to help prepare for the agency's Urban Challenge event for autonomous vehicles. The Urban Challenge, scheduled for Nov. 3, 2007, will require driverless vehicles to negotiate 60 miles of streets in a mock-urban setting somewhere in the western United States. Each of the 11 "track A" teams will receive up to \$1 million from DARPA, with monies paid out in increments as the teams achieve milestones over the next year. More than 60 teams submitted proposals to DARPA for track A funding. Tartan Racing, with General Motors as its premier sponsor, will prepare two driverless Chevy Tahoes, though only one can be entered in the competition. Other sponsors of Tartan Racing include Caterpillar, Applanix, Continental AG, Google and Intel. For more on the team, visit [www.tartanracing.org](http://www.tartanracing.org).

# Does What Happens on Facebook Stay on Facebook?

**New Research Shows Lack of Concern for Privacy in Online Communities**

## CITIZENSHIP

Rewards staff who have committed time and energy to working with others to improve and enhance the Carnegie Mellon community.

**WINNER:** Pat Roach

**TITLE:** Assistant Manager

**DEPARTMENT:** Property and Space Accounting



## PRAISE FROM PEERS:

“Pat’s energetic ‘can do’ attitude about getting this important job done is never daunted despite the less-than-enthusiastic reception of his directions and reminders on the subject. ... He is unfailingly cheerful and maintains a warm sense of humor. His certainty that the work can be done and done right is contagious.”

“He engenders a spirit of common effort and purpose for what can easily be misinterpreted as a tedious and seemingly unnecessary task of annually reviewing and accounting for our space.”

“Pat exhibits a positive approach, deals with requests in a most positive way, has strong ‘team player’ abilities and fosters that attitude in others, and is extremely dedicated to Carnegie Mellon.”

## “Smart People” To Be Filmed on Campus

“Smart People,” starring Dennis Quaid as an eccentric Carnegie Mellon English professor, Rachel Weisz as the former student he falls in love with, and Mary Steenburgen as the English department head’s assistant, will film on campus in early November. The film’s producer is Michael London, whose credits include “Sideways,” “House of Sand and Fog” and “The Illusionist.” According to Assistant Vice President for Marketing Communications Marilyn Kail, terms of the agreement may include the use of College of Fine Arts students as extras, production assistants and interns, and on-campus speaking engagements by production crew and cast members. She said the university would also request that the film be screened on campus before the release date. More details regarding the production schedule and locations will be released when they are finalized.

## Byron Spice

Pittsburgh isn’t exactly Vegas on the Mon, but students who use Facebook often expect that what happens at Carnegie Mellon stays at Carnegie Mellon.

That was never the reality about Facebook. But its members nonetheless assumed that personal information they posted on the social networking site was shared only within the university community, say two Carnegie Mellon researchers who are the first to study information-sharing behaviors on the site. The perception was so strong that few users ever bothered with the site’s privacy controls.

Recent changes to Facebook, including the addition of its News Feed and Mini-Feed features and opening the site to all comers, have heightened privacy concerns. Still, “I suspect that not much of that behavior will change,” said Alessandro Acquisti, assistant professor of information technology and public policy at the Heinz School.

Acquisti bases his prediction on surveys of Carnegie Mellon students and data-mining studies he performed with Ralph Gross, a School of Computer Science graduate student. They found that not only did few Facebook users take full advantage of the site’s privacy controls, but that only 5 percent made adjustments even after they knew how their personal information could be used against them.

The potential pitfalls are considerable. Facebook, the seventh most visited site on the Web and top photo-sharing site, is unique among major online social networks in using real names and linking them with photos. Gross, a research assistant in the Data Privacy Lab, was taken aback when he first explored the site in 2005.

“I was just stunned by the amount of information people revealed,” he said, noting many profiles included birth dates, hometowns, addresses — otherwise hard-to-get information that could significantly aid an identity-theft scheme.

The site has strong privacy controls built in, but users tell Acquisti and Gross that they usually don’t change the default settings because they feel comfortable sharing information within a network of university peers. Fewer than 1 percent make their profiles unsearchable. That’s understandable, said Gross: “Why would you join a social network if no one could find you?”

This is, however, only an “imagined community,” Acquisti added. Though Facebook users join a network that seems to be restricted, such as a network

The screenshot shows Mark Zuckerberg's Facebook profile. At the top, it says "facebook" with navigation links for home, search, browse, invite, help, and logout. Below that, it identifies the profile as "Mark Zuckerberg's Profile (This is you)" and "Harvard". The profile picture is a black and white photo of a young Mark Zuckerberg. To the right of the photo, his name "Mark Zuckerberg" is listed, along with his location "Harvard Facebook San Francisco, CA". Below this, his personal details are shown: Sex: Male, Birthday: May 14, 1984, Hometown: Dobbs Ferry, NY, and Relationship Status: In a Relationship. A "Mini-Feed" section displays recent updates, including "Mark commented on Ezra Callahan's note Life Goal #16: Go to the Nut in a Tux. 7:14pm" and "Mark edited Profile Picture on his profile. 3:47pm". There are also sections for "Harvard Friends" (147 friends at Harvard) and "Friends in Other Networks" (Harvard 147, Facebook 96, San Francisco, CA 82). The "Information" section at the bottom shows contact info, including email, AIM screenname, mobile number, and current address: 156 University Avenue, Palo Alto, CA 94301, Kirkland. It also lists activities and interests, such as "lots of facebook information flow, exponential growth, minimalism, meditation, driving, writing, making things, social dynamics, domination".

MEMBERS OF FACEBOOK OFTEN ASSUME THE PERSONAL INFORMATION THEY POST ON THE SITE IS SHARED ONLY WITHIN THEIR SPECIFIC NETWORK. THIS PUBLICLY AVAILABLE SCREENSHOT OF FACEBOOK FOUNDER MARK ZUCKERBERG SHOWS JUST HOW MUCH PERSONAL INFORMATION IS ON THE SITE.

of Carnegie Mellon students, it has always been fairly easy for outsiders to gain access. In the past year, reports have multiplied of university officials, newspaper reporters and parents using Facebook to identify underage drinkers, rowdy fans at football games and instances of hazing.

None of that had much impact on online behavior, but recent changes

**“NOW, NO ONE WORRIES ABOUT PRIVACY. THEY JUST USE IT. WE ARE PRETTY AMAZING IN HOW WE ADAPT TO NEW FORMS OF REVELATION.”**

**— ALESSANDRO ACQUISTI, ASSISTANT PROFESSOR OF INFORMATION TECHNOLOGY AND PUBLIC POLICY**

made by Facebook — which is rumored to be preparing itself for sale to Yahoo! or another suitor — sent many users into an uproar last month.

First came the rollout of News Feed and Mini-Feed, news aggregators that announced when members added or dropped a friend, broke up with a lover or posted new photos. It’s not that the same information wasn’t previously available by visiting a member’s page, but it had never been so easily available. Facebook officials responded by giving members more control over the content of the news feeds.

But whether the news feeds or the decision last month to open Facebook’s

regional networks — though not its university or workplace networks — to any and all comers will change users’ sense of security within their imagined communities is not clear.

With the advent of Google’s Gmail electronic mail service several years ago, for instance, many worried that matching ads to email content would be an invasion of privacy, Acquisti noted. “Now, no one worries about privacy.

They just use it,” he said. “We are pretty amazing in how we adapt to new forms of revelation.”

Revelation, not privacy, is what social networks are all about anyway. “We are not privacy advocates,” Acquisti said, “but we do study privacy issues, and these studies also lead us to understand more general information-revelation patterns.”

What people reveal about themselves and the lies they tell about themselves can vary greatly depending on circumstance, Acquisti explained. In this regard, social networks can serve as windows for observing the forces that drive information revelation.

Facebook, with its use of real names and its wealth of photos, provides a real-world check on the truthfulness of its members that other social networks, such as MySpace or Friendster, lack.

“Facebook,” Gross added, “allows us to observe people in the wild.”

# Alumni Discuss Public Art in Campus Crawl

## ■ Jonathan Potts

The 30 or so alumni who went on the Campus Art Crawl, sponsored by the Center for the Arts in Society during Homecoming and Reunion Weekend, were rather bemused to learn that recent public art installations had stirred up controversy on campus.

In their minds, the only real scandal was the lack of public art at Carnegie Mellon.

“For a school so rich in art and art history, why aren’t we arguing over how few pieces of art there are?” said Richard Fieler (E’56).

**“FOR A SCHOOL SO RICH IN ART AND ART HISTORY, WHY AREN’T WE ARGUING OVER HOW FEW PIECES OF ART THERE ARE?”**

– RICHARD FIELER (E’56)

“Look at this room,” Fieler said, referring to the Danforth Lounge in the University Center during a discussion after the art tour. “There’s not a single piece of art on the walls.”

The Campus Art Crawl was led by Professor of Architecture Doug Cooper, who started the tour inside the University Center in front of the murals he designed for the building’s rotunda. From there, Cooper took the group to the Kraus Campo and then to “Walking to the Sky.” Along the way, he offered his candid critique of both installations, and described the reactions that both had elicited on campus.

“On a university campus, is it almost an obligation for a public art work, on some level, to be controversial? ... It’s a very important question to consider,” Cooper said as he led the group out of the University Center.

The alumni were particularly surprised to hear that “Walking to the Sky” provoked such strong protest. Most of them liked the striking, 100-foot-tall sculpture designed by alumnus Jonathan Borofsky (A’64), and like Cooper, appreciated the perspective it offers the students who stream onto campus

**“THE ONLY THING THAT I CAN THINK OF THAT SOMEONE WOULD OBJECT TO IS THAT IT’S SUCH A DRAMATIC PIECE THAT SOMEONE MIGHT DRIVE INTO A TELEPHONE POLE COMING DOWN FORBES.” – JIM FELDMAN (S’57, E’58, E’60)**

every day from Forbes and Morewood avenues. The figures on the pole seem to move in the same direction as the students, Cooper said.

“I think it gives humanity to a place that some people might see as cold and sterile,” said Elizabeth Heltsley Hoyle (MM’56). “At night, when it’s lit, it really gets your attention.”

One man joked that the only problem with the sculpture is that it presents a bit of a traffic hazard.



ARCHITECTURE PROFESSOR DOUG COOPER LED ALUMNI ON A TOUR OF CAMPUS ART DURING HOMECOMING AND REUNION WEEKEND. STOPS INCLUDED COOPER’S OWN MURAL IN THE UNIVERSITY CENTER ROTUNDA (BOTTOM LEFT), THE KRAUS CAMPO ATOP THE POSNER CENTER (TOP) AND “WALKING TO THE SKY” (BOTTOM RIGHT).



“The only thing that I can think of that someone would object to is that it’s such a dramatic piece that someone might drive into a telephone pole

coming down Forbes,” said Jim Feldman (S’57, E’58, E’60).

Fieler noted that countless famous works of art have been provocative. Much protest greeted the construction of the Eiffel Tower, which many people grudgingly accepted only because it was supposed to be temporary, according to Fieler and Cooper.

“If it doesn’t provoke emotion, is it art?” Fieler asked.

## A Lifetime of Service



ALUMNA AND LONGTIME CARNEGIE MELLON VOLUNTEER VIRGINIA WRIGHT SCHATZ (A’43) RECEIVED THE UNIVERSITY’S DISTINGUISHED SERVICE AWARD AS PART OF THE ALUMNI AWARDS CEREMONY DURING HOMECOMING AND REUNION WEEKEND. OTHER AWARDS AND THEIR RECIPIENTS WERE: DISTINGUISHED ACHIEVEMENT, FREDERICK H. DILL (S’54, S’56, E’58) AND LAWRENCE R. SULAK (S’66); ACHIEVEMENT, IRIS RAINER DART (A’66), RAYMOND GINDROZ (A’63, ‘65), AARONEL DEROY GRUBER (MM’40) AND WILBUR C. THOMAS (E’44); SERVICE, IVAN M. FAIGEN (E’48) AND SEMA MOSKOVITZ FAIGEN (MM’49); STUDENT SERVICE, MENNA MULUGETTA (TPR’07) AND RAMZI J. RAMSEY (TPR’07); FACULTY SERVICE, CINDY LIMAURO AND SUSANNE SLAVICK; AND HONORARY ALUMNUS, ARTHUR C. SCHWOTZER (HA’06). SCHATZ IS CONGRATULATED HERE BY ALUMNI ASSOCIATION PRESIDENT JAY PRICE (S’66).



## INTERNATIONAL DISPATCHES

### CARNEGIE MELLON QATAR

SUBMITTED BY ANDY ZRIMSEK,  
MARKETING AND PR DEPARTMENT,  
CARNEGIE MELLON UNIVERSITY  
IN QATAR

Carnegie Mellon Qatar is preparing for the influx of athletes and fans expected for the Doha Asian Games. Taking place Dec. 1–15, the 15th Asian Games will feature 50 different countries competing in everything from basketball and chess to sailing and water polo. The multisport event is held every four years. More than one million people are expected to arrive in Doha for the games, which will effectively double the small country's population. Since the fall semester began in early August in order to finish by the end of November, several students will work as volunteers for the games.

Groundbreaking ceremonies were held this spring for the Carnegie Mellon Qatar building. Designed by world-renowned architects Legoretta+Legoretta, the building will reflect the firm's signature style and feature a robust palette of colors, water features and trees. Construction is expected to begin this year and be completed in 2008.

Several new faculty members are teaching at Carnegie Mellon Qatar this fall, including John Barr, associate teaching professor of computer science; Lynn Robert Carter, principal fellow; Iliano Cervasato, researcher; Erik Helin, visiting lecturer of Spanish; Sham Kekre, associate teaching professor of business; Ian Lacey, associate teaching professor of management and information systems; Andrew Leung, course assistant; Alan Montgomery, associate professor of marketing; Douglas Perkins, instructor; Silvia Pessoa, visiting lecturer of Spanish; and Paul Zagieboylo, instructor in computer science. David Stanfield and Caryl Tuma joined the Student Services staff.

Robert P. Kail, senior associate dean in Qatar, retired after 37 years with the university, most notably with the College of Engineering.

### CARNEGIE MELLON CYLAB JAPAN

SUBMITTED BY NICOLAS CHRISTIN,  
INI FACULTY AND MSIT-IS ACADEMIC  
ADVISOR IN KOBE, JAPAN

The Master of Science in Information Technology — Information Security (MSIT-IS) program in

CyLab Japan just welcomed its second class, bringing the total number of students on the Kobe campus to 17. The diverse class includes students from Japan, the United States, the United Kingdom and India. The program also welcomed Justin Zhan, from the Heinz School, and Atsushi Inoue as new faculty members.

The MSIT-IS program provides numerous opportunities for faculty and student exchanges. One second-year student spent this past summer in Pittsburgh for his master's project and is completing his curriculum in Pittsburgh this fall. Recent faculty visitors to the Kobe campus include Adrian Perrig, assistant professor of electrical and computer engineering, engineering and public policy, and computer science; Tina Wong, Information Networking Institute faculty; and Ramayya Krishnan, the William W. and Ruth F. Cooper Professor of Management Science and Information Systems in the Heinz School. Alessandro Acquisti, assistant professor of information technology and public policy at the Heinz School, will visit this semester.

### CARNEGIE MELLON IN ADELAIDE

The Carnegie Mellon Australia Joint Advisory Board met for the first time this fall. Composed of representatives nominated by South Australia and Carnegie Mellon, the board members reflect extensive leadership capabilities and diverse expertise. The advisory board is charged with providing strategic advice, networks and ideas to contribute to the ongoing development of Carnegie Mellon in Adelaide.

Members of the Advisory Board include Michael Moore, former prime minister of New Zealand and head of the World Trade Organization (chairman); Peter Wylie, chairman of Advertiser Newspapers and representative of Rupert Murdoch; H. L. Kam, group managing director of Cheung Kong Infrastructure Holdings; Tim Fischer, former deputy prime minister of Australia; Margaret Jackson, chairperson of Qantas Airways Ltd.; Baroness Susan Greenfield, director of the Royal Institution of Great Britain; Grant Oliphant, associate director of The Heinz Endowments; Gary Wigmore, senior partner for the global law firm Milbank Tweed Hadley & McCloy; and Scott Bates, vice president and senior fellow at the Center for National Policy in Washington, D.C.

## Gates Complex CONTINUED FROM PAGE ONE



THE GATES COMPLEX, SHOWN HERE BETWEEN SMITH AND NEWELL-SIMON HALLS, WILL INCLUDE 310 PRIVATE OFFICES, 32 LABS, 11 CONFERENCE ROOMS AND A 250-SEAT AUDITORIUM.

Speaking of the Cut, a pedestrian bridge will connect the Gates Center to the Cut, some 80 feet above. Another pedestrian bridge will connect the Gates Center to Newell-Simon Hall.

The complex will include 310 private offices, 32 labs, 11 conference rooms and a 250-seat auditorium. More than 8,000 square-feet of open space and rampways will allow for easy navigation and collaboration among faculty, staff and students.

"There's no doubt they're complex buildings in a complex site, but it's the kind of project that we do," said Scogin, who's earned many awards for his work, including the Academy Award in Architecture from the American Academy of Arts and Letters, the 1996 Chrysler Award for Innovation in Design and five national awards for excellence from the American Institute of Architects.

To accommodate the needs of the School of Computer Science (SCS),

Scogin worked with an eight-member SCS faculty committee, chaired by Guy Blesloch, and designed the buildings using an inside-out approach. Blesloch explained that the major requirements presented to Scogin included private offices for all faculty, plenty of space for collaboration, lots of natural light, and pedestrian-friendly traffic patterns both inside and outside the buildings.

"There were requirements in regards to making connections between different parts of campus, in particular to Newell-Simon Hall, since we'll be keeping space there, and also to the Cut to help us get to the main part of campus and for people coming from the Cut to get to the buildings. Also connections within the building were important so it will be easy for people to get from place to place to visit their colleagues and to make it easy for undergraduates to work with faculty on research projects. It's a collaborative thing," Blesloch said.

While the interior design has exceeded all expectations, the contemporary exterior shape, sustainability and consistency of the Gates Complex — a combination of dark zinc, light zinc and glass — also meets expectations, even though they have raised a few concerns. Blesloch noted that an additional requirement of the building was that it be distinctive to reflect the School of Computer Science's status in the world. "Even in our original proposal to the [Bill & Melinda] Gates Foundation [for initial funding] we had always stated that we wanted something distinct," Blesloch said.

Scogin, who has made some modifications to the initial design in response to concerns, said the final plans meet the criteria presented to him.

"The way we work is rooted in the understanding of the objective put on the table in front of us," Scogin said. "It's an attempt to provide all 300 or so individuals in the building with an office with a window, and an attempt to respond to the dynamics of the site, the surrounding buildings, the grade and the entry points. It's a very complex set of circumstances that helped shape the buildings.

"We firmly believe that what we've done is a very rational approach to the challenge given us," he added. "We do a lot of research, and we look at a lot of choices. There have been critics that have changed this project and have brought to the table very good opinions, very good ideas that we have responded to. We have also tested a lot of ideas that we've rejected for very good reasons," Scogin said.

The outer "skin" of the Gates Complex will be a combination of materials. Thirty percent will be a dark-colored zinc, called "anthra-zinc," and about 10 percent will be a light-colored "preweathered" zinc and a bright metal that will border the windows. Fifty percent of the buildings will be glass and the remaining 10 percent will be other materials such as louvers and concrete. Scogin said the preweathered zinc and metal will act as reflectors and bring light into the buildings, making the Gates Complex a lively pair of buildings 365 days a year.

"No matter what the sky and sun conditions are, the buildings will have a lot of sparkle and brightness to them," Scogin said.

The new home for SCS will seek Gold Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green Building Council for its sustainability and efficiency. Other campus facilities that have earned LEED certificates for their green design are the Collaborative Innovation Center, the New House and Henderson House residence halls, the Posner Center and 407 South Craig Street.

"I understand that some people want more than gold certification, but this is too large and complicated a project to be the showcase of sustainable buildings. There are too many constraints," Blesloch said. "LEED Gold is more than we've accomplished before."

In fact, "more than we've accomplished before" could be used to describe the entire project. It's a good thing Mack Scogin is a problem solver.

## LECTURE SPOTLIGHT: CANNADINE DISCUSSES “MELLON: AN AMERICAN LIFE”

### ■ Jonathan Potts

He was one of the nation's leading entrepreneurs, transforming western Pennsylvania into an industrial powerhouse. As the U.S. Secretary of the Treasury, he shaped American economic policy for more than a decade. And he was a great philanthropist whose personal art collection helped establish the National Gallery of Art in Washington, D.C.

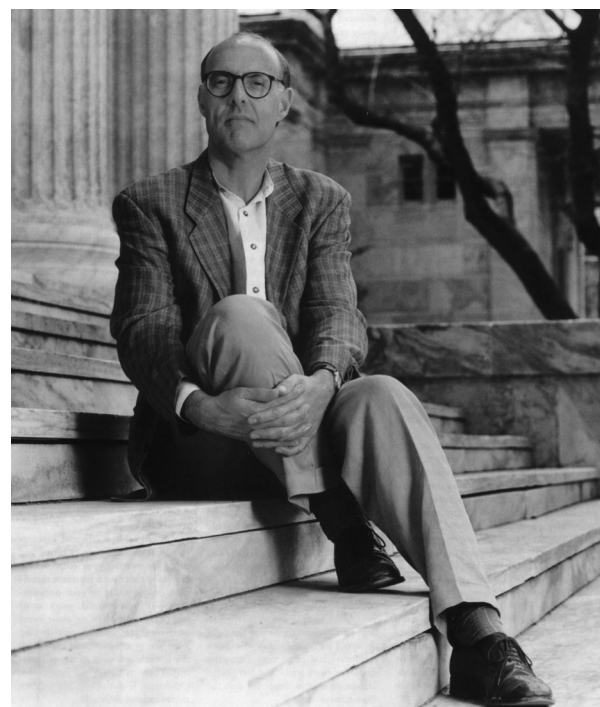
But until now, there has never been a complete account of the life of Andrew W. Mellon (1855–1937), whose achievements spanned the worlds of finance, industry, government and philanthropy. On Nov. 8, Carnegie Mellon will celebrate Mellon's legacy with a lecture by historian David Cannadine, author of the sweeping new biography “Mellon: An American Life.”

Cannadine will sign copies of his book during a public reception from 4:45 to 5:45 p.m. in the Connan Room in the University Center. His lecture will begin at 6 p.m. in McConomy Auditorium. Cannadine's appearance at Carnegie Mellon is part of the University Lecture Series.

Mellon headed the bank his father founded, T. Mellon and Sons, and organized the Union Trust Company and Union Savings Bank of Pittsburgh. He helped to found several industrial giants, including ALCOA, Koppers and Gulf Oil, and was the treasury secretary from 1921 to 1932. Mellon and his brother, Richard Beatty Mellon, founded the Mellon Institute of Industrial Research, which merged with the Carnegie Institute of Technology in 1967 to form Carnegie Mellon University.

Mellon's life was often troubled. His marriage ended in a scandalous divorce in 1912 and his final years were marred by politically motivated tax-fraud charges — of which he was ultimately vindicated.

“Whatever one thinks of it, Mellon's life, and the issues with which he grappled, at varying levels of success and comprehension, imagination and morality, continue to resonate,” Cannadine writes.



**WHAT:** David Cannadine, “Mellon: An American Life”

**WHEN:** 6 p.m., Nov. 8

**WHERE:** McConomy Auditorium, University Center

**Want to know what else is going on next month? See the calendar of events on page three.**

## Jennifer Church CONTINUED FROM PAGE ONE

### **What's your impression of Carnegie Mellon students?**

Carnegie Mellon students are motivated and inspiring. They're so engaged in building the experience here, both their personal experience and the broader campus and community life. If you look at the kind of experiences they've already had in their lives, it's really inspiring. I'm not sure that they always see these qualities in themselves because to them this is normal. It's just who they are, what they do. I think that is unique in terms of their peer set across college students and people their age in our country.

### **Through your various roles here, what have you accomplished that was most meaningful to you?**

The thing that stands out to me as the most satisfying part of my job is the kind of relationships I feel like I've been able to build with students and to maintain with them even after they've graduated. This has made the job very meaningful for me.

### **What would you like to accomplish during the next five years?**

I'm very interested in the freshman experience and in actively helping students acclimate and adjust to life at Carnegie Mellon. A student's ability to achieve success after Carnegie Mellon is influenced by our ability to help them establish a strong foundation during the university experience.

I'm interested in further developing the sense of community on campus and

helping students engage faculty and staff in shaping the kind of community we want to have. I'm very interested in continuing to engage students in more intentional ways in discussions about diversity and the global community where we live, and helping them explore their own ideas and perspectives.

### **Other than campus, what's your favorite spot in Pittsburgh?**

I think I would probably identify Schenley Park, because I spend a lot of time there with my children. I think that one of the great aspects of Pittsburgh is that there are these wonderful parks and places to go to hike and relax. I didn't experience that growing up and I really value the opportunity to do that here in the city.

### **What's your favorite vacation spot?**

I like to go to the beach and be near water. ... Just being near the ocean gives me a chance to put things into perspective. It's a good opportunity for me to reenergize, and it is great family time.

### **What would people be surprised to know about you?**

[Long pause]. Wow. I don't know if I have an answer for this one.

### **What you see is what you get?**

Pretty much. I don't think people would be all that surprised with me. Maybe one thing, if I had to say something, is that I'm probably more artistically inclined than I let on. I do play the flute — I've played since I was seven. I studied ballet for 12 years. I was more involved in

drama and choir and music and dance than I was in, say, sports.

### **Do you still play the flute?**

I'd say I play around. I play around with the flute and my children are interested now because they're getting older and taking their own interest in music and other activities. So it's sort of fun to experience that with them.

### **Do you have a favorite TV program?**

I have two children, so the things they choose are not what I would choose. I enjoy “The American Experience” series and I watch quite a few documentaries. I actually was a journalism major with aspirations to produce documentary films at one time, before I decided that I really wanted to work in education. So I think I'm usually drawn to historical documentaries or programs about history, social history, societal issues, social justice.

### **When you were 20, what career did you have in mind for yourself?**

Like many students in college, I kind of dabbled in a few things. I went into college thinking I was going to come out prepared to go to medical school. I quickly changed and decided I wanted to study journalism. I was pretty involved in campus life and through those experiences I think I determined that I wanted to be on a college campus, not necessarily in a teaching capacity, but I wanted to work with students and help them develop their own experiences. I finished up my degree in journalism and I immediately went on to graduate school to look at the opportunities in education.

### **Based on that experience, what advice would you have for students who are not sure what they want to do?**

I think that one piece of advice is that whatever you're studying here, whether it's what you think you're ultimately going to do as a career, everything you do in college is somehow relevant to who you become. Time is not wasted taking an extra course or playing intramurals or just hanging out with your friends. Each of these experiences is relevant to your future in ways that still may be unknown.

### **What's coming up this school year that you're really excited about?**

I'm really excited about the ways the campus community is shaping itself. You know, just a few weeks ago students were out walking in Gesling Stadium to raise money for cancer research — and that's not an anomaly. Our students are beginning to seize all the possibilities that are open to them. ... When I think about the new year, I think, “What are the new things that we're going to be able to accomplish this year in partnership with faculty, staff and students to be even better than we were last year?” And that goes back to the question about what it is that I like about Carnegie Mellon. I think it's that we are always changing for the better. The whole environment engenders that sense of possibility to do something new, to be a little bit better and to evolve. And we do that better than anyone else.