TAKE ME OUT TO THE BALLGAME — KOREAN STYLE
Donald Marinelli, co-director, entertainment technology center

While on a recent business trip to Seoul, South Korea, I had the good fortune of attending a professional baseball game. Baseball has become a major sporting event in South Korea even though their professional baseball league only dates from 1981. There are eight teams in the league playing a 133 game season.

Being a diehard baseball fan and Pirate season ticket holder, I jumped at the opportunity to take the very convenient Seoul subway system to the former Olympic Stadium area for a game between the Lotte Giants and the LG Twins.

Incredibly, the names of the teams in Korea are all corporate monikers: Lotte is a huge conglomerate of grocery stores, hotels, amusement parks, and such, while LG (which stands for Lucky-Goldstar Group) is a major conglomerate well known for their electrical appliances and technologies.

Since I was staying in the Lotte World Hotel and feel National League loyalty anyway because of my Pirate devotion, I decided to cheer for the Giants. The team names are clearly in homage to American baseball, which caused some difficulties. What exactly made the LG team “Twins”?” And there sure wasn’t anything particularly “Giant” about Lotte.

You know you are no longer in the U.S. of A. when stadium vendors are all selling dried squid, octopus, blowfish, and some other passerby observed as I wandered past the stands and food vendors.

“Where can I find the hotdogs?”
“Sorry, they’re all sold out”

But still I try to understand. I’m starting off with disadvantages: my parents weren’t into sports, my sister didn’t take any interest and apparently neither did any of my childhood or teenage friends, so the Steelers, Pirates and Penguins were completely off my personal radar. During college, I didn’t watch TV or read the papers (which seems incredible to me now). I tried and hung out with friends from horseback riding or in football, baseball, and hockey season — that’s year round — I try to understand my co-workers’ love of sports. I don’t have much to compare to it. I imagine an actor really identified with and liked, nominated for an Academy Award. I think about being through weeks of media hype and waiting, then watching the big competition, then seeing my favorite actor win — but it’s still not the same. For one thing, there are no team sweatshirts, no color combinations to wear (or avoid, at the risk of being taken for an opposing team supporter). For another, I usually like at least three of the five actors nominated, so it’s not that intensely focused. For another, the whole town (sadly enough) doesn’t fixate on the Oscars like I do. You’ll never see someone leaning out the window of an SUV, singing “Here We Go,” waving a dish towel or holding up a huge foam index finger for Adrien Brody, Meryl Streep or Jodie Foster.

But still I try to understand. I’m starting off with disadvantages: my parents weren’t into sports, my sister didn’t take any interest and apparently neither did any of my childhood or teenage friends, so the Steelers, Pirates and Penguins were completely off my personal radar. During college, I didn’t watch TV or read the papers (which seems incredible to me now). I tried and hung out with friends from horseback riding or on the football team, but I didn’t really try to understand. I was more interested in the behind the scenes aspects of the races. I’m only just starting off understanding the full extent of the sport’s popularity.

As a community, I continue to be amazed at the amount of donations we collect and give to the Greater Pittsburgh Community Food Bank. It shows the compassion and generosity of those who contribute to this worthwhile cause. With all the bad news we are constantly bombarded with, the fact that we can and do touch lives in a positive way proves that most people have a good heart and are not merely directed by self interest.

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Both of these mini-events added to our grand total for this year’s drive: $348 and 5,929 lbs of non-perishable items. (Last year, we collected $785 and 4,720 lbs of non-perishable items.)

The entire Food Drive Committee, along with Staff Council, would like to thank the Carnegie Mellon community for making this annual event an ongoing success!
Newbie to Staff Council, Part II

by Jan Hardy, library specialist, university libraries

It’s been a busy month for Staff Council. We’ve had an Open Forum on health benefits, a Dialogue with the President, a Food Drive and an issue of FOCUS in which you truly got a skeletal sketch of the committees bringing you these events and more. After this sketch, yours truly will have covered the topic of computer SC Feature Writer to Staff Council FOCUS Page Editor, proving rule number one of committees: “The more enthusiasm, the more you’re given the job permanently” — which is fine with me. So, my new, weighty responsibility is to bring you a summary of our activities. After two cups of coffee and five cookies provided by my supervisor (Remember my theory of management? Is anything from Tepper working on this yet?), I’m sufficiently weighty to begin. I find my writing hampered by the fact that I’ve been supposed to get National Approval from Human Resources (HR) and the president’s office before publishing notes from the Forum and the Dialogue, proving rule number two of committee work: Any collaboration between departmental committees and the Faculty is expected. But I’ll ride out my caffeine buzz and risk my job to tell you some of what we learned. Complete notes will appear eventually on our Staff Council Web site, http://www.cmu.edu/staff-council. Any misreports will be the fault of Forlagers and does not represent any campus person living or dead.

On Oct. 5, Barbara Smith and Lori Bell presented information and fielded questions from the audience at an Open Forum on Health Benefits. Since this issue of FOCUS appears after Open Enrollment, hopefully all of you have safely navigated the treacherous ocean of de- defaults, options, plans and accounts with the help of the annual Health Fair. HR’s one-on-one counseling, Web site links and/or toolkits.

In our Forum, Barbara Smith addressed concerns about the reliability of the Web server during online enrollment (which should be okay), about definitions of prescription formulations and preventive care (which are various and labyrinthine) and about pre-existing conditions (which are covered). Emergency care is also a hot topic. It’s a good thing we’ve navigated the country and off your network. Thank goodness, now I can take that snowboarding trip in the Alp’s I’ve been putting off. Anyway, Barbara Smith has given this talk to many groups of faculty and staff, to the volunteers and to everybody who contributed. Staff Council Salutes: Donna Marano, certified research administrator.

By Leslie Rhodes, pre-award administrato, office of the associate provost for re- search & academic administration

Donna Marano is director of finance and administration for the Department of Civil and Environmental Engineering at Carnegie Mellon University. She has held similar positions within the University since 1975. Donna is a certified research administrator and a member of the board of directors, Research Admin- istrators Certification Council.

At Carnegie Mellon, Donna co-founded the Research Administrators Council and the staff representatives to the Department of Civil Engineering and Development Task Force whose mandate is to initiate and evaluate professional development needs for staff and faculty. Under the auspices of both of the University committees in 2002, Donna initiated and implemented an internal certification program for research administrators. To date, this program has resulted in 17 Carnegie Mellon admin- istrators attaining University as well as national certification.

Donna has been honored by Carnegie Mellon as the recipient of several awards: CIT Staff Recognition Award (Engineer- ing College) for exceptional job perfor- mance, dedication, positive attitude and contributions as a team player; Andy Award (University) for Process Improve- ment, Team Category, for her role in the development of SPEDX, a database that manages proposal and award informa- tion; and the 2001 Andy Award, for Inno- vation, for development of the research administrators training program.

Donna is treasurer of the Society of Re- search Administrators (SRA) Internation- al, past treasurer of the Northeast Section and a member of the SRA Development and Finance Committee, SRA Executive Committee and SRA Board of Directors. Donna is a charter member of the Northeast Section Planning Committees since 1999. Donna has made numerous presentations at SRA Chapter, Section and National Meetings. Topics include Time Management, Research Administra- tion Certification, CRA Review, Depart- ment/Central Office Interface, Learning and Development Programs in Research Administration, and Fundamental of Re- search Administration. Donna is also a member of the faculty for SRA’s DA-101 and DA-201 programs. She recently received the following awards:

Excellence Award Society of Research Administrators International. Established in 1977, in honor of the Society’s tenth an- niversary, to annually recognize a mem- ber who has excellence in meetings and the purpose of expanding the knowledge and tools of research administration.

The criteria for the Excellence Award are:

1. Knowledge and performance of re- search administration;
2. Continuing study of the research ad- ministration field;
3. Development of new research admin- istration procedures;
4. Publications and the development or implementation of research administra- tion;
5. Stimulation of the SRA membership by interesting and effective presentations is a criterion which enhance the profession of
6. Mature philosophy of research ad- ministration;
7. Membership in SRA.

2005 Recipient: Donna I. Marano, Carn-egie Mellon University

Hartford-Nicholson Award Society of Research Administrators International. Established to recognize SRA members who services have been of benefit to the entire Society. Until 1973, this award was entitled the Distinguished Service Award.

The criteria for the Hartford-Nicholson Award are:

1. The nominee is a member of SRA;
Take Me Out ... continued from Page 1

of the weirdest sushi I've ever had. The concession hawkers walk the aisles with contorted dried squid tentacles sticking out of their back pockets and petrified blowfish packed into see-through envelopes. It is an odd sight indeed, but no odder than actually watching a group of Korean businessmen, most of whom are straight from the office, coat-and-tie still on, munching down on squid and blowfish while cheering on their team. About 80% of the fans had some kind of noisemaker. Noisemaker of choice was a two long flat bat-like things that were hit of noisemaker. Noisemaker of choice was a two long flat bat-like things that were hit of noisemaker. Noisemaker of choice was a two long flat bat-like things that were hit of noisemaker. Noisemaker of choice was a two long flat bat-like things that were hit of noisemaker. Noisemaker of choice was a two long flat bat-like things that were hit of noisemaker. Noisemaker of choice was a two long flat bat-like things that were hit of noisemaker. 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Patrick D. Larkkey

The late Herbert Simon occasionally re- 
counted how the Ph.D. in Computer Science 
that he had obtained from the University of 
California at Berkeley was “an academic right 
in Warner Hall, have never had much suc-
cess in initiating substantive programs in re-
search or education; most of these attempted 
initiatives have been dismissed as ‘pettifog-
ing’ or ‘quaint’ and have had no lasting pos-
itive effect. In the ascension, Carnegie Mell 
was always a bottom-up rather than a top-down 
place.

The recipe for putting an institution on the 
intellectual fast-track has never been much 
of a science. The idea is that if you drive 
down people you can find: people more 
interested in substantive intellectual 
problems than in cutting out approved dis-
putes or performing public relations 
activities with some chance of 
finding new fields or doing interesting 
work on the interstices of those bastions of 
theoretical research. Carnegie Mel 
provide those people with the tools to pursue 
their obsessions; (3) stay out of their way 
while keeping everything within ethical, 
legal and financial bounds; and (4) develop 
acquaintance with frequent failures by well-in-
tentioned, hard-working people. There is no 
way to plan or predict exactly what will 
get from following the recipe, but you can 
be assured that it will be interesting. 
The Carnegie Mellon of the ascension was 
never predictable and always interesting.

There are, of course, significant problems 
in following the recipe including: How do 
you identify smart, driven people? What do 
you do with your mistakes in this identifica-
tion? Where do you find leaders who under-
stand the process? When they are will-
ing to make the personal sacrifices required to behave in 
consistently with canons of good leadership 
and management practices? How do you 
ward off the incessant pressures to assign 
credit and blame for products when the 
time is an elusory target? What do you do 
with a piggledy mix of old and new and the worst 
throughout the tenure of Carnegie Mellon. It 
was shown to have been spending the capital 
from the bonds in addition to the arbitrage 
earnings. Some years were better financially 
than others, but solvency always depended 
status to supplant games of substance? How 
are you to do with your mistakes in this identifica-
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The pragmatic message in the story was 
simple and direct: Interesting intellectual 
substantive course of action.

The cultural message in the story was also 
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substantive course of action.
Consider some of the changes in Univer-
sity regulations, benefits and practices the
Faculty Senate have brought about in the
last five years: (1) Faculty electronic com-
munication and data are, in regulation, se-
cure against peeking or interception by
anyone else on campus. Save to search for
viruses and the like, unless legally com-
pelled, no administrator, faculty or staff
member, or student is permitted to examine
your e-mail or computer files without your
consent, and the penalties for violation are
substantial. (2) Benefits formerly restricted
to spouses of employees now apply to any
domestic partner, whether of the same sex
as the employee or not. (3) Faculty with a
new child, new by birth or new by adop-
tion, is entitled to a semester’s leave at full
pay if they are the primary caregiver for the
child. (4) Smoking has been prohibited throughout the offices of the University. (5) Faculty have been prohibited from bring-
ing firearms to campus. (6) Faculty titles have been changed.

Not all faculty members endorse all of these changes, but all of the initiatives were
overwhelmingly endorsed by the Senate as a
body and all the prohibitions were initi-
ated by the faculty. In at least two of these
cases—electronic privacy and changes in
titles—the Faculty Senate as a whole had a
different, and in my judgment, better, view
than did the small faculty committees ap-
pointed to consider the issues. There is an
obvious moral: the Faculty Senate as a body
tends to better reflect the opinions of the
faculty than do small committees. In the case
of faculty titles, for example, a small com-
mittee consisting chiefly of comparatively
distinguished faculty wanted to retain dis-
tinctions in titles that a considerable majority of the faculty did not. (In the matter of priva-
cy, Joel Smith, vice-provost for Computing
Services, took an important stance: he didn’t
want anyone going from the faculty. When anyone reported to him, messing with your e-mail or files.)

There are other issues the Faculty Organi-
cization could—and should—press, if only it
could form a consensus as to what to press for:
explanded child-care, faculty leaves, etc.
Inevitably they involve money, and so trad-
eed or, if the trade-offs are prob-
ably relatively small. We have distinguished
faculty colleagues who have worked with the
University for more than a decade without a
single internally funded leave. The Univer-
sity’s written policy suggests a semester of
leave after 12 semesters of teaching may be
“applied for,” but in some departments, any
such application is merely a lottery ticket.

As a former department head and chair of
the Faculty Organization, I confess that
while an administrator I liked two advan-
tages of secrecy: things one thinks should
not be public as a matter of principle
or practicality can’t happen as fast. Every administrator wants some ac-
tions kept to a narrow circle, invisible to
trade publications, legislative hearings
and flexibility—and sometimes leads to bad
results. In most cases, I believe, administra-
tors who would prefer the Q.T. will make
these decisions if they are weighed, but if the
campus too often take a pass. There are re-
ally two problems here: decision-making administra-
 tors—from the president to the provost to the
vice-provosts—are too overloaded and confused for that it can be difficult to get their attention or enough of it. I would favor a Faculty Organization, exactly because it is
an organization, and of volunteers at that, is
sometimes neglectful. Some examples, all
still more or less current, come to mind.

Qatar. The Qatar undergraduate exten-
sion campus is exactly the sort of enterprise
that distinguished educators warn should
be closely supervised by faculty, and it is
not. The provost consulted with the Faculty
Senate when the idea was first mooted, but
a deal was struck that to this day remains
hidden from the faculty. When anyone asked
about it, it was basically “costed” by the adminis-
tration and seems not to have been investigated
in any serious way. All the Qatari faculty are selected remains a secret.

Even the Qatran Web page is a cipher: to
find who teaches what and when. The provost has repeatedly shunted this responsibility of oversight. I asked the Ex-
cutive Committee of the Senate to form an oversight body. Good idea, they said, but
did nothing; I asked the University Execu-
tive to form an oversight body. Good idea,
say, but surely anyone else’s job— the
Faculty Senate’s maybe? I asked the
provost and Qatar Dean Chuck Thorpe to
hold a public meeting to answer questions.
They did, and they advertised it, but almost
no one showed up.

Diversity. The president has spoken repeatedly of his desire for “diversity” in the campus, without clearly deciding as to what that means. A few years ago, a faculty committee on diversity was set up and proposed a number of rec-
tions to which the Faculty Senate gave
non-binding approval. Meanwhile, the University has had small but effec-
tive outreach programs for the African-
American community—notably, the Role
Models Program—instigated by the vol-
unteered efforts of individual faculty and
students, and funded by the center for
outreach office. In the midst of propos-
als to extend these efforts to form a sus-
tained, continuous, tutoring and mentor-
ing program for local African-American
students, the administration reorganized
outreach without addressing the core is-
ues. The Faculty Senate took no notice.

Health Benefits. Human Resources pro-
duced a new bundle of benefits options, en-
tirely without consulting the faculty. Barba-
ro Hargrove, a member of the University’s
Advisory Committee, approached the chair of the Faculty Affairs Council just before the new package was to be announced, asking for access to a
package for review by that body. Recognizing
the request as an attempt at an endorse-
ment of a fait accompli rather any genuine
consultation, Chair Chuck Lewis said that
what was proposed was too late to be
properly declined. Revisions have been made
but only belatedly in response to faculty
and staff reactions. The Faculty Senate oth-
erwise considers itself powerless to prevent
that significant changes in benefits require
continuous consultation with the faculty at every
level. Admissions Office practice in this
kind without such consultation is intensely
unwise, for it invites initiatives towards a
faculty union, which would make adminis-
tration far more difficult than would more
candid and consultation.

So? The Faculty Senate at CMU does
pretty well, far better than comparable organizations in many universities where
I have worked. Its efficacy naturally de-
pendent on the energy and personal
and academic values of those who volunteer; it
suffers from free riding of many non-
volunteers and the personal axe grinding of
many to the contrary. It is not entirely in-
evitabled. It could easily do better by more
aggressive oversight of the administra-
tion and by publicizing issues, results and
discussion of those in oversight Senate meet-
ings and in regular FOCUS reports. The
senior administration is in many cases on
many issues remaining invisible and open; in some others, considerably less so. The job facing the Faculty Senate is to keep administrators in the habit of the former and to get them to over-
come the latter. We’re in this together.

Passion for the Common(s) continued from Page 3

I’m about to have a conniption fit.

The land grab of media giants, who pro-
duce a small portion of American culture
but control the majority of intellectual
property legislation, compels an
organized grassroots response that stakes
a claim for free culture within the law.

Flame six: The good burn

Enter Lawrence “Larry” Lessig, mild-
mannered constitutional lawyer and pro-
fessor of law at Stanford. Larry loves the
concept of the law, but has declared the
current legal edifice to be insane in terms
of its application in the digital realm for
which it was not designed.

Larry and his colleagues propose an al-
ternative to the tedious, costly permission
culture with its complicated, convoluted
copyright laws and untracked and unrecord-
able copyright ownership. The alternative
is a marvelously, refreshing, disruptively in-
novative idea. Let’s give copyright owners
some leeway. Let’s put a watermark, a digital
marking is accomplished through Cre-
ative Commons licenses that specify
what rights are freely granted to users. All
other rights must be negotiated with the
copyright owner. Where current copyright
law says in effect “all rights reserved,” CC
licenses say “some rights reserved.” Cre-
ators can choose what rights they want to
reserve and what rights they want to give
away. For example, the CC Attribution
Non-Commercial No-Derivatives li-
cense indicates that users can freely use the
work for noncommercial purposes, as is,
and with attribution to the author.

Creative Commons licensing is an al-
ternative to digital rights management (DRM)
technologies that, though designed to
prevent exercise of any rights reserved,
threaten interoperability and fair use of
content on the internet. All CC licenses
state explicitly that they “do not modify or
restrict fair use.

The Creative Commons was launched in
the United States in December 2002. As of
summer 2004, it had 7,100+ works and 28
languages. More than 800,000 works
are available in 24 legal jurisdictions have CC licenses. Carnegie Mellon’s Web site has almost 200
items with CC licenses, Stanford has over
200, and Google to items licensed under a CC li-
cense. Is your internet search using Yahoo or
Google for the best results? If not, why?

The Creative Commons licensing is an
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The Dean’s Column

FOCUS had a chance to chat with the new dean of the College of Fine Arts, Hilary Robinson. We hope you enjoy this interview as much as we did.

What on earth is a dean and what do they do? What kind of animal is a dean and are there special qualifications one should follow in encountering them with?

I had a new definition of what a Dean is the other day and it is “one who eats for the university.” What is a Dean? I guess a dean is somebody who is there to be a figurehead, to provide leadership, to be the public face of the college certainly. My particular task is to ensure that the excellence we definitely have in the five schools here and the other activities here the College of Fine Arts (CFA) are properly advanced, and that we are all pulling in the right direction.

It involves a lot of talking to people, a lot of negotiation, it involves looking two ways at once: both looking into the schools and out to the rest of the university and beyond to the greater Pittsburgh community, and globally. I’m getting to know the arts and cultural community in Pittsburgh and, oh my gosh, it’s very much enjoying representing CFA to them.

No rules of engagement with this dean, but I do admire people who think globally and act locally. In this case it means aligning the global engagement of work emanating from CMU with how we behave on campus and in the city.

How do you see your role as dean: a) in your own college and b) in the university in general?

The college was left by my predecessor, Martin Prekop, in very good shape. The schools are all in good shape and have recognized standards of excellence – they’re very good at what they do. So my task is not so much to get in and reconfigure what the schools are doing – there may be some tweaking here and there, that one would wish to see happen – my task really is to give the college as a whole a coherent vision as our structure. We’ve got great people here; we’ve got great faculty and students, and great alumni. So it’s not so much that I want to change things, but I want to build on it. I want to raise the whole question of what research means in a studio setting and I have begun to work to bring together people from across the college. That’s a big question. Another thing is that I want to think about the interdisciplinary work that we do. We have the Studio for Creative Inquiry; the half-share of the Center for Arts & Society along with H&K, we have two really interesting programs, the BHA and BSA which are nationally unique programs. But at the moment the interdisciplinary activity that we do is not easily accessible, not as visible as it should be, not as celebrated as it should be. I want to spend some time thinking about it - I don’t want to weigh in immediately and make radical changes but I want to spend some time thinking about that interdisciplinary activity and how it can best be managed to give it the visibility it deserves. The third area I’m most interested in is the professional practice of our students and graduates. How are we fitting them for their future lives as designers, artists, or whatever they will do? How do we support them once they leave? How do we help them set up their businesses, set up companies? How can we help incubate the kinds of activities they are going to be doing? How do we do that not only to the benefit of our graduates and the wider art world, but also to the benefit of Pittsburgh?

A large proportion of our alumni do stay in Pittsburgh or in the region. The three big areas that our alumni live are Pittsburgh, New York, and Los Angeles. And I think the creative and performing arts, the cultural industries, have an enormous role to play in the regeneration of post-industrial cities. I want to think long term with colleagues in the university and in the city of Pittsburgh, on how we can fit our students to graduate into that kind of environment and at the same time be really successful in their own enterprises.

Apart from deaning how do you spend your time? Le, what are your interests, recreational, travel, sport; do you prefer food to travel, what is your favourite team, what is your golf handicap, what is your favourite restaurant?

Of course I’m just new to Pittsburgh – I arrived in September and I’m just beginning to get to know the place. Also having moved from Northern Ireland to come here, most of my so-called “leisure time”, has been caught up with trying to locate places of interest in which place to begin is this book this is a book… Really my time has been taken up with the practicalities of moving across the Atlantic and settling in and I’m now involved in house hunting and looking for somewhere permanent to live; I’m not at the moment, not quite settled as soon as possible – so that’s fun. What do I like to do? OK, I made this quip all about as someone who eats university, but I like sharing good food with good company. Do I have favourite restaurants? No, but I’m happy to have eaten in both very fine, fancy restaurants and some very good local neighborhood restaurants, so I’m looking forward to exploring Pittsburgh one restaurant at a time! Apart from that, yes, travel, books, films, the usual pastimes.

What are your views about the general education offered at CMU? Especially, how do we do in educating first year students if you have any early thoughts on that topic?

It could only have been a university of the caliber of Carnegie Mellon to tempt me to change my life so radically at this age and stage. It is a great university. Once I was appointed, I kept meeting people who would say to me that not it was that good in this subject or it’s got a great reputation, but they would say it’s a great university, which is different from just saying that it is excellent in particular subjects. What I felt when I came here was that it was a happy campus. There is an energy here – amongst the faculty and amongst the students that is really refreshing. There is a positive feel here on campus. That’s the kind of attraction of Carnegie Mellon that is very difficult to quantify, but speaks to the great work of everyone here on campus.

The system here is quite different than the UK. The students come into university quite a bit younger and then they have a four-year undergraduate experience. In the UK they come into university a bit older – 18 plus and shape the undergraduate degree. Five year is crucial – this is the year you infuse students for their subject and study. In my home country, you don’t start teaching them as adults and they have to start behaving like adults. It is a two way responsibility: you have a responsibility to provide for them and they have a responsibility to rise to that challenge. I think that our best teachers are those who are involved with a first year education. There is often a hierarchy in relation to teaching that the most renowned people will only teach graduate students or only teach certain levels of students. But certainly in the arts it is often the best artists who are also the best teachers. They have a passion for the subject. There is a link between professional practice, research and educational practice that I think that is very interesting. And if you get the excellent practitioners and researchers infusing first-year students, then you really get there, they will stay and be happy and ambitious. It is a transi- tional year and we need to be sensitive to that but you also need to let them know how ambitious they need to be.

What is your vision of the future: of this university, of higher education in America, of the country?

What is the usual pastimes. We are in a culture in such a state of flux, that we don’t know what kinds of careers have opened up and what careers are going to happen. We have to equip them with the wherewithal to be creative in their responses to any career since they find themselves in. I really do think that the College of Fine Arts can be an intellectual driver for a university like Carnegie Mellon. The word “creativity” is increasingly being used by other disciplines but we should actually be driving those debates about the nature of creativity, about the transferable skills that we can instill in stu- dents of all disciplines about creative think- ing and self-sufficiency for their own eco- nomic and social needs. As Dean you get the last word; what is it?

As Dean you get the last word; what is it?

Work hard – play hard. It has to be fun. If it is worth doing, it has to be fun.
When Andrew Carnegie offered to fund a technical school in Pittsburgh, he did so in the form of a letter which he read at a dinner on Nov. 15, 1900. Carnegie assumed Pittsburgh leaders in attendance that his offer was a serious one, ending his letter, “my heart is in the work.” That phrase has been both motto and manifest for the technical schools that grew up to be Carnegie Mellon University. And while Carnegie’s letter mentions the purchase of the site, it was only afterwards that the Archives developed a collecting policy that captured records of many key offices and departments as well as less formal evidence of student experience. Thus, minutes of the Executive Committee share shelf space with collections of WWI era dance cards, 50-year-old chalkboards, and slightly emplty cans of Tech Beer. This inclusive collection policy has resulted in over 4,000 cubic feet of historic records, photographs and objects being placed within the Carnegie Mellon University Archives, to be preserved for and made available to all.

In the decades since official policy created the Archives both University and Archives have grown beyond what they were to begin with. The Historic Records Policy charges the Archives to “collect and make available” official university records that document the institution’s processes, budget and financial statements, and government contracts produced or received in the transaction of its business.” Restructuring of offices, renaming of schools and—most importantly—from an archival standpoint the deaccessioning of records from an older era altered those transactions that create the evidence collected by the Archives. Memory is a fleeting commodity to begin with, but when the evidence is in bits and bytes instead of on pieces of paper, how do you find what to save and how do you keep it alive?

Archives as a profession came of age in America in the first half of the last century, with the National Archives and Carnegie Tech Computation Center, c1960.

The Archives is preparing to update its methods of collecting historic records by administering a site wide survey of campus offices. This survey will result in a map of records that are created and maintained within the institution as well as a schedule for the systematic placement of important evidence within the Archives.

Various campus offices had saved an enthusiastic variety of items over the years, but it was under the auspices of President Cyert in 1965 that Organization Announcement #315, Policy on Carnegie Mellon University Historic Records, created a coordinated effort within an official University Archives. The first University archivist was Gabrielle Michalek, who not only worked with

Working with Sports Fans

continued from Page 1

because when Pittsburgh won, there was practically a ticker-tape parade down Shady Ave. My friend and I were shocked. The Panthers, on the other hand, were a different story. Although I didn’t feel as though I was witnessing a sporting event, I did feel as though I was in the middle of a street party, and it was very exciting. The Panthers are not as popular as the Steelers, but their games are much more enjoyable to watch because of the atmosphere they create. The Panthers fans are very passionate about their team, and they always show their support by cheering loudly and waving flags. I think the Panthers are a great team, and I’m looking forward to attending more games this season.

I think the Panthers lost that game, but I didn’t enjoy it as much. I think they played a better game than the Steelers, and I was surprised that they lost. I think the Steelers are a great team, and I’m looking forward to seeing them play more often this season.

The complexity of Carnegie Mellon evidence that the Archives is echoed in the survey. While survey questions are specific enough to pinpoint items of archival interest, they are also generated to accommodate the needs of offices that can differ greatly from one another despite their shared depth within the university. The Archives dates back to have been 100 years ago that four separate trade schools were united under the banner of The Carnegie Technical Schools, but the Archives remains today. The resulting interdepartmental synergy is one of the great identi
ing of Carnegie Mellon, but the strength of our diversity is a challenge to the col-
collection of meaningful records. One of the goals of the survey is to create a sort of map, allowing for navigation of information between the Carnegie Mellon hierarchy, but whose methods and products differ in countless important ways.

Following a period of pre-survey test-
ing, the site survey will be administered to the offices of the deans. Survey results will be analyzed, and meetings will follow between the Archives and the offices to discuss the needs and products of each office. A schedule will be created for each office outlining what records to send to the Archives and when, as well as what, records, and how much, is needed. The next step will be to update the sound in their move to PNC Park. No organ intros! I felt robbed! At my disappointment when I found the Pirates updated their sound in their move to PNC Park. I was ready to see the new PNC Park when it opened. Meanwhile, my coworkers were astounding and encouraged. “Now we have the Pirates, or Penguins win, if only because it’s still the city was gorgeous. And I think we may have won that game. Not that it mattered to me or anything.”

No, really, I am happy when the Steelers, Pirates, or Penguins win, only if because it’s easier to work when your coworkers are happy. I try to listen for the scores before I come in on Mondays and let me adjust my expectations accordingly. It’s not that I don’t like Steelers games, but I do want to enjoy the experience without feeling disappointed.”

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ful benefits in pre-need planning. I said, this is a telemarking call isn’t it.

and why they make the effort to dine well, and drink well at home. The lesson goes something like this:

So there’s some good news about Bush, his popularity is diving. The Republicans are surely going down the tubes this time. Look at the Libby Scroozer, the Cheney, Frist, Delaay. But of course now is the time to attack the Democrats, we have to jump on them to try to improve them. For exam
ple they phoned here the other day looking for money, I started in on them for not hav

and off we go.

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